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LAKSHMIPAT SINGHANIA- IIM LUCKNOW NATIONAL LEADERSHIP AWARDS- 2005



Lakshmipat Singhania-IIML National Leadership Awards- 2005, instituted by the Indian Institute of Management Lucknow and J K Group of Industries, were presented by the Finance Minister, **Mr. P. Chidambaran** at a glittering ceremony at Vigyan Bhawan, New Delhi on March 31,

2006. The awards were given away in three categories: business, science and technology and community service & social upliftment.

Category	Leader	Young Leader
Business	Dr. N R Narayana Murthy	Smt. Mallika Srinivasan
Science & Technology	Prof. CNR Rao	Shri Shirish B Purohit
Community Service & Social Upliftment	Shri Rajendra Singh	Dr. Rajesh Kumar

RESEARCH PUBLICATIONS

BOOK CHAPTERS

Kulshreshtha, Anupam and Srivastava, Rajiv K. 2006. Modeling Unloading Activities for Rail Freight Traffic. *In* Supply Chain Management in Global Enterprise: Proceedings of the Eighth Annual International



Conference of the Society of Operations Management, *edited by Sushil Kumar*. New Delhi: Tata McGraw Hill: 250-256.

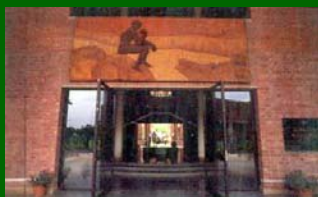
Management of freight transportations is an important area of attention in railway networks. It offers considerable *potential* for application of Operations Management and Operations Research concepts to improve performance on various parameters. This paper discusses a study of freight unloading operations at one of the unloading stations in the Northern Railways.

The aim of research is help assess the influence of various factors that cause congestion and queue formation at the unloading sidings at a freight train unloading station. We have used simulation to model the unloading operations. This approach has been chosen to provide the capability of capturing the complexities of the situation, and the flexibility to incorporate different factors at various unloading stations since the situation may differ somewhat across stations. Most factors that are common across different unloading stations have been captured in the model, while characteristics specific to different unloading stations can be readily included. It presently incorporates the impact of arrival rate of unloading traffic, arrival rate of passing- through freight traffic, working hour constraints, unloading time for rakes, and material removal time from the platform. The model is intended to provide the service levels at the unloading stations, indicated by the average queue content or the average queue time at the stations. It can further be used to gauge the impact of different operating policies that can be followed at unloading stations to deal with incoming unloading traffic.

Raj, Piyush and Srivastava, Rajiv K. 2006. Operations Management Challenges and Research Issues in Marine Operations. *In Supply Chain Management in Global Enterprise: Proceedings of the Eighth Annual International Conference of the Society of Operations Management, edited by Sushil Kumar*. New Delhi: Tata McGraw Hill: 81-91.

The last decade has seen significant changes in the management of supply chains, in particular increasing globalization and the need for integration. Developments in computers and global connectivity are changing practices in the shipping industry, and decision-makers have more data available at better processing capability and speed. Over 80% of world trade is done through sea, yet transportation through sea has relatively little Operations Management literature support. The reason perhaps lies in the exclusivity of this mode of transportation, which is complex and different from others due to its distinctive operating environment. This paper aims at presenting an overview of the Marine Operations and identifying significant research issues.

Marine Operations can be distinctly divided into Shore Operations and Offshore Sea-going activities. Most work reported in research literature



on Marine Operations concentrate on Shore activities which constitute the backbone of the shipping industry. Shore activities include front-office operation at ports, shipyards and docks for berthing, loading, unloading, shipbuilding, and repair activities. Back-office operations at Shore manage and facilitate all activities offshore and at Shore. Routing and scheduling of ships in port and between destinations has been a major area of focus in back-office operations, and the literature addresses various tactical and operational problems in this context.

