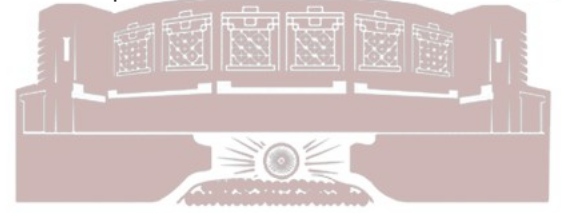




# SAMAVAYA

VOL 30 | JULY-AUG-SEPT 2019



## From Media's Desk

The Media and Communication Cell of IIM Lucknow is glad to present Samavaya 2019 as a part of IIM Lucknow's corporate communication. The newsletter purports to share IIM Lucknow's latest initiatives and achievements so as to keep the community updated about its ventures. In this edition, we share our celebrations and introduce the new initiatives of the quarter.

## COVERING :

- From Media's Desk
- Events
- Alum in Focus
- New Faculty Highlight
- Research Papers
- From the Press
- MDP Calendar



## Independence Day

IIM Lucknow celebrated Independence Day by proudly hoisting the national flag, commemorating our pride and love for our nation. The event was graced by the Director, Ms. Archana Shukla. Mesmerizing performances by the various clubs stirred patriotic vigour in every soul.



## Hindi Pakhwara

Various activities and events were undertaken at both the campuses under as a part of Hindi Pakhwara celebration from 14-29th September.

## Library Day

The 20th Annual Library Day of Gyanodaya: the Learning Recourse Center of IIM Lucknow was celebrated on September 23.

Unified Library Services by EBSCO Information Services was launched at the event.

## Manthan: IIML's 3-phase public policy training

The Indian Institute of Management Lucknow organised a 3 phased training programme called 'Manthan' for the Honourable Ministers of State Government of Uttar Pradesh.



The objective of the training programme was to facilitate the discussion around development of key priorities and thrust areas of the state. The programme imparted knowledge on implementation of Economic policy, and measurement of impact and leadership potential. It was a 3 phase training programme. The first phase of training was held at IIM Lucknow on 8th of September and was followed by Phase 2 (15/9/19) and Phase 3 (22/19/19). The participants included the entire Cabinet



of Ministers of UP Government, Principal Secretaries, various heads of institutions under UP Government.



## Alumni Conclave

'Samvaad - In Conversation with Alumni', was an event that witnessed engaging talks, interactive sessions and thought provoking discussions with alumni, student & faculty on the theme 'Changing Business Paradigms: Disrupt or Be Disrupted'.

It was held on 28 & 29th Sept, 2019 and was organised by The Alumni Committee to provide an opportunity to the students to get a glimpse into the minds of business leaders of today and learn from them.



Few of our esteemed speakers were Mr. Abhinav Akhilesh- Director at KPMG, Mr. Rajdeep Dua- Director Engineering at Salesforce, Mr Ashutosh Gupta - Country Manager at LinkedIn, Mrs. Noopur Chaturvedi- Country Head at PayU

## Fit India Campaign

On 29th August 2019 the IIML community took part in the campaign by witnessing the live telecast of Prime Minister's address to the nation from Delhi.

## 35th Foundation Day

IIM Lucknow celebrated its 35th foundation day this week. 35 years back, the foundation stone was laid on 27th July 1984. The festivities started from 20th July 2019, with various sporting events for the entire

IIML community members. Following sporting events (Power Lifting, Deadlift, Bench Press, Snooker, Squash, Table Tennis, Gym, Squash, Badminton and Swimming) were organised and saw active participation

by the employees, family members of the employees and the students. On 27th July 2019 the festivities started with Tree Plantation Drive in the morning. **More than 200 trees with medicinal properties** including Neem, Jamun and Mahuha were planted. The drive was started by the Director Dr. Archana Shukla planting a Neem tree. In the evening a Cross Country run was organised. Employees and students participated in the same with full vigour and excitement. The festivities ended with a cultural nite.



# Prerna Bhutani: Alum in Focus

Humans of IIM Lucknow



Opportunity came when a family friend offered to put money behind our concept. Both my husband and I felt there would be no better time as it would get increasingly difficult going ahead in life, with a certain lifestyle and responsibilities. So, in 2010, I decided to take the plunge and quit my job. The next two years were the most rewarding period in my career so far. The best thing was that I discovered I was very good at people management. Our business was not growing yet nobody left. Eventually when we were shutting down, I had to ask people to leave. These were the softer things that we don't appreciate in a job and that pushed me to continue in the same space. I had this desire to keep wanting to

discover new things about myself and that's how I ended up moving to another startup, as a co-founder. I was never in the rat-race from my early days on campus. I know I would not have been able to survive in it. I was not the brightest of the lot, or one of those that would shine through in that sort of environment. So, I stopped comparing myself with others and focused on the things I liked and was good at. We put a lot of pressure on ourselves because of pedigree, peer group or how the society wants us to be and when I stopped thinking about that, it worked for me. When I left my job at ABG for a startup, my mother used to get calls from relatives concerned about what I was doing with my career.

