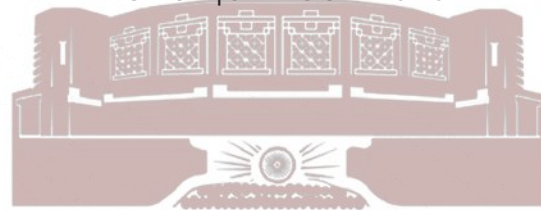


SAMAVAYA

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From Media's Desk

The Media and Communication Cell of IIM Lucknow is glad to present another edition of the 'Samavaya' with highlights of the last two quarters. As the institute took on new challenges, adapting to the new normal, the enthusiasm, events and celebrations remained the same. In this edition, we aim to bring together our IIM Lucknow committee to cherish the initiatives and accomplishments undertaken over the last few months.

COVERING :

- NIRF Ranking
- Events
- Alum in Focus
- Retiring Faculty in Highlight
- Research Papers
- MDP Calendar



IIM LUCKNOW RETAINS 4TH POSITION IN PRESTIGIOUS NIRF RANKING



IIM Lucknow proves **unfailing commitment** towards excellence in management education

NIRF Management Ranking 2020 has been e-released on June 11, 2020 at 12 Noon by Hon'ble Minister of HRD Shri Ramesh Pokhriyal 'Nishank'. This year about 3800 institutes applied for the rankings.

Indian Institute of Management Lucknow is proud to announce that it has

retained the 4th place amongst all management schools in the prestigious NIRF 2020 rankings. This year IIM Lucknow has significantly improved its scores compared to last year in all the criteria.

The overall rank is based on, teaching learning and resources, research and professional practice, graduation outcomes,,

outreach and inclusivity and peer perception. This is yet another proof of our unfailing commitment towards excellence in management education and we are committed towards taking IIM Lucknow to even greater heights in the coming year.

Inauguration of 13th batch of One year MBA - International Programme in Management for Executives (IPMX)

The inauguration of the 13th batch of One year MBA, called International Programme in Management for Executives (IPMX) took place online on 11th May 2020. The event was marked by the august presence of the Institute's Director - Prof. Dr. Archana



Shukla, IPMX Chair - Prof. Chandan Sharma, & the entire team of professors, followed by the lamp lighting ceremony. Distinguished alumni

Mr. Abhishek Mathur (MD, Deloitte) and Mr. Mayank Agarwal (Sr. Regional Manager, Uber) shared their experiences with the incoming cohort.

In the program's inaugural address, Prof. Dr. Archana Shukla, Director IIM Lucknow, emphasized the need for management education during these unprecedented situations and urged the students to be a part of the change that the world is slated to witness.

The distinguished alumni further fueled the vigor of the cohort by rejoicing in their experiences. They reinforced the importance of unity and collaboration and emphasized on how integral peers are in their short- and long-term life journey.

The induction ended with the program Chair ensuring the quality of the overall program and shared the way forward with respect to the course structure.

Finally, the students were greeted and congratulated by the outgoing IPMX '12 batch through a video, thereby making it memorable.

Celebrating Patriotism: Republic Day



The 71st Republic Day was celebrated in all its solemnity and grandeur on the campus grounds. The event started with the ceremonial hoisting of the Indian National Flag by our respected director Dr. Archana Shukla. The events and presentations by the institute family and students showcased the essence of uniqueness and diversity. Along with various other events, there were capturing performances by Abhivyakti and Random Walk. The melodious tune of the children of the staff and professors was spellbinding. The entire morning instilled a sense of pride for our nation and students left with the image of the bright tricolor.



Visit to Nai Asha & Medical Camp By Bhavishya

Team Bhavishya, on this republic day, organized a visit to Nai Asha home by the Ashirwad Trust, which provides shelter & education to the survivors of trafficking. The focus of the initiative is to

provide the girls with two year graduation programs, along with mentoring them on life and social skills, introducing spirituality in order to make them self-reliant and sustainable.



With the support of Dr. Hira Idnani, Dr. S.P.Singh, Dr. Pratiba Arya & 10+ external organizations, Bhavishya conducted an Internal Medical Camp to provide free medical services to the contract employees of various departments at IIML. The camp registered a footfall of over 165 employees.

Entrepreneurship Meet: E Summit

E Cell concluded its annual flagship event E Summit, a two-day entrepreneurship and business affair with a footfall of 500+ people from across the country, along with the presence of industry speakers Dr. Radhakrishnan Pillai, Dr. Anil Lamba. There were multiple workshops conducted on topics such as start-ups, cryptocurrency and fintech.



