



Indian Institute of Management Lucknow



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In this Issue:

Research Publications

Book Chapters

Research Papers

Conference/Seminar Papers

Newspaper Article

Book Reviews

Lecture/Keynote Address Delivered

Campus Events

Alumni Association Chronicles

MDPs

From the Press

Library (Gyanodaya)

"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

RESEARCH PUBLICATIONS

BOOK CHAPTERS



Singh, S.K. 2008. "Transport Policy for Better Air Quality in Urban India". In K.N. Bhatt (eds.), *Population, Environment and Health: Emerging Issues*, Rawat Publications, Jaipur, India; 169-184.

The number and size of cities in India have increased significantly over the decades. Although circumstances differ considerably across cities in India, certain basic trends which determine transport demand such as substantial increase in population, household incomes, and industrial and commercial activities are the same. These changes have placed heavy demands on urban transport systems, demand that many Indian cities have been unable to meet. Public transport systems in Indian cities have not been able to keep pace with the rapid and substantial increases in demand over the past few decades. Bus services in particular have deteriorated, and their relative output has been further reduced as passengers have turned

to personalized modes and intermediate public transport. Proliferation of such vehicles has resulted in intense pollution of the environment. Serious threat is emerging in urban areas in the shape of air pollution and its impact on human health. This chapter discusses transport policy issues for better air quality in urban India. The chapter first reviews the trends of vehicular growth and modal split in Indian cities. This is followed by a discussion on the nature and magnitude of air pollution problem and its impact on human health. Building on this background, the chapter proposes policy measures to improve the air quality in urban India.

RESEARCH PAPERS



Ramakrishnan, K. 2008. "Long-Term Post-Merger Performance of Firms in India," *Vikalpa*, April-June, 33(2):47-63.

Mergers are important corporate strategy actions that, among other things, aid the firm in external growth and provide it competitive advantage. India too has been seeing a growth in the number of mergers over the past one-and-a-half decades since

economic liberalization and financial reforms were introduced in 1991. Studies on the post-merger long-term performance of firms in both the developed and the developing markets have not been able to come to a definite and convincing conclu-

sion about whether mergers have helped or hindered firm performance.

In a free market economy, utilization becomes more efficient due to competition. It is thus hypothesized that -- Mergers in India have resulted in improved long-term post-merger firm operating performance through enhanced efficiency.

Statistically analysed cash flow accounting measures were used to study whether firm performance improved in the long-term post-merger. This research, on a sample of 87 domestic mergers, validates the hypothesis:

- Efficiency appears to have improved post-merger lending synergistic benefits to the merged entities.
- This improved operating cash flow return is on account of improvements in the post-merger operating margins of the firms, though not of the efficient utilization of the assets to generate higher sales.

What this study thus indicates is that in the long run, mergers appear to have been financially beneficial for firms in the Indian industry. It also renews confidence in the Indian managerial fraternity to adopt M&As as fruitful instruments of corporate strategy for growth.



Mishra, A.K. 2008. "Stock Splits In India: Anticipation, Signalling and Market Response", published in *Indian Journal of Capital Market*, January-March; 1-7.

Stock splits are a relatively new phenomenon in the Indian context. This paper examines the market effect of stock splits on stock price and return through event study around the split announcement and ex-dates for a sample of stock splits undertaken in the Indian stock market over the period

1999–2007. No abnormal returns could be found on the announcement date. However, at the split date significant abnormal returns are found. Empirical findings indicate that the Indian capital market is semi strong efficient.



CONFERENCE PAPERS

Singh, S. K. and Sharma, R. 2008. "The Choice of Market Structure Measure: Evidence from the Indian Car Industry", Paper presented and published in refereed proceedings of the 3rd National Conference on 'Global Competition and Competitiveness of Indian Corporates', held at IIM Lucknow during May 29-31. (Prof. Singh also Co-chaired a technical session in the Conference)

Recent empirical studies on the structure performance model have failed to find any statistically significant positive correlation between industry profitability and the four firm concentration ratio or Hirschman Herfindahl index. Instead, they found individual firm market share to be superior to both the measures of market structure. A few studies suggest that an increase in the inequality in the market share of firms in an industry will lead to a higher level of profit for the leading firm as well as for the industry. The main objective of this paper is to analyze the choice of market structure measure using a case study of the Indian car industry. The approach

in most of the previous studies, usually based on industry data from developed countries, has been to use statistical tests of nested hypotheses to make the choice among different measures of market structure. This paper uses the *Davidson-MacKinnon's J* test to test the non-nested hypotheses. We found that the inequality in market share measured in terms of coefficient of variation of the same is a superior measure of market structure. In addition, the coefficient of four firm concentration ratio is significantly negative indicating the absence of collusive behavior among firms. These findings are in line with the revisionists' views on the same issue.