It was a prestigious, well-paying job while the first wave of Indian startups was just happening. People could not understand. Until one day, my uncle called up to congratulate me for my work. He came across an article about my startup and realized I was doing something worthwhile. Until that happened, society in general did not understand but I had stopped caring because if I did that, I would never be able to experiment and change the way I wanted to. It has been a journey of self-discovery more than anything else during this time I have been associated with startups. In this period, I also gained a lot of belief in what I was doing. I stopped thinking where I was headed, where I saw myself 10 years down the line because each opportunity gave me something new to learn and was a stepping stone for something else in life. Often, I did not know what was that something else but I was sure there would be something. It was a very different way to think about career but I grew comfortable with that. Even now, if an exciting opportunity comes up or I feel like creating something, I am more than willing to start again.

# New faculty in highlight

## Priyanka Sharma

My father was a professor in IIT Kanpur, so education was seen with the highest regard in my home. I grew up studying in KV at the campus itself. I remember how I was in Varanasi to give my B.Sc. exam for BHU when my mother called and told that AIEEE result is out and I got IIT BHU and we ended up not going for the exam after all.

IIT was one of the best experiences I had; exploring new things, understanding your purpose, expressing yourself at a large platform. I was a silver medalist at college and took part in many co-curricular activities. BHU is especially known for its rich cultural heritage which helps imbibe human values.

My campus placement was in Infosys as a software developer and since they took 110 people, it felt like going back to campus. But after that, I got a big leap as I joined Oracle as their product manager. There were very few product managers in

the country at that time since in India the larger corporate culture focuses less on innovation creation and more on sales and marketing. I wrote a few white papers covering AWS, JAVA etc. I still get emails and calls which ask me 'how did I do this, what was my learning' etc and it's humbling how that work is being read and is still relevant.

I soon felt the need for formal education to achieve more holistic growth. I joined XLRI. I was the only girl to be a part of the placement committee there. Placing such a diverse set of people ranging from 5 to 20 years of experience was a huge responsibility. Some of them had kids while some were from an army background. Yet they all showed remarkable conviction. Since landing a job is a very sensitive thing for people, we had to treat it with due respect.

After working for a few years, I



went ahead to pursue my PhD. in IIT. It was an uphill journey as I had to unlearn a lot of things. But I had a clear conviction of my objectives which made the journey much easier. In fact, I was only the second girl on that campus to score a 9.75.

From there to IIM Lucknow, it has been a humbling journey. I love the greenery of the campus. Especially the fact that it is more natural than made up. This peaceful environment helps me reflect on my life. It's a very supportive and cohesive environment which enables me to become a better teacher and researcher day by day.

## Upcoming faculty highlights



**Priyatam Anurag**  
ASSISTANT PROFESSOR  
Strategic Management



**Shubhda Arora**  
ASSISTANT PROFESSOR  
Communication



**Dipti Gupta**  
VISITING ASSISTANT PROFESSOR  
Business Sustainability



**Kushankur Dey**  
ASSISTANT PROFESSOR  
Agribusiness Management



# Papers

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**Conference:** Academy for Global Business Advancement (AGBA) 16th Annual World Conference, July 02-04, 2019, IIT Delhi

**Paper:** Moderating Influence of Group Diversity on Motives of Strategic Alliances and Internationalization: A Longitudinal Study of Indian Business Groups

The paper was awarded "Best Paper Award"

**Authors:** Divya Mishra & Amita Mital Indian Institute of Management, Lucknow

**Abstract:** Business groups (BGs) are a dominant organizational form in business landscape of emerging economies, especially in Asia. They are increasingly forming strategic alliances to facilitate international expansion. In the past decade the knowledge of internationalization and performance of BGs, have significantly gained traction in scholarly conversations but research at the interface of their strategic alliances and internationalization is conspicuously scant. This paper seeks to reconcile resource-based view and institutional perspective to underline how BG diversity influences the alliance motive – internationalization relationship by conducting empirical analysis at the level of BGs. Based on theoretical arguments it hypothesizes that for technology seeking alliances BG diversity has a positive moderating effect on the degree of internationalization and for market seeking alliances group diversity has a negative moderating effect on the degree of internationalization. On an average there are at least 5 firms affiliated with a BG functioning in different two-digit SIC industries. Findings suggest that different level of BG diversity has a differential impact on the alliance motive– internationalization relationship for technology seeking and market seeking alliances. Findings contribute to the business group literature by unraveling effect of alliance motives on the BG's internationalization being contingent on the dominant characteristic of the business group like group diversity.

