



Indian Institute of Management Lucknow



NEWSLETTER

Vol. XV Nos. 19-20

November, 2008



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"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

INTERNATIONAL PAPERS

Singh, S.K. & S. Singh, "Managing Role Stress through Emotional Intelligence: A Study of Indian Medico Professionals", *International Journal of Indian Culture and Business Management*, Vol. 1 No. 4 (2008): 377-396.

ABSTRACT

The study examined the impact of emotional intelligence (EI) on perception of organizational stress among medical professionals. The sample consisted of 312 medical professionals (174 male and 138 female) working in privately managed health care organizations. Results suggested no significant difference between male and female doctors either on EI or on organizational stress. Interestingly, EI was found to be negatively related with organizational stress in overall sample as well as in male and female sub-samples separately. Implications of the study are that organizations should emphasize the role of EI in organizational domain irrespective of gender and find ways and means to select more and more professional with high EI. It is further emphasized since EI is a learnable competency; HRD initiatives can also used to address the issue of honing EI.

Singh, S. K. "CO₂ Emissions from Passenger Transport in India: 1950-51 to 2020-21", Paper presented and published in proceedings of the Better Air Quality 2008 (BAQ 2008) workshop held in Bangkok, Thailand on 12-14 November, 2008.

ABSTRACT

The main aim of this study is to forecast the level of traffic mobility and CO₂ (carbon dioxide) emissions from the land-based passenger transportation in India up to the year 2020-21. There are typically two ways to estimate future traffic mobility. The first approach is generally based on independent projections of traffic volume per mode of transport over time. Typically, each modal projection is built on a different method, and the total traffic volume becomes simply an aggregate of the independent estimates for the various modes. The second approach is based on projection of motorized mobility in a first step, and the related modal split is computed afterwards. The second approach is a better one for developing long-term scenarios since it takes into account the competition between modes. This paper follows the second approach to allow formulation of aggregate and long-term scenarios. This aggregate approach will be useful when we analyze the transport systems' impact on the environment. The forecasting model used in this paper is mainly built on two explanatory variables: gross domestic product and population. Annual data from 1950-51 to 2000-01 are used to estimate the future traffic volume in India. It is found that the motorized traffic volume in India will very nearly touch the mark of 13000 billion passenger-km in 2020-21, out of which 91.7% will be provided by the roads and the rest by railways. Based on the projected values of aggregate traffic volume and modal split, the paper estimates the level and growth of CO₂

emission from passenger transport sector in India. If there is no reduction in modal CO₂ intensities, CO₂ emission is projected to increase from 19.80 million metric tons of carbon equivalent in 2000-01 to 93.25 million metric tons of carbon equivalent in 2020-21. Even when we assume a reduction of 1% per year in CO₂ intensity of all modes of transport, CO₂ emission is projected to increase at the rate of 7% per year between 2000-01 and 2020-21.

RESEARCH PAPERS

Akbar, M., "Do the Governance, Strategic and Organisational Practices Differ in Indian Family and Professionally Managed Firms? *VISION*, Vol. 12 No. 3 (July-September 2008).

ABSTRACT

The professional firms suffer from exogenous problems whereas the private family firms suffer from endogenous problems. This latter category is more common in the family firms of emerging markets. In this paper we examine the key characteristic differences in the managerial practices of family firms and professional firms and relate them to the possible agency problems. We present the typology of the firms based on ownership and control and further divide the issues into strategy, organization and governance issues. The family firms themselves definitionally vary depending upon the ownership and control-based classification. We classify all firms into four categories, but we compare only professional firms on one hand and all hues of family firms as one block on the other owing to a relatively smaller sample size and lack of clear distinctions made by the respondents. However, the conclusions distinguish only on a few dimensions. But owing to institutional and economic context both family and professional firms look alike in more respects than they look different. This highlights the major impact of institutional influence on the behaviours of the firms. The analysis indicates that family firms suffer from the size, age and transparency disadvantages as compared to 174 male and 138 female) working in privately managed health care organizations. Results suggested no significant difference between male and female doctors either on EI or on organizational stress. Interestingly, EI was found to be negatively related with organizational stress in overall sample as well as in male and female sub-samples separately. Implications of the study are that organizations should emphasize the role of EI in organizational domain irrespective of gender and find ways and means to select more and more professional with high EI. It is further emphasized since EI is a learnable competency, HRD initiatives can also used to address the issue of honing EI. professional firms, but the strategic, organizational and governance practices do not differ very widely from each other.

