



Indian Institute of Management Lucknow



NEWSLETTER

Vol. XV Nos. 15-16

August 2008



In this Issue:

Research Publications

Research Papers

Conference/Seminar Papers

Working Papers

Newspaper Article

Editorial Assignment

Campus Events

Student Activities

MDPs

From the Press

Library (Gyanodaya)



“When I started the company I was 52 years old. I had diabetics, lost my gall bladder and most of my thyroid gland.

But I was convinced that the best was ahead of me. ”

-Ray Kroc- fouders of McDonald's



“To accomplish great things, we must not only act, but also dream; not only plan but also believe” - Anatole France

RESEARCH PUBLICATIONS

RESEARCH PAPERS



Asthana, A. and Kumar, S. 2008. “Soil Health and Sustainable Crop Production: Adoption and Awareness of Soil Testing”, *WJSA: Journal Of Sustainable Agriculture*, Vol 32(2): 303-320.

Maintenance of proper soil fertility, through application of a balanced mix of various nutrients, is important for maintaining sustainable crop production levels. Soil testing is a crucial step in this direction. This paper describes soil testing as a multi-dimensional concept comprising seven aspects. Awareness of these factors among farmers is computed, examined, and statistically analyzed using survey data collected from three categories of farmers—small, medium and large—in four districts of the Uttar Pradesh state in India. The

impact of a World Bank-aided project— Diversified Agriculture Support Project—is also assessed in terms of dissemination of soil testing knowledge. Results indicate that project interventions had a significant and variable soil impact on farmers awareness of and likelihood of adopting soil testing in four districts. The findings have implications for policy-makers and researchers who are interested in improving the production and productivity of crops in developing economies.



Pindoriya, N. M., Singh, S. N. and Singh, S. K. 2008. “An Adaptive Wavelet Neural Network-Based Energy Price Forecasting in Electricity Markets”, *IEEE Transactions on Power Systems*; Vol 23(3): 1423-1432.

In a competitive electricity market, an accurate forecasting of energy prices is an important activity for all the market participants either for developing bidding strategies or for making investment decisions. An adaptive wavelet neural network (AWNN) is proposed in this paper for short-term price forecasting (STPF) in the electricity markets. A commonly used Mexican hat wavelet has been chosen as the activation function for hidden-layer neurons of feed-forward neural network (FFNN). To demonstrate the effectiveness of the proposed approach, day-ahead

prediction of market clearing price (MCP) of Spain market, which is a duopoly market with a dominant player, and locational marginal price (LMP) forecasting in PJM electricity market, are considered. The forecasted results clearly show that AWNN has good prediction properties compared to other forecasting techniques, such as wavelet-ARIMA, multi-layer perceptron (MLP) and radial basis function (RBF) neural networks as well as recently proposed fuzzy neural network (FNN).

CONFERENCE PAPERS



Ganguly, B. (FPM Student), **Dash, S.B.** and **Mukhopadhyay, A.** 2008. "Influences of product type and customer demographics on the antecedents and consequences of Trust in online shopping: A Review and Research agenda", Paper presented and published in the conference proceedings of the 'Conference on Information Science Technology and Management (CISTM)' held at IIT Delhi during July 31-August 2, 2008. (Mr. B. Ganguly had also chaired the session titled 'Technology Applications' on August 1, 2008.)



The objective of the paper is to provide the researchers with an analytical framework for studying the influences of product type and customer demographics on the antecedents and consequence of Trust in online shopping. In the first phase a comprehensive review of the past studies on online shopping has been done and the major antecedent and consequence factors of online trust have been identified. Testable propositions have been presented there after. Review of literature on customer

demographics and online product classification suggested that demographics of customers and the product type purchased determine the importance attached to these antecedent factors for generating trust and also on the consequence of trust. It has been proposed that the relationship between these antecedent factors and trust and also the relationship between trust and its consequence would be moderated by the product type and demographic values of customers.



Sharma, M.G. (FPM Student) and **Singh, K.N.** 2008. "Spare Management: application through Black-Scholes Model", Paper published in the proceedings of the 15 th Annual EUROMA Conference 2008 held at Groningen, Netherlands during June 15-18, 2008.

We address the problem for the demand of spare (service) parts of capital-intensive Industries This study utilizes the option theory to spare part inventory. Spares Management in an Equipment Intensive Industry like airlines is a challenging task because of the highly stochastic demand pattern with long streams of zero demand value and a few large demand. The difficulty in assessing good strategies for the management of spare parts lies in their specific nature, normally very slow moving parts with highly stochastic and erratic demands

Considering the demand pattern of spare arising from breakdown, the intrinsic value of the spare can be modeled as a generalized Black and Scholes Equation. The valuation can be done by considering it as an Exotic Option - Binary Option-American. This

paper introduces the concept of American option in the Spares management. Our approach focuses on demand because the primary uncertainty lies with demand. Starting with the Stochastic process of demand, an attempt to build a real option framework has been done so as to calculate the value of the option.

