Samavaya

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Events

Independence Day Celebrations

The 65th Independence day of India was celebrated with full fervor and zest at IIM Lucknow on 15th August 2012. The day started with flag hoisting by the Director, followed by rendering of National Anthem. This was followed by the Director's speech and cultural programme by IIML students.

Later in the day the Employee Welfare Committee (EWC), IIM Lucknow organised various sporting events for the IIML Community members. The events included : *Jump like frog race for children upto class 1, 50 mtr race for children from class 2-4, 100 mtr race for children from class 5-7 and Solve the puzzle during race for children from class 8-12.*

Events

Aarohan 2012

The IIM Lucknow chapter of Spic Macay chapter provided an opportunity to all talented artists in IIM Lucknow student community to showcase their talent. Aarohan 2012 was organised on August 22, 2012. The audience witnessed Hindustani Classical Vocal performances, classical Indian dance performances like BharatNatyam, Kathak etc, folk dance performances like Bhangara etc.

Academic Activities

Featured members

Prof. Amita Mital
(Strategic Management)

Prof. Gaurav Garg
(Decision Sciences)

Prof. Arun K. Jain
(Strategic Management)

Prof. Saji K.B.Nair
(Marketing)

Prof. Samir K. Srivastava
(Operations Management)

Prof. Rajiv K. Srivastava
(Operations Management)

Prof. Roshan L. Raina
(Communicaions)

Prof. Sanjay K. Singh
(Business Environment)

Publication Profile

Research Publications

Books & Book Chapters

Mital Amita, "Cases in strategic Management Volume II" , Tata McGraw Hill Education Pvt. Ltd, New Delhi, pp:237, Rs 450.00, ISBN: 13:978-1-25-900511-4, ISBN: 10:1-25-900511-9

This second volume of cases in Strategic Management has contemporary cases covering topics such as Corporate Strategy, Vertical Integration, Globalization, Change Management, Strategy Implementation, Strategic Alliance and Innovation. Experiences are drawn from some world leaders such as Rajesh Exports and Karuturi Global, other well know organizations including Piramal Glass, BILT, Cybermedia India, Bharat Forge, Biocon, Hindusthan Musical Products, Pidilite, Bank of Baroda, Tata and Starbucks.

Papers

Shalabh, Garg, Gaurav & Heumann, C. 'Performance of Double k- class Estimators for Coefficients in Linear Regression Models with Non Spherical Disturbances under Asymmetric Losses', *Journal of Multivariate Analysis*, 112, 2012:35-47

The risk associated with the estimators of the family of feasible generalized double k - class estimators under the LINEX loss function is derived in a linear regression model. The disturbances are assumed to be non-spherical and their variancecovariance matrix is unknown. A simulation study is conducted to study the risk of some important estimators in the family of feasible generalized double k-class estimators.

Conference/Seminar Publications

Singal, Ajay. K., & Jain, A. K., "A conceptual positioning matrix for firms in developing countries: A case of India", presented at and published in the Proceedings of the 54th Annual Meeting of Academy of International Business, held in Washington, DC from 30th Jun-3rd July, 2012

Understanding and mapping global competitiveness of firms in emerging markets has been a burning issue for scholars and consultants in recent times. McKinsey suggested 'strategic control map' (SCM) that looked at market capitalization - using two parameters of book equity (size) and price to book ratio (performance) as key driver of competitiveness of firms. However, this mapping leaves important gaps. SCM, formulated with a developed market focus, is not suitable in emerging market context and does not consider internationalization as a key driver. In this paper, we suggest a fresh framework 'Global Competitiveness Matrix' (GCM) to further augment the understanding about relative comparison of competitiveness of firms in emerging markets and developed contexts. Using the case of large cap firms based in India, we argue that 'international intensity' and market capitalization can be important measures to map the relative paths of growth. The paper also provides important leads for further research.

Keywords: Global Competitive Matrix(GCM), Internationalization, Vulnerability.

Saji, K.B. & Mishra, S. S. "Antecedents and Consequence of Brand Extension Intent in B2B Market: Conceptual Framework with Research Propositions". Paper presented and published in the refereed proceedings of the 2012 Academic Conference of The Institute for the Study of Business Markets, held at Gleacher Centre, Booth School of Business, University of Chicago, IL, USA during August 14-16, 2012.

Make to order and the resulting commoditization characteristics of the business market have reduced the scope of product branding in industrial marketing. However, the corporate brand extension has increasingly become a preferred strategy to launch new products and services in business markets owing to the high failure rate of new product launches. The extant research on brand extension has evolved around the customer evaluation of brand extension primarily in the context of consumer markets, and investigated the relationship between perceived fit of brand extension to parent brand and the customer's attitude toward brand extension. It has been observed that the studies investigating the brand extension in the context of high-technology business products are very scarce, and no prior study has so far attempted to explore the motivation behind a firm's intention to extend its corporate brand in business markets. In order to address this critical research gap, an exploratory research has been conducted in the generic context of business-to-business high-tech product marketing. With the support of a conceptual framework, the present paper reports the potential antecedents to corporate brand extension intent and the perceived influence of the same on business value creation.

Mishra, S. S., & Saji, K.B., "Moderating Role of Dominant Design in New Product Commercialization: Empirical Evidence from Global High-tech Industry". Paper presented and published in the refereed proceedings of the 2012 Academic Conference of The Institute for the Study of Business Markets, held at Gleacher Centre, Booth School of Business, University of Chicago, IL, USA during August 14-16, 2012.

A firm's choice of specific technologies for a new high-technology product development (NPD) process is significantly influenced by its own contingencies, which results in the variation in technology selection criteria at firm level. It has been observed that the prior researches on aggregate modeling of technology acquisition for NPD are completely oblivious of these firm-level differences in technology choice-making. Although prior researches have tried to explain the causes and mechanisms behind the technology changes at industry and firm level, no study has so far comprehensively examined the exact link between technology acquisition intent and new product commercialization in the Stage-Gate system of NPD process with specific reference to the role of dominant design in the NPD process, which has been the prime motivation for conducting the present study. The paper presents a research model with empirical evidences brought forward from the generic context of global high-tech industry, which have significant implications to business-to-business marketing theory and practice.