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**Conference:** Southern Management Association October 8-12, 2019, Norfolk Virginia (US)

**Paper:** Divergent and Convergent Effects of Business Group Affiliation on Firm Performance in International Strategic Alliances

**Authors:** Divya Mishra & Amita Mital Indian Institute of Management, Lucknow,

**Abstract:** India Business groups (BGs), a prevalent organizational form in many economies are exhibiting evolutionary fitness and are no longer considered an organizational anomaly. We extend the traditional debate around strategy-structure-performance paradigm by assessing differential performance effects of BG affiliation in dichotomous international strategic alliance (ISA) formation choices. This study integrates the resource-based view and institutional perspective to explore the performance consequences of a firm's alliance formation choices: alliance scope, alliance governance structure, and alliance orientation by examining the interactions of BG affiliation, partner complementarity, and institution evolution. The integrative framework suggests a shift from divergence to convergence in the performance of BG and non-BG firms forming ISAs when partner complementarity and institutional evolution shifts from lower to the higher end of the spectrum. Contrasting the effect of different ISA choices on firm's performance the hypotheses were developed and tested on a panel dataset of 1816 ISAs formed by both BG and nonBG firms over a span of 19 years. Findings suggest that the influence of BG affiliation on firm's performance is more pronounced when alliance scope is broader, the alliance governance structure is contractual and alliance orientation is exploratory and that this divergence of BG effect weakens as the alliance partner's complementarity increases and institutions evolve in the economy.

**Author:** Sharma, Chandan.

**Paper:** Inequality of Opportunity and Economic Performance: Empirical Evidence from Indian States. *Economic Issues*, 23(1). (2018)

**Abstract:** This study tests the effects of inequality of opportunity on the economic performance of Indian states. This is the first such attempt using Indian data, and the case is relevant because Indian society is divided into different castes and religious groups. Using two rounds of employment survey data conducted from the National Sample Survey (NSS), a state-level analysis is performed. The paper employs the recently-developed method proposed by Ferreira and Gignoux (2011), and computes a state-level analysis of inequality of opportunity in income due to caste, religion and gender. Results suggest that there is wide heterogeneity among Indian states in inequality of opportunity. Models overcoming the endogeneity problem in the estimation confirm the effects of inequality of opportunity on economic performance. Specifically, the results of the analysis suggest that the impact is negative and moderate on per capita income. These findings validate the theoretical argument that a greater equity of opportunities leads to enhanced productivity and efficiency. Conversely, a high level of inequality of opportunity in the job market is likely to hurt economic performance.

JEL Classification: D31, D63, J15, O15, O40

Keywords: Income inequality, inequality of opportunity, economic performance, caste, religion

[http://www.economicissues.org.uk/Files/2018/118\\_sharma.pdf?LMCL=p1PcUc](http://www.economicissues.org.uk/Files/2018/118_sharma.pdf?LMCL=p1PcUc)

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**Author:** Sharma, Chandan

**Paper:** Effects of R&D and foreign technology transfer on productivity and innovation: an enterprises-level evidence from Bangladesh. *Asian Journal of Technology Innovation*, 27(1), 46-70. (2019).

**Abstract:** This paper examines the effects of in-house Research and Development (R&D) efforts and access of foreign technology on productivity and innovation for the Bangladeshi manufacturing firms. The Bangladesh case is important because its manufacturing sector has performed stunningly well in recent years. At the first stage of analysis, we apply the Kernel density technique, which indicates that firms of R&D and foreign technology acquirers perform better in productivity. Subsequently, a more comprehensive regression analysis confirms that R&D firms have a total factor productivity (TFP) superiority; however, it is not very sizable. While the use of foreign technology has a larger effect on TFP, some results also indicate that there is a substitutive relationship between in-house R&D and technology transfer activities. Our results further point out that firms which engaged in both activities, R&D and foreign technology transfer, have a lesser labour productivity. Our results on product innovation also provide some important insights. Specifically, the estimated elasticity suggests that firms that engage in R&D have around 0.30 higher probability of product innovation. But, the effects of foreign technology on product innovation could not be established. We also test the effect of R&D capital and intensity on innovation. Both are not found to be crucial implying that the dynamic effect of R&D is not working for product innovation activities. Keywords: Productivity, R&D, technology transfer, product innovation

JEL Classification: O30, D24, F23

<https://doi.org/10.1080/19761597.2019.1597634>



**Paper:** Role of Flourishing and Goal Orientation in the Link between Mindfulness and Engagement

**Authors:** Pushpendra Priyadarshi, Rajesh Premchandran

**Published On:** 2019/7/18

**Journal:** Academy of Management Proceedings Volume 2019 Issue 1

**Publisher:** Academy of Management

**Abstract:** This study examines the mediating roles of psychological flourishing in the relationship between mindfulness and engagement and establishes an important pathway towards achieving engagement, a key outcome studied by organisational psychologists. In addition, the moderating role of goal orientation in this mediating relationship was explored. Data from 457 post-graduate students were analysed using structural equation modelling. Results supported a mediating effect for flourishing on the relationship between mindfulness and engagement. Additionally, goal orientation moderated this mediation effect. The findings reveal an interesting mechanism underlying how mindfulness influences outcome and suggest important implications for future research.

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**Authors:** Shuvabrata Chakraborty and Samir K Srivastava

**Journal:** A Novel Approach to Understanding Delhi's Complex Air Pollution Problem, Economic and Political Weekly, Volume 54, No. 36 2019, pp. 32 - 39.

