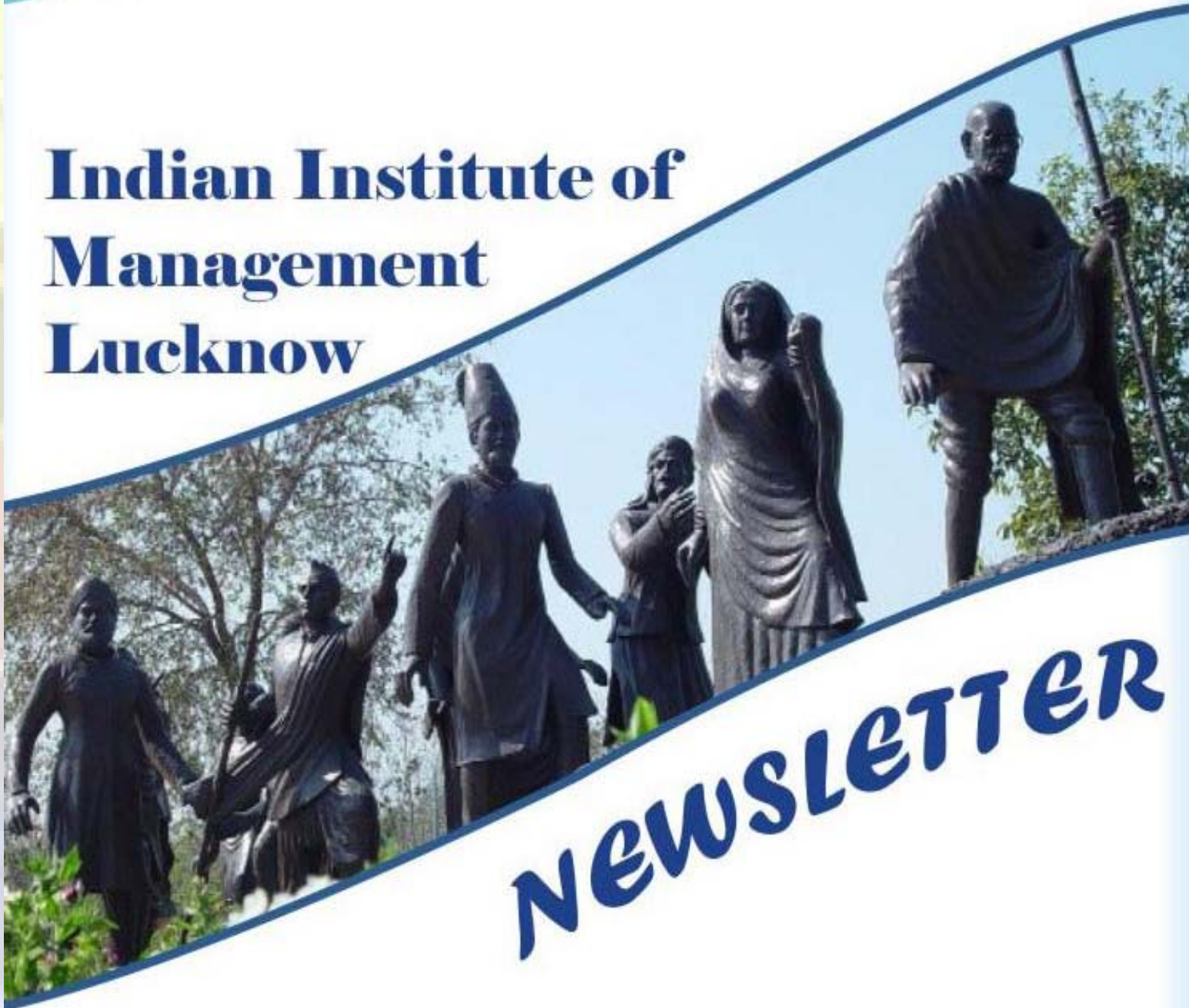




Indian Institute of Management Lucknow



NEWSLETTER

Vol. XVI Nos. 3-4

February, 2009



"The road to happiness lies in two simple principles: find what it is that interests you and that you can do well, and when you find it, put your whole soul into it —every bit of energy and ambition and natural ability you have."

