

Sāmvaya

IIML Newsletter

Indian Institute of Management Lucknow



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Publication Profile

Research Publications

Papers

Mukund N. J., Izabela N., Ponnambalam S.G., **Venkataramanaiah S**, "Differential evolution algorithm for solving RALB problem using cost and time based models", *International Journal of Advanced Manufacturing Technology*, 2016

Atanu Chaudhuri, **Samir K. Srivastava, Rajiv K Srivastava** and ZeenatParveen, Understanding propagation of risks in Food Processing Supply Chain: A Fuzzy Interpretive Structural Modeling based Approach, *Journal of Modeling in Management*, Volume 11, No. 2, 2016, pp. 660 - 693.

Purpose: The purpose of this paper is to identify various risk drivers which affect a food processing supply chain and to create a map of how those risk drivers propagate risks through the supply chain and impact important performance measures.

Design/methodology/approach: This study involves experts from food processing companies to elucidate the contextual relationships among the risk drivers and between risk drivers and performance measures. This is used to quantify the relationships and to determine the indirect and overall relationships applying Fuzzy Interpretive Structural Modeling.

Findings: Three categories of risk drivers which Indian food processing companies need to pay maximum attention to minimize risks are identified. These are supplier dependency and contracting, supplier variability, visibility and traceability and manufacturing disruptions. Analysis shows that collaborating with suppliers and logistics service providers, developing mutually beneficial contracts with them while ensuring that adequate technology investments are made can significantly mitigate risks and consequently improve margins and lead to revenue growth.

Research limitations/implications: This study has been carried out with experts from large food processing companies in India, and hence, the results cannot be generalized across other types of food processing companies.

Practical implications: The proposed methodology can help understand the interrelationships between supply chain risks and between those risks and performance measures. Thus, it can help a food processing company to create business cases for specific supply chain risk mitigation projects. Originality/value: This study is one of the earliest to create a comprehensive risk propagation map for food processing companies which helps in quantifying the impact the risk drivers have on each other and on performance measures.

Keywords: Food processing, Fuzzy interpretive structural modeling, Performance impact, Risk propagation

Publication Profile

Research Publications

Samir K Srivastava, Abhilash Amula and Prakash Ghagare, Service Facility Relocation Decision: A Case Study, *Facilities*, Volume 34, No. 9/10, 2016, pp. 595-610.

Purpose: The purpose of this paper is to present issues and challenges faced during a firm's facility relocation decision aimed at improving both cost and service performance in an innovative service context.

Design/methodology/approach: The reader is given background of the decision-making process behind single service facility relocation decision using a detailed case study. Key financial, operational and business data of the firm are collected, compiled and analysed. The solution methodology uses a combination of qualitative and quantitative analyses to choose the best among the three possible discrete location choices. For propriety reasons, some information has been disguised, and some data have been sanitized.

Findings: The factors that significantly influence relocation decision are proximity to high transaction customers, infrastructure and other input costs, customer service level requirements and extant regulations. Transportation has a direct impact on cost as well as service level. Most of the findings are in line with literature, but some of them differ too.

Research limitations/implications: The approach is focused on a single case study of a pooling container firm in the Indian context and thereby limits the ability to generalize the findings. Nevertheless, this study may serve as a significant starting point for future research.

Practical implications: Firms can create a rational, efficient and even-handed approach for relocation of facilities applying a mix of qualitative and quantitative models judiciously. It provides managers better understanding and insights and actions needed for single service facility relocation.

Originality/value: This work is perhaps the first on facility relocation in emerging economies covering actual interventions and experiences. It gives new insights to a limited literature of relocating single service facility reflecting both theoretical imperatives and practitioner requirements.

Keywords: Emerging economies, Decision-making, Performance improvement, Mathematical modelling, Equipment pooling, Facility relocation

Saurabh Chandra, Debabrata Ghosh and Samir K Srivastava, Outbound Logistics Management Practices in the Automotive Industry *An Emerging Economy Perspective, Decision (Special Issue on Supply Chain Management in Emerging Economies)*, Volume 43, No. 2, 2016, pp.145-165.

