



Samavaya

IIML Newsletter

Indian Institute of Management Lucknow



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Publication Profile

Research Publications

Journal/Research Papers

Amit Agraphari and Samir K Srivastava, A data visualization tool to benchmark government tendering process: Insights from two public enterprises, Benchmarking; DOI: <https://doi.org/10.1108/BIJ-06-2017-0148>.

Abstract

Purpose: Government e-Procurement systems are generating tender-level process event data which are not being analyzed much. The purpose of this paper is to present a data visualization tool to benchmark the government tendering process. This tool collects, collates and presents e-Procurement process data in a meaningful way that enables comparisons and benchmarking leading to insights for process improvements and identification of the best practices. This tool is accessible on the website of South Asia's first public procurement observatory (www.procurementobservatoryup.com) founded by the authors.

Design/methodology/approach: The authors started with an initial set of key performance indicators (KPIs) based on extant literature and existing practices. The authors got them verified by various relevant stakeholders through a series of formal and informal discussions. Some of them were dropped due to observed variations or their inability to offer insights to arrive at the final set of KPIs. In this paper, the authors use actual process-level data. Government of India's National Informatics Center has implemented e-Procurement portals in various states and public enterprises (PEs) in India which provide tender-wise detailed e-tendering process data. The authors designed a web crawler that collects these data in a tabular format, which allows an easy analysis and comparison to measure and compare government tendering process performance for the last five years for the two large PEs. The authors also engaged in discussions with the procurement executives of the two PEs to derive meaningful managerial insights from the results obtained.

Findings: Using the public procurement data visualization tool, the authors compare the procurement process of two of the largest Indian PEs, Coal India Limited and Indian Oil Corporation on the developed KPIs and draw insights. The results show a significant difference in their procurement process performance due to different practices followed by them. Through interaction with the procurement managers of these two organizations, the authors identify few good procurement practices that can be applied to improve public procurement process.

Research limitations/implications: This paper uses actual process-level data which can be used not just to identify improvement opportunities but also to gauge the impact of any process-level change. It presents a data visualization tool to generate insights from data generated by a procurement/tendering system. Such visualization and benchmarking can uncover better procurement practices and provide an impetus toward data-driven policy formulation. Apart from the two PEs as reported in this paper, this tool has also been applied to the public procurement data of eight Indian states.

Practical implications: The KPIs presented in this paper are aligned with the various dimensions of public procurement's objectives. The visualization tool presented in this paper is based on the Open Contract Data Standard and has a universal application.

Social implications: The use of technology and open data sharing as the enablers of benchmarking and process improvements help in establishing a dynamic competitive environment leading to financial savings, better services to citizens and proper use of taxpayers' money.

Publication Profile

Research Publications

Journal/Research Papers

Originality/value: This paper presents an original work carried out under the aegis of South Asia's first procurement observatory at IIM Lucknow. The benchmarking tool presented in this paper uses an open contract data standard and can be applied in most of the public procurement processes. This paper takes the discussions on e-Procurement to the next level, where the concern is no longer restricted to only adoption and assimilation issues, but also on how to make use of the data that these e-Procurement systems generate.

Khanna, Rupika, and Chandan Sharma (2018). "Testing the effect of investments in IT and R&D on labour productivity: New method and evidence for Indian firms." *Economics Letters* 173 (30-34).

Utilizing a micro-level dataset of 900 firms for the period 2000–2016 from Indian manufacturing, this paper explores the effects of technological investments on labour productivity performance of firms by looking at investments in Information Technology (IT) and Research & Development (R&D). The present study is the first to assess the role of IT and R&D jointly for Indian manufacturing. To control for transmission bias in production function estimation, a GMM-based one step control function estimator is applied. We find large effects of both IT and R&D across various sub-samples. Further, our results imply that there is a complementarity between IT and R&D in generating labour productivity growth.

<https://doi.org/10.1016/j.econlet.2018.09.003>

JEL classification: C33, D24, O3

Chatterjee, Somdeep (2019). "The Curious Case of Farmer Credit Cards: Evidence from an Indian Policy Reform." *The B.E. Journal of Economic Analysis & Policy*, Vol. 19 (1), <https://www.degruyter.com/view/j/bejeap.2019.19.issue-1/bejeap-2018-0048/bejeap-2018-0048.xml?format=INT>

In this paper, I study India's Kisan (farmer) Credit Card (KCC) program and end up with an apparently counter-intuitive finding. Exploiting plausibly exogenous variation in the reach of the program and using a district panel dataset, I find evidence of increases in agricultural output of rice, which is the major crop of the country. I also find that on average the use of high-yielding variety seeds increases at the district level, providing suggestive evidence of technology adoption. However, there is no evidence of higher borrowing among households in response to this policy. Although there is evidence of increased borrowing among the unconstrained borrowers, this suggests that KCCs did not provide new access to credit. Yet, large increases in production can be observed. Although apparently puzzling, the findings may be explained in terms of the changing risk tolerance of farmers who may perceive KCCs as supplementary self-insurance products.

