



# Sāmvaya

IIML Newsletter

Indian Institute of Management Lucknow



## Inside this issue

### Academic Activities

#### Publication Profile

##### Research Publications

- Papers
- Conference & Seminar Presentations
- Working Paper

##### Other Assignments

### Management Development Programme

### Events

### From the Press

## Featured members

- Prof. Amita Mital - Strategic Management Area  
Prof. Chandan Sharma - Business Environment Area  
Prof. Indranil Biswas - Operation Management Area  
Prof. Kriti Bardhan Gupta - Agribusiness Management Area  
Prof. Pankaj Kumar - Human Resource Management Area  
Prof. Payal Mehra - Communication Area  
Prof. Pushpendra Priyadarshi - Human Resource Management Area  
Prof. Rajiv K. Srivastava- Operation Management Area  
Prof. Samir K. Srivastava- Operation Management Area  
Prof. Sanjay Kumar Singh- Business Environment Area  
Prof. Satish S. Maheswarappa- Marketing Area  
Prof. Somdeep Chatterjee- Business Environment Area

## Publication Profile

### Research Publications

#### Papers

**Sharma, C. and R. Setia (2015)** 'Macroeconomic Fundamentals and Dynamics of the Indian Rupee-Dollar Exchange Rate' *Journal of Financial Economic Policy*, Vol. 7 Iss 4, 2015. (Emerald publication)

**Purpose** This paper aims to examine the relationship between Indian rupee-US dollar exchange rate and the macroeconomic fundamentals for the post-economic reform period.

**Design/methodology/approach** The authors have used an empirical model which includes a range of important macroeconomic variables based on the basic monetary theories of exchange rate determination. At the first stage of the analysis, they have tested structural break in the data. Subsequently, they have employed the fully modified ordinary least square, Wald's coefficient restriction and impulse response functions (IRF) to estimate the monetary model in the long- and short-run horizons.

**Findings** Results of analyses indicate that the macroeconomic fundamentals determine exchange rate in a significant way, but their effect varies sizably across the periods. The IRF illustrate the importance of interest rate in controlling exchange rate volatility.

**Practical implications** The analysis of the behavior of inter-relationship among macroeconomic variables will help policymakers in a deep-rooted understanding of this complex and time-varying relationship.

**Originality/value** Most of the existing studies have tested the impact of a single or a few macroeconomic fundamentals on exchange rate. But in the present study, we have tested the impact of a range of important variables, i.e. money supply, real income or output, price level and trade balance. Further, considering the importance of structural breaks in data, they authors have employed standard tests of structural break and incorporated the issue in the cointegration analysis.

**Sharma, C. and R. Mishra (2015)** 'International Trade and Performance of Firms: Unraveling Export, Import and Productivity Puzzle', *Quarterly Review of Economics and Finance*, Vol. 57. (Elsevier publication)

This article explores the linkage between trade participation and productivity performance for a sample of Indian manufacturing firms over the period 1994-2006. We consider two yardsticks of productivity, namely total factor productivity (TFP) and labor productivity for analysis purpose. As far as the labor productivity is concerned, the results indicate that exporters, importers and both way traders are more productive than others. Although, overall our results are somewhat mixed and indicate for a weak inter-link between trade and productivity, but the result appear to be more favorable for the export channel of trade as it clearly indicates that exporting leads to productivity improvement over time. There are also some statistical evidences to conclude that more productive firms self-select themselves in the exporting as well as importing market. The learning effects of importing on productivity growth turn out to be more favorable for labor productivity than TFP. Finally, the results clearly highlight the positive effect of R&D efforts of firms on labor productivity in the Indian manufacturing.

**Sharma, C. (2016)** 'R&D, Technology Transfer and Productivity in the Indian Pharmaceutical Industry' forthcoming in *International Journal of Innovation Management*, Vol. 20 (2). (worldscientific publication)

Utilising a rich firm-level data on Indian pharmaceutical manufacturing, this paper attempts to investigate effects of in-house research and development (R&D) and technology transfer on firms' productivity performance for the period 1994-2010. We test the inter-linkage in two frameworks: Growth accounting and production function. Surprisingly, results of the growth accounting analysis suggest that R&D intensity has negligible impact on total factor productivity (TFP) growth of firms. Under the production function framework, results are also not very different. Nevertheless, our estimation results also establish that in the case of foreign firms, R&D has a sizable positive impact on productivity. Furthermore, under the both frameworks, we find very encouraging results for technology transfer. Our analyses also indicate that technological spillover is a crucial source of accessing technology and enhancing productivity of pharmaceutical firms in India.

## Publication Profile

### Research Publications

Sinha, Shruti; **Priyadarshi, Pushendra** and **Kumar, Pankaj** (2016) "Organizational culture, innovative behaviour and work related attitude: Role of psychological empowerment", *Journal of Workplace Learning*, Vol. 28 Iss: 8, pp.519-535

**Purpose** This study aims to examine the role of psychological empowerment (PE) in mediating the relationship between organizational culture, innovative behaviour and work-related attitude.

**Design/methodology/approach** Data were collected in two phases from a total sample of 324 middle- and senior-level executives working in India through a completed self-report questionnaire.

**Findings** The results show a significant relation between organization culture, PE and work-related outcomes. PE fully mediated the relationship between adaptability and mission culture and innovative behaviour. PE also fully mediated the relationship between consistency and adaptability culture and job satisfaction; adaptability culture and commitment; and involvement culture and turnover intentions.

**Research limitations/implications** Cross-sectional design undermines the causal conclusions derived from the findings. Generalizability is limited, as the study was set up in India. The research highlights the role of PE for innovative behaviour and other work-related attitudes.

**Originality/value** The study establishes the linkage between organizational culture, PE, work-related attitude and innovative behaviour, thus extending the PE theory.

Sharma, Mohita Gangwar and **Srivastava, Samir. K.** Leveraging the Social Welfare Chain to provide Resilience during Disaster, *International Journal of Logistics Research and Applications* Volume 16, No. 9, 2016, pp. 509-519.

