



Indian Institute of Management, Lucknow

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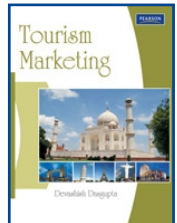
- Lucknow Campus
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From the Press

Books Published

Devashish Das Gupta (2010) **Tourism Marketing** Pearson Education, New Delhi, pp 300

ISBN 9788131731826



Tourism industry in India is one of the most profitable industries in the country and contributes substantially to foreign exchange. Increased tourism in India has created jobs in a variety of related sectors, both directly and indirectly. Almost 20 million people are now working in the India's tourism industry. India's tourism is thriving, owing to a huge surge in both business and leisure travel by foreign and domestic tourists. According to the latest Tourism Satellite Accounting (TSA) research released by the World Travel and Tourism Council (WTTC) and its strategic partner Accenture, India's travel and tourism industry is expected to generate approximately US\$ 275.5 billion by 2018.

This book is first of its kind and is based on a well researched structure of marketing. All chapters are based on research in tourism. Special care has been taken to give the book a global touch. It covers almost all prominent international destinations. Since no book on this topic exists in the market, model outline as well as a detailed session plan has been provided besides other aids in the Teaching aids CD.

Table of Contents:

- 1 - Tourism Market Environment Scanning
- 2 - Tourist Consumer Behaviour
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- 7 - Tourist Market Segmentation and Targeting
- 8 - Differentiation & Positioning in Tourism
- 9 - Tourism Product Development and Packaging
- 10- Tourism Promotional Mix: An Integrated Marketing Communication (IMC) Approach
- 11- Destination Branding: Building Brand Equity
- 12- Information and Communication Technology and Tourism Marketing
- 13- Tourism Marketing: Planning, Implementation & Control - A Holistic Approach
- 14- Contemporary Avenues in Tourism

Endorsements:

"This book offers an in-depth treatment of the issues facing tourism marketers. The book's rich frameworks, stories, photos and diagrams will stimulate many ideas for those engaged in attracting tourists to their areas."

Philip Kotler, S.C. Johnson Distinguished Professor of International Marketing, Kellogg School of Management, North-western University, USA

Professor Devashish Dasgupta [has opened] a new chapter in disseminating knowledge of tourism marketing...Solid research of international scope ... A must read for students of tourism learning about emerging markets.

Professor Liping A. Cai, Director, Purdue Tourism and Hospitality Research Center, and Associate Dean, College of Consumer and Family Sciences, Purdue University, USA

"This is a truly unique book on tourism marketing, which comprehensively presents the theory of the subject supported by cases and experiences from industry. The book offers valuable insights with wide relevance for the professional and as well as the student of tourism marketing."

Dr. Russell Arthur Smith, Interim Dean, Cornell-Nanyang Institute of Hospitality Management, Nanyang Technological University Nanyang Business School, Singapore

Each chapter is easy-to-read, with excellent brief case studies that include photographs and maps and builds on relevant tourism management and consumer research literature an excellent introduction to the field of tourism management. Really provides much new and exciting knowledge on tourism in Asia

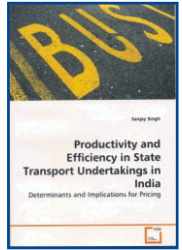
Arch Woodside, Professor of Marketing, Boston College, Massachusetts, USA

Books Published

Singh S. K. (2010), "Productivity and Efficiency in State Transport Undertakings in India", Published by VDM Verlag Dr. Muller Publisher, Germany

ISBN: 978-3-639-28816-2

Indian bus industry, since independence has been organized along a mixed pattern of public and private sector ownership. The industry is dominated by publicly owned State Transport Undertakings (STUs) since private sector is highly fragmented. Despite their vital role, STUs in India have not been able to keep pace with the very rapid and substantial increases in demand of the past few years. Their service quality in particular has deteriorated, and their market share has been further reduced as passengers have turned to personalized transport and intermediate public transport. Apart from public criticism of inadequate and irregular services provided under unhealthy conditions of overcrowding and with minimal passenger comforts and amenities, STUs' financial performance has also been extremely poor and deteriorating over the years. In the present scenario, tackling the problem of financial crisis appears to be the biggest challenge for STUs. The book tries to address this issue by analyzing, both theoretically and empirically, the productivity, cost structure, and pricing issues in STUs.



Organization of the Book

The book is organized into seven chapters. Chapter 1 provides an overview of state transport undertakings in India. Chapter 2 analyzes the growth of passenger road transport in public sector. Chapter 3 compares STUs on the basis of their levels and growth rates of labor productivity, gross productivity, and productive efficiency. Chapter 4 examines the link between productivity, prices, and profitability using a case study of Andhra Pradesh State Road Transport Corporation. An index number approach has been used, first to analyze the changes in productivity, prices, and profitability, and then to evaluate the impact of productivity gains on firm's financial performance. Chapter 5 deals with the cost elasticities, returns to scale, marginal cost of production, technological progress, elasticity of substitution and factor demands in STUs. Based on simulation studies, Chapter 6 suggests optimal fare rates for selected STUs. Chapter 7 presents conclusions from the study and suggests possible changes in public policies relating to STUs in India.

Roshan Lal Raina, Iftikhar Alam, and Faizia Siddiqu (2010) "Communication for Management", Published by World Press, Lucknow, 362 p

IA word about the book:

Communication is an integral part of everyday managerial interaction. Sizable empirical evidence demonstrates a strong correlation between effective communication and success in corporate life. It is the most effective tool for making the transition from a manager to a leader. Given the knowledge-driven-context that we are in, communication has assumed the character of 'life-skill' for individuals as well as organizations to stay ahead of their competitors. Addressing this key concern, this book titled 'Communication for Management' is a sincere effort to provide the knowledge seekers a learning resource that explains the basics of managerial communication. Though the book is based on the UPTU syllabus, yet academics (students and teachers) as well as professionals, interested in developing this key competency, would find the concepts, theoretical frames, and illustrations discussed here very useful to hone this skill. The approach the authors have followed is that 'communication' is a skill and can be honed if practiced well. An attempt has, accordingly, been made to help an individual: (i) assess his/her communication profile; (ii) to know what to practice to improve that profile; and (iii) to know how to practice. The book, therefore, presents useful tips with proper real life illustrations on honing 'expressive' - ['oral', 'written'] as well as 'receptive' - ['listening', 'reading'] skills. The text moves in a logical order, starting from the basics of communication to its multifaceted scope and applications in management.

Research Publications

Journal Publications

Pati, S. P. ; Padhi, M. & Kumar Pankaj. (2010). 'Influencing Employee Attitudes through HR Practices: An Exploratory Study in Indian IT Sector', *International Journal of Indian Culture & Business Management*. Vol. 3, No. 6, pp 607-622.

Abstract:

The importance of employee work attitudes in enhancing organisational performance is well recognised in academic literature as well as in business organisations. However, the importance of HR practices in shaping and inducing such desirable work attitudes is least investigated empirically. This study wishes to fill this gap in literature by isolating the HR practices predictors of two such work attitudes - organisational-based self-esteem (OBSE) and job involvement (JI). The HR practices of selection practices and internal promotion, employee voice and greater involvement in decision making and work teams are found to be significantly usable in eliciting the manifestation of the above listed work attitudes. The influence of gender on the linkage between the HR practices and employee work attitudes is also examined and very insightful managerial implications applicable to Indian IT industry were deduced.