**Abstract:** With rising concerns about the steep increase in air pollution in the National Capital Territory of Delhi, several factors—particularly motorised transportation, construction, and stubble burning in neighbouring states—are being identified as contributing to this hazard. However, in order to make effective policy decisions, there is a need for a holistic approach that identifies the root causes of the problem. The use of system dynamics simulation offers a novel systems thinking approach to understand Delhi's air pollution, taking into account the dynamic nature of the air pollution system as well as the complex interdependencies among the various factors and sources of air pollution.

<https://www.epw.in/journal/2019/36/special-articles/novel-approach-understanding-delhis-complex-air.html>





# IMians Pull up a healthy cause



Just like every year, the foundation day celebrations at the Indian Institute of Management, Lucknow, were quite grand. Apart from a series of events that were organised on the occasion, the most anticipated one remained the cross country race on the campus.

And interestingly, this time it was not just the IMians participating in the event, but we also saw active participation by the employees. Many employees, not being deterred by their age, were seen not only participating in the race but also winning it.

Among the men, Milan Gupta secured the first position, while Manish Manohar and Abhishek Kumar secured second and third positions, respectively. Among the women, Divya Tripathi stood first in the race, while Bhawana Priya and Paridhi Babukhandi secured second and third positions, respectively.

"Health is wealth. A healthy lifestyle is a ne-



# गरीब सवर्णों की इंट्री को हरी झंडी

## GOOD NEWS

आईआईएम ने 35वां स्थापना दिवस धूमधाम से आयोजित

पौधरोपण कर कार्यक्रम की शुरुआत की

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**LUCKNOW (27 July):** इंडियन इंस्टीट्यूट ऑफ मैनेजमेंट में थसंडे को 35वां स्थापना दिवस कैम्पस में धूमधाम से मनाया गया. आईआईएम लखनऊ को स्थापना 27 जुलाई 1984 को हुई थी. तब से लेकर आज तक आईआईएम सफलता के नए कीर्तिमान गढ़ता आ रहा है. 20 जुलाई से शुरू हुए प्रोग्राम में आईआईएम के शिक्षकों, छात्रों और कर्मचारियों व उनके परिवार के लोगों ने खेल कूद प्रतियोगिताओं जैसे पावर लिफ्टिंग, डेडलिफ्ट, बेंच प्रेस, स्नूकर, स्क्वैज, टेबल टेनिस, बिलियर्ड्स और बैडमिंटन व क्रॉस कंट्री रेस में बढ़चढ़ कर हिस्सा लिया.

पौधरोपण से शुरुआत



पौधा लगाकर किया प्रोग्राम का शुभारंभ.

### सांस्कृतिक संध्या में धमाल

इस मौके पर कल्चरल प्रोग्राम भी हुए, जिसमें छात्रों ने धमाकेदार प्रस्तुतियां दी. सांस्कृतिक संध्या की शुरुआत डांस कंटीनस संग हुई, जिसमें बॉलीवुड सॉन्ग से लेकर क्लासिकल संगीत पर छात्रों ने अमनी प्रस्तुतियां दी. इसी बीच युग डांस भी हुआ जिसमें रिथम डांस और क्लासिकल संगीत पर अच्युति प्रस्तुतियां शामिल रही. वही शाम को विभिन्न प्रतियोगिताओं के विजेताओं को सम्मनित भी

**10 फीसद रिजर्वेशन**

**LUCKNOW:** गरीब सवर्णों का भी आईआईएम लखनऊ में पढ़ने का सपना पूरा होगा. इसके लिए संस्थान प्रशासन ने सीट बढ़ाव की घोषणा की है. स्टूडेंट्स को यह लाभ अगले सेशन से मिलेगा. स्थापना दिवस पर संस्थान की निदेशक प्रो. अर्चना शुक्ला ने कैम्पस में पौधरोपण करने के बाद गरीब सवर्ण आरक्षण संस्थान में लागू करने का दावा किया. इस अवसर पर उन्होंने कहा, 'सीटों में बढ़ोतरी की जाएगी. गरीब सवर्ण स्टूडेंट्स को 10 फीसद आरक्षण का लाभ नए शैक्षिक सेशन से मिलने की उम्मीद है. उन्होंने कहा कि अगले तैमन महीने में गरीब सवर्ण आरक्षण के लिए इंग्रुप स्टूडेंट्स और जरूरी चीजों का इंतजाम किया जाएगा.

# आईआईएम में बढ़ेंगी छात्रों को मिलने वाली सुविधाएं

लखनऊ | वरिष्ठ संवाददाता

आईआईएम लखनऊ में छात्रों को मिलने वाली सुविधाओं में इजाफा होगा। इसके लिए आईआईएम लखनऊ और केन्द्रीय लोक निर्माण विभाग के बीच करार हुआ है।

आईआईएम लखनऊ की ओर से निदेशक प्रो. अर्चना शुक्ला और सीपीडीब्ल्यूडी की ओर से सीई

- आईआईएम व सीपीडीब्ल्यूडी के बीच हुआ करार
  - नए सत्र से छात्र-छात्राओं को सुविधाओं का लाभ मिलेगा
- ओर से गरीब सवर्णों के आरक्षण की व्यवस्था लागू की है। आईआईएम लखनऊ भी सत्र 2020 से इसे लागू करने जा रहा है। जानकारों की मानें तो,



