



Indian Institute of Management Lucknow



NEWSLETTER

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

— John D. Rockefeller III

In this Issue:

RESEARCH PUBLICATIONS:

Journal Publications
Conference/Seminar Publications
Working Papers

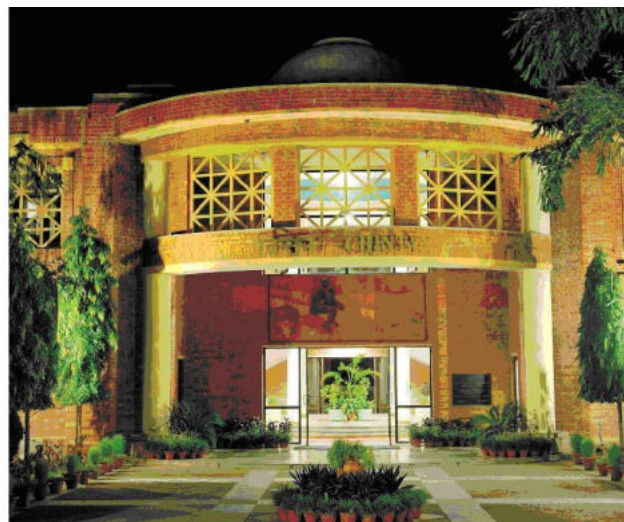
Editorial Assignments

Other assignments

Events during the month— **FACULTY RETREAT AT NOIDA**
NOIDA CAMPUS EVENTS

MDPs

From the Press



RESEARCH PUBLICATIONS

JOURNAL PUBLICATIONS

Priyadarshi, P. and Pankaj Kumar, "Demographic Correlates of Work Values Preference: A Study of Professional Social Workers in India", *Indian Journal of Industrial Relations*, Vol 45 No.2 (2009): 277-88.

ABSTRACT

Engaging a worker remains a big challenge for organisation. Research suggests that understanding work values of professionals enables organisations keep the worker engaged. Besides analyzing the work value preferences of social work professionals in India, the study empirically examines the relationship between demographic variables and work value preferences. In all 200 social workers from various sectors in the National Capital Region participated in the study. The study suggests that social work professionals preferred work values which could have helped them realized their potential while giving least priority to social interaction, social relation and dependency values. Demographic variables like age, education, religion and gender were found to impact the work value preference of social workers.

CONFERENCE/SEMINAR PUBLICATIONS

Raina, Roshan Lal Communication for Convergence. Presented in the NREGS State Level Workshop on 'Convergence with NREGS', organized by State NREGA Cell in Lucknow on October 24, 2009.

ABSTRACT

The Ministry of Rural Development is responsible for the flagship programmes of the Government. Substantial public investments are being made for strengthening of the rural economy and the livelihood base of the poor, especially the marginalized groups like SC/STs and women. To effectively address the issue of poverty alleviation, there is need to optimize efforts through inter-sectoral approaches. The paper advocates for 'convergence' of inter-sectoral programmes with NREGA to enable better planning and effective investments in rural areas. Illustrating the argument, the paper also justifies 'convergence' bringing synergy between different government programmes and /or schemes in terms of their planning processes and implementation.

WORKING PAPERS

Kumar Pankaj, Impact of Education & Work Experience on Values: A Study on Management Students *IIML Working Paper Series. WPS 2009-10/13.*

ABSTRACT

The objective of this study is to find out the existing pattern of the organizational culture in the public & private sector organizations. We also tried to gauge the locus of control among

employees (executives) of these organizations across departments, hierarchy and other psychographic variables. One important feature of this study is to see whether locus of control has any relationship with existing organizational culture and vice-versa and to what extent it can predict (if at all) the culture of the organization.

Pati, S. P. and Pankaj Kumar, A Cultural Construction of an Indian Management Model. IIML Working Paper Series. WPS 2009-10/11.

ABSTRACT

A nation moving rapidly towards development post liberalization, business organizations are finding it increasingly difficult to ignore the glitter of India resulting in increasing incoming rate of FDIs and outsourcings over the past few years. Added to a relaxed legal framework, the lure of cheap labour is influencing companies to view India as a very favourable business opportunity. However amongst all this euphoria, a question regarding sustainability of such an association cannot be ignored. Hence this paper tries to construct a management model from a cultural perspective that can be initiated and practiced in the Indian context by the organizations in order to get the optimum out of their employees as well as to tide over the ever increasing competition level. The paper through theoretical arguments, proposes that a clan culture establishes naturally in the Indian scenario which also encapsulates a weak bureaucracy where the group members' roles, responsibilities and goals are dependent completely on the leader based on the degree of proximity between the two. The paper also proposes that the leader has to employ a directive style of leadership to get the best out of his/her subordinates since the clan culture is inappropriate to meet the demands of the liberalized economic environment.