Payal Mehra. "InvestiCom: An Investor Negotiation Simulation," *Journal of Organisation Behaviour Education (JOBE)*; Volume 11: 2018 (105-118).

Abstract. One of the challenges faced by business management instructors is bridging the gap between the classroom and the workplace. For example, students would like a more realistic explanation of the concept of two-way communication, and how collaboration is achieved in spite of underlying conflicts. This led the author to create an exercise designed to help students relate to complex communication scenarios such as business plan presentation and negotiation. The paper presents an exercise, "InvestiCom," face to face, scorable; time limited negotiation simulation, which business management instructors and corporate trainers can use to teach communication and negotiation skills to their students/participants. The author has used the exercise with both practicing managers and students, with positive feedback. Included in this paper for the users' benefit are the following: (a) the exercise "InvestiCom" including instructions, scoring sheets and a questionnaire, and (b) notes for facilitating the debriefing discussion.

Publication Profile

Research Publications

Conference/Seminar Papers

Chatterjee, Somdeep (2019). Public Institutions in a Developing Country: Do Behavioral Biases Affect Perceptions about Efficacy? *International Conference on Public Finance and Public Policy*, January 7-9, 2019, CTRPFP (A Ministry of Finance Initiative) - Centre for Studies in Social Sciences Calcutta

Abstract: The importance of public institutions for economic development has been well established in the literature. It is also documented that one reason for inefficiencies in these institutions is the lack of confidence among the general public, or in other words the people to whom these institutions cater to. The lack of confidence in these institutions arises from a variety of reasons ranging from actual poor performances to corruption and general economic conditions. In this paper, I look at a behavioral motivation for such lack of confidence. Using Indian data, I show that personal economic hardships like indebtedness play an important role in explaining the lack of confidence in public institutions. I exploit exogenous sources of indebtedness in an instrumental variables regression approach to identify the causal effects of such idiosyncratic hardships on confidence in public institutions. The findings may be motivated by behavioral models of arbitrary coherence and focusing illusion. I find that a marginal increase in indebtedness can lead to up to 4% erosion in confidence in public institutions. In light of recent evidence acknowledging the importance of confidence and trust to ensure that economic growth has welfare consequences, the presence of such a bias in self-reported measures of confidence has serious implications in terms of analyzing the causal effects of growth and development at a micro level.

Chatterjee, Somdeep and Jai Kamal (2019). Voting for the Underdog or Jumping on the Bandwagon? Evidence from India's Exit Poll Ban *Invited Talk at the Economics Seminar Series*, Dept. of Economics, FLAME University January 18, 2019 (Somdeep Chatterjee was the speaker for this special invited lecture session)

Abstract: Exit poll surveys during elections are conducted to predict the outcome of the actual elections. However, such polls have historically been controversial, particularly for multi-phase elections, as they could potentially influence the behavior of voters in the later rounds of voting. If subsequent voters are likelier to vote for the predicted frontrunner, it is known as the bandwagon voting phenomenon whereas if they vote for the predicted trailing candidate, the phenomenon is known as underdog voting. To avoid such issues, in 2009 the election administration in the world's largest democracy (India) had introduced a blanket ban on exit polls being published in the media until all rounds of an election are completed. Exploiting the potentially exogenous timing of this reform and using administrative data to compare states which went to elections before and after this ban, we estimate that this reform led to an increase in voter turnout and winning margins. We also find that vote share increases for the winner and decreases for others, suggesting evidence of underdog voting behavior among the Indian electorate. Further, we find that the ban leads to more candidates contesting elections and fewer withdrawals suggesting that, in the counterfactual with exit polls, candidates may believe that voters would engage in bandwagon voting.

Payal Mehra and Catherine Nickerson. 21-22 February 2019; Organizational Communication, Diversity and Job Satisfaction: What Role do Generational Differences Play? Nineteenth International Conference on Knowledge, Culture, and Change in Organizations. The University of British Columbia, Robson Square, Vancouver, BC, CA.

Abstract

Background. Intergenerational differences as a constituent of diversity in the workplace have not been widely investigated especially regarding its effects on job satisfaction and attrition.