Skill Development Workshop: Samvit 2020



Industry Interaction Cell conducted a workshop for both IIM Lucknow and outside IIM Lucknow students. The workshop in their flagship event - Samvit held on 29th Feb, was on "Influence and Persuasion" with Rashmi Dutt, who uses a powerful action method in her work as an Organisation Development consultant and coach.

Republic Day Quiz by Forty Two

To celebrate the Republic Day, Forty Two, the literary club, conducted literary and fun events for the families of faculty and staff of IIM Lucknow in collaboration with the Employee Welfare Committee. Informal quiz was conducted for them, while card making, fashion and talent show for the kids.



Cultural Connect: Virasat 2020

Originating from the temples and moving into the royal courts, Indian classical music and dance evolved and imbibed deep into the minds of the people. However, with the changing times, the new generation Indians have been left bereft of the understanding of their own culture and heritage. The SPIC MACAY IIM Lucknow Chapter aims to keep alive the different cultural treasures of our country.

The Virasat series started with a puppetry(Kathputli) show by Kherati Ram Bhatt ji from Jaisalmer. This would be followed by the Kathakali dance from Kerala, heralded by Guru Sadanam Krishnankutty ji.

On day 2, the famous Warsi brothers would take us back to the royal Rampur Darbar, creating a mesmerising ambience with their Sufi music. The event would



conclude with the Santoor recital by Mr. Abhay Rustum Sopori, accompanied by Mr. Durjay Bhaumik and Mr. Rishi Upadhyay, on the tabla and pakhawaj respectively. Mr. Sopori is himself a youth icon for the people of Jammu and Kashmir and has revolutionised the cultural traditions to engage the youth.



Yearbook Launch & Scribbling Day

As the batch of 2020 reached closer to a new beginning, the Media and Communication Cell launched yearbook 2020. New memories were created and old ones were reminisced as the students wrote nostalgic testimonials, sang on the karaoke, and danced.

In line with the 'Memories' theme of the event, the students walked down a beautiful memory lane to cherish the several milestones that they accomplished together.



Hell Volleyball League

The Hell Volleyball League (HVL) was conducted from 2nd to 4th February, 2020 at IIM Lucknow. The league saw the participation of 120+ players from the Post Graduate Program (PGP), Agribusiness Management (ABM), Fellow Program in Management (FPM), Management Development Programme (MDP), General Management Programme for Defence Officers (DGMP) and the faculty.

The tournament saw some breathtaking skills and most of all, passion for the sport. The cheering from the supporters, the hilarious commentary on the sidelines, the music and the overall atmosphere indeed

created a festive mood. It saw active support of the alumni, who came for HVL. The DGMP students with their passion, dedication and discipline, truly inspired the students to put forward their best efforts.



Give Someone A Shot



The Blood Donation camp was organized by Bhavishya on 11th and 12th February, in collaboration with the health center and Dr RML Institute of Medical Sciences. It witnessed an overwhelming response from the IIML Community.



Women's day: Promo Run

The International Women's Day was celebrated by flagging off the Promo Run. Students, staff, faculty and their family participated in big numbers, making the evening energetic and refreshing. A fun Zumba session just before the session brought smiles to the faces of the participants followed by the 2.5K Run.



Alum in Focus: Shreya Sachdev

PGP Batch of 2015



When you look back at your life, you realize you end up exactly where you're meant to be. Shreya's journey from LSR to Head of Marketing & Strategy at Puma has been a testimonial to this. Starting from LSR, she graduated in literature, explored her passion for designing, pursued an MBA from IIM Lucknow, worked extensively in the FMCG sector at McKinsey, and is now at Puma putting to use the knowledge gained through all these cumulative experiences .

"After my MBA, if you had asked me the typical interview question, 'Where do you see yourself 5 years from now?',

I probably would not have guessed that life would come a full circle.

Fashion and design in the apparel space is something that has always excited me, even to the extent that I wished to pursue it as my undergraduate degree. However, things panned out differently back then. The culture and vibe at LSR intrigued me, and I decided to specialize in Literature. Even so, I didn't give up on my passion for design and took up a few internships in that field. It was during this time that I was able to delve deep into my interest and realize that it wasn't the designing aspect of fashion that drove me, it was rather the part of strategizing for a fashion-oriented business and leading a creative team.

With my newfound direction, I decided to pursue an MBA degree. I believe that turned out to be one of the best decisions for me. 2 years at IIM Lucknow helped me grow as a person, allowed me to explore my creative side as a part of team Manifest Varchasva, and most importantly taught me

how to deal with situations when your back is against the wall.

