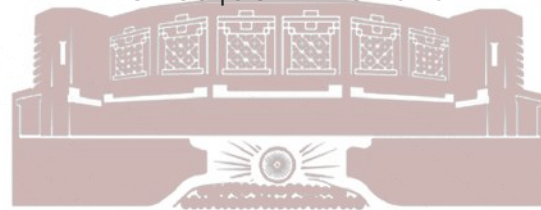


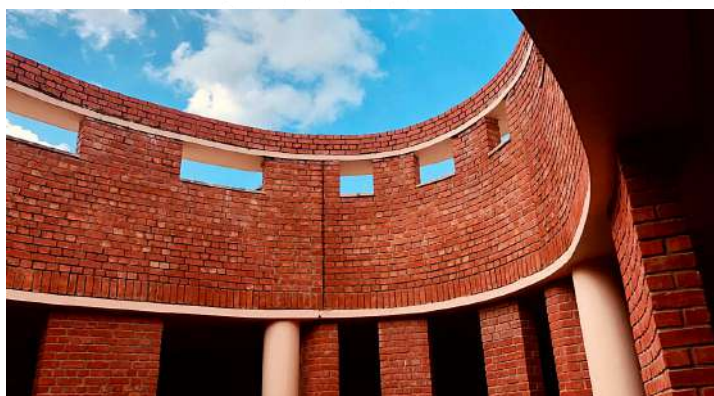
SAMAVAYA

VOL 33 | JUL-DEC 2020



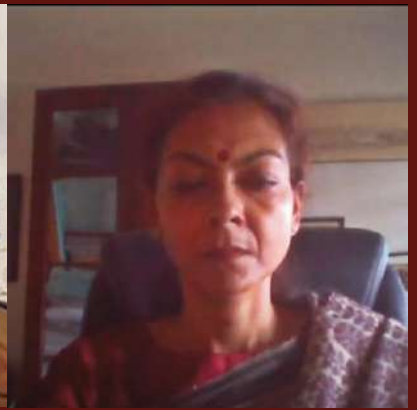
From Media's Desk

The Media and Communication Cell of IIM Lucknow is glad to present July-December 2020 edition of the newsletter- 'Samavaya'. As the institute took on new challenges, adapting to the new normal, the enthusiasm, events and celebrations remained the same. In this edition, we aim to bring together our IIM Lucknow committee to cherish the initiatives and accomplishments undertaken over the last few months.



COVERING :

- A New Beginning
- Events
- CMEE Activities
- Alum in Focus
- Faculty in Highlight
- Research Papers
- Books & Book Chapters
- Journal Articles
- Invited Talks/Papers
- MDP Calendar



A New Beginning and the new normal Inauguration of 8th batch Executive Fellow Programme in Management (EFPM)

8th Batch of Executive Fellow Programme in Management was inaugurated on 4th July 2020. This is a doctoral programme helping corporate honchos who are aspiring to gain competency in rigorous research & also create an opportunity for an alternate career option. The programme was inaugurated online. Ceremonial lighting of the lamp was done by Director Prof. Archana Shukla & Prof.

Arunabha Mukhopadhyay, Dean (Programs). The Welcome Address was given by Prof. Kaushik Bhattacharya Dean (Noida Campus). In her inaugural address Prof. Archana Shukla highlighted the importance of research & that the students should take this programme as a journey. She urged the students to immerse themselves in the journey, building knowledge base for academicians and finding

solution to the problems the industry is grappling with today. She added that the journey will not be easy, it would require a lot of time, hard work & commitment. EFPM Alumni Dr. Vikram Batra & Dr. Dr. K. R. Lakshminarayana shared their experiences with the new batch. Vote of thanks was given by Prof. Moutusy Maity, Chairperson EFPM.

Inauguration of Post Graduate Programme in Management (PGP) and Post Graduate Programme in Agri Business Management (PGPABM) Batch of 2020-2022

IIM Lucknow warmly welcomed its incoming batch of students of PGP 36 and ABM 17 on 4th August. The two day induction programme was conducted online where students were given a chance to interact with senior IIML alumnus. Ceremonial lighting of the lamp was done by Director Prof. Archana Shukla, Dean (Programs) Prof. Dean (Programs) Prof. Arunabha Mukhopadhyay, Chairperson Student Affairs & Placements Prof. Rajesh Aithal & Chairperson PGP Prof. A K Garg

Students were addressed by the PGP chairman and an orientation from Dr. Arunabha Mukhopadhaya, Dean Programmes, followed by an energetic inaugural welcome by the Director, Dr. Archana Shukla, whose positivity filled the batch with motivation. The batch was addressed by our Alum, Mr. Tarun Chugh, MD and CEO, Bajaj Allianz, who shared his experience of his journey at IIML and his career. He said the mantra for success is to be a 'Student for Life'. The new



students took the PGP pledge to uphold the traditions and values of IIML. The inaugural session ended with a vote of thanks by the FPM chair, Dr. Prakash Singh.

IIM Lucknow welcomes 6th Batch of Post Graduate Programme in Sustainable Management (PGPSM)



The 6th Batch of Post Graduate Programme in Sustainable Management (PGPSM) was e-inaugurated on 8th August 2020.

Ceremonial lighting of the lamp was done by the Director, IIM Lucknow, Deans, followed by address by the Program Head, Dean (Noida Campus) & Director IIM Lucknow.

Keynote address was given by chief guests Dr. Arindam Bhattacharya, MD & Senior Partner, BCG India, followed by address by the Guest of Honor Mr. Arvind Bodanker, Joint President and Chief Sustainability Officer, Ultratech Cement, Aditya Birla Group.



Alumni Connect with Batch of 2020-22: Backpack to Briefcase

The new cohorts, PGP 36th and ABM 17th Batch of IIM Lucknow, had an interactive session with our distinguished alumnus Abhishek Ganguly (PGP 2000-02), Managing Director, PUMA India & Southeast Asia. 450+ participants attended the session as part of the induction programme. Abhishek shared his perspective on the importance of always being in the learning mode, breaking stereotypes and setting your own ground rules for success. His passion for sports and fitness was truly inspiring for the students.

