

# Sāmvaya

IIML Newsletter

Indian Institute of Management Lucknow



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- Prof. Atanu Chaudhuri - Operation Management Area
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- Prof. Roshan L. Raina- Communications Area
- Prof. Samir K. Srivastava- Operation Management Area
- Prof. S.B. Dash- Marketing Area
- Prof. Rajiv K. Srivastava- Operation Management Area

## Publication Profile

### Research Publications

#### Books & Book Chapters

**Chaudhuri, Atanu**, 'Supply Chain Innovations in Healthcare' in *Innovations in Healthcare Management: Cost-Effective and Sustainable Solutions* ed. Vijai Kumar Singh, Paul Lillrank, CRC Press

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**Raina, Roshan Lal**, 'Communication as a Life Skill in Information Intensive Context' in *Managing Information Technology: Selected Papers of Bilingual International Conference on Information Technology*, edited by Sudhanshu Bhushan [and others], Delhi, DESIDOC DRDO, 2015: 1-4

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**Raina, Roshan Lal**, 'Issues and Concerns in Higher Education through Open and Distance Mode: A Study Centre Perspective' in *Emerging Dimensions of Higher Education through Open and Distance Learning*/Amit Chaturvedi & Reena Kumari. Lucknow, Rapid Book Service, 2014: 55-61

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Open and Distance Education (ODE) is fast spreading (and has to continue doing so) in a country like India, where 70 per cent of its populace is rural with very limited (or no) access to its formal higher education system. Records reveal growth in numbers on all parameters of the ODE system like increasing number of ODE institutions, programmes/courses, enrolments, and human resources deployed for the purpose. So is true on the financial parameters of running the system. But it is just not the quantitative numbers that will help the ODE system of the country to achieve its goal but how those numbers (output of learners, in particular) reflect the 'quality' of the ODE system that will. Addressing this issue, the author, based on his own experiences, through this attempt, shares some concerns and puts forward implementable suggestions on some parameters critical to the delivery of ODE system in the country.

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**Chaddha, Kavita**, 'Marketing of Library and Information Products and Services: Using Services Marketing Mix'. republished in *Marketing and Consumer Behavior: Concepts, Methodologies, Tools, and Applications (4 Volumes)* (ISBN13: 9781466673571). Information Resources Management Association (USA) (an imprint of IGI Global), 2014, pp 116-132

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The chapter starts with the definition of marketing and its role in non-profit organizations like Library and Information Centers (LICs). Barriers to marketing of Library and Information Products and Services (LIPS) are discussed along with Dr. Ranganathan's Five Laws of Library Science and their impact on marketing of LIPS. The basics of marketing mix are analyzed as to how the librarians can apply innovative methods using the extended marketing mix or the "Seven Ps" for marketing of LIPS, which in the end fulfills the ultimate goal of the parent institution. The chapter concludes with suggested measures for innovation by libraries in emerging economies.

## Publication Profile

### Research Publications

#### Papers

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

Siddiqui, Fazia, Alam, Iftikhar & **Raina, Roshan Lal**, 'From Facebook to WhatsApp: The Changing Mood of Social Networking in India', *International Journal of Civic Engagement and Social Change*, 1(2) 2014:pp. 23- 36

Social networks have witnessed phenomenal growth over the past decade, across the world. These networks have given a global platform to people to connect and express. They have rewritten the laws of social communication and interaction; limitless expression, cross-border association, and free sharing of text, pictures and videos. Somewhere during the journey, the networking sites seem to have lost their charm and appeal. Inroads made by newer and more user-friendly applications like WhatsApp seem to have made matters worse. This study aims to analyze the changing 'social networking scenario' in India, majorly focusing on the young population; the main subscribers. This research is based on the facts analyzed after a comprehensive survey conducted on a sample picked up from four Indian metro cities. It takes into account factors that have resulted in 'interest loss among the youngsters.

