



# Sāmvaya

IIML Newsletter

Indian Institute of Management Lucknow



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Prof. M. Akbar- Strategic Management Area

Prof. Payal Mehra- Communications Area

Prof. Samir K. Srivastava- Operation Management Area

Prof. S.B. Dash- Marketing Area

Prof. S. Venkataramanaiah- Operation Management Area

Prof. Rajiv K. Srivastava- Operation Management Area

## Publication Profile

### Research Publications

#### Papers

**D S Sengar**, Corporate Social Responsibility and Law, *Company Law Journal* New Delhi, January 2016

"Corporate Social Responsibility (CSR) over a period of time has been accepted as a charitable initiative or a mode of putting the profits for social welfare schemes by corporations across the world. In India, over a period of time, the CSR practices were initiated by major business groups and CSR initiatives were mostly subjected to the whims of these companies. The requirements of social welfare, financial viability and voluntary nature of CSR have been the prime focus of attention over a long period of time. The Indian Companies Act, 2013 in its attempt to promote CSR has taken care of all these factors while formulating the CSR regime in India. Though the popular, stakeholder approach finds no clear mention in this CSR regime under the Act but the open ended provisions and the support of the judiciary has ensured that the stakeholders' approach is still not lost into oblivion on Indian soil. The decisions given by the Indian Courts indicate that the Indian Courts have a pro-CSR approach and they are eager to suggest different activities to companies to invest their funds in CSR."

**Payal Mehra**, Face to face information seeking behavior of patients and impact on in-clinic satisfaction, *Asia Pacific Management Review*, 20(4), December 2015:pp. 293-303

Patients seek health-related information from the doctor to seek assurance, to help them to decide on the future course of action, or, for the sake of knowledge. The information seeking behavior of patients is dependent on a number of factors, such as the doctors' communication style, gender, consultation time, and, direct waiting time, amongst others. This study investigates differences in behavior between information seeking patients and non-information seeking patients in outpatient clinics in India, which is a medically underserved nation. Results show that differences exist in the satisfaction level of information seekers and non-seekers in that the non-seekers were less satisfied. Information-seeking behavior of patients was found to be related to both situational variables and socio-demographic characteristics. Information seeking patients in India were inhibited by the expressive (also known as the controlling) communication style of the doctors). The assumption that Indian women are hesitant to seek information from the doctor is unfounded; more males than females were non-information seekers in the doctorpatient interaction. The research recommends a socio-structural approach to address the health-care issues in India.

[Http://www.sciencedirect.com/science/article/pii/S1029313215000603](http://www.sciencedirect.com/science/article/pii/S1029313215000603)

**Mishra, A., Dash, S.B. & Malhotra, NK**, Consumer Design perception: A scale and validation, *Journal of Brand Management*, 22(7),2015: pp. 603-630

Digital devices have taken over our lives today, but have seen little research in marketing domain. Literature on product design, though very rich, offers scant works that highlight the consumer's subjective understanding and perception, with most efforts rooted to the utilitarianhedonic value paradigm. In order to measure design perception comprehensively, we develop a multi-dimensional framework providing for an exhaustive operationalization of a product's design by its user. This is done through qualitative exercises followed by empirical validation leading to scale items for five proposed dimensions of design perception: visual, functional, kinesthetic, interface and information. We also examine the relation of design perception to consumer-based brand equity as a nomological network, the relation itself mediated by user experience. Our work, by offering a multi-dimensional framework of consumer design perception, seeks to guide current digital device manufacturing brands about heterogeneity of the concept of design as it exists in a consumer's mind and how important it is to address those different dimensions effectively, for an overall good package.

## Publication Profile

### Research Publications

Chi, Joe, Malhotra, NK, **Dash, S.B.**, The impact of relational bonding on intention and loyalty: the mediating role of the commitment foci in service 9 relationships, *Journal of Hospitality and Tourism Technology*, 6(3), 2015: pp. 203- 227

The purpose of this study is to investigate the impact of relational bonding on intention and loyalty and the mediating role of commitment foci in the service context. The study used a cross-sectional and quantitative mail survey approach. Bank customers in New Zealand were surveyed, and multiple analytical techniques were used to measure the relationships between consumer bonding, commitment foci and loyalty behavioral intentions and the mediating role of commitment foci in service relationships. The results confirm that commitment foci or targets of commitment are important mediators in the relationships between bonding and loyalty-related behavioral intentions. The findings provide new theoretical knowledge about the mediating effect of the commitment foci in service relationships and significantly enhance knowledge about consumers' intention and loyalty.