Due to the rampant increase in disasters globally, resilience in supply chain and logistics is receiving greater research attention in various parts of the world. This paper considers the role and contribution of social welfare supply chains in providing resilience. This is a causal phenomenon which has been studied through an exploratory research by building a framework from extant literature, a case study on an Indian nongovernmental organization and tested through a social network analysis. We show how in the wake of a disaster, these social welfare supply chains become enablers. The paper provides an inkling into how to improve community resilience in times of disaster. Further, we show how these supply chains use social cohesion embedded in the structure to provide efficiency, diversity and adaptability, thereby bringing resilience into the supply system. Another contribution of this study is the use of visualisation and analysis of social media representation tools for social network analysis in operations.

Sarojeet D., V. Vasudevan, and **Singh S. K.** (2016), "A Piecewise Linear Multinomial Logit Model of Private Vehicle Ownership Behaviour of Indian Households", *Transportation in Developing Economies*, 2: 1-10.

Development of vehicle ownership models is challenging in developing countries due to lack of quality data. In the Indian context, although some studies have been conducted about disaggregate modelling of vehicle ownership behaviour, most of them are region specific. This paper reviews the development of a basic multinomial logit vehicle ownership model presented earlier by the same authors using available data sets in India and then presents another multinomial logit model which uses a segmented specification of the systematic utilities of various alternatives. The new model is designed to examine if the various factors affecting vehicle ownership behaviour do so differently for richer households as compared to the rest of the households. It is observed that the various factors indeed affect private vehicle ownership decision making process differently for richer households. The new model is then tested for efficiency using a simulation testing technique. The simulation test shows that the new model is effective in modelling private vehicle ownership in Indian scenario. The paper also presents various inferences drawn from the coefficients of the explanatory variables included in the model.

## Publication Profile

### Research Publications

Mohd Irfan, Sarani Saha, and **Singh S. K.** (2016), "Determinants of being acquired in Indian manufacturing sector: a panel data analysis", *Journal of Indian Business Research*, 8(4): 246-263.

**Purpose** The purpose of this study is to examine the firms' determinants of being acquired in Indian manufacturing sector. There is evidence of relationship between likelihood of being acquired and several firm specific characteristics such as age, size, research and development (R&D), advertising intensity, productivity, leverage, profitability, intangible assets and financial constraints. However, little is known about the association between these characteristics and likelihood of acquisition in Indian manufacturing sector.

**Design/methodology/approach** The sample is a panel of 2,189 Indian manufacturing firms spanning almost 10 years (1998-2007). Random effects logistic (REL) regression model is adopted to control the firm specific unobserved heterogeneity in the sample. This is an essential requirement for providing accurate and effective determinants of being acquired.

**Findings** Empirical results reveal that the determinants of being acquired in Indian manufacturing sector are age, size, R&D intensity, advertising intensity, productivity and leverage. The findings indicate that increase in firms' age, size, R&D intensity and advertising intensity increases the likelihood of being acquired. However, increase in productivity and leverage decreases the likelihood of being acquired.

**Research limitations/implications** Findings of this study may be useful for potential targets to arrive at more thoughtful assessment of their attractiveness and, accordingly, promote their acquisition as a more efficient mode of exit.

**Originality/value** The paper contributes some empirical evidence on the determinants of being acquired in Indian manufacturing sector by using panel data and REL regression model.

**Singh S. K. (2016)**, "Heinous Crimes Against Women in India", *Journal of Social, Political and Economic Studies*, 41(3): 51-73.

This paper analyzes crimes against women in India at the national as well as the state and union territory levels. The crimes include kidnapping and the abduction of women, rape, and dowry deaths. We identify the major issues related to such heinous crimes and discuss potential countermeasures. The primary source of data for the study is Crime Against Women in India, 1991 to 2014, published by the National Crime Records Bureau (NCRB), Ministry of Home Affairs, Government of India, New Delhi.

**Chatterjee, Somdeep**, "The Role of the Firm in Worker Wage Dispersion: An Analysis of the Ghanaian Manufacturing Sector" published in the *IZA Journal of Labor and Development*, 2016, Vol 5(16), Springer. This article can be accessed from the journal website here: <http://izajold.springeropen.com/articles/10.1186/s40175-016-0062-x>.

This paper uses a linked employer-employee dataset from the Ghanaian manufacturing sector to analyze earnings dispersion in Ghana from 1992 to 2003, a period post extensive economic reforms. I find that variance of earnings increased from 1992 to 1998 and decreased thereafter, resembling an inverted u-shaped relationship. I use analysis of variance and variance decomposition approaches to understand the underlying factors that led to such a pattern in earnings inequality. I find that between-firm factors explain this pattern more than within-firm factors. I also find that the mean earnings gap between workers above and below the 90th percentile of income distribution can explain the majority of the initial surge in inequality (61 %) but only explains a very small fraction of the eventual decline (9 %). I run OLS regressions similar to Mincerian equations and decompose the variance components to find that the decline in earnings inequality is consistent with decline in variance of firm-level earnings whereas variance of predicted wage from worker characteristics have increased. I also find suggestive evidence of changing patterns of worker-firm sorting which contributes to the decline in inequality. These patterns however only hold up for private domestic firms and not for foreign-owned firms.

## Publication Profile

### Research Publications

#### Conference & Seminar Presentations

Raj, Alok; **Biswas, Indranil** and **Srivastava, Samir K.** Setting of Optimal Selling and Return Product Acquisition Pricing in Closed Loop Supply Chain, presented in the 20th Annual Conference of the Society of Operations Management, ABV Indian Institute of Information Technology and Management, Gwalior, December 22-24, 2016.

Raj, Alok; **Biswas, Indranil** and **Srivastava, Samir K.** Sustainable supply chain analysis under green sensitive demand and socially responsible agents in two tier supply chain, presented in the 20th Annual Conference of the Society of Operations Management, ABV Indian Institute of Information Technology and Management, Gwalior, December 22-24, 2016.

