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essage from Chairperson



On behalf of the Publications and Research Dissemination Committee, I am pleased to present the IIMK Research Newsletter for the academic year 2006-07. This Newsletter provides a comprehensive report on the Research Activities carried out by the IIMK Faculty and Staff during the academic year 2006 - 2007. During the year, one book, 15 working papers, three case studies, and 18 articles have been published in National and International Journals. These numbers have almost doubled since year 2005-06. This only shows that IIMK is on a path of rapid growth not only in the domain of Knowledge Dissemination but also in the domain of Knowledge Creation.

In our quest of establishing IIMK as an Integrated Management Institute of Higher Learning with International Reckoning, we accord a high priority to research activities. In the light of that, we would be happy to collaborate with other professionals and the Institutions/Universities with similar interests and objectives. Besides having joint research, the collaboration may also aim at organizing joint conferences.

With Warm Wishes,

Dr. Sanjay Jharkharia

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from this study that the companies in the auto sector significantly differ from those in the other sectors in the adoption of SCM practices. Engineering and auto sectors have some similarities in certain aspects of SCM. The analysis reveals that there are few fundamental differences in the operation and working of different sectors and these might be the cause of the observed dissimilarities in their supply chain practices.

Jharkharia, S. & Shankar, R. 2007. Selection of Logistics Service Provider: An Analytic Network Process Approach. *Omega: The International Journal of Management Science*, Vol. 35, 274-289.

This article presents a comprehensive methodology for the selection of a logistic service provider. The proposed methodology consists of two parts: (i) preliminary screening of the available providers, and (ii) analytic network process (ANP)-based final selection. The criteria, which are relevant in the selection of a provider, have been identified and used to construct an ANP model. Thereafter, the application of ANP for the final selection of a provider has been demonstrated through an illustrative example. The results of this example indicate that compatibility between the user and the provider companies is the most important determinant, which influences the final selection process. This approach also enables the decision-makers to better understand the complex relationships of the relevant attributes in the decision-making, which may subsequently improve the reliability of the decision.

Kumar, S. S. S. 2006. Comparative Performance of Volatility Forecasting Models in Indian Markets. *Decision*, Vol. 33 (2), Jul-Dec., pp. 25-40.

Volatility forecasting is an important area of research in financial markets and lot of effort has been expended in improving volatility models since better forecasts translate in to better pricing of options and better risk management. In this direction this paper attempts to evaluate the ability of ten different statistical and econometric volatility forecasting models in the context of Indian stock and forex markets. These competing models are evaluated on the basis of two categories of evaluation measures – symmetric and asymmetric error statistics. Based on an out of the sample forecasts and a majority of evaluation measures we find that GARCH (4, 1) and EWMA methods will lead to better volatility forecasts in the Indian stock market and the GARCH (5, 1) will achieve the same in the forex market. The same models perform better on the basis of asymmetric error statistics also.

Kumar, S. S. S. 2006. Role of Institutional Investors in



Indian Stock Market. *Impact* Vol. 1 (1), 76-80.

An important feature of the development of stock market in India in the last 15 years has been the growing participation of Institutional Investors, both foreign institutional investors and the Indian mutual funds combined together the total assets under their management amounts to almost 18% of the entire market capitalization. This paper examines the role of these investors in Indian stock markets and finds that the market movement can be explained using the direction of the funds flow from these investors.

Kumar, S. S. S. 2006. Square root of time rule and the Indian Stock Market. *South Asian Journal of Management*, Vol. 13 (4), Oct-Dec, pp. 101-107.

Volatility play an important role in risk management and financial engineering especially in the valuation of derivatives. This paper attempts to examine the square root of time rule very frequently used in volatility estimation - given a volatility based upon one time unit, using the square root rule to convert it to an equivalent volatility based upon another time unit. We first examined whether the returns are normally distributed or not which is an essential pre requisite for using the square root rule. The JB test conclusively rejects normal distribution of stock returns and Hurst analysis indicates that the Nifty returns doesn't follow a random walk. The OLS regression results indicate that Nifty volatility doesn't scale according to the one half rule and will lead to a bias in estimation of risk.

Nandakumar, P., Bala Batavia & Cheick Wague 2006. Economic Convergence in the old and the new economies of the OECD. *The Journal of the American Academy of Management*, July.

A rapid process of income convergence or catch-up of per capita income occurred in the industrialized group of

countries in the post-war years. The process was limited to the rich group of nations, to a “convergence” club, and developing countries did not benefit. Also, within the convergence club itself, the post-war convergence thrust lasted only till the mid-1970s. More recently, the process of economic integration in Europe has visibly reduced income differentials within the bloc. But the question is whether the mere fact of EU membership did the trick, or whether other factors such as the advent of the “*new economy*” (information technology) have played a role. We explore this issue by disaggregating the economies of the OECD into IT and IT-using sectors and non-IT using sectors, and testing for income and productivity growth convergence or catch-up separately for these sectors.

Nandakumar, P., Bala Batavia & Cheick Wague 2006. Two sector models of open economies and beyond: A Synthesis and an empirical application. *The Journal of Economic Asymmetries* (Toronto), Vol. 3, December.

Some well-known two-sector models of industrial countries exhibit a crowding out effect or relationship between the main sectors of the economy. This is true of the Small Open Economy, traded-non-traded good model without nominal wage rigidity, and for the model of the Dutch Disease. In contrast, important models of semi-industrialized countries, or even emerging markets, such as the Bose Model, portray a complimentary relation between the various sectors. This paper discusses a possible synthesis between these differing model specifications, and tests the applicability of these models for a large sample of industrial countries, emerging markets and developing economies by analyzing the inter-linkages in their sector growth patterns.

Pati, R. K., Vrat, P. & Kumar, P. 2006. Economic analysis of paper recycling vis-a-vis wood as raw material. *International Journal of Production Economics*, Vol. 103, 489–508.

Concerns for the environment has forced many firms define policies that protect the environment within which they operate. This paper presents a linear optimization model for paper industry to compare total system cost of wood as a raw material with recycling of waste paper. Objective of the proposed model is to minimize the cost of paper in the supply chain. Costs included in the objective functions are: costs for collection of raw material, transportation, inventory, manufacturing, segregation and disposal (during recycling). The model also includes the economic implications of using these alternative material sources on environment as well as quality of final product. To gain further insights into system behavior, sensitivity analysis, shortage analysis and indifference curve analysis have been performed. The

analysis clearly reveals that the paper recycling is an economical option compared to wood as a raw material. The paper analysis highlights various strategies that could be followed under different market conditions.

Pati, R. K., Vrat, P. & Kumar, P. 2007. Three-win strategy with optimization approach for recycled paper manufacturer. *International Journal of Environment and Waste Management*, Vol. 1 (2/3), 269–290.

