



# Sāṁavaya

## IIML Newsletter

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### Publication Profile

#### Research Publications

#### Book Chapter

Ankit Sharma and **Samir K Srivastava**, Important hub location issues in Sustainable Transportation Networks, In: Anjali Awasthi (Ed.), "Sustainable City Logistics", Nova Science Publishers

In this chapter, we present an account of the journey of hub location problems in transportation networks from the classical single allocation p-hub median problem to the current problems involving complexities like sustainability, uncertainty, competition, environmental consciousness through government's regulations and green sensitive consumer requirements. The purpose of this chapter is not to provide a comprehensive literature review or survey but a discussion of gradual progression and advancements in sustainable hub location problems in transportation networks context. We focus on the detailed insights covering some new turning points in location problems in the contexts of sustainability, service levels, different time zones, disruptions, multiple transportation modes, risks, etc. These insights are not only critical to the logistic firms, warehousing industry and other supply chain partners but would also play an important role in the helping research scholars to work in tandem with real-life emergent business's requirements

### Publication Profile

#### Research Publications

#### Papers

**Sharma, Chandan** (2018). Exporting, access of foreign technology, and firms' performance: Searching the link in Indian manufacturing. *The Quarterly Review of Economics and Finance*, 68, pp 46-62

This study tests the impact of export and foreign technology on the indicators of firm's performance for a sample of Indian manufacturing firms. To provide new insights into the debate over the linkage among export, technology, and performance, we employ several important performance indicators of firms, such as labor productivity, total factor productivity, product and process innovation, wage, size, and capacity utilization. For this study, we utilize a sample of firms from a recent Enterprise Surveys data of the World Bank on Indian manufacturing. The results of the analysis indicate that exporters are more productive and innovative. They are also large and utilize the capacity in a better way. The results further indicate that export leads to substantial performance gain for Indian firms. Similar results are also estimated for the effects of the use of foreign technology in the production process. Our findings also suggest that exporting products to the developed world have a significant effect on performance and further indicate that single product firms are more benefited from export and technology transfer than multi-product firms. It is also found that firms with more productivity decide to export their products; however, technology transfer is not a significant factor in making decisions about export or enhancing export-intensity. Overall, our analysis supports the argument that research and development (R&D) in the developed countries is an important source of technology for developing countries, and this takes place through export as well as direct technology transfer.

<https://doi.org/10.1016/j.qref.2017.11.015>

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**Sharma, Chandan, & Pal, Debdatta.** (2018). Exchange rate volatility and India's cross-border trade: A pooled mean group and nonlinear cointegration approach. *Economic Modelling*, 74, 230-246

This paper offers first-hand commodity-level evidence regarding the effects of exchange rate volatility on India's cross-border trade with the U.S., Germany, Japan, and China. We used autoregressive conditional heteroscedasticity based models to estimate the volatility of the nominal exchange rate. To determine the short and long run relationships, we used pooled mean group estimators. The results show that, in the long run, nominal exchange rate volatility has a significant dampening impact on India's export rates to the U.S., Germany, and China along with imports from the U.S. and China. However, in the short run, the effects of the nominal exchange rate volatility on India's exports and imports were rather mixed. The study also tested the asymmetric effects of exchange rate volatility on India's trade using aggregated data. Although the results do not show much of an asymmetric effect, they do indicate that positive and negative effects differ in terms of their impact on trade volume. Policy recommendations are therefore suggested on the basis of these results.

<https://doi.org/10.1016/j.econmod.2018.05.016>

### Publication Profile

### Research Publications

#### Papers

**Sharma, Chandan. (2019).** Estimating the size of the black economy: new evidence from India. *International Journal of Emerging Markets*, 14(2), 300-321

#### Purpose

The issue of black economy has long been debated in India and it has been one of the key targets of policy action from last four decades. The debate is further fueled by demonetization of higher currency notes in the country. In this context, the purpose of this paper is to estimate the size of black economy in India for the period 1970–2017.

#### Design/methodology/approach

A currency demand approach is adopted for this purpose. The test of structure break indicates for a break in the system; therefore, the authors employ Johansen et al. (2000) cointegration test. For estimating the empirical model, the authors utilize fully modified ordinary least squares in a cointegration framework for taking care the endogeneity problem.

