



Indian Institute of Management Lucknow

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Prof. Kaushik Bhattacharya

Decision Sciences



Prof. Yogesh Agarwal

Marketing



Prof. Saji K. B. Nair



Prof. Devashish Das Gupta



Prof. Satyabhusan Dash

Legal Management



Prof. Dharmendra S. Sengar

Publication Profile

Research Publications

Book & Book Chapters

Devashish Das Gupta 2013 "Tourism in Global Village" LAP LAMBERT Academic Publishing, Germany. ISBN 978-3-8383-5957-1

Researchers have been fascinated by the Tourism industry for a long time. The present volume is a collection of twenty research articles written on various aspects related to Tourism. Majority of the articles primarily focus on the Indian subcontinent. However there are some select papers from international authors focusing on Tourism issues in other parts of the world

Papers

Chaudhuri, A. , Simultaneous improvement in development time, cost and quality: a practical framework for generic pharmaceuticals industry. *R&D Management*, 43(2013):pp: 22-7241. doi: 10.1111/j.1467-9310.2012.00675.x

Generic pharmaceutical companies strive to develop generic versions of drugs to obtain marketing rights after those drugs go off patent. Being a highly competitive industry, these companies have to work towards simultaneously reducing the development time and costs while meeting all the quality standards. While the literature has discussed the multiple trade-offs in product development, there is limited research on how the companies can break these trade-offs and simultaneously improve performance on multiple objectives and particularly in the context of the generic pharmaceutical industry. In this research, we try to bridge this gap and develop an improvement framework for simultaneously achieving the objectives in terms of development time, cost and quality. We apply the framework in a generic pharmaceutical company by redesigning its new product development process following Six Sigma methodologies and demonstrate the benefits through pilot projects with varying levels of complexity. The results show that a well-designed process which facilitates process standardization, optimization and collaboration can help in simultaneously achieving improvements in development time, cost and quality.

Srivastava Samir K & Ray, Avishek, "Benchmarking Indian General Insurance Firms", *Benchmarking: an International Journal*, 20(1), 2013: pp. 4-24.

Purpose-The purpose of this paper is to benchmark the solvency status of Indian general insurance firms.

Design/methodology/approach-The paper collects, compiles and analyses the key financial, operational and business data of eight Indian insurance firms. The authors first decide on initial firm-specific economic variables and use data of last five years from IRDA Reports and Company Annual Reports. The NAIC IRIS ratios method was used to obtain an initial risk classification. This was used as a proxy of insolvency risk. Linear regression and logit techniques were thereafter applied to estimate the significant factors (direction-wise and magnitude-wise) which influence insurer solvency.

Findings-The results suggest that the factors that most significantly influence Indian non-life insurers are lines of business, the firm's market share, the premium growth rate, the underwriting performance and the claims incurred. Further, the factors which have the strongest effect are market share, change in inflation rate, firm size, lines of business and claims incurred.

Research limitations/implications-The sample of Indian general insurers used is limited with regard to the time span. No holdout sample was used and the entire data set was subjected to statistical analysis. These somewhat limit the findings and implications.

Practical implications The paper provides insurers with easy-to-use operational and marketing indicators to benchmark their solvency risk. It will lead to competitive goal setting for continuous

improvement. Estimation of appropriate market/economic parameters can be a useful input for regulators. A few suggested indicators are new.

Originality/value Previous studies of insurance companies have focused on developed economies (USA, Europe) or the Asian Markets (China and Japan). This paper determines a set of marketing, financial and operational variables to predict benchmark financial strength of general insurance firms in India. It incorporates qualitative inputs from practising managers and industry experts before carrying out quantitative modelling and analysis.

Keywords - Benchmarking, Solvency risk, General insurance, India

Saji, K.B., Research in emerging markets: Advances in product and brand management. *Journal of Product & Brand Management*, 22(1), 2013: pp 1-5

The rapidly growing and volatile emerging market economies present innumerable opportunities and challenges to the marketing practitioners across the globe. It has been observed that the theories and models of product and brand management developed mostly in the context of developed economies do not necessarily work in the ever changing context of emerging market economies. Such a realization should call for serious validations of the existing theories, and building new theories from an emerging markets perspective. This research note aims to highlight the importance of having research in emerging markets with specific reference to advances in product and brand management. The approach to this paper has been basically exploratory in nature, and specifically employs a unique meta analysis path to derive useful inferences. Throughout the narration, the paper stresses the importance of having an emerging market perspective so as to address the unique product and brand management issues of firms operating in the emerging market economies; and invites the attention of marketing practitioners and academic researchers towards the need of having a distinctive research agenda so as to build new theories of product and brand management with an emerging markets perspective.