**पर्यटन व्यवसाय पर अब आईआईएम की निगाहें**

शाईलैंड की तरह डोमेस्टिक टूरिज्म को बढ़ावा देने की कोशिश

पुस्तक विषय: पर्यटन

विद्यार्थियों से भरे हमारे देश में ऐसा क्या नहीं है, जिसके चलते पर्यटन को लेकर शाईलैंड से पिछड़े और पिछड़ते चले जायें। देश से ही सही, अखिर ऐसा क्यों हुआ? यह पता लगाने के साथ-साथ भारतीय प्रबंधन संस्थान (आईआईएम) पर्यटन क्षेत्र को बढ़ावा देने के लिए नया कोर्स शुरू करेगा। इस मकसद के साथ ताकि शाईलैंड जैसे देशों की तरह भारत के पर्यटन को भी विपन्नता से बचाया जा सके। कोर्स में भारत से इतनी बड़ी संख्या के सिस्टररिज्म अकादमिक्स से होंगे। उसके बाद लखनऊ को इस कर्से से जोड़ा जाएगा।

पिछले दिनों केंद्र सरकार के जारी आंकड़ों ने भारत के पर्यटन क्षेत्र की बढ़ती तयारी को दिखाया था। देश की प्राकृतिक छटा को खोजकर जून 2019 में ही करार करीब एक लाख 80 हजार

वर्ष खिंचे जा रहे हैं।

वर्षों से हमारे लिए नज़ीर : आकाशवाणी लखनऊ के प्रोफेसर डीडी गुप्ता कहते हैं कि 'वाकई शोध का विषय है। महज एक माह में भारत से इतनी बड़ी संख्या में लोग शाईलैंड पहुंचे तो भौगोलिक दृष्टि से विश्व का आठवां सबसे बड़ा देश क्यों पिछड़ा है? वो भी तब, जब हमारे पास प्रकृति का बड़ा खजाना है, दर्शनयोग्य स्थल हैं। हा तब का मौसम है। यह कहते हैं कि सिर्फ जलवायु केन्द्र प्रबंधन और सुविधाएं विकसित करने में ही नहीं ध्यान देना, अर्थव्यवस्था में

सदस्यों पैलन बना है। इसमें एक सदस्य आस्ट्रेलिया, दूसरे इंग्लैंड, तीसरा है खुद है। यह बताते हैं, पर्यटन व्यवसाय को हमारे शैक्षणिक संस्थानों ने गंभीरता से नहीं लिया। कुछ इंस्टीट्यूट नाममात्र को कोर्स चला रहे हैं। एकमात्र इंस्टीट्यूट ऑफ टूरिज्म एंड मैनेजमेंट आईआईएम लखनऊ में संचालित प्रत्येक वर्ष ग्यालिब्रिटर और भी संचालित प्रत्येक वर्ष का रूशन टिकटिंग, ट्रेवल आदि पर करता है। आकाशवाणी का कार्यक्रम विस्तारयोग्य होगा।

भारत से करीब 1483 मील दूर

# IIM Lucknow goes green for its Foundation Day

**AKASH.WADHWA@TIMESGROUP.COM**

Indian Institute of Management (IIM), Lucknow, recently celebrated its 35th Foundation Day. It was exactly 35 years back on July 27 that the foundation stone was laid for the institution.

To mark the special day, a tree plantation drive was held in the morning on campus in which more than 200 trees with medicinal properties, including Neem, Jamun and Mahuwa, were planted. The drive was started by Dr Archana Shukla, the Director of the institute, who planted a Neem sapling on campus. Others, including the faculty, staff and students also joined in and went on to plant

**SAVING THE ENVIRONMENT IS THE MOST IMPORTANT AGENDA TODAY, GLOBALLY. IIM LUCKNOW HAS ALWAYS BELIEVED IN FOCUSING ON SAVING THE ENVIRONMENT, BE IT CREATING AND MAINTAINING THE GREEN COVER OR RECYCLING OF WATER OR RAINWATER HARVESTING**

# गरीब इस्टीट्यूट में लगी थी आईआईएम लखनऊ का पहला क्लास

आईआईएम-एल ने पूरे किए स्थापना के 35 साल, 27 विद्यार्थियों से 1985 में शुरु हुआ था पहला बैच, आज 1500 छात्र कर रहे पढ़ाई

## स्थापना दिवस पर पौधरोपण व क्रॉस कंट्री रेस का आयोजन



लखनऊ। संस्थान के स्थापना दिवस समारोह की शुरुआत 20 जुलाई से हुई और शनिवार को पौधरोपण, क्रॉस कंट्री दौड़ व सांस्कृतिक संध्या का आयोजन हुआ। सुबह निदेशिका प्रो. अर्चना शुक्ला ने शिक्षकों, कर्मचारियों व विद्यार्थियों के साथ परिसर



# IIM Lucknow goes green!

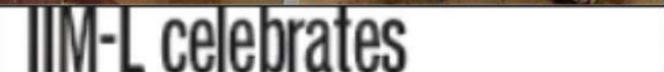


**...CONTINUED FROM PAGE 1**

Speaking about the drive, Dr. Archana Shukla, said, "Saving the environment is the most important agenda today globally. IIM Lucknow has always been focused on saving the environment, be it creating and maintaining the green cover or recycling of water or rainwater harvesting. This drive had a specific reason too. Since in the coming three months, IIM Lucknow would be focusing on infrastructure development, a necessity to cater to future infrastructure requirements. This drive was compensatory plantation to minimise the effect of construction in the coming months."