— John D. Rockefeller III

In this Issue:

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APPOINTMENTS



Prof. Devi Singh has been appointed and assumed charge as Director of IIM Lucknow for a second term with effect from March 9, 2009

RESEARCH PUBLICATIONS

JOURNAL PUBLICATIONS

Ali, Jabir, Surendra P. Singh and Enefiok Ekanem, "Efficiency and Productivity Changes in the Indian Food Processing Industry: Determinants and Policy Implications", *International Food and Agribusiness Management Review*, Vol. 12, No. 1 (2009): 43-66.

ABSTRACT

This paper analyses efficiency and productivity changes in 12 broad segments of food manufacturing industries during pre and post liberalisation periods, covering a period of two decades, from 1980-1981 to 2001-2002. The nonparametric Data Envelopment Analysis (DEA) approach is used to compute the Malmquist Total Factor Productivity (TFP) change, which has been further decomposed into efficiency and technical change. This paper also evaluates the performance of major inputs used in the food processing industry and identifies the causes of inefficiency across various segments. Based on the findings, the paper gives suggestions that can be used by policy makers and food processors in making decisions regarding various technical and managerial aspects to improve productivity and efficiency.

Mital, Monika and Payal Mehra, "Taking the Self-Directed Road to E-Learning: Learner Control, Efficacy, and Motivation", *IJHRDM-International Journal of Human Resources Development and Management (Special Edition)* Vol 8 No.4 (2008): 364-376.

ABSTRACT

Technological advances are dramatically altering company in-service training and development scenario. Although the adoption of online learning programs has been significant in recent years, the capabilities and efficacy of such programs have yet to be fully investigated. In this study, we have investigated the effectiveness of corporate E-Learning through a survey to almost 200 employees working in public and private banks, ranging from 30 to 50 years old. The employees had various backgrounds in computer skills, beliefs, and interests and such differences cause different perceptions towards E-Learning and thus its effectiveness. In this study, the components of learner control, continuing motivation and efficacy are examined as possible requirements and benefits of effective E-Learning. Our findings indicate that E-Learning is more effective when it is self directed with learner involvement and greater learner control. The study suggests that although access to technology plays an important role, yet there are other factors such as support from seniors and colleagues, organization culture, value given to knowledge and incentives attached with undergoing E-Learning programs that contribute towards the effective implementation of E-Learning in organizations.

Srivastava, Samir K., "Towards Estimating Cost of Quality in Supply Chains", *Total Quality Management and Business Excellence*, Vol. 19, Issue 3(2008): 193-208.

ABSTRACT

After focusing on Cost of Quality (COQ) at all levels within their internal operations, companies need to consider the supply chain upstream as a first step towards addressing COQ-related issues across their supply chains. This paper is a first step in this direction. In this preliminary study, we determine COQ at selected third-party contract manufacturing sites of a world-leading research based pharmaceutical company in India. Data for the year 2005-2006 were collected using the Traditional Method, the Defect Document Method, the Time and Attendance Method and the Assessment Method through interviews with internal customers, and check-sheets at the contract sites. Various quality cost elements were identified and categorized under prevention, appraisal, internal failures and external failures. We estimate quality costs in monetary terms as per PAF (Prevention-Appraisal-Failure) model and use standard DMAIC (Define-Measure-Analyse-Improve-Check) methodology for analysis. We identify significant COQ drivers in this healthcare supply chain and suggest measures to address them. Finally, we suggest directions for future research.