Mishra, S.S., and Saji, K.B. , Moderating roles of organizational inertia and project duration in the NPD Process: An empirical investigation. *Journal of Product & Brand Management*, 22(1), 2013: pp. 52-64

This paper reports the outcome of an empirical study that tried to validate the moderating roles of organizational inertia and project duration in the new high-tech product development process. The study methodology involved two phases, viz. exploratory and descriptive. The exploratory phase has resulted in a theoretical framework that got validated through a global survey on high-tech product champions. The study results suggest that organizational learning and absorptive capacity could trigger a firm's technology acquisition intent, which in turn could increase the firm's propensity to new product commercialization. The study did not support firm size as an antecedent to a firm's technology acquisition intent. Further, while the project duration is found to negatively moderate the technology acquisition intent to new product commercialization relationship, the study did not support the moderating effect of organizational inertia on the same. The present study is one among those rare empirical investigations that explained the role of organizational variables in the new high-tech product development process.

Yogesh Agarwal, Design of Survivable Networks Using Three- and Four-Partition Facets, *OPERATIONS RESEARCH*, 61(1), January–February 2013, pp. 199–213

This paper considers the problem of designing a multicommodity network with single facility type subject to the requirement that under failure of any single edge, the network should permit a feasible flow of all traffic. We study the polyhedral structure of the problem by considering the multigraph obtained by shrinking the nodes, but not the edges, in a k -partition of the original graph. A key theorem is proved according to which a facet of the k -node problem defined on the multigraph resulting from a k -partition is also facet defining for the larger problem under a mild condition. After reviewing the prior work on two-partition inequalities, we develop two classes of three-partition inequalities and a large number of inequality classes based on four-partitions. Proofs of facet-defining status for some of these are provided, while the rest are stated without proof. Computational results show that the addition of three- and four-partition inequalities results in substantial increase in the bound values compared to those possible with two-partition inequalities alone. Problems of 35 nodes and 80 edges with fully dense traffic matrices have been solved optimally within a few minutes of computer time.

Conference/Seminar Publications

Vivek Rajvanshi, "Determinants of Volatility: Evidence from intraday trading in Indian metal and energy futures" paper presented at Global Finance Conference, held at Monterey bay, CA, USA from 20-22 May 2013

Chaudhuri, Atanu, "Strategic planning for collaborative innovation: A decision framework and future research directions", presented and published in the proceedings of 20th EUROMA Conference, held at Trinity College and UCD, Dublin, June 8-12, 2013

Many organizations have started collaborating with external partners to have access to expertise, process know-how and technology but struggle to decide what kind of collaboration model to follow, how to choose the collaboration partners and how to share investments and intellectual property as part of the partnerships. This research outlines the entire decision making process during the strategic planning phase of collaborative innovation and identify areas of future research by conducting a literature review and by analysing a sample of 60 collaborative partnerships, collated from secondary sources.

Keywords: strategic planning, collaborative innovation, future research

Mishra, A, Dash, S and Basu, S (2013). Conceptualization and measurement of mobile design perception: An Exploratory study in Indian context. Paper presented at 2013 Annual conference of Emerging market conference board held at NMMU, South Africa from June 19-20

The literature of product design, though very rich, has seen scant work in the area of developing dimensions to measure product design comprehensively, more so in case of interactive products. This work makes an effort in developing dimensions which not only cover the design aspects of the contextual product (smartphone) holistically but also can be extended to other categories referred broadly as interactive products. As mentioned, the study has been done from the perspective of smartphones, as in modern times, they represent the epitome of human-computer interaction with a balanced effort on all aspects of design from the designers. The study is a purely qualitative study that is a part of a larger effort to develop subcategories for smartphone design as well as generating and empirically validating those items as scales for measuring the categories. The study was done in two qualitative phases, one to generate and confirm the design dimensions preconceived by the authors from literature and another not only to verify those dimensions but also generate items to measure each of those. Empirical validation of those items is not a part of this study. The study proposes five dimensions of design which come from literature and the first phase of the study: Visual, Functional, Kinesthetic, Interface and Information Design. In the process followed, there are two interesting aspects. Firstly, in the second phase three different qualitative methods (two top down that is generative and one bottom up that is reductionist) have been used to ensure triangulation of the findings to ensure rigor and narrowing down. Secondly, one of those three studies is a gamified in-depth interview with 70 respondents. This was done to bring in the flavor of the modern concept of gamification to remove respondent inhibition as far as possible. As a consequence, the study leads to generation of 7 items for Visual Design, 7 for Functional, 4 each for Kinesthetic and Interface and 6 items for Information Design

Gupta, Ansh & Dash, Satyabhushan (2013). Developmental sequence, antecedents and consequences of the green service experience: An empirical investigation in the Green hotel industry in Indian context. Paper presented at 2013 Annual conference of Emerging market conference board held at NMMU, South Africa from June 19-20.

