



Sāmvaya

IIML Newsletter

Indian Institute of Management Lucknow



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Prof. Pankaj Kumar - Human Resource Management Area

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Prof. S.K. Singh - Business Environment Area

Prof. S.B. Dash- Marketing Area

Prof. Vivek Gupta - Information Technology & Systems Area

Publication Profile

Research Publications

Books & Book Chapters

Venkataramanaiah, S, Mohan Gopalakrishan & Saji Gopinath, 'Innovative Approaches of Affordable Health Care in Emerging Economies,' in *Innovations in Healthcare Management: Cost-Effective and Sustainable Solutions* ed. Vijai Kumar Singh, Paul Lillrank, CRC Press

Papers

Singh S. K. & S. Raghav, 'Productivity Growth and Convergence across Firms: A Case Study of India's State Transport Undertakings during 2000s', *European Transport \Trasporti Europei (2014)*, 56, Paper n° 3, 2014: pp. 1-25

The motive of this study is to put forward new information concerning the productivity and productive efficiency of the State Road Transport Undertakings (STUs) in India during 2000s. A well-known multilateral index procedure proposed by Caves, Christensen, and Diewert (1982) is used to compute the growth and relative levels of total factor productivity of the STUs. Productive efficiency estimates are then calculated by separating the effects of variations in the variables beyond managerial control from the total factor productivity measures. We also examined the temporal relationship of the cross-sectional rankings of individual STUs' productive efficiency estimates. To address this issue, we calculated Kendall's index of rank concordance along with coefficient of variation of productive efficiency estimates for the sample period. Annual data for a sample of eleven STUs that operated during the period 2000-01 to 2010-11 are used for the purpose of estimation. We find that there is a wide disparity among STUs according to their total factor productivity and productive efficiency levels and growth. Although not very strong, there is a positive relationship between total factor productivity and size of STUs. However, productive efficiency and size of STUs has statistically insignificant relationship, which shows that the productive efficiency of STUs is independent of their size. Comparing productive efficiency with the total factor productivity, it is found that within a firm, productive efficiency has a much larger spread whereas, inter-firm spread is less in case of productive efficiency. Using regression analysis, we found that although the coefficient of variation of productive efficiency estimates is decreasing over time, but decrease is statistically insignificant. According to multi-annual Kendall index, the null hypothesis of no association between productive efficiency ranks is rejected. However, according to binary-Kendall index, the null hypothesis could not be rejected for all the years. In other words, cross-sectional dispersion of STUs' productive efficiency is diminishing over time but not significantly.

Payal Mehra, 'Be a Radio Jockey: An Experiential Learning Assignment in a Cultural Communication Course', *Journal of International Business Education*, 10, 2015

Educators use experiential learning techniques in the classroom to assist students in the construction of knowledge and practice critical reflection. The current article describes an experiential activity, "Be a Radio Jockey", in a cross cultural communication course in a business school against the backdrop of Bloom's Taxonomy and Kolb's Learning Cycle. Typical of a radio programme, it had to be innovative and light-hearted with nuggets of little known information about a culture. The activity was evaluated by an independent media expert and the instructor. The activity demonstrated that abstract, vague and complex concepts (such as culture and communication) can also be adequately dealt with within the confines of a classroom, provided that the instructor has planned the activity thoroughly.

Publication Profile

Research Publications

Gupta, Vivek & Sushil, 'Influence of Relationship Quality on IS/IT Outsourcing Success: Indian Vendors' Perspective', *Journal of Information Technology Management (JITM)*, XXV(3), 2014

Relationship has become important for the success of IS/IT outsourcing projects. Although some studies have explored the issues of IS/IT outsourcing relationship in the past, these studies are mostly limited to the client's perspective. We explore from the vendors' perspective the nature, role and influence of relationship quality on outsourcing success. Therefore the main purpose of this study is to examine the IS/IT outsourcing relationship from vendors' perspective, by determining relationship quality dimensions. Based on the social exchange and the relational exchange theories a relationship model is proposed and hypotheses are tested. Results from the response of 163 Indian vendors indicate that the outsourcing success is greatly determined by relationship quality. This study will serve as a useful guideline in understanding how to develop a successful IS/IT outsourcing relationships for IS/IT vendors undertaking those outsourced projects.

Gupta, Vivek & Sushil, 'IS Outsourcing Relationship: A Review of Literature', *Advances in Management (AIM)*, . 7(9),September (2014):pp. 1-46,

Outsourcing Relationship has become important for the success of IS outsourcing projects. Although some studies have explored the issues of IS outsourcing relationship in the past, these studies are mostly limited to the client's perspective. We explore and examine existing outsourcing relationship literature and identify areas for further research. Specifically, we look for research focus from the vendors' perspective. Therefore, two research objectives of this paper are: (1) to examine the existing IS outsourcing relationship literature and (2) to identify and point out opportunities and suggestions for future research. This study will serve as a useful guideline in understanding what has already been accomplished in the field of outsourcing relationship and will provide an insight to develop a successful IS outsourcing relationship for IS vendors undertaking those outsourced projects.

