



# Sāmvaya

IIML Newsletter

Indian Institute of Management Lucknow



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Prof. Chandan Sharma - Business Environment Area

Prof. Satyabhushan Das - Marketing Area

Prof. Payal Mehra- Communications Area

Prof. Roshan L. Raina- Communications Area

Prof. Vikas Srivastava - Finance & Accounting Area

Prof. Samir K. Srivastava - Operations Management Area

Prof. Sanjay K. Singh - Business Environment Area

## Publication Profile

### Research Publications

#### Papers

**Singh S. K. & S. Raghav**, 'A note on relative efficiency of state transport undertakings in India during 2000s', *Studies in Business and Economics*, 9(2), 2014: pp. 87-97

The main aim of this study is to analyze the level of relative efficiency of State Transport Undertakings (STUs) in India during 2000s. The analysis is based on estimation of a translog cost function using fixed effects model of the panel data method. In the context of this study, the prime advantage associated with this method is that it allows the cost function to be estimated by taking into account the variables peculiar to each STU. We find that, on an average, smaller STUs are more efficient than their larger counterparts. It seems that there is inverse relationship between ranking based on efficiency measures and size. We also found that the STU, which operates with larger route length per bus is more likely to experience a higher level of efficiency. Furthermore, a higher level of utilization of buses and their capacity would lead to a higher level of efficiency in STUs.

**Mishra, Abhishek, Dash, Satya Bhusan & Cyr., Dianne**, 'Linking user experience and consumer-based brand equity: the moderating role of consumer expertise and lifestyle:', *Journal of Product & Brand Management*, 23(4/5), 2014: pp.333 - 348.

The study aims to explore the buildup of consumer-based brand equity (CBBE) from positive derived experiences. Rewarding experiences with products make a user feel good about their decision to buy and use them. Those feelings get accrued as strong consumer-brand relationship, measured comprehensively by CBBE in marketing literature. The study is conducted in two phases – exploratory and validation. The exploratory phase involved conceiving a theoretical framework from in-depth literature review. The framework is then validated through a survey-based empirical phase. Smartphones form the context of the work. The three consumption values used in the study are usability, social value and pleasure in use. Brand equity has been conceptualized and measured as brand association, perceived value, brand trust and brand loyalty. The moderating role of user expertise, as well as lifestyle, was also tested on pleasure derived. Most of the hypothesized relationships between different constructs of experience and brand equity were found significant. Significant evidence for hierarchical formation of brand equity was also established. Lack of evidence of moderation of lifestyle may be ascribed to the validity of the scale used to measure it in the current context and needs to be updated. The study contributes by conceiving experience as a multidimensional framework based on Holbrook's typology, besides validating its relationship to CBBE. Hierarchical formation of brand equity is also a novel contribution. This study provides an indicative guide to marketers with design cues that can provide relevant consumption values in the quest for a positive brand impression. It also provides directions for segmenting the smartphone market based on user expertise for better branding.

**Keywords:** Social value, Brand trust, Usability, Brand awareness, Brand loyalty, Social status, Consumer-based brand equity, Experiential branding, Hedonic and utilitarian consumption, Perceived quality

## Publication Profile

### Research Publications

Mishra, Abhishek, **Dash, Satya Bhusan** & Cyr, Dianne, 'Consumer-based Brand Equity Derived from Visual Design Perception of Interactive Devices', *International Journal of Visual Design*, 8(1), 2014: pp. 1-16.

Aesthetics, as a broader concept of outer appearance clubbed with other sensory appeal, has been well researched for its effect on consumption value. However, there are still gaps left in how the visual judgment affects different facets of experience. Even further, the effects of such experiences on the brand associations and imagery by the user has been scantily studied. This study attempts to bridge that gap by understanding the sequential buildup of user experience as a consequence of positive visual design perception. Further, we establish the effect of those on consumer based brand equity (CBBE). Scale for visual design perception was developed qualitatively, while items for constructs of experience usability, social value and pleasure and CBBE were borrowed from literature. We found that visual design affects all the three dimensions on user experience. Regarding relation of experience to brand equity, social value and pleasure had a positive relation to CBBE but not usability, possibly hinting at sequential buildup of user experience. The study turns a new leaf in two ways firstly, demonstrating a novel way to measure visual design perception and secondly, supporting the crucial effect of visual design perception on CBBE.