Without a doubt, 'green marketing' is a trend at present. A simple google search for "Green Marketing" yields about half-billion search results (in Feb'2013). Previous studies in green marketing literature have discussed about the role of socio-demographic and psychographic factors in adoption of green products, the 3 Rs of green marketing recycle, reduce and reuse, but the knowledge about the development of green experience has been very scarce. There is a lacuna in the extant literature about components that form consumers' green experience when they consume green products/services. This study focuses on understanding the developmental sequence of the green service experience and investigating its antecedents and consequences in the context of green hotels in India. A total of 423 valid responses were collected from green hotel guests across India.

The most important finding of this study is the developmental sequence of green service experience i.e. all four dimensions of green experiential value are not occurring at the same time rather one after another. This has really important implication for the green hotel managers as it is with social value a consumer starts developing a meaningful 'green experience'. This experience is sequentially enhanced with altruistic, hedonic and economic dimensions of green experiential value. Knowing this sequential development, the managers can work out the ways to make the consumers have a 'green experience' in stepwise manner. The second important finding is the role of various dimensions of green service encounters antecedents to green experience. This insight will help the managers in orchestrating the green servicescape which can trigger various dimensions of green experiential value resulting in an enriching green experience for the guests. The third finding is the role of green trust and green brand equity as consequences of green service experience. This means if a consumer had a positive and satisfactory green experience it will result in higher trust in the green claims of the service brand and also the higher perceived green brand equity which has huge managerial implication in today's time when some of the biggest brands are accused of green washing and people are increasingly skeptical about the green claims.

Mishras, M, Dash,S.B., and Kapoor,A(2013). Understanding Urbanites in Emerging Economies. This report was presented in a special plenary sessionat 2013 Annual conference of Emerging market conference board held at NMMU, SouthAfrica from June 19-20.

This study is one of the most 'representative' studies on sizing and profiling of urban consumers in India - estimation and findings are based on a very large sample data of over 210,600 urban Indians covering all states and union territories, 574 districts and 3,175 towns in India. In fact, the reporting sample is more than 50 from over 286 distinct cities and towns in India. The study reclassified the SEC of a family based on a more contemporary and suitable parameter of 'highest education and occupation level' among all members in the household, and not just of the chief wage earner of the household. Finding of the study provides the latest estimates of key household/financial asset ownerships and penetrations among the various urban SEC classes.The finding of the study provides an insightful understanding of Indian families as 'consumers' and not just as households. Detailed information Includes their income and socio-economic status, size and ownership of house, expenditure shares by main household consumption heads, time spent on various offline and online media, etc. The study findings attempt to establish linkage between the demographic profile of the individuals living in the five urban SEC classes with the psychographics and the lifestyle preferences and behavior shown by them based on a parallel survey with a sub-set sample of 13,832.

Editorial Assignments

Prof. Devashish Das Gupta has been nominated in the Editorial Board of Skyline Business Journal (SBJ) UAE ISSN:1998-3425

Other Assignments

Prof.S.B.Dash chaired the 'Meet the Editor' session and served as a Faculty Fellow in the doctoral colloquium of 2013 Annual conference of Emerging market conference board held at NMMU, SouthAfrica from June 17-18.

Prof Devashish Das Gupta was invited to deliver a talk on Marketing and Promotion of Chikan and Zardozi in India and International Markets in a workshop on Chikan Craft with Zardozi fusion 2013 organised at Rai Umanath Bali Auditorium, Lucknow on June 12th. This programme was sponsored by the Govt of UP.

Prof. Kaushik Bhattacharya's research paper (jointly with Prof. Subrata K Mitra, South Asia Institute, University of Heidelberg) entitled "Hyper-Plurality and the Need for Regulation of Candidate Entry in India" has been published by the Economic and Political Weekly (EPW) in its June 22 issue.