In real options, volatility is perhaps the most difficult of all the variables to forecast. Volatility is difficult to measure and the option value is highly dependent on the volatility estimate. The Stock forecasting studies of spares have given some data on volatility. Taking those results the option value is determined and After this the sensitivity analysis is conducted on the option value as a function of the volatility of the demand and the S/K ratio.

WORKING PAPERS

Ramakrishnan, K. 2008. 'Mapping Competitive Strategy in the Indian Tea Industry', IIML WPS: 2008-09/05.

The Indian tea industry has been facing numerous problems. This study is an attempt at mapping the competitive strategy of fourteen of the largest companies in this industry. Using a multidimensional

unfolding procedure, the study brings out the existence of five strategic groups as well as the trade-offs inherent in the pursuance of some important strategy and performance variables.



Ramakrishnan, K. 2008. 'Mergers in Indian Industry: Performance and Impacting Factors', IIML WPS: 2008-09/06.

Even though there is a vast body of research on the performance of mergers in the developed markets, many issues are still unresolved. There is almost negligible research in the form of published papers on the performance of merged firms and the strategic factors impacting this performance, in the context of Indian industry. This study aims to address this gap in knowledge.

Using a quantitative method and statistically analyzing secondary data the study finds that merged firms demonstrate better operating performance as compared to both their industries and their pre-merger performance. Merging firms belonging to unrelated industries appear to be performing better in the long-term as compared to the related firms.

Mergers which witness transfer of corporate control demonstrate a better performance than the ones that do not. Sick acquired firms negatively impact long-term performance.

Managers can thus prudently utilize mergers to improve firm performance in Indian industry. It appears that firms belonging to unrelated industries bestow better long-term post-merger cash flow returns. Managers in India do not thus have to constrain themselves to only horizontal mergers. Managers would be well-advised to improve on their managerial capabilities since this study points towards a developing market for corporate control in the Indian context.



Ramakrishnan, K. 2008. 'Redistribution of Wealth on Merger Announcement in India', IIML WPS: 2008-09/07

Research on mergers has made considerable progress over the last 50 years and has produced a vast body of literature especially in the developed markets of the world. Very little is known about the effect of announcement of mergers on shareholder wealth in the Indian context. Also unknown is the apparent influence of the market for corporate control on such wealth effects. This exploratory study aims to fill in this knowledge gap. It uses a standard event study method and statistically analyses share price and other secondary data. It is found that the acquired firm shareholders enjoy significant wealth gains of 11.6% in a 21-day event window period, whereas the acquiring and com-

bined firm shareholders do not do so. Mergers that do not see transfer of corporate control bestow significant wealth gains of 21.1% on announcement on the target firm shareholders, whereas the ones where such a transfer takes place do not witness such gains. Thus the redistribution of shareholder wealth on merger announcement in India seems to be following a pattern similar to the one found in many other studies, though the quantum of gains to the target shareholders is larger. Managers may also have to factor in the impact of the transfer of corporate control from the acquired to the acquiring firm on their assessment of shareholder wealth effects before announcing mergers.

NEWSPAPER ARTICLE

Kumar, S. and **Chaudhary, D.** "The Carbon Markets: Change is in your Hands", *Mint*, New Delhi, August 05, 2008, pp. 23.

Venkat, V. (Copy Editor-METAMORPHOSIS) Unceremonious Exit. (Opinion Page) *The Hindu*, August 20, 2008.

EDITORIAL ASSIGNMENT

Prof. Saji K.B., served as reviewer on the editorial review board of the conference proceedings of the American Marketing Association's (AMA) 2008 Summer Marketing Educators' Conference held at San Diego, CA, USA during August 8-11, 2008. He worked with Prof. Robert M. Morgan of University of Alabama and Prof. George D. Deitz of University of Memphis for the Marketing Strategy track.

... served as reviewer for the 2008 annual meeting of the Technology & Innovation Management (TIM) Division of Academy of Management (AOM) held at Anaheim, California, USA during August 8-13, 2008.

Prof. S.B. Dash, reviewed manuscript for the regular issues of two International Journals (Marketing Intelligence and Planning and Asian Case Research Journal).

...served on the editorial review board of the conference proceedings of the 2008 International conference on European and Mediterranean Trends and Challenges in the 21st Century organised by the EuroMed Academy of Business to be held during November'08. Prof. Dash worked with Prof. Evangelos Tsoukatos of Technological Educational Institute of Crete, Greece.