Publication Profile

Research Publications

Conference/Seminar Papers

Aim. This study attempted to understand the constituents of organizational communication, and the manner in which the employee expectations of these constituents varied across the different generations participating in the study. It also sought to understand the moderating effect (if any) of the difference in generational category between an employee and that of their immediate reporting head on the relationship between these three variables: satisfaction with a given medium related to perceived task performance, satisfaction with the communication within the organization, and overall job satisfaction.

Methods. Four hundred managers working in public and private sector companies in India were surveyed on the choice of communication media, comfort level with the communication media, perceived satisfaction with organizational communication, quality of work interactions and perceived job satisfaction in relation to communication accommodation and media richness theories.

Findings. Findings showed that the lowest satisfaction means ratings were for the quality of top-down (both horizontal and vertical) communication, with too many gatekeepers blocking information flow. All managers used a combination of different media to complete different communication tasks. Managers were least comfortable with voicemail, memos/faxes and companywide town hall meetings via video conferencing and most comfortable with email and face-to-face communication. Unexpectedly, Gen Y (the youngest generation) were less comfortable with email communication than Gen X for task performance. Gen Y managers viewed email and voicemail positively, but were less comfortable with email communication than Gen X for task performance; Gen X managers were more comfortable with traditional media than Gen Y. Communication avoidance positively influenced the communication satisfaction of Gen X employees when they communicated with older employees. Respect for hierarchy, active mentorships and freedom to challenge older team members also significantly and positively contributed to the communication satisfaction of Gen Y managers with their elders. Interestingly, accommodation and conflict avoidance strategies were used more by Gen X managers and less by Gen Y managers. Younger employees felt obliged to be polite and show forced deference during interactions with the older members of their organizations.

Conclusion. Our study found strong evidence that organizational communication was positively related to job satisfaction and that Generational category moderated the relationship between organizational communication and job satisfaction. Gen Y attributed a low level of job satisfaction to an excessive emphasis on respect for hierarchy. Positive communication environment was defined differently for different generations. Our study showed that there existed a strong cultural orientation toward minimizing conflict and communication divergence when interacting with the older generation managers in India, especially in public sector enterprises. Information sharing in the public sector was perceived to be insufficient, and timeliness of information and interdepartmental communication was not considered satisfactory.

Recommendation. The research recommends offering communication training practices such as mentoring, openness and information sharing for Baby Boomer managers, as well as coaching, succession planning, mentoring and buddying for Gen X managers. Older managers could also be persuaded to listen to Gen Y managers to improve technological practices and teamwork. We strongly recommend the creation of cross-functional and cross-generational project assignments to improve collaboration and information sharing efforts within different organizations

Session Chair in GLOGIFT (2018), IIM Lucknow, Dec 18-20, 2018.

Publication Profile

Research Publications

Conference/Seminar Papers

Sanjeet Kumar Sameer and **Pushpendra Priyadarshi**. “**Relationship between Autonomy, Job Crafting, Person-Job Fit and Internal Employability: A Study on Indian Public Sector Energy Companies.**” “**Empowering Women: Fostering Entrepreneurship, Innovation & Sustainability**” organized by NITI Aayog and Shri Ram College of Commerce on 16-17, July 2018.

Abstract: Employees have different job-related needs and preferences. Organizations attempt to capture these variations in the job through traditional job designing process. However, due to ever-changing nature of these needs and preferences, job redesigning on a continuous basis may not be practically possible for organizations and a mismatch between desired and designed job is bound to be present. Under such circumstances, some employees tend to engage in proactive behavior known as job crafting in order to fulfill their needs. Job crafting basically involves reshaping of work roles by suitably modifying specific work tasks (task crafting), views and meanings about work (cognitive crafting) and workplace relations (relational crafting).

Considering limited research on job crafting in the Indian context, the present study has attempted to understand various aspects of job crafting in public sector enterprises (PSEs). Using conservation of resources, job demands-resources and self-determination theories, the present study explores the relationship of three types of job crafting (task, cognitive and relational crafting) with job autonomy and their consequences in the form of enhanced person-job fit and internal employability. The possible role of gender in job crafting process has also been explored as a supplementary analysis. A cross-sectional study was conducted using survey-based data from 292 full-time executives of five Indian public sector energy companies. Variance-based structural equation modeling using WarpPLS 6.0 software was used to test the hypothesized relationships. The multi-group analysis was done to evaluate gender differences in job crafting. The study found a significant positive relationship between (a) job autonomy and task crafting (b) job crafting (relational & cognitive crafting) and person-job fit (c) person-job fit and internal employability (d) three types of job crafting and internal employability. These findings highlight the important role played by job autonomy on task crafting which in turn leads to positive consequences such as enhanced internal employability. The study also indicated gender-based differences in the job crafting process. Female employees are able to utilize autonomy more effectively for task crafting than male employees. They use cognitive crafting more effectively than male employees in order to improve person-job fit and internal employability. However, they do not undertake relational crafting as much and effectively than male employees. This negatively affects their internal employability. Considering the moderating role of gender, the research findings indicate that due attention should be paid by the organization while designing jobs and including various job characteristics such as autonomy in it.