#### Findings

The estimates indicate that the Indian economy has a sizable black economy. In early 1970s, when the tax rate in India was significantly higher, the estimated black economy was above 30 percent of the official GDP. A variety of economic reforms including taxation, regulation and industrial licensing have drastically reduced the size to below 15 percent of official GDP in the last two decades. In the last estimated year (2017), the black economy was 23,849bn Indian rupees at current market price (around \$400bn), which was 14 percent of the official GDP.

#### Practical implications

On the basis of the findings, the authors suggest some important fiscal, administrative and regulatory reforms to curb the generation of black economy in India.

#### Originality/value

The structural breaks can induce stochastic behavior similar to an integrated process, which makes it difficult to differentiate between the lack of cointegration and a structural shift. Thus, in the present study, the authors attempt to address this issue by incorporating the issue of structural break in the analysis. Furthermore, India is a cash-based economy; therefore, it is likely that currency-based models are more suitable. The application of advanced time-series techniques is likely to yield better and robust results.

<https://doi.org/10.1108/IJoEM-01-2018-0034>



### Publication Profile

#### Research Publications

#### Papers

**Pushpendra Priyadarshi** and Rajesh Premchandran (2019) "Millennials and political savvy – the mediating role of political skill linking core self-evaluation, emotional intelligence and knowledge sharing behaviour", VINE Journal of Information and Knowledge Management Systems, Vol. 49 No. 1, pp. 95-114

#### Purpose

Navigating the labyrinthine connections between people, process, technology and infrastructure is a key skill for employees in agile organisations. Political skill is imperative amongst millennials who in a continuously changing environment need to stretch their minds to accumulate and disseminate new knowledge and develop core competencies while responding to new business triggers. The purpose of this paper is to investigate a mediation model in which the effect of emotional intelligence (EI) and core self-evaluation (CSE) on knowledge-sharing intention is mediated by levels of political skill amongst millennials.

#### Design/methodology/approach

Hypotheses, on mediation, were tested with data collected from prospective employees graduating from a premier management institute in Northern India. Structural equation modelling was used to test hypotheses with bootstrapping to test mediation effects.

#### Findings

The findings demonstrate that the relationship between EI, CSE and knowledge-sharing intention is mediated by political skill. Theoretical and practical implications and directions for future research are followed.

#### Originality/value

This study contributes to the literature on knowledge sharing by providing a basis for understanding the mediating mechanism through which EI and CSE influence knowledge sharing. This is the first attempt examining the role of political skill as a mediator in the study of knowledge sharing, a critical lever for agile organisations to flourish. By investigating the underlying mechanisms through which individual differences impact knowledge-sharing behaviour, this study significantly supplements current research on knowledge management.

#### Keywords

Knowledge sharing, Emotional Intelligence, Political Skill, Millennials, Core Self-evaluation