Dwivedi, Gourav; **Srivastava, Rajiv K.** and **Srivastava, Samir K.** Exploration of Impact of Additive Manufacturing on Supply Chain, presented in the fourth PAN IIM World Management Conference, December 13-15, 2016, Ahmedabad, India.

Dwivedi, Gourav; **Srivastava, Rajiv K.** and **Srivastava, Samir K.** Analysis of interactions among enablers and barriers of Additive Manufacturing implementation in Indian Automotive Sector: A Fuzzy-ISM Approach, presented in the Informs Annual Meeting Conference, Nashville, USA, November 13-16, 2016.

Singh, Sandeep and **Srivastava, Samir K.** A Systems Approach to Mitigate Supply Chain Issues of Sugar Industry: A perspective from Uttar Pradesh, India, presented in the International Journal of Arts & Sciences' (IJAS) International Conference, University of London, November 8-11, 2016.

Shukla, Dharendra Mani; **Mital, Amita**; Qureshi, Israr; Wang, Taiyuan. Alliance Network: Tie-Strength, Expansion Speed and High-Tech Venture Performance presented at the 30th ANZAM conference at Brisbane, Australia during December 6-9, 2016.

The study draws on network embeddedness and organizational learning perspectives to examine the performance effects of tie-strength in exploratory and exploitative networks, and how network expansion speed moderates the relationship between tie-strength and firm performance. The study indicates that tie-strength has a positive relationship with firm performance in exploratory network, and an inverted U-shaped relationship with firm performance in exploitative network. Furthermore, network expansion speed negatively moderates the above mentioned relationships. A longitudinal investigation of 83 Indian firms from technology intensive industries for the period 2006-2014, provides mixed support for the hypotheses. Findings of this study contribute to the network embeddedness and organizational learning literature by examining the contingencies that affect the relationships between tie-strength, expansion speed and firm performance.

**Gupta, Kriti Bardhan**, "Exploring the Most Preferred Food Products among Indian Consumers and Reasons for their Preferences", Organized by Centre for Marketing in Emerging Economies at IIML Noida Campus, during 5-7 January 2017.

## Publication Profile

### Research Publications

#### Conference & Seminar Presentations

Shukla, Dharendra Mani and **Mital, Amita**, Performance Effects of Partner Diversity in Alliance Portfolios: An Organizational Learning Perspective presented at the PhD Consortium 2016 with the theme Advances in Theory and Applications in Management Science organized by SJMSOM, IIT Bombay during January 24-25, 2017.

This study draws on organizational learning perspective to examine the performance effects of partner diversity in a firm' exploratory and exploitative alliance portfolios (APs). It suggests that partner diversity has an inverted-U shaped relationship with firm performance in exploratory AP, and a negative relationship with firm performance in exploitative AP. Furthermore, it suggests that there is a negative interaction effect between partner diversity in exploratory and exploitative APs on firm performance. An empirical examination on a longitudinal dataset of 84 Indian firms from technology-intensive information technology (IT) and biopharmaceutical sectors, for the period 2003-2014, provides support for all the hypotheses. Findings of this study contribute to organizational learning and alliance portfolio literatures by examining the performance effects of partner diversity in different learning contexts.

Fuad, Mohammad and **Mital, Amita**, Interaction Effects of Partner Type and Partner Motives in Determining the Scope of International Joint Ventures presented at the PhD Consortium 2016 with the theme Advances in Theory and Applications in Management Science organized by SJMSOM, IIT Bombay during January 24-25, 2017.

This study explores the role of partner motives and partner type on the scope of international joint ventures. It draws primarily upon resource based view, transaction cost economics and internationalization theory to investigate the impact of market seeking and resource seeking motives on the choice of IJV scope. The study explores the moderating effects of partner type on the scope of activities in the value chain R&D, manufacturing, marketing and support on a sample of 186 Indian firms. Findings suggest that market seeking motives of IJV foreign partner are positively related to manufacturing, marketing and support activities whereas the upstream resource seeking motive is positively related to manufacturing activities.

**Mehra, Payal**, Presented a paper in the 4th International Communication Management Conference (ICMC) 'People, Planet and Profit: Synergistic Leadership for Social and Communication Innovations (January 10-12, 2017) at MICA, Ahmedabad. The paper was published in the Proceedings  
**Title:** Strengthening Communication and Improving Outcomes in Public Hospitals: Promising practices for patient-centered care at King George Medical University, Lucknow, Uttar Pradesh, INDIA: A Case Study

Health services impact greatly on the well-being of a country's population (Fisk et al. 2007). However, healthcare communication, which constitutes an important constituent of health services, is severely compromised in densely populated developing countries such as India where the patient to provider ratio is abysmally low. In recent times, communication, especially internal communication has assumed a significant role in hospital administration, due to the types of services being offered to patients, the increasing importance of doctor-patient communication and the organizational performance of the hospitals. This case assesses the communication initiatives undertaken by King George Medical University, a prominent public teaching and research hospital in Lucknow, Uttar Pradesh, India, and outlines the impact of such initiatives on its efforts to promote a culture of responsiveness and responsibility at the hospital.

## Publication Profile

### Research Publications

#### Conference & Seminar Presentations

**Conference:** International Journal of Arts & Sciences' (IJAS) International Conference for Business and Economics, British School at Rome (BSR), Rome, 15-18 Nov, 2016.

**Paper Title:** Exploring The Role Of Culture On Family Communication patterns and Self-Construal Among Indian Adolescents

**Authors:** Mishra, Anubhav and **Satish, S. M.**

Parents are the most important influencers in building the behavior of children. The adolescence period is a critical period of creating a unique identity in the society among peers. This research explores the prevailing communication styles of Indian parents, along with the self-construal traits among Indian adolescents. Using data from 793 students (age 12-18 years), we find that Indian parents engage in higher socio-oriented communication as compared to concept-oriented communication. Also, adolescents report higher scores on interdependent self-construal dimension in contrast to independent self-construal. The findings are similar to research from other countries that have similar cultural and societal norms (e.g., collectivistic and power distance) as in India.