CAMPUS EVENTS

Independence Day

Independence Day celebrations started with the Flag Hoisting Ceremony at 08:30 hrs on August 15, 2008, by the Director of the Institute, Dr. Devi Singh. This was followed by a variety of cultural programme and a series of sports events, organized by the Employee Welfare Committee (EWC) of the Institute. The celebrations came to an end with the distribution of prizes, by Dr. Devi Singh, Director of the Institute.



Bhoomi Pujan

“Bhoomi Poojan” of Student Activity Centre was performed on August 21, 2008, at the construction site opposite Stadium Gate on Chakarpurwa road.

IIM Lucknow Students Head to Foreign Universities

A record 53 students from IIM Lucknow are leaving for foreign universities this year as part of the Student Exchange Programme at IIM Lucknow. With 21 partner universities of repute, this year’s outgoing Student Exchange batch is the largest since the programme was started at IIM Lucknow in 2001. In addition to the 7 foreign students already at IIML, 27 more are expected to fly in from the different partner universities from across the globe.

The best of the best Foreign Universities are partnering with IIML to welcome students from IIML while sending their students to Lucknow to take advantage of its world class infrastructure and teaching methodologies here. To name a few, the partner institutes include ESCP-EAP, *France*, St Gallen’s, *Switzerland*, ESSEC, *France*, EBS, *Germany*, HHL, *Germany*, REIMS, *France*, CBS, *Denmark*, UCL, *Belgium*, UJM, *France*, JIBS, *Sweden*, McMaster, *Canada*, IECS, *France*, ESADE, *Spain*, ESC Bretagne-Brest, *France* and ESC Toulouse, *France*.

Adieu

Dr. Devi Singh has laid down the office of Director, IIML w.e.f. August 24, 2008 and Prof. Prem C. Purwar has taken over charge as Director of the Institute w.e.f. September 01, 2008 as an interim arrangement.

STUDENT ACTIVITIES

IIM Lucknow students visit Government Inter-College for Blind

On the occasion of 61st Independence Day IIM Lucknow's committee for social initiatives, Bhavishya, organized a visit to Government Inter-College for Blind. Prof. D.S.Sengar, along with 22 students from IIM Lucknow spent the afternoon with the Inter-College students. IIM Lucknow contributed musical instruments like Tabla and Harmonium to the college.



Bhavishya, undertakes research in the social sector, to finance & to monitor projects targeted at the underprivileged strata of the social pyramid by leveraging the unique competencies of the students of IIM Lucknow. It also works on consulting projects with various voluntary organizations. Over the years it has emerged as one of the largest social action group run by students. In the past there have been more than 1500 beneficiaries of the Bhavishya activities. The students of IIM Lucknow truly are committed to the cause of economic empowerment of the country, as evidenced on the occasion of Independence Day.



Leadership series

Leadership series is an initiative of IIM Lucknow (Noida campus) to invite top industry executives to deliver their views on the Indian and the global economy. In continuation with this series, IIML organized a guest lectures by Mr. T S Mohan Krishnan, Senior vice President, IMRB International and Mr. Rajendra Mishra, the Winner of Lead India.

MANAGEMENT DEVELOPEMENT PROGRAMMES

Name of Programme	Programme Director	Duration	Venue
Training Design and Methods	Prof. Punam Sahgal	Aug. 5-7, 2008	Noida
Understanding Self for Managerial Excellence	Prof. Pankaj Kumar	Aug. 18-20, 2008	IIML
Application of IT (GIS and Data mining) in Decision Making in Agricultural Research	Prof. Jabir Ali & Prof. Ashwani Kumar	Aug. 25-Sept. 5, 2008	IIML
Environmental Management and Carbon Market for senior executives of Hero Honda	Prof. Sushil Kumar (CFAM)	Aug. 30, 2008	Delhi