Srivastava, Samir K. , "Value Recovery Network Design for Product Returns", *International Journal of Physical Distribution and Logistics Management*, Vol. 38, Issue 4 (2008): 311-331. (Available at: <http://www.emeraldinsight.com/Insight/viewContainer.do?sessionId=6405D22934DBD557660622DCF5602B40?containerType=Issue&containerId=6012893>)

ABSTRACT

Purpose - The purpose of this paper is to use a conceptual model from literature for designing value recovery (VR) networks for three categories of post-consumer product returns. **Design/methodology/approach** - A bi-level optimization model is developed to determine the disposition decision for refrigerators, washing machines and passenger cars in the Indian context using data for product returns from literature. Using standard off-the-shelf software, the break-even values of returns are calculated for setting up various VR facilities under different scenarios to maximize profits for a ten-year time-horizon. **Findings** - The VR activities are profitable for all the three categories of products beyond a certain minimum quantity of returns. Experimentation across the three product categories shows that presently remanufacturing is not a viable economic proposition in the Indian context. Further, the VR network design suggested by this approach is volume flexible. **Research limitations/implications** - A "push" system where the volumes and grades of returns drive the VR decisions. Optimization has been carried out for three product categories and not brands or OEMs. No free choice of facility locations. **Practical implications** - The insights and learning under different scenarios may be utilized as inputs for decision-making and for designing various incentive plans. **Originality/value** - This work is a first step towards VR network design in the Indian context. Various tools from the methodological perspective are used and provide detailed network design from the topological perspective.

CONFERENCE/SEMINAR PUBLICATIONS

Mehra, Payal 'Email Communication and Exchange Quality: an Empirical Study' Paper presented and published in the Proceedings of the Annual Convention of the Association for Business Communication (ABC) held at Lake Tahoe October Nevada, USA during October 30-November 1, 2008.

ABSTRACT

The increased use of Computer Mediated Communication (CMC) raises concerns relating to its efficacy particularly when compared to the more 'natural' face to face (FtF) communication. Researchers have for some time questioned the impact of asynchronous computer mediated communication on the 'quality' of organizational communication vis-à-vis synchronous face to face communication.

Following an exhaustive review of literature to reach an understanding of how CMC, specifically the email, and FtF communication compare on satisfaction on task and behavioral dimensions, a survey was conducted to test the same on a sample comprising professionals working in Industry. The results show that the frequency of email communication is a significant factor in group communication. Frequent email communication leads to media familiarity. Familiarity with CMC positively impacts satisfaction on quality of task as well as social interactions and results in improved group communication.

Respondents in the survey opted for face to face communication for most tasks involving interaction and discussion; the results show a lower level of satisfaction with the CMC on these tasks. The research demonstrates that satisfaction scores vary on the basis of the mode of communication. Users used email as a rich medium to exchange task related information, for analytical and judgmental tasks and as a lean medium for building relationships.

BOOKS CHAPTERS

Awasthi, M.K., 'Effectiveness of Policy Responses in International Trade of Agribusiness Commodities in India', In 'WTO, India and Emerging Areas of Trade: Challenges and Strategies' edited by P. Rameshan (ed.), Excel Books, 2008, 117 -131p.

ABSTRACT

Paper studies effectiveness of past policy intervention in dairy sector in India. Findings of analysis presented in the paper suggest that at macro level various import duty manipulative policies of past do not have desired impact on the net foreign trade of dairy commodities from India on all study performance parameters i.e., net trade, trade growth and fluctuations in trade. Study however indicated presence of cyclic fluctuations in dairy sector. In the study, micro level tracking and analysis of financial data of 35 BSE listed companies revealed that in general sales revenues of dairy products are showing a rising trend. Study indicated that in export promotion, macro economic factors are more important than the tinkering of import duties. Analysis of forex spending pattern of BSE listed companies on the other hand indicate that initial import restricting trade policies had actually discouraged the companies to spend on import of dairy products However successive trade policies had a positive impact on import spending of the dairy companies.



OTHER ASSIGNMENTS

Prof. R.L. Raina has been nominated as Chairman, Management Advisory Board for IndianJournals.com, a comprehensive collection of Indian Academic and Professional Publications.

Prof. R.L. Raina delivered the Inaugural Keynote address in the XIII National Seminar on "Managing Knowledge in Current Scenario" organized by Faculty of Management Science, SRMS College of Engineering & Technology, Bareilly, on February 20, 2009.

Prof. R.L. Raina acted as Chairman of the Technical Session III titled "Electronic Gateway to Indian Culture Heritage Resources" in the Seminar on "Digital Preservation and Access to Indian Cultural Heritage with special reference to IGNCAs Cultural Knowledge Resources", organized by IGNCAs, New Delhi, on January 31, 2009.