Outbound logistics management practices, specific to India have drawn limited attention in the past. Recently though, this sector has garnered renewed attention of researchers and practitioners. Through an exploratory study, we attempt to understand and illustrate the outbound logistics management practices of automotive industry in India. Outbound logistics is divided into a set of interlinked functions based on a logistics framework and described accordingly. Based on findings from the exploratory study and extant literature in this field, a framework for the development of integrated logistics management practices in the automotive industry in India is derived and several research directions are proposed.

Keywords: Outbound logistics, Automotive industry, Logistics management, Logistics Services Provider, India

Publication Profile

Research Publications

Shukla, Dharendra Mani and **Mital, Amita**. Effect of a Firm's Diverse Experiences on its Alliance Portfolio Diversity: evidence from India, *Journal of Management and Organization* (2016): pp 1-25.

This study examines the effect of diverse experiences on a firm's alliance portfolio diversity (APD). Drawing on the organizational learning perspective, it argues that a firm's learning from diverse experiences enables it to reap the benefits and mitigate the risks of high level of APD. Thus, an experienced firm may choose to form or maintain relationships with diverse partners to get the intended benefits of APD. In particular, the study hypothesizes that a focal firm's product and international diversification experience, alliance experience, and alliance experience heterogeneity are positively associated with its APD. A longitudinal investigation of 90 Indian firms, for the period 2004-2014, provides support for all the hypothesized relationships. In general, findings, which are robust to multiple estimation methods, suggest that a firm's diverse experiences influence its APD. Findings of this study contribute to the alliance portfolio and organizational learning literature by examining the experiential antecedents of APD.

Krishna, Aniruddha and **Mital, Amita**. Role of Dynamic Capabilities in Innovation Output of High Technology Firms, *Strategic Change* 25 (2016) pp 401-425

High Technology firms competing in emerging markets develop innovation capability (R&D centres, R&D intensity and technological expertise), enabling them to innovate. Stimulus sensing capability developed through partnership with external research institutes and diversity in technological knowledge, along with the role of a firm's intangible resources, facilitates firms in developing innovation capability. Innovative firms with absorptive capacity (international technology absorption and high-technology market exposure) are better able to utilize their innovation capability to create innovation output.

Conference & Seminar Presentations

S. Venkataramanaiah

Title of the paper: A Model for Waiting Time Management at A Religious Organization

Name of the conference: Sixth Management Science and Practice (MSP) 2016, Sept 9-10, 2016.

Venue: IIT Madras, Chennai.

The conference was organised jointly by IIM Ahmedabad, IIT Madras, ORSI Ahmedabad Chapter.

76th Annual Meeting of the Academy of Management Anaheim, California, United States during August 5-9 2016.

Paper Title: Experiential Antecedents of Alliance Portfolio Diversity: Evidence from India

Authors: Dharendra Mani Shukla & **Amita Mital**

Drawing on organizational learning perspective, this study examines the effect of experiential learning on focal firm's alliance portfolio diversity (APD). The learning attained through firm's similar and diverse experiences enhances firm's ability to manage diverse alliances and coordinate with diverse partners. The study argues that an experienced firm would be able to maintain a diverse portfolio. In particular, this study hypothesizes that focal firm's product diversification experience, prior alliance experience, and alliance experience heterogeneity are significant predictors of APD. An empirical examination, on a sample of, 70 Indian firms provides support for the hypothesized relations. The findings of this study contribute to alliance portfolio research by empirically validating the predictions of organizational learning theory about APD.

Publication Profile

Research Publications

Vimal Verma, **Devashish Das Gupta** (2016) "Factors influencing dining out in casual restaurants among Indian students" Presented at the 8th Conference on Retailing in Emerging markets: Sustainability & Regulatory challenges. Organised by Said Business School, Univ of Oxford and MahidolUniv, School of Management in Bangkok on Sept 28-30, 2016

This paper is focusing on younger diner attitude and preferences. Aim of this paper is to use factor analysis approach to group different factors influencing their motivation behind dining out in casual restaurants. Factor analysis is used as technique for grouping various variables. Total 31 variables were identified based on literature review. After data analysis, nine factors were identified which had high loadings. Factor analysis and chi-square test have been used to group and find relation among vital factors influencing motivation and selection of casual restaurant for dining out by students. Keywords: Students, Consumer Behavior, Casual dining restaurants, Factor analysis, Food retail

