



# **Indian Institute of Management Lucknow**



## **NEWSLETTER**

**Vol. XVI Nos. 1-2**

**January, 2009**

*"To laugh often and much; to win the respect of intelligent people and the affection of children; to earn the appreciation of honest critics and endure the betrayal of false friends; to appreciate beauty, to find the best in others; to leave the world a little better; whether by a healthy child, a garden patch or a redeemed social condition; to know even one life has breathed easier because you have lived. This is the meaning of success."*

**- Ralph Waldo Emerson**

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

**Dash, S.B., Ed Bruning and K.K. Guin, "A Cross-Cultural Comparison of Individualism's Moderating Effect on Bonding and Commitment in Banking Relationships", *Marketing Intelligence and Planning*, Vol. 27, No. 1 (2009): 146-169.**

**ABSTRACT**

This cross-cultural study examines individualism's moderating effect on the relationship between bonding and commitment between banks and their corporate clients. - Data were collected through surveys completed by corporate customers from 126 Canadian companies and 156 Indian companies. Multiple regression analysis was used to calculate relative effects of structural and social bond on commitment across the two samples. Hierarchical moderated regression analysis was used to examine individualism's moderating effect on the bonding-commitment relationship. This research paper dramatizes the importance of understanding ways in which bonding relates to commitment, particularly when societal values vary and thus alter the relative importance of forms of bonding that generate commitment. Through empirical analyses we demonstrate the moderating effect of individualism on the social bonding-commitment and structural bonding-commitment linkages in the context of an important service sector. To date, these relationships have not been explored in either the Indian or Canadian context.

**Gupta, Kriti Bardhan. "Water Footprint of India and Implications for International Trade of Food Products", *South Asia Economic Journal*, Vol. 9 No. 2 (2008): 419-433.**

**ABSTRACT**

India has been the fifth largest exporter of virtual water in the world. Based on the water footprint of the country, the magnitude of use of inland water resources for the export of crop products from India has been quite significant. The trends in the volume of virtual water being exported to the world through 283 crop products at 6-digits Harmonized System (HS) Codes helped in identifying products that are contributing the maximum to the export of virtual water from India. Although the export of virtual water helps in improving global water use efficiency and in achieving regional and global water security, the extent of over-exploitation of water resources in different regions of India that produce such crops indicate that on a long-term basis, the export of products with a large volume of virtual water should be taken up based on a larger framework encompassing not only the issues related to foreign exchange, food security, food sovereignty and employment, but also the extent of water availability at the regional level.

**Pindoriya N. M., S. N. Singh and S.K. Singh, "Short-Term Load Forecasting in Electricity Markets", *DIRECTIONS*, Vol. 9 No. 1 (2008): 144-150.**

**ABSTRACT**

In deregulated electric market, an accurate Short-Term Load Forecasting (STLF) plays a vital role for all market participants to derive economically efficient operation planning and to establish optimal bidding strategies. An accurate and efficient load forecasting method based on an Adaptive Wavelet Neural Network (AWNN) is proposed in this study. Back Propagation (BP) gradient descent training algorithm has been used for training. To demonstrate the effectiveness of the proposed approach, day-ahead load forecasting for the California electricity market is considered.

The results obtained show that AWNN has good prediction properties compared to ANN and day-ahead forecasted hourly load by California ISO (CAISO).

**Singh S. K., "Modelling and Forecasting the Diffusion of Telephones in India", *DIRECTIONS*, Vol. 9 No. 1 (2008): 134-143.**

#### **ABSTRACT**

The main aim of this paper is to estimate the future trend and analyze the pattern and rate of adoption of telephones in India. The paper uses S-shaped growth curve models for the same. It is found that the teledensity in India will increase from 12.6 telephones per 100 inhabitants in 2005-06 to 107.5 telephones per 100 inhabitants in 2015-16. Consequently, telephone subscriber base is projected to increase from 140 million in 2005-06 to 1361 million in 2015-16. Moreover, mobile phone is becoming and will continue to become the dominant means for accessing communication. It is estimated that the modal share of mobile phone will increase from around 64% in 2005-06 to nearly 85% in 2015-16. Due to this, mobile subscriber base will increase from 90 million in 1995-96 to more than 1150 million in 2015-16.