The research provides several noteworthy insights into the role of social and structural bonding in consumers' commitment and loyalty in the service context, as well as provides an important implication for segmentation. This study provides a better understanding of consumers' perceptions of and behaviors toward the commitment foci, as well as their intention and loyalty.

### Conference & Seminar Presentations

Sandeep Singh & **Samir K Srivastava**, Review on Sustainability in Food Supply Chains: A Step towards Theory Building, paper presented in the 19th Annual Conference of the Society of Operations Management, Indian Institute of Management Calcutta, December 11-13, 2015

Gourav Dwivedi, **Rajiv K Srivastava & Samir K Srivastava**, Additive Manufacturing: A Review from Sustainable Operations Perspective, paper presented in the 19th Annual Conference of the Society of Operations Management, Indian Institute of Management Calcutta, December 11-13, 2015

Chiramel, Carol & **Priyadarshi P.**, In search of Job: An Exploratory Study of Key Determinants of Internship Conversion among Indian Management Graduates, paper presentation in 4th Biennial Conference: Indian Academy of Management held during December 11-13, 2015 at IIM Lucknow, Noida Campus

Dhirendra Mani Shukla & M Akbar, Business Groups as social Networks: An exploration of relationship between network cohesiveness and within network similarity of firms strategies; Presented at the 4th Biennial IAM Conference at IIM Lucknow, Noida , 11-13 December 2015

Researchers have studied multiple aspects of business groups, such as functions, internal structure, and profitability of affiliates of business groups. However, the question whether business group affiliated firms exhibit similar behaviour in terms of their strategies, such as internationalization or focus on innovation, has not drawn much attention from researchers. This study attempts to fill such gap in the extant business group literature. It views business groups as social networks, connected through interlocking of directors. It proposes that there is positive relationship between business group cohesiveness and within-group similarity of firms' strategies, such as internationalization and focus on innovation. Exploratory empirical analysis on a small sample of 21 business groups, comprising 130 firms, suggests that there is positive association between business group cohesiveness and within-group similarity of internationalization strategy; however, the association between business group cohesiveness and within-group similarity of innovation focus is insignificant. This exploratory study provides a foundation upon which a study with large sample size can be based.

## Publication Profile

### Research Publications

Goparaju Rajan & **Mohammad Akbar**, Network Determinants of Firm Performance in Technology Convergence Paradigm: Evidence from the Indian IT Industry; Presented at the 3rd PAN IIM World Management Conference at IIM Indore 16-18 Dec 2015

We posit that institutional environment influences a firm's networking behavior. We consider 'country of origin' of firm as a key institutional antecedent and 'network centrality' as a measure of firm's networking behavior. We hypothesize that network centralities of firms having their origins in different institutional contexts would differ significantly. We conduct the study on Information Technology (IT) ecosystem firms in the institutional contexts of India, China and Japan. We adopt the concept of 'business ecosystem' to define network boundary specifications to capture strategic alliances along the entire IT value chain spectrum. We construct separate networks for each country, based on strategic alliances between 2008 and 2010.

Our analysis shows that Indian, Chinese and Japanese firms differ significantly in terms of their networking behavior. We establish differences along seven different measures of network centrality. Post hoc tests show that Indian and Chinese firms are similar on several network centrality measures, while Japanese firms are significantly different from both Indian and Chinese firms. Firm size, however, does not show any interaction effect

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Nikhil Sahasrabudhe & **M. Akbar**, Does organizational culture impact firm's intent to crowdsource? Paper presented at the 4th Biennial IAM Conference at IIM Lucknow, Noida , 11-13 Dec 2015

Firms are increasingly relying on potential users and partners and also a far larger and anonymous crowd of people to coordinate effort in the creative process of developing new products and services, as well as to find solutions to business problems. This phenomenon of leveraging intelligence from the crowd is commonly referred to as crowdsourcing.

Scholars have researched different aspects of crowdsourcing. However, what has not been researched adequately so far is whether and how organizational culture may influence focal firm's intent to crowdsource. The goal of this exploratory study was to research that gap by analyzing whether there is any linkage between organizational culture and firm's intent to crowdsource.

This study used Cameron and Quinn's configurations to assess the impact of organizational culture. The analysis led to the conclusion that, amongst those, hierarchy orientation has a negative influence on firm's intent to crowdsource. Adhocracy and clan orientations do not have an influence on the intent to crowdsource, whereas market orientation shows a very weak positive influence.