Prof. R.L. Raina delivered the inaugural address in the SIS-IIM Indore Conference on "Competencies for Information Professionals in the Knowledge Driven Context", organized by IIM, Indore during December 5 -6, 2008.

Prof. R.L. Raina delivered the theme address in the first technical session on "Innovation in Managing Information Resources, Facilities and Services" at the SIS - IIM Indore conference, organized by IIM, Indore during December 5 - 6, 2008.

Prof. R.L. Raina, on invitation, acted as a Panelist in the panel discussion session on "Career Opportunities for LIS Professionals in Knowledge Driven Context", organized by SLA (on the occasion of its International Conference of Asian Special Librarians "Shaping the Future of Special Librarianship") at the IIM Indore.

COMMUNITY AFFAIRS



bhavishya

a smile on every face

A Blood Donation Camp was organized by Bhavishya on February 01, 2009. The camp received overwhelming response by community members who volunteered for this noble cause.

Mr. A. Devanandan completed his Post Graduate Diploma in Business Administration with with **First Division** and Specialization in **HRM and Marketing** from **Lal Bahadur Shastri Institute of Management and Development Studies, Lucknow**



ALUMNI ASSOCIATION CHRONICLES



Indian Institute of Management Lucknow Alumni Association

The IIM Lucknow Alumni Association's "Achievers" series seeks to highlight profiles of IIM Lucknow Alumni. This month, the profile of Sonjoy Mohanty, CEO, A Little World, who is an alumnus from the Class of 1987, the very first batch of IIM Lucknow is presented.



In an interview with the Alumni Committee, Sonjoy shared his career path post IIM L, some of his most memorable moments on campus, challenges he has faced and advice for budding managers.

MANAGEMENT DEVELOPEMENT PROGRAMMES

NAME OF THE PROGRAMME	DURATION	PROGRAMME DIRECTOR
Finance for Non-Finance Executives	February 2-6, 2009	Prof. Madhusudan Karmakar
General Management Programme	February 2-13, 2009	Prof. Archana Shukla
Effective Communication for Managerial Success	February 3-5, 2009	Prof. Neerja Pande
Distribution & Retail Strategies for Rural Markets	February 11-13, 2009	Prof. Rajesh Aithal
Personal Growth through Self Exploration	February 16-20, 2009	Prof. Shailendra Singh
Application of IT (GIS and Data mining) in Decision Making in Agricultural Research	February 16-27, 2009	Prof. Jabir Ali
Corporate Valuation	February 23-25, 2009	Prof. Manoj Kumar & Prof. Ajay Garg
Communicating in the Knowledge Economy	February 23-25, 2009	Prof. R L Raina
Achieving Competitive Advantage in Services Marketing	February 25-27, 2009	Prof. Amit Mookerjee & Prof. Devashish Das Gupta
Managing People at Work: Strategies for Tomorrow	February 26-28, 2009	Prof. Pankaj Kumar

FORTHCOMING MDPs

NAME OF THE PROGRAMME	DURATION	PROGRAMME DIRECTOR
Strategic Food and Agribusiness Management	March 2-4, 2009	Prof. Sushil Kumar & Prof. Jabir Ali
Learning to Lead for HPCL Executives	March 2-6, 2009	Prof. Shailendra Singh & Prof. Amita Mital
Public Private Partnership for Innovation in Agriculture	March 16-20, 2009	Prof. M K Awasthi & Prof. K B Gupta
AMP for RBI Executives	March 16-29, 2009	Prof. Pankaj Kumar & Prof. A Vinay Kumar
Effective Contract Management and Arbitration	March 18-20, 2009	Prof. D S Sengar
Valuation of MFIs for SIDBI Officers	March 21-23, 2009	Prof. Sanjeev Kapoor
Advanced Data Analytics for Marketing Decisions	March 24-28, 2009	Prof. Satyabhusan Dash
Learning to Lead for HPCL Executives	March 30 - April 3, 2009	Prof. Shailendra Singh & Prof. Amita Mital