**Sonia, Ankit Khandelwal and M.C. Puri, "Bilevel Time Minimizing Transportation Problem", *Discrete Optimization*, Vol 5 No. 4(2008): 714-723.**

#### **ABSTRACT**

For a given time minimizing transportation problem comprising  $m$  sources and  $n$  destinations, the set of  $m$  sources is to be optimally partitioned into two mutually disjoint subsets  $L_1$  and  $L_2$  where,  $L_1$  contains  $m_1$  sources called Level-I sources and  $L_2$  contains the remaining  $(m - m_1)$  sources termed as Level-II sources. First, the Level-I decision maker sends the shipment from Level-I sources to partially meet the demand of destinations. Later, the Level-II decision maker sends the material from the Level-II sources to meet the left over demand of the destinations. A finite number of cost minimizing transportation problems are solved to judiciously generate a few of  $mCm_1$  partitions of the set of  $m$  sources. The aim of this study is to find an optimal partition of the set of  $m$  sources such that the sum of times of transportation in the Level-I and Level-II shipments is the minimum. The proposed polynomial bound algorithm to find the global minimizer has been successfully coded in C++ and run on a variety of randomly generated test problems differing in input data.

### **CONFERENCE/SEMINAR PUBLICATIONS**

**Bhasker, Bharat, "An Algorithm for Mining Large Sequences in Databases", Paper presented at the 11<sup>th</sup> IBIMA Conference on 'Innovation and Knowledge Management in Twin Track Economies', held at Cairo, Egypt during January 4-6, 2009**

#### **ABSTRACT**

Frequent sequence mining is a fundamental and essential operation in the process of discovering the sequential rules. Most of the sequence mining algorithms use apriori methodology or build the larger sequences from smaller patterns, a bottom-up approach. In this paper, we present an algorithm that uses top-down approach for mining long sequences. Our algorithm defines dominance of the sequences and uses it for minimizing the scanning of the data set.

**Chakraborty Madhumita, "Stock Market Reaction to Takeover Announcements in the Financial Services Sector in India", Paper presented at the conference on Forecasting Financial Markets in India at IIT Kharagpur during 29<sup>th</sup> - 31<sup>st</sup> December, 2008. The same was also published in the e-proceedings of the conference**

**ABSTRACT**

Mergers and acquisitions are taking place at a swift pace across the globe and India, too, is a part of this overall global phenomenon. This study aims to understand the wealth effects of shareholders of bidder and target firms in the financial services sector on the announcement of takeovers. The results suggest that takeover announcements do not bring forth any significant changes in the wealth of bidder shareholders, while the shareholders of target firms earn significantly positive abnormal returns on takeover announcements. This is consistent with most findings from the west that most of the gains in takeovers are enjoyed by the targets, while the bidders tend to earn nothing in the process.

**Chakraborty Madhumita, "The Announcement of Share-Buyback and Market Reaction: Evidence from India", Paper presented at the International Conference on Business and Finance, held at Hyderabad during 9<sup>th</sup> - 10<sup>th</sup> of January, 2009. The same was also published in the e-proceedings of the conference.**

**ABSTRACT**

This study examines the reaction of share prices to the buyback announcements made by the firms. The event study methodology with the market model has been used and the parametric t-test and Corrado's non-parametric sign test were applied. The investigation reveals that there is a strong positive reaction in prices on the day of announcement according to both parametric and non-parametric tests. Significantly positive results have also been found on the first, third and fourth days prior to the announcement as per the parametric t-test. There has been no significant retreat in prices during the post-event period. These results probably suggest that the companies, on an aggregate are successful in signaling through the buyback announcement that their shares are under-valued and the market seems to incorporate the same in the prices by the date of announcement. The other implication following this finding is that the market is efficient in the semi-strong form as the prices reflect the information almost instantaneously and in the post event period, there is no significant movement in prices in either direction thereby ruling out any over or under reaction to the event.