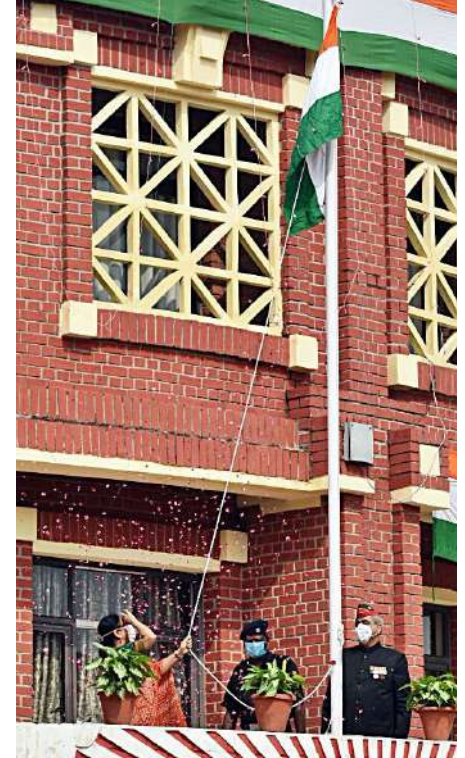
On behalf of the student community, Prof Ajay K Garg and Dr. Ashwani Kumar (Alumni Affairs Chair) thanked Mr. Abhishek Ganguly for sharing lessons from his inspiring journey and asked the students (in his own words) to "Be Yourself and Write your Own Story!"



Celebrating Patriotism: Independence Day



The 74th Independence day was celebrated in all its solemnity and grandeur on the campus grounds. The day started with flag hoisting by Director, Prof. Archana Shukla. In her address, she spoke about how the current situation has tested our limits and has also led us to become more innovative. Now the need is for inclusive development, the focus is on community, and community development. And this is applicable for IIML community members too. All guidelines and social distancing protocols were followed during the event.



36th Foundation Day Celebrations

36 years ago, the foundation stone was laid on 27th July 1984 and IIM Lucknow has gone from strength to strength since then.

Gratitude, perspective for a new vision and sustainability are the themes as IIM Lucknow celebrates its 36th Foundation Day. As the pandemic disrupts some traditional models, IIM

Lucknow is quickly adapting itself to emerge as a change leader for the students, faculty, and all stakeholders.

With this in mind, IIM Lucknow celebrated its foundation day with a massive tree plantation drive but given the current focus on health and immunity - with a difference.

The institute decided to develop



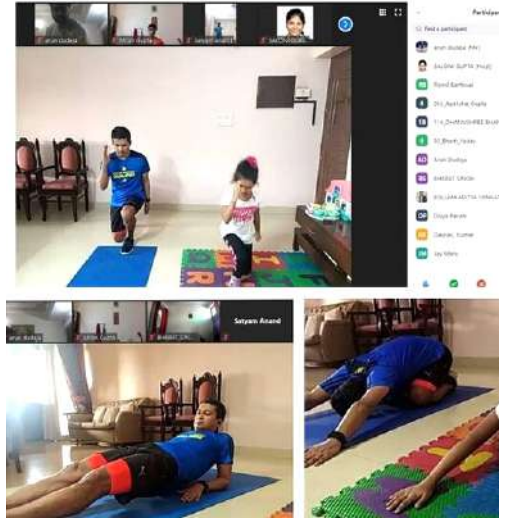
and nurture a Medicinal Plant Garden. Maintaining adequate social distancing and protocols, the Director, Faculty, Officers and staff participated in the drive as the Director formally inaugurated the Medicinal Plant Garden on 27th July 2020. The plan is to bring in around 1 hectare of land under the Medicinal Plant garden in a year's time span. More than 200 medicinal plants have been planted.



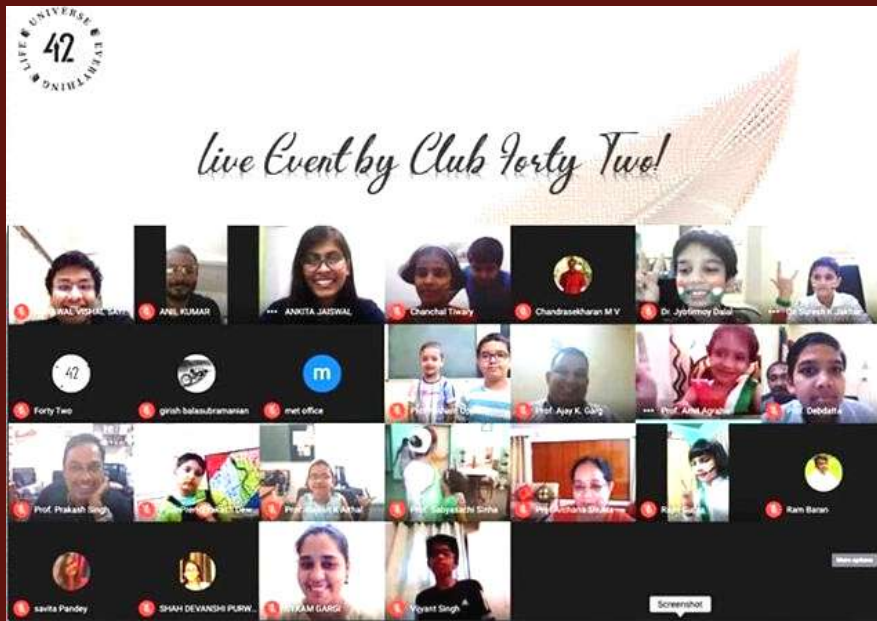
Virtual Workout Session

'Runners Of IIML' organized a virtual workout session led by DGMP student of IIM Lucknow, Mr. Romil Barthwal and his daughter Aranya. As COVID-19 drove the entire country inside their homes, the tough times called for more emphasis on physical as well as mental health. The thirty minutes full body workout revitalized the students. The student Sports

Committee conducted a session to help the new batch of incoming students understand the avenues of sports and fitness inside the campus. Some blessings accompany the new normal and it was beautiful to see the IIML families and students refocusing on health and fitness.