Ali, Jabir and Sanjeev Kapoor, "Farmers' Perception in Risks in Fruits and Vegetables Production: An Empirical Study of Uttar Pradesh", *Agricultural Economics Research Review*, Vol. 21 (Conference Number) (2008): 317-326.

ABSTRACT

The perceptions of farmers about risks in production of fruits and vegetables have been analysed using structured survey method. The study is based on the survey of a total of 634 farmers, comprising 188 fruit farmers and 446 vegetable farmers, covering six districts of Uttar Pradesh, namely, Lucknow, Allahabad, Gorakhpur, Moradabad, Jhansi and Agra. The perceived priorities of

farmers about major sources of risks in production of fruits and vegetables have been reported under 'investment risks', 'socio-economic risks', 'environmental risks', 'production risks' and 'market risks'. In general, the price and production risks have been perceived as the most important sources of risk in production of fruits and vegetables in the area. The study has argued that public intervention can facilitate better risk management through improved information system, development of financial markets and promotion of market-based price and yield insurance schemes, thus ensuring that the marginal farmers are able to benefit from these interventions as well as participate in the emerging systems.

Cyr, Dianne, Gurprit Kindra and S.B. Dash, "Website Design, Trust, Satisfaction and e-Loyalty: The Indian Experience", *Online Information Review, (An Emerald Publication), Vol. 32 No. 6: 773-790.*

ABSTRACT

With rapid expansion of global online markets including India, researchers and practitioners are challenged to understand drivers of customer website satisfaction, trust, and loyalty. In this research, website design is expected to influence if customers revisit an online vendor. Based on surveys and interview data collected in India, participants evaluated a local and foreign website of the same online vendor. Results indicate significant preferences for the local website for almost all design categories. Further, the local site instilled greater trust, satisfaction, and loyalty. Data collected for this study are compared with parallel work conducted in four other countries using the same procedures. The current investigation is relevant for researchers who aim to expand knowledge concerning the impact of website design related to user trust, satisfaction, and loyalty. The work also has implications for Web designer or managers who seek to enhance market attraction and retention to online websites. Limitation of the investigation is that both the local and foreign websites used are Samsung websites and that only a single task (searching for a cell phone) was used. Few studies have examined web design related to user outcomes such as trust, satisfaction, and loyalty in international markets.

Narayanan, N. and Sushil Kumar, "Managing Massive Change for Mega Infrastructure Development", Paper published in the Annual Issue of the Convention Journal of Lucknow Management Association (LMA) Convention Journal on 'Creating World Class Infrastructure: Policy Imperatives', Vol. 4, No. 1(2008): 32-48.

ABSTRACT

This paper explores, based on a study of the effective execution of the Delhi Metro Rail Corporation's metro rail projects, the various issues involved in, and the way to development of effective solutions toward 'managing massive change' in mega infrastructure projects. 'Massive change' is defined, in contrast to 'step' or 'radical' change, as one involving even more complexity, which can arise in several ways, including from the larger, and the higher level purposes of the several stakeholders that the company serves. As a small organization compared to the size of the change that it is managing, Delhi Metro made this massive change *possible* by playing a higher level role, by both effectively *belonging* to the Government and to the society for whom it is managing the change, and by *including* the various contractors for the projects in its mission for change. Delhi Metro then made the massive change actually *happen* through the success, at this level, in managing change.