**Hamid, Faiz, "A Fuzzy Set Theoretic Approach in Selecting the Decision Operators in the Internet Market", Paper presented at National Conference on 'Modern Trends in Information Technology' held at at India International Centre, New Delhi during January 13-14, 2009, India.**

**ABSTRACT**

This paper introduces a methodology to make a product choice when similar products are available in the vast Internet market. This process helps the consumers to make the choices even without having sufficient personal experiences in the Internet market. The system developed here takes the inputs from the buyers in terms of the product attributes and based on their inputs makes a final product choice. Impreciseness or vagueness in the buyers' specifications, if any, are handled using the concepts of fuzzy sets (fuzzy numbers). In general a product consists of multiple attributes which are, conflicting, non-commensurable and fuzzy in nature. The aggregation of the product attributes (levels) gives the final product rating. However, aggregation of the attributes and hence the final assessment of the products as a whole is very complex task to implement in the online system. The present work is an attempt to make the final assessment of the products through various aggregation operators. To name a few these operators include Minimum operator (non-compensatory),  $\gamma$ -operator (compensatory), Maximum operator (fully compensatory), Hamacher intersection operator, OWA (Ordered Weighted Average) operator etc. This procedure also facilitates in choosing a suitable decision operator depending on the context and the buyers' style of interface with the system.

**Kachhawa, Jitendra and K.N. Singh, "Robust Optimization of Location Problem under Simultaneously Fluctuating Transportation Cost and Demand", Paper presented at the ISDSI International Conference 2009 - Decision Sciences in Global Enterprises, SJMSOM, IIT Mumbai during January 3-5, 2009.**

#### **ABSTRACT**

Mostly location models assume data to be precisely available which is not true in many real-life problems. However, if probability distribution of data is available and reliable, then probability based models are used. But, when only range of the data is known techniques called "Robust Optimization Methods" are used. Here, we formulate and solve few variants of Fixed Charge Location Problem characterized with uncertainty, using one of the robust optimization methods. Most of the literature focuses on situations when one type of the parameters is uncertain, either demand or cost, we have tried to model situations with both types of parameters being uncertain simultaneously. We attempt to validate the solution through simulation.

**Karmakar, Madhusudan and G K Shukla, "Volatility Spillover Between Sectors in Indian Stock Market: A Multivariate GARCH Analysis", Paper presented by Madhusudan Karmakar at the conference on 'Forecasting Financial Markets in India' at IIT Kharagpur during December 29-31, 2008. The same was also published in the e-proceedings of the conference.**

#### **ABSTRACT**

The objective of the study is to investigate whether MGARCH model estimate volatility more accurately than univariate GARCH model. We have employed BEKK parameterization of multivariate GARCH models along with simple GARCH model to investigate volatility spillover among ten sectors of BSE for a period from August 2004 to March 2008. While the results of bivariate GARCH model indicate significant volatility spillover between many sectors, the volatility estimates of the multivariate GARCH model of higher order reveals the insignificant volatility spillover between many sectors. This may be due to multi co-linearity of returns series. Hence to identify the sectors which are relatively highly correlated to each other, the stepwise regression method has been used to select the relevant sectors. Now on the basis of adjusted R-square value of stepwise regression of residual squares of each sector, we have identified some relatively highly predictable sectors. Based on one-step ahead forecast errors, it is observed that MGARCH model predicts volatility of the related sectors more accurately than univariate GARCH models. The findings of the study are important to investors who use sector indexes as a benchmark to track the performance of actively managed portfolios and to policy makers such as central bank concerning the "contagion" of volatility between sectors.

**Karmakar, Madhusudan, "Information Flows Within and Across Sectors in Indian stock markets", Paper presented at the International Conference on 'Business and Finance', held at Hyderabad during January 9-10, 2009. The same was also published in the e-proceedings of the conference.**

#### **ABSTRACT**

The paper investigates return and volatility spillover mechanism within and across sectors of the Bombay Stock Exchange and the National Stock Exchange in India. The study uses co integration analysis to examine the co-movements between different sectors prices and VAR analysis to investigate the transmission of shocks between different sector returns. A bivariate GARCH model is also used to estimate the volatility spillover mechanism. The findings of the study indicate that

there are strong information flows within each exchange, but not across two exchanges. The findings have significant implications for investors as well as policymakers.