FORTHCOMING MDPs

Name of Programme	Programme Director	Duration	Venue
Leadership for Innovation in Agriculture	Prof. Sushil Kumar (CFAM)	Sept. 1-5, 2008	IIML
AMP on Finance for HAL Management Trainees	Prof. A Vinay Kumar & Prof. Manoj Anand	Sept. 3-30, 2008	IIML
MDP for Middle Management Officers of Axis Bank Ltd.	Prof. Archana Shukla	Sept. 4-6, 2008	IIML
Supply Chain Management	Prof. Samir K Srivastava	Sept. 8-10, 2008	IIML
Building Organizational Culture for Performance	Prof. Pankaj Kumar	Sept. 8-10, 2008	IIML
Corporate Communication and Media Relations for NHPC Executives	Prof. Neerja Pande	Sept. 10-12, 2008	IIML
Value Creation through Corporate Restructuring	Prof. Prakash Singh & Prof. Ajay Garg	Sept. 15-17, 2008	Noida
Managerial Skills & Personality Development for Navodaya Vidyalaya Executives	Prof. Sushil Kumar (CFAM)	Sept. 15-19, 2008	IIML
Contract Management and Arbitration for ONGC Executives	Prof. D S Sengar	Sept. 15-19, 2008	IIML
Middle Management Programme	Prof. Neerja Pande & Prof. Amit Mookerjee	Sept. 15-26, 2008	Noida
GMP for BPCL Executives	Prof. Archana Shukla	Sept. 18-28, 2008	
Personal Growth through Emotional Intelligence	Prof. Shailendra Singh	Sept. 22-24, 2008	IIML
Intellectual Property Management for Business Advantage	Prof. D S Sengar	Sept. 22-24, 2008	IIML
Managing for Sustainable Competitive Advantage	Prof. M Akbar & Prof. Abhishek Nirjar	Sept. 22-26, 2008	IIML
SMF Foundation course on Strategic Management	Prof. Abhishek Nirjar	Sept. 29 - October 4, 2008	IIML
AMP for ONGC Executives	Prof. D Tripathi Rao	Oct. 11-Nov. 14, 2008	IIML & Europe
Agribusiness Supply Chain Management	Prof. Jabir Ali & Prof. M K Awasthi	Oct. 13-15, 2008	IIML

FROM THE PRESS

Special Report



“ The government cannot control the current account deficit which is swelling due to rising oil prices ”

DR. DEVI SINGH,
Director, IIM Lucknow

companies have actually posted a notional gain on the same FCCB exposure as rupee was very strong. In the last 5 years, 130 Indian companies have actually raised around Rs 80,000 crore through the FCCBs route.

Global Situation

Most shockwaves that have left the Indian economy hamstrung have emanated from global nodes. It was first started last year with the US subprime crisis. It was followed by its

FEAR FACTOR

How oil speculators raised the crude price bar

US financial houses like Goldman Sachs have predicted that oil prices will hit \$200-a-barrel mark at the time when the price was at \$140 a barrel. Interestingly, Goldman Sachs and Morgan Stanley, the two leading energy trading firms in the US is followed by Citigroup, JP Morgan and other numerous hedge funds. In that scenario, what is the sanctity of these big giants' prediction on oil when they themselves are involved in speculative activities in the global oil futures. If we go by US media reports, they clearly indicate that today's oil prices are determined by the buying and selling of paper oil rather than physical oil contracts and these major oil trading banks only know who is selling and buying oil, as the system is far from transparent.

Also, oil prices are controlled by Nymex in New York and the Intercontinental Exchange (ICE) Futures in London rather than OPEC. This puts fat to the fire of speculation. The glaring indication of this speculation was itself given by the US Senate Permanent Subcommittee in June 2006 when it pointed out in its investigations report on *The Role of Market Speculation In Rising Oil And Gas Prices*: "...there is substantial evidence supporting the conclusion that the large amount of speculation in the current market has significantly increased prices."

This is a clear case where large financial institutions, hedge funds, pension funds, and other investors have been pouring billions of dollars into the energy commodities markets to try to take advantage of price changes as a speculators, leading to run-up in the energy prices. According to media reports, the Senate investigation in 2006 has concluded that in that year \$25 a barrel was owing to pure financial speculation, when oil was trading at \$60 a barrel in the markets.

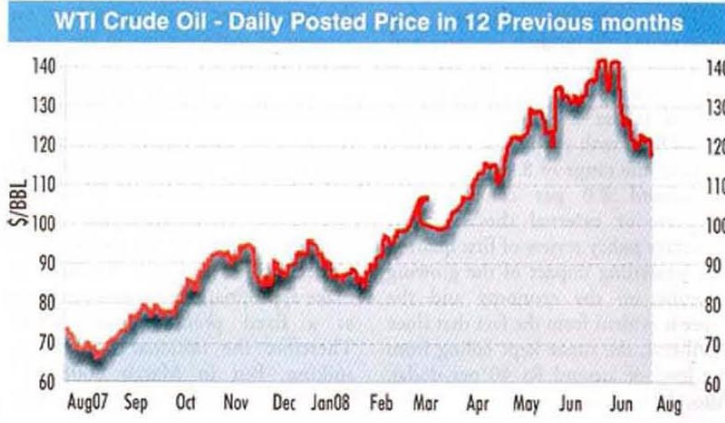
fallout effects in EU. Next, the US dollar took a hit and went down the slope. This was then coupled with the financial market crisis in the February when many big financial institutions tanked like Bear Sterns, which is the fifth-largest American equity brokering firm. The combined effect of all this was seen on the US dollar, which touched a new low in comparison to rupee. The rupee became fatter and the dollar leaner. A single dollar counted for just Rs 39.6. As the rupee gained in