Keywords: attitude; HR; OBSE; organisational-based self-esteem; JI; job involvement; bundles; controlling; group imbeddedness; EV; employee voice

Pati, S. P. & Kumar, Pankaj. (2010). "Employee Engagement: Role of Self-Efficacy, Organizational Support and Supervisors Support". *Indian Journal of Industrial Relations*, Vol. 46, No. 1, pp. 126-133.

Abstract:

In the prevailing competitive environment, engaged employees are viewed as a strategic asset by both academicians and practicing managers alike. Although academicians have isolated various organizational conditions which they argue initiate engagement, there exists a lack of understanding on the observed variations in engagement levels between employees exposed to similar organizational conditions. Through theoretical arguments as well as empirical support, this study argues that differences between self-efficacy levels in employees are primarily responsible for differences in displayed engagement. Based on the findings the study argues and defines engagement as expressed empowerment pertaining to a role thus enriching the management literature concerning engagement. Suitable managerial implications are also discussed.

Journal Publications

Ganguly, B, Dash.S.B. Cyr, D and Head, M (2010). "The Effects of Website design on Purchase Intention in online shopping: The Mediating role of Trust and the Moderating role of Culture", *International Journal of Electronic Business*, 8(4/5), 302-330.

Abstract

Lack of trust in online transactions has been cited by past scholars as the main reason for the abhorrence of online shopping. This paper proposes a model and provides empirical evidence on the impact of the website design factors on purchase intention in online transactions across customers of different cultural values. Our empirical model has resulted in several meaningful conclusions. We have tested the mediating role of trust in online transactions to provide empirical evidence that the trust in the online store represents the generic mechanism through which the focal independent variables are able to positively influence online purchase intention and reduce the perceived risk of online transactions. We have demonstrated the moderating effect of culture in online shopping and thereby offered insights to the relative importance of website design factors contributing to trust in online shopping for customers of different cultural values.

Keywords: Trust, online purchase intention, perceived risk, online shopping, moderators, mediators, website design, culture, e-commerce, B2C e-commerce

Conference/Seminar Publications

Mishra, S. S. and Saji, K.B. 2010. "Effects of Organizational Determinants and Moderators to New High-tech Product Development Process". Paper presented and published in the refereed proceedings of the 2010 Academic Conference of The Institute for the Study of Business Markets (ISBM-2010), held at Harvard Business School, Harvard University, Boston, MA, USA during August 11-12, 2010.

Abstract

Product Managers of high-tech firms often face the dilemma of whether to develop new products by sticking to the existing technology or introduce new technology in place of the existing one. Such technology choice decisions are often characterized by several factors, which most often determines the success of the new high-tech product development process. In the existing literature, there are very few empirical studies (e.g., Krishnan and Bhattacharya, 2002; Saji and Jain, 2006) that links technology acquisition strategy to the new high-tech product development process. An overall assessment of the effects of organizational determinants and moderators to the new high-tech product development process has not been attempted so far, which motivated us to carry out a conclusive research on the same. The present paper reports the research objectives, the research methodology employed, and the preliminary outcomes of the study related to technology choice decision on New high-tech Product Development process.

Saji, K.B., and Mishra, S. S. 2010. "Does New Product Typology Moderate the Technology Substitution to Readiness-to-Design Relationship in New High-tech Product Development Process?". Paper presented and published in the refereed proceedings of the 2010 Academic Conference of The Institute for the Study of Business Markets (ISBM-2010), held at Harvard Business School, Harvard University, Boston, MA, USA during August 11-12, 2010.

Abstract

As technology remains at the core of the high-tech products and the technological features play an important role in their marketing, the decision on technology substitution plays an extremely important role in new high-tech product development process. It has been observed from the extant literature that the well acclaimed notion of product typology (Booz et al,1982) could influence the technology substitution to readiness-to-design relationship in new high-tech product development process. Although technology substitution has been examined by a few researchers (Fisher and Pry, 1971; Das and Van De Ven, 2000), its role in the new high-tech product development process has not yet been explored, which led to the genesis of the present study. Through this paper, we report the significant outcomes of a generic empirical examination that we tried out to find whether the New Product Typology moderates the 'Technology Substitution to Readiness-to-Design relationship' in New high-tech Product Development process

Rao, D. Tripathi and Krishna Mahale, 2010, "Dynamics of Growth in India's Service Exports: Interplay of Exogenous Human Capital and Complementing Foreign Capital in the Presence of Labour Market Infirmities", in the European Trade Study Group (ETSG) conference hosted by University of Lausanne during Sept 9-11, 2010.

Abstract

While we explore the determinants of India's services exports through an augmented-gravity model, we find that, unlike for goods exports, the determinants are not the 'usual suspects' of gravity variables such as, distance and remoteness as much as market size, economic freedom and domestic population. We conjecture that the diminishing contribution of distance might be an outcome of scale-effects due to factor accumulation since the behavior of all the estimates reflects the scope for unbounded levels of services trade. We infer and interpret these results as supply-driven services growth with the accumulation and mobilization of existing stock of human and physical capital. However, we do not reach to an unqualified conclusion regarding human capital linkages with services exports in the sense that there may be certain "home-grown" structural and institutional specificities, for instance, the presence of labour market infirmities, are to be met for validating the Indian experience. The next step in the agenda is to formulate a deterministic as well as stochastic model to theorize such a growth experience and in turn deriving its implications on the sustainability of economic growth.

Singh Ajay, 2010, "CSR Initiatives in Rural India: Are they Sustainable?" Paper presented at 16th Euro-Asia International Research Conference; 1-3 September, 2010.at HIROSHIMASHUDO UNIVERSITY, HIROSHIMA, JAPAN.

Abstract

India is a vast country where over 800 million population lives in villages, and even though quality of life is gradually improving for the middle class, the support and opportunities for a large section of the rural poor to improve their socio-economic conditions is still inadequate, and the government programs are not sufficient to meet their needs. As a result the corporate support in various fields, such as literacy, vocational education, women empowerment, quality primary education, water resources or micro-finance, to name few, is inevitable to bring socio-economic changes in rural India. In this backdrop, the article highlights an overview of CSR initiatives in India. Based on primary and secondary sources, four well known initiatives by leading Indian organizations across sectors have been analyzed to build perspective of CSR in India. The core focus of the paper however is the corporate strategy and social initiatives undertaken by Jaipur Rugs Company in the remotest of rural areas in the State of Rajasthan, where the literacy, particularly women's literacy rate, is lowest in the country. The extent to which these programs in the villages actually impacted the target group as well as the sustainability and adaptability of the initiatives has been analyzed. The paper argues that only such win-win CSR model which can help in training and development the rural poor and link them to core business of the company can bring socio-economic changes in the lives of rural poor, and is sustainable.