**Mishra, S.S. and K.B Saji, "Towards Modelling the Diffusion of Technology-intensive Products." Paper presented at (as well as published in the refereed proceedings of) the 2<sup>nd</sup> International Conference on 'Decision Sciences in Global Enterprise Management' held at Shailesh J. Mehta School of Management, IIT Bombay during 3-5 January 2009.**

## ABSTRACT

Market introduction of new technologies are tried out by firms for gaining primarily the competitive advantage. With substantial investments in technologies, their diffusion has become extremely important to marketers for deploying scarce organizational resources effectively and efficiently for achieving the desired level of market penetration. Although a fair amount of work has already been done on the diffusion of products in the business-to-consumer context, very little has been tried out on the diffusion of technology-intensive industrial products. To address this research gap, it has been decided to initiate an explorative study towards modelling the diffusion of Enterprise Resource Planning (ERP) systems in India. The present study explores the adoption of ERP systems by the Indian firms over the period of time on the basis of number of users per unit time; and examines whether it follows a normal distribution as predicted by Rogers. The study further intends to probe whether there is any classification possible among the adopters of technology-intensive products. It is expected that the resulting understanding of the diffusion process and the classification among the adopters would help the marketers assess the right market size for the technology-intensive industrial products in India.

**Singh, S., "Enhancing Performance in Organizations: Role of Positive Organizational Behaviour." Paper presented at XVIII Annual Conference of National Academy of Psychology, held at Indian Institute of Technology, Guwahati during December 14-17, 2008.**

## ABSTRACT

Emotional intelligence has gained popularity among researchers and practitioners as a construct positively contributing to performance and wellbeing. Positive Organizational Behaviour also emphasizes on performance and wellbeing in organizations. However there is not enough dialogue to link and integrate the two perspectives in developing an integrated theory of high performance. This paper is a modest attempt to examine constructs of emotional intelligence and its dimensions Self Awareness, Self Management, Empathy and Relationship Management in the perspective of Positive Organizational Behaviour and Positive Organizational Behaviour initiatives have been linked to high performance in organizations. Role of Self Efficacy, Learned Optimism, Core Self Evaluation, Resilience, Conscientiousness, Achievement Drive, Empathy, Mentoring, Coaching, Empowering Organizational Culture, Motivational HR practices have been examined in enhancing performance in organizations.

**Singh, S., "Leaders' Emotional Intelligence and Organizational Health". Paper presented at XVIII Annual Conference of National Academy of Psychology, held at Indian Institute of Technology, Guwahati during December 14-17, 2008.**

## ABSTRACT

Organizational health (OH) is an emerging area of research and scholarship. Still the field is evolving and there is no consensus on conceptualizations of OH. The paper reviews the literature on OH and supports dynamic and multidimensional view of Organizational Health. A proposition has been made that: leaders in organizations and organizational policies and practices will shape

OH. Emotional intelligence framework has been used to link leadership competencies and OH. Role of four major EI competencies namely, Self Awareness, Self Management, Social Awareness, and Relationship Management have been examined in detail. The case has been made that leaders with high EI competencies will help organizations to maintain their health. Leaders use these EI competencies to motivate and empower employees and colleagues and create enabling context of work which eventually helps in developing positive OH including high performance and employee satisfaction.

**Sonia, "Hierarchical Capacitated Time Minimizing Transportation Problem" Paper presented at The International Conference on Operations Research for the Growing Nation.' 41<sup>st</sup> Annual Convention of ORSI held during December 15-17, 2008 at SV University and Hotel Bliss Tirupati (AP) India.**

## ABSTRACT

A balanced Time Minimizing Transportation Problem is considered in this paper in which there exist two modes of routes between sources and destinations. The whole set of source-destination links is known to be partitioned in two categories namely Level-I and Level-II. First, some quantity of the homogeneous product is shipped from sources to destinations by Level-I decision maker using only Level-I links, and on its completion the remaining shipment takes place via Level-II links in an optimal fashion. Moreover, there is a capacity ceiling on some or all the source-destination links which adds value to the transportation problem and makes it more practical. Both level decision makers are to follow the capacity restrictions in addition to the original constraints in their respective shipments. Transportation is assumed to be done in parallel in both the levels. The aim is to seek for the solution that minimizes the overall transportation time for both the levels.

## NEWSPAPER ARTICLE

**Venkat, Vani "More Actions, Less words-Barack Obama's Speech..."**, Editorial Page, *The Indian Express*, (New Delhi), January 26, 2009.

## EDITORIAL ASSIGNMENTS

**Prof. Saji K.B. Nair** joined the Editorial Review Board of the journal, *International Marketing Review (IMR)*, in December 2008. IMR is from **Emerald Publishing** (ISSN: 0265-1335), and is consistently rated as one of the *top four* international journals in the area of 'International Marketing'.