**Chaddha, Kavita** presented her research paper "Libraries on fingertips: A case study of Indian Institute of Management Lucknow-Noida Campus" which won the 1st place in the "Best Paper" category in ICDL (International Conference on Digital Libraries) 2016 "Smart Future: Knowledge trends that will change the world", held at TERI (The Energy and Resources Center), India Habitat Center, New Delhi, India from 13th to 16th December 2016. It has been published in Conference proceedings Vol. 2 pp. 603-621, edited by Dr. P.K. Bhattacharya et.al. The conference was attended by 600 delegates from 22 countries around the globe.

**Aim and Objective:** The study aims to explore the usability of library services through smartphones by the current batches of students at Indian Institute of Management Lucknow-Noida Campus.

**Methodology:** To fulfill the objectives of the study, an online survey was constructed with the help of Google Forms and sent to the students through e-mail, together with the rationale of the study, with a request for cooperation. Total 283 students, studying in IIML Noida campus, were contacted; 201 responded. The survey questionnaire was sent to the students of all four courses IPMX, WMP, EFPM, and PGPSM so that the data representation is diversified; age wise, experience wise, gender wise & course wise and the opinion of the students at different levels can be compared.

**Findings:** The findings of the study clearly show that the students are keen to use the library services through a smartphone. They very well received the services suggested by the author and they expect that the use of the library and quality of services will improve by using mobile technology, namely - the mobile app.

**Keywords:** User research, Smartphones, Academic libraries, Mobile library services, Mobile technology, ICT application, Mobile services

**Paper Type:** Case study

## Publication Profile

### Research Publications

#### Working Paper

Rastogi, A.; Pati, S. P. & **Kumar, Pankaj** Work Engagement and Work Alienation are Not Bipolar Opposites: Additional Evidence. IIMK/WPS/190/OB & HR/2016/01

Over the years, constructs like disengagement (Kahn, 1990), burnout (Maslach&Leiter, 1997), and alienation (e.g. Mann, 2001; Case, 2008) have been proposed as conceptual opposites to engagement. While empirical research now suggests that engagement and burnout are distinct, presumptions about disengagement and alienation remain untested. Recently, Pati& Kumar (2015) provided evidence against alienation being a bipolar opposite of engagement. Our research, based on 269 respondents, corroborate their inference. Employing a different instrument to measure work engagement (i.e. UWES-9, Schaufeli, Bakker, &Salanova, 2006), our study enhances the generalizability of the findings of Pati& Kumar (2015). Implications of our findings towards literature and practice as well future research directions are also discussed.

### Other Assignments

**Prof. Samir K. Srivastava**, Invited Paper: Additive Manufacturing, Invited Paper for Souvenir, BHU Engineer's Alumni, Lucknow, December 18, 2016. (Available at: [https://www.researchgate.net/publication/312021052\\_Additive\\_Manufacturing](https://www.researchgate.net/publication/312021052_Additive_Manufacturing))

**Prof. Samir K. Srivastava**, 3D printing will ease logistics cost, Supply Chain Log, December 20, 2016. (Available at:<http://www.supplychainlog.com/sclnews/3d-printing-will-ease-logistics-cost/>)

#### **Prof. Kriti Bardhan Gupta**

Chaired a technical session at the above Conference on theme, "Food and Agribusiness Marketing".

#### **Prof. Somdeep Chatterjee**

An invited article in Bengali for the editorial page of the leading Bengali newspaper of the ABP group, "Anandabazar Patrika" on my views on the demonetisation issue and featuring my ongoing research, published on December 28, 2016. For those proficient in Bengali, the link to the article is this: <http://www.anandabazar.com/editorial/a-little-thought-could-solve-the-problems-of-the-farmers-1.538822>



## Management Development Programme

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	Lucknow
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	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 the Executives of 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 Programme for the Executives of Coal India Ltd.	Prof.Sushil Kumar (OM) &Prof.Ashutosh K Sinha	November 21 - December 2, 2016	Lucknow
15	Financing MFIs by Banks	Prof.Sanjeev Kapoor	November 22-26, 2016	Lucknow
16	Excelling in Leadership for the Executives of MetLife GOSC	Prof.NishantUppal	November 28-30, 2016	Lucknow
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 on-campus module	Prof.Kaushik Bhattacharya &Prof. Gaurav Garg	November 30 - December 4, 2016	Lucknow

## Management Development Programme

### MDPs held during November 2016 to January 2017

20	Digital Marketing	Prof.MoutusyMaity	December 1-3, 2016	Noida
21	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 (CPGME 14) - 2nd on-campus module	Prof. Prakash Singh &Prof.Prem P Dewani	December 3-11, 2016	Lucknow
22	Planning, Organizing and Foresightedness for the Executives of GAIL India Ltd.	Prof.HimanshuRai&Prof.NeerajDwivedi	December 5-9, 2016	Lucknow
23	General Management Programme for the Executives of Coal India Ltd.	Prof.Shailendra Singh &Prof.Indranil Biswas	December 5-16, 2016	Lucknow
24	Certificate Programme in Business Analytics for Executives (CPBAE 7)	Prof. Gaurav Garg&Prof. Amit Agrahari	December 7 -11, 2016	Lucknow
25	Analytical Problem Solving for the Executives of GAIL India Ltd.	Prof.Sushil Kumar (OM) &Prof.Ashutosh K Sinha	December 12-16, 2016	Lucknow
26	Understanding Self for Managerial Excellence for the Administrators of Govt. of Madhya Pradesh	Prof.Pankaj Kumar	December 12-16, 2016	Lucknow
27	Leadership Development Programme for DDVMs of MarutiUdyog Ltd.	Prof.AnadiPande&Prof.SeshadevSahoo	December 19-21, 2016	Lucknow
28	Leadership and Team Management for LIC Executives (NCZ HRD)	Prof.Shailendra Singh	December 19-22, 2016	Lucknow
29	General Management Programme for Defence Officers	Prof. B K Mohanty&Prof.Prem P Dewani	January 2 - June 16, 2017	Lucknow
30	Excelling in Leadership for Metlife Executives	Prof.NishantUppal	January 5-7, 2017	Lucknow
31	Leadership Development for Women Executives of ONGC Ltd.	Prof.HimanshuRai	January 9-13, 2017	Lucknow
32	Execution Excellence for the Executives of GAIL India Ltd.	Prof. O S Vaidya &Prof.NishantUppal	January 9-13, 2017	Lucknow
33	MCTP for IRS (C&CE) Officers, Phase III, Group III	Prof. Bharat Bhasker&Prof.Sabyasachi Sinha	January 9 - 27, 2017	Lucknow
34	Communication for the Executives of GAIL India Ltd.	Prof.HimanshuRai&Prof.PayalMehra	January 16-20, 2017	Lucknow
35	The First Time Leader	Prof.NishantUppal	January 18-20, 2017	Lucknow
36	Management Module for IFS Probationers	Prof.Shailendra Singh &Prof.PayalMehra	January 30 - February 3, 2017	Lucknow