Waste-minimization strategies are of vital importance for decreasing waste, pollution load and production costs. This enhances the importance of reverse logistics. In this study, a ‘Three-win’ strategy has been developed for the paper industry in India by considering two Linear Programming (LP) models. The models are for paper production from wastepaper and from lumber as raw materials. Economic implications on the environment of using these alternative material sources as well as the quality of the final product have also been considered in the model formulation. Under varying shortage levels in the two paper supply chains, the strategy proposed helps the manufacturer to decide the cost of wastepaper for an economic recycling option compared to lumber as a raw material. The strategy provides useful insight into improved pricing policy and at the same time encourages wastepaper collection at the source, decreasing environmental pollution.

Purani, K. & Nair, Satish 2007. Knowledge Community: Integrating ICT into Social Development in Developing Economies. *Ai & Society* (Springer-Verlag, London), Vol. 21 (3), 329-345.

Technology and social change are interdependent. The information technology (IT) revolution has redefined social equation shifting the focus from material to knowledge power. While developed countries have harnessed their resources with the growth of knowledge societies, the developing and least developed countries have lagged behind in progress. In this paper, the authors have examined the roles of Information and Communications Technologies (ICT), government and international agencies and human-





centered approaches to arrive at a conceptual model of knowledge community in developing countries. This paper explores need for knowledge community in developing countries to suggest an integrative framework to harness local knowledge

Sthanumoorthy, R. 2006. Economic Effects of Value Added Tax. *The ICFAI Journal of Public Finance*, Vol. 4 (4), 43-61.

The paper has analyzed the effect of VAT on the macro-economic variables as savings, investment, tax regressivity, consumption pattern, tax revenue and foreign trade. VAT has the capacity to increase savings if it is substituted for part or all of the income tax and this has been proved empirically. Although by design VAT has regressive elements, in practice the regressivity of VAT depends on several factors such as the consumption patterns of higher and lower income groups, taxes replaced, the exemptions and zero ratings. The international evidences on regressivity of VAT reveal a mixed picture. In general, VAT promotes investment if it replaces distortionary taxes and earns more revenue to the government. Finally, VAT ensures that international trade takes place on a transparent basis and avoids distortions like tax cascading associated with alternative commodity taxes.

Sthanumoorthy, R. & Leena Mary Eapen 2006. Solar Energy Development in India: An Assessment. *The ICFAI Journal of Infrastructure*, Vol. 4 (3), 50-58.

The Government of India, through the Ministry of Non-Conventional Energy Sources (MNES) and the Solar Energy Center, initiated several programs for solar energy development in India. The Solar Energy Center would undertake activities related to design, development, testing, standardization, consultancy, training and information dissemination in the field of solar energy. An assessment of

alternative technologies confirms that solar energy as an alternative to fossil fuels has the potential to meet a large portion of energy needs in the future. But one of the key issues is that there is no comprehensive and consistent policy on renewable energy in India. With respect to technology, the major defect is its high capital investment which makes them commercially redundant. Besides, non-cost barriers also inhibit the use of solar energy. These barriers can be broadly classified as economic and technological barriers, market-related barriers and institutional barriers. The paper concludes by listing out some of the necessary measures to be implemented by the government to promote the use of solar energy.

Sthanumoorthy, R. & Leena Mary Eapen 2006. Energy Conservation – A Sectoral Analysis. *The ICFAI Journal of Infrastructure*, Vol. 4 (4), 50-55.

This paper stresses on the need to conserve energy from the point of view of three major energy usage sectors—agricultural, industrial and residential sector. The two main energy sources used in the agricultural sector are electricity and oil. These energy sources have allowed for many laborious tasks on the farm to be handled by machinery. With increased mechanization of agricultural operations, energy consumption in the agricultural sector has also been on the rise. Since the industrial sector is a major energy consuming sector in a country, conservation of energy in industries has been a priority for the governments in many countries. Experience proves that application of energy saving technologies in industrial production is helpful in improving industrial productivity and sustaining high rates of economic growth. The common energy sources used in a household are electricity, liquid petroleum gas, kerosene and coal. The availability of all these forms of energy sources are limited, a shortage in the supply of which would inevitably have adverse consequences. Hence, it is the duty of every socially responsible individual to conserve energy.

Suresh, R. P. & Abdul Sathar E. I. 2006. Bayesian Estimation of Lorenz curve and Gini Index in a shifted Exponential Distribution. *Statistical Methods*, Vol. 8 (2), 73-82.

The Lorenz curve and Gini-index play central role in the analysis of income data and the evaluation of welfare judgements. Also these have been extensively used in the study of inequality of distributions. Exponential distribution has been found to be a useful distribution for modeling income data. Bhattacharjee (1993) stress the role of anti-aging distributions in reliability theory as reflecting the features of skewness and heavy tails typical of wealth distributions. Dragulescu and Yakovenko (2001) showed that exponential distribution fits well for the individual income in USA. Dragulescu and Yakovenko (2002) also showed that wealth and income in the United Kingdom and USA also follow exponential. Silva and Yakovenko (2005) showed personal income distribution in the USA has well defined two-class structure. The majority of population (97-99%) belongs to the lower class characterized by the exponential distribution, whereas the upper class (1-3%) of the population has a Pareto distribution. In light of the use of exponential distribution in analyzing income data (as demonstrated by Dragulescu and Yakovenko (2001)), it is necessary to obtain efficient estimators of Lorenz curve and Gini-index when the underlying distribution is exponential. In this article, we estimate Lorenz curve and Gini-index for exponential distribution using Bayesian framework with a conjugate prior. We demonstrate the use of the proposed estimation procedure with the asset data given in Bhattacharjee (1993).

Book Chapters

Balooni, K. & Inoue, M. 2007. Private Woodlots on State Forestland in Bangladesh and India: A critique, in B. Batavia and P. Nandakumar (Eds.). *Globalization: Capital Flows, Competition and Regulation: Studies in Economic Transformation and Public Policy*, APF Press, Toronto, Canada.

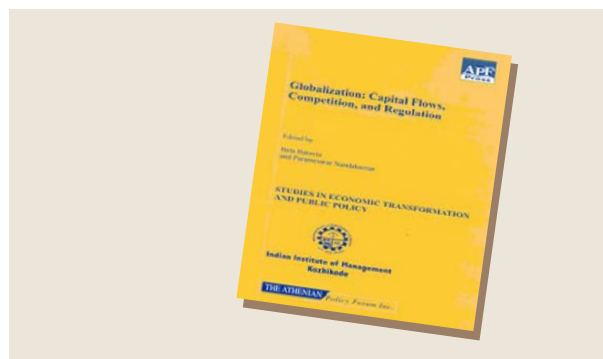
Nandakumar, P., Bala Batavia & Cheick Wague 2006. *Integration and convergence of financial markets in the European Union*, in Volbert Alexander et. al. (Eds.). *Global Divergence in Trade, Money and Policy*, Edgar Elgar Publishing.

Nandakumar, P., Bala Batavia & Cheick Wague 2006. Determinants of currency reserve holdings: an empirical study of India, China and Korea in B. Batavia and P.