Research Publications

Working Papers

Bisen, Aditya and D. Tripathi Rao, 2010, "Currency Forwards, Volatility Clusters and Hedging Currency Risks: An Emerging Market Perspective", IIML Working Paper No 2010-07,

Abstract

Firms in emerging markets often use forward contracts to hedge currency risk. While they normally serve the purpose, but are imperfect hedging instruments in highly volatile periods with volatility clusters affecting the forward premiums and making hedging unattractive. Since currency forwards are mainly short-term instruments with maximum liquidity concentrated in one, three and six month segments, single exposures in the distant future must be hedged through roll-over of short-term contracts. However, with volatility clusters generally extending beyond the expiry period, the roll-over of contracts could also become particularly costly. Multiple exposures, such as, debt service payments, often hedged by entering into a new forward contract at the beginning of the payment period, face similar problem because volatile market conditions transfer spot volatility to future earnings by way of derived volatility in forward rates. While the way forward is to buy/sell multi-period contracts for hedging in order to avoid the risk of getting caught in a volatility cluster, efforts should also be to build natural hedges to minimise currency risk as far as possible

Pati, S. P. & Kumar Pankaj. **Perceived Organizational Support as Engagement Driver: The influence of Individual Differences & Gender**. IIML Working Paper Series. WPS2010-11/01.

Abstract

Employee engagement being labeled as one of the "hottest topic" in management in current times, this study explores in depth the relationship between perceived organizational support and the same. Additionally it also explores the influence of self efficacy, organization-based self-esteem and gender on the above mentioned relationship. The results, based on questionnaire data, indicate an indirect relationship between perceived organizational support and employee engagement. While organizational based self esteem was found to mediate the above relationship, self efficacy was found to moderate the same. The findings unequivocally points out that the epicenter of engagement is hidden in job design and role fit. Further the study argues for a strategic compensation policy, where employees with lower self efficacy can be induced to engagement by rewards, while those possessing higher self efficacy must be recognized.

Keywords: engagement, IT, recognition, OBSE, mediator, moderator

Articles in Magazine

Samir K Srivastava, "[Exciting time ahead](#)", Logistics Times, Volume 1, Number 3, July 2010, pp. 42-44.

Abstract

The challenge of a growing economy is an exciting time for warehousing in the Indian context. It is gaining the focus and attention of many firms and supply chains. Many firms are into warehousing capacity expansion; Logistics Service Providers (LSP) have come up in the present decade and are expanding rapidly; and even logistics parks are coming up. There is a great potential for ways to improve warehouse management. Firms need to look at their SCM integration – warehouses in particular – as an area where greater efficiencies can be had. Managers need to make sure that warehousing link in their supply chains acts as a competitive advantage for their firm.

The full article can be accessed at: http://issuu.com/rajmisra/docs/final_it_jult_2010_pdf_magazine/42?mode=a_p

Samir K Srivastava, "[Are we ready?](#)", Logistics Times, Volume 1, Number 4, August 2010, pp. 19-21.

Abstract

In present competitive world, businesses that achieve success work seamlessly in tandem with customers and suppliers. Since all functions may not be within their core competence, many firms consider the following options in order to handle their logistics activities effectively and efficiently – providing the function in-house by making the service, or owning logistics subsidiaries through setting up or buying a logistics firm or outsourcing the function and buying the service. Currently, there has been a growing interest in the third option, i.e. outsourcing of logistics functions to logistics service providers (LSPs). All these aspects are explored to find out if India is ready for seamless logistics.

The full article can be accessed at: http://issuu.com/rajmisra/docs/final_aug_it_2010/19?mode=a_p

Samir K Srivastava, "[800 bn booty](#)", Logistics Times, Volume 1, Number 5, September 2010, pp. 14-16.

Abstract

Collection of product recalls as well as collection and recycling of post-consumer goods is gaining interest in business and societies worldwide. Many organizations are discovering that improving their reverse logistics processes can be a value-adding proposition. Growing green concerns and advancement of green supply chain management concepts and practices make effective and efficient reverse logistics all the more relevant. Today, it is viewed as an area that offers great potential to reduce costs, increase revenues, and generate additional profitability for firms and their supply chains. They can save money if they manage their returns better.

The full article can be accessed at: http://issuu.com/rajmisra/docs/lt_sept_2010_pdf/14?mode=a_p

Articles in Magazine

Sanjay K. Singh, "Road Safety in Indian Cities", IRF BULLETIN SPECIAL EDITION:: URBAN MOBILITY, Edition : August 2010, published by International Road Federation (IRF) Geneva, Switzerland

More than 240 people get killed every week in India's metropolitan cities (cities with populations of a million or more). There are 34 fatalities per week on the roads of Delhi alone! But, Delhi is not the riskiest city in the country. No less than 16 other metropolitan cities present a higher risk than Delhi. The level of risk in the cities of Uttar Pradesh, the most populous state of India, is more than twice that of the other cities in the country (see Figure). Why then is the road safety situation so bad in so many cities of India? The main reason appears to be the prevailing imbalance in modal split coupled with inadequate transport infrastructure and its sub-optimal use. Very few cities have an adequate public transport system. People rely primarily on personalised modes such as cars and two-wheelers and para-transit modes such as auto-rickshaws and tempos. In most of the cities, two-wheelers and cars account for over 90% of the vehicle population, whereas the share of buses is negligible. In general, the road space in cities is grossly insufficient and the problem of traffic accidents is further aggravated by the mixed nature of traffic composition. Experience shows that fatalities tend to be concentrated around roads that are dysfunctional in the sense that they are not fit for carrying such mixed streams of intense fast and slow moving traffic safely. Typical features aggravating injuries and fatalities include traffic volumes and speeds that the roads were simply not designed for, high proportions of young and inexperienced drivers and high levels of nonmotorised transport users, such as cyclists and pedestrians, vying for the same road space. Most of the traffic accidents are attributed to human error. For this reason, road safety initiatives traditionally focus on 'fixing' the driver in order to prevent crashes. While there can be no doubt that approaches involving road safety education and enforcement are essential in curtailing traffic accidents, there is an equal and parallel need for more focus on mitigating the outcome of accidents by designing safer vehicles and safer roads.

Roads should be designed in such a way that they are not only self-explaining but also 'forgiving'. Accidents are less likely to occur on self-explaining roads and injuries will tend to be fewer and less severe on forgiving roads. A self-explaining road shows road users precisely where they should be at any given moment and guides them on how to proceed safely. For example, a simple cost effective pedestrian refuge (a small raised and protected island) in the middle of a busy road, where pedestrians can pause before continuing to cross, not only clearly indicates where to cross, but also makes crossing much easier and safer. Forgiving roads protect road users in the event of an accident. Road design must recognise that accidents can occur and ensure that injuries and fatalities are minimised. For example, simple engineering features like safety barriers can be used to separate fast moving vehicles from people. Similarly, crash cushions can be used to reduce the consequences of an accident. While increased mobility is essential for economic development and the relief of poverty, it should not be at the cost of escalating fatality rates among the poorer and most vulnerable sections of society. Appropriate action needs to be taken that simultaneously addresses vehicles, user behaviour and the design of the roads themselves. A key part of the solution lies in assessing the networks of metropolitan cities and identifying those dysfunctional roads on which large numbers of road users are being killed or seriously injured. These roads should then be targeted for safety upgrading through affordable, cost effective measures

Editorial Assignments

Prof.Saji K.B.Nair served as reviewer on the editorial review board of the conference proceedings of the *American Marketing Association's (AMA) 2010 Winter Marketing Educators' Conference* held at New Orleans, LA, USA during February 19-22, 2010. He worked for the Marketing Strategy track.