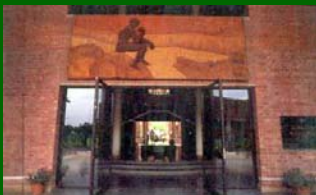
PAPERS

Kumar, Sushil and Vaidya, O. S. 2006. Analytic Hierarchy Process: An Overview of Applications. *European Journal of Operational Research* 169: 1–29.

This article presents an overview of the applications of Analytic Hierarchy Process (AHP). AHP is a multiple criteria decision-making tool that has been used in almost all the applications related with decision-making. Out of many different applications of AHP, this article covers a select few, which could be of wide interest to the researchers and practitioners. The article critically analyses some of the papers published in international journals of high repute, and gives a brief idea about many of the referred publications. Papers are categorized according to the identified themes, and on the basis of the areas of applications. The references have also been grouped region-wise and year-wise in order to track the growth of AHP applications. A total of 150 application papers are referred to in this paper, 27 of them are critically analyzed. This article will provide a ready reference on AHP, and act as an informative summary kit for the researchers and practitioners for their future work.

Singh, B. B., Shukla, G. K. and Kundu, D. 2005. Spatio-temporal Models in Small Area Estimation. *Survey Methodology (Canada Statistics)* 31: 183-189.

A Spatial regression model in a general mixed effect model frame work has been proposed for the small area estimation problem. A common autocorrelation parameter across small area has resulted in the improvement of the small area estimates. It has been found useful in the cases where there is little improvement in the small area estimates due to the exogenous variables. A second order approximation to the mean squared error (MSE) of the empirical best linear unbiased predictor (EBLUP) has also been worked out. Using the Kalman filtering approach, a spatial temporal model has been proposed. In this case also, a second order approximation in the MSE of the EBLUP has been obtained. As a case study, the time series monthly per capita consumption expenditure (NPCE) data from the national sample survey organization (NSSO) of The Ministry of Statistics and Program



Implementation, Government of India, have been used for the validation of the models.

Vipul. 2005. Temporal Variation in Futures Mispricing. *Vikalpa* 30(4): 25-38.

This paper compares the expected price of index and stock futures contracts with their actual instantaneous prices. Many instances of the mispricing exceeding the transaction cost in both types of futures are found. NIFTY futures are persistently underpriced whereas most of the high-volume stock futures are overpriced. There has been no change in the efficiency of the pricing of futures contracts over the last three years. The last week prior to the expiry shows significant reduction in the mispricing for both the NIFTY futures and the stock futures due to the unwinding of positions by traders. Different days of the week show similar mispricing patterns.

CONFERENCE/

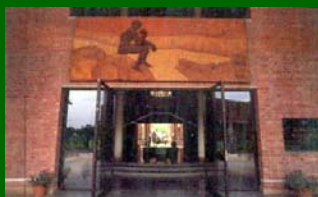
SEMINAR PAPERS

Dash, Satyabhusan. 2006. Cultural Influences on Designing Winning Relationship Marketing Offerings in Services Industries: A Review of Empirical Findings. Paper presented in the AICTE sponsored National Marketing Conference on 'Experiential Marketing: The Key Differentiator', held at Lal Bahadur Shastri Institute of Management, Delhi, on March 06, 2006.

A plethora of books, special journal issues, and conference proceedings bear testimony to the continuing interest in relationship marketing. However, there has been limited research on this topic from a cross-cultural perspective. This study focuses on review of empirical findings on cross-cultural comparison of relationship marketing strategies. In this article, past literature on cultural influences on relationship marketing strategies has been reviewed and a conceptual model is developed to link national culture and buyer-seller relationships across cultures.

Gupta, Kriti Bardhan. 2006. Sectoral Trade Performance of India in Pre-and-Post WTO Era: Benchmarking with China. Paper presented in a National Seminar on 'WTO, India & Emerging Areas of Trade', organized by Indian Institute of Management Kozhikode, held at IIM Kozhikode, during April 21-22, 2006.