The extent of change managed by Delhi Metro is described, followed by description of the nature of the management processes underlying the change, and analysis of this change management process. From this account of managing change at Delhi Metro, five elements of the management

process that underlay the massive change realized by Delhi Metro are gleaned, and lessons are drawn on the four basic characteristics they represent. Based on these, two basic pairs of 'merits in opposition', namely '*decision making vs. implementation*' and '*plan making vs. monitoring and feedback*' are identified. Ways to '*cyclical synergistic resolution*' of the conflicts *within* each of the above two pairs, and further also *between* the two resulting merits of 'Decision making and implementation process' and 'Plan making and feedback process', are discussed. The discussions provide a supportive philosophy for managing massive change, under which the applications of modern 'multi-project planning and control' techniques, etc., can prove truly effective.

Singh, S. K., "The Diffusion of Mobile Phones in India", *Telecommunications Policy*; Volume: 32, Issues: 9-10 (2008): 642- 651.

ABSTRACT

Mobile phones, which were introduced around a decade ago in 1995-1996 in India, are becoming the dominant means of accessing communication. At the end of 2005-2006, there were 90 million mobile subscribers in India in comparison to 50 million subscribers for landlines. The increase in mobile phones has been phenomenal in comparison with landlines since the introduction of mobiles in the country. The main aim of this paper is to estimate future trends and analyze the pattern and rate of adoption of mobile phones in India. The paper uses S-shaped growth curve models for the same. It is found that mobile-density (number of mobile phones per 100 inhabitants) in India will increase from 8.1 in 2005-2006 to 36.5 in 2010-2011 and 71 in 2015-2016. Consequently, the mobile subscriber base is projected to increase from 90 million in 2005-2006 to 433 million in 2010-2011 and nearly 900 million in 2015-2016. The projected rapid growth in the mobile subscriber base will have important implications for future plans of mobile operators, infrastructure providers, handset suppliers and vendors. Mobile operators should be ready with contingency plans to deploy and operate infrastructure including customer care, billing, applications, etc., faster than that they might have initially planned. Infrastructure providers, handset suppliers and vendors should be prepared to respond to such plans.

Venkat, Vani and Vivek Gupta, "Broadband Infrastructure Development in UP- Role of Wireless Technologies", Paper published in the Annual Issue of the Convention Journal of Lucknow Management Association (LMA) Convention Journal on 'Creating World Class Infrastructure: Policy Imperatives', Vol. 4 No.1 (2008): 63-71.

ABSTRACT

Wireless technologies are radically transforming the telecommunications sector. By enabling rapid, low cost deployment of service to traditionally underserved populations and expanding connectivity options, wireless technologies are making it easier for new competition and have begun to challenge the traditional dominance of circuit switch operators.

Wireless technologies are also beginning to change the economics of serving rural areas. But while technology is changing, significant regulatory and governance obstacles remain. There is wide recognition that Government subsidies are required to encourage demand and spur investment to serve rural communities.

This paper gives an overview of the significant role of Wireless technologies in expanding low cost ICT services to rural communities in U.P., identifies regulatory and governance obstacles that need to be overcome, and outlines some strategic considerations for meeting these obstacles. We also aim to outline steps that can be taken at policy level- aimed at expanding both urban and rural broadband service.

CONFERENCE PAPERS

Ali, Jabir; Sanjeev Kapoor and Tibhuvan Nath, "Food Labeling in India: A Consumer Perspective", Paper presented at the First Annual Conference of the Indian Society of Agribusiness Management on Emerging Trends in Agribusiness Management during September 25-27, 2008 at Bangalore.

ABSTRACT

This paper analyses the consumers' attitude towards product labeling, its information contents and the importance of the functional characteristics of labels in their purchasing decisions in India. A total of 631 urban households have been interviewed personally to know their views on food labeling. Simple statistical analysis has been done to assess the consumers' perception and factor analysis has been carried out to identify the underlying dimensions among a set of food labeling attributes. The paper concludes with the implications for food processors, retailers, packagers and policy makers in the emerging consumer market.