Working Papers

Chandra, Saurabh, Srivastava, Samir K. & Srivastava, Rajiv K. 'Outbound Logistics Management Practices in the Indian Automotive Industry', IIML WPS 2012-13/06,

The purpose of the present study is to understand the logistics management processes and practices specific to outbound logistics of automobiles, as practiced in India. The paper opted for a exploratory study. A two-step approach was followed. In the first step an exhaustive literature review on outbound automotive logistics management was carried out. In the second stage, semi-structured interviews of 10 middle and senior level managers in the outbound logistics division of three prominent auto-manufacturers in India and two International Logistics Service Providers were conducted in multiple sessions. The data was complimented by important industry and consulting publications in this area. The complete outbound logistics of automobiles is divided into a set of interlinked functions based on a logistics framework and described accordingly. Based on the findings from the exploratory study and extant literature in this field, a conceptual framework for the stage-wise development of integrated logistics management practices in the automotive industry in India is derived.

Keywords: outbound logistics; automotive industry; conceptual framework; logistics management; logistics service provider

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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) 2012 Summer Marketing Educators' Conference held at Chicago, IL, USA during August 17-19, 2012. He worked for the 'New Product Design and Development, Product Management and Entrepreneurship' track.

Other Assignments

Prof.Saji K.B.Nair delivered a research colloquium on "Exploring the Strategic Role of Chief Technology Officer in High-tech Product Marketing Firms: A State-of-the-art Review and Research Agenda" at Booth School of Business, University of Chicago, Hyde Park, Chicago, IL, USA on August 16, 2012

Prof. Roshan Lal Raina was invited to make a presentation in the 53rd Entrepreneurship Summit, organized by Franchise India in Lucknow, during August 28-29, 2012. The topic of the presentation was Catalyzing Entrepreneurship.

Prof. Roshan Lal Raina delivered a Keynote address ' Chaging Role of Information Professionals: Passive to Proactive', in the inaugural function of the National Seminar on 'Ranganathan's Vision on Future Libraries', organized by Babasaheb Bhimrao Ambedkar University, Lucknow, on August 12, 2012

Dr. Sanjay K. Singh has been invited to be a member of the Indian research team to undertake a research study on "Global Mobility Monitor Network" initiated by the Institute for Mobility Research, Munich. The Institute for Mobility Research is a research facility of the BMW Group established in 1998. The research project is aimed at BRIC countries along with Germany and USA

Corrigendum : July 2012 edition

In Page 1 Name of ***Amitesh Kr. Singh*** has been spelt as ***Amitesh Nigam.***

In Page 2, under the photograph of ***Prof. Amita Mital (Strategic Management)*** it has been mentioned ***Prof. Payal Mehra (Communications).***

We sincerely regret the error.

Management Development Programs

Forthcoming

S.No.	Program Title	Program Director	Date	Venue
1	Excellence through Effective Communication	Prof. R L Raina	September 3-5, 2012	Lucknow
2	Team Building	Prof. Archana Shukla	September 3-5, 2012	Noida
3	Leadership Excellence Programme for HAL Executives	Prof. Pankaj Kumar Prof. Ashutosh Kumar Sinha	September 3-7, 2012	Lucknow
4	Project Management in R&D Organization for DRDO Officers	Prof. Sushil Kumar (OM) Prof. K N Singh	September 3-7, 2012	Lucknow
5	Developing Strategic Leadership for DGMs of Canara Bank	Prof. Sushil Kumar (CFAM) Prof. Neeraj Dwivedi	September 3-7, 2012	Lucknow
6	AMP for IES Officers	Prof. Bharat Bhasker Prof. D Tripati Rao	September 3, 2012 October 12, 2012	Lucknow Europe
7	Effective Contract Management and Negotiation	Prof. Dharmendra S Sengar	September 6-8, 2012	Noida
8	Strategic Human Resource Management	Prof. Himanshu Rai	September 6-8, 2012	Lucknow
9	Supply Chain Management	Prof. Samir K Srivastava	Setpember 10-12. 2012	Lucknow
10	Discovering Leadership Traits - Developmental needs for Jr. Management Team of REC Ltd.	Prof. Shailendra Singh Prof. Arun Kumar Tripathy	September 10-12, 2012	Noida
11	Aligning Business Strategy with Marketing and Sales	Prof. Saji K B Nair	September 10-14, 2012	Lucknow
12	Developing Strategic Leadership for DGMs of Canara Bank	Prof. M Akbar Prof. Satish S M	September 10-14, 2012	Lucknow
13	Internet Marketing	Prof. Moutusy Maity	September 13-15, 2012	Noida
14	One year Part-time General Management Programme for Executives - GMPE3	Prof. Pankaj Kumar Prof. Jabir Ali	September 15-23, 2012	Lucknow
15	Strategy for Effective People Management for Prosecuting Officers	Prof. Shailendra Singh Prof. Sushil Kumar (CFAM)	September 17-19, 2012	Lucknow
16	One year Part-time General Management Programme for Executives - GMPE4	Prof. Sanjay K Singh Prof. Payal Mehra	September 22, 2012 August 11, 2013	Lucknow
17	Personal Growth through Emotional Intelligence	Prof. Shailendra Singh	September 24-26, 2012	Lucknow
18	Integrating Product and Brand with Marketing Strategy	Prof. Devashish Das Gupta	September 24-26, 2012	Lucknow
19	GMP for IA & AS Officers	Prof. Manoj Anand Prof. Pankaj Kumar	September 24, 2012 November 03, 2012	Lucknow