As for my career progression, I always went with my gut and it organically worked out well for me. Post IIM Lucknow, I had joined McKinsey as it allowed me to try various different things. Having had decided to make a shift, Puma fit like a puzzle piece in my scheme of things, and the role came naturally to me. I own around 100 pairs of shoes, so working for a company that makes shoes is a dream come true for me! Also, at the end of the day, it boils down to being happy with where you are. Getting to drive meaningful impact both creatively and strategically at Puma makes me feel fulfilled.

Traveling is another huge part of my life. There was a point where I used to travel every 2 months! It not only energizes me but also allows me to step back and reflect. Visiting various places, seeing how different people lead different lifestyles, helps me gain a lot of perspective. So, in the near future, I hope to be traveling again and as for the next 5 years, I believe that's a question no one can ever get right!"

Retiring faculty in highlight

Rajiv K Srivastava, Professor for Operations Management

Popularly known among his students as “Rocky”, Prof. R K Srivastava, is a multi-faceted personality. He’s a professor in the Operations Management area at IIM Lucknow, who is also passionate about rock music and reading fiction.

“We’re always in a rush while leading the corporate life, racing to catch the next local train at 7:50. One barely gets time to pause and reflect. After having had that lifestyle for around 6 years, I moved to academics. This had a dual benefit! Teaching is something that drove me intrinsically and I could tone down on my rushed lifestyle, while having the freedom to explore multiple roles through a single job.

I joined IIM Lucknow in 1990 when the institute was operating from a single building in the city campus. Within 5 days of joining, I found myself hitting the ground running and teaching my first elective class to a batch of around 15 students. The class was extremely enthusiastic and that being the first class I taught, always makes me cherish the intimate bond we shared.

Though at the time, the institute operated from a single building, we were a close-knit community. I remember students dropping by after class and during breaks just to casually chat about any topic, and this became one of the best parts of my day for me. Even now, mentoring students, guiding them in their career decisions, and interacting with them for research guidance projects is the most rewarding feeling for me.

During my time at IIM Lucknow, I have donned several hats, holding key positions, but for me, these are just a part of the job. The aspect that drives me the most is the electric energy I feel when I walk into a classroom full of students. The fulfilling feeling of engaging with students, and seeing the smile on their faces after a light-hearted joke is what matters to me.

Having been associated with IIM Lucknow for the last 30 years, I am glad to have been a part of its organic growth. One step at a time, our campus has grown from a single building to what it is today.



Surely, being at the campus is something I am going to miss, the vibe and ambience of campus life always keep me going.

As for the future, even after retiring, I am definitely going to continue to teach as long as it is physically possible. Further, with more time at hand, I would want to travel extensively. I also plan to meet my classmates from school and college, who I’ve been connecting with virtually during the last few months.

One last key takeaway for my students would be, to not get caught up in the grind, to discover themselves and be who they want to be!”

Published Papers

Conference Presentations:

Invited speaker for Symposium on environmental and climate initiatives of Indian railways and impact on carbon emission reduction organized by the Ministry of Environment, Forest and Climate Change (MoEFCC), Indira Paryavaran Bhavan, New Delhi on 28th Jan, 2020.

Authors: D. Gupta, A. Garg.

Paper: Energy-Environment-Economy implications of modal shift towards rail in India.

Keynote speaker for seminar on “Modal Shift :Implication of Transport Transitions In India Towards Sustainable Development Goals & Paris Climate Change Agreement” organized by IRISSET, Hyderabad on 13th June, 2020.

Invited Talk:

Data analytics to study public procurement performance (Co-presenter: Amit Agrahari), in the Workshop on Future of e-procurement in India, organized by The World Bank and Government of India at Lalit Hotel, New Delhi, February 12-13, 2020.

Author: D. Gupta, A. Garg.

Paper: Sustainable development and carbon neutrality: Integrated assessment of transport transitions in India. Transportation Research Part D: Transport and Environment, 85, 102474.

Abstract: Dependence on crude oil imports, high correlation with economic growth, and contribution to air pollution cause the transformations in transport sector in India to have significant ramifications. Moreover, these transitions are to be steered through the global and domestic sustainable development and carbon neutrality goals. In this paper, we determine the energy-environment-economy implications of transport sector dynamics by undertaking an integrated analysis using a novel methodological approach involving two main aspects: soft-coupling the IMACLIM-IND and AIM/Enduse models; and back-casting approach with long-term benchmarks. We examine four scenarios: business-as-usual (BAU), development first (DEVF), carbon neutrality (CNT) and synchronous (SYNCH). Our synchronous scenario pathway reduces the crude oil and natural gas imports by 68% for the year 2050 compared to 2012 in the BAU scenario, leading to foreign exchange saving of 5.8 trillion US\$ during 2013–2050. The envisioned transitions necessitate formulation of strategic policies which provide equitable access of transportation to all.