Prof. D. S. Sengar contributed as a Residential Resource Person in the programme on "International Residential School on Economic, Social and Development Rights with Emerging Discourse on New International Legal Order" held at Kathmandu during July 04 to 07, 2013 at Kathmandu, Nepal

Prof. D. S. Sengar contributed in the LL. M. Programme of Kathmandu School of Law (KSL), Kathmandu.

Prof. D. S. Sengar has been nominated as Member of the Governing Board of the B.A. LL.B. (Hons): Five Year Integrated Law Course of the University of Allahabad for a term of three years

Dr. Devi Singh delivered a lecture to faculty members at Faculty Development Programme organised by Jaipuria Institute of Management, Noida. The programme was scheduled from 16th -22nd June 2013.



Management Development Programmes

Forthcoming (July-August 2013)

S.No.	Program Title	Program Director	Date	Venue
1	Human Resource and Management Skills for RES Executives	Prof. Shailendra Singh Prof. Devashish Das Gupta	July 1-5, 2013	Lucknow
2	Transformational Leadership Programme for Powergrid Corporation of India Ltd.	Prof. Pushpendra Priyadarshi Prof. Sabyasachi Sinha	July 1-5, 2013	Lucknow
3	Management Module for IFS Probationers	Prof. Sushil Kumar (CBS) Prof. Payal Mehra	July 1-6, 2013	Lucknow
4	AMP for IRS (C&CE)/NACEN , MCT Phase IV	Prof. Samir K Srivastava Prof. Pradeep Kumar	July 8-12, 2013	Lucknow
5	Leadership Development	Prof. Himanshu Rai	July 11-13, 2013	Lucknow
6	Management Module of Phase IV programme for IFS Officers (MCT)	Prof. Sushil Kumar (CBS) Prof. Pankaj Kumar	July 15-19, 2013	Lucknow
7	One-year Part-time General Management Programme for Executives (GMPE8) 1st module)	Prof. Sushil Kumar (CBS) Prof. Sonia	July 20-28, 2013	Lucknow
8	Mergers and Acquisitions Strategy	Prof. Ashutosh Kumar Sinha	July 24-26, 2013	Lucknow
8	Mergers and Acquisitions Strategy	Prof. Ashutosh Kumar Sinha	July 24-26, 2013	Lucknow
9	Advanced Management Programme for Sr. IES Officers	Prof. Sanjay K Singh Prof. Neeraj Dwivedi	July 29, 2013 September 7, 2013	Lucknow, Amsterdam, Brussels, Paris & London
10	Certificate Programme in Business Analytics - 3rd module	Prof. Amit Agrahari Prof. Ashish Dubey	July 3, 2013 August 4, 2013	Lucknow
11	One-year Part-time General Management Programme for Executives (GMPE4) (4th module)	Prof. Sanjay K Singh Prof. Payal Mehra	August 3-11, 2013	Lucknow
12	Understanding Self for Managerial Excellence	Prof. Pankaj Kumar	August 5-7, 2013	Lucknow
13	Green Marketing	Prof. Sushil Kumar (CBS)	August 7-9, 2013	Lucknow
14	One-Year Part-time General Management Programme for Executives (GMPE7) (2nd module)	Prof. R L Raina Prof. Rajesh K Aithal	August 17-25, 2013	Lucknow
15	Talent Management	Prof. Pushpendra Priyadarshi	August 22-24, 2013	Noida

Management Development Programmes

Forthcoming (July-August 2013)

S.No.	Program Title	Program Director	Date	Venue
16	Business Success IN Failure	Prof. Sushil Kumar Mr. Mohan Phadke	August 22-24, 2013	Lucknow
17	Effective Communication for Professional Excellence	Prof. R L Raina	August 26-28, 2013	Noida
18	PPP in Indian Infrastructure: Challenges and Opportunities	Prof. Manoj Anand	August 26-28, 2013	Noida