## Events

### 2017 Annual Conference of Emerging Market Conference Board

IIM Lucknow organized the grand Annual Conference of Emerging Market Conference Board at Noida campus today on the theme "Reaching Consumers of Emerging Markets" during from 5-7th January 2017. The Conference is one of the largest marketing conclaves in the emerging world. It is dedicated towards the advancement of marketing in Emerging Markets and facilitation of collaboration on Emerging Markets research. The conference was organized mainly for Marketing Practitioners, Academicians and Doctoral students. It has received more than 300 research papers from across the world and more than 200 participants from over 21 countries who presented their research papers. Prof. Ajit Prasad, Director IIM Lucknow and Prof. Satyabhusan Dash, Chairperson, CMEE welcomed the participants. Prof. Naresh Malhotra started the session with a discussion on the impact of using a video case in pedagogy. Prof. Amitava Chattopadhyay, INSEAD & Prof. Niraj Dawar, IVY Business school discussed the practices for teaching the cases.

Prof. Rajan Varadarajan, Texas A&M University delivered key note address in inaugural session on 'Doing Well by Doing Good Innovations: Opportunities and Challenges in Emerging Markets'. 'Meet the Editor' session followed by Inaugural session was chaired by Prof. Naresh Malhotra, Editor, Review of Marketing Research. The Editors' panel included Prof. Murali Mantrala, Editor, Journal of Retailing, Prof. David W. (Dave) Stewart, Editor, Journal of Public Policy & Marketing, Prof. Manjit Yadav, Editor, Academy of Marketing Science Review and Prof. Rajan Varadarajan, Vice president AMA representing Journal Marketing and Journal of Marketing Research. Panellists discussed about expectations of publishable manuscript in these top journals and shortcomings of manuscripts submitted from Emerging Market researchers. Hon'ble Minister Railways Shri Suresh Prabhu spoke on 'Public Sector Marketing: Challenges and Opportunities'. Renowned academicians and marketing practitioners had spoken on Crafting Impactful Theory for Understanding Emerging Markets; Impact of Technology on Marketing Channel Design, International Franchising in Emerging Economies, Antecedents of Research Productivity, Customer Co-creation, B2B Marketing, Design for Greater Profit-Margin, How to Write Publishable Qualitative Research, Choice Modelling. Two interesting sessions on contemporary research tools and techniques were 'Neuroscience and Marketing'; 'Research through Gaming'.

Five roundtable discussions covering major contemporary issues such as Brand Building Challenges faced by Emerging Market Companies; Role of Marketing Research on Public Policy Decision Making; Data or Atta: Marketing programs for Emerging Markets; Economic, Environmental and Social Sustainability in Emerging Markets; and Affordable Healthcare Delivery for BoP Consumers.

Around 50 renowned speakers across globe addressed in this mega conference. Notable speakers include Prof. Ashutosh Dixit, Cleveland State University; Prof. Marin A. Marinov, Aalborg University; Prof. Len Tiu Wright, University of Huddersfield; Prof. Vithila Rao, Cornell University; Prof. Audhesh Paswan, University of North Texas; Prof. Kaouther Kooli, Bournemouth University; Prof. Ravi Chitturi and Prof. James Maskulka, Lehigh University; Mr. M. V. Ramana, Reddy's Laboratories; Mr. Kannan Sitaram's, Innovative Foods; Mr. Rajesh Kurup, North Millward Brown; Mr. Surya AV, Kantar Public; Mr. Sanjeev Govil, Idea Cellular; Mr. Partho Kar, Chief Consultant, Biswa Bangla Retail, Gov. of West Bengal; Mr. Santosh Desai, Future Brands; Mr. Deepak Varma, Millward Brown; Mr. Anirban Ghosh, Mahindra & Mahindra; Mr. P.S. Narayan, Wipro; Mr. Arun Nagpal, Mrida Group; Dr. V.K. Singh, Innovatio Curies; Dr. S. Natarajan, Aditya Jyot Eye hospital; Mr. Sujay Santra, iKure TechSoft; Mr. S.N. Sathu, HLL Infratech; Ms. Leena Nair, IAS, Secretary, Women and Child Development, Goland. Ms. Betty Adamou, Research through Gaming. Emerald and MRSI sponsored for Best Paper awards in three categories: Prof. A.K. Jain Best Paper Research Award, Best Paper Research by Practitioner Award and Prof. Saji K.B. Nair Award for Best Doctoral Student Paper. While other sponsors for the conference were LIC, Wipro, SAGE Publications, SICI, and Pearson. Apart

## Events

### Annual Conference of EMCB

from this, CMEE Flashback 2011-2016 and Bibliography of Research in Marketing on Emerging Market Economies were released in the conference.