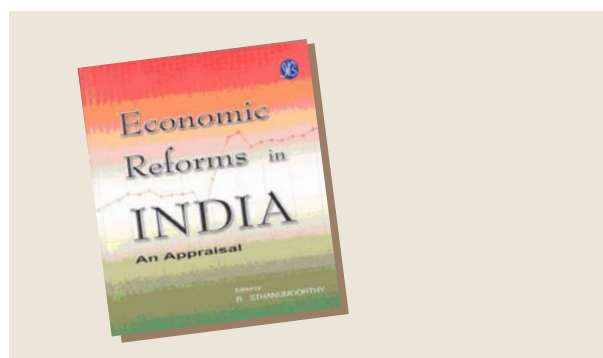
Nandakumar (Eds.). *Globalization: Capital flows, Competition and Regulation*, APF Press, Toronto.

Books Edited

Nandakumar, P. & Bala Batavia 2007. *Globalization: Capital flows, Competition and Regulation*, APF Press, Toronto.



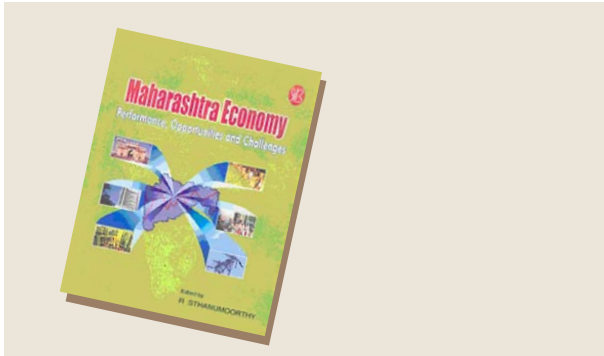
Sthanumoorthy, R. 2006. *Economic Reforms in India: An Appraisal*, ICFAI Books, The ICFAI University Press, Hyderabad; November.



Sthanumoorthy, R. 2007. *Kerala Economy: Achievements and Challenges*, ICFAI Books, The ICFAI University Press, Hyderabad; February.



Sthanumoorthy, R. 2007. *Maharashtra Economy: Performance, Opportunities and Challenges*, ICFAI Books, The ICFAI University Press, Hyderabad; February.



Sthanumoorthy, R. 2006. *State-Level Fiscal Trends in India – An Appraisal*, ICFAI Books, The ICFAI University Press, Hyderabad; September.



Books Published

Kumar, S. S. S. 2007. *Financial Derivatives*, Prentice-Hall India, New Delhi.



Designed as a text for postgraduate students of management, commerce and financial studies, this compact text clearly

explains the subject without the mathematical complexities one comes across in many textbooks. The book deals with derivatives and their pricing, keeping the Indian regulatory and trading environment as the backdrop. What's more, each product is explained in detail with illustrative examples so as to make it easier for comprehension.

The book first introduces the readers to the derivatives market and the quantitative foundations. Then it goes on to give a detailed description of the Forward Agreements, Interest Rate Futures, and Stock Index Futures and Swaps. The text also focuses on Options Option Pricing, Option Hedging and Option Trading Strategies. It concludes with a discussion on OTC derivatives.

Conference Proceedings/ Presentations

Chakravarty, D. 2006. Commissioned paper for The International Seminar on India's Development experiences jointly organized by Institute of Social Studies (ISS), The Hague, The Netherlands and Centre for Economic and Social Studies (CESS), Hyderabad, India, funded by the Indo-Dutch Programmes in Alternatives of Development (IDPAD). November 1-3.

Jeyavelu, S. 2007. *Narratives of Organizational Identity and Deregulation*, International Conference on Emerging Competitiveness Paradigms, organized by The International Society for Competitiveness (ISC) & PES School of Management, Bangalore, Goa, India. January 11-12.

Jeyavelu, S. 2007. *The Dark Side of Organizational Identity*, International Conference on Marketing and Society, organized by IIM Kozhikode, Kerala, India. Proceeding pp. 89a-89f; April 8-10.

Krishna Kumar 2007. *Corporate Tax Patterns in India*, Conference on Global Competition and Competitiveness of Indian Corporates, IIM Kozhikode, Kerala, India. May 18-20.

Krishna Kumar 2007. *Is Small Beautiful?*, 10th Annual Convention of Strategic Management Forum, SOM, IIT Bombay, India. May 9-11.

Das, Hari & Nair, K. Unnikrishnan 2007. *Attitudes of Indian MBAs toward Unions: Some Correlates and Implications*, South East Decision Sciences Institute

Conference, Savannah, Georgia, February (Presented by Das Hari).

Nair, K. Unnikrishnan 2006. *Diminishing Management Utility of the “Next” Attribute – Cognitive Complexity and Complex Decision*. Annual Meeting of the US Academy of Management, Atlanta, USA. August 11-16.

Pati, R. K. & Vrat, P. 2007. *Optimal Blending Model for Paper Manufacturing With Competing Input Materials*, 18th Annual Conference of the Production and Operations Management Society, Dallas, Texas. May 4-7.

Pillai, R. 2006. *Role of Technology and Spirituality in the Management of Global Organizations*. Fourth AIMS International Conference on Management (AIMS4), IIM Indore, India. December 28-31.

Pillai, R. 2006. *Analogy Between Network Computing and Inner Faculties of Human Being*. Fourth AIMS International Conference on Management (AIMS4), IIM Indore, India. December 28-31.

Sreekumar, M. G & Sunitha, T. 2006. *Community Acceptance of e-journals as a Robust Print Surrogate and Scholarship Supplement: The IIMK Experience*. Proceedings of the International Conference on Digital Libraries (ICDL 2006), New Delhi, India. TERI. pp. 531-541.

Sridhar, G. & Debiprasad Mishra 2007. *Product Adaptation in Rural Markets – Preliminary Findings*, Conference on Global Competition and Competitiveness of Indian Corporate jointly organized by IIM Kozhikode and IIM Lucknow at IIM Kozhikode, Kerala, India. May 18-19.

Srivastava, S. 2006. *Effectiveness in the Security-service Organization: Identifying Contributors and Consequences*, XVI NAOP Conference organized by the National Academy of Psychology, Mumbai, India. December 14-16.

Sthanumoorthy, R. 2006. *State-Level Fiscal Performance and Fiscal Reforms in India*, International Conference on “Indian Federalism at Work” conducted by Institute of Social Sciences, New Delhi at the Sher-i-Kashmir International Conference Centre, Srinagar, India. August 25-27.

Sunitha, T. & Sreekumar, M. G. 2006. *Community Acceptance of E-Journals as a Robust Print Surrogate and Scholarship Supplement: the IIMK Experience*, International conference on Digital Libraries, organized by the TERI and Government of India, New Delhi, India. December 5-8.