GYANODAYA- LATEST ARRIVALS

ACCOUNTING

O'Regan, Philip Financial information analysis.-- Chichester: John Wiley, 2006. 595 p; 24 cm.
ISBN : 0-470-86572-5.
657.3 ORE 38448

AGRICULTURE

Work, Paul Vegetable production and marketing.-- Delhi: Biotech Books, 1997. 559 p; 23 cm.
ISBN : 81-7622-003-5.
635 WOR 38488

BUSINESS LOGISTICS

Benton, W C Purchasing and supply management.-- Boston: McGraw-Hill, 2007. 472 p; 26 cm.
ISBN : 0-07--110630-.
658.7 BEN 38472

Hugos, Michael Essentials of supply chain management.--2nd ed-- New Jersey: John Wiley, 2006. 290 p; 23 cm.
ISBN : 9780471776345.
658.7 HUG 38534

Supply chain risk: a handbook of assessment, management, and performance / edited by George A Zsidisin and Bob Ritchie.-- New York: Springer, 2008. 349 p; 25 cm.
ISBN : 9780387799339.
658.7 SUP 39347

COMMUNICATION

Hartley, Peter Business communication / Peter Hartley and Clive G Bruckmann.- London: Routledge, 2002. 382 p; 25 cm.
ISBN : 0-415-19550-0.
658.45 HAR 38438

Sathyanarayana, K. The power of humor at the workplace.-- Los Angeles: Response Books, 2007. 283 p; 20cm.
ISBN: 9780761935995.

658.45 SAT 38519

COMPUTER & INFORMATION SYSTEMS(CIS)

Baschab, John The executive's guide to information technology / John Baschab and Jon Piot.--2nd ed-- New Jersey: John Wiley, 2007. 647 p; 24 cm.
ISBN : 9780470095218.

658.403H42 BAS 38535

E-business and telecommunication networks / edited by Joao Ascenso ... [et al.]-- The Netherlands: Springer, 2006. 297 p; 25 cm.

ISBN : 1-40204760-6.

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Held, Gilbert Understanding data communications.--7th ed-- New Delhi: Pearson, 2002. 765 p; 25 cm.
ISBN : 81 317 0872 1.

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Jones, Capers Estimating software costs: bringing realism to estimating --2nd ed-- New York: McGraw-Hill, 2007. 644 p; 24 cm.

ISBN : 0-07-148300-4.

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Kit, Edward Software testing in the real world: improving the process / Edward Kit; edited by Susannah Finzi.-- Harlow: Pearson, 1995. 252 p; 25 cm.

ISBN : 9788177585728.

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Marakas, George M Modern data warehousing, mining, and visualization: core concepts.-- New Delhi: Pearson, 2003. 274 p; 25 cm.

ISBN : 81 317 0876 4.

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McCue, Colleen Data mining and predictive analysis: intelligence gathering and crime analysis.-- Amsterdam: Elsevier, 2007

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ISBN : 0-7506-7796-1.

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ISBN : 0-19-514813-4.

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Stallings, William SNMP, SNMPv2, SNMPv3 and RMON 1and 2.--3rd ed-- New Delhi: Pearson, 1999. 635 p; 25 cm.

ISBN : 81 317 0230 8.

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Stenzel, Joe CIO best practices: enabling strategic value with information technology.-New Jersey:Wiley, 2007.356p,23cm.

ISBN : 9780470048689.

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ISBN : 9788178297538.

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Gloor, Peter A. Swarm creativity: competitive advantage through collaborative innovation networks.-- Oxford: Oxford University Press, 2006.

212 p; 24 cm.

ISBN : 0-19-530412-8.

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Harriss-White, Barbara Rural commercial capital: agricultural markets in West Bengal.-- Oxford: Oxford University Press, 2008. 428 p; 23 cm.

ISBN : 019569159-8.

338.18095414 HAR 38520

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-- New York: Random House, 2004. 412 p; 21 cm.

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New tools of economic dynamics / edited by Jacek Leskow, Martin Puchet Anyul and Lionello F P.-- Berlin: Springer, 2005.

396 p; 24 cm.