Featured members

Concluded

S.No.	Program Title	Program Director	Date	Venue
1	1 year Part-time General Management Programme for Executives (GMPE7) (1st module)	Prof. R L Raina Prof. Rajesh K Aithal	May 4-12, 2013	Lucknow
2	Quality and Reliability Management for DRDO Scientists	Prof. Sushil Kumar (OM) Prof. Omprakash S Vaidya	May 6-10, 2013	Lucknow
3	Certificate Programme in Business Analytics	Prof. Amit Agrahari Prof. Atanu Chaudhuri	May 8-12, 2013	Lucknow
4	1-year Part-time General Management Programme for Executives (GMPE3)	Prof. Pankaj Kumar Prof. Jabir Ali	May 11-19, 2013	Lucknow
5	1-year Part-time General Management Programme for Executives (GMPE5) (3rd module)	Prof. Shailendra Singh Prof. Prakash Singh	May 18-26, 2013	Lucknow
6	Natural Resource Management, Effective Leadership and Conflict Resolution for IFS Officers	Prof. Sushil Kumar (CBS) Prof. Shailendra Singh	May 20-24, 2013	Lucknow
7	Human Resource and Management Skills for RES Executives	Prof. R L Raina Prof. Himanshu Rai	May 20-24, 2013	Lucknow
8	Strategic Management Programme for Executives of Kotak Mahindra Group	Prof. Rajeev Kumra Prof. Prakash Singh	June 3-7, 2013	Lucknow
9	Transformational Leadership Programme for Powergrid Corporation of India Ltd.	Prof. Shailendra Singh Prof. Sabyasachi Sinha	June 3-7, 2013	Lucknow
10	MCT for IRS (C&CE)/NACEN , MCT Phase IV	Prof. R L Raina Prof. A Vinay Kumar	June 3-14, 2013 June 17- July 5, 2013 July 8-19, 2013 July 29-August 2, 2013	Lucknow London, Cambridge, Brussels
11	1-year Part-time General Management Programme for Executives (GMPE6)	Prof. Bharat Bhasker Prof. Ashutosh Kumar Sinha	June 8-16, 2013	Lucknow

Management Development Programs

Concluded

S.No.	Program Title	Program Director	Date	Venue
12	Human Resource and Management Skills for RES Executives	Prof. R L Raina Prof. Himanshu Rai	June 10-14, 2013	Lucknow
13	Creativity and Innovation for High Performance Organizations for DRDO Scientists	Prof. Sushil Kumar (CBS) Prof. Sushil Kumar (OM)	June 12-14, 2013	Lucknow
14	General Management Programme for Executives through Virtual Classroom 3 (Reliance) - 1st on-campus module	Prof. Satish S M Prof. Madhumita Chakraborty	June 22-29, 2013	Lucknow
15	Project Management for DRDO Scientists	Prof. Sushil Kumar (OM) Prof. K N Singh	June 24-28, 2013	Lucknow
16	MCT for IRS (C&CE)/NACEN - MCT Phase IV	Prof. Bharat Bhasker Prof. Archana Shukla	June 24-July 5, 2013 July 8-26, 2013 July 29 - August 9, 2013 August 19-22, 2013	Lucknow, London, Cambridge, Brussels
17	Business Management Certification Programme in Operational Excellence and Consulting with EXL	Prof. Archana Shukla Prof. N K Gupta	May 27, 2013 June 01, 2013	Noida
18	E-MDP on Executive Global Business Management Programme -02	Prof. N K Gupta Prof. Archana Shukla	June 03-07, 2013	Noida
19	Management Capacity Enhancement Programme for TEQIP Institutions	Prof. Archana Shukla Prof. Rajeev Kumra	June 10-14, 2013	Noida

Events

Governor B.L.Joshi inaugurates PGP Programme at IIM Lucknow

The Governor of Uttar Pradesh, Mr. B.L. Joshi inaugurated the PGP Programme 2013 on 18th June . The function was presided over by Dr. Devi Singh, Director IIM, Dr. Neeraj Dwiwedi Chairman PGP IIM Lucknow.

Addressing the students on the occasion the Governor said that make best use of opportunity. Try to innovate and reinvent yourself. The transition from education to the labour market has to become far more efficient. We also need more young entrepreneurs who can create jobs for others. We have to address this problem.

Education should give graduates the ability and belief that they can create their own jobs and also become employers for other job seekers. We require innovative education programmes, a focus on career guidance and a change of mindset among students and educators, he added.

Mr. Joshi said that to establish India as a global R&D platform all these three elements namely basic knowledge, innovative application, and social organization have to be strengthened. He said that unless knowledge is translated into innovations, we will merely remain providers of talented employees to the outside world. The perennial source of human capital of India has to be trapped and converted into value. You have the challenge to imprint the excellence of Indian professionals in different fields on the wide canvas of the globe, he said.

Dr. Devi Singh welcomed the new students and exhorted to believe in excellence and dedicate themselves to be the leaders of tomorrow.

Dr. Neeraj Dwiwedi welcomed all the guests and also briefed about the PGP Programme.



Events