**Keywords:** Smartphone, Interactive, Design, Brand Equity, User Experience, Usability, Pleasure, Social Value

**Sharma, Chandan**, 'Imported Intermediate Inputs, R&D and Productivity at Firm Level: Evidence from Indian Manufacturing Industries', *The International Trade Journal, Routledge*, 33 (3), 2014

This article examines the effects of imported intermediary inputs and in-house research and development (R&D) on productivity growth, using firm-level data from Indian manufacturing industries for the period 2000-09. For this purpose, we adopted two empirical frameworks: production function and growth accounting method. The estimated results from the production function framework suggest that the impact of imported intermediary goods on output is reasonably sizable. The role of R&D activities under this framework is found to be insignificant. The analysis based on the growth accounting suggests that total factor productivity of firms is linked with import and R&D activities

**Srivastava V.**, 'Project Finance default in India: Implications for Bank loans to Infrastructure sector', *The Journal of Structured Finance*, Summer 2014, 20(2): pp 81-92, Institutional Investors Journal, New York

**Srivastava V. & Kaveri**, 'Corporate Debt Restructuring, A way Forward, The Indian Banker', *Journal of Indian Bank Association*, Mumbai, 1(12), 2014



## Publication Profile

### Research Publications

**Raina, Roshan Lal**, Alam, Iftikhar & Siddiqui, Fazia, 'Social Networking as an Indispensable Communication Media for the Young Generation: Indian Context', *LBS Journal of Management & Research*, XII (1) January June, 2014: pp. 38-51

The absorption of Information and Communications Technology (ICT) during the last 10 years or so has revolutionized the world of relationship patterns among people in India, particularly when based on the communication media to stay connected. Owing to many challenges faced by them, people now stay connected more than they ever used to in the past. Thanks to the 'Social Networking' boom, social and professional connections are at an all-time high. The paper, based on primary research, presents the findings of a questionnaire based survey conducted on young boys and girls in the age group of 15-25 with an aim to highlight latest and ever expanding social networking reasons and trends among the young generation. Facebook, Orkut, MySpace, Twitter, LinkedIn, and their likes have led to the metamorphosis of communication. The technology is simple to use, platform is hassle free. Even those with limited knowledge of computers and Information Technology (IT), with just a few hours of trial and error, can establish themselves. And to make matters better, with cell phone activity at its peak, people can stay connected even while on the move. People of all ages have got hooked to these sites, and among youngsters, the craze has assumed an alarming proportion. Parents are worried, psychologists alarmed, and behaviour scientists discussing. Like every other technology, there are the pros and there are the cons. The findings reaffirm the belief that social media is the young generation's mode of communication and expression. These findings are likely to be of value to marketers, who are looking at inexpensive, yet effective medium to reach out to their target customers, and behavior scientists, towards understanding the psychology of youngsters.

**Kumar, Rakesh & Srivastava, Samir K.**, 'A Framework for Improving 'Sales & Operations Planning'', *Metamorphosis*, 13(1), 2014:pp.16-25

Sales and Operations Planning (S&OP) initially came to existence in manufacturing in the late 1980s and has been around for about three decades now. It is the long-term collaborative planning process of production levels relative to sales within the realm of a manufacturing planning and control system at the Stock Keeping Unit (SKU) level. S&OP has evolved into a major business process adopted to manage the balance and trade-off between the conflicting preferences of the supply and demand side of the supply chain and offers many value creation opportunities. It is one of the most critical business processes used to achieve best in class performance to consistently outperform competitors. It is increasingly being viewed as essential to synchronise the entire supply chain in order to improve its efficiency, as once the S&OP process is institutionalised, it will enhance supply chain efficiency in the long run. It will also help the supply chain partners to understand and overcome supply chain risks resulting from market volatility. For this, firms must develop and deploy excellent leadership capabilities so that S&OP processes are in place and supported well within and across the supply chain.