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## Publication Profile

### Research Publications

Sheeba Khan & **M Akbar**, Contribution of Stakeholders to Dynamic Capabilities in Start-up firms (2015); Paper presented at 3rd PAN IIM World Management Conference, December 16-18, 2015, IIM Indore

We posit that institutional environment influences a firm's networking behavior. We consider 'country of origin' of firm as a key institutional antecedent and 'network centrality' as a measure of firm's networking behavior. We hypothesize that network centralities of firms having their origins in different institutional contexts would differ significantly. We conduct the study on Information Technology (IT) ecosystem firms in the institutional contexts of India, China and Japan. We adopt the concept of 'business ecosystem' to define network boundary specifications to capture strategic alliances along the entire IT value chain spectrum. We construct separate networks for each country, based on strategic alliances between 2008 and 2010.

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Sheeba Khan & **M Akbar**, Personal Entrepreneurial capabilities complement firm dynamic capacities: case-based exploration in the Indian institutional context; Paper presented at the 4th IAM Conference, December 11-13, 2015, IIM Lucknow Noida Campus. (Nominated among the best papers in the conference)

Entrepreneurs carry their personal capabilities into the formation of firm dynamic capabilities and through exploration and exploitation modify the resource base of firms, their strategies, structures, systems and culture as they evolve through the dynamic environment. This paper explores through case studies the process by which entrepreneurial capabilities link, modify, adapt to the dynamic capabilities as the firm evolves with the dynamism of the environment. Therefore some dynamic capabilities are the extension of entrepreneurial capabilities and some evolve in response to the firm adaptation process. This adaptation includes institutional context of the emerging market, like India. We identify 5 entrepreneurial capabilities and 17 dynamic capabilities, two of which drive from institutional context. We classify these dynamic capabilities into 3 conceptual categories: Exploratory, transient and exploitative categories. We conclude that the entrepreneurial capabilities form the genetic pool of future dynamic capabilities of the firm. We use two case studies to demonstrate these dynamic capacities as they originate in the founding process and develop into dynamic capabilities as the environment changes. We create a process model for the evolution of entrepreneurial opportunities into dynamic capabilities by interactive decision making with environment and institutional context.

Rajesh Nangia & **M. Akbar**, Big companies don't fail : Long term business survival with a focus on impact of Learning capabilities and Innovation on firm performance, presented at the 4th IAM conference held from 11-13 December, 2015 at IIM Lucknow Noida Campus

Business survival is important for a firm to continue its economic activity and for sustainability of its stakeholders. We are trying to study the impact of its size on the long term business survival. We predict the big firms have long term viability as size lends them higher financial resources, organizational routines and external ties. It also lends superior learning capabilities which improve their survival chances. They are also strong at innovation. We look at scale and scope and review the benefits of diversification for long term survival. We also look at how learning capabilities help firm improve their financial performance. Our research will contribute to the areas of business survival, diversifications, learning capabilities and innovation. We utilize the theoretical framework of Resource based view. We propose four hypotheses about our above areas of interest. We shall get support for our hypotheses with data and its analysis in Indian context from Indian firms database

## Publication Profile

### Research Publications

#### Working papers

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

This working paper investigates how consultation length affects patient satisfaction and word of mouth recommendation in India, a medically under-served country. Using the GLM analysis and Mediation analysis, 625 questionnaires were analysed to understand the relationship between Communication skills of the provider, the length of the consultation and the overall patient satisfaction leading to greater WoM recommendation by the patients. The four-step approach of Baron and Kenny (1986), the a and b path coefficients significance testing, as well as the Sobel test, confirms that the mediator variable, (consultation length), significantly affected the relationship between satisfaction with communication competence (the independent variable) and word of mouth recommendation and overall satisfaction (the two dependent variables). The study has implications for a review of issues relating to consultation time and communication skills of the provider and impact on patient satisfaction.

### Editorial Assignments

**Prof. Samir K Srivastava** served as an associate editor of the LMA Convention Journal 2015 on "Developing Smart Cities: Imperatives and Challenges". The journal was released by His Excellency, Mr Ram Naik, the Governor of UP in the convocation inauguration at Scientific Convention Centre, Lucknow on December 04, 2015.