Live Event by Club Forty Two



The official literary and public speaking club of IIM Lucknow, 'Forty Two' conducted a virtual Talent show, Quiz and Crosswords for the faculty, staff, officers and families of IIM Lucknow.

The performances and enthusiasm shown by the children and adults made the entire event a memory to cherish. In the words of our respected Director Prof. Archana Shukla, "Why not make this the new standard?" Here's to embracing change and sharing laughs!

हिन्दी दिवस उत्सव

राष्ट्रीय हिंदी दिवस के अवसर पे 14 सितम्बर को एक ऑनलाइन कार्यशाला एवं व्याख्यान का आयोजन किया गया। व्याख्यान का विषय था - "राजभाषा हिंदी: ऐतिहासिक सन्दर्भ व वर्तमान परिपेश्य"। इस मौके पे हमने सम्मानित अतिथि वक्ता -

श्री वीरेंद्र यादव जी, वरिष्ठ लेखक एवं आलोचक को आमंत्रित किया। सभी प्रतिभागियों, शिक्षकों और विद्यार्थियों, ने इस मौके पे भाग लिया तथा हमारी राष्ट्रभाषा हिंदी को सम्मान दिया।



Marketing Masterclass with Mr. Aditya Bhat

The Industry Interaction Cell of IIM Lucknow recently had the pleasure of hosting Mr. Aditya Bhat Head, Jio Creative Labs and Founder, Business of Ideas, for a Marketing Masterclass. The session started with Mr. Bhat narrating his exemplary journey in the world of Media, Communication and Advertising. He gave a glimpse of his story to the students from being a pioneer in Content Creation for Entertainment giants, and having his own

Marketing focused talk show on CNBC-TV18, to assisting the honorable Prime Minister in his 2019 re-election campaign, Mr. Bhat's ingenuity and creativity left the students spellbound. Mr. Bhat then took the students through the do's and don'ts of Marketing in India through gripping video case studies.

The session gave the students deep insights into Marketing from an industry perspective.



Webinar on 'Tourism in the COVID-19 Pandemic Era'



The Webinar organized by Centre for Marketing in Emerging Economies highlighted the challenges and the way forward in 'Tourism in COVID-19 Pandemic Era'. Prof. Devashish Das Gupta, IIM Lucknow, addressed the gathering. The roadmap for tourism revival in India was discussed in the presence of a group of experts on Travel and Tourism.

Doctoral (FPM) student Bhawna Priya's second essay from her thesis has been shortlisted for 2 conference tracks

Bhawna Priya is one of the 4 finalists for the Best Student Paper. She is the only student from India and also Asia to be shortlisted for the same.

We are also proud to announce that she was shortlisted to showcase her work on 'Inventory Impacts of COVID-19

Online Webinar - 21st International Society for Inventory Research Symposium on Inventories' held on 27th August, 2020. She was the only student presenter in this track. She is also the sole presenter from Asia.



IIM Lucknow invited Mr. Emmanuel Lenain, the Ambassador of France in India

IIM Lucknow welcomed His Excellency Mr. Emmanuel Lenain the Ambassador of France in India along and his team on campus. The delegation met Director, IIM Lucknow, Prof Archana Shukla.

IIM Lucknow has existing partnerships with substantial number of top French B-schools. The meeting was to strengthen the existing relationship and to explore opportunities to further deepen this relationship.



IIM Lucknow becomes full member of EFMD



IIM Lucknow is now a Full Member of EFMD. EFMD is a network of business schools and corporations dedicated to enhance excellence in management education and development globally.

With EFMD's network of 30,000

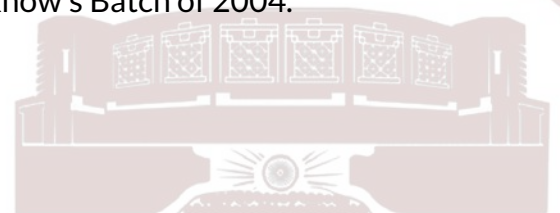
management professionals from academia, business, public service, and consultancies, it plays a central role in shaping global approach to management education and provide a unique forum for information, research, networking, and debate on innovation and best practice.

Diwali Celebrations



The campus lit up with the sparkling light of 2400 cow-dung based lamps which we carefully handcrafted by highly skilled women of Indian villages and suburbs in association with 'ArthforPeople', a project of Enactus IIT Delhi.

The 2400 lamps were gifted by IIM Lucknow's Batch of 2004.



CMEE Activities during January – June, 2020

Workshop on 'Conducting and Publishing High-Quality Research in Empirical Modelling for Marketing Strategy', in association with Academy of Indian Marketing.(AIM)

CMEE successfully conducted a 2-day workshop on 'Conducting & Publishing High Quality Research in Empirical Modelling for Marketing Strategy' on 6-7 February, 2020. Dr Venkatesh 'Venky' Shankar, Coleman Chair Professor in Marketing, Mays Business School, Texas A&M University focused on giving an understanding of high quality research in empirical modelling based on their relevance to a critical managerial and academic problem, rigor to ensure robustness and it's the overall impact on the scholarly research, practitioners and public policies. The workshop witnesses an enthusiastic participation from more than 50 research practitioners and academicians.

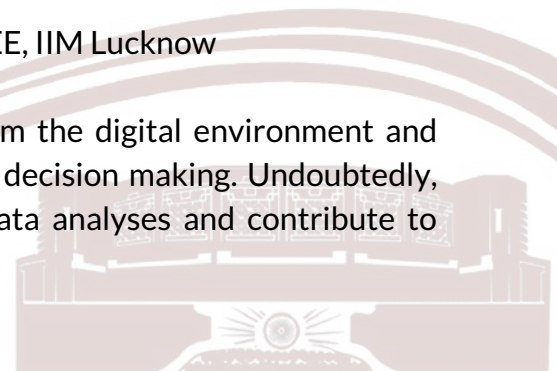
Webinar on 'Leveraging the Power of Unstructured Data for Capturing Consumer Insights: Challenges & Opportunities'

The webinar was an attempt towards understanding the best practices of unstructured data extraction and analysis for capturing consumer insights, being undertaken across various domains such as the government, FMCG, Retail, Research & Analytics practice, Telecom, e-Commerce, Financial Services etc.