Highlights of conference can be seen at:<http://iimlcme.org/highlights-2017-annual-conference-pre-conference-workshop-january-5-7-2017/>



## Events

### Sustain-e-sense and SPIC MACAY: 4th 6th Nov, 2016



Indian Institute of Management, Lucknow (IIML) organized its inaugural annual Business Sustainability fest "Sustain-e-sense" at its Noida Campus. Various conclaves, conferences and contests were organized during the three days. CSO conclave, Perna awards for SME's, Samvad- alum meet, Cyclothon were some of the key highlights of the event. Wipro Earthian was the title Sponsor, Coca-Cola, Jabong and Mrida were event partners. The three day fest ended with performance by Pandit Rajendra Ganganiji, organised by SPIC MACAY. He is an eminent Kathak performer trained in Jaipur Gharana. For his outstanding contribution to Kathak, he has received Sangeet Natak Akademi award in 2003.



## Events

### Airtel Delhi Marathon 20th Nov, 2016

Faculty and Students from the WMP, IPMX and PGPSM programmes of IIM Lucknow's Noida campus participated in the Airtel Delhi Marathon on 20th November, 2016. Students participated in both the half marathon and great Delhi run to extend solidarity to various causes such as Environmental protection, women empowerment, social inclusion and healthy living, among others.

Many of the participants were first time runners who woke up early on a Sunday morning to encourage each other in the run. They had a euphoric experience and were glad they came for the run.



### Hult Prize Competition- 26th November 2016

The campus edition of Hult Prize Competition, the world's largest student competition on social entrepreneurship, successfully concluded on 26th November 2016 at NOIDA campus of IIM Lucknow. The event witnessed active participation from 36 teams from IIML's MBA, Phd and executive MBA programs who came together on this single platform to vie for this coveted prize.

The event was organized by Entrepreneurship Cell of IIML NOIDA Campus and was inaugurated by Prof. M. Akbar, Head of Incubation Center, IIM Lucknow

Judges comprised Mr. Kumar Vivek, Education Advisor, World Bank Group, Mr. Anadi Saran Pande, Professor in strategy area, IIM Lucknow and Mr. Prateek Gupta, Sr. Program manager from Clinton Health Access Initiative. After the exhaustive round of presentations which lasted for over six hours, the judges announced team "Renasence" as the campus winners. Vishal Goyal, Ashna Mishra and Sakshi Kulbhaskar, members of the winning team will represent IIM Lucknow at any of the five Regional Final locations in Boston, San Fransisco, London, Dubai & Shanghai.

### UDYAM 2016 The Annual Business Conclave by IIM Lucknow @ Noida Campus-9th 10th December, 2016

Udyam2016 hosted eminent leaders with a focus on exploring the trends and challenges in the following contemporary and relevant arenas in current corporate world:-

- GST
- Women Leadership
- Infrastructure and Energy
- Innovation in Supply Chain Management
- IoT and Digital India

Mr. Arun Goyal, Additional Secretary of the GST Council was the chief guest and he delivered the inaugural address on 'Forces Shaping the Indian Economy: GST'.

The 2 day Business conclave, sponsored by GAIL India, also had students from India's premier B-schools engaging in case study competition.

## Events

### Art of Living Workshop- 23-25 December, 2016

Mr. Virat Chirania, a very senior Art of Living Faculty, conducted the Youth Empowerment & Skill Workshop (YES+) workshop for IPMX 09 batch, from 23rd to 25th December. Students benefitted immensely from this workshop.

### Manfest Varchasva (18th Nov 2016 - 20th Nov 2016)

IIM Lucknow's annual Business, Cultural and Sports fest, Manfest Varchasva was a three-day event held from 18th to 20th of November 2016. Management events at Manfest Varchasva were back with bigger and better formats, including cash prizes of about INR 16 Lakhs. Leaders Express Series, spread across 3 days, provided students across Lucknow with a unique opportunity to gain a fresh perspective through interaction with leaders, hone their leadership skills and learn from IIM Lucknow Professors. The series was flagged off by Mr. Suresh Prabhu, Hon'ble Minister of Railways, and saw many other speakers such as Dr. K. Radhakrishnan, Former Chairman, ISRO and Col. Prabir Sengupta, an Independent Consultant among many others. The sports events saw a participation of 1200+ students from 20 colleges, which included premier management institutes of India like IIM Calcutta, MDI Gurgaon and IIM Shillong. The colleges participated in 14 sports for men and women including basketball, cricket, table tennis, lawn tennis, badminton and so on. Apart from this, there were cultural events such as pro-shows with music artists like KK and other cultural competitions.



## Events

### Pledge of Integrity and Candle Light March in Memory of Late Manjunath Shanmugam:19th November 2016

At IIM Lucknow Noida campus, on 19th November, 6:15 PM, a 1-minute silence was observed in memory of Late Manjunath Shanmugam by Faculty and more than 50 students present. The Student affairs chair then spoke to the audience about Mr. Manjunath Shanmugam and his sacrifice keeping the virtue of integrity as paramount. A pledge of integrity was then taken by all students and faculty present followed by a candle march within the campus. The students and faculty of IIM Lucknow participated in 'March for Manjunath', a candle light march on the eleventh death anniversary of Manjunath Shanmugam, the IIM Lucknow alumnus who lost his life fighting against corruption. A pledge of integrity followed the Candle Light March.



### INDEX (26th and 27th Nov 2016)

INDEX, IIM Lucknow's flagship event was held at the Colvin Taluqdar College grounds on the 26th and 27th of November this year. The much-awaited fair drew the attention of over 10000 localites over the course of the two days. The INDEX fair, held in the heart of Lucknow city every year, aims to conduct disguised market research for corporate houses via gamification. The fair setup attracts people from different demographic profiles through stalls and events chosen specifically to meet their interests. The two-day extravaganza promises to be a fun affair for the entire family and yet again in its 22nd edition, INDEX delivered upon that promise. This year the festivities kicked off with the NukkadNatak competition on 12th November in association with INDEX's social partner, Ministry of Women and Child Development. The action-packed two days of INDEX culminated with live music and a concert featuring the Indian rock fusion band Indiana Band.





## Events



### Pre-Budget Panel Discussion (12th Jan 2017)

Industry Interaction Cell, IIM Lucknow hosted a Pre-Budget Panel Discussion on 'Expectations from Union Budget 2017-18' on 12th Jan 2017. The speakers for the event were: Mr. Prabhu Chawla, Mr. N. R. Bhanumurthy, Mr. Rakesh Nangia and Mr. H.N. Gupta.