Keywords- Job crafting, Autonomy, Employability, Public Sector, India

Sanjeet Kumar Sameer and **Pushpendra Priyadarshi**. “**Bottom-up Approach to Job Re-designing: A Study on Indian Public Sector Energy Companies.**” “PETROTECH-2019 - 13th International Oil & Gas Conference & Exhibition” organized by Oil & Natural Gas Corporation Limited and Federation of Indian Petroleum Industry (FIPI) under the aegis of Ministry of Petroleum and Natural Gas, Government of India on 10-12 February 2019.

Abstract:

Objective and rationale: Using self-determination (Deci and Ryan, 2000) and job demands-resources (Bakker and Demerouti, 2007; 2014) theories, the study aims to understand the relationship between various forms of job crafting such as task, cognitive and relational crafting, with person-job fit, a construct composed of two sub-factors viz. needs-supplies fit and demands-abilities fit (Cable & DeRue, 2002; Edwards, 1991). Also, their relationship with work experience, age, gender and job level has also been studied. The findings of the study will be used to highlight how organizations can promote job crafting as job re-designing tool within their system.

Publication Profile

Research Publications

Conference/Seminar Papers

Central PSEs make a significant contribution, as high as 13%, to India's gross domestic product (Public Enterprises Survey Report, 2016-17). Highly motivated human resources are important for the sustained performance of these strategically important enterprises. Past studies indicate that an important reason for low job satisfaction and hence poor work engagement and performance is inadequate or non-alignment between the designed and desired job of employees. The present study indicates that this mismatch is very pronounced in PSEs. One of the important reasons for the mismatch, in case of new recruits, is the generalized nature of recruitment and unstructured job allocation process. For experienced employees, this mismatch is due to the implementation of job rotation or transfer policy in a non-participative manner. Like private commercial organizations, many PSEs are equally exposed to a volatile, uncertain, complex and ambiguous (VUCA) business environment, which may sometimes force them to go for transformations, inter alia, through consolidations, acquisitions, mergers, etc. Such circumstances require a proactive response from employees for quick and better adaptation to new roles and jobs. Job crafting, a self-initiated behavior, could, therefore, be useful under such conditions. There are only a few studies on job crafting in Indian context (Siddiqi, 2015; Singh & Singh, 2016) and none in the case of PSEs. The present study attempts to fill up this gap.

Research Methodology: The study was carried out using a cross-sectional research design with survey-based data from 275 full-time executives of six Indian public sector energy companies (operating in oil & gas and power sector). Structural equation modeling using WarpPLS 6.0 software (Kock, 2015) was used to test the hypothesized relationships. Using correlational study and multi-group analysis, the relationship between job crafting forms and variables such as work experience, age, gender and job level was studied.

Research Findings: The study found a significant positive relationship of task and cognitive crafting with demands-abilities fit; cognitive and relational crafting with needs-supplies fit. Employee's age and work experience were found to be positively correlated with cognitive crafting, needs-supplies fit, and demands-abilities fit. Similarly, middle managers were found to be undertaking relational crafting more effectively than junior managers for improving their needs-supplies fit. Women employees were found to be undertaking cognitive crafting more effectively than men for needs-supplies fit and relational crafting for improving demands-abilities fit.

The novelty of the Study and Practical Implications: This is the first study wherein bottom-up approach to job redesigning has been explored in Indian public sector context. The findings of the study indicate that employees use different forms of job redesigning methods and strategies for their needs fulfillment (needs-supplies fit) and aligning jobs with their abilities (demands-abilities fit). Presence of person-job fit (i.e., needs-supplies fit and demands-abilities fit) leads to increase in work engagement (Chen et al., 2014), improved performance (Demerouti & Bakker, 2011) and may help in organizational business excellence while its absence results into low well-being (Kristof-Brown et al., 2005) of employees. An adequate level of job autonomy/supervision, task identity and task significance encourages job crafting, therefore, organizations should work on these structural aspects. Person-job fit requirements vary based on employees' age, work experience, job level, and gender; therefore organizations should also pay due considerations to these individual characteristics while designing jobs. The full paper further elaborates how these research findings could be implemented in PSE context.