Although easy to understand, S&OP can be difficult to implement. Explaining the importance and working of S&OP, defining the key S&OP objectives and the role of people, process and technology, this article tries to address many evolving S&OP related operational issues from the people, process and supply chain perspective. It also prescribes practical ways to improve and institutionalise a strong S&OP process within a firm and consequently across the supply chain. Thereafter, it provides a useful framework to forecast ownership and suggests as to what should be discussed in S&OP meetings. Finally, it highlights the need to align the plans on a continuous basis and suggests a framework for the same.

## Publication Profile

### Conference & Seminar Papers

Popli, M, Akbar, M & Kumar V., 'Cultural Friction and the Role of Effective Cultural Distance in Cross-border M&A Deal Abandonment', paper presented at 74th Annual Meeting of the Academy of Management, Philadelphia, United States, August 5, 2014

This article examines the effects of imported intermediary inputs and in-house research and development (R&D) on productivity growth, using firm-level data from Indian manufacturing industries for the period 2000-09. For this purpose, we adopted two empirical frameworks: production function and growth accounting method. The estimated results from the production function framework suggest that the impact of imported intermediary goods on output is reasonably sizable. The role of R&D activities under this framework is found to be insignificant. The analysis based on the growth accounting suggests that total factor productivity of firms is linked with import and R&D activities

### Other Assignments

**Professor Payal Mehra** was invited by the IME DEPARTMENT at IIT Kanpur under the aegis of the 'Distinguished Researcher Seminar Series'. She delivered a 90 minute talk on the theme: Pedagogy (or Androgogy ?) in Management Education: Teaching learning in Higher Education (28th August, 2014)

**Prof. Vikas Srivastava** chaired a session on "PPP in Infrastructure: Financing Challenges and Opportunities" at a program organised by IRITM Lucknow

**Prof. Vikas Srivastava** chaired a session on "PPP in Infrastructure: Financing Challenges and Opportunities" at a program organised by IRITM Lucknow

## Management Development Programmes

### Concluded

S.No.	Program Title	Program Director	Date	Venue
1	Advanced Program In Customer Relationship Management (APCRM-01)2ND On Campus	Prof. Amit Mookerjee	September 11-13, 2014	Noida
2	General Management Program for Executives of KPMG (Batch -02) 1st On Campus	Prof. Manoj Anand Prof. Rajeev Kumra	September 27, 2014	Noida
3	Developing a Caring, Transforming & Innovative Leadership for the Senior Executives of R Systems	Prof. Archana Shukla Prof. Neerja Pande	September 05-06, 2014	Noida
4	Developing a Caring, Transforming & Innovative Leadership for the Senior Executives of R Systems	Prof. Archana Shukla Prof. Neerja Pande	September 12-13, 2014	Noida
5	Developing a Caring, Transforming & Innovative Leadership for the Senior Executives of R Systems	Prof. Archana Shukla Prof. Neerja Pande	September 20-21, 2014	Noida
6	Developing a Caring, Transforming & Innovative Leadership for the Senior Executives of R Systems	Prof. Archana Shukla Prof. Neerja Pande	September 27-28, 2014	Noida
7	Enhancing Management & Administrative Effectiveness for Administrative Heads of Institutes of Higher Education	Prof. Punam Sahgal Prof. Manoj Anand	September 23-27, 2014	Noida

## Events

### Library Day

15th Library Annual Day was celebrated on September 23, 2014 by Gyanoday (Library: the learning resource centre) of IIM Lucknow.

Inaugural session started with the welcome address delivered by the Mr. Sanjay Degloorkar, Assistant Librarian. Later on Mr. M. U. Raja, In-Charge Library explained the concept behind celebrating Library Day.