Prof.Saji K.B.Nair served in the programme committee and on the editorial review board (as part of the track *International Marketing Management and Supply Chain*) of the conference proceedings of the **2010 Academy of International Business (AIB) annual meeting** held at Rio de Janeiro, Brazil during June 25-29, 2010

Other Assignments

Mr. Mustahsan Usmani Raja, Dy Librarian & In-Charge Library, was invited by Jawahar Navodaya Vidyalay (JNV), Barabanki on May 17, 2010, as a resource person to deliver a lecture to newly appointed librarians. The program was attended by 50 JNV's librarians from all over India

Management Development Programs

Forthcoming

S.No	Program Title	Program Director	Dates	Venue
1	Effective Leadership and Management Skills for Navodaya Vidyalaya Samiti	Prof. Sushil Kumar (CFAM) & Prof. Rajesh K Aithal	October 4-8, 2010	IIM Lucknow Campus
2	Finance for Non-Finance Executives	Prof. Manoj Kumar	October 7-9, 2010	IIML Noida Campus
3	Understanding Self for Managerial Excellence	Prof. Pankaj Kumar	October 7-9, 2010	IIM Lucknow Campus
4	Retail Business Efficiency Development Programme for High End Development Officers of LIC	Prof. Devashish Das Gupta & Prof. R L Raina	October 11-13, 2010	IIM Lucknow Campus
5	Personal Effectiveness & Growth for NHPC Executives	Prof. Shailendra Singh	October 11-14, 2010	IIM Lucknow Campus
6	Finance for Non-Finance Executives for Power Grid Corporation of India Ltd.	Prof. A Vinay Kumar	October 18-20, 2010	
7	Leadership for Innovation in Agriculture (NAIP)	Prof. Sushil Kumar (CFAM)	October 18-22, 2010	IIM Lucknow Campus
8	Foundation Course of FDP of SMF	Prof. Krishna Kumar	October 18-23, 2010	IIM Lucknow Campus
9	Core Leadership MDP for BSF Commandants	Prof. Prakash Singh & Prof. Ashutosh Kumar Sinha	October 18-30, 2010	IIM Lucknow Campus
10	Managerial Effectiveness	Prof. Archana Shukla	October 25-29, 2010	IIM Lucknow Campus
11	Priority Setting, Monitoring and Evaluation (NAIP)	Prof. M K Awasthi	October 25-29, 2010	IIM Lucknow Campus
12	General Management Programme for Defence Officers	Prof. R K Srivastava & Prof. Ajay K Garg	October 25, 2010 - April 8, 2011	IIM Lucknow Campus
13	GMP for IFS Officers (MCT)	Prof. Sushil Kumar (CFAM) & Prof. Ajay K Garg	October 31 - November 4, 2010	IIM Lucknow Campus

Management Development Programs

Concluded

S.No	Program Title	Program Director	Dates	Type of Program	Venue
1	Effective Leadership and Management Skills for Navodaya Vidyalaya Samiti Principals	Prof. Sushil Kumar (CFAM) & Prof. Payal Mehra	August 2-6, 2010	Sponsored	IIM Lucknow Campus
2	GMP for Indian Audit & Accounts Officer Trainees	Prof. Manoj Anand & Prof. Pankaj Kumar	August 2 - September 10, 2010	Sponsored	IIM Lucknow Campus
3	Retail Business Efficiency Development for High End Development Officers of LIC	Prof. Devashish Das Gupta & Prof. Payal Mehra	August 4-6, 2010	Sponsored	IIM Lucknow Campus
4	Business Communication Skills for REC Executives	Prof. Neerja Pande	August 9-11, 2010	Sponsored	IIM Lucknow Campus
5	Retail Business Efficiency Development for High End Development Officers of LIC	Prof. Devashish Das Gupta & Prof. Payal Mehra	August 11-13, 2010	Sponsored	IIM Lucknow Campus
6	Public Private Partnership for Innovation in Agriculture (NAIP)	Prof. Sushil Kumar (CFAM) & Prof. Jabir Ali	August 16-20, 2010	Sponsored	IIM Lucknow Campus
7	General Management Programme for BPCL Executives	Prof. M Akbar & Prof. D Tripathi Rao	August 16-22, 2010	Sponsored	IIM Lucknow Campus
8	General Management Programme for NTPC Executives (ERHQ)	Prof. Prakash Singh & Prof. Satish S M	August 23-September 3, 2010	Sponsored	IIM Lucknow Campus
9	Retail Business Efficiency Development for High End Development Officers of LIC	Prof. Devashish Das Gupta & Prof. R L Raina	August 25-27, 2010	Sponsored	IIM Lucknow Campus
10	Retail Business Efficiency Development for High End Development Officers of LIC	Prof. Devashish Das Gupta & Prof. R L Raina	September 8-10, 2010	Sponsored	IIM Lucknow Campus
11	Personal Growth through Emotional Intelligence	Prof. Shailendra Singh	September 13-15, 2010	Open	IIM Lucknow Campus
12	Corporate Communication and Media Relations	Prof. R L Raina	September 13-15, 2010	Open	IIM Lucknow Campus
13	Data Analysis for Marketing Decisions	Prof. Satya Bhusan Dash	September 13-17, 2010	Open	IIML Noida Campus
14	General Management Programme for Sr. Officers of Indian Statistical Services	Prof. R K Srivastava & Prof. Kaushik Bhattacharya	September 13-24, 2010	Sponsored	IIM Lucknow Campus
15	Advanced Management Programme for Sr. IES Officers	Prof. Bharat Bhasker & Prof. Ajay K Garg	September 13-October 22, 2010	Sponsored	IIM Lucknow Campus, Shanghai, Melbourne & Sydney
16	Retail Business Efficiency Development for High End Development Officers of LIC	Prof. Devashish Das Gupta & Prof. R L Raina	September 15-17, 2010	Sponsored	IIM Lucknow Campus
17	Workshop on Change Management in Bureaucracy for IFS Officers	Prof. Sushil Kumar (CFAM)	September 18-19, 2010	Sponsored	IIM Lucknow Campus
18	Operations Planning and Control	Prof. N Narayanan	September 20-22, 2010	Open	IIML Noida Campus
19	Retail Business Efficiency Development for High End Development Officers of LIC	Prof. Devashish Das Gupta & Prof. R L Raina	September 22-24, 2010	Sponsored	IIM Lucknow Campus
20	Mid-Career Training for IFS Officers	Prof. Sushil Kumar (CFAM) & Prof. Ajay K Garg	September 20-25, 2010	Sponsored	IIM Lucknow Campus
21	Team Building	Prof. Archana Shukla	September 27-29, 2010	Open	IIML Noida Campuss
22	Mentoring for High Performance for RBI Executives	Prof. Pankaj Kumar	September 27-October 1, 2010	Sponsored	IIM Lucknow Campus
23	Mastering Marketing	Prof. Devashish Das Gupta	September 27-30, 2010	Open	IIM Lucknow Campus
24	General Management Programme for NTPC Executives (NRHQ)	Prof. A Vinay Kumar & Prof. Anita Goyal	September 27-October 9, 2010	Sponsored	IIM Lucknow Campus

Events during the month

Lucknow Campus

Eleventh Annual Library Day celebrated at IIM Lucknow on September 23, 2010 by Gyanoday (Library : the learning resource centre) of IIM Lucknow

Inaugural session started with the welcome address delivered by the Library In-Charge, Mr M U Raja. Later on Dr Roshan Lal Raina, Chairman, Library Advisory Committee, IIM, Lucknow, talk about the concept behind celebrating Library Day. The program was presided over by Dr. Devi Singh, Director of the Institute. He emphasized that there is need to provide value added services by the libraries to meet the ever-changing need of the library users particularly the teaching fraternity.