Singh, Shailendra, "Agribusiness Entrepreneurs: Competency Approach to Development", Paper presented in the National Conference entitled, "Entrepreneurial Opportunities in Agri-business: Challenges & Prospects" held on November 22-23, 2008 at Faculty of Management Studies, Banaras Hindu University.

ABSTRACT

The paper emphasized that growth in agriculture sector is relatively slow and reliance of people on agriculture is too high. Problem of agriculture sector is further complicated by constantly decreasing size of landholding. Therefore, developing alternative means of livelihood has become necessity. Agribusiness and allied activities have thrown great opportunities to people to take up entrepreneurial venture. Development initiatives should be undertaken to equip people. Competency approach consisting of ten competencies, namely: opportunity seeking and initiative, risk taking, demand for efficiency and quality, persistence, commitment to the work contract, information seeking, systematic planning, goal setting, persuasion and networking classified into three clusters : Achievement, Planning and Power orientation has been recommended. The paper also stressed that professionally trained persons need to be encouraged by social systems to become job creators rather than job seekers.

BOOKS

Rao, D. Tripathi and Romar Correa, "Financial Liberalisation: A Critique of the Latest Phase of Capitalist Development", Germany: VDM Verlag, September 2008, ISBN-10: 3639044592.

ABSTRACT

The macroeconomic consequences of financial liberalisation is far from salutary. Critiquing the financial liberalisation thesis, we explore the existing theoretical and empirical literature to understand the nuances of financial flows and their implications for the determination of macroeconomic aggregates. We provide an analytical explanation of the positivity of the rate of

interest in capitalistic economies. In an economy where the transformation to capitalism is incomplete, the relationship between agriculture and industry remains fundamental. The provision of credit is bound up with the distribution of income between classes. Banks can play a role in the production of commodities by means of labour. The analytical models are broadly corroborated by empirical findings. They provide rationale for often witnessed 'structural' credit constraint in many

emerging economies. Expectations and animal spirit of firms matter for the utilisation of credit. The discussion provides a way forward for understanding the financially-layered modern economy and to formulate appropriate macroeconomic policy.

BOOK CHAPTERS

Ali, Jabir, "Issues in Supply Chain Management in Indian Agriculture", In *Food for Policy: Reforming Agriculture*, edited by Surabhi Mittal & Arpita Mukharjee (Eds), New Delhi: Foundation Books, Cambridge University Press India Pvt. Ltd., 2008

ABSTRACT

Critical issues in Indian agriculture sector at each stage of supply chain system have been analysed. A close analysis of supply chain in agriculture indicates that the system is highly fragmented and unorganised and seriously lacks integration of physical and information flow across the chain. The alignment between market demand for agricultural commodities and production is also very poor. The study suggests a detailed framework of supply chain collaboration for improving efficiency and effectiveness in agricultural supply chain system in India..

Pati, S. P. and Pankaj Kumar, "Organizational Commitment: An Exploration of its Morphology in the Indian Context." In *Service Centric Strategy & Market Dynamics*, edited by Dr. S. Chandra Das (Ed.), New Delhi: Kanishka Publishers, Distributors, Serials, 291-301, ISBN 978-81-8457-107-3.

ABSTRACT

Human capital is identified as the real asset in the knowledge economy that is prevalent in the current business environment, and specifically so in the service industries. Hence companies are employing various retention strategies to ensure that employees stay on in the organization and perform at their optimum. In this light, understanding the morphology or nature of employee commitment becomes highly important on the part of the organization to plan and implement effective retention strategies. With India being the hub of current economy activity of the world, this paper explores the nature of organizational commitment of the employees in the Indian scenario. A four factor model of the same was identified and its origin was explained from the viewpoint of Indian culture.

Singh, S., "Network of Entrepreneurship and Economic Development: A Facilitating Organization of Micro-Enterprise and Self Help Groups", In S. Bhargava(Ed.), *Entrepreneurial Management* (pp. 42-73). New Delhi: Sage, 2008.