NEWSPAPER ARTICLE

Venkat, Vani (Copy Editor-METAMORPHOSIS) Outrageous. Opinion Page, The Hindu, July 30, 2008.

BOOK REVIEWS

Vivek Gupta and **Vani Venkat** 2008. Offshoring Information Technology: Sourcing and Outsourcing to a Global Workforce by Erran Carmel and Paul Tija. Reviewed in *Vision: The Journal of Business Perspective*, 12 (2), April-June 2008.

LECTURE/KEYNOTE ADDRESS DELIVERED

Prof. D.S. Sengar (2008) participated in the action planning meeting on “Global Warming and Climate Change: Issues Concerning North India” on Wednesday, June 25, 2008 at USEFI House, 12 Hailey Road, New Delhi. It was organized by United States Educational Foundation in India in association with East-West Center (EWC), Honolulu, USA. Dr. Sengar delivered a talk on ‘Environmental Law and Global Warming’.

Prof. D. Tripathi Rao (2008) participated in an International Summer School on “Growth, Sustainability and Development”, a concentrated program of study in Economics, held in Institute for Study on Employment and Occupation (ISEO), Brescia, Italy, from the 21st to the 28th of June 2008 and received a certificate of successful completion of the course from Prof. Robert Solow (Nobel Laureate 1987). Along with the other 67 young economists selected from 23 countries he participated in the daily conference lectures given, among others, by Prof. Thomas Schelling (Nobel Laureate 2005), Richard Ernst (Nobel Laureate 1991), Michael Spence (Nobel Laureate 2001), Robert Wescott (former Economic Adviser of for the former USA President Bill Clinton), Prof. Dennis Snower (Chirman, Kiel Institute for World Economy) and Prof. Mario Baldassarri , member of the Italian Parliament and former deputy Minister of the Economic affairs of Italy others and follow up debate and discussions on issues ranging from Comparative Study of World and European Economy, Long Term Growth Dynamics of Emerging Economies. Carbon Emissions, Economics of Happiness, and Strategic Games. He has received a scholarship amounting to 1500 Euros to participate in the above.



Besides, he has given a short interview to Italian State Television on Indo-Italian Trade and on the effect of rising commodity and energy prices on the process of globalization.

CAMPUS EVENTS

FOUNDATION DAY

24th Foundation Day was celebrated in the campus on July 27, 2008. The function was inaugurated by **Dr. Devi Singh**, Director, IIML.

Awards were distributed, on the occasion, by the Director to the meritorious children of IIML community, followed by cultural programmes and Prize distribution to the artists and winners of Hindi debate.

Meritorious Students awarded on Foundation Day were:

Class XIIth

Name of the Student	EWC Member Name	Cash Awarded
Sachi Pandey	Prof. Neerja Pandey	Rs. 5,000
Anumeha Bhasker	Prof. Bharat Bhasker	Rs. 5,000
Shubhopriya Mukhopadhyay	Mr. Subrata Mukhopadhyay	Rs. 5,000
Varuna Goel	Mr. Vimal Kumar Gupta	Rs. 1,000
Prathamesh Deglurkar	Mr. Sanjay S. Degloorkar	Rs. 1,000
Shweta yadav	Mr. Dharmendra Yadav	Rs. 1,000
Poonam Yadav	Mr. Dharampal Yadav	Rs. 1,000

Class Xth

Kanika Guleria
Sarvesh Chandra
Dhananjay Kumar Pandey
Kalptaru Sharma
Shweta Menon
Nareshwar Singh Rawat
Manpreet Kaur
Rahul Gupta
Kulsoom Fatima
Sushma Yadav
Rishabh Saxena