Annual Library Day Lecture on the theme "Traditional Knowledge: Collection, Preservation, Protection and Access" was delivered by Dr. H. K. Kaul, Director, DELNET, Delhi. Dr. Kaul emphasized that we must take care of Traditional Knowledge if we want to preserve it for future use and be benefitted. He also said that if traditional knowledge is not preserved there are chances that we may loose it forever as in the case of some tribes losing there traditional knowledge.

Dr. Devi Singh, Director, IIM inaugurated the book exhibition organized on the occasion.

The program was attended by faculty of the Institute and a large number of Library and Information professionals of the city as well as book trade people. In the end Mr. M. K. Singh, Deputy Librarian presented the vote of thanks to the august gathering



An exhibition titled 'Gandhi-King-Ikeda: A Legacy of Building Peace' was organized in Samanjasya on September 25, 2010 (Saturday) and September 26, 2010 (Sunday) by 'Bharat Soka Gakkai' in International Peace Centre.

Independence Day Celebrations at IIM Luckno - August 15, 2010

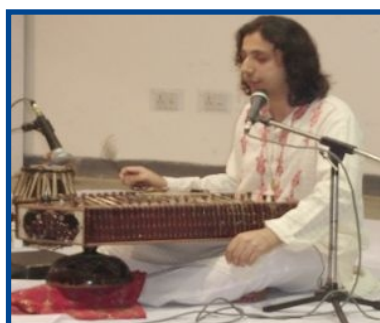
Independence Day was celebrated with gaiety at IIM Lucknow. The day started with the ceremonial Flag Hoisting followed by various cultural programs.

26th Foundation Day of IIM Lucknow celebrated July 27, 2010

26th Foundation Day of IIM Lucknow celebrated on 27th July 2010. The day started with a plantation activity followed by various cultural events. Mementos were distributed to the staff members who had completed 25 years of service. Cash award was given to the meritorious children of staff members.

IIM Lucknow SPICMACAY Chapter begins its journey in July 2010 with a stellar performance by Abhay Rustum Sopori, the accomplished Santoor player and Music Composer and son of legendary Santoor player, Padmashri Pandit Bhajan Sopori.

Abhay Rustum Sopori captivated the young audience with his enthralling performance in which he was accompanied by Durjoy Bhowmick on tabla and Shabbir Ahmad on tanpura. The event was attended by around 200 students from both first and second years and the chief guest of the performance was Prof. Shailendra Singh. Kashmiri evening, the event was inaugurated by Prof. Shailendra Singh and Abhay Rustum Sopori when they lighted the traditional "Deep". This was followed by Abhay Rustum Sopori's performance on Santoor. The evening concluded with the Artist being honored by the chief guest with a memento by SPIC MACAY IIM Lucknow Chapter.



Events during the month

Noida Campus

Dr. Kiran Bedi visits Noida campus of IIM Lucknow for Leadership Talk Series on August 24, 2010

Dr. Kiran Bedi visited the Noida campus of IIM Lucknow for Leadership Talk Series. The talk mostly centered on "The role of corporates in social development" but Dr. Bedi was able to touch upon several other contemporarily relevant issues like the handling of bureaucracy, using the odds to your advantage and innovation. The former super-cop and Magsaysay award winner from Punjab emphasized on the importance of 'constantly sharpening your axe', however high you may be in your organization's hierarchy, by staying in touch with the lowest level of operations. "Walking the beat with my beat-cop sensitized me to the importance of a good day's rest for our force", she recalled, "as most criminals become active after dark".

Amongst the several messages she sent out to the emerging leadership of India, one of the strongest was related to the need of incorporating care into their business-transactions, as opposed to simply discharging the duties from their job-description. Professionals can discharge their duties expected of them, but it would take a "professional-plus" to ensure that the service rendered reaches and is meaningful to the end-recipient. "The only real leader I have met", gushed Prof. K Ramakrishnan towards the end of the speech, pretty much summing-up the mood of the students, who were thoroughly impressed and immensely motivated by the impassioned speech from Dr. Bedi.

From the Press

Publication : Amar Ujala (Delhi Edition)
Date : 29th August 2010
Coverage : Dr. Kiran Bedi's visit to IIML Noida Campus



सेक्टर-62 स्थित एक संस्थान में आयोजित कार्यक्रम में किरण बेदी।

जिम्मेदारी निभाएं कॉर्पोरेट सेक्टर

नोएडा। हर व्यक्ति की समाज के प्रति जिम्मेदारी होती है। उसे निभाना चाहिये, न कि सिर्फ मुनाफे के पीछे भागे। चाहे वह कॉर्पोरेट सेक्टर से जुड़े लोग हों या फिर प्रबंधन की शिक्षा देने वाले संस्थान। ये बातें प्रथम महिला आईपीएस डा. किरण बेदी ने सेक्टर-62 स्थित आईआईएम के कैम्पस में समाज के विकास में कॉर्पोरेट सेक्टर की भूमिका विषय पर आयोजित व्याख्यान में कही। डा. बेदी ने कहा कि यहां का कॉर्पोरेट सेक्टर समाज के विकास में अपेक्षित योगदान नहीं दे रहा। इससे जुड़े लोग यह भूल गए हैं कि उन्होंने जो कुछ मुकाम हासिल किया है वह इसी समाज से मिला है। इसके प्रति कुछ जिम्मेदारी है। उसको निभाना उनका कर्तव्य है। उन्होंने कहा कि देश इसलिए पीछे जा रहा है क्योंकि हम अपनी जिम्मेदारी को भूल चुके हैं। प्रबंध संस्थानों को दो टूक कहा कि वे छात्रों में सिर्फ मैनेजमेंट में भविष्य बनाने के लिए शिक्षा न दें, बल्कि उनमें टैलेंट के साथ ही व्यक्तित्व का विकास करें, ताकि छात्र मुकाम हासिल करने के साथ ही सामाजिक उत्तरदायित्वों को भी याद रखें। इस मौके पर उन्होंने अपनी जिंदगी के तमाम लमहों को छात्रों साथ याद किया। उन्होंने कहा कि आईआईएम का कैम्पस यहां खुलने से प्रबंधन के क्षेत्र में भविष्य बनाने वाले छात्रों को बेहतरीन माहौल मिलेगा। इसमें आईपीएमएक्स व जीएमपी के छात्रों ने भाग लिया। व्याख्यान में एमएआरटी के सीईओ प्रदीप कश्यप, स्टार न्यूज के सीईओ अशोक वैकटरमनी, ध्रुव पुरकायस्थ आदि ने भी अपने विचार रखे।

Publication : Economic Times (Delhi Edition)
Date : 22nd August 2010
Coverage : CAT 2011

CAT entrance to begin from Oct 27

Mahima Puri
NEW DELHI

THE Common Admission Test (CAT) for the prestigious Indian Institutes of Management (IIMs) and some other top B-schools in the country will be held between October 27 and November 24, CAT authorities said today.