Policy Writings (Media/Blog Publications)

Ujhelyi, Gergely, **Chatterjee, Somdeep** and Andrea Szabo (2018). "None of the Above": Protest Voting, Voter Turnout and Electoral Outcomes in India. *Ideas for Growth*, Blog of the International Growth Centre (IGC) directed jointly by London School of Economics and University of Oxford, <https://www.theigc.org/blog/voter-turnout-india/>

Events

Workshop on Teaching & Practicing Marketing Research, January 10th & 11th, 2019, at the Noida Campus

The workshop was organized in association with Purple Audacity Research & Innovation, Delbert, Kantar, and Pearson. CMEE is a center of excellence at IIM Lucknow-Noida Campus, under the leadership of Prof. Satyabhusan Dash, Chairperson-CMEE & Dr. Ishwar Dayal Chair for Futuristic Issues in the Behavioral Sciences, IIM Lucknow.

“Objective of this workshop is to advance the understanding of usage and application of marketing research in emerging markets and facilitate collaboration among leading emerging market research professional, academicians and industry practitioners for achieving marketing excellence.” - Prof. Satyabhusan Dash.

The workshop was inaugurated by Prof. Naresh K. Malhotra by the lighting of the lamp and Saraswati Vandana, followed by a welcome address delivered by Prof. Satyabhusan Dash. Prof. Dash expressed his heartfelt gratitude and welcomed all the participants. He also remembered Prof. Ajit Prasad, Director-IIML, who recently passed away due to cardiac arrest. He mentioned that Prof. Prasad served as a mentor for CMEE and a true believer of what was started in his predecessor time and provided all support to the center in making relevant policy towards meaningful growth.

The workshop saw the participation of delegates across industry and academia. Some esteemed organizations such as Purple Audacity, Kantar IMRB, Kantar MillwardBrown, MRUC, Research Now SSI, Tata Power Solar Systems, Delhi Police, HPCL, Indian Oil, nominated their employees to attend this prestigious workshop and hone their skills on the emerging area of marketing research. Participation of faculty members and doctoral students from educational institutes such as IIM Shillong, IIT Delhi, XLRI Jamshedpur, IMT Ghaziabad, University of Jammu, Symbiosis Noida, was highly appreciable, as most of them were very keen on learning marketing research and getting to know both practitioners and academicians perspective.



Events

Awards and Honours

Prof. Satya Bhusan Dash has been awarded [Prof. Manubhai M. Shah Memorial Award for Excellence in Commerce and Business Management 2018](https://www.digianalysys.com/prof-satya-dash-announced-prof-manubhai-m-shah-memorial-award/) by [Indian Commerce Association](#) at OSMANIA University, Hyderabad on 20.12.2018. This prestigious award (Rs. 2 lakh and trophy) is presented every year to the outstanding researcher(s), who significantly contribute towards fundamental or applied research of highly creative nature in the field of Commerce & Business Management.

<https://www.digianalysys.com/prof-satya-dash-announced-prof-manubhai-m-shah-memorial-award/>



33RD ANNUAL CONVOCATION OF IIM LUCKNOW:

The 33rd Annual Convocation of Indian Institute of Management Lucknow held on March 16th, 2019, saw 682 students being awarded their diplomas.

Of the Six hundred and eighty-two students of IIM Lucknow who received their diplomas, 404 students were from the 33rd batch of Post Graduate Programme in Management, 39 students from the 14th batch of Post Graduate Programme in Agri-business Management, 10 students from the Doctoral Programme, 3 students from Executive Fellow Programme in Management (EFPM) along with 145 students from Post Graduate Programme in Management for Working Executives (WMP), 47 students from International Programme in Management for Executives (IPMX) batches and 34 students from Post Graduate Programme in Sustainable Management (PGPSM), from the Noida campus. The institute has been nurturing talent since 1984, and with this outgoing batch of 2019, IIM Lucknow will expand its alumni network of about 6600+ alumni who have been dedicatedly serving the community through contributions in various domains.