Webinar speaker(s):

- Shri Abhishek Singh, IAS, CEO MyGov & NeGD, MeITY, Government of India;
- Shri Vinit Goenka, Member Governing Council-CRIS, Ministry of Railways & Former National Co-convener IT Cell- BJP;
- Ms Priyanka Bhargav, Director–Brand Marketing/Head- Digital Research at Flipkart - A Walmart Company;
- Prof. Moutusy Maity, Professor-Marketing & CMEE Governing Board, IIM Lucknow;
- Mr. Manish Makhijani, Global Consumer Insights Director- Unilever;
- Mr. Sundar Muthuraman, CEO (APAC), Global Chief Client Officer, Consulting & Analytics, Kantar;
- Subhranshu Rout, Head-Consumer Insights & Intelligence, Bharti Airtel;
- Mr Amit Gupta, Vice President, Consulting & Analytics, MasterCard;
- Mohan Krishnan, Ex-Senior Vice President, Kantar & Member- CMEE Governing Board, IIM Lucknow;
- Prof Satyabhusan Dash, Professor-Marketing & Chair- CMEE, IIM Lucknow

The eminent panel discussed obtaining consumer insights from the digital environment and integrating into their existing strategic frameworks for better decision making. Undoubtedly, such an effort is likely to complement existing methods of data analyses and contribute to obtaining deeper consumer insights.



CMEE Activities during January – June, 2020

CMEE successfully conducted Online Workshop Series

The workshop received an enthusiastic response of around 130 participants across industry, academia and the government and renowned organizations in India. The objective of the workshop series was to make today's manager well-versed with emerging techniques of capturing and analyzing unstructured data obtained from the digital environment. The workshops were intended

to provide the necessary understanding and skills that will help in understanding deeper consumer insights. The workshop received an enthusiastic response of around 130 participants across industry, academia and the government, from organizations such as Hindustan Petroleum Corporation Ltd. (HCPL), State Bank of India (SBI), The British Medical Journal (BMJ), Praxis

Solutions, Borderless Access, IIM Calcutta, KJ Somaiya Mumbai, IIT Delhi, Ranchi University, Rajiv Gandhi Institute of Petroleum Technology, Lucknow Public College of Professional Studies, Amity Business School Noida, Delhi School of Business, Jaipuria Institute of Management Noida, IIM Lucknow, ICFAI Business School, Mumbai, NIT Calicut Newcastle University, UK

Workshop I: Data Visualization with Tableau

Workshop Speaker(s): Prof. Manoj K. Dash, Assistant Professor-Marketing, ABV-IIITM, Gwalior and Prof Satyabhusan Dash, Professor-Marketing, IIM Lucknow

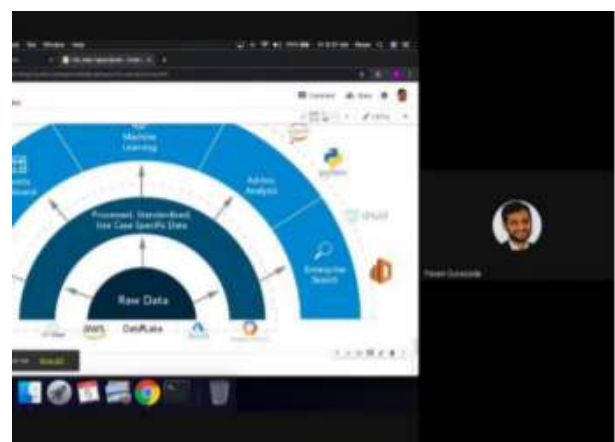
The workshop provided insights and focused on delivering practical knowledge through effective data visualization tools for better data-driven decision making.



Workshop II: Unstructured Data Extraction & Analysis through Machine Learning

Workshop Speaker(s): Prof. Moutusy Maity, Professor-Marketing, IIM Lucknow; Pavan Gurazada, Chief Data Scientist & Product Management Head, ConstemsAI ; Amit Srivastava, Chief Technology Officer, ConstemsAI

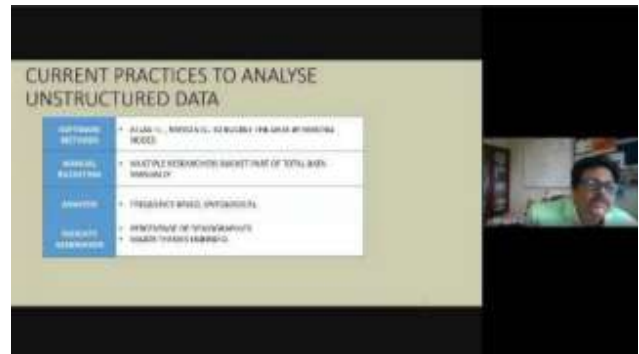
The workshop provided an overview of unstructured data extraction and analysis, and how emerging tools in marketing research can be contrasted with machine learning approaches.



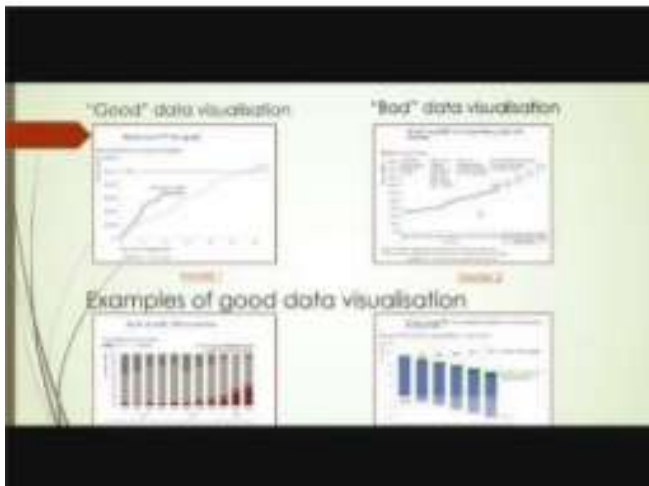
Workshop III: Unstructured Data Extraction & Analysis through 'NVIVO' & 'R'

Workshop Speaker(s): Prof Satyabhusan Dash, Professor-Marketing, IIM Lucknow; Avinash Jain, Doctoral Research Scholar-Marketing, IIM Lucknow

The participants were given an understanding of the nature of unstructured data and its analysis through N-VIVO and R software. Further, the session helped in gaining richer insights from the qualitative method through demonstration of NVIVO software.