Suresh, R. P. 2007 *Order preserving properties of functions*



of order statistics, Joint Statistical Meeting and International Conference on Statistics, Probability and Related Areas being organized by the Department of Statistics, Cochin University of Science and Technology, Kerala, India. January 2-5.

Swain, A. K. 2006. *Performance Analysis of Self-Adaptive Evolutionary Computation Methods*, Proceedings of the National Seminar on IT and Soft Computing (ITSC'06) (on CD-ROM, and from Excel Books), IMT Nagpur, India. pp.1-12, November 17-18.

Swain, A. K. 2006. *Tracking control of unconstrained multi-arm space manipulator systems*, Proceedings Advances in Industrial Automation, Institution of Engineers (I) Angul Chapter, NALCO, Angul, Orissa, India. November 18-19.

Bhanja, U. & **Swain, A. K.** 2006. *Shortest Path Routing of Multihop WDM Network using Genetic Algorithm*, International Conference on Photonics, Hyderabad, India. December 13-16.

Bhanja, U., **Swain, A. K.**, & Panda, A. M. 2006. *Shortest path routing in Multihop Packet Switching Communication Network using Genetic algorithm*, Proceedings of National Seminar on IT and Soft Computing (ITSC'06) (on CD-ROM and from Excel Books), IMT Nagpur, India. pp.72-78, November 17-18.

Articles in Other Periodicals/ Magazines etc.

Kumar, S. S. S. 2007. Dilemmas in Volatility forecasting, *CFOConnect*. April-May, pp. 16-17.

Nandakumar, P. 2006. Growth and equity in *Ecozat*, Journal of Assumption College. December.

Case Studies

Rameshan, P. & Jeyavelu, S. 2007. *V. J. Kurian & the CIAL Saga: Kurian's Success on Cochin International Airport Limited*. BASF Million Minds Project: India.

This case has been written as support material for discussions on the managerial issues related to corporate leadership, under the Million Minds Project of BASF India Limited. This is a story of a Chief Executive, V. J. Kurian IAS, who, despite being a civil servant, first fought against all odds to set up a green-field international airport that was destined to distinguish itself as a rare success story in public-private partnership in India, and then was shown the door as soon as the airport began its commercial operations. This is also a story of a Chief Executive who, after his reunion with the company after a few years, saw the transformation of the company from one of sustained losses to one of sustained profits. The man was full of ideas, often totally novel, and he knew how to implement them through team work and with the confidence of everyone in the organization. The case narrates the success of strong determination, persistence, leadership, financial discipline and the ability to operationalize ideas and plans under difficult conditions and under the shadow of vested political interests. V. J. Kurian's stint at CIAL gives hopes to everyone – a single minded perseverance for the greater good, a creative approach that looks beyond dominant paradigms and standing up to values that deflect corruption and unethical political interference can ultimately lead to success, often reveling dreams.

Unnikammu, M.* 2007. *The Dean's Email*. IIMK/CS/18/OB&HR/2007/01

This case describes the response from the faculty to an email from the acting dean of a business school in the middle-east. In the email the dean refers to 'rumors that some of

the faculty are mistreating our students' and threatens dire consequences. In response, a barrage of emails follows from various members of the faculty, expressing shock and anger at the tone of the dean's email. As a result, whatever message the dean intended to convey is totally forgotten. The case is suitable for teaching organizational communication in principles of management and organizational behavior courses. It forms an interesting backdrop for discussing downward communication in organizations, especially when the organization is made up of professionals who value their autonomy.

Unnikammu, M. 2007. *Oman Air*. IIMK/CS/19/STR/2007/02

This case provides a vehicle for analyzing competitive strategies an airline can adopt when its major shareholder, the government, is also the co-owner of a competing airline in the same market. Historic information outlines how strategies adopted by Oman Air were shaped over a period of time. The case aids the reader to comprehend how Oman Air is competing despite many challenges that exist in this region. It also discusses how fleet and network rationalization and investments in information technologies can result in substantial reduction in operating costs for an airline. The transformation of Oman Air from a loss making entity to a successful and profit making unit through the strategic leadership of its senior management has also been discussed.

Working Papers

Purani, K. & Sunil, S. 2006. *The Moderating Role of Industrial Experience in the Job Satisfaction, International to Leave Relationship: An Empirical Study among Salesmen in India*. IIMK/WPS/07/MKTG/2006/05



The paper explores the moderating role of Industrial experience in the relationship between different facets of a sales person's satisfaction with the job and his/her intention to quit the job. The study finds that industry experience moderates the job satisfaction, disinclination to quit relationship for most of the job satisfaction dimensions. Specifically it is seen that Industry experience has a moderating effect when we consider the effect of a salesperson's satisfaction with the organizational HR policies, supervisor satisfaction, compensation policies and career development and disinclination to quit.

Krishna Kumar 2007. *Corporate Tax Patterns in India*. IIMK/WPS/17/STR/2007/06

Corporate taxes are a significant item for revenue generation and year after year the Corporate tax and Profit Before Tax (PBT) is increasing. But after the year 2001 the Tax/PBT ratio has been undergoing an unhealthy pattern comparing to previous years without giving any major tax sops by Government. This study is to enlighten what is happening to Tax/PBT ratios in various industry sectors, ownerships and size of companies after the year 2001 and its impact on Exchequer.

Kumar, S. S. S. 2006. *Forecasting Volatility – Evidence from India Stock and Forex Markets*. IIMK/WPS/08/FIN/2006/06

Brand Management has been primarily the job of marketing specialists, because brands have so far been seen in context of consumer markets. Many companies have been known for their product brands in the consumer markets but its time now to clearly recognize a company's markets other than consumer market. Hence, a company must have a brand, which appeals to all its markets including consumer market, stock market, human resource market and supplier & intermediary market. Corporate brand generally evolves from one of the above mentioned markets. In this market it gains strength and then starts appealing to other markets. With economic revolution in India, stock markets are fast moving towards maturity making the companies look at brands in context of stock markets. Brands have started evolving from stock markets. A brand thus evolved is referred to as an 'equity' brand by the authors. The 'equity' brand can strengthen the corporate brand very easily as it shares a common name with the company, which in turn can be leveraged in other markets relevant to the company.

Nair, K. Unnikrishnan 2006. *Diminishing Marginal Utility of the 'Next' Attribute: Cognitive Complexity & Complex Decisions*. IIMK/WPS/09/OB&HR/2006/07



This paper reports an empirical investigation of *managerial effectiveness* in dealing with *ill-structured decision environments* as a function of *cognitive complexity* using a long duration, multi-faceted and dynamic computer simulated complex task presented to 45 managers from a large Indian metal processing unit. Four independent, domain specific cognitive complexity measures obtained through three different approaches were taken and later reduced through factor analysis to derive *differentiation*, *discrimination* and *integration* dimensions. Results revealed similar as well as distinctively different patterns of outcomes for the differentiation and integration dimensions. While effectiveness of managers in dealing with the simulated complex task showed both linear positive association as well as an 'inverted U' trend with increase in their differentiation capability, the integration dimension dominantly showed only the 'inverted U' trend. Noticeably, the discrimination dimension did not yield any significant or otherwise meaningful results. Findings point to the diminishing marginal utility of seeking additional attributes. The paper concludes by noting some of the specific features of this study and future research needs.