**Keywords:** Social Media, Facebook, WhatsApp, Orkut, Twitter, WeChat, BBM, Skype, Social Networking

Dixit, Vijaya, **Srivastava, Rajiv K. & Chaudhuri, Atanu**, 'Project network-oriented materials management policy for complex projects: a Fuzzy Set Theoretic approach', *International Journal of Production Research*, 53(10), 2015: pp. 2904-2920, DOI: 10.1080/00207543.2014.948971

This work devises a materials management policy integrated with project network characteristics of complex projects. It proposes a relative quantitative measure, overall criticality (OC), for prioritisation of items based on penalty incurred due to their non-availability. In complex projects, practicing managers find it difficult to measure OC of items because of the subjective factors and intractable nature of penalties involved. However, using their experience, they can linguistically identify the antecedents and relate them to consequent OC. This work adopts Fuzzy Set Theory to capture managerial tacit knowledge which provides them enough flexibility to provide information in real form. Computed OC values can be used for items prioritisation and as shortage cost coefficient in inventory models. The revised materials management policy was applied to a shipbuilding project. OC values were analysed to justify the importance of incorporating project network characteristics and potential cost savings were calculated.

**Keywords:** materials management; complex projects; overall criticality; Fuzzy Set Theory; linguistic 2-tuple; IfThenrules

## Publication Profile

### Research Publications

**Chaudhuri, Atanu & Singh, K.N.**, 'First mover advantage in launch of platform based variants: a leader-follower game with upper bound on prices', *Opsearch*, 52(1),2015:pp.42-54, DOI 10.1007/s12597-014-0174-5

Product choice and pricing are critical decisions taken by firms while launching new products. Firms need to consider the effect of competition while taking the above decisions. Extensive literature is available for pricing, positioning and launch sequence determination of differentiated products under competition. But, there is need to understand the leader-follower behaviour of firms with differentiated products. The classical game theoretic models do not consider bounds on prices. Hence, applying these models for product choice and pricing decisions in a real-life industrial setting may result in infeasible product choices and generate misleading results. To overcome this gap between theory and practice, we develop game theoretic models for sequential decision making by two firms using reservation price as upper bound on prices by formulating it as a quadratic programming problem. Our approach generates interesting insights on the competitive behavior of firms and shows that leaders can indeed enjoy first-mover advantage under certain conditions.

**Keywords** - Choice of product line, Pricing , Static and dynamic games, Upper bound on Prices

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**Mishra,A, Dash,S.B. & Malhotra,N.**, 'An integrated framework for design perception and brand equity', *Academy of Marketing Science Review*, Feb 2015

This conceptual work investigates the relationship between user-perceived product design and consumer-based brand equity. By integrating three independent and diverse theoretical perspectives, namely design value framework, means end chains, and brand equity theory, we present a detailed literature review that relates consumer design perception to brand equity, mediated by consumption value. We also propose design perception as a multi-dimensional entity constituted of visual, functional, kinesthetic, interface, and information design perceptions. Consumption experience, manifested as experiential value, is conceptualized as a higher order construct, with usability, social value, and pleasure in use forming the lower-order factors. Brand equity is also operationalized with five underlying components brand association, perceived quality, perceived value, brand trust, and brand loyalty. Moderating effects of consumer characteristics on the relationship between design perception and the consumption value are also explored. By proposing a framework in line with the modern philosophy of design thinking, this work provides guidelines for practicing designers to work in conjunction with marketers, so as to create design elements that meet and shape consumers' design needs, resulting in a positive consumer brand relationship.



## Publication Profile

### Research Publications

Agarwal, Neetima, **Pande, Neerja**, & Ahuja, Vandana, 'Expanding the Kirkpatrick Evaluation Model-Towards more Efficient Training in the IT Sector', *International Journal of Human Capital and Information Technology Professionals (IJHCITP)*, 5(4),2014:pp. 19-34. Accessed (February 03, 2015), doi:10.4018/ijhcitp.2014100102 Journal Indexing: SCOPUS, DBLP, INSPEC, ACM Digital Libraries, Google Scholar,MediaFinder IGI Global. ISSN (printed): 1947-3478. ISSN (electronic): 1947-3486