Mr. Sushil Guleria Rs. 5,000
Mr. Sudhir Chandra Rs. 5,000
Mr. Devendra Kumar Pandey Rs. 5,000
Mr. R.S. Sharma Rs. 5,000
Mr. A. Devanandan Rs. 5,000
Mr. Umeshwar Singh Rs. 5,000
Mr. Jasvinder Singh Rs. 1,000
Ms. Rajni Gupta Rs. 1,000
Mr. Khursheed Ahmed Rs. 1,000
Mr. Sriram Yadav Rs. 1,000
Mr. Amit Saxena Rs. 1,000



IIM-Libsys Workshop on RFID Application in Libraries

IIM Lucknow organized a one day **IIM-Libsys Workshop on RFID Application in Libraries** on July 18, 2008. Workshop Director Mr. M.U. Raja, Officiating Librarian of the Institute, informed that 15 participants from different organisations like, NBRI, BIRD, Amity University, CDRI, BSIP, NBFGR, SGPGIMS, IITR, RDSO and Saraswati Institute of Technology & Management attended the workshop.

Prof. Sukumar Nandi, Dean (P & D) of IIM Lucknow, inaugurated the workshop. Prof. Nandi in his inaugural address said that many people are not aware of these technologies are available for exploitation. He said that though this technology would help library professional in discharging their duties more efficiently, he was also apprehensive about the foolproof security of the system. Workshop Director Mr. M. U. Raja presented a detailed case study of IIML Library. He was of the opinion that we should not adopt any technology for the sake of calling ourselves' tech savvy, but it should be adopted on need based. Since there a huge amount of expenditure involved careful planning is must.

Participants got an opportunity see the real-time functioning of RFID at IIM Library where it is in use. Both the presentation and live demonstration of RFID Application in libraries were well received by the participants.

In the end Mr. M. K. Singh, Deputy Librarian IIM presented vote of thanks. The workshop was jointly organized by IIM Lucknow and Libsys Corporation, Gurgaon.



ALUMNI ASSOCIATION CHRONICLES

Functional Induction Program 2008

Finance

Subhrajit Roy (batch of 2001)

The evening of July 5, 2008, Saturday saw a packed house of over three hundred PGP1 students back from 'Parichay' the annual cultural event, making an attentive audience to Mr. Subhrajit Roy (batch of 2001), VP – Kotak Investment Banking, Equity Capital Markets, for a session of Functional Induction in Finance. The session started with explaining the various profiles within the finance domain and went on to unveiling some of the myths about finance like 'only number crunching' or 'theory can make up for lack for market awareness' etc. Mr Subhrajit then also highlighted a role wise requirement of skill sets followed by the major players or employers for each role along with likely compensations. The main roles discussed were Investment banking, Mergers and Acquisitions, Equity Products, Capital Markets, Corporate Banking, Private Equity etc.

Consulting

Sudeep Krishna (batch of 2003)

The Consulting session and workshop was held on Saturday, July 26, 2008 by Mr Sudeep Krishna (batch of 2003), Practice Lead, Health Care and Life Sciences, Deloitte Consulting. The session was divided into two modules. Module 1 consisted of an introductory session to consulting and career opportunities. Module 2 consisted of a session where students were given deep insights into Consulting Frameworks. The session started with the history of consulting as a profession and went to on to elaborate on the key consulting firms and their strengths. This led to an in depth analysis of the practices followed by McKinsey, Bain, BCG, AT Kearney, Accenture, Deloitte, KPMG and E&Y. The session also highlighted the skill sets that these consulting firms look for.

Systems

Shailesh Mamnani (batch of 2001)

The functional induction session on Systems was taken by Mr Shailesh Mamnani (batch of 2001), Senior Manager, Processes, Goldman Sachs on Sunday, July 6, 2008. The session focussed on identifying the various opportunities available to a Systems Manager. Mr Shailesh also gave detailed insights into planning a career in Systems and positions up for grabs.