World Trade Organization (WTO) has completed its eleventh year of existence. Its rule based approach based on principles of trade without discrimination, freer trade through negotiation, predictability through binding and transparency, promoting fair competition and encouraging development and economic reform has definitely yielded in increased trade in the world, which is evident from the increasing trend in global



trade in the world over the years. However, its impact on different sectors of economy has been a widely debated issue in the country and elsewhere. We get different versions of impact of WTO on specific sectors from different stakeholders like policy makers, industry, farmers, researchers and general public. Even people within these groups are not unanimous on types and scale of impact on specific sectors because many times their opinions are based on mere perception and partial information. It is now high time to take stock of the situation in different sectors of the economy about the impact of WTO through a common yardstick, which is based on hard facts and not just on perception or hearsay. The present paper initially analyzes the performance of different sectors of Indian economy in pre-and-post WTO period using various trade indicators and then benchmarks it against the performance of those sectors in another developing country, China. The paper is likely to help policy makers in understanding the relative performances of various sectors not only within the country but across the country so as to adopt suitable policy decisions specific to different sectors for making them more competitive in WTO framework.

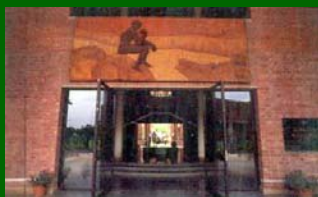
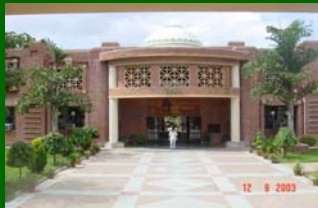
Mishra, Bibek Prasad (FPM Student) and **Srinivasan, R.** 2006. A framework for Classifying Innovations: Validation through an Analysis of Recent Innovations among Indian Firms. Paper presented in (as well as published in the refereed proceedings of) the 47th Annual Meeting of Western Academy of Management, held at Long Beach, California, USA, during March 29-April 1, 2006.

Many researchers describe innovations in many different terminologies. It is becoming hard for readers to classify and understand them all. This paper has elucidated various forms of innovation and has classified all of them into a common framework. Finally it has been briefly discussed how these innovations provide firms with much needed sources of competitive advantage.

Also this paper has validated the aforesaid innovation framework using a set of sixteen recent case studies of innovation in the Indian context.

Mishra, Bibek Prasad (FPM Student). 2006. Conceptualizing Innovation as Competence: A Model for Creating and Leveraging Innovation. Paper presented in (as well as published in the refereed proceedings of) the 47th Annual Meeting of Western Academy of Management, held at Long Beach, California, USA, during March 29-April 1, 2006.

Even though different firms possess similar assets and capabilities, yet they differ to a great extent in their innovation performance, and therefore their market performances. To understand such seemingly inconsistent outcome, this paper conceptualizes that, in order for a firm to be innovative, it needs to possess certain competencies. The success of innovation varies proportionately to the extent the firms create and



leverage these competencies. This paper has detailed out competence model of innovation evolved from competence based view of the firm which is again originated from much researched resource based view. Finally, this paper has elucidated various types of competencies under two broad clusters namely innovation-creating and innovation-leveraging competencies, which are essential for any types of innovation.

Sengar, D. S. 2006. Competition Law, Policy and the Trade Practices in India. Paper presented in the Conference on 'Global Competitiveness', held at Indian Institute of Management, Kozhikode, during March 24-25, 2006. (*Prof. Sengar also chaired a session on 'Global Competitiveness: Role of Media, Judiciary and Policy Frameworks' in the conference*).

The word competitiveness ordinarily means 'ability to compete'. It is one of the most powerful concepts in modern economic thinking and encompasses the economic consequences of non-economic aspects such as the national policies and the legal environment in which firms operate and compete with each other. If there is a possibility that private firms can create barriers to entry or foreclose entry to a market by new firms, then improving dynamic economic performance may well require enforcement of policies to promote or ensure competition.