Forms for the test will be available until September 27, but aspirants can register themselves between August 30 and September 30, CAT convenor Prof Himanshu Rai (IIM Lucknow) said. "This year's computer-aided tests will be held in 78 test sites across 33 cities," he added.

The tests will be conducted on 20 different days in a span of 28-days. "Breaks have been kept in view of the festival season, and to cushion for corrections that need to be made during the test days," Prof Rai said. The results will be out by January 12, 2011. CAT 2009 was the first computer-aided test for the coveted institutes, a shift from the regular pen and paper format. In 2009, the tests were conducted in 32 cities and at nearly double the number of test sites. CAT 2009 drew a lot of flak since it was interrupted by technical glitches that included virus attacks and systems crashes.

Although the registration process remains the same as last year, CAT aspirants can change their preferences of venue and date anytime during the registration period this year. "The entire system has been overhauled. We have taken care of all possible glitches," Prof Rai said.

Publication : Business Standard (Kolkatta Edition)
 Date : 30th August 2010
 Coverage : Pre placement offers

IIMs SEE SURGE IN PRE-PLACEMENT OFFERS

Industry majors keen to hire freshers based on their performance during summer internships

CHITRA UNNITHAN
 Ahmedabad

The Indian Institutes of Management (IIMs) seem to be brimming with a feeling of optimism — thanks to the students opting out of the placement process.

With most IIMs witnessing growth in the number of pre-placement offers (PPOs) this year, the future looks bright for the graduating batch of 2011.

PPOs are offered to students based on their performance during the summer internship in a company, after the completion of the first year of the management courses.

Students of IIM Calcutta (IIM-C), for instance, have been offered 44 PPOs till date this year, compared to the 35 PPOs for the batch of 2010. The institute has witnessed several students opting out of the final placements, making room for others.

"IIM-C received 44 PPOs till the end of last week, mostly from consulting, and a few from the marketing sector and investment banks. The number of offers are higher across companies and we expect more PPOs from various sectors by October. We will get a clear picture by November," said Samyuktha Thirumeni, external relations secretary at IIM-C.

"However, there is a positive feeling on the campus with the increased number of PPOs as students have more options. In fact, a lot of people have already opted out of the placements due to PPOs and we are expecting less students for finals."



The institutes are inviting more companies on campus to accommodate the increased batch size

Out of the total PPOs to IIM-C students, more than half are for domestic positions. The institute will invite a larger number of companies for the final placements this year, but not before consulting the students to understand their preferences.

IIM Lucknow (IIM-L), with a record number of placements (325) last year, could invite 10-15 per cent more companies this year. "We are well equipped to tackle the current batch size. However, if the need arises,

we will be inviting 10-15 per cent more companies to visit our campus for recruitments. The institute has received 22 PPOs thus far, higher than the number last year during this time. While it is premature at this stage to draw a trend from the PPOs, the initial impression seems to suggest that firms are looking to hire in greater numbers from our institute," said Rahul Tom Joseph, placement coordinator, recruitment cell, IIM-L.

The major sectors that have offered PPOs so far have been consulting, marketing, general management and financial services. The institute expects a large number of PPOs to be offered by investment banks and other financial firms in October and November. Last year, the total PPOs were 41. At IIM-L, 380 students will be passing out in 2011 as compared to 316 in 2010.

Early PPOs explain how companies are increasingly finding the pre-placement route to selection more useful because they get to take

a closer look at candidates during the summer internship.

"PPOs to some extent indicate an organisation's readiness and willingness to hire. To that extent, the PPOs so far are indicating a healthy trend. Our students start receiving PPOs by June-end or July and the PPOs continue till January or February. The trend shows that the numbers will be better this year. So far, the students have received offers from consulting companies, investment banks and IT companies,"

said Sapna Agarwal, head - career development services, IIM, Bangalore (IIM-B).

"We will be inviting more companies since our batch size is larger. The 2011 batch has 348 students as compared to 268 in the 2010 batch," she said.

Similarly, IIM Kozhikode (IIM-K) expects a 10 per cent rise in company participation this year for its batch of 290 students. Compared to 122 companies last year, IIM-K expects around 130-140 companies to participate in the final placements.

The institute has received 15 PPOs so far from FMCG, investment banks and consulting firms, compared to 14 in the year-ago period. "Last year, we had 20 PPOs but we expect about 25-30 PPOs this year since we believe that the flow of PPOs and PPIs is much better than last year as more firms are looking to expand and recruit the best talent available in the country," said G Sridhar, chairperson (placements) at IIM Kozhikode.

The steady flow of PPOs has been expected to bring more cheer across campuses. "Because of good participation of new recruiters in the emerging fields of media, sports management, hospitality and NGOs, we expect that the students might be willing to explore new avenues and challenge old stereotypes, and therefore, we expect a good placement season ahead," Sridhar added.

"We have received a number of PPOs and pre-placement interviews (PPIs) for domestic positions and the numbers are definitely looking up compared to last year. The PPOs are expected to increase as companies are showing a bullish trend on hiring," said Amit Chhabra,

member, placement committee at IIM Indore (IIM-I), without disclosing the numbers.

The PPOs are from FMCGs, investment banking and IT sectors. Some companies that have come up with PPOs and PPIs are HUL, JP Morgan Chase and Set Max, to name a few.

Although the 2010 batch is similar in numbers (240) to last year, the institute plans to invite more companies to provide participants a better choice in terms of organisation and profiles. "There is a definite positive correlation as the PPO numbers set a trend for final placements," Chhabra added.

At IIM Shillong (IIM-S), the class of 2010 had 63 participants, while the class of 2011 will see 66 students graduating. The general mood on campus regarding placements is upbeat, a major contributor to this being the number of PPOs, PPIs and recommendations that the institute has received.

While IIM-S did not disclose the number of PPOs it has received, it said that the maximum offers are from the Banking and Financial Services Industry for domestic positions.

"We expect that most of the PPOs we received will be converted into final placements. The participants have been able to contribute positively to the company they were working for during summer internships and are confident that the company will want to retain them. Also, for the final placements, we have invited more companies to be able to give more choice to the participants in terms of profiles offered," said a member of the public relations cell at IIM-S.

Publication : Financial Express (Mumbai & Delhi Editions)
 Date : 30th August 2010
 Coverage : Workshop on Nation Branding

IIM Lucknow students celebrate the spirit of Independence

The students of IIM Lucknow embraced the spirit of the 64th Independence Day occasion by participating in a workshop on "Nation Branding". The workshop was conducted by Chandradeep Mitra, an eminent media and advertising guru. Addressing the audience, Mitra provided the students a wonderful glimpse into the exciting world of media, advertising and branding. It must be noted that IIM Lucknow regularly invites leaders and industry stalwarts to campus to interact with its students.

Publication : Hindustan Times (Delhi Edition)
 Date : 1st September 2010
 Coverage : B' School Ranking



The second *Hindustan Times* Best B-schools in India Survey shows that western India has emerged as the cradle of management education in this country. And yes, the high-flying, big money jobs are returning

Arunab Mitra
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Did you know? Western India has four of India's Top 10 and nine of the nation's Top 20 B-schools, according to the second *Hindustan Times* Best B-schools in India Survey, which was carried out in collaboration with TNS-India.