Nandakumar, P., Batavia, B. & Wague, C. 2006. *Economic convergence in the old and the new economies of the OECD*. IIMK/WPS/10/ECO/2006/08

A rapid process of income convergence or catch-up of per capita income occurred in the industrialized group of countries in the post-war years. The process was limited to the rich group of nations, to a "convergence" club, and developing countries did not benefit. Also, within the convergence club itself, the post-war convergence thrust lasted only till the mid-1970s. More recently, the process of economic integration in Europe has visibly reduced



income differentials within the bloc. But the question is whether the mere fact of EU membership did the trick, or whether other factors such as the advent of the “*new economy*” (information technology) have played a role. We explore this issue by disaggregating the economies of the OECD into IT and IT-using sectors and non-IT using sectors, and testing for income and productivity growth convergence or catch-up separately for these sectors.

Nandakumar, P., Batavia, B. & Wague, C. 2007. *Asset Prices and Inflation, Is there a predictive Link? IIMK/WPS/14/ECO/2007/03*

The relationship between asset prices and consumer price inflation has been in the limelight again in the last decade. The reason has been the observed linkages in the early 1990s between housing as well as stock market prices and consumer prices in Japan and the U.K. Rapid asset price appreciation in these countries was followed, with a lag, by consumer price inflation. Such developments have even sparked off debates about the need to replace conventional consumer price measures with a broader definition which includes asset prices. It seems important, therefore, to ascertain whether asset prices influence consumer prices in general, for a broader spectrum of countries. We choose a sample including major industrial countries as well as emerging markets, and test for the significance of housing prices and share prices in predicting inflation. Longer, higher frequency, time series data as well as cross-section information are used to establish asset price – consumer price links for the sample as a whole, and for particular individual countries.

Nandakumar, P., Batavia B. & Wague C. 2007. *Probability of bank crises in the emerging markets of Asia and South America. IIMK/WPS/15/ECO/2007/04*

Earlier literature sought to find the causes of bank crises in bank-specific factors, which are useful for assessing the soundness of individual institutions. Detailed examination of actual cases of banking crises can also provide insights

about the role of institutional factors in precipitating these crises. However, such approaches are not particularly rewarding in the analysis of wide-spread, systemic bank crises. In the analyses of crises of such magnitude and spread, the study of the macroeconomic environment at the time of – or immediately preceding – the crisis seems quite mandatory. The present paper is a contribution in this vein, and develops and tests leading indicators for predicting bank crises, using data on crises experienced in several industrial and emerging market nations.

Nandakumar, P., Batavia, B. & Wague, C. 2007. *Two sector models of open economies – A Synthesis & An Empirical Application. IIMK/WPS/16/ECO/2007/05*

Some well-known two-sector models of industrial countries exhibit a crowding out effect or relationship between the main sectors of the economy. This is true of the Small Open Economy, traded-non-traded good model without nominal wage rigidity, and for the model of the Dutch Disease. In contrast, important models of semi-industrialized countries, or even emerging markets, such as the Bose Model, portray a complimentary relation between the various sectors. This paper discusses a possible synthesis between these differing model specifications, and tests the applicability of these models for a large sample of industrial countries, emerging markets and developing economies by analyzing the inter-linkages in their sector growth patterns.

Nandakumar, P., Batavia, B. & Wague, C. 2007. *Prospects for the Euro: A Role for China and India. IIMK/WPS/18/ECO/2007/07*

In this paper, an attempt is made to evaluate the prospects of the Euro challenging the current dominant position of the dollar as the world’s leading currency. This is done by identifying the factors which lie behind central bank decisions to hold reserves of major currencies. Thus, the determinants of central bank reserve holdings are analyzed

for pre-Euro and post-Euro periods. It is expected that developments in major Asian countries will possess greater clout in determining currency relationships in the future. So, the relative world shares of trade and income of Asia, along with other real economic as well as financial variables and oil market developments are used in the estimation process. Different simulations are undertaken to trace possible future scenarios for the euro and the dollar. The simulations indicate that a rise in emerging Asian market share of world output will work towards preserving dollar dominance.

Sahadev, S. 2006. *Economic Satisfaction and Relationship Commitment in Channels: The Moderating Role of Environmental Uncertainty, Collaborative Communication and Coordination Strategy*. IIMK/WPS/04/MKTG/2006/02

The paper explores the relationship between economic satisfaction within a relationship and relationship commitment. The moderating effects of three variables are considered: viz. (i) the use of behavior based coordination strategy (ii) the perceived level of environmental uncertainty and (iii) the use of collaborative communication strategy. The hypotheses are proved through a sample survey among 101 channel partners of mobile service providers in a state in India. The results indicate the moderating variables act as quasi moderators where in they both directly and indirectly impact the dependent variable

Suresh, R. P. 2007. *Order Preserving Property of Total Time on Test Statistic and its applications in reliability*. IIMK/WPS/19/QM&OM/2007/08

Some of the well known properties of the estimators are unbiasedness, consistency and asymptotic normality. Recently, Balakrishnan and Mi (2001) introduced a new property known as the order preserving property of estimators and proved that under certain conditions, the maximum likelihood estimator possesses this property. In this paper we show that certain functions of order statistics, considered as an estimator possesses this property. We also show that the total time on test statistic from any life distribution satisfies this property. We further show that most of the commonly used estimators in exponential distributions under Type I censoring and Type II progressive censoring, also possess this desirable property.

Urmila Bhanja, **Swain, A. K.** & Abani Mohan Panda 2007. *Shortest Path Routing in Multihop Packet Switching Communication Network using Genetic Algorithm*. IIMK/WPS/12/IT/2007/01

This paper considers uni cast routing problem for networks



where transmission requests are established by point to point connection. In this paper, the static routing problem of a given network has been formulated as a single objective optimization problem, and solved using a variant of genetic algorithms which minimizes the cost of existing links. Variable length chromosomes and their genes are used to encode the problem. The cost of existing links between different source and destination paths have been used to evaluate the fitness of chromosome. The crossover operator exchanges partial chromosomes at positionally independent crossing sites. The mutation provides the diversity of the population in the solution space by flipping of one of the genes of the candidate chromosomes, thereby keeping away from local optima. This algorithm has been tested on a known network of twenty nodes where the cost functions are known. It has also been calculated the average of best scores and the mean scores of all the individuals in a population pool after ten generations and fifty random trials.

Swain, A. K., 2007. *Performance Analysis of Self-Adaptive Evolutionary Computation Methods*. IIMK/WPS/13/IT/2007/02

This paper concerns with the detailed analysis of the performance of self-adaptive evolutionary computation algorithms. Various causes of premature convergence in these methods have been established. Subsequently, formulation of two new evolutionary algorithms has been discussed. The potentiality of these methods has been verified on eight popular test functions.