Author: Amit Karamchandani, Samir K Srivastava and Rajiv K Srivastava.

Paper: Perception-based model for analyzing the impact of Enterprise Blockchain adoption on SCM in the Indian service industry, *International Journal of Information Management*, Vol. 52, 2020, pp. 1-16. DOI: <https://doi.org/10.1016/j.ijinfomgt.2019.10.004>

Abstract: Permissioned blockchain utilized by any organization is commonly known as Enterprise Blockchain (EBC). EBC represents a popular investment option as an enterprise system in the service industry. This paper aims at analyzing the perception of EBC among practitioners in the service industry. As significant hype prevails about EBC usefulness in service industry, we examine if the perception of the usefulness of EBC among practitioners is borne out of knowledge of theoretical benefits of EBC, or is it borne out of the hype. A scale for measuring EBC benefits is developed. In order to test the hypothesized relationships, structural equation modelling (SEM) is used. We extend the concept of perceived usefulness from technology acceptance model for service supply chain management (SCM) and measure the perceived usefulness of EBC for six supply chain dimensions in the service industry. We examine if the service industry managers perceive EBC to be profitable based on the practical usefulness of EBC in various dimensions of service SCM. Moderating effects of 5 factors are analysed on relationships of our research model. This paper provides insights about the dimensions of service SCM, in which service industry practitioners perceive EBC to be useful and may contribute to increment in organization's profitability.

Authors: N. Uppal

Paper: What are you rating? Moderation effects of teachers' traitedness and students' agreeableness on curvilinear relationship between teachers' Dark Triad and student's rating of instructions. *Studies in Higher Education*.

Abstract: The current paper assessed the relationship between the Dark Triad Traits of the management teachers and the Students Rating of Instruction Quality. Furthermore, it also examined the moderating effects of the teachers' traitedness and the students' agreeableness on the above relationship. Using the data obtained from the teachers (n=202) and post-graduate students (n=604) of 19 elite management schools in India, the current paper has found a curvilinear relationship between the teachers' Dark Triad Traits and the Students Rating of Instruction Quality. Additionally, the results have revealed the moderating effects of the teachers' traitedness and the students' agreeableness. The implications of the findings in theory and practice have been discussed.

Keywords: Individual differences; teacher evaluation; management education; faculty performance; course experience

Author: Ankit , N. Uppal

Paper: How Machiavellianism engenders impression management motives: The role of social astuteness and networking ability. *Personality and Individual Difference*.

Abstract: The present study contributes to the literature on Machiavellianism by determining how Machiavellianism leads to impression management (IM) motives. Using a longitudinal survey design, we obtained data from 404 young professionals (Mage = 24.38 years; SDage = 1.72 years) and tested a mediation model where Machiavellianism associates with IM motives through social astuteness and networking ability. This empirical study contributes to the theory on Machiavellianism by providing preliminary evidence of the mediating effects of social astuteness and networking ability on the positive relationship between Machiavellianism and IM motives.

Keywords: Machiavellianism, Social astuteness, Networking ability, Impression management motives

Authors: N. Uppal

Paper: Mediating Effects of Person-Environment Fit on the Relationship between High Performance Human Resource Practices and Firm Performance. *International Journal of Manpower*.

Abstract: Purpose – Drawing on the interactionist approach and interest alignment theory, this study aims to examine the mediating effects of three dimensions of person environment fit – person–organisation fit, person–job fit and person–supervisor fit – on the relationship between high-performance human resource practices (HPHRP) and firm performance.

Design/methodology/approach – Survey data obtained from 3,014 employees of research and development units and 721 senior HR executives and top management team members belonging to 274 Indian-based pharmaceutical (and allied) firms is analysed to investigate a mediated pathway between HPHRP and firm performance. Findings – The findings of the current research established that HPHRP was positively and significantly related to person–organisation fit, person–job fit and person–supervisor fit, and this facilitates firm performance and curtails employee turnover.

Originality/value – The current work firmly establishes a link between human resource management with firm performance using an interactionist approach. Implications of the study to theory and practice are discussed.

Keywords: High performance human resource practices, Person–organization fit, Person–job fit, Person– supervisor fit, Firm performance

Author: S. Sekhar, N. Uppal & A. Shukla (2020).

Paper: Dispositional greed and its dark allies: An investigation among prospective managers. Personality and Individual Difference.