strength against the dollar, export-oriented Indian sectors like IT, ITeS, Textiles and Pharma, saw an erosion in their earnings. "That time was really bad for the markets, as exporting companies reeled on account of their services becoming expensive. But now, in just four months, that scenario has reversed and owing crude to price escalation, the rupee has reached Rs 43.11 against a dollar," says Takkar.

The unprecedented rise in the crude oil price has also not allowed the economy to settle down. In March 2008, crude was at a level of \$100 a barrel and in three month it crossed the \$140-a-barrel mark, appreciating by more than 40 per cent.

The shoot-up forced governments across the world to devise measures to counter its inflationary impact in their economies. Many experts have attributed the spike in oil prices to the futures market. The Indian government and industry experts believe that it is actually speculation that is behind the oil price escalation. This argument has been ticked off by even the Finance Minister, P Chidambaram.



IIM-L likely to teach LDA staff real estate management

LALMANI VERMA

LUCKNOW, AUGUST 29

TO learn better, make effective use of its real estate assets and ensure quality development of its housing schemes, the officials of the Lucknow Development Authority (LDA) plan to take lessons on real estate from experts of the Indian Institute of Management-Lucknow (IIM-L).
LDA Vice-Chairman

Mukesh Kumar Mesharam has already initiated talks with IIM-L in this regard. "Help of other institutions will be taken if the arrangement does not work out with IIM-L," an LDA official said.

According to the LDA vice-chairman, the training will go a long way in changing the mindset of the employees. "It will help not only to boost the image and reputation of the LDA but also improve the quality of its

The training will go a long way in changing the mindset of the employees. It will also help to improve the quality of their work

Mukesh Kumar Mesharam
LDA Vice-Chairman

work," Mesharam said.

"The training will help prepare our employees to manage large areas, which will be added into LDA's development area after its extension," said LDA Secretary Mani Prasad Mishra.

He added: "If the LDA is able to manage its assets and provide better services, it will be appreciated by the people. Moreover, if civic amenities were not developed ac-

ording to the needs of the population, the civic situation could deteriorate. For all this, real estate management training has become important."

In the recent past, there have been a number of residential as well as commercial properties in the city, which the LDA could not sell because of poor marketing. Also, at many places, property dealers and cooperative societies had sold LDA land.

When you buy a one-rupee toffee, you pay 14 paise for supply chain management (SCM) and logistics that worked behind that confection to reach you. It sounds simple but SCM and logistics management is a complex business.

Today, the supply chain business is growing tremendously. "Over the last decade, it has recorded an annual growth of 10 to 15 per cent worldwide. Every industry needs supply chain and logistics management. The manpower requirement is huge," says Faiz-ur Rahman, Chairman-DHL Global Forwarding, Sri Lanka. "Multinational companies like DHL are planning to enter the Indian arena in a big way and dedicated railway lines are on the anvil. SEZ-related ports and terminals are also opening. All this means a bright future for SCM and logistics," adds Samir K. Srivastava, Associate Professor, Indian Institute of Management (IIM) Lucknow.

"Offers from logistics companies are not lucrative when compared to those from other sectors. I think this is because the industry is still nascent. But the future belongs to SCM

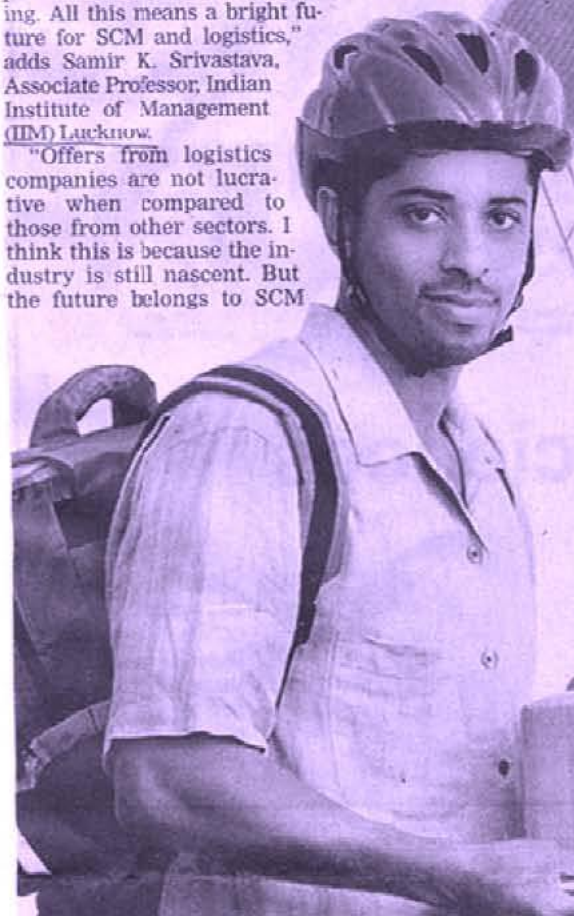
and logistics as infrastructure is developing at a fast pace and if the Government eases regulations, the sector will boom," says Srivastava.