VimalVerma, **Devashish Das Gupta** (2016) "Shopping Behaviour of Elderly consumers: A state of the art Matrix Analysis Approach" Presented at the 8th Conference on Retailing in Emerging markets: Sustainability & Regulatory challenges. Organised by Said Business School, Univ of Oxford and MahidolUniv, School of Management in Bangkok on Sept 28-30, 2016

Ageing consumers have stated rising in numbers not only in developed countries but also in developing countries. They are emerging as significant customer segments for the marketers which have been highly neglected earlier. Aging consumers have implications for the marketers especially in retailing business. The purpose of this paper is to provide rich insight to the marketers about elderly consumers shopping behaviour. In this paper State-of-the-Art Matrix technique is used to assimilate and analyse the literature in the field of elderly consumers shopping behaviour. The study consists of the work done by different researchers in last twenty four years. Keywords: Elderly Consumers, Shopping behaviour, State of Art Matrix Analysis, Store Choice

Other Assignments

Prof Devashish Das Gupta was invited to deliver a Keynote Address at the Semi-Annual Conference of District 41, Toastmasters International from 21-23 Oct 2016 at Hotel Radisson Blue, Greater Noida

Prof. Samir K Srivastava, Invited Talk, Innovation required for leveraging rural supply chains: Thinking beyond the traditional realm of a dealership model, Invited Speaker at International Conference on LPG: The Catalyst of Social Change, 2016, organized by Research & Development Initiative (RDI) at Mayfair Lagoon, Bhubaneswar, September, 1-2, 2016.

Prof. Samir K Srivastava, Invited Talk, Ensuring Competition and Transparency in Public Procurement (Co-author: Amit Agrahari), Invited Paper at Awareness Conference: Business Ethics and Transparency in Procurement, organized by CII at Vivanta by Taj, Lucknow, Aug 29, 2016.

Prof. Samir K Srivastava, Invited Paper: Concept of e-Reverse Auctions, The Materials Manager, Volume 30, Number 2, July 2016, pp. 40-43.

Publication Profile

Other Assignments

Prof. Pankaj Kumar Invited Session "Delivered Session on "Human Resource Management for Startups" on September 16, 2016 in workshop on Bio-Entrepreneurship and Bio-Enterprise Creation organized by The National Academy of Sciences India, Biotech Consortium India Ltd, New Delhi and Biotech Park, Lucknow.