Workshop IV: The Power of Storytelling through Data



Workshop Speakers(s): Anand Madhav, Senior Manager-Data Sciences, Gramener; Prof Satyabhusan Dash, Professor-Marketing, IIM Lucknow

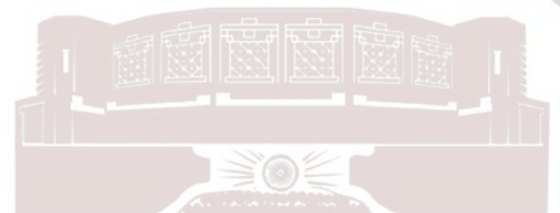
The participants were given a step-by-step guide to narrate their data story along frameworks - understanding the audience & diving deeper into defining a persona, finding insights which should be big, useful & surprising, story lining, choosing a format and designing & delivering the data story.

Round-Table Discussion on 'Digital Health Barriers & Recommended Solutions for Effective Delivery of Healthcare Services', in association with Consortium of Accredited Healthcare Organizations (CAHO).

A roundtable discussion on “Digital Health Barriers and Recommended Solutions for effective delivery of Digital healthcare services” was held on January 22nd, 2020 at CAHO Secretariat. Eminent doctors and health care practitioners were invited as panelists to understand the contour of digital health,

major buckets of digital health and barriers and possible recommendations. Digital health can be bucketed into (a) Mobile based applications (b) Portals/websites (c) EHR/EMR (d) Innovations (e) Education & training program. The major barriers in adoption of digital healthcare discussed were (a) lack of standardization of EHR

(b) Problems in designing of EHR (c) data security and data privacy (d) lack of registry and scarcity of knowledge and (e) Mismatch in the manual and e-prescriptions. A newsletter on Digital Health was released by CMEE in the month of March, 2020.



CMEE Activities during January – June, 2020

Research Study on 'Consumer Behavior during COVID-19 lockdown

A PAN-India online study (across various social media platforms like Facebook, LinkedIn etc.,) was conducted by the Centre for Marketing in Emerging Economies (CMEE), IIM Lucknow-Noida campus, on understanding the public sentiments during Lockdown 1.0 and 2.0 (March 25th, 2020 to May 3rd, 2020). The response was received from 931 participants from 104 cities across 23 states/UTs of India with a good coverage of metros and tier-II cities. Given the nature of these platforms, the survey has a skew predominantly towards male (62%) vs. female (38%), higher education (63%) Post-

Graduation & over) and upper income participants with 40% over 10 lacs annual income. The study revealed that 79% of the consumers were worried, while 40% and 22% of the consumers were surrounded by the feelings of fear and sadness respectively. The study also brought about a comparison between the consumer sentiments and behavior between lockdown 1.0 and 2.0. The study reported an increase in the feelings of anger, sadness and disgust among the consumers in Lockdown 2.0 possibly due to unforeseen congregations, images of migrants returning to their villages from the cities

or announcement of salary cuts during Lockdown 2.0. On a positive side the study showed an increase in the level of confidence from 57% in Lockdown 1.0 to 63% in Lockdown 2.0 as health infrastructure improved with news of masks, PPE kits arriving and better protocols being set by the Government of India. The study also showed that as consumers undertake major shifts in consumption habits they focused on essentials by cutting their expenditure, while there was an increase in the brand experimentation among the consumers in lockdown 2.0.

The research received enthusiastic response and coverage from National and International Media.

The collage features several newspaper clippings in Hindi. Key headlines include:

- लॉकडाउन ने काफी हद तक रोका संक्रमण, लेकिन आर्थिक सुधार में लगेगा वकत** (Lockdown has stopped the spread to a large extent, but it will take time for economic improvement).
- कोरोना से ज्यादा कमाई की चिंता में 79 प्रतिशत लोग** (79% of people are more worried about earning more than about COVID-19).
- सर्वे: कोरोना के संक्रमण से ज्यादा अर्थव्यवस्था की चिंता** (Survey: More concern about the economy than about COVID-19 infection).
- लोगों में कोरोना से ज्यादा आर्थिक संकट का डर** (People are more afraid of an economic crisis than of COVID-19).
- लॉकडाउन में अधिक आय वाले रहे खुश** (People with higher income were happier during the lockdown).

Media highlight of CMEE PAN India research study on 'Consumer behavior during Lockdown'



Round-Table Discussions on 'Role of Digital Technology in Education: Challenges and Opportunities'

CMEE invited the awardees of the National ICT Award for Teachers 2017 from the state of Gujarat, Karnataka and Uttar Pradesh for an online discussion on March 18th, 2020. The main objective of the discussion was to also understand their current level of awareness about various digital learning tools and platforms and to also understand the challenges and opportunities of digital learning. Further, teachers (across the state of Maharashtra, Karnataka, Uttar Pradesh and Assam) and students (across the state of Assam, Delhi, Madhya Pradesh and Odisha) were invited.

The main idea was to understand the online teaching and learning process at the time of COVID-19. The major barriers in usage of digital technology while imparting learning to students were lack of internet connectivity, reduced control over students participating in an online class, lack of attentiveness and interest among the students, lack of support from the parents, limitations to various digital learning platforms. Further, the study also brought into notice the rural-urban divide in the digitalization of education. As it was seen, the schools in Maharashtra were well prepared to tackle the

situation of educating their kids during the pandemic while the teachers from Assam, UP were facing problems in implementing the online education. The most favorable platform their school were using was Zoom, while for their own self-paced learning they used BYJU's and YouTube. Most of the students missed the feeling of the traditional classroom, and claimed that the traditional classroom cannot be replaced with the online classroom. The advantages of digital learning quoted were that the online learning helped to gain knowledge, they claimed that they can study whenever they want and wherever they want.