### Executive Education

#### MDPs held during April - June 2019

S.No.	MDP No.	Programme Title	Programme Director(s)	Dates	Venue
1	201/19	Genesis Programme for the Dealers of Roche Diagnostics India Ltd.	Prof. Neeraj Dwivedi & Prof. S Venkataramanaiah	April 14-17, 2019	Lucknow
2	202/19	Leadership Development Program - ?????? for the E8 level executives of Airports Authority of India	Prof. Neeraj Dwivedi & Prof. Vikas Srivastava	April 23-27, 2019	Lucknow
3	214/19	Executive Programme in Advanced General Management (EPAGM1) in association with TSW	Prof. D Tripathi Rao & Prof. Pradeep Kumar	April 25-28, 2019	Lucknow
4	215/19	Management Capacity Building on Building and Managing Technical Education Institute - a Brand in Digital Era for Dean / Directors/ Principals of AKTU	Prof. Kshitij Awasthi	April 26-28, 2019	Lucknow
5	207/19	Step-up Programme for the A Category Dealers of Mahindra Powerol	Prof. Rajesh K Aithal	May 8-11, 2019	Lucknow
6	102/19	Managing Digital Businesses	Prof. Prem P Dewani	May 13-17, 2019	Lucknow
7	221/19	Leadership Skill Development & Team Management for the Heads and HoDs of AKTU affiliated Institutes	Prof. Sushil Kumar (BS)	May 16-19, 2019	Lucknow
8	103/19	Effective Contract Management and Negotiation	Prof. D S Sengar	May 20-22, 2019	Noida
9	222/19	Management Capacity Building on Critical Thinking for the Heads & HODs of AKTU affiliated Institutes	Prof. Sushil Kumar (OM)	May 23-26, 2019	Lucknow
10	203/19	Mid-Career Training Programme Phase II (5th cycle for IFS Officers)	Prof. Sushil Kumar (BS) & Prof. Pankaj Kumar	May 27 - June 1, 2019	Lucknow
11	216/19	General Management Programme in Aerospace Management for the Executives of Hindustan Aeronautics Ltd.	Prof. Abhijit Bhattacharya & Prof. Ashutosh K Sinha	May 27 - June 9, 2019	Lucknow
12	223/19	Management Capacity Building for the Staff Officers of AKTU affiliated/associated Engineering Colleges	Prof. Pradeep Kumar	June 2-5, 2019	Lucknow
13	513/18	GMPE3 in association with Anisuma Institute	Prof. Rajeev Kumra	June 10-14, 2019	Lucknow
14	235/19	General Management Programme for the Executives of NTPC Ltd.	Prof. D Tripathi Rao & Prof. Prem P Dewani	June 10-21, 2019	Lucknow
15	217/19	Sales Leadership and Customer Motivation for IDFC Asset Management Company Ltd.	Prof. Devashish Das Gupta	June 13-15, 2019	Lucknow
16	138/18	Certificate Programme in Business Analytics for Executives - CPBAE10 (2nd on-campus module)	Prof. Abhijit Bhattacharya & Prof. Gaurav Garg	June 15-22, 2019	Lucknow
17	224/19	Mid-Career Training Programme for IRS (Direct Tax) Officers, Phase I, Group I	Prof. Sushil Kumar (BS) & Prof. Seshadev Sahoo	June 24 - July 19, 2019	Lucknow

### Executive Education

#### MDPs scheduled during July - August 2019

S.No.	Programme Title	Programme Director(s)	Dates	Venue
1	Leadership Development	Prof. Pushpendra Priyadarshi	July 1-3, 2019	Lucknow
2	Total Quality Management for the Executives of CPSEs/SLPEs (sponsored by DPE)	Prof. Sushil Kumar (OM) & Prof. O S Vaidya	July 1-5, 2019	Lucknow
3	Advanced Management Programme (AMP2) in association with BSE Institute	Prof. K G Sahadevan & Prof. Seshadev Sahoo	July 5-14, 2019	Lucknow
4	Certificate Programme in Business Analytics for Executives - CPBAE9 (3rd on-campus module)	Prof. Gaurav Garg & Prof. Alok Dixit	July 6-13, 2019	Lucknow
5	Sales and Distribution Management Excellence in Indian Markets	Prof. Rajesh K Aithal	July 10-13, 2019	Lucknow
6	One-year Part-time General Management Programme for the Executives (GMPE17) module 4	Prof. Neeraj Dwivedi & Prof. Debdatta Pal	July 13-20, 2019	Lucknow
7	Managing Start-up Incubation and Ecosystem for AKTU affiliated College Faculty	Prof. Sabyasachi Sinha & Prof. Prakah Singh	July 14-18, 2019	Lucknow
8	Agribusiness Management for the Executives of Food Corporation of India	Prof. Sanjeev Kapoor	July 15-20, 2019	Lucknow
9	International Training Programme on the World Bank's New Procurement Framework	Prof. Amit Agrahari & Prof. Samir K Srivastava	July 15-26, 2019	Lucknow
10	Negotiation & Persuasion Skills	Prof. Pushpendra Priyadarshi	July 22-24, 2019	Lucknow
11	Achieving Sales Leadership & Design Thinking Workshop for Middle Level Sales Managers	Prof. Prem P Dewani	July 22-26, 2019	Lucknow
12	Leadership Development Program - ???? for the E7 level Executives of Airports Authority of India	Prof. D Tripathi Rao & Prof. Ajay K Garg	July 22-26, 2019	Lucknow
13	Mid-Career Training Programme for IRS (Direct Tax) Officers, Phase I, Group II	Prof. Ashutosh K Sinha & Prof. Vikas Srivastava	July 22 - August 16, 2019	Lucknow
14	Overcoming Managerial Challenges through Creative Thinking	Prof. Sushil Kumar (OM)	July 29 - August 2, 2019	Lucknow
15	Strategic Cost Management for Decision Making	Prof. Seshadev Sahoo	August 1-3, 2019	Lucknow