MANAGEMENT DEVELOPEMENT PROGRAMMES

Name of Programme	Programme Director	Duration	Venue
Policy Setting, Monitoring and Evaluation for Innovation in Agricultural Research	Prof. M K Awasthi	July 7-11, 2008	IIML
Marketing for IRITM Officers	Prof. Devashish Dasgupta	July 14-18, 2008	IIML
GMP for Defence Officers	Prof. N K Gupta & Prof. S C Bansal	July 21, 2008 - Jan. 3, 2009	Noida
Decision Making Techniques for Managers	Prof. Sushil Kumar (OM)	July 23-25, 2008	IIML
Public Policy for IES Officers	Prof. D Tripathi Rao & Prof. Jabir Ali	July 28 - Aug. 8, 2008	IIML

FORTHCOMING MDPs

Name of Programme	Programme Director	Duration	Venue
IT Governance and Information Security	Prof. A Mukhopadhyay	Aug. 2-3, 2008	New Delhi
Marketing and Finance for Budding Professionals	Prof. Rajesh Aithal & Prof. Manoj Kumar	Aug. 4-8, 2008	IIML
Personal Growth through Self Exploration for NHPC Executives	Prof. Shailendra Singh	Aug. 4-8, 2008	IIML
Training Design and Methods	Prof. Punam Sahgal	Aug. 5-7, 2008	Noida
Strategic Marketing of Technology Oriented Products and Services	Prof. Saji K B Nair	Aug. 7-9, 2008	Noida
Workshop on Change Management in Bureaucracy for IFS Officers	Prof. Sushil Kumar (CFAM)	Aug. 8-9, 2008	IIML
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		Aug. 25-Sept. 5, 2008	IIML
Essential Financial Derivatives and Risk Management for Financial Institutions and Banks	Prof. A Vinay Kumar	Aug. 27-29, 2008	Noida
Retail Strategies for High Performance Stores	Prof. Devashish Dasgupta	Sept. 3-5, 2008	IIML
Advance Data Analysis for Marketing Decisions	Prof. Satyabhusan Dash	Sept. 8-12, 2008	IIML
Advance Research Methodolgy in Management	Prof. Himanshu Rai	Sept. 8-12, 2008	IIML
Building Organizational Culture for Performance	Prof. Pankaj Kumar	Sept. 8-10, 2008	IIML
Supply Chain Management	Prof. Samir K. Srivastava	Sept. 8-10, 2008	IIML
Value Creation through Corporate Restructuring	Prof. Prakash Singh & Prof. Ajay K. Garg	Sept. 15-17, 2008	Noida

IIML's Noida campus offers e-MDP course

Our Bureau
KOLKATA

IIM Lucknow's Noida campus, which is being developed as a centre of excellence in the area of executive education, is running an e-MDP (management development programme). Titled e-CPGM (Certificate Programme in General Management), this programme will be on offer till January 2009.

The objective of e-CPGM is to develop managerial capabilities among those, who are in early stages of their careers to enable them take on managerial responsibilities effectively. The program focuses on functional management skills, strategic planning and execution and complimentary soft skills to enhance the technical expertise of the participants.

The e-MDP is an in-company programme from Genpact having 119 participants. It is divided into 12 modules, totalling 120 hours of e-enabled interactive sessions. Keeping in mind the requirements of the industry, the modules are designed to create managerial and leadership competence among professionals.

The participants, located in different parts of India, are attending sessions from e-enabled classrooms in Delhi, Gurgaon, Hyderabad, Kolkata and Jaipur. There is a two-way interaction between faculty and students, where the faculty sits in e-enabled state-of-art studio. Most of the participants have one to three years of work experience.

The pedagogy to be followed in this programme will be a mix of lectures, case studies, exercises and live corporate examples. Peer discussions, presentations and assignments will be an integral part of the course.

The students will be awarded a 'Certificate in General Management' by IIM Lucknow on successful completion of the program.

IIM-L opens course for armymen in Noida

TRIBUNE NEWS SERVICE

NEW DELHI, JULY 21

The Indian Institute of Management, Lucknow, today announced its fourth six-month general management programme (GMP) for defence officers at its Noida campus.

This 24-week programme is the fourth in a series of such programmes being organised for defence officers, and the first on the Noida campus. It is open to both short service commission officers and regulars. It was inaugurated by Major-General SG Chatterji, VSM, Director-General, Resettlement.

According to the institute, the response to the first three programmes conducted by IIML was a huge suc-

cess with all 49 officers of the first programme and 60 of the second getting good job offers. This year, 59 defence officers from all the three branches of the armed forces have been selected for the programme. Out of these, seven are women.

Management education to defence personnel contributes to providing defence officers a second career choice after retirement.

But the larger role in the national interest is to prepare a disciplined and responsible citizen to play important roles in today's competitive business scenario, say Prof N K Gupta and Prof S C Bansal, the programme directors.