The purpose of this paper is to investigate how the Kirkpatrick Learning Evaluation Model (1950) can be augmented to make it more credible and successful evaluation parameter in the changing times. Since the advent of Information Technology industry the rigid structures of organizations are replaced by the Flat/Matrix structures, removing the bars of time and place. This paper is an attempt to include three gaps identified in the Kirkpatrick Model, Training motivation, Organization citizenship behaviour and the Assessment of both the individual and the Organization simultaneously. Through co-relation and regression analysis these gaps were tested on the data obtained from 461 employees. The data support the various relationships to be included in Kirkpatrick Model and it identifies that for an effective training program it is essential to perform both pre-training and post-training analysis using the four parameters of Kirkpatrick Model viz. Reaction (changed to Motivation), Learning, Behaviour (or Performance) and Results

Bhat, S. K., **Pande, Neerja**, & Ahuja, Vandana, 'Factors Impacting Effectiveness in Virtual Teams', *International Journal of Virtual Communities and Social Networking (IJVCSN)*, 6(3),July-September 2014:pp.57-67 , doi:10.4018/ijvcsn.2014070103 Journal Indexing: Bacon's Media Directory Cabell's Directories, DBLP, GetCited, Google Scholar, INSPEC, Journal TOCs, The Index of Information Systems Journals, The Standard Periodical Directory, Ulrich's Periodicals Directory IGI Global. ISSN (printed): 1942-9010. ISSN (electronic): 1942-9029

Advancement and progression are the key constituents of success in global business. Virtual teams and its members are now the virtue of the organizations that work across countries. There is no doubt that virtual teams give a competitive advantage to the organization but simultaneously they face various challenges in its own working. Working in virtual team becomes complex as its members have language difficulties, time-and -distance challenges, absence of face-to-face contact, and cultural differences. The most important factor that has emerged and has been examined in the preceding studies, which builds a virtual team, is trust. Depending solely on emails and on telephone doesn't build trust, especially when members are far apart and belong to totally different cultures. Even though a large repository of literature is available on virtual teams and trust but still many of the questions are still left unanswered. The paper focuses on identifying the factors which are most important for the functioning of virtual teams. A set of 45 questions from available literature was prepared and responses on Likert scale were collected analyzed and have been summarized in the paper.

### Conference & Seminar Presentations

**Raina, Roshan Lal**. Innovations in Information Intensive Context. Invited paper presented in the inaugural session of the International Research Conference on 'Innovations in Management', organized by MIT-Som in association with Savitribai Phule Pune University, on February 18, 2015

## Publication Profile

### Research Publications

**Raina, Roshan Lal.** Communication as a Life Skill in Information Intensive Context. Invited paper presented in the valedictory session of the Bilingual International Conference on 'Information Technology: Yesterday, Today, and Tomorrow', organized by the DESIDOC, DRDO (GOI), Delhi, on February, 21, 2015. The paper stands published in the Conference Volume

For the 'information cycle' consisting of three critical components, viz. (i) generation; (ii) processing; and (iii) use of information, to keep on happening in a seamless manner, communication holds the key. 'Communication' is increasingly becoming a life skill (rather than a soft skill) for today's professional, who spends most of his time each day communicating with his highly demanding clientele and other stakeholders including the management, fund providers, committee members, suppliers, colleagues, seniors, juniors, all alike. Communication, if effective, will maintain a constant and open flow of information ensuring right contact between the right seeker, producer and user of information at right time. In this paper, an attempt has been made to justify that professionals in the information sector need to hone 'communication' skills to excel in the profession.

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**Dash,S.B., Kar,S & Gupta,S.,**Understanding Kids and consumers. Paper presented in the Annual conference of Emerging Market conference board held at IMT Dubai during January 20-22, 2015

The basic objective of this study Understanding kids as consumers is to understand how kids in the marketplace actively engaged as buyers, users, beneficiary of consumer goods and influencers of purchase decision process of their and household purchase in Indian context. The study looks at range of age groups but primarily focused on children aged 5 to 14 year old. In researching kids as consumers, the study will make out the role of the marketplace in children's everyday lives and consider the ways they understand the commercial world. Qualitative research tools such as: observations, FGDs and depth interviews were conducted to understand the mid set of kids. The study contributes issues on kids/tweenagers's abilities as consumers and their influence on own and other household purchases. The qualitative phase re-instates the ever increasing influence impressed upon by the kids/tweenagers amongst household purchase decision making; more so in context of the low involvement product categories. While parents and home are the driving socialization agents, the tweens are increasingly depending on external socializing agents like social media and brand messaging to form attitudes. Brand impressions are also stronger amongst the older tweens with deliberations on product constituents, performance, reviews/feedback and personal experiences. They are critical and non-receptive to brand communications at face value; tend to verify and validate claims, basis, reviews and personal analysis conducted via online research. The finding of the study will provide valuable insights about how kid/tweenagers engaged and played active role in marketplace.