The Medal winners for the Post Graduate Programme in Management & Post Graduate Programme in Agri-business Management are as follows:

Name	Medal
Sambhavi Ganguly	Chairman's Gold Medal
Pranjay Modi	Chairman's Gold Medal
Heena Goyal	Director's Medal
Sumit Kumar Agarwal	PGP Chairman's Medal
Archita Mittal	Budhiraja Medal for Best All-rounder
Sanket Haleangadi	Harishankar Singhania Medal for Best All-rounder
Kanika Dhingra	Bizkool Medal for best student in Information Technology

Events

From the International Programme in Management for Executives (IPMX), the following were the award winners:

Sanjeet Kumar Nayak	Chairman's Gold Medal
Pillai Pravin Venugopal Usha	Director's Medal

From the Post Graduate Programme in management for working executives for two years, the following were the award winners:

Vishal Sood	Chairman's Gold Medal
Rahul Kumar	Director's Medal

From the Post Graduate Programme in management for working executives for three years, the following were the award winners:

Anwasha Chaudhary	Chairman's Gold Medal
Mohit Gupta	Director's Medal

From the Post Graduate Programme in Sustainable Management (PGPSM) following were the award winners:

Tiwari Remant Kumar Vishwanath	Chairman's Gold Medal
Amogh Deshmukh	Director's Medal

Addressing the august gathering, Dr. B K Mohanty, Director in Charge, IIM Lucknow welcomed the chief guest Dr. Ashok Lahiri, member of the 15th Finance Commission and the Chairman of Board of Governors Mr. N Chandrasekaran. He highlighted the accomplishments of the institute in the academic year 2018-19. He remarked on the industry's acceptance and faith in the institution, evidenced by the consistent qualitative placement record. He congratulated the students who have won various national & international competitions and awards all year round. IIM Lucknow introduced a compulsory course on "Human Values and Responsible Citizenship" for the first year PGP students which was well appreciated by Ministry of HRD, Government of India. Moving on to the thrust area of the institute, he mentioned that there had been a constant and consistent increase in the research output with the number of International papers published in top journals, number of papers presented in Conferences in India as well as abroad, number of books published, etc. This year IIM Lucknow broke in the 301-350 rankings of the QS World Rankings in the business-management-studies category. It was next only to IIM Bangalore and ISB among the Indian Business schools. He talked about the third joint training program of IIM Lucknow and the World Bank on the World Bank's procurement process, which attracted participants not only from India but also from Bangladesh, Madagascar, and Mozambique.

IIM Lucknow's Centre for Marketing in Emerging Economies has undertaken an ambitious research project on Digitalization, Data and Social Development: Alternate Approaches to Learning, Livelihoods and Health Awareness, in the states of Andhra Pradesh, Jammu & Kashmir, Meghalaya, Odisha, Rajasthan, Telangana & Uttar Pradesh. IIM Lucknow partnered with SIDBI to establish SIDBI Centre for Innovations in Financial Inclusion (SCIFI), with the objective of creating social impact by promoting financial inclusion led by FinTech initiatives.

Addressing the students, he said, "Be someone who would be the harbinger of change or at best *be the Change yourself.*"

The Chairman of Board of Governors of IIM Lucknow, Mr. N Chandrasekaran began by remembering the untimely demise of Dr. Ajit Prasad who took the institute to great heights. He congratulated the graduates for their achievements. He remarked on the fact that the time has come to steer the Institute on to a much higher plane and make its place in the top global rankings. He discussed the key aspects to achieve these rankings, starting with importance on research, collaboration with innovative businesses, engagement with start-up ecosystem, innovation of new business models, encouraging world-class entrepreneurship in the institute and adopting relevant programmes for a better tomorrow.

Events

Mr. Ashok Lahiri, chief guest for the occasion first congratulated the students and highlighted that they would be the elite management cadre in the times when the economy transforms from a low-level income to a mid-level income economy. He shared his thoughts on the economy that the previous generation inherited, which the one with the shortages and the economy that the graduates are inheriting, the one with the excess. He instilled a sense of competition with our neighbors such as China and Japan and underlined the fact that India could do better and there is still a long way to becoming the developed nation that we aspire to be. He stressed on the adoption of modern technology and other reforms needed for dealing with agrarian distress. Being one of the only two old institutes offering programme on agri-business management, he ended his speech on implementing agricultural reforms in a sustainable way.