### Executive Education

16	Developing Leadership Excellence in Women Executives	Prof. Neerja Pande	August 5-7, 2019	Noida
17	Managing Change	Prof. Sushil Kumar (BS)	August 5-7, 2019	Lucknow
18	Managing Luxury Businesses	Prof. Prem P Dewani	August 5-9, 2019	Lucknow
19	Project Saksham: Leadership Development Programme for the Executives of Indian Oil Corporation Ltd.	Prof. Prem P Dewani & Prof. Indranil Biswas	August 5-10, 2019	Lucknow
20	Change Management Programme for the Executives of Bharat Electronics Ltd.	Prof. Archana Shukla & Prof. D Tripathi Rao	August 5-10, 2019	Lucknow
21	Level F Training Programme for the Deputy Secretaries of CSS (sponsored by ISTM)	Prof. Ajay K Garg & Prof. D Tripathi Rao	August 12-23, 2019	Lucknow
22	One-year Part-time General Management Programme for the Executives (GMPE18) 1st on-campus module	Prof. O S Vaidya & Prof. Alok Dixit	August 17, 2019 - July 12, 2020	Lucknow
23	Supply Chain Analytics	Prof. S Venkataramanaiah	August 19-21, 2019	Noida
24	Customer Relationship Management for the Executives of Life Insurance Corporation of India	Prof. Devashish Das Gupta	August 19-22, 2019	Lucknow
25	Young Leaders Programme (YLP Batch 01) in association with VCNOW	Prof. Sushil Kumar (OM) & Prof. Krishna Chandra Balodi	August 21, 2019 - July 25, 2020	Lucknow & online
26	Digital Marketing	Prof. Moutusy Maity	August 21-25, 2019	Noida
27	Managing Self for Leadership Excellence	Prof. Pankaj Kumar	August 26-28, 2019	Lucknow
28	Creativity and Innovation for Sustainable Business Performance for NHPC Ltd.	Prof. Sushil Kumar (BS)	August 26-30, 2019	Lucknow
29	Executive Certificate Programme in Management - Business Entrepreneurship (in association with Safeduate Learning Pvt. Ltd.) 2nd on-campus module	Prof. Ajay K Garg & Prof. Sabyasachi Sinha	August 30 - September 1, 2019	Lucknow
30	Effective Communication for Managerial Success for the faculty members of AKTU affiliated colleges	Prof. Neerja Pande	August 30 - September 1, 2019	Noida

### Events

#### **Induction Programme - PGP & PGPABM**

The induction programme (June 24-25, 2019) welcomed the new students and provided them with not only necessary information about academic and administrative activities, but also with an insight on what they should expect in these 2 years and what the world would expect from them after these 2 years. The chief guest for the Induction programme was Mr. P.G. Raghuraman, Managing Director & COO Financial Services – Asia Pacific, Africa, Middle East and Turkey, Accenture. Mr. Raghuraman is a senior alumnus of IIM Lucknow. Many other senior alumni were also a part of the Induction Programme sharing their insights and experiences with the students including Mr. Vinit Chauhan, Mr. Nishant Saxena & Mr. Arun Tangri.



#### **Induction Programme - PGP SM**

IIM Lucknow - PGPSM welcomed the 5th batch of Post Graduate Programme in Sustainable Management (2019-21) as they started their journey towards excellence. The Chief Guests for the event, Ms. Roopa Satish (IIML Alumnus 92 & Country Head, Corporate and Investment Bank at IndusInd) and Mr. Chaitanya Kalia (Partner, EY Associates LLP National Leader, Climate Change and Sustainability Services) addressed the students. Director Prof. Archana Shukla, Dean Programmes Prof. Neeraj Dwivedi, Dean Noida Campus Prof. Rajeev Kumra, Chairperson-PGPSM Prof. Kaushik Bandopadhyay and Prof. Sushil Kumar presented a welcome note to the students, acquainting them with what lies ahead of them in this journey of two years.