### Other Assignments

**Prof. Samir K Srivastava** served as a member of LMA Convention Committee for the "Annual Convention on Developing Smart Cities: Imperatives and Challenges", December 4, 2015

### Awards & Recognitions

**Prof. Samir K Srivastava** received the MMSMA 2015 on November 06 during the inauguration ceremony of the 68th Indian Commerce Association Conference. It is awarded each year by the Indian Commerce Association for outstanding research, fundamental or applied, of creative nature in the field of Commerce & Business Management. The Award was presented to Prof. Samir by Her Excellency, Mrs Droupadi Murmu, the Governor of Jharkhand. It comprised a cash prize of Rs. 1,00,000/- (Rupees one lac) along with a certificate and a trophy



## Management Development Programme

### MDPs held during October - December 2015

S.No.	Programme Title	Programme Director(s)	Dates	Venue
1	One-year Part-time Certificate Programme in General Management for Executives (CPGME11) with 240 hours of teaching in four on-campus modules (3rd module)	Prof. Abhijit Bhattacharya & Prof. Ashish Dubey	October 3-11, 2015	Lucknow
2	Agri-input Sales and Marketing	Prof. Sanjeev Kapoor	October 5-8, 2015	Lucknow
3	Managerial Effectiveness	Prof. Archana Shukla	October 5-9, 2015	Noida
4	Change Management Programme for BEL Executives	Prof. Ajay Singh & Prof. Amit Mookerjee	October 5-10, 2015	Noida
5	MCTP for IRS (C&CE) Officers, Phase III, Group II	Prof. M Akbar & Prof. Prem P Dewani	October 5-23, 2015 (DLC) & October 26-November 6, 2015 (OLC)	Lucknow, Singapore, South Korea
6	Management Teachers Programme on Managing Strategy Implementation (SMF)	Prof. Ashutosh K Sinha	October 12-17, 2015	Noida
7	One year part-time Certificate Programme in Business Analytics for Executives IV (3rd on-campus module)	Prof. Arunabha Mukhopadhyay & Prof. Gaurav Garg	October 14-18, 2015	Lucknow
8	Sales Leadership and Sales Force Motivation	Prof. Devashish Das Gupta	October 26-28, 2015	Lucknow
9	Sales Leadership and Sales Force Motivation for Canara Bank HSB Oriental Bank of Commerce Life Insurance Company Ltd	Prof. Devashish Das Gupta	October 26-28, 2015	Lucknow
10	Leadership and Team Management for Administrative Officers of LIC (NCZHRD)	Prof. Pankaj Kumar & Prof. Pushpendra Priyadarshi	October 26-29, 2015	Lucknow
11	High Impact Leadership	Prof. Nishant Uppal	October 29-31, 2015	Lucknow
12	Managing Procurement of Agri-Products	Prof. Sanjeev Kapoor	November 2-4, 2015	Lucknow
13	Embedding Leadership Skills for DRDO Scientists	Prof. Pushpendra Priyadarshi & Prof. Nishant Uppal	November 5-7, 2015	Lucknow
14	Creativity, Problem Solving and Decision Making	Prof. Sushil Kumar (OM)	November 16-20, 2015	Lucknow
15	General Management Programme	Prof. Archana Shukla	November 16-27, 2015	Lucknow
16	Effective Contract Management and Negotiation	Prof. D S Sengar	November 19-21, 2015	Noida
17	Sales Leadership & Motivation for Marketing Team of LIC	Prof. Devashish Das Gupta & Prof. Ashish Dubey	November 23-26, 2015	Lucknow
18	Faculty Development Programme on Pedagogy in Management Teaching & Research	Prof. Payal Mehra & Prof. Jabir Ali	November 23-28, 2015	Lucknow
19	Digital Marketing	Prof. Moutusy Maity	November 26-28, 2015	Noida
20	Leadership Development	Prof. Pushpendra Priyadarshi	November 30 - December 2, 2015	Lucknow
21	Complex Level Leadership Development Programme for HAL Executives	Prof. Pankaj Kumar & Prof. Neeraj Dwivedi	November 30 - December 19, 2015	Lucknow
22	Leadership and Team Management for Administrative Officers of LIC (NCZHRD)	Prof. Archana Shukla & Prof. Ajay Singh	December 1-4, 2015	Noida
23	Marketing Orientation Programme for Dealers of Ambuja Cements Ltd.	Prof. Satish S M & Prof. Anirban Chakraborty	December 2-4, 2015	Lucknow
24	One year part-time Certificate Programme in Business Analytics for Executives V (2nd on-campus module)	Prof. Amit Agrahari & Prof. Samir K Srivastava	December 2-6, 2015	Lucknow
25	Inspired Leadership	Prof. Sushil Kumar (CBS) & Prof. Pushpendra Priyadarshi	December 3-5, 2015	Lucknow
26	One-year Part-time Certificate Programme in General Management for Executives (CPGME12) with 240 hours of teaching in four on-campus modules (module 2)	Prof. Sushil Kumar (CBS) & Prof. K C Balodi	December 5-13, 2015	Lucknow
27	Retail Business Efficiency Development Programme for High Performing Development Officers of LIC	Prof. Devashish Das Gupta & Prof. Nishant Uppal	December 7-9, 2015	Lucknow