Gary Balu & **Unnikammu, M.** 2007. *Leader-Member Exchange as a Significant Correlate of Work Exhaustion Beyond Controlled for Correlates*. IIMK/WPS/20/OB&HR/2007/09

Using a sample of 229 nurses working for a hospital in Oman, this study tested for the impact of leader-member exchange (LMX) on work exhaustion. Results indicated that LMX was

a significant negative correlate to work exhaustion directly, as well as beyond the controlled-for correlates of gender, organization experience, occupation experience, education level, job satisfaction, occupation satisfaction and work interfering with family. Limitations and directions for future research are discussed.

Unnikammu, M. 2007. *Moderating Effect of Supervisory Role Definitions and Employee Impression Management on the Relationship between Organizational Citizenship Behavior and Individual Outcomes: A Conceptual Framework.* IIMK/WPS/21/OB&HR/2007/10

This paper develops a conceptual framework for understanding the relationship between organizational citizenship behavior and individual outcomes. A distinction is made between two types of individual outcomes for work performance, economic exchange outcomes and social exchange outcomes. It is argued that organizational citizenship behavior will result in supervisors providing social exchange outcomes for individuals. Supervisor's definition of the employee's role (role definition) and employee impression management are proposed as moderators of the relationship between organizational citizenship behavior and social exchange outcomes. It is argued that supervisors will be more likely to provide social exchange outcomes to individuals who engage in organizational citizenship behavior when they have narrow role definitions and when they do not perceive the employee's behavior as attempted impression management. Implications for empirical research and managerial practice are discussed.

Completed Research Projects

Pathak, A., Augmenting Campus LAN with wireless connectivity for initiating projects in Mobile Systems, *Sponsored by MHRD.*

During Feb. – Mar. 2004, IIMK received an amount Rs. 15 lakhs from MHRD, Govt. of India, as funding for implementing the project “Augmenting Campus LAN with Wireless Connectivity for Initiating Projects in Mobile Systems”. The essential set of equipments (Towers, Antennas, Bridges, Access Points, Cables etc.) required for creating the wireless LAN have been sourced, commissioned, configured and tested. The project has been completed and the facility is up and operational.

The main objective of the project was to set up an inexpensive and simple to deploy wireless network connected to the IIMK's fiber optic back-bone to provide

mobile access to various services available on institute's Intranet and the Internet to the classrooms, seminar halls, residences, guest houses and other remote places in the campus such as Sewage and Water Treatment plants, Electrical Sub Stations through the wireless base stations. These remote places were not connected to the campus backbone due to hilly terrain and required the network services.

The Wireless LAN has enabled access to various services available on institute's Intranet and the Internet for mobile users as well as users at remote places requiring network services, which could not be connected to the campus backbone otherwise due to hilly terrain. It has also provided an infrastructure for research in wireless communication protocols, algorithms and wireless LAN security etc. and has also resulted in removal of limitations posed by fixed/wired network and attracted people to do research in mobile computing.

Sreekumar, M. G., Development of Digital Library in the field of management at IIMK, *Sponsored by MHRD.*

IIMK received an amount Rs. 15 lakhs from MHRD for the project. The essential set of Hardware (Digital Library Server, Scanner, 2 Laptops, DLT Drive, Digital Camera, External Hard Disk, P-IV based PCs, UPS etc.) and Software required for the take off of the project were sourced and installed. The necessary infrastructure were built-up, such as the essential set of hardware and software, along with the digitisation strategies, strategies regarding collection building, and finalisation of the variety of content categories. The IIMK DL was slated to be populated with e-books ('born digital' as well as digitised), e-journals, management cases, technical reports, working papers, faculty publications, teaching notes, CBTs, WBTs, educational videos/audios, value adding the existing OPAC, speeches, presentations etc. The DL had got a sizable collection of over 500 e-books covering almost all areas of business and management, literature, classics, and Information Technology. In addition, access to over 10,000 books on literature available in the Project Gutenberg is provided. The collection comprise multiple digital object formats such as HTML, PDF, PS, RTF etc. The existing collection also include over 1400 e-journals (gateway access only provided through Greenstone, but users can search on the title – free text, subject keywords, publisher, or other metadata), sourced from Elsevier, Kluwer, John Wiley, Blackwell, Emerald, Taylor & Francis, ACM, IEEE etc.; over 230 educational videos (the content development work is in progress). A massive collection development drive is being worked out with most of the popular electronic publishers specialising in business and

management. The “EBrary” (<http://www.ebrary.com>) Online Books library was put on the Digital Library with a collection of 15,000 E-Books. Also the Elsevier Science Direct Online Book Series with 54 titles having 57 volumes per year are being added to the DL collection.

Sreekumar, M. G., Electronic Smart Gates and Smart Cards facility in the Library & Information Centre at IIMK, *Sponsored by MHRD.*

The “Electronic Smart Gates and Smart Cards” project aimed at setting up a Smart Card based intelligent access system and a Smart Gate based E-Security system at IIM Kozhikode. The project was funded by the MHRD. An amount of Rs. 12 lakhs was received from the Ministry during 2002 for the execution of the project. Introduction of ELECTRONIC SMART GATES and the SMART CARDS in the Library & Information Center (LIC) at IIM Kozhikode has definitely increased efficiency of transactions, reduce operating costs, lower manpower requirements, ease users’ burden in the operation of the library transactions, while catching up with technology dynamics. The project indeed strengthens the security systems to the invaluable assets of the LIC’s reading materials and other documents. To summarise the project, IIMK is a Smart Card based library access/transaction solution, together with an Electronic Smart Gate based document surveillance facility for about 30,000 documents available in the LIC. The entire set of Hardware and the Smart tags have been installed and successfully commissioned in the Library. The special software to be used for the project has also been customized. The Smart Gate is operational. Smart Cards have already been issued to the faculty, staff and the students of the Institute.

Suresh, R. P. & Chaudhuri, G., Some aspects of Reliability Modeling and their applications in Industry, *Sponsored by MHRD.*



In this project, we solve an oldest open problem of finding interval estimate for system reliability via the CHA algorithm (Chaudhuri *et. al.*, 2001) following the Easterling (Journal of the American Statistical Association, 1972) approach. We consider a coherent system composed of exponential components; the components are assumed to be statistically independent. A closed form expression for the standard error of the system reliability, for a given mission of duration, is obtained. The method of calculating the 100 (1-a)% lower confidence limit for the system reliability is illustrated for a simple series system with three independent exponential components. Both methods of simulation and numerical integration techniques are used for calculations. This paper basically extends the results of Easterling to any coherent system. It is well known that if F is IFR, then it is also DMRL; however, the converse is not true, in general. Kupka and Loo (1989) proved that a distribution with convex decreasing mean residual life (CDMRL) function has an Increasing Failure Rate (IFR) distribution. In this paper, we show that this condition (*viz.*, convexity of DMRL) is not necessary for F to be IFR. It is observed that contrary to the monotonic classes, in the non-monotonic classes, F is BFR does not imply that F is IDMRL. In this project, we derive a result that gives an additional condition required for a BFR distribution to be an IDMRL distribution.