She added that the institute plans to focus on creating exclusive areas for medicinal plants to create awareness for the same as well as a step towards conservation.

— Akash, Wadhwa  
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## IIM-L celebrates foundation week

**LUCKNOW:** The Indian Institute of Management (IIM), Lucknow celebrated its 35th foundation day this week. The foundation stone of the institute was laid on July 27, 1984. The festivities started from July 20, with various sporting events for the entire IIM-L fraternity, comprising students, employees and their families.

On Saturday, the staff planted more than 200 medicinal trees on the campus.

# बटलर पलस म खुला आइआइएम कपुरथला में लगी थी पहली क्लस

स्थापना दिवस : 35 बरस में आइआइएम ने दिए 6600 मैनेजमेंट गुरु

27 विद्यार्थियों से हुई थी शुरुआत अब 479

**जागरण संवाददाता, लखनऊ :** आइआइएम लखनऊ अब 35 बरस को हो गया है। गजधानी के बटलर पलस, कपुरथला से शुरू हुआ उसका सफर रिंग रोड पहुंच गया है। इस दरम्यान हजारों मैनेजमेंट 'गुरु' तैयार किए, जिन्होंने देश-दुनिया में संस्थान की धकक जमाई। भारतीय प्रबंधन संस्थान लखनऊ (आइआइएमएल) ने शनिवार को अपना 35वां स्थापना दिवस मनाया। सुबह निदेशक प्रो. अर्चना शुकला ने पौधरोपण किया तो दोपहर बाद क्रिस कंट्री रेस हुई। शाम को सांस्कृतिक कार्यक्रम हुए। शिक्षक व छात्र संस्थान के गौरवशाली अतीत से रूबरू हुए। सीमित संसाधनों से शुरू हुए संस्थान ने कुछ ही वर्षों में सफलता के नए सोपान हासिल किए। ऐसे में गौरवशाली गाथा सुन पढ़ाई कर रहे छात्रों की भी फकर हुआ। आइआइएम लखनऊ बनाने का निर्णय वर्ष 1982 में हुआ। वहीं 27 जुलाई



स्थापना दिवस के मौके पर आइआइएम में हुआ पौधरोपण

**ईजीनियरिंग छात्रों का रुझान :** आइआइएम ने अब तक 6600 मैनेजमेंट गुरु तैयार किए हैं। मार्च 2019 में हुए दीक्षा समारोह में कुल 682 लोगों को प्रबंधन कोर्स के प्रमाणपत्र प्रदान किए गए। इसमें 65 फीसद विद्यार्थी इंजीनियरिंग के हैं।

**पहले किराये का भवन, अब 200 एकड़ का कैम्पस :** वर्ष 1984 में आइआइएम लखनऊ का अस्थाई कैम्पस बटलर पलस में खोला गया। वहां इंडियन काउंसिल ऑफ फिलॉसॉफिकल रिसर्च के भवन में आइआइएम का प्रारंभिक कार्य शुरू हुआ था।

कपुरथला स्थित गिरी इंस्टीट्यूट में पहली क्लस 1985 में बनी। पहले वेब में 27 स्टूडेंट थे। वहीं अब 406 पीजीपी व 73 पीजीपी एबीएम के स्टूडेंट हैं। इनके लिए स्टैंडर्ड क्लस रूम के साथ-साथ फटन-पाठन की विश्वस्तरीय संसाधन उपलब्ध हैं।

इसके बाद 1987 में आइआइएम रोड पर संस्थान को जमीन मिली। वहीं 1991 में 200 एकड़ के कैम्पस में आइआइएम को शिफ्ट किया गया। इसका एक कैम्पस नोएडा में भी खोला गया है।

**क्लॉक होटल में पहला दीक्ष समारोह :** आइआइएम लखनऊ

# 'Improve law and order for more investment'

## IIM-L Dons' Lessons To JP Ministers

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**Lucknow:** The Indian Institute of Management, Lucknow on Sunday laid out a road map for the UP government to turn the state into a \$1 trillion dollar economy, months after Prime Minister Narendra Modi set an ambitious target at an investors' meet here.

The roadmap was laid out over a marathon 10-hour session on leadership development on the IIM-L campus. The theme was raised at a presentation made by Prof. Sanjay Singh, a faculty in Business Environment, during his deliberation on the economic context at global level, national level and that of the state level.