The north is next best; it has two of India's top 10 and five of its Top 20 business schools. The south and east each have two institutions in the first category and three in the second.

You can slice the data differently, but you'll still come to largely the same conclusion — that western India has emerged as the cradle of Indian management studies. Yes, the south has two of the Top five B-schools, but that's where its bragging rights end.

The 10th ranked institute south of the Vindhyas is the Tiruchirappalli-based IIM. Its overall rank: 58th. By contrast, its counterpart in the west, Symbiosis SCMER, checks in at a highly respectable 26th rank overall.

The rest of the survey has few surprises — the Indian Institute of Management (IIM), Ahmedabad, remains the nation's top B-school in the country, followed closely by IIM-Bangalore and IIM-Calcutta.

The only changes in the Top 10: Two Mumbai institutes, S.P. Jain Institute of Management & Research and Jamnalal Bajaj Institute of Management Studies, clocked in at Nos 9 and 10, respectively, in place of DMS and IIFT, both of Delhi. This, in a way, confirms the conclusion about the west emerging as the cradle of management education in India.

Now for the really good news: Placement and salary figures show that the good times are back. High paying jobs have returned to the campuses, as have the blue-chip recruiters — McKinsey & Co, Booz Allen, P&G, HUL and ITC, among others.

But the most interesting findings of this survey remain the regional divide.

The east lags behind most in this regard. Does you're done with the bias of IIM-Calcutta, XLRI,



Jamshedpur and XIM, Bhubaneswar, the standard begins to fall off rather precipitously. Numbers 6, 7 and 8 in that region correspond to all-India composite ranks of 68, 69 and 70, respectively. In fact, the east is the only region for which this survey could not come up with a top 10 list. Reason: Only eight institutes from the region made it to the universe of 72 top B-schools, according to the 2009 HT Best B-schools in India Survey.

Rather sad for a region, which spawned India's first management school, All India Institute of Social Welfare and Management, which later became IISWBM.

Even if there wasn't much change in the composition of the Top 10 institutes, the survey found that several others, ranked slightly lower, had improved their rankings quite dramatically.

Mumbai's L.N. Welingkar Institute of Management, for example,

jumped from rank 43 in last year's *Hindustan Times* Best B-schools in India Survey to rank 10 this year, an improvement of 27 places.

We chose five such institutes at random to find out how they did it — the only caveat: they must have improved their rankings by at least five places.

These — Narsee Monjee, SIIM, XIME and IIM-Rohitkote, apart from Welingkar — have been profiled in a separate section starting from Page 7. And three of those five institutes are — you guessed it — located in western India.

Incidentally, have you ever wondered why the IIMs, which are ranked so high in Indian surveys, seldom show up in global ones?

Apparently, it's because UK and US publications, which come out with the most prestigious global lists of Top B-schools, rate only those that are accredited to the Association to Advance Collegiate

India's Top 10 B-schools

This year's rank	Last year's rank
1 IIM-Ahmedabad	1
2 IIM-Bangalore	2
3 IIM-Calcutta	3
4 ISB, Hyderabad	4
5 IIM-Lucknow	5
6 XLRI, Jamshedpur	6
7 IIM-Indore	7
8 FMS, Delhi	8
9 S.P. Jain, Mumbai	15
10 Jamnalal Bajaj, Mumbai	11

Schools of Business (AACSB) — a universe comprising less than 5 per cent of the world's business schools.

Now, IIM-C is eyeing such an accreditation. "This will make our students more coveted in the international job market as well as attract more foreign students," said Sougata Ray, dean and professor in-charge of IIM-C's students exchange programme.

The institute is the first IIM to target this accreditation. Once IIM-C, and then, maybe, other IIMs get on board the AACSB, they should start showing up on global lists, adding yet more shine to the IIM brand.

THE MOST INTERESTING FINDINGS OF THIS SURVEY REMAIN THE REGIONAL DIVIDE. THE EAST LAGS BEHIND MOST IN THIS REGARD

Publication : Hindustan Times (Delhi Edition)
 Date : 1st September 2010
 Coverage : B' School Ranking

Rank 5 IIM, Lucknow

A humane school

IIM-L teaches students not to lose track of social concerns

Manish Chandra Pandey
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When Devi Singh, director, Indian Institute of Management, Lucknow, said: "We compete with ourselves alone and emphasise holistic learning", HT decided to check if he was as good as his word.

On the campus, IIM students run adult literacy classes. "The idea is to make everyone on the campus, including the support staff and workers, literate," explained Ishani Pruthi, a second-year student.

This is more than just social service. The curriculum is being overhauled to ensure that students do not lose track of societal concerns, said Singh.

Vinit Chauhan, global business manager, JP Morgan Chase, London, and an IIM-L alumnus from the Class of 1993, agreed. "What I like about IIM-L is the dual emphasis. It not only teaches you management and hones your analytical skills, but also helps you become a better human being."

But good morals isn't all that IIM-L teaches. The institute is in the midst of a major programme to improve its infrastructure. Soon, the campus will have a state-of-the-art,



ASHOK DUTTA

Best foot forward: IIM-L students run adult literacy classes

sports and recreation centre, a swimming pool and an auditorium to host international conferences.

Retired professor S. Chakraborty 64, who taught quality management and research methodology, has witnessed the institute blossom from a one-room teaching centre in 1984 to its present 185-acre lush green campus. "I taught the first batch and even then, we never

thought ourselves inferior to IIM-A, B or C."

With 414 students this year, IIM-L has the largest batch across all IIMs. The 2010 placements concluded on a high note with 41 pre-placement offers, 123 lateral offers for higher entry placements.

Sonali Shelke, an alumnus from the Class of 2010, now a management trainee with Diageo, said: "It

factfile

MAIN COURSES OFFERED: Post Graduate Programme (PGP), PGP-Agriculture and Business Management

COURSE FEE: ₹8 lakh

CURRENT BATCH SIZE: 414

MALE-FEMALE RATIO: 348 (m): 66 (f)

FACULTY-STUDENT RATIO: 1:5.5

PLACEMENT SEASON: 2010 - 1 week; 2009 - 2 weeks; 2008 - 1 week

NUMBER OF OFFERS (2010): 370

AVERAGE DOMESTIC SALARY (2010): Not declared

AVERAGE INTERNATIONAL SALARY (2010): Not declared

FOREIGN PLACEMENTS (2010): 17

FAMOUS ALUMNI: Rajiv Sabharwal, Executive Director, ICICI Bank; Vandita Pant, Executive Director, Royal Bank of Scotland; Nimish Mathur, Director, Barclays Capital; Sanjay Thapar, President, Ogilvy & Mather; Lakshminarayana K.R., Chief Strategy Officer, Wipro

TOP RECRUITERS: Goldman Sachs, Cognizant Technologies, P&G, Yes Bank

FUN FACTOR: Lush green campus

was a roller coaster ride, an enriching experience at IIM Lucknow where I interacted with the best minds of business, the creme-de-la-creme from India and abroad."

A senior faculty member recalled how a former IIM-Ahmedabad director had remarked during a convocation: "Watch out for IIM-L".

Those words have proved prophetic.