Invited Talks/Workshops/ Seminars

Balooni, K. 2006. Inter-Regional Workshop on ‘Financial Mechanisms for Sustainable Forest Management: Sharing Experience from Latin America and Asia-Pacific’ organized by Regional Office for Asia and the Pacific, Food and Agricultural Organization of the United Nations, Chiang Mai, Thailand. November 20-22.

Gopinath, S. 2007. Industrial & Commercial Policy 2007: Virtuous Cycle for Growth or Vicious Cycle for Development?, National Conference on Planning Challenges in Kerala, Trivandrum. June.

Gopinath, S. 2007. Knowledge Process Outsourcing & Economic Development, Invited Key note address, National Seminar on Knowledge Industries, Mangalore. January.

Krishnan, T. N. 2007. Managing Self and Subordinate Performance, Indian Navy at INS Agrani (Leadership Training Establishment), Coimbatore. January.

Krishnan, T. N. 2007. Values and Corporate Governance at a seminar on the theme ‘Value-based Education and

Corporate Governance', conducted by Malavalli Foundation, Mysore. February 25.

Nair, K. Unnikrishnan 2007. Taking Charge: In a New Understanding of My Confusion, Invited Talk to the passing out batch of eMEP 06 on their Valediction Day, IIM Kozhikode. December 15.

Pathak, A. & Biju, R. 2007. At National Science Foundation, Sri Lanka for the four day Workshop on Greenstone Digital Library Software held at the University of Colombo, School of Computing at Sri Lanka. March 21-24.

Pillai, R. 2006. On Stress Management at Oriental School of Hotel Management, Wayanad. August.

Rameshan, P. 2007. At a seminar on 'WTO & Global Economy', Economics Division, Lulea University of Technology, Lulea, Sweden. May 28.

Sreekumar, M. G. 2007. At National Science Foundation, Sri Lanka for the four day Workshop on Greenstone Digital Library Software held at the University of Colombo, School of Computing at Sri Lanka. March 21-24.

Sthanumoorthy, R. 2006. "State-Level VAT – An Introduction" at Vellore Medical College, Vellore, Tamil Nadu. November 6.

Sthanumoorthy, R. 2006. "Economics of VAT" at a seminar on VAT introduction in Tamil Nadu conducted by South Indian Chamber of Commerce and Industry at Chennai. November 18.

Suresh, R. P. 2006. "Inference Problems related to the change point in hazard rate" in Department of Statistics, Victoria University of Wellington, New Zealand. September 22.

Suresh, R. P. 2006. "Six Sigma: Implementation in Service Industry" in Victoria Management School, Victoria University of Wellington, New Zealand. October 3.

Suresh, R. P. 2006. "Six Sigma: Implementation in Service Industry" in Open Polytechnic, Wellington, New Zealand. October 4.

Fellowships/Awards/Honours

Balooni, K. European Erasmus Mundus Scholar Scholarship. University of Copenhagen, Copenhagen, Denmark; April-July 2007.

Jeyavelu, S. & Gopinath, S. 2007. *Jalanidhi – A Story of Innovative Transformation*. The case proposal was selected competitively from over 100 case proposals as a finalist in the first Indian Case Study Development Initiative by the Aditya V. Birla India Centre at London Business School.

Sreekumar, M. G. 2007. "Salazburg Seminar Scholarship" to participate as fellow of session 439, "New Information Networks: Challenges and Opportunities for Business, Governments and Media", convened at Schloss Leopoldskron; March 13-18.

Conference: Session Chairs

Jeyavelu, S. 2007. International Marketing Conference on Marketing & Society, IIM Kozhikode; Session: Advertising & Society. April 8-10.

Krishna Kumar 2006. International Conference on Management Education – An International Comparison at XIME, Bangalore; Topic: Management Education in Australian and Italian Management Schools. November 17-18.

Nair, K. Unnikrishnan 2007. International Marketing Conference on Marketing & Society, IIM Kozhikode; Topic: Consumer Markets & Marketing. April 8-10.

Pillai, R. 2006. Fourth AIMS International Conference on Management (AIMS4), IIM Indore. December 28-31.

Purani, K. 2007. International Marketing Conference on Marketing & Society, IIM Kozhikode; Topic: Social, Public Service & Cause Related Marketing. April 8-10.

Rameshan, P. 2007. International Marketing Conference on Marketing & Society, IIM Kozhikode; Topic: Health Care & Marketing. April 8-10.

Forthcoming Journal Articles/ Conference Papers

Chakravarty, D. *Docile Oriental Women and the Organized Labour: A case study of the Indian garment industry*. *Indian Journal of Gender Studies*, The Sage Publications.

Jeyavelu, S. *Organizational Identity and Identification in Virtual Organization*. Accepted in *22nd EGOS Colloquium – The Organizing Society*. Sub-theme 09: Identity and Technology in Virtual and Flexible Organizing.

Purani, K. & Sahadev, S. *The Moderating Role of Industrial*



Experience in the Job Satisfaction, Intention to Leave Relationship: An Empirical Study among Salesmen in India. *Journal of Business and Industrial Marketing* (Emerald, Bradford).

Sridhar, G. Consumer Involvement in Product Choice – Role of Perceived Risk. *Decision*.

Suresh, R. P., Abdul Sathar, E. I. & Nair, M. Vector-valued bivariate Gini Index for truncated distributions. *Statistical Papers*, December 2007.

Membership of Editorial Board

Gopinath, S.

- International Journal of Intelligent Enterprises

Jharkharia, S.

- Asian Journal of Information Technology
- International Journal of Business Excellence
- International Journal of Applied Management Science

Pillai, R.

- AIMS International Journal of Management

Reviewer/Referee

Balooni, K.

- IIMB Management Review

Chakravarty, D.

- Economic and Political Weekly
- Indian Economic Journal
- Indian Economic Society
- IIMB Management Review

Jharkharia, S.

- Strategic Outsourcing: An International Journal
- International Journal of Productivity and Performance Management
- IIMB Management Review
- Asia-Pacific Management Review (APMR)

Jeyavelu, S.

- Academy of Management Annual Conference 2007
- IIMB Management Review

Krishnan, T. N.

- IIMB Management Review

Nair, K. Unnikrishnan

- IIMB Management Review
- Vikalpa: The Journal for Decision Makers

Pillai, R.

- International Journal of Network Management
- 10th IEEE International Conference on Communication Systems 2006

Sinha, P.

- European Journal of Operational Research
- Computers & Industrial Engineering

Suresh, R. P.