Management Development Programmes

MDPs held from January to March 2019				
S. No.	Programme Title	Programme Director(s)	Dates	Venue
1	Certificate Programme in Business Analytics for Executives (CPBAE9), 2nd on-campus module	Prof. Gaurav Garg & Prof. Alok Dixit	January 5-12, 2019	Lucknow
2	Communication and Managing Relationship for the Executives of GAIL India Ltd.	Prof. Sushil Kumar (BS) & Prof. Neerja Pande	January 7-11, 2019	Lucknow
3	19th General Management Programme for Defence Officers	Prof. Madhusudan Karmakar & Prof. Suresh K Jakhar	January 7 - June 21, 2019	Lucknow
4	General Management Programme for the State Health Professionals of SIFPSA & NHM	Prof. Archana Shukla & Prof. Gaurav Garg	January 8-11, 2019	Noida
5	General Management Programme for the State Health Professionals of SIFPSA & NHM	Prof. Pushpendra Priyadarshi & Prof. O S Vaidya	January 9-12, 2019	Lucknow
6	General Management Programme for the Executives of Airport Authority of India	Prof. Neeraj Dwivedi & Prof. Vikas Srivastava	January 14-18, 2019	Lucknow
7	General Management Programme for the Executives of NTPC Ltd.	Prof. Ajay K Garg & Prof. Kshitij Awasthi	January 14 - 25, 2019	Lucknow
8	General Management Programme for the Executives of NTPC Ltd.	Prof. D Tripathi Rao & Prof. Prem P Dewani	January 14 - 25, 2019	Lucknow
9	The First Time Leaders	Prof. Nishant Uppal	January 16-18, 2019	Lucknow
10	General Management Programme for the Executives of Organic India Pvt. Ltd.	Prof. M K Awasthi & Prof. Prem P Dewani	January 19-20, 2019	Lucknow
11	Developing Strategic Mindset	Prof. Archana Shukla	January 21-23, 2019	Noida
12	GMPE2 in association with Anisuma Institute, Dubai	Prof. Rajeev Kumra	January 21-25, 2019	Lucknow
13	Managerial Effectiveness for High Performance for the Executives of NHPC Ltd.	Prof. Pankaj Kumar & Prof. Pushpendra Priyadarshi	January 21-25, 2019	Lucknow
14	Communication, Presentation, and Report Writing Skills for DRDO Scientists	Prof. Payal Mehra & Prof. Prakash Singh	January 21-25, 2019	Lucknow
15	Sales and Distribution Management Excellence in Indian Markets	Prof. Rajesh K Aithal	January 28-31, 2019	Lucknow
16	General Management Programme for the State Health Professionals of SIFPSA & NHM	Prof. Ajay Singh & Prof. Anita Goyal	January 28-31, 2019	Noida
17	General Management Programme for the Middle-Level Executives of ITI Ltd.	Prof. Neeraj Dwivedi & Prof. Madhumita Chakraborty	January 28 - February 1, 2019	Lucknow
18	Advanced Financial Statement Analysis for Strategic Decision Making	Prof. Seshadev Sahoo	February 4-6, 2019	Noida

Management Development Programmes

19	Project Management	Prof. Sushil Kumar (OM)	February 4-8, 2019	Lucknow
20	Managerial Effectiveness	Prof. Archana Shukla	February 4-8, 2019	Noida
21	Execution Excellence and Achievement Orientation for the Executives of GAIL India Ltd.	Prof. Ashutosh K Sinha & Prof. Prakash Singh	February 4-8, 2019	Lucknow
22	Decision Making for Managerial Effectiveness for NHPC Ltd.	Prof. Sushil Kumar (OM)	February 6-8, 2019	Lucknow
23	General Management Programme for the State Health Professionals of SIFPSA & NHM	Prof. P Priyadarshi & Prof. Ajay K Garg	February 6-9, 2019	Lucknow
24	One-year Part-time General Management Programme for the Executives (GMPE 16), 4th on-campus module	Prof. M K Awasthi & Prof. Vikas Srivastava	February 9-17, 2019	Lucknow
25	Coaching and Mentoring for Effective Leadership	Prof. Pankaj Kumar & Prof. Pushpendra Priyadarshi	February 11-13, 2019	Lucknow
26	General Management Programme for the State Health Professionals of SIFPSA & NHM	Prof. Archana Shukla & Prof. Gaurav Garg	February 11-14, 2019	Noida
27	Finance for Non-Finance Executives	Prof. Prakash Singh & Prof. Ajay K Garg	February 11-15, 2019	Lucknow
28	Project Management for the DRDO Scientists	Prof. Sushil Kumar (OM)	February 11-15, 2019	Lucknow
29	General Management Programme for the Executives of NTPC Ltd.	Prof. D Tripathi Rao & Prof. Prem P Dewani	February 11-22, 2019	Lucknow
30	Logistics and Supply Chain Management for the Executives of Mahindra & Mahindra Ltd.	Prof. S Venkataramanaiah	February 13-15, 2019	Mumbai
31	Advanced Management Programme in association with BSE Institute Ltd., 2nd on-campus module	Prof. K G Sahadevan & Prof. Seshadev Sahoo	February 15-24, 2019	Lucknow
32	Advanced Management Programme in association with BSE Institute Ltd. (AMP2) 1st on-campus module	Prof. K G Sahadevan & Prof. Seshadev Sahoo	February 15-24, 2019	Lucknow
33	Leadership Excellence: Communication, Influence, and Persuasion	Prof. Payal Mehra	February 18-22, 2019	Lucknow
34	Embedding Leadership for the DRDO Scientists	Prof. Pushpendra Priyadarshi	February 18-22, 2019	Lucknow
35	Building Capability (Developing Self and Others)/Planning, Organizing and Foresightedness for the Executives of GAIL India Ltd.	Prof. Pankaj Kumar & Prof. Sushil Kumar (BS)	February 18-22, 2019	Lucknow
36	General Management Programme for the State Health Professionals of SIFPSA & NHM	Prof. Ajay Singh & Prof. Anita Goyal	February 25-28, 2019	Noida
37	General Management Programme for the Executives of Luminous Power Technologies Pvt. Ltd. - 4th module	Prof. Archana Shukla & Prof. Neeraj Dwivedi	February 25 - March 1, 2019	Lucknow