Management Development Programs

Concluded

S.No.	Program Title	Program Director	Date	Venue
1	One-year part-time General Management Programme for Executives (GMPE1- 4th Module)	Prof. Sushil Kumar (CFAM) Prof. Ajay K Garg	August 4-12, 2012	Lucknow
2	Understanding Self for Managerial Excellence	Prof. Pankaj Kumar	August 16-18, 2012	Lucknow
3	Business Efficacy in a Competitive Market for L&T Sr. Channel Partners	Prof. Devashish Das Gupta Prof. Prakash Singh	August 16-18, 2012	Lucknow
4	One-year Part-time General Management Programme (GMPE2) 2nd module	Prof. B K Mohanty Prof. Rajesh K Aithal	August 18-26, 2012	Lucknow
5	Effective Communication Strategies	Prof. Himanshu Rai	August 23-25, 2012	Lucknow
6	Strategy for Effective People Management for Prosecuting Officers	Prof. Shailendra Singh Prof. Payal Mehra	August 27-29, 2012	Lucknow
7	Leadership Development Programme for Sr. Managers of CHEP	Prof. Samir K Srivastava Prof. Himanshu Rai	August 27-31, 2012	Lucknow

From the Press

Name of the Publication : Hindustan Times
Edition : Lucknow
Date : 09/8/12

IIM-L students pick up the brush for a cause

ht SPECIAL

Rajeev Mullick

LUCKNOW: Over 120 students of Indian Institute of Management here are playing with colours these days, busy preparing for an unusual assignment.

Part of the training to better their negotiation skills, they are tasked to hardsell whatever they paint – good or bad, serious or sprightly – at a city mall for no less than ₹100.

Little wonder, there is palpable excitement among the students, most absolute novices, for the D-Day (Sunday) at Fun Mall, when the footfall is more than weekdays.

These students of strategic business negotiation elective course are required to paint anything on a canvas measuring 14 inch x 18 inch. Those who are really bad have the licence to get a little help from their friends. But help of any professional painter is a big no-no.

The catch phrase: negotiate to get more money than the base price (₹100), but anything less than that won't do.

"The students will have to bring transaction certificate duly signed by the buyers with his contact number so that it can be checked and verified that students have actually sold it to somebody," says course coordinator Prof Himanshu Rai.

IIM-Lucknow students busy in their painting assignment. PHOTO COURTESY IIM-L PHOTO CLUB

IIM-L students expect to generate more than ₹20,000 and the money will be given to those engaged in looking after senior citizens.

Explains Sounak Chakrabarty, a student: "This is an out of the box idea of our professor and we are busy to give our best shot for this noble cause. Though I'm not good at it, I'm trying my best."

Srinath, another student, has no reservation in saying that he would seek help of a friend who is really good with the brush.

"The course pedagogy involves getting students to negotiate a real-life situation. In this case, students are required to convince the buyers to purchase their work at a price so that they may help elderly citizens. The process involves collaborative methods to reach an agreement. There is no room for arrogance or use of foul words," says a other student.

Last year, the student of this course had suggested various ways to end the stalemate between Team Anna and the central government as a part of a classroom exercise, learning ways to hone their negotiating skills.

Name of the Publication : Amar Ujala
Edition : Lucknow
Date : 13/8/12

हाथों-हाथ बिकी प्रबंधन छात्रों की पेंटिंग

अमर उजाला ब्यूरो

- आईआईएम के छात्रों ने चैरिटी के लिए फन मॉल में बेची कलाकृतियां
- स्ट्रेटजिक बिजनेस कोर्स के अंतर्गत दिया गया था टास्क

फन मॉल में रविवार को अपनी बनाई पेंटिंग बेचते आईआईएम के स्टूडेंट्स।

लखनऊ। आईआईएम में प्रबंधन का गुर सीखने के लिए प्रवेश लेने वाले भावी प्रबंधकों ने नेक काम के लिए पेंट और ब्रश उठाने से भी गुरेज नहीं किया। पिछले दिनों कैनवास पर अपनी क्षमता के हिसाब से कलाकृतियां उकेरी और एक एनजीओ की मदद के लिए रविवार को फन मॉल उसे बेचने पहुंच गए। शहरवासियों ने भी उनकी सोच को खुले दिल से सराहा और दिल खोलकर पेंटिंग खरीदी। कुछ को तो न्यूनतम मूल्य से कई गुना दाम मिले।

आईआईएम में स्ट्रेटजिक बिजनेस निगोसिएशन का एक ऐच्छिक कोर्स संचालित है। इसमें 120 प्रबंधन के छात्र-छात्राएं पंजीकृत हैं। कोर्स को-ऑर्डिनेटर प्रो. हिमांशु राय ने बताया कि इसमें प्रबंधन छात्रों को व्यवसाय की रणनीति और तोल-मोल की बारीकियों से अवगत कराया जाता है। इस बार सभी छात्रों को पेंटिंग बनाने तथा उसे बेचने का टास्क दिया गया था। इसको न्यूनतम 100 रुपये में बेचना था, जिससे मिलने वाली धनराशि को वृद्धों के लिए काम करने वाली संस्था को सहयोग राशि के रूप में प्रदान किया जाएगा। इस कड़ी में रविवार शाम आईआईएम के छात्रों ने अपनी पेंटिंग के साथ फन मॉल में पहुंचे और अपनी विक्रय क्षमता का परिचय दिया। कई छात्रों को अच्छे दाम भी मिले।

प्रभा राय ने प्रकृति पर आधारित पेंटिंग बनाई थी, जिसके लिए उन्हें 1500 रुपये मिले। विशाल चौधरी और उर्वशी गोयल ने 600-600 जबकि हरीश और धीरज ने 500-500 रुपये में पेंटिंग बेची। छात्र-छात्राओं का कहना था कि अच्छा उद्देश्य होने के साथ ही आईआईएम का ब्रांड उनके काफी काम आया और लोगों ने उनकी पेंटिंग को तवज्जो दी। पिछले साल अन्ना एवं सरकार का गतिरोध सुलझाने का छात्रों को टास्क मिला था।

Story : IIM-L Director Dr. Devi Singh to address IMC 2012 on 'Growth with Excellence
Date : 3/8/12
Http://www.mbauniverse.com/article/id/6057/

From the Press

Name of the Publication : Education Times- Times of India
Edition : Lucknow/Delhi
Date : 13/8/12

FREEDOM *of* INTERNET

WHY THE INTERNET SHOULD BE CENSORED

→ *Anish Agarwal*
IInd year, Agribusiness Management
IIM-Lucknow

Another instinctively covers her child's eyes when a violent scene appears on the television. The police raid shops selling pirated CDs and arrest the culprits. Separatists are put under house arrest to prevent them from holding a rally. These instances demonstrate legitimate actions taken by concerned parties to achieve desirable results. Moreover, these parties have the implicit sanction of the society, which sees their actions as necessary. Similar actions when taken over the internet need to be seen in the same light - necessary.