The objective of the GMP

is to provide the participants with a basic understanding of the managerial systems and processes.

The programme has been designed to provide the defence officers with basic functional inputs in subjects such as accounting and finance, decision sciences, organisational behavior, human resources management, communication skills, marketing, strategy, information technology and business environment.

The idea is to familiarise the officers with the requisite analytical tools and techniques; and develop a holistic perspective and global mindset to understand issues of an enterprise, a spokesman of the institute said.

आईआईएम पहला संस्थान बना

नोएडा(नसं)। आईआईएम लखनऊ नोएडा कैम्पस में मैनेजमेंट में पहला सर्टिफिकेट प्रोग्राम इलेक्ट्रॉनिकली एनबैल्ड मैनेजमेंट डेवलपमेंट कोर्स को शुरू करने वाला पहला संस्थान बन चुका है।

इस कोर्स को उद्योग की आवश्यकताओं का ख्याल रखते हुए डिजाइन किया गया है ताकि पेशेवरों में प्रबंधकीय और नेतृत्व की क्षमता का विकास किया जा सके।

इसके लिए इसमें 120घंटे के ई एनबैल्ड इंटरैक्टिव सत्र है। इसीपीएमजी कोर्स के डायरेक्टर प्रो. अजय सिंह ने बताया कि इस प्रोग्राम का उद्देश्य कैरियर के शुरुआती चरण में लोगों की प्रबंधकीय क्षमता को बढ़ाना है।

Delhi Inc to set up ISB in north

Deepshikha Monga
NEW DELHI

FOUR leading Delhi-based industrialists — Bharti Group chairman Sunil Mittal, Hero Group founder BM Munjal, Max India chairman Aniljit Singh and Punj Lloyd chairman Atul Punj — have joined hands to bring the Indian School of Business (ISB) to the north.

The four will invest Rs 50 crore each to set up the premier management school in Mohali, Punjab. The Punjab government is expected to provide land for setting up the management school and an MoU to that effect would be signed shortly, according to a source close to the development. The B-school, which will be the second ISB in the country after the one in Hyderabad, is expected to commence operations in academic year 2011-12. The ISB board will operate and manage the upcoming institute in Mohali.

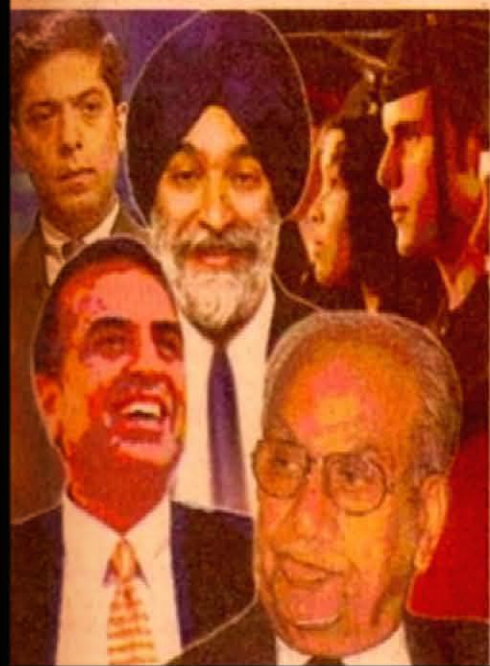
The four business leaders will make the Rs 200-crore investment either in their individual capacity or through their companies. The investment would include setting up the campus as well as four centres of excellence — for healthcare management, for public policy, for manufacturing sciences, and for infrastructure. The healthcare management centre of excellence will be named after Max India, the public policy centre after the Bharti Group, the manufacturing centre after the Hero Group and the infrastructure centre after Punj Lloyd.

The funding model for the management school is being worked out. In addition to the Rs 200 crore being brought in by the four partners, other sources of funds could be tapped too. ISB, too, could put in some money. The total cost of the project is estimated at Rs 250 crore.

Hyderabad-based ISB, which ranks among the top business schools

in the country as well as globally, started its first postgraduate programme in 2001. It has academic associations with the Wharton School, the Kellogg School of Management and London School of Business for sharing of expertise and academic resources. The management school offers a one-year postgraduate programme in management, a pre-doctoral programme and management programmes for executives. The institute, which has five centres of excellence, is funded by private corporations, foundations and individuals from around the world.