The best B-schools in each region

The west clearly scores over the other regions, followed by the north, while eastern India lags way behind the others

Top 10 B-schools (North)

REGIONAL RANK	INSTITUTE	ALL-INDIA RANK
1	IIM-Lucknow	5
2	FMS, Delhi	8
3	IIFT, Delhi	11
4	MDI, Gurgaon	17
5	IPM, Delhi	19
6	IMI, Ghaziabad	22
7	Amity Business School, Noida	27
8	FORE School of Management, Delhi	31
9	UBS, Delhi	35
10	DMS, IIT Delhi	36

Top 10 B-schools (South)

REGIONAL RANK	INSTITUTE	ALL-INDIA RANK
1	IIM-Bangalore	2
2	ISR, Hyderabad	4
3	ICFAR, Hyderabad	15
4	IIM-Chennai	21
5	Loyola Institute of Business Mgt, Chennai	33
6	TAPMI, Manipal	34
7	Christ College Institute of Mgt, Bangalore	47
8	Alliance Business School, Bangalore	50
9	Great Lakes Institute of Mgt, Chennai	54
10	BIM, Tiruchirappalli	58

Top 8 B-schools (East)*

REGIONAL RANK	INSTITUTE	ALL-INDIA RANK
1	IIM-Calcutta	3
2	XIRI, Jamshedpur	6
3	XIM, Bhubaneswar	14
4	IIM-Ranchi**	31
5	IIM-Shillong	38
6	Army Institute of Management	68
7	Department of Business Management	69
8	ISWBM	70

Top 10 B-schools (West)

REGIONAL RANK	INSTITUTE	ALL-INDIA RANK
1	IIM-Ahmedabad	1
2	IIM-Indore	7
3	S.P. Jain Institute of Mgt & Research, Mumbai	9
4	Jainmalal Rajaj Institute of Mgt Studies, Mumbai	10
5	Narsee Monjee Institute of Mgt Studies, Mumbai	12
6	K.J. Somaiya Institute of Mgt Studies, Mumbai	13
7	L.N. Welingkar Institute of Mgt Devt & Research, Mumbai	16
8	Symbiosis (SIIMS), Pune	18
9	Symbiosis (SIBM), Pune	20
10	Symbiosis (SCMHR), Pune	25

* The IIMs India survey of the top 72 B-schools (according to last year's list scores) had only eight from eastern India
 ** Started operations in April 2010, but the IIM tag allowed it to score on the basis of perception

From the Press

Publication : The Pioneer (Lucknow Edition)
 Date : 27th September 2010
 Coverage : World Tourism Day

‘No concerted effort to market city of Taj’
WORLD TOURISM DAY TODAY

SHAKILA KRISHNA IN LUCKNOW

“While the much-awaited cultural efforts have been on the part of the government to promote the heritage city of Taj Mahal, Professor Deyashish Das Gupta of the Indian Institute of Management Lucknow (IIM-L) revealed on Sunday.

In his ‘Marketing Destination’ will be released by Director General Tourism Joseph Anandhi on the occasion of World Tourism Day on Monday.

In a letter to the Taj Mahal, Deyashish Das Gupta, who has done eight years of research work on marketing destinations — and there were several reasons why Agra had not been marketed. The professor said the book does not reflect his viewpoint but was an outcome of research and analysis of various papers that have been published on the subject in the past.

The IIM-L professor revealed that he had the biggest potential of marketing Agra. “Almost every foreign source plans to visit India, but unfortunately there is no state regarding the marketing of Agra,” said the professor. Deyashish said people often missed marketing with sales which was not right because sales was the last step in the marketing process.

The professor said in the absence of an international airport at Agra, the tourists who had to fly to Jaipur had a two-day journey for Taj. “The overall figure of a tourist’s average stay at Agra is approximately 1.5 days. The tourists plan to visit only two monuments although there are over half a dozen other monuments at Agra which are never given a thought by the visitors. The annual tourist agents are Deyash Das Gupta, Shikha Das Gupta, and Ramesh Das Gupta. He added that the absence of night life in the city also keeps tourism away.

The professor gives yet another surprising reason for the poor marketing of Agra. Particularly, the industries that had been removed to avoid the blackening of the Taj were the ones that were affecting the tourism industry.

“The lack of education of book into industry, the slow industry and the tourism industry from Agra didn’t prove fruitful for the tourism industry. The people who were associated with these industries being out of power, started making their living by entering the tourism industry by opening up many companies. This was projecting a bad image of the tourism industry,” said Gupta. Offering solutions, the professor said, “We need a powerful person in Agra who could bring in radical changes to very bad. There were very few to be done with,” he added.

Gupta said there was a need to include ‘street marketing’ once Taj Mahal was on the books of the event and there was a need to hold a lot of trade which highlighted the handicraft work along with the cultural programmes.

Gupta said Madhya Pradesh is good in marketing communication and Rajasthan is good in infrastructure. Gupta said his book is primarily for the research scholars.

Kalam exhorts kids to nip corruption at home

HT Correspondent
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LUCKNOW: Former President Dr APJ Abdul Kalam on Thursday said he believed children hold the key to ending the rampant corruption in the country. He said this was necessary as roughly 80 million Indian homes “could well be corrupt.”

While saying that he would be happy if the number of the corrupt in India was less than what he anticipated, he said, “If children urge their parents not to indulge in corruption, it’s likely to have a far greater impact and could actually move those who indulge in unethical or corrupt practices.”

Kalam, who turns 80 on October 16, made the suggestion for a corruption free India at the interactive session organized by Confederation of Indian Industry (CII), UP Chapter, on Thursday evening.

“Children high on moral values could shape the new India. But for this to happen, they would require a good primary school teacher,” he said adding, “There were high hopes from UP as along with the maximum numbers, it also has the maximum young population in the country. If UP prospers, India would prosper too.”

He also set up an agenda for UP based industrial units affiliated to CII: “Provide Urban Amenities in Rural Areas (PURA). Focus on rural areas. Each industry should take the PURA mission in at least 10 vil-



Ex-president APJ Abdul Kalam at the interactive session organized by CII in Lucknow on Thursday.

free of TB, leprosy and polio, taking information technology to villages, trebling of per capita income, 100 per cent literacy rate, specially among women, reducing infant mortality rate to below 10 per cent.”

He said, “It’s a big challenge. There would be problems. But don’t let them master you, master the problems.” Kalam emphasized that whatever he prescribed was “very doable” if people set their mind to it.

The former President’s prescription did have an effect as the august audience was seen coming up with solutions. Professor Debashish Das Gupta from IIM-Lucknow (IIM-L) said despite such good tourism potential, no one was taught how to market destinations. The IIM-L professor, who has come up with a book on the subject, presented his work to Dr Kalam and received a warm acknowledgement. Similarly, Ravi Kapoor, eminent city photographer, presented his book in which he captured Lucknow and UP in various hues. Jayant Krishna, the president of CII, UP Council, said Dr Kalam had given each one of them some food for thought. “He has pushed us to act,” he added.

Governor Dr BI Joshi, chief secretary AK Gupta, senior academicians, industrialists, writers and intellectuals were also present.

The notice says it has been allegedly involved in various contraventions against Foreign Exchange Management Act, 1999 in connection with the sale of gold. It also states that the ED’s sumatra non-compliance at the time, he is stalling litigation being conducted.

Once such an plea against an individual enforcement agency counterpart agencies own land can inter question the person been flagged, the notice an “extra normally taken for”

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