One of the objectives of internet censorship is to protect children from exposure to obscene content. A study by ExtremeTech website found out that at least 30 per cent of all internet traffic is pornography. Naturally, the chances of an unwary child stumbling upon graphic content while surfing the net are very high. Since it is neither practical nor desirable to physically supervise the online activities of a child, internet censorship is the only plausible solution.

Piracy is another factor that justifies internet censorship. Illegal proliferation of pirated material over the internet is rampant. According to the US India Business Council/Ernst & Young 2008 report on 'The Effects of Counterfeiting and Piracy on India's Entertainment Industry', the Indian film industry lost $969 million and 1,71,896 jobs due to piracy. Naturally, curbing piracy would go a long way in boosting the revenues of the entertainment industry. And since piracy is greatly facilitated by file sharing sites, blocking them is the only way to curb it.

Protecting the interests of individuals, communities and the nation itself is the duty of the government. If curbing the freedom of some individuals to protect the integrity of a nation requires censorship of the internet, then it must be done.

Of course, like any other well-intentioned policy, internet censorship has its flaws. There is a need for a more involved censorship scheme, one which selectively censors content based on the user's profile. However, the technological feasibility and implications on privacy of such a scheme make targeted censorship a distant reality. Until then, parties advocating uncensored access to the internet must be met with an unwavering response - Access Denied.

FACEOFF

WHY THE INTERNET SHOULD BE FREE?

→ *Anuj Saraf*
IInd year, Marketing & Finance
IIM-Lucknow

To just say that internet has revolutionised the world would be an understatement. What began as experiment in the DARPA lab is now a prominent mode of communication. Despite this evolution, Internet at its core still remains a platform for people to share their ideas, knowledge and opinions with the world. It was the Usenet newsgroups in the 90's, blogs in the past decade and the pervasive social medial in this one. Unlike other media, the lines between content generators and the end consumers are really blurred as Internet is easily accessible to anyone. It has become a medium for the masses to express themselves and thus censoring this medium is essentially curbing one's freedom of speech.

Internet played a major role in engendering the jasmine revolution. It gave a channel for outburst of the discontent prevalent among the people. Ultimately it was a platform for people to communicate and censoring it did not achieve anything. Internet in Libya has always been regulated but it couldn't stop the revolution from spreading across the country.

But can't the same platform be used by terrorists, anti-national elements smugglers and other criminals to further their cause? The answer is yes. But the path to stopping them lies in better use of technology, something Google has championed recently, and an efficient intelligence service. Censoring the internet would only result in troubling the innocent netizens while the criminals find another way to organize themselves.

Pornography and Piracy are the next biggest concerns of people advocating censorship. Pornography, evil or not, has been in existence long before the internet which is just another on-demand medium to access it. Voluntary regulation is the only way to avoid it as censorship will only lead to proliferation via other channels. Piracy has spread widely because of the internet. But it has also led to innovative business models (iTunes, YouTube, Facebook) which have increased the value of each customer. The increased frequency of the overpriced (though sold out) Iron Maiden concerts in India is another argument against banning file sharing sites. Piracy has bought them a loyal fan base which, valued over a period of time, is invaluable.

AS TOLD TO SONAM MATHUR

Name of the Publication : Hindustan
Edition : Lucknow
Date : 13/8/12

इंडियन इंस्टीट्यूट ऑफ मैनेजमेंट लखनऊ के छात्रों ने रविवार को फन रिपब्लिक मॉल में बेची अपनी बनाई पेंटिंग

बुजुर्गों के लिए कमाए पैसे और सीखे बिजनेस के दांव-पेच

लखनऊ | कार्यालय संवाददाता

...सर प्लीज यह पेंटिंग देखिए कितनी अच्छी मछलियां बनी है...आपके ड्राइंगरूम में खूब जंचेगी।
...मैडम प्लीज देखिए इस पेंटिंग में पहाड़ियों का किनारा अच्छा दृश्य है।
...बेहतर संवाद और ग्राहकों से बेहद सलीके से पेश आ रहे युवाओं को पेंटिंग बेचते देखा फन रिपब्लिक मॉल में खरीदारी करने आए लोग आश्चर्यचकित थे। एक ग्राहक ने अंग्रेजी में दाम पूछा तो हाथ में पेंटिंग लिए छात्र ने फर्राटेदार अंग्रेजी में उसे पेंटिंग के दाम व उसकी खूबी समझा डाली।

एक महिला से रहा नहीं गया तो उसने पूछा कि आप लोग कहां से आए हैं और पेंटिंग क्यों बेच रहे हैं। इस पर छात्र धीरज व हरीश ने बताया कि वह आई आईएम के छात्र हैं और यहां चैरिटी के लिए पेंटिंग बेच रहे हैं। इससे जुटाई गई रकम से वह बुजुर्गों की मदद करेंगे।