Management Development Programme

MDPs held during August - October 2016

S.No.	Programme Title	Programme Director(s)	Dates	Venue
1	General Management Programme for the Executives of Coal India Ltd.	Prof.MadhumitaChakraborty & Prof.Prem P Dewani	August 1-12, 2016	Lucknow
2	One-year Part-time Certificate Programme in General Management for Executives with 240 hours of teaching in four on-campus modules of 9 days each (CPGME12) - 4th module	Prof.Sushil Kumar (CBS) &Prof. K C Balodi	August 6-14, 2016	Lucknow
3	Supply Chain Analytics	Prof. S Venkataramanaiah	August 8-10, 2016	Noida
4	Effective Communication for Managerial Success	Prof.NeerjaPande	August 8-10, 2016	Noida
5	Setting up Professional Goal Oriented Targets and Performance Evaluation for CPSEs/SLPEs	Prof.Shailendra Singh &Prof. Ajay K Garg	August 8-12, 2016	Lucknow
6	MCTP for IRS (Direct Taxes) Officers (7-9 years of service)	Prof. A K Mishra &Prof.PayalMehra	August 8 - September 2, 2016	Lucknow
7	MCTP for IRS (Direct Taxes) Officers (14-16 years of service)	Prof. Rajesh Aithal&Prof.Vikas Srivastava	August 8-26, 2016 (DLC) & August 29 - September 2, 2016 (OLC)	Lucknow& Europe
8	Middle Management Programme for Oil India Ltd.	Prof.AmitaMital&Prof. Prakash Singh	August 22 - September 1, 2016	Lucknow
9	Certificate Programme in Business Analytics for Executives (CPBAE 6) - 2nd module	Prof.Kaushik Bhattacharya &Prof. Gaurav Garg	August 31 - September 4, 2016	Lucknow
10	MCTP for IRS (Direct Taxes) Officers (7-9 years of service)	Prof. K G Sahadevan&Prof.NishantUppal	September 5-30, 2016	Lucknow
11	MCTP for IRS (Direct Taxes) Officers (14-16 years of service)	Prof. Ajay K Garg&Prof.NeerajDwivedi	September 5-23, 2016 (DLC) & September 26-30, 2016 (OLC)	Lucknow& Europe
12	FLO Women Director's Programme on Board Readiness (Advanced Level)	Prof. Ajay K Garg&Prof.NeerajDwivedi	September 15-16, 2016	Lucknow
13	Change Management Programme (CHAMP) for BEL Executives	Prof.Archana Shukla &Prof.ShamamaAfreeen	September 19-24, 2016	Noida
14	Complex Level Leadership Development Programme for the Executives of Hindustan Aeronautics Ltd.	Prof.Pankaj Kumar & Prof.PushendraPriyadarshi	September 19 - October 8, 2016	Lucknow
15	One-year Part-time Certificate Programme in General Management for Executives with four on-campus modules of 9 days each in 240 hours of teaching (CPGME 14) - 1st on-campus module	Prof. Prakash Singh &Prem P Dewani	September 24 - October 2, 2016	Lucknow
16	MCTP for IRS (C&CE) Officers, Phase IV, Group I	Prof. Bharat Bhasker&Prof. A Vinay Kumar	September 26 - October 7, 2016 (DLC), October 10 - 15, 2016 (OLC)	Lucknow& Europe
17	Leadership and Team Management for Administrative Officers of Life Insurance Corporation of India	Prof.Debashis Chatterjee & Prof.Nishant Uppal	October 4-7, 2016	Lucknow
18	MCTP for IRS (C&CE) Officers, Phase IV, Group II	Prof.Ashutosh K Sinha & Prof.Seshadev Sahoo	October 10 - 21, 2016 (DLC) & October 24-29, 2016 (OLC)	Lucknow& Europe

Management Development Programme

MDPs held during August - October 2016

S.No.	Programme Title	Programme Director(s)	Dates	Venue
19	One-year Part-time Certificate Programme in General Management for Executives with 240 hours of teaching in four on-campus modules of 9 days each (CPGME13) - 3rd on-campus module	Prof. D Tripati Rao & Prof. Madhumita Chakraborty	October 15-23, 2016	Lucknow
20	Agricultural Input Marketing	Prof. Sanjeev Kapoor	October 19-22, 2016	Lucknow
21	Leadership and Team Management for Administrative Officers of Life Insurance Corporation of India	Prof. Archana Shukla & Prof. Sushil Kumar (CBS)	October 24-27, 2016	Noida
22	MCTP for IRS (C&CE) Officers, Phase III, Group I	Prof. P Priyadarshi & Prof. Madhumita Chakraborty	October 24 - November 11, 2016	Lucknow