Apart from IIM (Lucknow), North India has no top-rung, globally-renowned management schools to speak of. The other B-schools in the region are Faculty of Management Studies, Delhi University, IMT (Ghaziabad), International Management Institute (IMI), MDI (Gurgaon) and the Indian Institute of Foreign Trade (IIET).



Good job offers for IIML's defence officers' course

Sreeradha D. Basu
KOLKATA

THE recruitment process for IIM Lucknow's six-month General Management Programme (GMP) for defence officers has got off to a good start. Already, companies like Vedanta Resources, Tech Mahindra, Wipro BPO, Ashok Leyland and Vodafone Essar have come to campus during the first phase of recruitments for the 59-strong batch.

While Vedanta offered salaries ranging from Rs 8-14 lakh as well as housing and vehicle facilities, Tech Mahindra has finalised two candidates and is considering a few more. Wipro BPO has also made some offers. Vodafone has already finalised five candidates, and is still in the process of recruiting few more.

Incidentally, this GMP was started by the institute on the initiative of the director general, resettlement, ministry of defence, for defence officers, both of short-service commission and others, to orient them about the emerging business environment whereby they are able to start their second career after retirement.

Other companies who have shortlisted candidates and are expected on campus shortly include Larsen & Toubro (L&T), RIL, Reliance ADAG, ICICI Prudential,



Spice Telecom, ICICI Bank, Tata Trent, Infosys, Merrill Lynch Technologies, Citibank, Wockhardt, Aditya Birla Group, and Bharti Airtel, among others.

The areas offered typically include IT projects, HR, security & administration, engineering services, operations, marketing, electronics & communications, marketing and manufacturing, among others.

The recruitment process for GMP, which is being held in three phases, will draw to a close by August 1.

◆ Indian Institute of Management, Lucknow is organizing training programmes on finance for non-finance managers on 7-11 July; 'Managing people at work: a strategy for tomorrow' on 10-12 July; and corporate environmental management and carbon markets on 21-23 July. For details, log on to www.iiml.ac.in

Devi Singh, Director of the Indian Institute of Management, Lucknow, inaugurated the fourth batch of Working Managers' Programme at its Noida campus this past week.

WMP is a uniquely designed course for working executives, entrepreneurs and professionals who want to enhance their knowledge and skills in a formal setting while continuing to be engaged in their profession.

It was launched in 2005 along with the launch of the Noida campus of IIM Lucknow as a three-year programme for professionals having a minimum of three years' work experience.

Parul Sharma

IIM grads to study NREGS impact

Manish Chandra Pandey
Lucknow, July 3

AFTER MAKING a perspective plan for the Union Government's ambitious NREGS for eight districts of UP, the Indian Institute of Management-Lucknow (IIM-L) is now, all set to involve its graduates in analysing and evaluating the impact of NREGS in some most backward districts of the state.

Responding to a missive by Rural Development Minister Raghuvansh Prasad Singh to IIM-L director Prof Devi Singh to "include field visits for study of NREGS as part of the curriculum" the Institute has decided to put its students, assisted by faculty members, on the job of understanding and analysing the government's rural employment generation initiative.

IIM-L's Centre for Food & Agri Business, which had earlier prepared the perspective plan for the implementation of NREGS in eight most backward district of UP — Lalitpur, Chitrakoot, Mahoba, Mirzapur, Sonbhadra, Azamgarh, Jalaun and Chandauli — has

been assigned the responsibility of carrying out the exercise.

Jabir Ali, assistant professor at IIM-L's Centre for Food & Agri Business, who would be co-ordinating the field visit of IIM stu-

The scheme is aimed at enhancing livelihood security of households in rural areas of the country by providing at least 100 days of guaranteed wage employment in a financial year to every household .

dents, said the institute was planning to take its students to districts that have not been covered by IIM-L earlier.

Under NREGS that was started in February 2006, of the 200 most backward districts of the country selected initially, 15 were in UP. Subsequently, eight more villages were covered under the scheme and now all the UP districts have been included under the plan.

The scheme is aimed at enhancing livelihood security of households in rural areas of the country

by providing at least 100 days of guaranteed wage employment in a financial year to every household whose adult members volunteer to do unskilled manual work.

Prof. Sushil Kumar, director of the IIM-L Centre said, "Though, accepting the ministry's request of including the NREGS as part of the course curriculum was not possible, since we were already involved in the programme from the beginning, we have decided to get our students to understand, analyse and collate their on-spot findings. These findings would then be sent to the Rural Development Ministry."