The programme was presided over by Dr. Rajiv K. Srivastava, Director of the Institute. He emphasized that there is need to provide value added services by the libraries to meet the ever-changing need of the library users particularly the teaching fraternity. He also informed the gathering how he was involved in the collection development of this library.

Annual Library Day Lecture on the theme “Users Expectations from Library & Information Centers in Academic Activities-Futuristic Perspective” was delivered by Prof. S. B. Nimse, Vice Chancellor, University of Lucknow. Prof. Nimse emphasized that use of ICT in the libraries is the need of hour. He also brought forward the importance of digital library the advantages that can be extracted from it.

The programme was attended by faculty 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. Sanjay Degloorkar, Assistant Librarian presented the vote of thanks to the august gathering





## From the Press

Name of the Publication : Hindustan Times  
Edition : Lucknow  
Date : 04/08/14

**CREATIVITY SELLS**

### IIM students' 'art of negotiation' for a cause

**HT Correspondent**  
✉ kalyanrishi@hindustantimes.com

**LUCKNOW:** Anna De Mavepeu is not a professional artist. But she was able to sell her painting – based on the theme 'Evening in Paris' – for Rs 1,500 at a mall on Sunday.

A student at the IIM-L, this girl from France was all the more happy because of the cause attached to her efforts – generating money for Uttarakhand flash flood victims of 2013. She and 150 other students pursuing Strategic Business Negotiation, an elective course of IIM-L, flocked to the mall and sold their creativity to people for a charitable cause. The best part was that people did not mind shelling out big money for amateur paintings made by budding managers.

The money collected from this would go for Uttarakhand people who lost their loved ones in nature's fury said Gaschaud Gautier, also from France studying at the IIM-L.

Sharing their experience of selling the painting, Anna and Gautier said, "A lot of visitors wanted to buy the painting but were not capable, financially. Then, we met a few students who listened to us with empathy and though short on funds individually, pooled in and bought our painting on Paris."

Utkarsha Bhatt, who sold a painting on Lord Ganesha made by her friend for Rs 2,500, said: "I was thrilled to get good money after negotiating hard with 6 to 8 people. It was a good learning experience." Another girl Naina Lal made a couple of paintings on dancing girls and was busy negotiating with many visitors. Swati Singh's painting on scenery was sold for Rs 600 and it



✉ Anna De Mavepeu selling her painting outside a mall on Sunday. DEEPAK GUPTA/HT

**FUND-RAISING FOR UTKHAND VICTIMS**

- Over 150 students pursuing Strategic Business Negotiation, an elective course of IIM-L, flocked to the mall and sold their creativity to people to generate money for Uttarakhand flash flood victims of 2013.
- The best part was that people did not mind shelling out big money for amateur paintings made by budding managers.

took her a week to make it. Dehina Halder's pencil sketch fetched her Rs 1,600. "It was based on a poem. I took a lot of pain in making the sketch as no colours were used. It was absolutely wonderful to be part of this fund-raising for flood victims," she said. Her friend Bharathi Khhera's painting on Radhey Krishna too was sold for Rs 1600. Boys too did a good job. Anupam Lotwal and Santanu's paintings on tribal art form and Lord Krishna respectively were also sold.

Prof Himanshu Rai, who was there to guide students on the art of negotiating, was happy to see the response.