### Republic Day Celebrations- 26th Jan, 2017

The campus celebrated 68th Republic Day with great zeal and fervor in both Lucknow and Noida Campus. The event started with flag hoisting by Prof Ajit Prasad, Director IIM Lucknow, followed by an inspiring speech from him. This was followed by cultural program by students and distribution of sweets in both campuses.



## Events



## From the Press

Name of the Publication: Pioneer



Name of the Publication: Hindustan Times

## Meet on 'reaching consumers in emerging markets' at IIM-L

HT Correspondent

✉ [reporters@hindustantimes.com](mailto:reporters@hindustantimes.com)

**LUCKNOW:** IIM-Lucknow organized an International Conference 2017 on 'Reaching Consumers in Emerging Markets' at its Noida campus on Tuesday. The conference is dedicated towards the advancement of marketing in emerging markets and facilitation of collaboration on market research.

The conference was organized mainly for marketing research practitioners, academicians and doctoral students from January 5 to January 7. It has received more than 450 research papers from across the world and more than 200 participants from over 22 countries who presented their research papers.

The conference was addressed by academicians like Prof Amitava Chattopadhyay (INSEAD), Prof Naresh Malhotra, Georgia Institute of Technology and Prof Murali Mantrala, University of Missouri, USA, Prof Len Tiu Wright, University of Huddersfield, UK, Prof Manjit SYadav, Texas A&M Uni-

» We have made an effort to bring all emerging country participants on one platform and discuss the theme 'Reaching Consumers in Emerging Markets'. The Indian market is now attracting all major global brands and becoming as the major/focus market for the brands.

DRAJIT PRASAD, IIM Lucknow director

versity, USA, among others. Academicians shared their experiences of brand building challenges faced by emerging market companies, role of marketing research in public policy decision making, impact of technology on marketing channels design and management and directions for research, etc.

Director, IIM Lucknow, Dr Ajit Prasad said, "We have made an effort to bring all emerging country participants on one platform and discuss the theme 'Reaching Consumers in Emerging Markets'. The Indian market is now attracting all major global brands and becoming as the major/focus market for the brands. It is changing at a fast pace and soon it is going to emerge as the market leader

among developing nations due to the increasing buying power of its middle class." He also added the conference would help brands to understand the market trends of different countries."

Chairperson, Centre for Marketing in Emerging Economies, Prof Satyabhusan Dash said, "I am happy to see such an overwhelming response of participant's who made an effort to present the paper from across the globe." He said that the voice of emerging economy consumers is not heard in top journals like developed economy consumers. He stressed that more planned research should be done on emerging economy consumers and public policy should be developed on the basis of voice of consumers.

## From the Press

Name of the Publication: Amar Ujala

## सौर ऊर्जा से रोशन होगा आईआईएम लखनऊ

लखनऊ(ब्यूरो)। भारतीय प्रबंध संस्थान लखनऊ (आईआईएमएल) अब सौर ऊर्जा से रोशन होगा। संस्थान में भारत सरकार के पर्यावरण, वन और जलवायु परिवर्तन मंत्रालय के सचिव एन झा ने प्लांट का उद्घाटन किया। 400 किलोवाट रूफ टॉप सोलर पावर प्लांट से संस्थान में हर साल छह लाख विद्युत यूनिट की बचत होगी। इसके साथ ही पर्यावरण और जलवायु परिवर्तन में भी सुधार आएगा और 570 टन कार्बन डाई-ऑक्साइड वातावरण में जाने से बचेगा।

इस अवसर पर एन झा ने कहा कि यह कदम सराहनीय है। भारत में सौर ऊर्जा उत्पादन करने की क्षमता 40 हजार मेगावाट है जबकि आज की तारीख में केवल 800 से 900 मेगावाट का ही उत्पादन हो रहा है। यदि भारत को ऊर्जा की उपलब्धता चाहिए तो हमें अधिक से अधिक सौर ऊर्जा का उत्पादन करना चाहिए। इससे न केवल ऊर्जा बचत होगी बल्कि वातावरण भी साफ-सुधरा रहेगा। उन्होंने कहा कि अन्य संस्थानों को भी सौर ऊर्जा के उत्पादन के क्षेत्र में अपना योगदान देना चाहिए। संस्थान के निदेशक अजित प्रसाद के साथ ही प्रो. सुशील कुमार आदि उपस्थित थे।

Name of the Publication: Dainik Jagran

आइआइएम-मेनफेस्ट-2016 : विभिन्न संस्थानों के छात्र-छात्राओं ने लिया प्रतिभाग

## 'वर्चस्व' में शामिल हुए सौ संस्थान

- प्रतियोगिताओं में आइआइएम लखनऊ के छात्रों का रहा दबदबा

लखनऊ : लघु एच यूएम उद्योगों को समर्थन देने के उद्देश्य से आईआईएम लखनऊ (आईआईएमएल) के सौर ऊर्जा प्लांट का उद्घाटन किया गया। संस्थान में भारत सरकार के पर्यावरण, वन और जलवायु परिवर्तन मंत्रालय के सचिव एन झा ने प्लांट का उद्घाटन किया। 400 किलोवाट रूफ टॉप सोलर पावर प्लांट से संस्थान में हर साल छह लाख विद्युत यूनिट की बचत होगी। इसके साथ ही पर्यावरण और जलवायु परिवर्तन में भी सुधार आएगा और 570 टन कार्बन डाई-ऑक्साइड वातावरण में जाने से बचेगा।