"The industry is fragmented but as it gets organised, opportunities will increase. Indian railways' decision to open private partnership in freight

movement is a good sign and policy changes like this will boost this industry," says Sachin Bhanusali, President, Gateway Rail Freight Limited.

B-schools catch up

The area is now more customer-oriented. Technolo-



Leading THE CHAIN

Supply chain and logistics management professionals are in demand as business grows and

Be a changemaker, join voluntary carbon markets

Guest
Column

SUSHIL KUMAR

THE year 2005 was recorded as the hottest year in over a century and experts predict that if current trends prevail the earth shall soon witness feral warming, cataclysmic floods, tyrannical cyclones and so on.

India being an agricultural economy will have to bear a major brunt of the climate change scourge. It is without doubt that an increase in greenhouse gas (GHG) emissions will lead to climate change that can radically affect all



Indian firms will face increasing pressure to comply with international environmental standards from their global partners like Tesco

sectors of any economy. Large economic disasters like crop failure, local disruptions due to these disasters, and deteriorating service quality due to infrastructure logging are just the tip of the iceberg. In a globalised world where markets are intricately inter-related, one small breakdown can have severe repercussions across the world.

Indians by and large do not acknowledge how important a role each one of us plays in the race to save our planet. It is unfortunate that some people do not know how to bring about a change, yet it is even more unfortunate that people refuse to acknowledge that there is a way in which they can bring about a change.

We've all read about global warming and climate change and some of us are busy discussing the nitty-gritties of the Kyoto Protocol while pointing fingers at others. Though even children's textbooks and management programmes deal with issues of carbon markets and

carbon credits, yet most people ask, "What has it got to do with us?" And the answer is, "It gives us the power to take change into our own hands."

For those who boast about trying to make a difference themselves should try the Voluntary Carbon Markets. This is a mechanism, which allows companies, NGOs, local governments and individuals to compensate for the pollution they cause. Simply put, every time you switch on a light, or travel by car, bus or flight, you release GHGs that contribute to global warming. For example, while flying between Delhi and Mumbai, you will emit 0.13 tonnes of carbon dioxide and you can neutralise this emission with Rs 90. Similarly, if you travel 5,000 km annually in your petrol-driven vehicle, you will emit a little less than 1 tonne of carbon dioxide in the atmosphere, which you can offset with about Rs 800. It's a small price for a year's worth of pollution.

When you pay for offsetting your

emissions, you fund a project that reduces GHG emissions, most likely in India or China. These projects generate credits that are verified and/or certified by a standards organisation, which guarantees that the emission reductions have actually taken place. These projects include energy efficiency schemes, reforestation or afforestation programmes, industrial gas capturing plants, and methane flaring plants among others. This creates an emission trading market where the commodity is reduced GHG emissions, and the quality

is measured by verification standards used and the sustainable development that has occurred from the project.

While this is a voluntary mechanism, the Kyoto Protocol provides for emission reductions via other regulated markets. What is different is that private organisations can now build a 'Green Image' for corporate social responsibility (CSR) reasons or any other reason and offset a part or all of their GHG emissions. Individuals can also take responsibility for their own emissions.

The Ministry of Environment and Forests estimates that the total GHG emissions in India in 2020 will be close to 3,000 million tonnes of carbon dioxide equivalent (MtCO₂e). The Institute of Economic Growth estimates that the population will be roughly 1.3 billion by the same time. So we are essentially looking at 2.3tCO₂e per capita. While the US emits almost 15 times this amount.

Even city and state-level initiatives

like Chicago Climate Exchange and New South Wales Greenhouse Gas Abatement Scheme have developed market systems to combat increasing greenhouse gas emissions.

Some Indian corporate leaders have begun to take matters seriously. A telecom company like Bharti Airtel saves 96 trees a year by providing e-billing, uses video-conferencing to avoid travel, and has created energy efficient green shelters at around 7,000 sites.