Name of the Publication : Amar Ujala  
Edition : Lucknow  
Date : 15/08/14

## आईआईएम के प्रो. संजय को स्कोप्स यंग साइंटिस्ट अवॉर्ड

लखनऊ (ब्यूरो)। इंडियन इंस्टीट्यूट ऑफ मैनेजमेंट (आईआईएम), लखनऊ के बिजनेस एनवायरमेंट एरिया में प्रोफेसर डॉ. संजय कुमार सिंह को नेशनल एकेडमी ऑफ साइंसेज की ओर से स्कोप्स यंग साइंटिस्ट अवॉर्ड से सम्मानित किया गया। उन्हें यह अवॉर्ड सोशल साइंस कैटेगरी के अंतर्गत अपने उत्कृष्ट शोध कार्यों के लिए मिला है। डॉ. संजय के शोध कार्य का क्षेत्र मुख्य रूप से ट्रांसपोर्ट इकोनॉमिक्स एंड ट्रांसपोर्ट पॉलिसी, एनर्जी एंड एनवायरमेंट, इंफ्रास्ट्रक्चर और इंडस्ट्रियल ऑर्गेनाइजेशन एंड रेग्युलेशन है। वर्तमान में वे प्रोडक्टिविटी एंड एफिशिएंसी एनालिसिस, ट्रांसपोर्ट एंड क्लाइमेट चेंज, ट्रांसपोर्ट एंड टेलीकॉम्यूनिकेशन्स सेक्टर और एनर्जी एंड एनवायरमेंट के शोध से जुड़े हैं। आईआईएमएल की पीआरओ अनुराधा मंजुल ने बताया कि स्कोप्स यंग साइंटिस्ट अवॉर्ड भारतीय शोधार्थियों की प्रतिभा, ज्ञान व विशेषज्ञता को सम्मानित करने के लिए 2006 से शुरू किया गया। यह नौ क्षेत्रों में दिया जाता है, जिनमें एग्रीकल्चर, बायोलॉजिकल साइंसेज, केमेस्ट्री, अर्थ ओ एंड ईएस, मेडिसिन, मैथेमेटिक्स, फिजिक्स इंजीनियरिंग आदि शामिल हैं।



## From the Press

Name of the Publication : Hindustan  
Edition : Lucknow  
Date : 23/09/14

गायन प्रतिभा का प्रदर्शन किया।

### आईआईएम में आज मनेगा लाइब्रेरी डे

लखनऊ। आईआईएम लखनऊ में मंगलवार को लाइब्रेरी डे मनाया जाएगा। इस अवसर पर प्रो. एसबी निम्से कुलपति लखनऊ विश्वविद्यालय लेक्चर देंगे। कुलपति शिक्षक जीवन में लाइब्रेरी के महत्व और इससे कैसे जानकारी हासिल कर सकते हैं उसके बारे में विस्तार से बताएंगे। कार्यक्रम की अध्यक्षता आईआईएम लखनऊ के डायरेक्टर प्रो. राजीव श्रीवास्तव करेंगे। यह जानकारी जनसम्पर्क अधिकारी अनुराधा मंजूल ने दी।

शिक्षकों ने गीतों के गायन में अपनी गायन प्रदर्शन किया।

Name of the Publication : Hindustan  
Edition : Lucknow  
Date : 24/09/14

# 'डिजिटल लाइब्रेरी अब समय की जरूरत बनी'

लखनऊ | कार्यालय संवाददाता

लाइब्रेरी डे

लाइब्रेरी एक छात्र की सबसे अहम जरूरत है। वहां पर रखी किताबें ही उसकी सबसे अच्छी दोस्त होती हैं लेकिन अब डिजिटल लाइब्रेरी भी समय की जरूरत बन गई है। इसलिए लाइब्रेरी में बेहतर किताबों के साथ उसका डिजिटल होना भी बहुत जरूरी है।

यह विचार आईआईएम लखनऊ में लाइब्रेरी डे पर आयोजित कार्यशाळा में मुख्य अतिथि के रूप में उपस्थित लखनऊ विश्वविद्यालय के कुलपति प्रो. एसबी निम्से ने व्यक्त किए। कार्यक्रम में आईआईएम के निदेशक प्रो. राजीव कुमार श्रीवास्तव भी उपस्थित थे। प्रो. एसबी निम्से यूजर एक्सपेक्शन फ्रॉम लाइब्रेरी एंड इन्फार्मेशन सेंटर इन एकेडमिक एक्टिविटीज पर आयोजित