## Publication Profile

### Research Publications

**Mishra A., Mohanty,B & Dash,S.,** Effect of Consumer Design Perception on Brand Equity: Fuzzy Association Rule Application in R. Paper presented in the Annual conference of Emerging Market conference board held at IMT Dubai during January 20-22, 2015

Major objective of this paper is to understand how consumers view and perceive design, what the mental constructs that constitutes design for them and how their design perception affects their overall beliefs about product that they are using. Fuzzy Association Rules, based on Fuzzy Logic, has started catching up fast as a tool to test parsimonious models by building a set of fuzzy rules. By applying this methodology to our data, we have generated fuzzy linguistic rules, which can then be used to study patterns revealing relationship between various constructs of design and consumer based brand equity. We first analyzed the two sets of data using only Path Analysis on AMOS 4. To maintain equivalence of the two methodologies treating the constructs as composite indices, we report only the path analysis of the SEM results. In the next phase we implemented the Fuzzy Association Rules methodology on the first wave of 300 respondents. Concurring with the theory of Design Values, our study not only revealed the five design dimensions from the qualitative exercise for item generation, but also established a clear relation between design perception and consumer based brand equity. However, not all relationships between the different constructs of design and brand equity were found significant, leading to the interpretation that not all design aspects are equally important for a consumer. From the analysis of the rule set generated, relative importance of perception of different design elements in the eyes of the consumer emerges. Information design perception, or in other terms elements of a smartphone like clarity and effectiveness of the information provided, simplicity of the language used, conciseness of instructions as well as support of the information in task completion are the most critical design aspect.

**Dwivedi, Gourav & Srivastava, Samir K.,** Offshore Wind Energy Foresight Model using System Dynamics, presented in the 18th Annual International Conference of the Society of Operations Management, Indian Institute of Technology Roorkee, December 12-14, 2014

Out of the total power generation in India, majority (~90%) comes from non-renewable sources which mainly rely on fossil fuels. This has huge environmental implications. Renewable energy as an alternative is being actively promoted by Ministry of New and Renewable Energy and National Action Plan on Climate Change. Although, power generation from onshore wind and solar energy are in place, India lacks offshore wind energy despite abundant coastline and limited land for onshore wind farms. Many European countries use offshore wind energy which is more effective compared to onshore wind energy.

A system dynamics simulation based foresight model is proposed to explore policy issues regarding subsidy for promoting investment in offshore wind energy sector in India. Subsidy is required to make projects viable. Further, investment decision is very complex for investors due to various reasons such as new technology, lack of expertise, huge investments, long project approval and execution times, etc. Our model captures various effects of viability gap funding (one time subsidy) and/ or generation based incentive subsidy on investment decisions. We analyse the impacts of subsidy and approval time policy decisions and suggest recommendations that may help in developing strategies and policies beneficial for the major stakeholders.

**Keywords:** Offshore wind energy, System Dynamics, Strategies and Policies, India

## Publication Profile

### Research Publications

Singh, Sandeep & **Srivastava, Samir K.**, The Dynamics of Sugar Industry in Uttar Pradesh: A Systems Approach, presented in the 18th Annual International Conference of the Society of Operations Management, Indian Institute of Technology Roorkee, December 12-14, 2014.

Presently, there is high turbulence in the sugar industry of Uttar Pradesh. The misalignment of the incentives of major stakeholders, namely the farmers, the sugar producers and the regulatory authorities is leading the industry to a vicious downslide. Therefore, it becomes important to study the current position, its dynamics and future trends under different circumstances which can give a path or solution to create a win-win situation for all the three major stakeholders. In this paper, we establish the relationship between different variables and parameters using systems approach to model the dynamics of sugar industry in UP. Thereafter, we use a system dynamics model to study the industry's operation and management policies to predict and analyse the long term impacts of various policy interventions. We investigate a few possible scenarios such as deregulation of cane price, direct seller-buyer relationship development, market driven sugar prices, industry-farmer collaboration, various government regulatory policies, etc. using an off-the shelf software. Important consequences at overall sector and society level are derived. Preliminary findings lead to a few recommendations that may help in developing strategies and policies beneficial for the major stakeholders. We finally suggest scope for further work and directions for future research.