Abstract: Studies exploring dispositional greed have been lacking, which is surprising since the recent years have witnessed increased incidences of corporate misconduct attributed in principle to individual greed. Furthermore, recent studies have suggested the inclusion of greed in the dark triad of personality to gain an insightful view of deviant behavior. In this context, we present the first empirical examination of greed as part of the dark triad among 270 prospective corporate managers (Mage = 25.7 years; SDage = 3.2 years) currently pursuing post-graduation in business studies. Our results establish that greed is significantly correlated with the dark triad and shares the same antagonistic dark core as the triad. Besides, we provide the first evidence for an antagonistic link among the recently proposed “five factor model of personality disorder” meant to capture such malevolent tendencies, dark triad, and dispositional greed. In conclusion, the presence of a common antagonistic orientation is seen in greed, which binds it with the other dark traits.

Keywords: Greed, Dark triad, Antagonism, Dark core, Prospective managers

Authors: N. Uppal

Paper: CEO Narcissism, CEO Duality, and Firm Performance: An Empirical Investigation in the Auto Industry in India. European Business Review.

Abstract: Purpose – This study aims to investigate the relationship between Chief Executive Officer (CEO) narcissism and firm performance. Further, it examined the moderation effects of CEO duality and top management team (TMT) and board member agreeableness on the CEO narcissism–firm performance relationship.

Design/methodology/approach – The study is based on survey data from 373 CEOs in the automobile industry in India. The paper used mixed method research where CEO narcissism and TMT agreeableness has been measured using survey instruments, other data such as firm performance has been captured using secondary sources.

Findings – The study confirms that the relationship between CEO narcissism and firm performance is curvilinear, meaning that narcissism can positively impact firm performance to a point, but may become counter-productive or ineffective beyond that. Further, CEO duality and TMT and board member agreeableness significantly impact this relationship.

Originality/value – This paper fulfils an identified need to study how CEO behavior can affect variance in firm performance. The authors discuss theoretical and practical implications and offer suggestions for future research.

Keywords: CEO narcissism, CEO duality, TMT agreeableness, Firm performance, Upper echelons theory

MDP, Jan-Mar 2020

INDIAN INSTITUTE OF MANAGEMENT LUCKNOW



SHORT-TERM MANAGEMENT DEVELOPMENT PROGRAMME CALENDAR JANUARY – FEBRUARY 2020

S.NO.	PROGRAMME TITLE	DATES	VENUE
1	Agriculture Input Marketing	January 13-17, 2020	Lucknow
2	Developing Strategic Mindset	January 20-22, 2020	Noida
3	Finance for Decision Making (for Non-Finance Executives)	January 20-24, 2020	Lucknow
4	Sales and Distribution Management Excellence in Indian Markets	January 22-25, 2020	Lucknow
5	Design Thinking for Strategy and Innovation	January 28-31, 2020	Lucknow
6	Business Innovation through Design Thinking	January 29-31, 2020	Lucknow
7	Managerial Effectiveness	February 3-7, 2020	Noida
8	Project Management	February 3-7, 2020	Lucknow
9	Financial Analysis of Business for Decision Making	February 4-7, 2020	Noida
10	Corporate Entrepreneurship and Innovation	February 10-13, 2020	Lucknow
11	Managing Retail Businesses	February 10-14, 2020	Lucknow
12	Leadership Communication and Image Management: Persuasion and Influence Strategies	February 24-28, 2020	Lucknow
13	Agribusiness Supply Chain Management	February 28 - March 3, 2020	Lucknow

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The Sr. Administrative Officer (Academic Services)

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MDP, Mar-Jun 2020



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GENERAL MANAGEMENT PROGRAMME FOR EXECUTIVES (GMPE 20)

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May 16, 2020 – April 18, 2021
 Last date of submission of application – April 10, 2020
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Month	Sl. No.	Management Development Programmes (Short Term)	Date	Venue
March	1.	Managerial Effectiveness	24-28	Lucknow
April	2.	Achieving Strategic Leadership and Managerial Excellence	27-29	Lucknow
May	3.	Strategic Leadership and Growth through M&A	5-8	Lucknow
	4.	Digital Mindset and Design Thinking	7-9	Lucknow
	5.	Managing Digital Businesses	11-15	Lucknow
	6.	Effective Contract Management and Negotiation	18-20	Noida
	7.	Sales Leadership - A Competitive Approach	20-23	Lucknow
June	8.	Advanced Marketing in a Complex Business Environment	1-5	Lucknow
	9.	First Time Manager	8-10	Mumbai
	10.	Business Innovation through Design Thinking	18-20	Lucknow

For details please visit <http://www.iiml.ac.in/executive-education> or write to Sr. Administrative Officer (MDP)

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