ABSTRACT

This case study has identified and described the contribution of Network of Entrepreneurship and Economic Development (NEED) in promoting micro-enterprises and self help groups. With the fire in the belly its facilitator Asoka Fellow Mr. Anil Singh has founded NEED with the mission to create an impact upon the rights of deprived citizens by enabling women and children, to maximize their human resource potential and change their lives with significant emphasis on their livelihood and positive change in socio-economic, political, environmental and cultural spheres of life. While

pursuing its mission NEED's major concerns are: Women's self help groups and mainstreaming of gender issues; Micro credit with multiplier effects; Micro-enterprise; Fair trade campaign from village to global levels with entrepreneurial skills; Child centered development approach; Health, education, agricultural diversification, income generation activities; and Capacity building and networking towards grassroots action. NEED has developed a model of women's empowerment through SHGs that includes awareness training, skill development, exposure visits, and sound financial management for sustainability. For micro-enterprise development NEED has conceptualized a comprehensive gender sensitive model called Entrepreneurship linked Income Generation for Self-Employment Programme (EIGSEP). This training model consisted of six modules namely, motivation training, project guidance module, training in management issues, operations and production issues, escort phase consisting of practical issues in an enterprise formation, and follow up stage. The case study also records an evaluation of EIGSEP model. The study has thrown some 21 outcome indicators of women empowerment. The case study has also compiled feedback of Volunteers who have observed NEED's functioning while promoting SHGs. Based on his vast experience Mr. Anil Singh has identified features of successful micro enterprises and has suggested ways and means to replicate successful experiences of micro-enterprises development in other areas. The case study has also described small case experiences of three SHGs and struggles and achievements of their members. These are stories of crisis and fighting hostile circumstances and coming out victorious. Women described in these case studies are truly empowered who have learned craft and developed skills in the Groups promoted by NEED and have used these skills for starting their business. Finally, the case records the familiar voices of SHG members as to what has changed/happened after they have joined SHGs.

EDITORIAL ASSIGNMENTS

Prof. Bharat Bhasker edited the **4th Annual Issue** of the **LMA Convention Journal**, which was released during the Annual Convention of **Lucknow Management Association (LMA)** held on **November 22, 2008**. (The journal was copy edited by **Ms. Vani Venkat** of IIM Lucknow).

OTHER ASSIGNMENTS

- **Sahgal, Punam and Ajay Singh** were Seminar Directors of a week-long seminar titled "**Doing Business in India**" for a group of **Executive MBA students** from **MIP Politecnico Di Milano School of Management, Milano, Italy**. The seminar was held between **November 10 and November 14, 2008** at the **IIML Noida campus**. This week long event involved interaction with thought leaders, government & business functionaries, industry visits and panel discussions on varied topics of interest. The seminar included sessions on Socio- Cultural Environment in India, Macroeconomic Environment and Economic Trends in Contemporary India, Telecom Sector: India's Growth Story & Future Challenges and Development of Financial Markets in India. There was a panel discussion on The Indian Markets and HRM Trends in India- Focus on IT Sector.
- **Singh, S.K.** participated in pre-events on "**Mass Transit and Bus Rapid Transit Planning**" organized by the **GTZ-Sustainable Urban Transport Project (SUTP)** and the **Clean Air Initiative for Asian Cities (CAI-Asia) Center** on **November 10, 2008** and on "**Climate-Friendly Transportation Strategies in Asia: Overcoming Obstacles to Co-benefits**" organized by the **Institute for Global Environmental Strategies (IGES)** on **November 11, 2008**.
- **Singh, Shailendra** Chaired a technical session in the conference on '**Entrepreneurial Opportunities in Agri-business: Challenges and Prospects**, held on **November 22-23, 2008** at **Faculty of Management Studies, Banaras Hindu University**.

AWARD

PROF. BHARAT BHASKER, Professor of Information Technology and Systems, IIM Lucknow, was conferred the "Best Professor of Information Technology" at the recently concluded Asian Brand Summit and Dewang Mehta Business School Awards. The Awards were supported by Ms. Sheila Mehta, Director, Onward Foundation for Dewang Mehta Awards. The Chairman of the jury was Dr. Prasad Medury, Partner, Amrop International.