**Keywords:** System Dynamics, Sugar Industry, Operations and Management Policies, Uttar Pradesh

### Editorial Assignments

**Prof. Payal Mehra** has been invited to join as member of the Board of Reviewers of Paradigm, a biannual refereed journal of IMT Ghaziabad, published by SAGE Publications. (RNI) No. 68486/97 (January 2015)

### Other Assignments

**Prof. Roshan Lal Raina**, Effective Communication: A Critical Competency for LIPs to Promoting the Use of LICs in Internet Era. Key-note address delivered in the National Seminar, organized by Punjab University, Patiala, on February 10, 2015

**Prof. Roshan Lal Raina**, Changing Information Service Landscape and Higher Education Scenario: Indian Context. Address delivered in the inaugural ceremony of the National Seminar, organized by the Babasaheb Bhimrao Ambedkar University, Lucknow on March 25, 2015

**Prof. S.B. Dash** has delivered talk on "Impact of ITC'S e-Choupals on decision making ability of farmers related to Agricultural practices" in the special session on "Redefining Customer Value for low income customers" in the Annual conference of Emerging Market conference board held at IMT Dubai during January 20-22, 2015

**Prof. D.S. Sengar** was invited to address the participants of the course on 'Tenders & contracts' for in-service officers of Indian Railways on "Legal Perspective of Contracts' at Indian Railways Institute of Transport Management, Lucknow on December 11, 2014



## Publication Profile

### Other Assignments

**Prof. D.S. Sengar** was invited to Contribute as Member, Academic Council (Vidya Parishad) Madan Mohan Malviya University of Technology, Gorakhpur in the meeting of Academic Council on December 10, 2014

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**Prof. D.S. Sengar** was invited to contribute in the Special Training Programme for District and Additional District Judges of State of Uttarakhand on 'Judicial Ethics and Values' at National Centre for Good Governance (Autonomous body of DoPT, GoI), Mussoorie, on December 03, 2014

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**Mr. M.U. Raja** was invited by Tagore Library, Lucknow University as a Resource Person for INFLIBNET Regional Training Programme in Library Automation during 16-20 March, 2015. He took a technical session on March 19, 2015 on Information Communication And Technology: Library Applications.

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**Mr. M.U. Raja** had been invited by Banaras Hindu University, Varanasi as a resource person for their UGC-Academic Staff College Refresher Course in Library Science. He delivered four lectures during 24-26, November 2014, to the participants on the topics: Communication Skills for Library Staff, RFID Technology in Libraries, Information Communication And Technology: Library Applications & Use of E-Resources.

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**Samir K Srivastava**, Business Trends and Future Possibilities, in COVER FEATURE, The Logistics Times, Volume 5, Number 9, January 2015, pp. 34-37

India's logistics sector is expected to be worth \$200 billion by 2020. e-commerce market alone is likely to touch \$20 billion by then with the companies investing around \$2 billion in logistics, infrastructure and warehousing over the next six years. Investments in logistics infrastructure tripled from about \$10 billion in 2003 to \$30 billion in 2010 and are expected to grow to \$500 billion in 2020. There have been investments in roads, railways, ports and highways, warehousing, freight forwarding, express cargo delivery, web based integration systems (Available at: [http://issuu.com/rajmisra/docs/lt\\_jan\\_15\\_net](http://issuu.com/rajmisra/docs/lt_jan_15_net))

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### Awards & Honours

**Prof. D.S. Sengar** received the Dewang Mehta Business School Award for 'Best Professor in Legal Management' at Taj Lands End, Mumbai on 15th November, 2014

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## Conferences/Workshops Held

### Make in India: Challenges and Opportunities for MSMEs

A half day workshop on "Make in India: Challenges and Opportunities for MSMEs" was organised with the stakeholders of MSMEs at IIM Lucknow Noida Campus on December 31, 2014.

## Events

### Republic Day celebrations





# Events

## Convocation 2015