Pati, S. P. and Pankaj Kumar, Tracing the Origin of Employee Engagement: A Thought. IIML Working Paper Series. WPS 2009-10/10.

ABSTRACT

In the prevailing competitive environment, engaged employees are viewed as a strategic asset by both academicians and practicing managers alike. However, both of them have failed to reap the benefits of engagement due to lack of sufficient theoretical understanding on the concept. The existing works on engagement have only limited themselves to deduction of various dimensionalities that comprise engagement. Nonetheless they have failed to provide the basis for the origin of these dimensions in particular, or rather the origin of engagement in general. This article makes an attempt to fill this gap. Through theoretical arguments we establish that engagement is an attitudinal and behavioral expression of empowered employees. The paper has immense managerial potential for by tracing the origin of engagement, it has opened the doors for the management in formulating ways to "create" engaged employees.

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 13, 2009** on the theme **LEVERAGING DEMOGRAPHIC DIVIDEND THROUGH QUALITY EDUCATION- THE WAY FORWARD.**

Prof. Bhasker also wrote the editorial titled, **"Education for All- Issues, Challenges and Strategic Advantage of Demographic Dividend**

LECTURES/KEYNOTES/ADRESSES DELIVERED

Prof. Bharat Bhasker delivered a Keynote at TECHNOQUEST 2009 organized by Computer Society of India at Lucknow on November 18, 2009.

EVENTS DURING THE MONTH



Faculty Retreat at IIML Noida

A two-day Faculty Retreat was held on November 14 and 15, 2009 at IIML Noida Campus to plan and discuss and deliberate the future course of IIM Lucknow. The discussions were facilitated by Dr. Bibek Debroy, noted Economist and Prof. N.C. B. Nath, Management Guru.



ENVISIONING A CORRUPTION FREE INDIA - A PANEL DISCUSSION



Nov 17th IIM Lucknow, Manjunath Shanmugam Trust and Hindi Section of IIML held a panel discussion on the topic 'Envisioning A Corruption free India'. The event was held two days before the 4th death anniversary of Manjunath, an IIML alumnus who lost his life fighting against corruption. His death

anniversary will be remembered by organizing a **Candle light march on 19th Nov.** across top management colleges of India

The panel discussion aimed at increasing awareness about deep rooted corruption of our country and discussed ways through which we can fight against it. The discussion focused on: "How to fight against corruption using RTI; how Manjunath and his ideology are relevant in today's India; and how can educated elite contribute to build a corruption free India?"

The event was graced by the presence of many distinguished personalities who shared their enlightening thoughts with the students of IIML and other prominent colleges of Lucknow.



. The key speakers of the panel were:

- Dr. Devi Singh, Director, IIM Lucknow
- Shri I.B. Singh, Senior Criminal Lawyer of Allahabad high court
- Dr. Jitendra Chaturvedi, Founder of Developmental Association for Human Advancement which is popular as "DEHAT"

- Dr. Sandeep Pandey, Magsaysay Award Winner (2002)

- Sri Vikram Singh, Ex. Director-General of Police, UP

The event opened with key note speeches from each of the leaders. Dr. Devi Singh remembered Manjunath and emphasized that he will remain dear to us always. He shared his thoughts on the role of education in making India a corruption free nation. He focused on the some key issues that are crippling India and informed that bribery has remained an inherent part of Indian Society and illustrated the fact by giving an example of a corrupt constable being a more sought after groom than an honest school teacher. He said "Instead of blaming the system and the police, the youth of India has to stop crime". He laid emphasis on the requirement of a support system to combat corruption.

Sri. Vikram Singh delivered a flawless and a motivational keynote address. He asked the youth to follow a zero tolerance policy towards corruption and quoted the bible by saying "The wages of sin

is death". His message to the youth was to become an "inner winner" rather than running after money all your life.

Dr. Jitendra Chaturvedi, the well known social activist and the winner of Manjunath trust award in 2009 gave some valuable insights from his experiences in working with the villagers and empowering them with the usage of RTI act. His speech inspired one and all to fight against bribery and eradicate corruption from India. Students from other colleges of Lucknow

also participated in the event. An essay competition for students was also held on the same topic. The student community showed a lot of enthusiasm towards fighting the prevalent widespread corruption. "We have thought and talked much about deep-rooted corruption and government insensitiveness and today, through this debate, we have realized that it is our duty to do our share in reality," one of the students of IIM Lucknow said.