CAMPUS EVENTS**CANDLELIGHT MARCH AT IIM LUCKNOW**

November 19, 2008

A candle light march was organized at IIM Lucknow on 19th November, 2008 to commemorate the third death anniversary of Manjunath Shanmugam, an alumnus of IIM Lucknow. Manjunath was an employee of Indian Oil Corporation Limited who was murdered by a petrol pump owner on 19th November 2005 when he tried to curb the oil malpractices in his territory. The march was organized by Manjunath Shanmugam Trust, an international corporate community initiative.

**ALUMNI ASSOCIATION CHRONICLES****IIM-L ALUMNI GALA MEET 2008**

November 23, 2008

A gala event for IIM Lucknow Alumni, a part of the IIML Delhi Chapter Events Programme, was hosted by the IPMX students of IIM Lucknow (Noida Campus) on the 23rd November 2008. The event, the first one of its kind at the new campus, gave the alumni a chance to connect with old classmates and share experiences, as well as an opportunity to get to know the IPMX class, in a relaxing atmosphere. The programme started with key note by Prof. Punam Sahgal, Chairperson, IPMX. This was followed by a welcome note from the IIM Lucknow Alumni Association Board Member and Founder Member of the IIML Delhi Chapter Mr. Divyansh Johar.



IIM L DIALOGUE SERIES:

Infrastructure and the Private Sector- Productive Partnerships and Pitfalls

November 29, 2008

The Indian Institute of Management, Lucknow's Alumni Association held the 3rd session of its Global Teleconference Forum, IIML Dialogue on November 29th 2008. This Session of IIML Dialogue featured **Mr. Kumar Vinay Pratap, Deputy Secretary, Prime Minister's Office.** The session was a resounding success with more than 100 participants from 7 countries dialing in to listen to the charismatic speaker.

In an interesting talk followed by a Q&A session, Mr. Pratap explained the reasons why private sector enters infrastructure and the reason why the Government wants the private sector involved in infrastructure. He also outlined the major hindrances faced by private sector in entering infrastructure and operating in it. Mr. Pratap also gave details of the statistics of private investments in various sectors within infrastructure. Drawing from his vast experience Mr. Pratap explained what he thought was the future of private sector in infrastructure in India.

STUDENT ACTIVITIES

INDEX 2008- Information through Disguised Experimentation

The Fair- A Promise of more fun, action and colour

The 13th edition of the INDEX fair was organized during **November 22-23, 2008** at the **Chandrashekhar Azad Park, Mahanagar**. Whole event was based on the concept of "Disguised Market Research" - which seeks to gain insights into the consumer's perspectives/needs through intelligently designed games to overcome the 'Sensitization Effect'. Over 300 students of the Institute had worked in tandem on live market research projects, conducted through games at the fair.



MANAGEMENT DEVELOPEMENT PROGRAMMES

NAME OF THE PROGRAMME	DURATION	PROGRAMME DIRECTOR
Leadership for Innovation in Agriculture	November 3-7, 2008	Prof. Sushil Kumar (CFAM)
General Management Programme for NTPC Executives	November 3-14, 2008	Prof. M. Akbar and Prof. Manoj Kumar
Problem Solving Skills for Effective Performance	November 18-20, 2008	Prof. Sushil Kumar (OM)
Managerial Effectiveness	November 18-22, 2008	Prof. Archana Shukla
Building Organizational Culture for Performance for ESIC Executives	November 19-21, 2008	Prof. Punam Sahgal & Prof. Ajay Singh
Valuation of MFIs for SIDBI Executives	November 20-22, 2008	Prof. Sanjeev Kapoor & Prof. Prakash Singh
Understanding Self for Managerial Excellence for College of Technology, Pantnagar	November 22-24, 2008	Prof. Pankaj Kumar
General Management Programme	November 24 - December 5, 2008	Prof. Archana Shukla