Alum in Focus: Taniya Biswas

PGP Batch of 2013 | Co-Founder at Suta



Taniya Biswas graduated from IIML in 2013. She worked at IBM and TATA group before she quitted to start Suta, a sustainable clothing brand focusing on sarees, blouses and lehengas with her sister Sujata, an alumna of IIFT Delhi.

It was over one conversation with Sujata over tea that Suta was born. We'd been toying with several ideas for a venture of our own for a while, but nothing had been concrete except for our desire to create a positive impact in our own way. We've loved sarees and handlooms since we were kids. Our grandmother wore beautiful, simple sarees and we would love playing hide and

seek among her sarees drying in the garden. That fragrance and feeling of the soft velvety fabric on our skin while we ran through them - we've been trying to recreate that feeling in our sarees, we want them to radiate that childhood warmth.

My first foray into business had been at IIML itself - a beauty salon called HeadToToe, a venture I had started with my friends. Though I went on to work at corporates for a few years post college, a voice within drove me towards wanting to do something of my own again. Then, Suta happened! It hasn't been easy and we heard our fair share of refusals and disbeliefs, but we always knew when to charge on ahead. People have asked us questions such as 'How long will you even exist?' and 'Who is your boss? We will only speak to him.' It was a new industry for us altogether, but our belief in our teamwork and our passion for the idea propelled us forward. Slowly, as we started growing, these questions stopped and we felt closer to our purpose.

Suta is about our memories, what makes us happy, and

about empowering the weaver communities which we had seen living in poor conditions. It has grown immensely over the past few years, and we now work with 1,400+ weavers across India.

At the end of the day, our philosophy has been - being open to learning and unlearning, to always be proactive and never losing focus and hope. Always remember, if you really are passionate and believe in your idea, it will work - as it did for us at Suta.

"Always remember, if you really are passionate and believe in your idea, it will work - as it did for us at Suta"

Faculty in highlight

Samir K Srivastava, Professor for Operations Management

IIM Lucknow's FPM program was a homecoming for me. My parents lived in the city and I wanted to stay close to them. I had always been a good student and wondered whether I would also be a good teacher and researcher as well. So, I applied to only IIM Lucknow and got selected! Coming back to academics after a gap of 10 years was not much of a challenge for me. The program was a sort of roller coaster but eventually a dream run. I worked under a lot of great professors, including the recently retired legend, Prof. Rajiv Srivastava who was my thesis guide. I got a chance to work in several interesting research areas such as 'Green Supply Chain Management' and 'Reverse Logistics' which are popular topics around the globe now. My mentors always encouraged me to explore different and challenging areas. In fact, I love academics because I am my own boss here with the freedom to pursue whatever I like. Interestingly though, I might have been a corporate boss as well by now. Prior to IIML, I was on a fast track at ABG and may have been a COO by now, if not a CEO. However, the pull being

Lucknow, I have never regretted my decision to shift to academics.

As a teacher, my philosophy has been to try to bridge the gap between industry and academics. My endeavor in class is to try to relate the content to practical situations and provide real-life examples. Prior industry experience and my habit of continuous business environment sensing help me in doing this. In the same vein, my research has dealt with aspects such as sustainable supply chain, public procurement, reverse logistics, pollution control and waste management besides other traditional areas of operations and supply chain. I have done consulting with the World Bank, with whom I was involved in the setting up of South Asia's first procurement observatory. We suggested a 'reverse auctions' power procurement policy for renewable power procurement to India's MNRE which has been a resounding success. I was also involved in a few internationally funded research projects and in imparting training to international participants on public procurement.

Recently being featured in the top 2% scientists was a pleasant



surprise, but these kinds of surprises had been coming from 2003 onwards in the form of best papers awards, featuring among top cited researchers and media recognition. However, what looks like success has a backdrop of a lot of intermittent small failures, if not big ones. You only see my papers which have been cited or acclaimed but there have been a sufficient number which never saw the light of day. Not that I didn't put sincere efforts there, it just didn't work out.

Life is complex, isn't it? So are businesses. It is important to remember that analogy whenever you make any business decision. We teach you simplified versions but reality is much more complex. Things will not always go the way we plan but we must still plan and put in our sincerest efforts.

Published Papers

Authors: Singh, Awadhesh Pratap, and Chandan Sharma

Paper: "Does India do IT? The nexus of IT, skills, organizational factors and productivity." Journal of Economic Studies (2020). Vol. 47 No. 3, pp. 597-626.

Abstract: Purpose – The goal of this study is to investigate the nexus among TFP (total factor productivity), IT (information technology) capital accumulation, skills and key plant variables of 34 Indian industries for the period of 2009–2015. Design/methodology/approach – Annual Survey of Industries (ASI) data series are extracted and formulated using Microsoft SQL server. The authors employ Wooldridge (2009) technique to estimate productivity. To investigate the linkages among productivity, IT, skills and key plant variables, the authors estimate specifications using system generalized method of moments (sys-GMM). Advanced estimation techniques such as Heckman two-step process, probit equations, inverse Mills ratio and panel cointegration are applied to overcome problems of nonstationarity, omitted variables, endogeneity and reverse causality. Findings – The results indicate that the level of IT capital influences the TFP of Indian industries, so does the level of skilled workers. The outcome suggests that intermediate capital goods, location and ownership type enable the strength of IT capital and that in turn boosts productivity. The authors fail to find any impact of regional factors and contractual labor on IT capital and productivity. While medium-level gender diversity is statistically significant to influence productivity, however, no complementarities exist between gender diversity and IT capital accumulation. The results also indicate that IT demand of Indian industries is sensitive to availability of skilled workforce, fuel and electricity and access to short-term funding. Originality/value – To the authors' knowledge, this is the first study to investigate the nexus among TFP, IT capital accumulation, skills and organizational factors using ASI unit level data. Besides this, the paper offers two more novelties. First, it uses Wooldridge (2009) technique to estimate productivity, which is used by a handful of studies in the context of India. Second, the study identifies factors that impact productivity growth, IT demand and its adoption in Indian industries and thus contributes to growth and development literature.