धीरज की बनाई हुई दो मछली की पेंटिंग 500 रुपए में बिकी तो हरीश की बाज की पेंटिंग भी 500 रुपए में ही बिक गई। इसके अलावा आई आईएम के कई छात्र-छात्राओं ने अपनी बिजनेस करने की कला का बखूबी प्रयोग कर पेंटिंग बेची। सबसे अधिक दाम पर छात्रा प्रभा राय की पेंटिंग बिकी। प्रकृति पर आधारित यह पेंटिंग 1500 रुपए में बिक गई। प्रभा ने ग्राहक को सबसे बेहतर ढंग से संतुष्ट किया। इसके बाद छात्र विशाल चौधरी ने 600 रुपए और उर्वशी गोयल ने भी 600 रुपए में अपनी पेंटिंग बेची। यह पूरी कवायद आई आईएम के छात्रों को स्ट्रेटजिक बिजनेस निगोसिएशन विषय को बेहतर ढंग से समझाने के लिए की गई थी। आई आईएम लखनऊ के प्रोफेसर हिमांशु राय ने बताया कि छात्रों ने जो पेंटिंग बेची वह उन्होंने खुद ही तैयार की थी। इसके माध्यम से उन्हें ग्राहक से मोल-भाव करने का तरीका समझाया गया। ताकि आगे चलकर वह अच्छे व्यापारिक समझौते करने में सक्षम बनें।

सराहनीय

- सबसे महंगी पेंटिंग छात्रा प्रभा राय ने 1500 रुपए में बेची, जुटाई गई राशि से करेंगे बुजुर्गों की मदद
- स्ट्रेटजिक बिजनेस नेगोसिएशन विषय समझने के लिए यह किया

आईआईएम के छात्रों ने बुजुर्गों की मदद करने के उद्देश्य से पेंटिंग बेची। • हिन्दुस्तान

From the Press

Name of the Publication : Times of India
Edition : Lucknow
Date : 12/8/12

Career BUZZ

'It's not just CAT alone'

It is not just academic performance, but more than that. SANJITA SINGH talks to Dr Devi Singh, Director, IIM-Lucknow and knows what it takes to get into a B-School like IIM...

What sets IIM's apart from any other management colleges?
IIM's are institutions that stand out in how they do and what they do in terms of education, philosophy, processes and teaching methodology and best faculty that they are able to attract. All academic and other infrastructures are indeed of good standard at any B School.

What sort of learning environment is provided here that also imparts holistic development of a student?
Teaching and learning processes are highly interactive here. The focus is more on learning outside the classroom, the teachers also have more involvement with the student community, there are different co-curricular activities, programmes are held with the corporate and NGO's and other social organisation. This all together gives an opportunity to develop with a broader prospective.

Dr DEVI SINGH

Recently, it was in news that now a days, companies prefer to recruit just graduates than MBA's. What's your view on this?
Recruitment is a serious exercise at any level. Recruiter looks at the knowledge, skills and attitude related to the job. It's not MBA Vs graduate but perhaps the feeling that corporate finds it easier to train graduates on their own and get MBA candidates with less quality and caliber, passed out from any institute. These candidates are with misplaced perception and mismatch in their preparedness as per to the requirement of a recruiter.

What are the global challenges that B-Schools are facing today?
B Schools are facing tremendous challenges today. After 2008, a lot of questions were raised in terms of how management education is imparted and the way business schools are set-up. Because management can't be taught in a strict environment setting without bringing societal issues and concerns and other obligatory issues that need to sensitize; therefore, questions are raised that the management students become too analytical, always find solutions to problems and become too number conscious.

B-Schools are facing tremendous challenges today. After 2008, a lot of questions were raised in terms of how management education is imparted and the way business schools are set-up

What is the distinctive feature that can help a student to crack CAT and get into IIM?
The first and foremost thing is that no block be should be entertained in one's mind that I can't get into IIM. Not only academic performance of a student is important but many attributes are there. For instance, what one has achieved beyond one's academics, situations in organisations and how well aware a student is with the situation around and also knowledge of the global issues is mandatory. It is an all rounded picture. Cracking CAT is important but it's not just CAT alone.

What is your vision for IIM-Lucknow?
Well, I want IIM-L to be a thought leader in management. It should be able to provide cutting edge education with strong values that prepares students for future in a global environment.

Please tell us something about yourself.
I did MA in Economics. I also pursued PhD Fellowship programme from IIM-Ahmedabad. Then I took teaching as a career. Before joining IIM-L in August 2003, I was the director of Management Development Institute, Gurgaon. Before that I served as a professor at Mc University, Canada. I have worked with different corporates and government bodies. I have been consultant with many public, private and multinational organisations in India. I also have been the president of Association of Indian Management Schools.

From the Press

Name of the Publication : Education Times- Times of India
Edition : Lucknow/Delhi
Date : 13/8/12

THE DIGITAL EDGE!

Education Times speaks to experts from various streams in the education industry who share their views on the role of technology in education today...

Technology in education is becoming critical not as a delivery tool but also in terms of providing knowledgeable resources and interface. Given the faculty shortage in our country now, technology could come to our rescue. Technology is something that can be accessed easily by the students. With the coming of smart classes, e-books and online education, it has become easy to understand the theoretical concept and pursue higher education. The smart classes provide tools and content for interactive self-paced learning guided by teachers. The audio-visual stimulation coupled with freedom to manipulate and modify the lessons as per individual needs paves way for an easy learning and understanding. Those who are working or can't pursue regular classroom study, technology is a boon for them. In fact, there are many online management courses also that are now recognised and even accepted by the MNCs etc. With the advent of online delivery of lectures and live chat sessions, students find themselves in a comfort zone while interacting with the teachers available online. The students feel easy to communicate their doubts. So, technology has opened many options for the students today.

Dr Devi Singh
Director, IIMJ

The advancement of technology in education has taken place with a rapid pace. And when it comes to medical education, advancement took place mainly during the past 100 years. The technologies in the medical field are evolving very fast; doubling almost every 3 years, putting tremendous pressure and challenges. Various technologies like tele-medicine, net-working and internet have a become part of day-to-day life of the medical fraternity with the distinct advantages for e-learning, teaching and communication. Though the new advancements are not free from risks and disadvantages, yet students are depending more on computers and internet information rather than to be attentive in classrooms. The attendance is already depleting in didactic lectures. And this is a serious matter. But then, newer technologies help to modify the teaching methods to involve the students to register the information. For instance, the use of instrumental technology offers alternative options to the students and faculty of the teaching institutions, in absence of the facilities available at many places. Technology only helps to keep pace with development and progress for the benefit of the students.