FORTHCOMING MDPs

NAME OF THE PROGRAMME	DURATION	PROGRAMME DIRECTOR
Managerial Decision Making under Uncertain Environment	December 2-4, 2008	Prof. B K Mohanty
Customer Retention and Cross Selling: Getting More out of Loyalty (Programs)	December 3-5, 2008	Prof. Amit Mookerjee, IIMLNC
Employee Selection and Assessment Techniques	December 10-12, 2008	Prof. Ajay Singh & Prof. Punam Sahgal IIMLNC
Effective Contract Management and Arbitration	December 15-17, 2008	Prof. D S Sengar
Understanding Self for Managerial Excellence	December 18-20, 2008	Prof. Pankaj Kumar
Corporate Communication and Media Relations	December 22-24, 2008	Prof. R L Raina
Leadership for Innovation in Agriculture	December 22-26, 2008	Prof. Sushil Kumar (AMC)
Effective Proposal and Report Writing Skills	December 29-31, 2008	Prof. R L Raina



GYANODAYA- LATEST ARRIVALS**BUSINESS LOGISTICS**

Rao, Purba Halady Greening the supply chain: a guide for Asian managers.-- New Delhi: Response Books, 2008. 250 p; 22 cm. ISBN: 9788178298764.
658.7 RAO 39054

COMMUNICATION

Green, Andy Effective personal communication skills for public relations.-- New Delhi: Kogan Page, 2008. 219 p; 23 cm. (PR in practice series). ISBN: 81-7554-337-X.
658.45 GRE 38930

Smith, Lyn Effective internal communication / Lyn Smith with Pamela Mounter.- New Delhi: Kogan Page, 2008. 226 p; 23 cm. ISBN: 81-7554-335-3.
658.45 SMI 38928

COMPUTER & INFORMATION SYSTEMS(CIS)

Bell, Douglas Software engineering for students: a programming approach --4th ed-- New Delhi: Pearson, 2005. 424 p; 25 cm. ISBN: 81-317-1605-8.
658.403D2 BEL 38866

Dhingra, Prashant Microsoft SQL Server 2005 / Prashant Dhingra and Trent Swanson.--Compact ed-- New Delhi: Pearson, 2008. 601 p; 24 cm. ISBN: 81-317-1757-7.
658.403F23 DHI 38864

Doyle, Jeff CCIE professional development: routing TCP/IP Volume II /Jeff Doyle and Jennifer DeHaven Carroll.-- New Delhi:Pearson, 2005. 945 p; 24 cm. ISBN: 9788131719473.
658.403C2 DOY 38835

Geary, David Core Javasever faces / David Geary and Cay Horstmann.-- 2nd ed-- New Delhi: Pearson, 2008. 723 p; 24 cm. ISBN: 9788131719442.

658.403D3 GEA 38837

Halpin, Terry Selected readings on database technologies and applications.-- Hershey: Information Science Reference,2009. 535 p; 29 cm. ISBN: 9781605660981.
658.403H2 HAL 39057

Marakas, George M Systems analysis and design: an active approach.--2nd ed--Boston: McGraw-Hill, 2006. 442 p; 26 cm. ISBN: 0-07-111619-2.
658.403K61 MAR 38092

Masseglia, Florent Successes and new directions in data mining / Florent Masseglia, Pascal Poncelet and Maguelonne Teisseire.-- Hersey: Information Science Reference, 2008. 369 p; 29 cm. ISBN: 9781599046457.
658.403J1 MAS 39058

Shuja, Ahmad K IBM Rational Unified Process reference and certification guide / Ahmad K Shuja and Jochen Krebs.-- New Delhi: Pearson, 2008. 307 p; 25 cm. ISBN: 9788131719916.
658.403K32 SHU 38840

ECONOMICS

Gali, Jordi Monetary policy, inflation and the business cycle: an introduction to the new Keynesian framework.-- Princeton: Princeton University Press, 2008. 203 p; 24 cm. ISBN: 9780691133164.
339.53 GAL 38887