Management Development Programmes

38	Analytical Problem Solving for the Executives of GAIL India Ltd.	Prof. Sushil Kumar (OM) & Prof. Kshitij Awasthi	February 25-March 1, 2019	Lucknow
39	Executive Certificate Programme in Management - Business Entrepreneurship	Prof. Ajay K Garg & Prof. Sabyasachi Sinha	March 1-3, 2019	Lucknow
40	Leadership and Team Building for the Executives of Life Insurance Corporation of India	Prof. Sushil Kumar (BS)	March 4-7, 2019	Lucknow
41	Decision Making and Problem Solving for the DRDO Scientists	Prof. Sushil Kumar (OM)	March 4-8, 2019	Lucknow
42	General Management Programme on Entrepreneurship Development for the Young existing MSE Entrepreneurs	Prof. Prem P Dewani & Prof. D Tripathi Rao	March 4-15, 2019	Lucknow
43	General Management Programme for the State Health Professionals of SIFPSA & NHM	Prof. Pushpendra Priyadarshi & Prof. O S Vaidya	March 6-9, 2019	Lucknow
44	General Management Programme for the State Health Professionals of SIFPSA & NHM	Prof. Pushpendra Priyadarshi & Prof. O S Vaidya	March 6-9, 2019	Lucknow
45	DRUVHA - two-day Programme for IOCL Dealers	Prof. Satya Bhusan Dash & Prof. S Venkataramanaiah	March 8-9, 2019	Lucknow
46	Management Module for the IFS Probationers	Prof. Sushil Kumar (BS) & Prof. Payal Mehra	March 25-29, 2019	Lucknow

MDPs scheduled during April-May 2019

S. No.	Programme Title	Programme Director(s)	Dates	Venue
1	One-year Part-time General Management Programme for the Executives (GMPE17) module 3	Prof. Neeraj Dwivedi & Prof. Debdatta Pal	April 6-14, 2019	Lucknow
2	General Management Programme for the Executives of RateGain Travel Technologies Private Limited	Prof. Ajay Singh & Prof. Kaushik Bhattacharya	April 13-14, 2019	Lucknow
3	Genesis Programme for the Dealers of Roche Diagnostics India Ltd.	Prof. Neeraj Dwivedi & Prof. S Venkataramanaiah	April 14-17, 2019	Lucknow
4	Executive Programme in Advanced General Management (EPAGM1) in association with TSW	Prof. D Tripathi Rao & Prof. Pradeep Kumar	April 25-28, 2019	Lucknow
5	Data Analysis using MS-Excel	Prof. Pradeep Kumar & Prof. Vivek Gupta	May 6-8, 2019	Lucknow
6	Dealer Principle training Programs for the Sales Dealer-Owners of Mahindra Powerol	Prof. Rajesh K Aithal	May 8-11, 2019	Lucknow
7	Managing Digital Businesses	Prof. Prem P Dewani	May 13-17, 2019	Lucknow
8	Effective Contract Management and Negotiation	Prof. D S Sengar	May 20-22, 2019	Noida
9	MCTP Phase II for IFS Officers	Prof. Sushil Kumar (BS) & Prof. Pankaj Kumar	May 27 - June 1, 2019	Lucknow

From the Media

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Corporate Communication & Media Relations
Indian Institute of Management Lucknow
Prabandh Nagar, IIM Road Lucknow – 226013
Email: ccmr@iiml.ac.in