Prof DK Gupta
Vice-Chancellor
CSMMU

Technology today has revolutionised the way the learning. It has enhanced the grasping power and given a wider reach to access the knowledge worldwide. From smart classes to video-conferencing, online lectures to online courses, there are host of benefits of staying connected with the technology. Not only it has helped to make the learning process simpler and fun loving, it has also introduced students to thrilling, exciting and amazing way of learning, preparing notes and completing their assignments. The role of information technology is expanding day by day. In the age of e-learning, the student community aims to exchange ideas on innovative teaching and learning suggestion. Online brainstorming session helps to overcome challenges and share their learning experiences. By blending technology in education, one can witness a dramatic change in the pattern of education delivered to students. Besides enhancing the multi-sensory learning in classrooms, it also helps to improve the academic performance of students and enable an instant assessment of learning outcomes in the class. It also gives a break to the teaching faculty, who otherwise, rely on traditional way of teaching the students via chalk and blackboard method. Indeed, with technology spreading its tentacles, the books are replaced by e-notebooks, graphs and charts are replaced by graphics, animations, 3 D images and video-clips and many more.

Rajya Shanker
Vice Chancellor,
Gautam Buddh Technical
University

Information Technology has altered the way we live, think, behave and interact with each other. It has brought in an era called 'Knowledge Era' inhabited by 'Knowledge workers'. Familiarisation with IT is imperative in the pursuit of learning/knowledge and power of the connected and enlightened world community is beginning to unveil. Access and universality of IT have far-reaching consequences for the governments worldwide in their endeavour to bridge the gap - called the 'Digital Divide' - between people who have and who do not have access or capability in the use of IT. IT aids plenty of resources to enhance the teaching skills and learning ability. In the age of computers and internet the pace of imparting knowledge is very fast and one can be educated anywhere anytime. Findings suggest the value of audio-visuals in the educational process. Integration of IT in teaching improves its quality, makes it more effective and helps in getting an employment. Internet supports thousands of different kinds of operational and experimental services, one of which is online library. Education through distance learning has taken unprecedented expansion aided by communication technology. It has brought drastic changer in the life of disabled children. It provides various software and technique to educate these people.

BK Mahindroo
PRSIT

I firmly believe that in today's world, the growing importance of technology in education cannot be denied. In fact, it is the technology that drives the scientific research and education. Being a scientist, I dream to see Banaras Hindu University (BHU), as a resource centre of scientists working in cohesion and collaborative environment with all technological facilities. I want to develop a centralised research facility to conduct various scientific researches at one place with multi-disciplinary collaboration approach so that no worthwhile idea goes waste. Today, technology is very expensive, hence the idea is that people from different fields of science can use the centralised research facilities for a prosperous future. Right from the schools to the institutional level, technology has brought about a huge transformation in the education system that exists today. Gone are the days when teachers depended on the conventional ways of teaching. With video-conferencing, online chatting and so on, it has become the fairest mode of delivering lectures. It provides a common platform for students and teachers alike to discuss on a common topic.

Dr. Lalji Singh

In the digitized age, the uses of digital technology are unlimited. Let us start with the use of this technology within the class room. The Power Point Presentation (PPP) makes the lecture interesting, easy to understand and available to the student 24x7. In fact, many books, particularly published in the U.S.A and the U.K come with the PPP already prepared for the teacher. Thus teachers across the globe using such a book can use the PPP during the lecture. Further, online tests can be conducted for continuous assessment of the student. Many dictionaries come with the CD and it becomes easier for a student to assess a word from the CD.

In addition, with the invention of video-conferencing, it has become very easy for a lecture to be telecast across cities and countries. This has a great utility and potential for distance learning, which can have the same content for a large number of students. This can also reduce the isolation of a student learning through the distance mode. Now we have online versions of several books available. So if a library subscribes to an online edition of a book, several students and faculty can access the same book at the same time. Finally, the digital board has all the features of a PC or laptop but has a bigger size of a blackboard and therefore it can make the class room more interactive.

Prof. Raj N Bakshi
Director, The English and Foreign
Languages University, Lucknow
Campus

From the Press

Name of the Publication : Hindustan Times
Edition : Lucknow
Date : 13/8/12

IIM-L students show the art of negotiation

NOBLE INITIATIVE Students sell their paintings, money to be used for welfare of elderly

HT Correspondent

LUCKNOW: Selling a comb to a bald person is what marketing is all about. And who knows this better than the students of the Indian Institute of Management, Lucknow.

On Sunday, the students of this prestigious management institute sold their paintings to people visiting Fun Republic Mall for as high as ₹1,500, ₹1,000 and ₹300 — much above the base price of ₹100.

The cause behind these drawings and 'Brand IIM-L' helped them negotiate with the buyers easily. The sales proceeds will be used for the well being of senior citizens. The initiative was part of the Strategic Business Negotiation Elective Course of IIM-L wherein students sold their creativity to people for the charitable cause.

"It was a test of their negotiation skills. They were asked to barter/sell whatever they drew — good or bad, serious or smirk — for no less than ₹100. This exercise helped students hone their negotiating skills," said Prof Himanshu Rai, course coordinator.

Prabha Rai sold her painting on nature for ₹1,500 while her friends Vishal Choudhary and Urvashi Goyal fetched ₹800 for their work. Harish and Dheeraj were lucky enough to sell their paintings (single and set of 2) for ₹500 each, much above the base price of ₹100.

Few other students were able to get between ₹300 and ₹450. But there were others who could just manage to get ₹100.

Two students — Sakshi Damle and Neha — had a tough time selling their paintings. "It was part of our learning experience. The bitter pill was important," they said.

Sourak Chakraborty, a student, said: "This was our professor's out-of-the-box idea and we are happy to be a part of it. We did our best to generate decent money for this noble cause which will be given to some NGO."