Management Development Programme

MDP Calendar

S.No.	Programme Title	Programme Director(s)	Dates	Venue
1	Case Writing for NABARD Executives	Prof.Ajit Prasad &Prof. Jabir Ali	November 4-5, 2016	
2	UnYi Programme for forConfedeation of Indian Industry	Prof. Prakash Singh	November 4-5, 2016	Lucknow
3	Agricultural Input Marketing	Prof.Sanjeev Kapoor	November 7-10, 2016	Lucknow
4	Change Management Programme (CHAMP) for BEL Executives	Prof. Ajay Singh &Prof.ShamamaAfreeen	November 7-12, 2016	Noida
5	Complex Level Leadership Development Programme for the Sr. Executives of Hindustan Aeronautics Ltd.	Prof.HimanshuRai&Prof.NishantUppal	November 7-26, 2016	Lucknow
6	Effective Communication for Managerial Success	Prof.NeerjaPande	November 10-12, 2016	Noida
7	Leading Schools	Prof.Debashis Chatterjee	November 10-12, 2016	Lucknow
8	Leadership Development Program for Roche Diagnostics	Prof.Vikas Srivastava &Prof.NeerajDwivedi	November 14-19, 2016	Lucknow
9	Leadership and Team Management for Administrative Officers of LIC (NCZ HRD)	Prof.Shailendra Singh &Prof.PushpendraPriyadarshi	November 15-18, 2016	Lucknow
10	Finance for Decision Making (for Non-Finance Executives)	Prof. Ajay K Garg	November 21-25, 2016	Noida
11	Communication for GAIL India Ltd.	Prof.NeerjaPande&Prof.PayalMehra	November 21-25, 2016	Lucknow
12	HR for HR Managers of NTPC Ltd.	Prof. Ajay Singh &Prof.Pankaj Kumar	November 21-25, 2016	Lucknow
13	General Management Programme	Prof.Archana Shukla	November 21 - December 2, 2016	Lucknow
14	General Management Programe for Coal India Ltd.	Prof.Sushil Kumar (OM) &Prof.Ashutosh K Sinha	November 21 - December 2, 2016	Lucknow
15	Financing Micro-finance Institutions by Banks (SIDBI)	Prof.Sanjeev Kapoor	November 22-26, 2016	Lucknow
16	Effective Contract Management and Negotiation	Prof. D S Sengar	November 24-26, 2016	Noida
17	International Training Programme on the World Bank's New Procurement	Prof. Samir K Srivastava &Prof. Amit Agrahari	November 28 - December 9, 2016	Noida
18	MCTP for IRS (C&CE) Officers, Phase III, Group II	Prof. B K Mohanty&Prof. Jabir Ali	November 28 - December 16, 2016	Lucknow
19	Certificate Programme in Business Analytics for Executives (CPBAE 6) - 3rd module	Prof.Kaushik Bhattacharya &Prof. Gaurav Garg	November 30 - December 4, 2016	Lucknow

Events

17th Annual Library Day celebrated at IIM Lucknow



17th Library Annual Day was celebrated on September 23, 2016 by Gyanoday (Library: the learning resource centre) of IIM Lucknow.

Inaugural session started with the welcome address delivered by Prof. Hrushikesh Panda, Chairperson, LAC. In his address, he briefly summed up achievements of Guest Speaker Dr. Nabi Hasan, University Librarian, AMU.



Events

17th Annual Library Day celebrated at IIM Lucknow

Officiating Librarian Mr. M. U. Raja explained the concept behind celebrating Library Day to the August gathering.

The programme was presided over by Dr. Ajit Prasad, Director of the Institute. He emphasized that there is a need to provide value added services by the libraries to meet the ever-changing need of the library users particularly the teaching and research fraternity.

Annual Library Day Lecture on the theme "Emerging Trends in Libraries and Librarianship" was delivered by Dr. Nabi Hasan, University Librarian, AMU, Aligarh. He emphasized that role of Libraries is fast changing in the Contemporary times, particularly in Information Explosion Era. He also brought forward the importance of digital library and the advantages that can be extracted from it. He was of the view that Libraries will remain there as a place of learning, relearning and unlearning. On the occasion Guest Speaker was presented a memento by the Director.

The programme was attended by faculty members of the Institute and a large number of Library and Information professionals of the city as well as book trade people.

In the end Mr. M. K. Singh Deputy Librarian presented the vote of thanks to the august gathering. Mr. Sanjay S. Degloorkar, Assistant Librarian conducted the proceedings.



Events

AACSB Third Mentor Visit

The Association to Advance Collegiate Schools of Business (AACSB) mentor Dr. Michael T.S Lee, Vice President of International Affairs, Fu-Jen Catholic University, Taipei, Taiwan, visited the Institute for the third time on 13th-17th September 2016. He was at the Institute for providing his valuable guidance in meeting the AACSB standards for business accreditation and completing the first initial self-evaluation update report. The mentor held meetings with the Director, Deans and International Accreditation Committee Team members. The mentor visited the Noida Campus of the Institute on 16th September 2016. He was happy with the efforts made by the Institute towards meeting the AACSB standards.