(Lecture notes in economics and mathematical systems; 551

ISBN : 3-540-24282-1.

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Baharumshah.-- Aldershot: Ashgate, 2005. 250 p; 25 cm.

ISBN : 0-7546-4400-6.

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James M Popkin and Partha Iyengar.--

Boston: HBS, 2007. 226 p; 25 cm.

ISBN : 9781422103142.

338.0640951 POP 38451

Reasserting the rural development agenda: lessons learned and emerging challenges in Asia / edited by Arsenio M

Balisacan and Nobuhiko Fuwa.--

Singapore: SEARCA, 2007. 414 p; 23

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ISBN : 981-230-403-7.

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Roadmap to an ASEAN economic community / edited by Denis Hew.--

Singapore: ISSEAS, 2005. 327 p; 23 cm.

ISBN : 981-230-347-2.

337.1 ROA 38418

Robb, Peter Peasants, political economy, and law: empire, identity,

and India.-- New Delhi: OUP, 2007. 223 p; 24 cm.

ISBN : 019568160-6.

333.3154 ROB 38518

Sharpley, Richard Travel and tourism.--

London: Sage, 2006. 232 p; 22 cm.

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Miller.- London: Routledge, 2005. 334 p; 25 cm.

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Measuring entrepreneurship: building a statistical system /edited by Emilio Congregado.-- New York: Springer, 2008. 338 p; 25 cm. (International studies in entrepreneurship).
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Busby, Thomas L. The markets never sleep: global insights for more consistent trading / Thomas L Busby with Patsy Busby Dow. -- New Jersey: Wiley, 2007. 240 p; 24 cm.
ISBN : 9780470049464.
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ISBN : 9780750681582.
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Fabozzi, Frank J. Mortgage-backed securities: products, structuring, and analytical techniques / Frank J Fabozzi, Anand K. Bhattacharya and William S Berliner.-- New Jersey: John Wiley, 2007. 318 p; 24 cm. (The Frank J Fabozzi series).
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332.6323 FAB 38409

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Kohli, V K. Housing finance agencies in India.-- New Delhi: Deep & Deep, 2007. 186 p; 23 cm.
ISBN : 81-7629-971-5.
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Luenberger, David G. Investment science.-- Oxford: OUP, 1998. 494 p; 25 cm.
ISBN : 0-19-510809-4.
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Jennex, Murray E. Knowledge management in modern organizations.-- Hershey: Idea, 2007. 404 p; 26 cm.
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ISBN : 0-472-03022-1.
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Georgakopoulos, Nicholas L. Principles and methods of law and economics: basic tools for normative reasoning.-- Cambridge: CUP, 2005. 378 p; 24 cm.
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(Foundations for organizational science).
ISBN : 0-7619-1442-X.
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Cases in business management / edited by B S Sahay, Roger Stough and G D Sardana.-- New Delhi: Allied, 2006. 708 p; 25 cm.
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Coombs, W Timothy Ongoing crisis communication: planning, managing, and responding.--2nd ed-- Los Angeles: Sage, 2007. 209 p; 23 cm.
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Demers, Christiane Organizational change theories: a synthesis.-- Los Angeles: Sage, 2007. 277 p; 23 cm.
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ICFAI Center for Management Research Case studies in management.-- Hyderabad: ICFAI Center for Management Research, 2007. 376 p; 27 cm.
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Key management models: the management tools and practices that will improve your business / Steven ten Have...[et al.]-- London: Prentice Hall, 2003. 214 p; 24 cm.
ISBN : 0-273-66201-5.
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Rezaee, Zabihollah Corporate governance post-sarbanes-Oxley: regulations, requirements, and integrated processes.-- New Jersey: McGraw-Hill, 2007. 544 p; 24 cm.
ISBN : 9780471723189.
658.4 REZ 38531

Sengupta, Shombit Jalebi management: all stakeholders can enjoy a bite.-- Los Angeles: Response Books, 2007. 455 p; 22 cm.