Keywords: Information technology, Total factor productivity, Skills, System GMM, Organization factors



Authors: Dashottar, S., Srivastava, Vikas

Paper: Corporate banking—risk management, regulatory and reporting framework in India: a Blockchain application-based approach. *Journal of banking regulation* (2020), palgrave macmillan

Abstract: There has been a substantial build-up of non-performing assets in the Indian banking sector. Despite multiple initiatives and regulatory changes, there is a need to revisit the reporting and regulatory frameworks and redefine the focus areas. Banks credit problem has often been explored under the lens of asymmetric information. Spreads are generally directly proportional to probability of default and an inverse function of collateral and security. However, in India, there is a noticeable gap in academic literature to suggest robust institutional reforms to address the twin curse of adverse selection and moral hazard. Regulatory frameworks, particularly with respect to risk management function of banks, also grapple with predicting forthcoming disruptions. As banks redesign their corporate customer experience on a digitalized scale, leveraging large-scale available data, there is a bigger challenge to the regulator to ensure risk regulations are effective and save costs as well. The authors suggest that if information asymmetry exists, the blockchain protocols may mitigate uncertainty. Though blockchain technology has been leveraged to increase effectiveness of certain corporate banking products, the originality of the paper lies in coming out with a detailed framework for the possible use of blockchain (a distributed ledger based technology) for credit decisions, timely generation of red-flags and tightening the regulatory framework. The paper also lists down suggestions to improve the enabling regulatory and reporting architecture using regulatory technology (RegTech) to support unification of data already available in the banking system. This will improve the quality of information available to the lenders and enable them to take more informed credit decisions (data-driven finance), while granting and monitoring loans. Ultimately, it will lead to an optimization of credit risk capital.

Authors: Sharma, Chandan, and Debdatta Pal.

Paper: "Exchange Rate Volatility and Tourism Demand in India: Unraveling the Asymmetric Relationship." *Journal of Travel Research* 59.7 (2020): 1282-1297.

Abstract: This study explores the asymmetric effect of exchange rate volatility on tourism demand in India from January 2006 to April 2018. Tourism demand is captured from a twin perspective—quantity and value. While quantity is represented by foreign tourist arrival in India, earnings from foreign tourists are used to represent value. The study is unique from a methodological point of view as it makes the first ever application of the nonlinear autoregressive distributed lag model of Shin, Yu, and Greenwood-Nimmo (2014), in the tourism demand literature to capture nonlinearity simultaneously in the short- as well as long-run. Results of our analysis show that tourism demand in India responds asymmetrically to both nominal and real exchange rate volatility. Also, the long-run effects of exchange rate uncertainty are shown to be more damaging than the short-run effects. Our findings are fairly robust to alternative specifications.

Keywords: tourism demand, exchange rate volatility, asymmetry, India

Authors: Singh, Awadhesh Pratap, and Chandan Sharma

Paper: "Does selection of productivity estimation techniques matter?." Indian Growth and Development Review (2019). Vol. 13 No. 1, 2020 pp. 125-154

Abstract: Purpose – The purpose of this paper is to compare and analyze the modern productivity estimation techniques, namely, Levinsohn and Petrin (LP, 2003), Akerberg Caves and Frazer (ACF, 2006), Wooldridge (2009) and Mollisi and Rovigatti (MR, 2017) on unit-level data of 32 Indian industries for the period 2009-2015. Design/methodology/approach – The paper first analyzes different issues encountered in total factor productivity (TFP) measurement. It then categorizes the productivity estimation techniques into three logical generations, namely, traditional, new and advanced. Next, it selects four contemporary estimation techniques, computes the industrial TFP for Indian states by using them and investigates their empirical outcomes. The paper also performs the robustness check to ascertain, which estimation technique is more robust. Findings – The result indicates that the TFP growth of Indian industries have differed greatly over this seven-years of period, but the estimates are sensitive to the techniques used. Further results suggest that ACF and Wooldridge yield the consistent outcomes as compared to LP and MR. The robustness test confirms Wooldridge to be the most robust contemporary technique for productivity estimation followed by ACF and LP. Originality/value – To the authors' knowledge, this is the first study that compares the contemporary productivity estimation techniques. In this backdrop, this paper offers two novelties. First, it uses advanced production estimation techniques to compute TFP of 32 diverse industries of an emerging economy: India. Second, it addresses the fitment of estimation techniques by drawing a comparison and by conducting a robustness test, hence, contributing to the limited literature on comparing contemporary productivity estimation techniques.

Keywords: Productivity, TFP, Wooldridge, Estimation techniques, Levinsohn and Petrin, ACF

Authors: Chiramel C. and Priyadarshi, P. (2020)

Paper: How do you convert Internship? Determinants of Internship Conversion Among Management Graduates: Evidence from India, Indian Journal of Industrial Relations, 55 (4), 721-38

Abstract: Internship is a mandatory 2 months' industry stint stipulated in the curriculum of the two-year MBA Program in India. Successful interns are given a pre-placement offer (PPO) to work in these organizations as fulltime employees. This paper examines the experiences of interns of a top public business school in North India to understand the factors which impacted their success/failure in securing a PPO. Results show that proactivity to overcome adversities, networking and innovative solutions to practical business contexts as important determinants of internship conversion. Poor organizational processes, unfair practices and poorly crafted internship programs resulted in unsatisfactory internship experiences of the students. This study identifies methods by which students can gauge their job-fit and thereafter identify key success factors to secure a PPO.

Authors: Tripathi, D., Priyadarshi, P., Kumar P. and Kumar S. (2019)

Paper: Micro-foundations for Sustainable Development: Leadership and Employee Performance, International Journal of Organizational Analysis, 28 (1), 92-108.