Candle light march at IIM Lucknow in memory of Manjunath

19th Nov

The students at IIM Lucknow honored the memory of Manjunath, on his fourth death anniversary and the values he stood for, by joining hands for a **candle light march** on this day; and in one voice, taking a pledge: **Honour Integrity! Fight Corruption!**

Students pledged that they would follow Manjunath's footsteps and would not succumb to corruption. "He is still alive in our domain and would continue to be there," a student of IIM Lucknow said. More than 200 of the students' community, support staff and faculty took part in the march organized by Manjunath Shanmugam Trust constituted by IIM Alumni and friends of Manjunath to improve governance in Indian public life.

The march kicked off by students lighting candles and waving banners, showing their solidarity with Manjunath. After reaching a central location, a senior faculty member addressed the students about Manjunath, his death and about the Manjunath trust integrity award. Everyone present in the march observed one minute's silence in memory of Manjunath and then took a pledge against fighting corruption. "We want to show to the world that though Manjunath is not with us now, his deed will continue to inspire us and motivate us to pursue uprightness in our personal and professional lives," a member of trust said. Besides IIM Lucknow, the march was also organized at more than 20 campuses across the country.

Manjunath Shanmugam was an IIML 2003 alumnus and an IOCL Sales Manager, who was murdered on 19 November 2005 at Lakhimpur Khiri, UP. Manjunath refused bribes and ignored threats to fight oil adulteration. Manjunath Shanmugam Trust fought the case relentlessly; after a record 9 months' trial, all 8 accused were found guilty, with the main accused given the death sentence and the rest, life imprisonment.



IIM Lucknow hosts the executive students from MIP Politecnico Di Milano school of Management, Milano, Italy for the weeklong seminar on 'Doing Business in India'

IIM Lucknow's Noida Campus hosted a one-week seminar titled "Doing Business in India" for a group of executive MBA students from MIP Politecnico Di Milano School of Management, Milano, Italy, between **November 09 and November 13, 2009** at the IIML Noida campus. This was the weeklong event which involved interaction with thought leaders, government & business functionaries, industry visits and panel discussions on varied topics of interest.

At the closing ceremony of the interaction Prof. Punam Sahgal, Dean, IIM Lucknow Noida Campus, said, "The executive students were very enthusiastic to learn the different facets of business practices in India. The holistic package created for the students was a comprehensive week long capsule about our governance, policy and ways of doing business in India."

The Seminar aimed to focus on Indian business practices and gave an overview of the Indian business scenario in an activity packed week. The topics highlighted during the seminar included Financial Markets in India, Indian Trade and Investment Policy and performance, Trends & Challenges in the Semiconductor & Electronics Industry, Historical Perspective and Socio-Cultural Environment in India, eGovernance in the Indian perspective, Public Private Partnership for Economic Development, Micro Finance - Policies & Practices, Corporate Social Responsibility - Experience of the NGO sector and Growth of the telecom sector in India. The session was followed by a panel discussion on The Indian Markets.

During the week-long seminar students learnt the features of the Indian industrial structure, economic policies, understanding of cultural issues and the nuances of doing business in India. The session also included a series of interactive sessions with leaders from business and industry and visits to select organisations to facilitate participants' practical understanding and appreciation of Indian business practices, CSR initiatives and sensitivity to cultural issues in the changing global context.

The participants who attended the seminar were executive management students with wide ranging work experience in diverse fields. The group size was 10 representing different cultures and had an average experience of over 10 years.

The "Doing Business in India" seminar also included the executive MBA students' visit to NIIT Corporate Office, Perfetti VanMelli and Hero Honda facilities amongst the corporate sector.

During the seminar the students interacted with Mr. Vivek Sharma, Director, India Design Center, ST Microelectronics, Mr. Yogesh Kochar, Director, Microsoft India, Mr. Gopal Sharma, Managing Director, Fedbank Ventures, Mr. Harish Dave, General Manager, National Bank for Agriculture and Rural Development (NABARD), Mr. Smarjit Banerjee, VP HR, Hero Honda Plant, Ms. Seema Arora, Principal Counsellor & Head, Confederation of Indian Industry (CII), and Mr. Pradeep Bajjal, Director, Noesis and Former Chairman, Telecom Regulatory Authority of India.