## OTHER ASSIGNMENTS

Prof. M. Akbar delivered a talk on "Management in SMEs", an invited seminar by All India Federation of Printers 100th meeting, organized by Kanpur Printers' Association Kanpur, held at Hotel Taj Residency, Lucknow on 19th January, 2009.

Prof. Madhumita Chakraborty chaired a technical session at the conference on "Forecasting Financial Markets in India" organized by Vinod Gupta School of Management, IIT Kharagpur during 29th - 31st December, 2008.

Prof. Madhusudan Karmakar chaired a technical session at the conference on "Forecasting Financial Markets in India" organized by Vinod Gupta School of Management, IIT Kharagpur during December 29-31, 2008.

Prof. Shailendra Singh chaired a session in XVIII Annual Conference of National Academy of Psychology, Department of Humanities and Social Sciences, Indian Institute of Technology, Guwahati, December 14-17, 2008.

Prof. Shailendra Singh delivered a keynote address entitled, "Understanding and Dealing with Students' Psyche" in a Faculty Development Programme on Participant Centered Learning at LBS Institute of Management Lucknow on January 17, 2009.

Mr. M.U. Raja was invited by BHU, Varanasi, as a resource person for their UGC-Academic Staff College Refresher Course in Library Science. He also delivered two lectures to participants during 5-6, December 2008 on Information Communication and Technology: Library Applications and Digital Library: Digitization of Library Resources

## COMMUNITY AFFAIRS

### 59<sup>TH</sup> REPUBLIC DAY

Republic Day Celebrations started with the Flag Hoisting and National Anthem by the Institute's Officiating Director, Prof. P.C. Purwar at 09:00 am

Hindi Essay Writing and Hindi Debate contests were organized. The list of Prize Winners is as follows:



#### ESSAY WRITING

First- Ms. Vani Venkat

Second- Mr. Ram Nevaj

Third- Mr. Gobind Singh Rawat

#### DEBATE

First- Dr. Prakash Singh

Second- Mr. Ashish K. Srivastava

Third- Mr. Sanjay S. Degloorkar

Consolation- Mr. Ram Kripal Yadav

Mr. M. Murali Krishna completed his Post Graduate Diploma in Business Administration with Specialization with First Division in Finance and HRM from Lal Bahadur Shastri Institute of Management and Development Studies, Lucknow

**SARASWATI PUJA** was celebrated on **January 31** at the **Samanjasya Hall**



## STUDENT ACTIVITIES

### MANFEST' 09

**Manfest 2009** – Annual Business Conclave, IIM Lucknow is an ISO 9001:2000 Certified Event that has metamorphosed into one of the largest and most awaited events across all b-schools in the country. This year, Manfest organised during January 16-18, 2009 was woven around the theme “*Sustainable Development – Fuelling the Future*”, a theme that finds much of its relevance in today’s world wherein there is a heightened awareness of bolstering current growth while reinforcing future prospects.



The inauguration ceremony of **MANFEST 2009** was held at the IIM Lucknow campus on 16th January. The **Chief Guest** of the Ceremony was **Shri Debashis Chatterjee**, Senior Vice President of **Cognizant Technology Limited**. Also present at the ceremony were **Ms Adele Khudr**, Head, **UNICEF, UP** and **Mr S W M Rizvi**, Advisor **CSR & PR, Hindalco Mahan (AVB Group)**. The inauguration marked the

beginning of the 3 day conclave. A tree plantation was organized in the IIM Lucknow campus to mark the launch of Manifest CSR initiative. An AIDS awareness campaign was also launched in association with UPSACS to promote heightened awareness about AIDS.

Some events are as follows:

### **ABHIVYAKTI PLAY**

IIM Lucknow's dramatics society performed on the first evening. The play being organized was centered on the theme of terrorism and was titled "Operation Cloudburst".

### **BIZQUIZ**

The business quiz at Manifest was hosted by noted quiz master **Mr. Avinash Mudaliar**. The quiz is one of the many events open to corporate participation. 3 corporate teams have already booked their spot in the finals.

### **HELL RAISER ELIMINATIONS**

Manifest, apart from business events also hosts a plethora of entertainment events. The rock competition Hell Raiser was held as a part of the entertainment vertical at Manifest. The eliminations took place on 16<sup>th</sup> January from 9 PM onwards. 12 bands from all over the country battled it out for total prize money of INR 1.1 lacs.