- किताबों के साथ डिजिटल लाइब्रेरी है समय की जरूरत
- आईआईएम लखनऊ में मनाया गया लाइब्रेरी डे

कार्यशाळा में डिजिटल लाइब्रेरी के महत्व व उसकी जरूरतों पर भी अपने विचार प्रस्तुत किए। प्रो. राजीव कुमार श्रीवास्तव ने कहा कि लाइब्रेरी में छात्रों को बेहतर सुविधाएं दी जाना चाहिए। इसके अलावा लाइब्रेरी समय समय पर अपडेट होती रहना चाहिए।

कार्यक्रम में आईआईएम लाइब्रेरी ज्ञानोदय के इंचार्ज एमओ राजा ने लाइब्रेरी के महत्व के बारे में बताया। असिस्टेंट लाइब्रेरियन संयोज डेगलोरकर ने भी अपने विचार प्रस्तुत किए।

## From the Press

Name of the Publication : Hindustan Times  
Edition : Lucknow  
Date : 23/09/14

THE PUBLICATION

### 15th annual day of IIM-L's Gyanoday library today

**LUCKNOW:** Gyanoday Library of IIM, Lucknow would celebrate its 15th annual day on Tuesday. Prof SB Nimse, vice chancellor, Lucknow University would deliver the annual library day lecture on 'Users expectations from Library and Information centers in academic activities — Futuristic perspective' on the occasion. During the day-long function, the library would remain open to the public, prof Rajiv Srivastava, director, IIM -L said.

HTC

Name of the Publication : Times of India  
Edition : Lucknow  
Date : 24/09/14

#### Library Day:

Annual Library Day was celebrated on Tuesday by Gyanoday. IIM-L director Prof Rajiv K Srivastava said there is need to provide value added services by the libraries to meet the ever changing need of the library users. LU vice chancellor SB Nimse while delivering lecture on 'Users Expectations from Library & Information Centres in Academic Activities Futuristic Perspectives' highlighted the use of ICT in the libraries. MU Raja, In-Charge Library explained the concept behind celebrating Library Day.

Name of the Publication : Hindustan Times  
Edition : Lucknow  
Date : 24/09/14

### shortstories

#### LIBRARY DAY CELEBRATED AT IIM-LUCKNOW

**LUCKNOW:** The 15th library annual day was celebrated on September 23 by Gyanoday (Library: the learning resource centre) of IIM-Lucknow. Inaugural session started with the welcome address delivered by Sanjay Degloorkar, assistant librarian. Later, MU Raja, in-charge library explained the concept behind celebrating Library Day. The programme was presided over by prof Rajiv K Srivastava, 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 users, particularly the teaching fraternity. He also informed the gathering how he was involved in the collection development of this library. Annual Library Day lecture on the theme "Users' expectations from library and information centres in academic activities-futuristic perspective" was delivered by Prof SB Nimse, vice chancellor, LU. Prof Nimse emphasized that use of ICT in the libraries is the need of the hour. He also brought forward the importance of digital library, the advantages that can be extracted from it. The programme was attended by faculty of the institute and a large number of library and information professionals of the city as well as booktrade people.

## From the Press

**Story : Good start for IIM pre-placement season as job market improves**

[Http://www.business-standard.com/article/management/good-start-for-iim-pre-placement-season-as-job-market-improves-114080800035\\_1.html](http://www.business-standard.com/article/management/good-start-for-iim-pre-placement-season-as-job-market-improves-114080800035_1.html)

**Story : Indian Institutes of Management score pre-placement success**

[Http://indiatoday.intoday.in/education/story/iims-score-pre-placement-success/1/377155.html](http://indiatoday.intoday.in/education/story/iims-score-pre-placement-success/1/377155.html)

**Story : Indian Institutes of Management score pre-placement success**

[Http://indiatoday.intoday.in/education/story/iims-score-pre-placement-success/1/377155.html](http://indiatoday.intoday.in/education/story/iims-score-pre-placement-success/1/377155.html)

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