Jaiswal, R.K., Dash,S.,Sharma, J.K., Mishra, A. & Kar,S., 'Antecedents of Turnover Intentions of Officers in the Indian Military: A Conceptual Framework', *Vikalpa*, 40(2),2015:pp.145-164

The Indian Military is currently suffering from a serious shortage of officers. Lucrative offers from outside the military as well as job-related factors in the service serve as prime detractors forcing the servicemen to leave the military prematurely. Drawing on job satisfaction (JS) and employee retention in organizational behaviour, a comprehensive causal model is developed regarding the influence of various generic and military-specific causes on officers' propensity to leave the military. The study proposes 12 job-related organizational and personal factors that may affect the personnel's satisfaction with the military job, namely personorganization fit, job stress, job autonomy, internal security duties, pay, promotion, retirement concerns, resettlement concerns, family satisfaction, family involvement, work home conflict and recreational facilities. In addition to these, external factors like the perceived government and military support have also been proposed as an antecedent to JS. The study is an effort to develop a conceptual theoretical model, which warrants an empirical investigation. Consequently, the study also proposes and develops scale items to measure the constructs in the model as a guideline for future researchers.

Publication Profile

Research Publications

Srivastava, N., **Dash, S.B., & Mookerjee, A.**, 'Antecedents and moderators of brand trust in the context of baby care toiletries', *Journal of consumer marketing*, 32(5), 2015: pp. 328-340

This paper aims to empirically examine the distinct antecedents of cognitive and affective brand trust in the context of baby care toiletry brands. Further, the moderating role of the mother's personality traits on the relationship between brand trust and its antecedents is investigated. The study methodology involves two phases: exploratory and descriptive. The exploratory phase, with the support of a focused literature review, results in a theoretical framework that is later validated through the survey-based empirical phase. The study finds that brand predictability and brand innovativeness are antecedents of cognitive brand trust, whereas brand intimacy is a driver of affective brand trust. The study confirms that agreeableness positively moderates the relationship between brand intimacy and affective brand trust, whereas conscientiousness positively moderates the relationship between brand predictability and cognitive brand trust. The study recommends marketing strategy approaches for baby care product companies, including the essential factors they must keep in mind for promoting their brand and winning the trust of mothers.

Pati, S P & **Kumar Pankaj**, 'Work Engagement & Work Alienation: Distinct or Opposite?', *The Indian Journal of Industrial Relations*, 51(1), July 2015: pp.17-29

Work engagement and work alienation are considered as bipolar opposites of each other by many researchers. In light of this we examined whether the set of items measuring work engagement and work alienation indeed measure similar experience. Confirmatory factor analysis on responses drawn from various occupational groups (N = 269) revealed that it's erroneous to consider both the constructs to be the opposite ends of a single continuum. This inference is also reinforced by the pattern of relationship observed between work engagement and work alienation on one hand with their antecedents (i.e. occupational self efficacy and meaning) and consequences (job satisfaction and turnover intention) on the other. Implications of this study on the conceptualization and measurement of work engagement and work alienation is also discussed.

Working Papers

Payal Mehra, Word of Mouth Recommendation and Patient Satisfaction: The Effects of Provider's Communication Skills and the Mediating Role of Consultation Length, WPS 2015-16/2

More than any other services, health care has the potential to affect the quality of life the most. A healthy clinical relationship between the patient and the doctor, is at the core of patient-centered care. Communication problems in clinical practice are serious concerns in many countries. The common areas of concern related to consultation length, the provider's affective and instrumental behavior, biomedical and psychosocial talk, and patient-directed gaze. The research aims to investigate the impact of consultation length on patient satisfaction and word of mouth recommendation in the city of Lucknow, India. Findings reveal that communication competence impacts patient satisfaction with the provider and affect their word of mouth recommendation. Results of the Baron and Kenny's (1986) causal-steps approach; the joint significance tests for the a and b path coefficients and, the Sobel test (Sobel, 1982) revealed that the mediator (consultation length) variable significantly carried the influence of the independent variable (communication competence) to the dependent variable (word of mouth recommendation and patient satisfaction). The study has significant implications for outpatient clinics, in both government as well as private sector, as well as for providers.

Publication Profile

Editorial Assignments

Prof. Payal Mehra has been invited to be a Member, Editorial Review Board of "Amity Journal of Cross Cultural Management (AJCCM)".