### **CSR CONCLAVE**

Corporate Social Responsibility is rarely a topic of discussion in any B-School but the corporate world at large is looking at initiatives which would ensure sustainable development and fuel the future growth. As a premier B school which will churn out future leaders and managers, IIM Lucknow understands its responsibility of educating its students about an ideology that aims at empowering people and looking at initiatives that go beyond just profits. The panelists for the conclave were:

- Dr. J J Irani, **Director, Tata Sons**
- Mr. Kamal Meattle, **CEO, Paharpur Business Center and Software Park**
- Dr. Uddesh Kohli, **Chairman Emeritus, CIDC & UNGC India representative**
- Ms. Seema Arora, **Head, CII-ITC centre of Sustainable Development**
- Mr. Shubhomoy Chatterjee, **Editor, Financial Express**
- Mr. Arun Seth, **CEO, British Telecom (India)**
- Prof. P. D. Jose, **IIM Bangalore**

### **The Next CEO**

This flagship event at IIM-Lucknow's annual business conclave had 15 participants from India's top b-schools fighting for 3 days on areas related to strategy, HR policies and operations for the coveted title. One of the rounds had the B-School students selling vegetables and maximizing their gains by using

their management knowledge. Mr. Bikash Agarwal from SP Jain Institute of Management and Research, Mumbai became the Next CEO and won Rs. 1.5 lakhs as prize money.

## Professional Nights

Pronites is about captivating performances and serious fun. The event had seen the excellent performance by KK, who enthralled the audience with an electrifying performance

## OCUMEN' 09

The event Ocumen is an exclusive summit that acts as an aegis to build a long lasting bond between all stakeholders of the education system namely, school students, b-school students, academia and the corporate world.

Ocumen- the flagship event of Oculus, a student committee at IIM Lucknow, aims at helping young impressionable minds form an opinion towards the world of management that comes not from word of mouth but from a first hand feel of management. The Indian Institutes of Managements (IIMs) are widely reputed to be centers of academic excellence in the country. The event helps spread the knowledge about the best practices in the education sector to the schools, which are a vital cog in the development of Intellectual capital for the nation. According to Prof. Amita Mittal, Chairperson, Student's Affairs, IIM Lucknow "As an reputed and esteemed institute of higher learning, our objective is to contribute towards management development and nurture global, socially conscious leaders contributing towards upliftment of society. Ocumen is quintessence of our efforts to improve our environs, by investing in the core sector of Education."



The graduates of IIM Lucknow played management mentors to **50 students** representing India's Best schools in IIM Lucknow's flagship event named Ocumen. The event saw initial participation of over 165 schools from across India. After passing the rigorous selection procedure, top 12 schools were invited to the campus and participated in the final event on January 25, 2009. This is an increase of 50% in participation over the last year. **The winning team was Cathedral John Cannon School, Mumbai and the runners up team was Army Public School, Lucknow.**

The **seven outstation schools that participated** in the event were the winners **Cathedral John Cannon School, Mumbai**, Calcutta International School, Dayawati Modi Academy, Meerut, Delhi Public School, Chandigarh, Dewan Public School, Meerut, Modern School, New Delhi, SJS, Rae Bareilly.

The **local schools from Lucknow that participated** were the **runners up Army Public School, Lucknow**, CMS Station Road, Lucknow, Jaipuria Public School, Lucknow, Kendriya Vidyalaya, Lucknow, Loreto Convent, Lucknow.

## ALUMNI ASSOCIATION CHRONICLES

### ACHIEVERS

#### January 2009

The IIM Lucknow Alumni Association's "Achievers" series seeks to highlight profiles of IIM Lucknow Alumni. This month, the achiever was Prof. Kaushik Sengupta, Associate Professor, Hofstra University. Prior to this he worked as Solutions Lead Consultant at i2 Technologies for over 5 years. Kaushik has a PhD in Operations

Management and MS in Business from the Indiana University - Kelley School of Business. He majored his MBA in Operations and Finance from IIM Lucknow in 1991. He also holds a degree in Mechanical Engineering from the Jadavpur University.



In an interview with the Alumni Committee, Kaushik spoke about his career path post IIM L, some of his most memorable moments on campus and his advice for the budding managers.