The presentation also dwelt on comparison of UP with four states in India on key



CM Yogi Adityanath at leadership development programme 'Mantra' for members of his cabinet at IIM Lucknow on Sunday

## When CM & his men turned students

It was a special class at IIM Lucknow on a Sunday, with CM Yogi Adityanath and his ministers being the students. The usual practice adopted by teachers in classrooms was followed during the session. P3

## 'Humility key to good governance'

Humility and simplicity are the key mantras suggested by IIM-L prof to the state government for proper implementation of policies ensuring their benefits reach the last person in society. P3

parameters. IIM-L director Archana Shukla said that UP happens to be the spine of the country. "Development of UP would strengthen the country as a whole," she said, adding that pe-

ople have great expectations from politicians and the programme would help achieve this.

► Agri growth, P 3

# Class of 2021: IIMs Raise the Bar on Gender Diversity

Top B-schools enrol highest number of female students for flagship course; overall percentage of women rises to 33.5% this year

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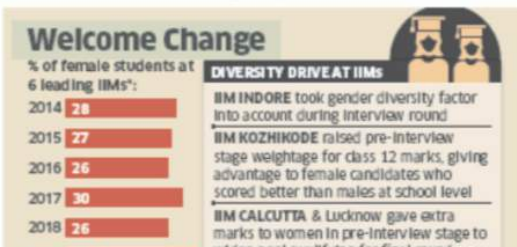
New Delhi: The incoming class of 2021 at the Indian Institutes of Management (IIMs) has set a new gender diversity benchmark for the flagship, two-year MBA programme. Most of the leading IIMs — Bangalore, Calcutta, Kozhikode, Indore and Lucknow — have admitted the highest ever number of female students this year.

According to data provided by the institutes, the business schools

497). The exception is top-ranked IIM Ahmedabad, where it's dipped to 24% (93 of 388) from 26% last year.

This takes the overall percentage of women at the top six IIMs to 33.5%, up from 26% last year. Recruiters are heartened by the trend.

"When we find more women in classrooms at B-schools, we get very excited," said Anu Madgavkar, partner, McKinsey Global Institute. "This is because the so-called 'glass ceiling' problem in Corporate and business schools is



dates. This has borne good results for us," said Himanshu Rai, director, IIM Indore.

IIM Kozhikode increased the pre-interview stage weightage for class 12 marks, while retaining the importance accorded to academic diversity.

"Increased importance of essay writing at the interview stage along with the supernumerary addition of 60 female candidates has also contributed positively to the increase in gender diversity at IIMK," said Shubhasis Dey,

decision of IIML board to improve diversity in our postgraduate programme classrooms, especially with regards to gender," said IIM Lucknow spokesperson in an email. IIM Lucknow has given extra marks for women in order to ensure a healthy gender mix in the batch.

IIM Ahmedabad, where the percentage of women has marginally declined, does not have any weightage in place for women.