Prof. Ajay Singh, Chairman, MDP, IIM Lucknow's Noida campus said, "The 'Doing Business in India' workshop focused on the best ways to share the various nuances of the Indian business scenario - policies, trade practices and the corporate initiatives, and package into an action and activity packed week. We are happy that our workshop was very well received and we are thankful to the eclectic mix of specialists who participated in the event."



On his visit to India, Prof. Andrea Sianesi, Professor, MIP Management Committee, Milano said, "It is our pleasure to be associated with one of the most prestigious B-schools of India, IIM Lucknow. This one week in India has given me and our students an opportunity to look at almost every aspect of business in India and has increased our understanding of the policy and corporate framework manifold."

Current & Future State of HR: Decisions & Directions

As part of extended celebrations of 25th anniversary, IIM Lucknow Noida Campus organized the first Annual Human Resource Summit 2009, on the 21st of November 2009. The theme of the HR Summit was: Current & Future State of HR: Decisions & Directions. The event was inaugurated by the director of IIM Lucknow Dr Devi Singh.

The HR summit deliberated on developing effective strategies that are key to the success of all organizations. Students from the IPMX program at IIM Lucknow along with many industry professionals attended the summit.

The Opening Plenary session was on 'Role of HR in Corporate Governance'. The panelists focused on leadership, code of ethics, Governance and Corporate Governance, which are matters of discussion every week, every month, at every platform and in every country.

Dr. Devi Singh, Director, IIM Lucknow, Prof. Punam Sahgal, Dean, IIM Lucknow Noida Campus and Prof. Ajay Singh, HRM, IIM Lucknow attended the HR Summit. In the opening plenary, other eminent panelists included Mr. Saugata Mitra, CPO & Group Head HR, Mother Dairy Fruit & Vegetable Private Limited (who was also the Chairperson of the Panel Discussion), Mr. Raveen Bhatnagar, National HR Head, Tata Teleservices, Mr. Shantanu Dhar, Asst. Executive Director – HR, Dalmiya Cements and Mr. Tim Huiting, VP HR, Convergys.

Mr. Saugata Mitra, CPO & Group Head HR, Mother Dairy Fruit & Vegetable Private Limited, said that 'Any value creation should be in the framework of law and human values such as trust, accountability, honesty and integrity. The challenge the industry is facing is how to codify a value system so that Corporate Governance in particular can be institutionalized. HR function has a significant role to play in this area'.

Where Mr. Raveen Bhatnagar, National HR Head, Tata Teleservices emphasized on the need of strong profound unified thinking and belief and Need for trust along with accountability and responsibility, Mr. Tim Huiting, VP HR, Convergys, stressed on "Catching corporate governance issues early".

The closing session on "Is HR Outsourcing a Source of Competitive Advantage?" had panelists like Mr Manmohan Kalsi, VP, HR Vodafone, Mr Manmohan Bhutani, VP - People & Operations Global Services, Fiserv, Mr. Asim Talukdar, Sr. VP HR, NIIT, Mr. Deepak Puggal, Country Head - APACBDL & India Business Leader, Hewitt Associates and Dr. Devi Singh, Director, IIM Lucknow.

Panelists talked about how HR outsourcing is becoming a source of competitive advantage and how companies have reduced their cost of HR processes and increased efficiency. High value stuff where human interface is becoming critical – focus in-house for such HR services. E.g. Performance Management, Career development was also deliberated upon.

Mr Manmohan Kalsi, VP, HR Vodafone said that 'Companies have gone in for shared services model for outsourcing. What has been seen presently is that transactional intensive activities are outsourced. But higher level HR activities or consulting activities which HR is capable of performing is not outsourced yet. That will hopefully happen soon'.



Talking from the customer's perspective Mr. Asim Talukdar, Sr. VP HR, NIIT said 'customer gets an advantage from the complete outsourcing process. However, having said that it is essential to see that business needs to understand what is essential activity in the company's core business. If businesses stop doing it, it may lose its valued customers'.

The event was concluded with a vote of thanks from Prof. Punam Sahgal, Dean of IIM Lucknow's Noida Campus. She thanked the entire panel of speakers for sharing their industry experience and giving Valuable insights on the issue of HR outsourcing.