Growth divergences: explaining differences in economic performance / edited by Jose Antonio Ocampo, Jomo K S and Rob Vos.-- Hyderabad: Orient Longman, 2007. 369 p; 22 cm. ISBN: 9781842778814.
337 GRO 38886

FINANCIAL MANAGEMENT

Cohen, Stephen D Multinational corporations and foreign direct investment: avoiding simplicity, embracing complexity.-- Oxford:Oxford University Press, 2007. 371 p; 24 cm. ISBN: 0-19-517936-6. 332.67314 COH 38888

The Euromoney global portfolio trading handbook 2004/05 /edited by Claire Evans.-- Essex: Euromoney, 2005. 214 p; 26 cm. ISBN: 1843740753. 332.6 EUR 39051

Varma, Jayanth Rama Derivatives and risk management.-- New Delhi: TMH, 2008. irr p; 25 cm. ISBN: 0-07-060430-4. 332.645 VAR 39033

MANAGEMENT (GENERAL)

Hutcheson, Graeme D Statistical modeling for management / Graeme D Hutcheson and Luiz Moutinho.-- Los Angeles: Sage, 2008. 235 p; 24 cm. ISBN: 9780761970125. 658.00151 HUT 39069

Jolly, Harshdeep Everything you desire: a journey through IIM.-- New Delhi: Srishti, 2007. 270 p; 22 cm. ISBN: 81-88575-98-4. 658.007 JOL 38716; 38885

Lewis, Sarah Appreciative inquiry for change management: using AI to facilitate organizational development / Sarah Lewis,Jonathan Passmore and Stefan Cantore.-- London: Kogan Page, 2008. 247 p; 23 cm. ISBN: 0-7494-5382-6. 658.4063 LEW 38926

MATHEMATICS & STATISTICS

Blunch, Niels J Introduction to structural equation modelling using

SPSS and AMOS.-- Los Angeles: Sage, 2008. 270 cm; 24 cm. ISBN: 9781412945578.

519.5350285 BLU 39049

Kahane, Leo H Regression basics.-- 2nd ed-Los Angeles: Sage,2008.226 p; 23 cm. ISBN: 9781412951265. 519.536 KAH 39068

Latent growth curve modeling / Kristopher J Preacher ...[et al.]-- Los Angeles: Sage, 2008. 96 cm; 22 cm. Quantitative applications in the social sciences; 157). ISBN: 9781412939553. 519.535 LAT 39050

Myerson, Roger B Game theory: analysis of conflict.-- Cambridge: Harvard University Press, 1997. 568 p; 24 cm. ISBN: 0-674-34116-3. 519.3 MYE 39064

Warner, Rebecca M Applied statistics: from bivariate through multivariate techniques.-- Los Angeles: Sage, 2008. 1100 p; 26 cm. ISBN: 9780761927723. 519.535 WAR 39048

MULTIDISCIPLINARY (GENERAL)

Bland, Michael Effective media relations: how to get results / Michael Bland, Alison Theaker and David Wragg.--3rd ed-- New Delhi: Kogan Page, 2008. 150 p; 23 cm. (PR in practice series). ISBN: 81-7554-336-1. 791.45028 BLA 38929

Bridges, John How to be a gentleman: a contemporary guide to common courtesy.-- New Delhi: Viva Books, 2004. 150 p; 21 cm. ISBN: 81-7649-925-0. 395.142 BRI 39053

Foster, John Effective writing skills for public relations.--3rd ed-- New Delhi: Kogan Page, 2008. 258 p; 23 cm. PR in practice series).
ISBN: 81-7554-338-8.
808.066659 FOS 38931

Halvorson, Michael Microsoft Visual Basic 2008 step by step.-- New Delhi: PHI, 2008. 544 p: 1CD-ROM; 24 cm.
ISBN: 9788120334588.
RA 658.403D17 HAL 39060

India. Planning Commission Eleventh five year plan (2007-2012).-- New Delhi: Oxford University Press, 2008. 3v (280,219,450 p); 28 cm.
ISBN : 0-19-569650-6.
R 338.954 IND 38932,V1;
38933,V2; 38934,V3

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