**nostalgia'09**, the annual alumni reunion was held from January 16th to 18th, along with Manfest, the annual B-School festival of IIM Lucknow. The special invitees of this year's nostalgia were the class of 1989 and 1999, the batches who had graduated 20 and 10 years ago respectively. There was a huge turnout from the Batch of '99 with over 30 of them coming to campus. The events kicked off with a *Bonfire* party and lots of music and dancing on Friday evening. The Alumni relived their good old campus days. After a long night of partying, the Alumni were all charged up the next morning for '*Clash of the Titans*' - the cricket match with the PGP. The tradition continued as the Alumni team comfortably vanquished the PGP lot. That was followed by '*High Tea*', an event for an informal interaction between the students and the alumni.

The rest of the evening was spent in reminiscing the '*sepia tinted days*'. The day ended with the ceremonial nostalgia Cake cutting ceremony and a dinner with the faculty and their family.

Sunday morning started with Prof. Chakraborty's '*Back to Class*' session and was followed by the *Annual General Body Meeting* of the Alumni Association.

nostalgia was then brought to an apt end with the *Graduation Re-enactment Ceremony* at the convocation grounds. The Alumni had a wonderful time on campus and vowed to come back again. They might have left but then they have taken a flood of memories along with them and left a part of them behind.



## IIM LUCKNOW CELEBRATED FIRST EVER STAFF DAY

- IIM Lucknow felicitated its staff and their families through the first ever Staff Day.
- Fun events like Quiz, Lotto, Musical Chairs and 3-legged-race were organized for the staff.
- Painting competition organized for children of the Staff.

On **January 19, 2009**- The Alumni Association of IIM Lucknow felicitated the staff of IIM Lucknow by organizing a Staff Day - an evening filled with fun, frolic and celebration. Speaking on the occasion, Prof Prem Purvar, the Director of IIM Lucknow graciously acknowledged the contribution of the staff to the explosive growth of IIM Lucknow from a fledgling Management School, 25 years ago to one of the premier Management Education Schools of the world today.



## MANAGEMENT DEVELOPEMENT PROGRAMMES

NAME OF THE PROGRAMME	DURATION	PROGRAMME DIRECTOR
AMP for ONGC Executives	Jan. 8 - Feb. 13, 2009	Prof. R L Raina & Prof. Abhishek Nirjar
Managerial Effectiveness	January 19-23, 2009	Prof. Archana Shukla
Project Management	January 19-23, 2009	Prof. K N Singh & Prof. Sushil Kumar
Financial Statements for Non-Finance Executives	January 20-23, 2009	Prof. Vipul
Managing Diversity for Competitive Advantage	January 28-30, 2009	Prof. Pankaj Kumar

## FORTHCOMING MDPs

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

## GYANODAYA- LATEST ARRIVALS

### ACCOUNTING

Gibson, Charles H Financial reporting and analysis: using financial accounting information.--10th ed-- Connecticut: Thomson, 2007. 643 p; 28 cm.  
ISBN : 0-324-37568-9.  
657.3 GIB 38722

ISBN : 007-125315-7.  
658.403K61 AVI 38090

Bott, Ed Windows Vista inside out / Ed Bott, Carl Siechert and Craig Stinson.-New Delhi: PHI, 2007.1101 p:1 CD;25 cm.  
ISBN : 9788120331662.  
RA 658.403D4 BOT 38061

### BUSINESS LOGISTICS

Kogan, Konstantin Supply chain games: operations management and risk valuation / Konstantin Kogan and Charles S Tapiero.—New York: Springer, 2007. 510 p; 25 cm.  
ISBN: 9780387727752.  
658.7 KOG 38525

Fitzgerald, Jerry Business data communications and networking / Jerry Fitzgerald and Alan Dennis.--9th ed-- New Jersey: John Wiley, 2007. 580 p; 25 cm.  
ISBN : 0-471-77116-3.  
658.403C2 FIT 38439

Sadler, Ian Logistics and supply chain integration.-- Los Angeles: Sage, 2007. 259 p; 25 cm.  
ISBN : 9781412929790.  
658.7 SAD 38511

Frye, Curtis Microsoft Office Excel 2007 plain and simple.-- New Delhi: PHI, 2007. 270 p; 19X24 cm.  
ISBN : 9788120331877.  
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