### Events

#### **Induction Programme - International Programme in Management for Executives**

On April 5, IIML Lucknow Noida campus welcomed the 12th batch of its flagship executive education program IPMX (International Programme in Management for Executives). From an airforce officer to an income tax officer, the 2019-20 batch is a unique blend of 101 professionals from diverse backgrounds engineers, strategy consultants, bankers, marketers, doctors, teachers and entrepreneurs with an average work experience of about 8 years in leading firms across sectors.



#### **Academic Session starts for Working Managers' Programme (WMP)**

On April 5, academic session for the 15th batch of Working Managers' Programme (WMP) commenced at the Noida Campus. With a size of 65, the 2019-20 batch has an average work experience of 9 years spanning the big 4 audit firms, consulting firms, tech giants, leading manufacturers, PSUs, United Nations, and the Indian Army.



## Events

### International Yoga Day

International Yoga Day was celebrated on June 21, 2019 with enthusiasm at IIM Lucknow.



### From the Press

Date : 5 April 2019  
Publication : Times of India

## IIM-Lucknow faculty is 1st director from institute

TNN | Updated: Apr 5, 2019, 8:18 IST

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Prof Archana Shukla

LUCKNOW: Prof Archana Shukla, a faculty at the Indian Institute of Management, Lucknow, was appointed the institute's director by HRD ministry on Thursday.

Prof Shukla teaches organization behaviour in the human resource management group. She is the first IIM-Lucknow faculty promoted to the institute's top post.

In a press release, IIM-L management confirmed that Prof Shukla took over as the full-time director of the institute on Thursday.

IIM-L director's post was lying vacant for the past five months following the demise of incumbent Ajit Prasad on October 31. Shukla holds a doctorate in organizational behaviour from IIT Kanpur and has more than 28 years of teaching, training and research experience. She has also written a book on knowledge management architecture.

<https://timesofindia.indiatimes.com/city/lucknow/iim-lucknow-faculty-is-1st-director-from-institute/articleshow/68732165.cms>



### From the Press

Date : 5 April 2019  
Publication : Jagran Josh

Prof. Archana Shukla appointed as the new director of Indian Institute of Management Lucknow

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PUBLISHED ON: APR 5, 2019 12:12 IST

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Professor Archana Shukla has been appointed as the new director of Indian Institute of Management - Lucknow. Prof. Shukla was earlier a professor of Organization Behaviour in the Human Resource Management Group of the institute. Professor Shukla is the first faculty member of the institute to be made director.

Professor Archana Shukla obtained her Ph.D. in Organizational Behaviour from Indian Institute of Technology - Kanpur and has experience in teaching, training and research experience for 28 years. She has also been a keen researcher and has authored books and research papers.

Prof. Shukla has also been a recipient of the first chairperson of Dr. Ishwer Dayal Chair for futuristic issues in the Behavioural Sciences for a period of two years from 2015-2017. She also conducts her sessions in management development programmes on Team Building, Managerial Effectiveness, and developing a strategic mindset.

Professor Shukla was appointed as Director by the Board of Governors based on the recommendations made by the Search-cum-Selection (SCS) Committee. The institute has set a few criteria for the appointment of the director. As per the notification released by the institute, the candidates applying for the post of the Director should have an experience in teaching/ research of at least 15 years, of which at least 7 years should have been as a full-time professor at IIMs or other peer institutions in India or Abroad. Another category was that the candidates must have at least 15 years of industry experience in senior managerial positions in reputed organizations in India/ abroad.

The director's post of Indian Institute of Management Lucknow was lying vacant for the past five months following the demise of incumbent Ajit Prasad on October 31, 2018.

About Indian Institute of Management- Lucknow

Indian Institute of Management is the fourth prestigious institutes of Management in the country. The institute was established in the year 1994. The institute provides

<https://www.jagranjosh.com/news/prof-archana-shukla-appointed-as-the-new-director-of-indian-institute-of-management-lucknow-148461>



## From the Press

**Topic : NIRF Ranking**

**Media Channel : Online NDTV**

**<https://www.ndtv.com/education/nirf-2019-nirf-ranking-2019-top-25-management-colleges-in-india-2020180>**

**Publication : Economic Times**

**Date : April 13, 2019**

**Title : B-schoolers take a page out of poll campaign book**

**<https://economictimes.indiatimes.com/industry/services/education/b-schoolers-take-a-page-out-of-poll-campaign-book/articleshow/68858827.cms>**



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