Abstract: Purpose – The purpose of this paper is to take a micro-foundational perspective to identify the effective leadership style and employee work behavior in achieving the goals of sustainability. It also aims to identify the mechanism through which leaders influence employees' performance. Design/methodology/approach – The study draws on existing literature for model creation and proposition development to understand the leadership style and employee behavior that would be effective in achieving sustainability goals. Findings – In achieving the multifaceted goals of sustainability, servant leadership style is effective in mobilizing the resources and implementing the sustainability strategies among stakeholders. By enhancing interpersonal trust and psychological empowerment, servant leaders positively influence the work role behavior of the employees. Furthermore, the work performance of employees helps in achieving sustainable development. Research limitations/implications – This study draws on the theory of micro-foundations to establish how individual-level factors help in realizing the macro goal of sustainability. It throws light on the growing need to cultivate micro-level leadership skills and employee behaviors to have effective organizational sustainability performance. It is imperative for the organizations to be socially responsible along with achieving the business goals. Originality/value – This study responds to the call of studying micro-level actions in the context of sustainable development. It extends the current knowledge by developing a causal model linking leadership and employee performance through interpersonal trust and psychological empowerment. Moreover, it presents testable propositions linking interpersonal trust and psychological empowerment.

Keywords Sustainable development, Servant leadership, Psychological empowerment, Employee performance, Micro-foundation, Interpersonal trust

Author: Uppal, N.

Paper: Leader Dark Personality and Team Agreeableness: A Recipe for Volatile Team Performance. Team Performance Management.

Abstract: The current research examines the effects of the leaders' dark triad (DT) personality traits, namely Machiavellianism, Narcissism, and Psychopathy, on the team performance variability. Furthermore, this work explores the role of team agreeableness in the above relationship. Based on the longitudinal and archival data obtained from the sales team (team leaders: n=190; team members: n= 832) of 19 firms dealing with fast-moving consumer goods in India, it was inferred that the presence of DT traits in the leaders causes high fluctuations in team performance. Besides, team agreeableness was found to moderate the relationship between the DT traits of the leaders and the team performance variability. The theoretical and practical implications of the study are also discussed.

Books & Book Chapters

Author: Uppal, N.

Title: HR Analytics, Pearson Education India.

Abstract: Human Resource Management is progressing from being merely operational in nature to being seen as a strategic business partner. Analytics has played a key role in this transformation.

HR Analytics is a data-driven approach to HR and is being applied to a wide range of areas in HR such as attracting top talent, performance measurement, compensation, workforce planning, training and development, retention, and overall human capital planning. Its insights are used as an input to strategic decision making and enable organizations to measure the business impact of HR practices and policies. An increasing number of organizations and HR professionals recognize the value in Analytics and are investing in building substantial analytics capabilities within HR. The current book- HR Analytics presents various functions associated with discipline of Human Resource Management and assembles important research to assist in preparing and applying appropriate analytics for decision making.

Authors: Premchandran, R. and Priyadarshi, P. (2019)

Title: Eudaimonia and Hedonia through Enrichment: Pathways to Happiness in Spirituality and Management edited by S K Mishra and A Verma, 117-138, Palgrave Macmillan

Abstract: There is a need to further explore the distinctions between two traditions of well-being research: hedonia and eudaimonia. We do this by looking at hedonia, operationalized as subjective well-being (SWB), and eudaimonia, operationalized as flourishing or psychological well-being (PWB), and exploring the pathways through work-family enrichment (WFE). We study 504 married individuals, with at least one child, working in the IT/ITES sector in India. We use structural equation modelling (SEM) to analyze a multidimensional conceptualization of well-being with work-family enrichment as an antecedent. Results indicate that WFE is positively linked to both forms of well-being. SWB was found to fully mediate the relationship between WFE and PWB. Hedonia and eudaimonia were found to be correlated but distinct constructs. This study contributes to existing research on work-family enrichment and well-being by showing that WFE is a significant pathway towards employee well-being. It is also the first study from India to explore hedonia and eudaimonia in the same research and the first to look at only married individuals with children in a well-being study forced on a specific sector.

Journal Articles

Authors: Amit Karamchandani, Samir K Srivastava and Rajiv K Srivastava,.

Article: Perception-based model for analyzing the impact of Enterprise Blockchain adoption on SCM in the Indian service industry, International Journal of Information Management, Vol. 52, 2020, pp. 1-16. DOI: <https://doi.org/10.1016/j.ijinfomgt.2019.10.004>

Abstract: Permissioned blockchain utilized by any organization is commonly known as Enterprise Blockchain (EBC). EBC represents a popular investment option as enterprise system in the service industry. This paper aims at analyzing the perception of EBC among practitioners in the service industry. As significant hype prevails about EBC usefulness in service industry, we examine if the perception of the usefulness of EBC among practitioners is borne out of knowledge of theoretical benefits of EBC, or is it borne out of the hype. A scale for measuring EBC benefits is developed. In order to test the hypothesized relationships, structural equation modelling (SEM) is used. We extend the concept of perceived usefulness from technology acceptance model for service supply chain management (SCM) and measure the perceived usefulness of EBC for six supply chain dimensions in the service industry. We examine if the service industry managers perceive EBC to be profitable based on the practical usefulness of EBC in various dimensions of service SCM. Moderating effects of 5 factors are analysed on relationships of our research model. This paper provides insights about the dimensions of service SCM, in which service industry practitioners perceive EBC to be useful and may contribute to increment in organization's profitability.

Invited Talks/Papers

1. Samir K Srivastava presented his views on 'Supply chain visibility, supply chain transparency, supply chain traceability and application of blockchain in manufacturing in Supply Chain India', Episode 4 (Available at: <https://www.youtube.com/watch?v=0kiB3Wo5PSM&feature=youtu.be>)
2. Samir K Srivastava served as an Invited Panelist for a webinar on 'Integrity Challenges for Private Procurement in the Times of COVID', organized by Alliance for Integrity, Germany, August 04, 2020. (Available at: https://www.youtube.com/watch?v=-_87ziuDKV0)
3. Samir K Srivastava, 'E-Procurement Data Analytics, Invited Paper on Aligning Purchasing Power with Sustainable Production and Consumption', Voices, One Earth, July 24, 2020, pp. 4. (DOI: <https://doi.org/10.1016/j.oneear.2020.07.004>).
4. Samir K Srivastava served as an Invited Panelist for a virtual workshop on 'Enabling a Robust AI-Driven Ecosystem in India' organized by The Ashoka University Sonapat Haryana, July 17, 2020. (Available at: <https://www.youtube.com/watch?v=nfiwJ7L0bds&feature=youtu.be>)

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