## MDPs scheduled during January - March 2016

S.No.	Programme Title	Programme Director(s)	Dates	Venue
1	Leadership Effectiveness for Chief Organizers (Direct Marketing) for LIC	Prof. Vikas Srivastava & Prof. Pushpendra Privadarshi	January 4-8, 2016	Lucknow
2	General Management Programme (Foundation Course in General Management) for the Executives of NTPC Ltd.	Prof. Sushil Kumar (CBS) & Prof. Nishant Uppal	January 4-15, 2016	Lucknow
3	General Management Programme for the Executives of Coal India Ltd.	Prof. Prakash Singh & Prof. Ashutosh K Sinha	January 4-15, 2016	Lucknow
4	Complex Level Leadership Development Programme for the Executives of Hindustan Aeronautics Ltd.	Prof. Pankaj Kumar & Prof. Neeraj Dwivedi	January 4-23, 2015	Lucknow
5	General Management Programme for Defence Officers	Prof. Abhijit Bhattacharya & Prof. Sabyasachi Sinha	January 4 - June 17, 2016	Lucknow
6	Retail Business Efficiency Development Programme for High Performing Development Officers of LIC	Prof. Satish S M & Prof. Payal Mehra	January 18-20, 2016	Lucknow
7	Middle Management Programme for Oil India Ltd.	Prof. Sushil Kumar (CBS) & Prof. Ajay K Garg	January 18-29, 2015	Lucknow
8	Developing Strategic Mindset	Prof. Archana Shukla	January 21-23, 2016	Noida
9	Leadership Development for the Executives of Punjab National bank	Prof. Debashis Chatterjee & Prof. P Priyadarshi	January 27-30, 2016	Lucknow
10	Team Building and Decision Making for DRDO Scientists	Prof. Shailendra Singh & Prof. Sushil Kumar (OM)	January 28-30, 2016	Lucknow
11	One-year Part-time Certificate Programme in General Management for Executives (CPGMEI 1) with 240 hours of teaching in four on-campus modules (4th module)	Prof. Abhijit Bhattacharya & Prof. Ashish Dubey	February 6-14, 2016	Lucknow
12	Mastering Marketing	Prof. Devashish Das Gupta	February 15-17, 2016	Lucknow
13	Finance for Decision Making (for Non-Finance Executives)	Prof. Prakash Singh	February 15-19, 2016	Noida
14	Coaching and Mentoring for Effective Leadership	Prof. Pankaj Kumar & Prof. Pushpendra Priyadarshi	February 18-20, 2016	Noida
15	One year part-time Certificate Programme in General Management for Executives 13 (1st on-campus module)	Prof. D Tripathi Rao & Prof. Madhumita Chakraborty	February 20-28, 2016	Lucknow
16	Communication and Presentation Skills	Prof. Payal Mehra	February 22-24, 2016	Lucknow
17	Sales Leadership and Sales Force Motivation	Prof. Devashish Das Gupta	February 22-24, 2016	Lucknow
18	Managerial Effectiveness	Prof. Archana Shukla & Prof. Nishant Uppal	February 22-26, 2016	Lucknow
19	One year part-time Certificate Programme in Business Analytics for Executives IV (4th on-campus module)	Prof. Arunabha Mukhopadhyay & Prof. Gaurav Garg	February 24-28, 2016	Lucknow
20	One year part-time Certificate Programme in Business Analytics for Executives V (3rd on-campus module)	Prof. Amit Agrahari & Prof. Samir K Srivastava	March 2-6, 2016	Lucknow
21	Executive Communication Strategies	Prof. Payal Mehra	March 3-5, 2016	Lucknow
22	Social Media Marketing and Social Media Analytics	Prof. Moutusy Maity	March 3-5, 2016	Noida