- Statistical Methods
- Opsearch
- Mathematical Review

Swain, A. K.

- International Journal of Robotics and Automation, Acta Press, Canada
- Book Reviewer for Pearson Education, India

Published Book Review

Chakravarty, D. *We are Poor but So Many: The story of self employed women in India*, by Ela R. Bhatt. Oxford University Press, New Delhi. Published in *Economic and Political Weekly*, 42 (3): 219-220.

Nair, K. Unnikrishnan. *CHaNGE management* by V. Nailakant & S. Ramnarayan. Vikalpa: The Journal for Decision Makers, July-September, 31 (3): 147-149.

Jeyavelu, S. *Get the Ego Advantage*, by Anjana Sen Vision: The Journal of Business Perspective. 10 (4).

Research Seminars held at IIMK

7 July, 2006

Speaker

Dr. Padmakumar Nair,
Dallas School of Management, University of Texas

Topic/Theme

Courage, Confidence, Comfort or Theory of Life:
What Determines Entrepreneurial Career Intentions
of University Students?



4 August, 2006

Speaker

Prof. Jure Biechonski,
Director-SACH International, UK

Topic/Theme

Mind, Body and Soul or 'Taking off the Mask'



13 October, 2006

Speaker

Prof. P. Nandakumar, IIMK

Topic/Theme

Model of Balanced and Unbalanced Growth for
Industrial and Developing Economies



1 November, 2006

Speaker

Prof. K. Unnikrishnan Nair, IIMK

Topic/Theme

Cognitive Complexity & Complex Decisions



22 November, 2006

Speaker

Mr. Sridhar Rajagopalan,
CEO, Educational Initiatives

Topic/Theme

Choosing Alternate Careers in Fields like Education



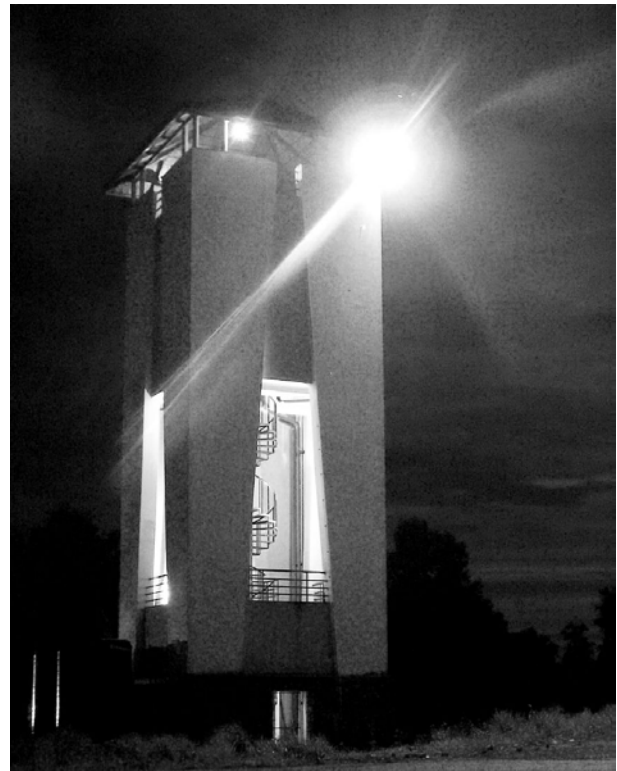
15 January, 2007

Speaker

Prof. Hari Das,
Sobey School of Business, Saint Mary's University
Halifax, Canada

Topic/Theme

No, it is not HRD; it is IRM-Intellectual Resources
Management



Conference/Convention held at IIMK

International Marketing Conference on Marketing & Society

held at IIM Kozhikode
8-10 April 2007

Conference Co-chairs:

Prof. Keyoor Purani
&
Prof. Anandakuttan B Unnithan



Conference on Global Competition and Competitiveness of Indian Corporates

held at IIM Kozhikode
18-20 May 2007

Conference Co-ordinator:

Prof. P R Bhatt

Faculty at Indian Institute of Management Kozhikode

Economics



Prof. P. Nandakumar



Prof. Kulbhushan Balooni



Prof. Deepita Chakravarty



Prof. R. Sthanumoorthy



Prof. Jyotirmoy Bhattacharya

Organizational Behaviour and Human Resources



Prof. K. Unnikrishnan Nair



Prof. S. Jeyavelu



Prof. Sweta Srivastava Malla



Prof. T.N. Krishnan

Marketing Management



Prof. Keyoor Purani



Prof. Sunil Sahadev
(on leave)



Prof. Anandakuttan B. Unnithan



Prof. G. Sridhar



Prof. Sanal Kumar Velayudhan

Quantitative Methods & Operations Management



Prof. R.P. Suresh



Prof. Saji Gopinath



Prof. Gopal Chaudhuri



Prof. Pritibhushan Sinha



Prof. Sanjay Jharkharia



Prof. Rupesh Kumar Pati

Information Technology & Systems



Prof. R. Radhakrishna Pillai



Prof. Anjan Kumar Swain

Finance, Accounting and Control



Prof. S.S. Srinivas Kumar



Prof. Abhilash Nair

Strategic Management



Prof. Krishna Kumar



Prof. P. Rameshan



Prof. P.R. Bhatt



Prof. K.K. Ramesh



Prof. Pankaj Gupta



Indian Institute of Management Kozhikode (IIMK) is the fifth IIM, established in 1996 by the Government of India in collaboration with the Government of Kerala. It aims to contribute significantly to education, training, consulting and research in management. IIMK is dedicated to offering world class programmes in management. Research is a continuing area of emphasis since it serves as a link between theory and practice in management.

Note: Please write to the concerned authors for further details or contact at prd@iimk.ac.in



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FORTHCOMING CONFERENCES AT IIMK

Conference on Marketing to Rural Consumers - Understanding and tapping the rural market potential

Organised by: Indian Institute of Management Kozhikode

Date: 3, 4, 5 April 2008

Venue: Indian Institute of Management Kozhikode

Conference Co-chairs:

Prof. Sanal Kumar Velayudhan

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Prof. G. Sridhar

E-mail: drgsridhar@iimk.ac.in

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International Conference on Statistics and its Applications in Management

Organised by: Indian Institute of Management Kozhikode

Date: 1, 2, 3 May 2008

Venue: Indian Institute of Management Kozhikode

Chair-Organizing Committee:

Prof. G. Chaudhuri

E-mail: icsaim2008@iimk.ac.in.

Ph : +91 (0)495 2809112

Fax : +91 (0)495 2803010

Conference on 'Tourism in India - Challenges Ahead'

Organised Jointly by: Indian Institute of Management Kozhikode and Indian Institute of Management Lucknow

Date: 15, 16, 17 May 2008

Venue: Indian Institute of Management Kozhikode

Conference Co-ordinator:

Prof. Anandakuttan B. Unnithan

E-mail: tourism@iimk.ac.in

Telephone: +91-(0)495 2809101