The principal objective of competition policy and law is to maintain and encourage competition as a vehicle to promote economic efficiency and maximize consumer welfare. Indian law adjudicates anti-competitiveness of any company on the basis of its action, rather than simply by its potential to behave in that way. The actions are agreement by enterprise or association of enterprises in respect of production, supply, distribution, acquisition or control of goods or provision of services, which causes or likely to cause an appreciable adverse effects on competition within India. It restricts the formation of cartels and the exclusive agreements such as supply and distribution agreements as well as other agreements, which creates entry barriers, forcing existing competitors out of market.

The present study focuses on the relationship between law, policy, and competitive trade practices in India. It examines the effectiveness of the Indian completion law and looks at the implementation realities with a view to suggest measures to maintain competition and prevent anticompetitive business practices.

Singh, S. 2006. Human Resource Initiatives for Creating Emotionally Intelligent Work Culture. A paper presented in National HR Conference on 'Organizational Excellence through Emotional Intelligence', held at Lal Bahadur Shastri Institute of Management, New Delhi, on February 25, 2006. (*Dr. Singh also chaired a technical session in the conference*).

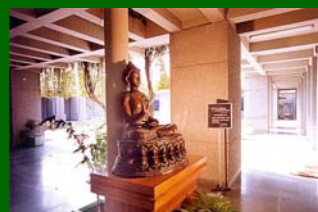
Organizations be it for profit or nonprofit, are in continuous search for improving and enhancing their performance and sustenance. Emotional



Intelligence (EI) has been recognised as one of the factors that contribute to performance. It is suggested that individuals with high EI do better job and produce more and display higher Organizational Citizenship Behaviour. Similarly, teams and organizations having high EI culture more likely to perform better and enjoy better reputation as employers. Setting up EI culture is not easy. It requires sustained effort and patience on behalf of leaders and policy makers. With the help of certain illustrative example a case has been that HR initiatives can help engineering EI work culture. It has also been brought out that contrary to EI work culture, organizations having toxic/ frustrating work culture may drain the energy of human resources in coping with frustration and in the process opportunity and productivity are lost. Poor implementation of HR policy and/ or absence of enabling HR policies may give rise to toxic culture. It is recommended that organizations needed to continuously seek feedback from its employees on how people are feeling about their job, organization and how HR policies can enable them to perform more effectively.

Singh, S., Singh, K. N. and Bhattacharya, A. 2006. *Enhancing Organizational Competitiveness: Role of Organizational Culture and HR Policies.* A paper presented in the Conference on 'Global Competitiveness', held at Indian Institute of Management, Kozhikode, during March 24-25, 2006. (*Dr. Singh also chaired two technical sessions in the conference.*)

Individuals, teams, departments, organizations, districts, states, countries, and continents- all are keenly trying to identify ways and means to enhance their competitiveness. This study has explored as to how competitiveness of organizations can be enhanced. We examined how organizational culture, Human Resource (HR) Policies, and Organizational Strategies do influence organizational competitiveness? The data used in this study were collected from 49 organizations consisting of 18 public sector and 31 private sector enterprises. The participating organizations represented a diverse set of industries including energy, finance and banking, insurance, automobiles, heavy engineering, electrical and electronics, consumer goods, consumer durables, pharmaceutical etc. Respondents were senior and middle level executives who provided information regarding organizational culture, HR policies, organizational strategies and organizational competitiveness. While generating organization level indices we aggregated individual level data if the same satisfied the inter-rater agreement criteria of .60. An adapted version of Denison and Neale's (1996) Denison organizational culture survey was used to assess organizational culture. This survey consisted of 12 dimensions namely, 1.empowerment, 2.team orientation, 3.capability development, 4.core values, 5 agreement, 6. coordination and integration, 7. creating change, 8. customer focus, 9. organizational learning, 10. strategic direction and intent, 11. goals and objectives, and 12. vision. HR Policy measure consisted of 15 items and revealed three factors: 1.motivational and long term HR policies, 2. enabling policies,