The minister has suggested that IIM-L students study and analyse the rights-based design and operations along with the profile of the rural households engaged with NREGS, labour market relations: wage, work opportunity, livelihood security and income generation aspects, the nature and impact of assets created under the scheme, the gender dimensions at work as well as the institutional mechanisms to plan and monitor the initiative.

IIM-L to awaken firms about need to reduce carbon emission

EXPRESS NEWS SERVICE
LUCKNOW, JULY 22

AS the world is waking up to the serious ramifications of climate change, most of the Indian companies are not aware of the need to check carbon emission, in spite of rising pressure from environmentalists across the world.

So, a professor of the Indian Institute of Management, Lucknow, has undertaken a study to find out the reasons behind Indian firms not gearing up to check carbon emissions and other related issues.

Prof Sushil Kumar, who is

conducting the study, says, "Once reasons are known, it will help in going to the next step i.e. encouraging companies for carbon trading."

Prof Kumar has been chosen to set up the proposed Climate Change Centre at the institute and is waiting the approval of the board of directors.

Last year, India had, for the first time, participated in the Global Carbon Disclosure Project in which information was sought from 110 Indian companies about direct and indirect green house emissions they cause and strategies to reduce the emission.

Only 39, however, companies sent their responses. Many of the companies that responded were still in the process of formulating business strategies to counter the risk of climate change.

The project concluded that enormous amount of work is required to be undertaken by the Indian companies and investors in order to catch up with their global peers.

Prof Kumar has chosen 60 of these 110 companies for his study, which is expected to complete in the next three months.

"These companies have been selected from various

sectors. The idea is to identify the amount of transparency adopted by the Indian firms when it comes to carbon emissions and at the same time keep a tab on the trend of training the employees about carbon emission, climate change and carbon trading."

Prof Kumar said the problem with the Indian companies was that they still do not think that doing strategic planning about their carbon emission is important for their future trading or business.

"When the carbon disclosure project survey was done, a majority of them were left wondering that why they were asked about carbon and green house emissions. They were not even aware of the fact that it could hamper their chances in the global market," he said.

GYANODAYA- LATEST ARRIVALS**BUSINESS ETHICS**

For the common good: the ethics of leadership in the 21st century / edited by John C Knapp.-- Westport: Praeger,2007. 174 p; ISBN : 0-275-99259-4.

BUSINESS INTELLIGENCE

Desouza, Kevin C -Managing knowledge security: strategies for protecting your company's intellectual assets.-- London: Kogan Page,2008. 200 p; ISBN : 0-7494-5261-7.

COMMUNICATION

The pfeiffer book of successful communication skill-building tools: the most enduring, effective and valuable training activities for improving interpersonal communication / edited by Jack Gordon.-- San Francisco: Pfeiffer, 2004. 409 p; ISBN : 9780470181805.

COMPUTER & INFORMATION SYSTEMS(CIS)

Artificial intelligence research and development / edited by Beatriz Lopez ... [et al.]-- Amsterdam: IOS Press,2005. 438 p; (Frontiers in artificial intelligence and applications). ISBN : 1-58603-560-6.

ECONOMICS

Agriculture cannot wait: new horizons in Indian agriculture / edited by M S Swaminathan.- New Delhi: Academic Foundation, 2007. 550 p; ISBN : 81-7188-625-6.

FINANCIAL MANAGEMENT

Bhatia, Mohan- Credit risk management and Basel II: an implementation guide.-- London: Riskbooks, 2006. 469 p; ISBN : 1-904339-43-3.

KNOWLEDGE MANAGEMENT/DECISION MAKING

Law, Wai K- Information resources management: global challenges.--Hershey: Idea, 2007. 402 p; ISBN : 1599041030.

LABOUR ECONOMICS

Jacob Mincer: a pioneer of modern labor economics / edited by Shoshana Grossbard.-- New York: Springer, 2006. 197 p; ISBN : 0-387-29174-1.

MANAGEMENT (GENERAL)

Banerjee, Subhabrata Bobby- Corporate social responsibility: the good, the bad and the ugly.--Cheltenham: Edward Elgar, 2007. 211 p; ISBN : 9781845429768.

MARKETING

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