AMBA Re-accreditation Visit

The Association of MBAs (AMBA) accreditation of institute's PGPM, WMP and IPMX programs was due for re-assessment in September 2016. AMBA assessment panel comprising of four members: Professor John Raine (Assessment Chair) Emeritus Professor, University of Birmingham, Prof Dr Jyoti Gupta, Professor ESCP Europe Dean Cotrugli Business School, Dr. Debashish Sanyal Dean, School of Business and Management & Vice Provost (Management Education) Narsee Monjee Institute of Management Studies (NMIMS), Mr. Joseph Pilkington, Accreditation Officer Association of MBAs, visited the Institute on 21st and 22nd September, 2016.

The panel members held meetings with the Director, Deans, Programme Chairpersons, Task Heads, Recruiters and current students of PGPM, WMP, and IPMX. The assessment panel commended the Democratic leadership, research profile of faculty, quality of students, diversity and impressive infrastructural facilities of the Institute. The assessment panel has recommended AMBA accreditation for another five years to institute's PGPM, WMP and IPMX programs.

From the Press

Name of the Publication: Rashtriya Sahara
Edition: Lucknow
Date: October 27, 2016

दुनिया के 'टाप-100' में होगा आईआईएम लखनऊ : अजित केंट में कामयाबी के लिए आईआईएम देगा कोचिंग

काम्यार विचारों
लखनऊ। एसएमबी

भारतीय प्रबंध संस्थान (आईआईएम) लखनऊ के निदेशक डॉ. अजित केंट ने आईआईएम लखनऊ को विश्व के टॉप 100 प्रबंध संस्थानों में लाने का लक्ष्य रखा है। उन्होंने कहा कि विश्व के टॉप 100 प्रबंध संस्थानों में शामिल होना एक बड़ा उपलब्धि है। उन्होंने कहा कि विश्व के टॉप 100 प्रबंध संस्थानों में शामिल होना एक बड़ा उपलब्धि है। उन्होंने कहा कि विश्व के टॉप 100 प्रबंध संस्थानों में शामिल होना एक बड़ा उपलब्धि है।

आईआईएम लखनऊ के निदेशक अजित केंट से राष्ट्रपति सहायक डॉ. विवेक कलकंडे

आईआईएम लखनऊ के निदेशक डॉ. अजित केंट ने राष्ट्रपति सहायक डॉ. विवेक कलकंडे से मुलाकात की। उन्होंने कहा कि विश्व के टॉप 100 प्रबंध संस्थानों में शामिल होना एक बड़ा उपलब्धि है। उन्होंने कहा कि विश्व के टॉप 100 प्रबंध संस्थानों में शामिल होना एक बड़ा उपलब्धि है। उन्होंने कहा कि विश्व के टॉप 100 प्रबंध संस्थानों में शामिल होना एक बड़ा उपलब्धि है।

भारतीय छात्रों में पैदा हो रही है काम्यार, शिक्षक अनुशासित व समर्थित

भारतीय छात्रों में पैदा हो रही है काम्यार, शिक्षक अनुशासित व समर्थित। उन्होंने कहा कि विश्व के टॉप 100 प्रबंध संस्थानों में शामिल होना एक बड़ा उपलब्धि है। उन्होंने कहा कि विश्व के टॉप 100 प्रबंध संस्थानों में शामिल होना एक बड़ा उपलब्धि है। उन्होंने कहा कि विश्व के टॉप 100 प्रबंध संस्थानों में शामिल होना एक बड़ा उपलब्धि है।

केंट में कामयाबी के लिए आईआईएम देगा कोचिंग

केंट में कामयाबी के लिए आईआईएम देगा कोचिंग। उन्होंने कहा कि विश्व के टॉप 100 प्रबंध संस्थानों में शामिल होना एक बड़ा उपलब्धि है। उन्होंने कहा कि विश्व के टॉप 100 प्रबंध संस्थानों में शामिल होना एक बड़ा उपलब्धि है। उन्होंने कहा कि विश्व के टॉप 100 प्रबंध संस्थानों में शामिल होना एक बड़ा उपलब्धि है।

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