ISBN : 9788178297453.
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Sisodia, Rajendra S. Firms of endearment: how world-class companies profit from passion and purpose / Rajendra S Sisodia, David B Wolfe and Jagdish N Sheth.-- Delhi: Dorling Kindersley, 2007. 284 p; 24 cm.

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Handbook of operations research in natural resources /edited by Andres Weintraub ... [et al.]-- New York: Springer, 2007. 614 p; 25 cm. (International series in operations research and management science).

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MANUFACTURING ENGINEERING

Lamport, Leslie Latex: a document preparation system: users guide and reference manual.--2nd ed-- New Delhi: Pearson, 1994. 272 p; 25 cm.

ISBN : 81 7758 414 6.
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Alsem, Karel Jan Strategic marketing: an applied perspective.-- Boston:

McGraw-Hill, 2007. 324 p; 26 cm.
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Baker, Michael J The Marketing book / edited by Michael J Baker and Susan Hart.--6th ed-- Amsterdam: Elsevier, 2008. 644 p; 28 cm.

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Dyche, Jill Customer data integration: reaching a single version of the truth / Jill Dyche and Evan Levy.-- New Jersey: John Wiley, 2006. 294 p; 25 cm.

ISBN : 9780471916970.
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Hanlon, Patrick Primal branding: create zealots for your brand, your company, and your future.-- New York: Free Press, 2006. 257 p; 23 cm.

ISBN : 0-7432-7797-X.
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International direct marketing: principles, best practices, marketing facts / Manfred Krafft ...[et al.]-- Berlin: Springer, 2007. 326 p; 24 cm.

ISBN : 9783540396314.
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Kasper, Hans Services marketing management: a strategic perspective / Hans Kasper, Piet van Helsdingen and Mark Gabbott.--2nd ed-- Chichester: John Wiley, 2006. 554 p; 27 cm.

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Kotler, Philip Marketing in the public sector: a roadmap for improved performance / Philip Kotler and Nancy Lee.-- New Delhi: Pearson, 2007. 332 p; 24 cm.

ISBN : 81-317-0958-2.
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Kumar, Nirmalya Private label strategy: how to meet the store brand challenge / Nirmalya Kumar and Jan-Benedict E M Steenkamp -- Boston: HBS, 2007. 270 p; 25 cm.

ISBN : 1-4221-0167-3.
658.827 KUM 38414

Moskowitz, Howard R. Selling blue elephants: how to make great products that people want before they even know they want them / Howard R Moskowitz and Alex Gofman.-- New Delhi: Pearson, 2007. 252 p; 23 cm.

ISBN : 81-317-1374-1.
658.8 MOS 38521

Sassatelli, Roberta Consumer culture: history, theory and politics.-- Los Angeles: Sage, 2007. 237 p; 24 cm.

ISBN : 9781412911818.
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Sawhney, Mohan Techventure: new rules on value and profit from silicon valley / Mohan Sawhney, Ranjay Gulati and Anthony Paoni.- New York: John Wiley, 2001. 344 p; 24 cm.
ISBN : 0-471-41424-7.
658.84 SAW 38480

Wiersema, Fred The New market leaders: who's winning and how in the battle for customers.-- New York: Free Press, 2001. 262 p.; 25 cm.
ISBN : 0-7432-0465-4.
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MATHEMATICS & STATISTICS

Torra, Vicenc Modeling decisions: information fusion and aggregation operators / Vicenc Torra and Yasuo Narukawa.-- Berlin: Springer, 2007. 284 p; 24 cm.
ISBN : 9783540687894.
515.724 TOR 38408

MULTIDISCIPLINARY (GENERAL)

Buderi, Robert Engines of tomorrow: how the world's best companies are using their research labs to win the future.-- New York: Simon & Schuster, 2000. 446 p; 25 cm.
ISBN : 0-684-83900-8.
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Das, Somen A Manual on clinical surgery: including special investigations and differential diagnosis.--6th ed-- Calcutta: SD, 2004. 478 p; 25 cm.
ISBN : 9788190568104.
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Davies, Paul The Mind of God: the scientific basis for a rational world.-- New York: Simon & Schuster, 1992. 254 p; 22 cm.
ISBN : 0-671-79718-2.
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