CREATIVITY FOR A CAUSE

IIM-Lucknow students selling their paintings at Fun Republic mall on Sunday. (Below) Students pose for the shutterbug with their paintings. DEEPAK GUPTA/HT PHOTOS

GOOD BUSINESS
IIM-L students sold their paintings to people for as high as ₹1,500, ₹1000 and ₹300 — much above the base price of ₹100

IDEA BEHIND INITIATIVE
The cause behind these drawings and 'Brand IIM-L' helped them negotiate with the buyers easily. Over 120 students of the course were required to paint anything on a canvas measuring 14 inch x 18 inch. They were asked to use collaborative methods to reach an agreement with buyers.

FOR A CAUSE
The initiative was part of the Strategic Business Negotiation Elective Course of IIM-L. Students sold their creativity to people for the charitable cause.

THE CATCH PHRASE
Negotiate to get more money than the base price (₹100), but anything less than that won't do.

Name of the Publication : Hindustan
Edition : Lucknow
Date : 19/8/12

लखनऊ | नेशनल पीजी कॉलेज राजधानी का पहला व एकमात्र स्वायत्त कॉलेज है | हिन्दुस

प्रबंधन का ज्ञान देने के साथ 'अन्नपूर्णा' मनाती है सारे त्योहार

लखनऊ | कार्यालय संवाददाता

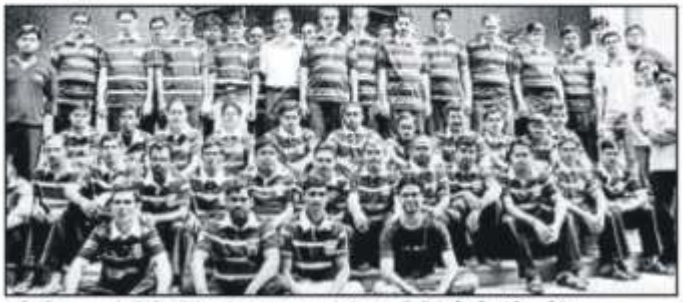
...ई द मोहल्ले में सरबा-गाम कबाब-बिरयानी और लजीज सिवइयां। इससे पहले रमजान के पवित्र महीने में रोजा रखने वाले छात्रों के लिए विशेष इंतजाम। खजूर और एक से बढ़कर एक लजीज व्यंजन। ...जी हां इंडियन इंस्टीट्यूट ऑफ मैनेजमेंट (आईआईएम) लखनऊ की अन्नपूर्णा मेस न सिर्फ पूरे साल छात्रों को स्वादिष्ट व पौष्टिक भोजन खिलाती है बल्कि त्योहार के मुताबिक छात्रों को स्पेशल खाना भी खिलाती है। फिर वह चाहे ईद, होली, गणेश उत्सव, गणतंत्र या फिर ओणम में से कोई भी त्योहार हो। रंग-बिरंगी खानपान का पाठ पढ़ाने वाली इस मेस का संचालन प्रबंधन छात्रों के ही हाथों में है और यह इस मेस के मजमून से प्रबंधन की कला भी सीखते हैं। खाने में छात्रों की रुचि का भी ध्यान रखा जाता है।

यहां अन्नपूर्णा मेस प्रतिदिन सुबह पांच खुलती रहती है। यह सुबह सात बजे से लेकर सवेरे तीन बजे तक खुलती है। इसमें सुबह के नाश्ते से लेकर रात के भोजन तक का मेन्यू छात्रों की कमेटी ही तय करती है। इसमें ऐसा मेन्यू तैयार किया जाता है जिसमें उत्तर से लेकर दक्षिण भारतीय व्यंजन सम्मिलित होते हैं। तीन करोड़ रुपए के सालाना बजट वाली इस मेस को चलाने के लिए प्रबंधन छात्रों की 12 सदस्यीय कमेटी है। मेस के सेक्रेट्री

खाने में प्रबंधन

- उत्तर से लेकर दक्षिण भारतीय व्यंजनों का बेहतर समन्वय मिलता है इस मेस में
- पढ़ाई के साथ-साथ 900 छात्रों के भोजन के बेहतर प्रबंधन की चुनौती होती है छात्रों के सामने

रोकेश कनाकाली कहते हैं कि इसमें 900 छात्रों के लिए बेहतर भोजन का प्रबंध करना होता है। इसमें 50 कर्मचारी कार्यरत हैं जो कि खाना बनाने से लेकर साफ-सफाई की जिम्मेदारी निभाते हैं। छात्रों की इस कमेटी का काम मेस प्रबंधन करना है। 12 सदस्यीय कमेटी की सदस्य मनु



आईआईएम लखनऊ के नौ सौ छात्रों के खाने का प्रबंधन 12 छात्रों और 50 कर्मचारियों की सही कमेटी करती है। • हिन्दुस्तान

सोनसाला काकाली है कि इसमें खानसामा में पढ़ाई गई बातों की

प्रैक्टिकल मीलेज इंडिया करते हैं। यहां पर एसआर, आईटी, मार्केटिंग

सभी की गोलेज आसानी से मिल जाती है।

From the Press

Name of the Publication : Hindustan Times
Edition : Lucknow
Date : 18/8/12

'Annapoorna' serves good biz skills to IIM-L students

FOOD FOR THOUGHT With an annual budget of ₹3 cr and managed by a team of students, the mess is active for 20 hours a day

HT Correspondent

LUCKNOW: 'Annapoorna', the mess of the Indian Institute of Management, Lucknow is a perfect example of good management skills of the students, by the students and for the students!

With its annual budget crossing ₹3 crore, the mess is run by a team of 12 students that manages a staff of 80 employees who, in turn, provide meals to over 900 students for 20 hours a day.

So what's the USP of this set-up? Recent changes include digitisation of the night mess billing process, tie-up with Bharti Wal-Mart for raw material procurement and performance-based incentives for the employees. Besides, a major project in the pipeline is a digitised inventory management system.

The students hope that these changes would bring down the operational costs, benefits of which can be passed on to customers.

The students' team comprises a mess secretary, a joint mess secretary and 12 mess committee members (8 senior students and four freshers). The team provides three meals and evening snacks every day besides operating a night mess, implementing strict quality standards to ensure that students are served healthy and hygienic food.