Companies like ONGC, ITC, Nestle, Essar Oil, Tata Steel, Wipro, JSW Steel, IDBI, ICICI, and Rabo Bank have also announced plans for emission trading. It is comforting to know that several high-impact sector firms (electricity generation, electrical equipment and construction) have taken the initiative to collect emissions data and allot senior management staff to climate change issues. However, most firms need to overcome their tendency of short-term thinking and focus more on deep-rooted institutional changes.

Indian firms will face increasing pressure to comply with international environmental standards from their global partners. Tesco, an international grocery and general merchandising retail chain, recently said it will provide details of emissions through out the life cycle of each product it sells on the packaging.

So, not only will the smallest of Indian suppliers to Tesco have to disclose emissions data, but they may also need to reduce emissions to sustain their business. Sooner than later, other global competitors would be keen to adopt Tesco's approach.

—The writer is chairman, Centre for Food and Agribusiness, IIM Lucknow. He was assisted by Deepanshi Chaudhary

LENDING A SMILE

Team Bhavishya, IIM Lucknow's student-run social initiative group, had organised a visit to the Government Inter College for Blind on Independence Day. Around 22 IIM students and a professor spent the afternoon with the students of Inter-College. They donated musical instruments like the tabla and harmonium to the college. The music enthusiasts of Inter-College in turn played songs to entertain the IIM students. Bhavishya undertakes research in the social sector, to finance and monitor projects targeted at the underprivileged strata of the social pyramid by leveraging the unique competencies of the students of IIM Lucknow. In the past there have been more than 1500 beneficiaries of the Bhavishya activities.

POLITICS AS VOCATION?

These IIM-L students get ready for the battle

Ashish Tripathi | TNN

Lucknow: Politics, so far, has been an untouchable territory for them. High-salaried jobs and plump postings in corporate world was all for which IIM graduates were known about. But now three budding managers from IIM-Lucknow are all set to chart the uncertain course.

When their classmates are gearing up for lucrative careers in MNCs, Vaibhav Agarwal, Honey Arun and Venkat Lakshan, all final year MBA students, are planning to join politics. Driven by the urge to make the country a better place to live in, politics was always at the back of their minds, but the final push came after the Lead India initiative of The Times of India.

However, unlike the ex-IITians who floated a separate political party, they want to join one of the mainstream political parties so that they can "re-vamp the existing system from within". At present, they are "in contact" with some senior Congress and BJP leaders to test the waters before taking the plunge.

Vaibhav is planning to associate himself with a party and understand it from within, while simultaneously working for a corporate house to earn social security before formally joining politics. "My inspiration has been the Lead India campaign and

MANAGEMENT GRADS DRIVEN BY LEAD INDIA INITIATIVE

RK Mishra is my role model," said Vaibhav, who hails from Bareilly. His grandfather was in politics and served as a minister in UP government in early 80s, but his father preferred to earn living through business.

The young lad, however, always found politics interesting. "Films like Apaharan, Hazaaron Khwaishein Aisi and Rang De Basanti are my favourite. I was also inspired by the US political system where most of the presidential candidates have graduated from top universities. I am fortunate enough to be graduating from India's leading B-school," he said.

Politics came naturally to Honey as his mother Asha Arun is a state-level BJP leader in Madhya Pradesh (MP). Hailing from Singrauli, MP, he has decided to join politics soon after graduation. "I don't want to waste crucial years of my youth when the driving force is strong," he said revealing plans to join a party as a member of its think-tank and at a later stage stand for elections.

Founder member of student welfare association at Netaji Subhash Institute of Technology, New Delhi, Honey had led over 1,500 students during anti-reservation protests in Delhi in 2006. "Politics is



TAKING IT FORWARD: (Left to right) Venkat Lakshan, Honey Arun and Vaibhav Agarwal strike a confident pose on the IIM-Lucknow campus on Thursday

not all about elections, but elections give you authority to take decisions, which is otherwise missing or not strong enough to create an impact," he said.

Unlike Vaibhav and Honey, Venkat does not have any family member in full time politics. Hailing from a farmer's family in Warangal, Andhra Pradesh, the boy would take up a job in corporate world, work for five years and earn substantial amount to make himself financially secure before joining active politics.

"I want to earn enough so there is no need to be corrupt when I join politics," he said. Interested in rural development projects, Venkat feels that inefficient delivery systems; corrupt officials and lack of sensitivity on political front is responsible for current poor state of affairs in the country.

The trio identifies 4 Cs — castism, corruption, communalism and criminalisation — as the prime ailments afflicting Indian democracy which they feel can be treated through education and inclusive economic development. And whom do they hold responsible for the present pathetic situation of the country? "Good citizens who neither enter politics nor come out to vote," they reply in unison.