and 3. meritocracy. Organizational strategy measure consisted of six items and revealed only one factor. Organizational competitiveness measure consisted of 15 items and revealed three factors: 1. competitiveness in people, quality, adaptability and governance areas, 2. financial robustness, and 3. social responsibility area. All measures revealed a satisfactory degree of reliability. Stepwise Regression Analysis was used to identify predictors of competitiveness. The results revealed that strategic direction and intent, motivational and long term HR policies, and core values were significant positive predictors of competitiveness in people, quality, adaptability and governance areas. Goals and core values emerged as positive predictors of competitiveness in financials. Core values again surfaced as significant predictor of competitiveness in social responsibility area. The study clearly suggested that organizational culture and HR policies have significant relationship with competitiveness, thus competitiveness of organizations can be impacted through engineering the culture and HR policies of organizations.

WORKING PAPERS

Vipul and Jacob, Joshy (FPM Student). 2006. Performance of Extreme Value Volatility Estimators. *IIML WPS 2006-01*.

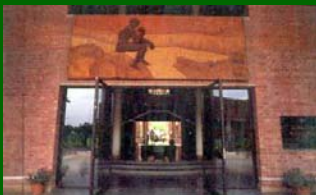
Singh, Kashi N. and Chaudhuri, Atanu (FPM Student). 2006. OR/MS Application Pharmaceutical Ingredient New Product Development Process. *IIML WPS 2006-02*.

KEYNOTE ADDRESS DELIVERED

Nandi, Sukumar. 2006. A Note on Foreign Direct Investment and Indian Economy. Delivered a keynote address in the National seminar on 'Foreign Direct Investment and Indian Economy: Issues and Implications' held at Department of Commerce, University of Lucknow, Lucknow, on March 26, 2006.

MANAGEMENT DEVELOPMENT PROGRAMMES

Sl. No.	Name of the Programme	Programme Director/s	Venue & Duration
1.	Leading Schools	Prof. Debashis Chatterjee	Lucknow April 12-14, 2006
2.	Effective Communication for Managerial Success	Prof. Neerja Pande	Lucknow April 17-19, 2006



RESIGNATION

Prof. Rajesh Natrajan resigned and was relieved from the services of IIML on March 27, 2006.

APPOINTMENT



Dr. Ajay Singh joined the Institute as an Associate Professor, in the Human Resource Management Group, on March 31, 2006 (afternoon).

Dr. Ajay Singh has obtained his Doctoral and M.Phil. degree from JNU, New Delhi, and Masters in Business Economics from Delhi University. Before joining the Institute, he had been working as an Associate Professor at MDI, Gurgaon. Prior to that he was faculty for two years at Institute of Economic Research, Hitotsubashi University, Tokyo.

He has published several articles in referred journals and has several national and international conference presentations to his credit.

His area of interest in teaching and research include Performance Management, Cross-Cultural Issues in International Business, Strategic HRM, Management of Knowledge Employees etc.

ACADEMIC VACATION

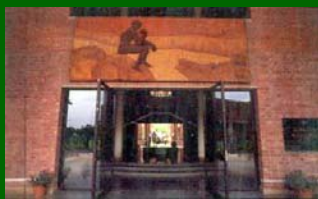
April 17 to June 15, 2006 (both days inclusive) has been announced as the period of Academic Vacation for the faculty of the Institute.

FROM THE PRESS

- WHY IS a classroom square? Why toe the old concept of summer holidays?

When Professor Debashis Chatterjee, chairman of the Global Centre for Leadership and Human Values at IIM-Lucknow raised these questions on the concluding day of his Leading Schools workshop, the august participants, including the chief guest, CBSE Chairman, Ashok Ganguly, listened with rapt attention.