Other Assignments

Prof. Roshan Lal Raina, Communicate to create awareness among the down trodden: A key to make the most of the information-intensive context. Invited presentation made in the National Seminar on the Role of Libraries to Educate the Down Trodden society in the Present Day Scenario, organized by the Department of Library & Information science, Babasaheb Bhimrao Ambedkar University, Lucknow on August 9, 2015. Also Chaired the first technical session in the Seminar

Prof. Payal Mehra invited to Jaipuria Institute of Management, Lucknow for a Business Communication Seminar on the "Role of Communication and Communication Challenges for Management Professionals in Business" on July 25, 2015. Was the Key Note Speaker for the Seminar followed by a Panel discussion along with industry experts

Prof. Punam Sahgal, Dean Noida Campus, attended the International Advisory Board meeting of MIP Politecnico di Milano, School of Management, Milan Italy on February 13, 2015 at Milan. The Advisory Board brings comprises of 15 members from Academics and Corporates from different countries, to provide strategic direction to the School of Management

Prof. S. Venkataramanaiah, Prof. Neerja Pande & Prof. Manoj Anand were Programme Coordinators for one day Summit on "Make in India: Challenges and Opportunities for MSMEs" on March 2, 2015 at Noida campus

Mr. M.U. Raja, invited as a Guest Speaker by TATA Motors Lucknow on the occasion of World Books Day on April 23, 2015 to celebrate the Joy of Reading. There I delivered a talk on Relevance of a Library in an organisation/ institution. The programme was attended by senior officials of TATA Motors.

Conferences/Workshops Held

Leveraging the Power of Data Driven Marketing for Achieving Marketing Excellence

Centre for Marketing in Emerging Economies in association with MRSI organised workshop in Noida & Mumbai on the topic Leveraging the Power of Data Driven Marketing for Achieving Marketing Excellence, 23rd to 25th April'15 in IIML, Noida Campus & 15th and 16th in May'15 in Sea Princess Hotel, Mumbai

The Power of Semiotics for Impactful Market Research

Centre for Marketing in Emerging Economies in association with MRSI organised workshop in Noida on the topic The Power of Semiotics for Impactful Market Research, 25th May 2015



Inaugurations

EFPM - 3rd Batch

The 3rd batch of EFPM (Executive Fellow Program Management) was inaugurated in Noida campus. 12 students got admission in EFPM batch mostly having background in Engineering and Management.

PGP SM - 1st Batch

The 1st batch of Post Graduate Programme in Sustainable Management - PGP SM was launched at Noida campus. PGP SM is a two year full time residential programme. There are 24 students in the first batch of this niche programme with an average working experience of 3 years 6 months. The inductions programme for the 1st batch was held from 1st July 2015-2nd July 2015.

PGP & PGP ABM

447 students have been inducted in the batch of 2015-2017 at IIM Lucknow 427 students in the 31st batch of Post Graduate Programme in Management or PGP and 20 students in 12th batch of Post Graduate Programme in Agri Business Management (ABM).



Events

Foundation Day

IIM Lucknow celebrated its 31st foundation day this July. The festivities started from 23rd July 2015, with various sporting events for the entire IIML community members (students, employees and their families). A Cross Country run was organised on 27th July 2015. Employees and students participated in the same with full vigour and excitement. The festivities ended with a cultural nite in the evening on 27th July 2015 in which employees who had completed their 25 years with the organisation were presented with mementoes Prof. Rajiv K. Srivastava and Mr. Sanjay S. Deglookar.

Event	Category	Winners		
		1 st	2 nd	3 rd
Table Tennis	Employee	Prof. Ashutosh Sinha	Prof. Prakash Singh	Mr. JS Rawat
	Children (Above-14 years) Male	Manan Kapoor	Soham Vaidya	Abhishek Kumar
	Children (Below-14 years) Male	Ansh	Parth Singh	Yash Ramteke
Swimming	Employee	Amitesh Kumar Singh	Ram Pravesh Tripathi	Shakur Bax
	Children (Above-14 years) Male	Soham Vaidya	Devaprasad	Manan Kapoor
	Children (Below-14 years) Male	Parth Singh	Saumil	Shivendra
Gymnasium	Employee	Amitesh Kumar Singh	Prof. Nishant Uppal	Prof. Sameer Mathur
	Children (Above-14 years) Male	Pramod	Gurmeet	Rajesh Kumar
Badminton	Employees	Prof. Nishant Uppal	Rajesh Ramteke	Dhruv
	Children (Above-14 years) Male	Abhishek Kumar	Praveen Kumar	Deepak Pandey
	Children (Below-14 years) Male	Yash Ramteke	Bhargav	Priyanshu
	Children (Above-14 years) Female	Shruti	Vandana Singh	Shravya
	Children (Below-14 years) Female	Rupa	Vaishali	Bhavya
Cross Country	Employees	Amitesh Kumar Singh	Prof. K.B. Gupta	Mr. Gokaran Prasad
	Employee Children Boys	Abid Ahmad	Masud Ahmad	Pradeep Kumar



Events

Independence Day