"We are conscious of the efficacy of increasing the pe-



# Indian Institute of Management Lucknow

## MDPs held during July-September 2019

S.No.	Programme Title	Programme Director(s)	Dates	Venue
1	Leadership Development	Prof. Pushpendra Priyadarshi	July 1-3, 2019	Lucknow
2	Total Quality Management for the Executives of CPSEs/SLPEs	Prof. Sushil Kumar (OM) & Prof. O S Vaidya	July 1-5, 2019	Lucknow
3	Advanced Management Programme in association with BSE Institute	Prof. K G Sahadevan & Prof. Seshadev Sahoo	July 5-14, 2019	Lucknow
4	Certificate Programme in Business Analytiks for Executives - CPBAE9 (3rd on-campus module)	Prof. Gaurav Garg & Prof. Alok Dixit	July 6-13, 2019	Lucknow
5	Sales and Distribution Management Excellence in Indian Markets	Prof. Rajesh K Aithal	July 10-13, 2019	Lucknow
6	One-year Part-time General Management Programme for the Executives (GMPE17 - 4th on-campus module)	Prof. Neeraj Dwivedi & Prof. Debdatta Pal	July 13-20, 2019	Lucknow
7	Managing Start-up Incubation and Ecosystem for AKTU affiliated College Faculty	Prof. Sabyasachi Sinha & Prof. Prakah Singh	July 14-18, 2019	Lucknow
8	Agribusiness Management for the Executives of Food Corporation of India	Prof. Sanjeev Kapoor	July 15-20, 2019	Lucknow
9	International Training Programme on the World Bank's New Procurement Framework	Prof. Amit Agrahari & Prof. Samir K Srivastava	July 15-26, 2019	Lucknow
10	Negotiation & Persuasion Skills	Prof. Pushpendra Priyadarshi	July 22-24, 2019	Lucknow
11	Achieving Sales Leadership & Design Thinking Workshop for Middle Level Sales Managers	Prof. Prem P Dewani	July 22-26, 2019	Lucknow
12	Leadership Development Program - साधक for the E7 level Executives of Airports Authority of India	Prof. D Tripathi Rao & Prof. Ajay K Garg	July 22-26, 2019	Lucknow
13	MCTP for IRS (Direct Tax) Officers, Phase I, Group II	Prof. Ashutosh K Sinha & Prof. Vikas Srivastava	July 22 - August 16, 2019	Lucknow
14	24 Week General Management Program for Defence Officers	Neerja Pande & Prof Ashish D	July 22, 2019- Janaury 03, 2019	Noida
15	Strategic Business Communication for the Leaders of Hero Motocorp Ltd.	Prof. Neerja Pande	July 23, 2019	Gurgaon
16	Strategic Business Communication for the Leaders of Hero Motocorp Ltd.	Prof. Neerja Pande	July 26, 2019	Gurgaon
17	Overcoming Managerial Challenges through Creative Thinking	Prof. Sushil Kumar (OM)	July 29 - August 2, 2019	Lucknow
18	General Management Programme on Entrepreneurship Development for the Young existing MSE Entrepreneurs	Prof. Neerja Pande & Prof. Ashish Dubey	July 29 - August 9, 2019	Noida
19	Developing Leadership Excellence in Women Executives	Prof. Neerja Pande	August 5-7, 2019	Noida
20	Project Saksham: Leadership Development Programme for the Executives of Indian Oil Corporation Ltd.	Prof. Prem P Dewani & Prof. Suresh K Jakhar	August 5-10, 2019	Lucknow
21	Change Management Programme for the Executives of Bharat Electronics Ltd.	Prof. D Tripathi Rao & Prof. Nishant Uppal	August 5-10, 2019	Lucknow
22	General Management Programme for the Executives of Rategain Travel Technologies Ltd.	Prof. Anita Goyal & Prof. Kaushik Ranjan Bandyopadhyay	August 10, 2019 - January 5, 2020	Noida
23	One-year Part-time General Management Programme for the Executives (GMPE18, Group I, 1st on-campus module)	Prof. O S Vaidya & Prof. Madhumita Chakraborty	August 17, 2019 - July 12, 2020	Lucknow
24	One-year Part-time General Management Programme for the Executives (GMPE18, Group II, 1st on-campus module)	Prof. Abhijit Bhattacharya & Prof. Alok Dixit	August 17, 2019 - July 12, 2020	Lucknow
25	Supply Chain Analytics	Prof. S Venkataramanaiah	August 19-21, 2019	Noida
26	Customer Relationship Management for the Executives of Life Insurance Corporation of India	Prof. Devashish Das Gupta	August 19-22, 2019	Lucknow



27	General Management Programme for the Executives of NTPC Ltd.	Prof. Neeraj Dwivedi & Prof. Ajay Garg	August 19-30, 2019	Lucknow
28	Digital Marketing	Prof. Moutusy Maity	August 21-25, 2019	Noida
29	Managing Self for Leadership Excellence	Prof. Pankaj Kumar	August 26-28, 2019	Lucknow
30	Creativity and Innovation for Sustainable Business Performance for the executives of NHPC Ltd.	Prof. Sushil Kumar (BS)	August 26-30, 2019	Lucknow
31	Effective Communication for Managerial Success for the faculty members of AKTU affiliated engineering colleges	Prof. Neerja Pande	August 30 - September 1, 2019	Noida
32	Negotiating your Ways to Success for the executives of NHPC Ltd.	Prof. Pushpendra Priyadarshi	September 2-6, 2019	Lucknow
33	Impact Assessment of Agricultural and Rural Development Programs	Prof. Sanjeev Kapoor	September 2-6, 2019	Lucknow
34	MCTP Phase I (4th course) for the IFS Officers	Prof. Sushil Kumar (BS) & Prof. Pankaj Kumar	September 2-7, 2019	Lucknow
35	Design Thinking for Strategy and Innovation for the AKTU affiliated engineering college faculty members	Prof. Sabyasachi Sinha	September 6-8, 2019	Lucknow
36	General Management Programme for the Executives of HPCL	Prof. S Venkataramanaiah & Prof. Moutusy Maity	September 7, 2019	Lucknow
37	Manthan - programme for U P Ministers	Prof. Archana Shukla	September 8, 2019, September 15, 2019 & September 22, 2019	Lucknow
38	MCTP for IRS (Direct Tax) Officers, Phase I, Group III	Prof. D Tripathi Rao & Prof. Ajay K Garg	September 9 - October 4, 2019	Lucknow
39	Coaching and Mentoring for Effective Leadership for the AKTU affiliated engineering college faculty members	Prof. Pankaj Kumar & Prof. Pushpenbdra Priyadarshi	September 13-15, 2019	Lucknow
40	Strategic Thinking and Leadership	Prof. Neeraj Dwivedi	September 18-21, 2019	Lucknow
41	Executive Certificate Programme in Management - Business Entrepreneurship (in association with Safeducate Learning Pvt. Ltd.) 2nd on-campus module	Prof. Ajay K Garg & Prof. Sabyasachi Sinha	September 21-23, 2019	Lucknow
42	Effective Communication for Managerial Success	Prof. Neerja Pande	September 23-25, 2019	Noida
43	Project Saksham: Leadership Development Programme for the Executives of Indian Oil Corporation Ltd.	Prof. Prem P Dewani or Prof. Suresh K Jakhar	September 23-28, 2019	Lucknow