The basic idea, as Prof Chatterjee emphasised later, was to make the participants— principals and teachers of leading schools across the



country, think of how to make the school environment more conducive for the development of the child. “The concept of summer holidays started some 400 years ago when parents used to require the kids to assist them during the harvesting season. “Now, why can’t we think of 15-day holidays in four phases instead of weaning the child from his school environment for 2 months?” he asked.

[Excerpts from The Hindustan Times (HT Live), Lucknow, April 15, 2006, p. 01 & 03]

- It was to workshop where management brains came together with teachers and school administrators to help them make classroom teaching more interactive effective and.

Prof Debashish Chatterjee of Indian Institute of Management- Lucknow (IIML) and coordinator of the workshop informed, ' ' The objective for organising the workshop was to created forum for bringing to change in teaching system at the school level." With about 48 participants from across the country, the three-day workshop came to an end on Friday with to valedictory address by Chairman of Central Board of Secondary Education (CBSE) Ashok Ganguly.

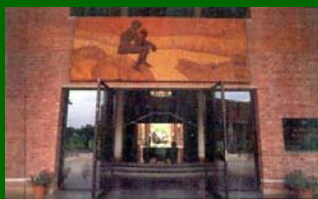
Speaking on the occasion, Ganguly stated that all CBSE schools would soon be required to provide career counselling. Moreover, the premier management institutes of the country like IIML and XLRI would pitch in to train the staff.

Chatterjee informed that as part of the ' Leading schools- for principals and administrators of schools' workshop, things like designing of classrooms to were discussed in detail. Positioning of chairs, elevation of sitting area and many other things to improve eye-to-eye contact between teachers and students to were discussed, he said.

[Excerpts from The Indian Express (Express Newslines), Lucknow, April 15, 2006, p. 01]

- Belling the CAT may become even more difficult. After imposing the 50% cut-off marks criterion at the graduation level —a move that will shed at least 20,000 candidates—the Indian Institute of Management’s are now exploring the idea of introducing a two-tier structure for CAT.

Directors of six IIMs, who met here recently, have decided to introduce a pre-CAT , on the lines of IIT preliminaries, to further cut down on the number of students who take the final test—1 .7 lakh appeared for CAT this year.



And, sources indicate that the pre-CAT could be outsourced to an agency outside the IIMs.

But while the 50% eligibility criterion will be enforced this year onwards, the two-tier system may take a couple of years, say sources.

[Excerpts from *The Times of India (Times News Network)*, Ahmedabad, April 26, 2006]

GYANODAYA- RECENT ARRIVALS

1. Clarke, Thomas, Ed. 2004. *Theories of Corporate Governance: The Philosophical Foundations...* London: Routledge: 370p.
2. Davis, Darryln. 2005. *Visions of Mind: Architectures for Cognition & Affect.* Harshey: IGP: 340p.
3. Dehesa, Guilbermo de la. 2006. *Winners and Losers in Globalization.* Malden: Blackwell: 235p.
4. Delmon, Jaffrey. 2005. *Project Finance, Bot Projects and Risk.* Hague: Kluwar: 535p.
5. Hussen, Ahmed M. 2004. *Principals of Environmental Economics.* 2nd ed. London: Routledge: 344p.
6. March, James G. and Weil, Thierry. 2005. *On Leadership.* Malden: Blackwell: 128p.
7. Markham, Michelle. 2005. *The Transfer Pricing of Intangibles.* Hague: Kluwar: 335p.
8. Petersmann, Ernst- Ulrich and Harrison, James, Ed. 2005. *Reforming the World Trading System: Legitimacy, Efficiency...* New York: OUP: 569p.
9. Seng, Ton Joo and Lim, Elizabeth N.K. 2004. *Strategies foe Effective Cross-Cultural Negotiation: The F.R.A.M.E...* Singapore: McGraw Hill: 210p.
10. Tredinnick, Luke. 2004. *Why Intranets Fail & How to Fix Them: A Practical Guide...* Oxford: Chandos: 174p.