MANAGEMENT DEVELOPEMENT PROGRAMMES

Technical Aspects of Agricultural Communication and Knowledge Management for ICAR Executives	November 16-20, 2009	Prof. Jabir Ali & Prof. Sarjeev Kapoor
Managerial Effectiveness	November 9-13, 2009	Prof. Archana Shukla
Technical Aspects of Agricultural Communication and Knowledge Management for ICAR Executives	November 16-20, 2009	Prof. Jabir Ali & Prof. Sarjeev Kapoor
Leadership Development for Education Managers (UNICEF)	November 16-20, 2009	Prof. Shaileendra Singh & Prof. Payal Mehra
General Management Programme	November 16-27, 2009	Prof. Archana Shukla
Contract Management and Dispute Resdution for NHPC Executives	November 19-22, 2009	Prof. D S Sengar & Prof. Himanshu Rai
General Management Programme for NTPC Executives (NRHQ)	Nov. 30 - Dec. 11, 2009	Prof. Manoj Anand & Prof. Abhishik Nirjar
Advanced Management Programme for RBI Executives	November 30-December 12, 2009	Prof. Parkaj Kumar & Prof. Ashwari Kumar
General Management Programme for NTPC Executives (WRHQ)	Nov. 30 - Dec. 11, 2009 (GMP) & Dec. 12-13, 2009 (DC)	Prof. A Vinay Kumar & Prof. Prakash Singh
Managerial Effectiveness	November 9-13, 2009	Prof. Archana Shukla

FORTHCOMING MDPs

NAME OF THE PROGRAMME	DURATION	PROGRAMME DIRECTOR
Corporate Communication and Media Relations	December 2-4, 2009	Prof. R L Raina
Managerial Decision Making under Uncertain Environment	December 7-9, 2009	Prof. B K Mohanty
FDP on Managing Change and Transformation	December 7-12, 2009	Prof. Krishna Kumar & Prof. Amita Mital
Land use planning, policy and management for agricultural development: Strategy for improved resource use in India with special reference to U.P.	December 11-12, 2009	Prof. Jabir Ali
Strategic Leadership for Principals of CBSE Schools	December 14-18, 2009	Prof. R K Srivastava & Prof. Payal Mehra
Infrastructure Development and Institutional Financing for J&K Govt. Officers	December 14-18, 2009	Prof. Manoj Anand
MDP for LPG Distributors of BPL	December 15-17, 2009	Prof. Devashish Dasgupta
Effective Proposal and Report Writing Skills	December 16-18, 2009	Prof. R L Raina
Corporate Social Responsibility for Sustained Business Performance	December 16-18, 2009	Prof. Sushil Kumar & Prof. Abhishek Nirjar
Effective Contract Management and Arbitration	December 18-20, 2009	Prof. D S Sengar & Prof. R L Raina
Leadership and Strategic Management for Quality Improvement in Education for SCERT Executives	December 26-30, 2009	Prof. Sushil Kumar (CFAM)
Induction level training programme for IES Probationers	December 29, 2009 - January 8, 2010	Prof. Sangeeta D Misra & Prof. D Tripathi Rao

FROM THE PRESS

IIML phase-1 placements sees 25% increase in no. of offers

Our Bureau
KOLKATA

IIM Lucknow has wrapped up the first phase of its summer placements with the 380-strong batch bagging around 240 offers. With over 63% of the batch placed till now, the first phase has seen a 25% increase in the number of offers as compared to last year. According to IIML sources, the institute has also seen about 8-10 companies making foreign offers so far. "P&G, HUL, the Aditya Birla Group, Deutsche Bank and Singapore Telecom are among those who have made offers," said a source.

The placement process so far has seen a significant revival in the financial sector, with several major banks and financial firms including the likes of Citibank, HSBC, Standard Chartered and Edelweiss Capital hiring in

GOOD START

The placement process so far has seen a significant revival in the financial sector, with several major banks and financial firms hiring in good numbers

good numbers. Slot zero at IIM Lucknow saw consulting firms including McKinsey, Boston Consulting Group, investment banks including Deutsche Bank International, BNP Paribas and private equity firms including Baring Private Equity Partners.

Many new companies are participating this year while the existing companies are hiring in bigger numbers than last year. "There's a lot of op-

timism in the air, and the trend is only set to get more positive for the final placements," said an IIML source.

Besides P&G and HUL, leading FMCG firms including Diageo, Coca Cola, Nokia and Cadbury have already participated in the first phase of the summer placements process. This year also saw several first-timers such as Singapore Telecom, Puma and Bharti Airtel.

Among emerging sectors, companies from renewable energy like emergent ventures, health and education showed interest in hiring from the campus. Several students accepted offers from a range of start-up companies such as Healthizens and Element Akademia as well. The process, which began on October 30, will now continue after the mid-term exams, which get over next week.

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