The campus has mixed feeling about these lads. While there are many who have not taken their decision seriously, many feel it's a positive development. "Leadership is not only about business. It can be in any field. It's great if some IIM students are thinking to join politics," said Prof Devi Singh, director IIM-Lucknow.

I-DAY GESTURE

IIM-L students play it for the blind

HT Live Correspondent

STUDENTS OF Indian Institute of Management-Lucknow (IIM-L) are usually busy cramming management jargons and playing management games.

However, on Saturday, they were carrying musical instruments, much to the surprise of those who were not familiar with their mission.

And what was their mission? "To brighten up the day for the students of Government Inter College for Blind, 0Almbagh. We were aware that the students loved music. Thus we thought of a novel Independence Day gift for them," said Divya Chandran from the media relations committee of IIM-L.

Bhavishya — the social initiatives group of IIM — whose motto is "Smile On Every Face", organized the visit under the guidance of Professor Dharmendra Sengar.

So what was the experience like?

Monika, member of the Bhavishya group said, "It was a memorable experience. The college students were always ready with a joke or song, with no dull moment in between. It was a pleasant surprise for us to know how passionate these students were for India. Most of them sang patriotic songs. Though they were visually impaired, yet each one of them was full of life. They have lost their eye sight but it was clear to all of us that their vision was intact."

IIM-L students played tabla and harmonium while the students of Government Inter College for Blind sang and danced, cracked jokes. Before concluding their visit, the IIM students gifted the musical instruments to the college.

When the visually handicapped students came to know about the gesture, some of them couldn't hold back their tears.

IIM-L's club undertakes research in the social sector, finances and monitors projects targeted at the underprivileged strata of the social pyramid. It also provides consultancy to various voluntary organizations. Over the years, it has emerged as one of the largest social action group run by students.



GYANODAYA- LATEST ARRIVALS



BUSINESS ETHICS

Nelson, Brian L- Law and ethics in global business: how to integrate law and ethics into corporate governance around the world.-- Oxon: Routledge, 2006. 302 p; 25 cm. ISBN : 0-415-37778-1.

BUSINESS LOGISTICS

Cooney, Elaine M - RFID + : the complete review of radio frequency identification.-- Australia: Thompson, 2006. 297 p; 25 cm. ISBN : 9788131502624.

COMPUTER & INFORMATION SYSTEMS(CIS)

Bishop, Matt- Computer security: art and science.-- Boston: Addison- Wesley, 2003. 1084 p; 25 cm. ISBN : 0-201-44099-7.

ECONOMICS

Audretsch, David B- Entrepreneurship, innovation and economic growth.-- Cheltenham: Edward Elgar, 2006. 512 p; 25 cm. ISBN : 1-84542-748-3.

FINANCIAL MANAGEMENT

Asaf, Samir- Executive corporate finance: the business of enhancing shareholder value.-- London: Pearson, 2004. 368 p; 25 cm. ISBN : 0-273-67547-4.

KNOWLEDGE MANAGEMENT/DECISION MAKING

27 Sammons, Peter- Buying knowledge: effective acquisition of external knowledge.-- Aldershot: Gower, 2005. 156 p; 26 cm. ISBN : 0-566-08635-2.

MANAGEMENT (GENERAL)

Edersheim, Elizabeth Haas- The definitive Drucker.- New York: McGraw-Hill, 2007. 289 p; 24 cm. ISBN : 0-07-147233-9.

MARKETING

Blackwell, Roger D- Consumer behaviour / Roger D Blackwell, Paul W Miniard and James F Angel.--10th ed-- Australia: Thompson, 2006. 774 p; 26 cm. ISBN : 9788131501841.

STRATEGIC MANAGEMENT

Head, Keith- Elements of multinational strategy.-- Berlin: Springer, 2007. 208 p; 25 cm. ISBN : 9783540447658.

TRADE

Dynamic fleet management: concepts, systems, algorithms and case studies / edited by Vasileios Zeimpekis ...[et al.]-- New York: Springer, 2007. 241 p; 25 cm. (Operationd research/Computer science interfaces series). ISBN : 9780387717210.

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

Corporate Communication & Media Relations

Indian Institute of Management
Prabandh Nagar, off Sitapur Road,
Lucknow 226 013, U.P.

Ph.: 0522-2736987/ 2736761; Fax: 0522-2734025

E-mail: sushil@iiml.ac.in ; ccmr@iiml.ac.in

Edited by: Sushil Kumar (Professor-in-Charge) ; Designed by: Nikita Jain