इस अवसर पर एन झा ने कहा कि यह कदम सराहनीय है। भारत में सौर ऊर्जा उत्पादन करने की क्षमता 40 हजार मेगावाट है जबकि आज की तारीख में केवल 800 से 900 मेगावाट का ही उत्पादन हो रहा है। यदि भारत को ऊर्जा की उपलब्धता चाहिए तो हमें अधिक से अधिक सौर ऊर्जा का उत्पादन करना चाहिए। इससे न केवल ऊर्जा बचत होगी बल्कि वातावरण भी साफ-सुधरा रहेगा। उन्होंने कहा कि अन्य संस्थानों को भी सौर ऊर्जा के उत्पादन के क्षेत्र में अपना योगदान देना चाहिए। संस्थान के निदेशक अजित प्रसाद के साथ ही प्रो. सुशील कुमार आदि उपस्थित थे।



मेनफेस्ट 2016-वर्चस्व के दौरान आइआइएम के छात्र

विद्यार्थियों को आइआइएम परिसर में आयोजित होने वाले विभिन्न प्रतियोगिताओं का आयोजन किया गया। इन प्रतियोगिताओं में आइआइएम लखनऊ के छात्रों का दबदबा रहा। इन प्रतियोगिताओं में आइआइएम लखनऊ के छात्रों का दबदबा रहा। इन प्रतियोगिताओं में आइआइएम लखनऊ के छात्रों का दबदबा रहा।

'वर्चस्व' के तहत केएम स्टडी प्रतियोगिता का आयोजन हुआ। इस विषय पर संस्था केक ट विन्डो का और से महत्वपूर्ण मुद्दाएं दिए गए। प्रतियोगिता में आइआइएम लखनऊ के छात्रों का दबदबा रहा। इन प्रतियोगिताओं में आइआइएम लखनऊ के छात्रों का दबदबा रहा। इन प्रतियोगिताओं में आइआइएम लखनऊ के छात्रों का दबदबा रहा।

## From the Press

Name of the Publication: The Times of India

Printed from  
**THE TIMES OF INDIA**

### IIM fest to bring industry experts, fun and games

TNN | Nov 18, 2016, 10:44 AM IST



LUCKNOW: At the annual business, cultural and sports conclave of IIM-Lucknow, budding managers will get marketing and brand building tips from the who's who of the industry.

Tata CLIQ CEO Ashutosh Pandey, Igniva Consulting CEO and MD Sunil Gupta, Standard Chartered Investments and Loans Limited MD and CEO Amit Saxena, former ISRO chairman K Radhakrishnan, columnist and yoga expert Ira Trivedi, motivational speaker Col Prabir Sengupta and transgender rights activist Kalki Subramaniam will address the students.

The event, Manifest-Varchasva, is slated from November 18-20.

Stalwarts from diverse backgrounds will lead intellectually stimulating discourses at the Young Leaders Program. There will be intellectual contests as well as talent identification platforms to solve real management problems.

'Leaders Express' will be an event to bring students closer to pioneers who have trodden on uncommon grounds while several fun events will also engage students.

The annual Lucknow run is expected to draw Lucknowites onto the streets.

<http://timesofindia.indiatimes.com/city/lucknow/iim-fest-to-bring-industry-experts-fun-and-games/articleshowprint/55485096.cms?uL>

Printed from  
**THE TIMES OF INDIA**

### 'Raiwalys, tourism creating a world without borders'

TNN | Nov 19, 2016, 01:27 AM IST



LUCKNOW: Railways, tourism, connectivity and international partnerships can lead to nations without borders, said railway minister Suresh Prabhu in his address to the students of Indian Institute of management, Lucknow on Friday. Prabhu, who inaugurated Manifest-Varchasva, IIM-L's annual business, cultural and sports fest, via video-conferencing spoke on 'Towards a world without borders'. He also stressed on Centre's Swachh Bharat campaign and its contribution in making sanitation accessible to all.

As part of Manifest, a case study competition, Yajna: a Pan-India CSR Challenge, was held. The event focussed on the prevalence of diarrhoea in rural areas and how it can be checked through sanitation and clean potable drinking water. The participants were also taken to a hospital and a village to understand the gravity of the problem.

Another event was Kicking off the Leaders Express Series, which provides students the opportunity to interact with successful entrepreneurs. On Friday, Arun Sharma, founder of Mindworkzz, an educational start-up, spoke about his life as an entrepreneur. Sunil Gupta, CEO, Igniva, spoke about the three anchors for the real world - partnership, teamwork and leadership. He also spoke on 'partneronomics', a term coined by him which means partnerships of economics.

<http://timesofindia.indiatimes.com/city/lucknow/railys-tourism-creating-a-world-without-borders/articleshowprint/55204401.cms?uL>

## From the Press

Name of the Publication: The Times of India

2020017 IIM-L's Index: A day of electrifying music, fun & games - Times of India

Printed from  
**THE TIMES OF INDIA**

### IIM-L's Index: A day of electrifying music, fun & games

TNN | Nov 28, 2016, 01:27 AM IST



LUCKNOW : From tapping their feet to rocking Bollywood numbers to trying their luck at the marketing research stalls, Index- 2016, the two-day mega marketing fair of IIM-Lucknow had more to offer than students could ask for. With Sunday being the last day of the fair, excitement was palpable on faces of the young participants.

Lucknow Idol remained the highlight of the day as audience loved listening to the melodious numbers. Winner of the title, Samir Pratap, took the energy level of students to a new high. "His voice struck a chord in the hearts of many. Hitendra, another winner, also won many hearts.

"I loved the musical performances of college students. It added more fun and excitement to the fair," said Sushma, a participant. The numbers at the fair swelled by the evening.

"It was impossible to miss out on the live concert of rock band, Indiana, which kick-started their performance on a patriotic note. Within minutes, Vande Matram echoed on the campus," said Prateek Bansal. Another visitor said, "The electrifying performance of the band made everyone join in their chorus. My friends and I have come to enjoy the musical evening."

<http://timesofindia.indiatimes.com/city/lucknow/IIM-Ls-Index-A-day-of-electrifying-music-fun-games/articleshow/55958200.cms?itl=1>

12

### Team Samavaya

Corporate Communication & Media Relations  
Indian Institute of Management, Lucknow.  
Prabandh Nagar, IIM Road Lucknow - 226013  
Email: [ccmr@iiml.ac.in](mailto:ccmr@iiml.ac.in)