"IIM-L is a campus that never sleeps, with students busy throughout the day and night juggling academic, co-curricular and extra-curricular activities. Satisfying the hunger pangs of this community of over 900 students, is 'Annapoorna' — a non-profit organisation. It runs continuously for 20 hours every day — from 7 am to 3 am," said Rakesh Kanukavalli, mess secretary.

Running this mess is a part of learning process for the management students of this premier institute.

Student activities at IIM-L are organised through committees, which are teams of first and second year students responsible for organising events on the campus.

Managing 'Annapoorna' is not an easy task. It's a perfect example of implementing theoretical management concepts in day-to-day practical activities. Manu Hoysala, a mess committee member, states: "We learn theoretical concepts in class on HR, operations, finance, IT and marketing. Our team applies these every day in our operations. Working as a mess committee member has been an excellent learning experience."

Each year, many changes are made to improve 'Annapoorna'. According to the mess secretary Rakesh Kanukavalli, in the last six months many changes have been made by the team.

"We have to constantly improve our processes to ensure that we run efficiently and within our budget. "The team is always looking to make improvements and enjoys the continued support of the IIM Lucknow administration. The mess is an example of student-driven activities on the campus, which benefit the IIM-L community and enables students to hone their managerial and leadership skills," said Prof Satish.

USP OF THIS SET-UP: BY THE STUDENTS, FOR THE STUDENTS

- Recent changes include digitisation of the night mess billing process, tie-up with Bharti Wal-Mart for raw material procurement and performance-based incentives for the employees.
- A major project in the pipeline is a digitised inventory management system.
- Students hope these changes would bring down the operational costs.

THE TEAM

- The students' team comprises a mess secretary, a joint mess secretary and 12 mess committee members.
- It provides three meals and evening snacks every day besides operating a night mess.

The mess provides meals to over 900 students for 20 hours a day.

JNNURM: 4 PROJECTS DELAYED

From the Press

Name of the Publication : **Hindustan Times**
Edition : Lucknow
Date : 22/8/12

Budding managers get a feel of rural-onomics

AT GRASSROOTS LEVEL With rural markets slated to be the battleground for cos, IIM-L is giving students a first-hand experience of village scenario

HT Correspondent
[illegible]

LUCKNOW: Union minister for steel Beni Prasad Verma may have stoked a controversy with his comment that price rise was beneficial for farmers. But a team of students from the IIM-Lucknow has observed that farmers are not gullible.

The budding managers are of the view that farmers understand the market forces better than most people in urban areas.

Eighteen second-year students of agri business management (ABM) course came to this conclusion while interacting with farmers during their visit to rural areas around the state capital. They undertook the exercise to understand the distribution and usage of agricultural inputs including fertilisers, pesticides and seeds.

During the daylong trip recently, the students of post graduate programme interacted with sales managers, distributors, retailers of agri-products and farmers to understand the different facets of distribution such as inventory management, sales and trade promotions, margins and channel conflicts and the challenges faced by farmers in purchasing agri-inputs. The students felt that farmers were particular about the quality of inputs.

IIM-L believes in giving its students the right exposure — be it in the corporate world or the rural sector. Understanding the rural sector is especially relevant now, with rural markets slated to be the battleground for companies vying for market leadership.

The interaction was an eye-opener for students. Mayank Khulbe, a second year agri-business management (ABM) student, said: "Farmers are price conscious while purchasing products such as mobile SIM cards. They also frequently change their service operator based on the best deal available. But on the other hand they are ready to pay higher prices for quality agri-inputs, as these inputs directly affect their source of livelihood. Therefore, the belief that all products have to be priced low for the rural market is a myth."

The field visits also served as a first-hand experience for students vis-à-vis practical application of theoretical concepts. Anish Agarwal, another second year ABM student, said they got to how the colour of packaging plays an important role in rural sales. "We saw this being practiced by a brand, which specifically sold its neem-coated urea in yellow sacks, which influenced farmers to ask for the yellow pack urea," he said.

Next month, students will be visiting a rural area for one week where they will conduct a research project. Prof Jabir Ali of the Centre for Food and Agribusiness at IIM Lucknow, who coordinates these rural visits, says: "Field visits are an integral component of our ABM curriculum. Students undertake live field projects in villages where they understand the ground realities, agricultural production system, local resources and constraints related to income and livelihood of the farming community."

HANDS-ON TRAINING

Agri-business management students on the city's outskirts.

AGRI-BUSINESS MGMT

- Field visits to rural areas are an integral part of the ABM course of IIM-L. These help students enhance practical learning through grassroots level exposure.
- They spend a week's time with the farming community for whom they will be working in future. The idea is to generate awareness, propose capacity building of the farmers and document case studies apart from data generation and research.
- The entire exercise is divided into two modules – village study where the students are required to study the whole village through participatory research techniques, and thematic study where the students undertake pre-designed study in agribusiness related issues.

FARMERS ARE NOT GULLIBLE: STUDENTS

The budding managers are of the view that farmers understand the market forces better than most people in urban areas.

The second-year students came to this conclusion while interacting with farmers during their visit to rural areas around the state capital.

They interacted with sales managers, distributors, retailers of agri-products and farmers to understand the different facets of distribution such as inventory management, sales and trade promotions, margins and channel conflicts and the challenges faced by farmers in purchasing agri-inputs.

From the Press

Story : IIMs keen to to revisit CAT format to make it inclusive
Date : 6/8/12
http://indiatoday.intoday.in/story/indian-institute-of-management-plan-to-include-humanities-graduates/1/211852.html

Story : IIML Mess
Date : 18/8/12
http://www.coolavenues.com/b-schools/b-school-profiles/iim-lucknow-student-mess-annapurna-students-students

Story : Farmers prefer to sow rice, sugar cane
Date : 20/8/12
http://www.livemint.com/2012/08/20214519/Farmers-prefer-to-sow-rice-su.html?h=A1

Story : Top management educators, CXOs to address 24th AIMS convention on Aug 25-27
Date : 20/8/12
http://www.mbauniverse.com/article/id/6115/Top-academician-CXOs-AIMS-convention

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