

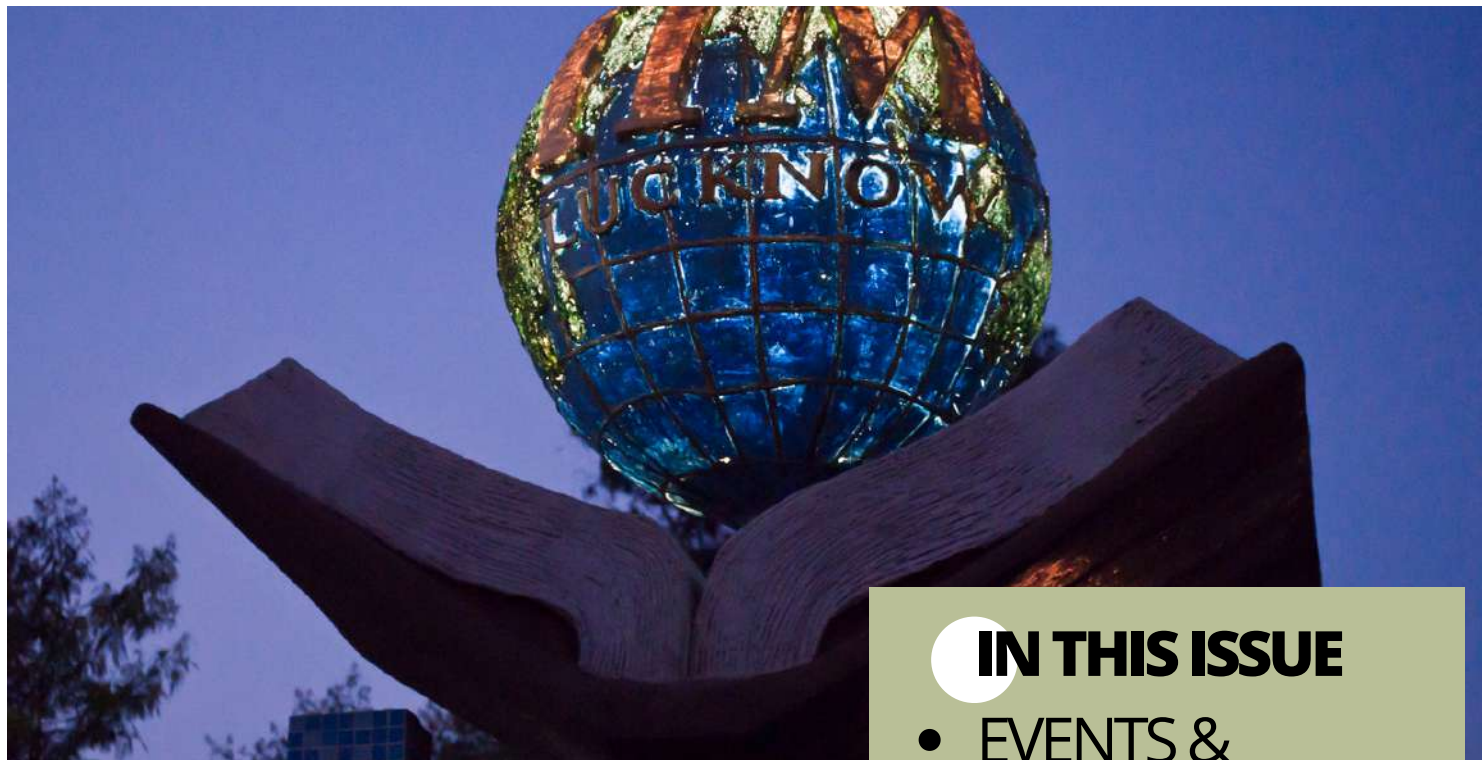


IIML NEWSLETTER

Samavaya

VOLUME 35 NO. 4

OCTOBER - DECEMBER 2022



EVENTS & ACTIVITIES

Vigilance Awareness Week 2022



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- IN THE NEWS

Corruption Free India for a developed nation

31st October 2022-6th November 2022

Integrity pledge was taken by the members of the IIML community at both Lucknow and Noida campus. Online pledges were also taken by the community members.

Prof. Archana Shukla Director IIM Lucknow, Prof. K.G. Sahadevan, CVO, CAO presided over the pledge taking ceremony. At NOIDA campus Prof. Neerja Pande, Dean IIM Lucknow Noida Campus, Head Administration NOIDA campus presided over the pledge taking ceremony.



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Valediction Ceremony for Vigilance Awareness Week 2022 was done on 6th November 2022. A Guest Lecture was organised (online), the speaker was Shri Anindo Majumdar, IAS (Retd), Former Secretary, CVC.

This was followed by prize distribution ceremony for the events held during the week. The ceremony was presided over by Director, Prof. Archana Shukla, Dean NOIDA Campus, Neerja Pande, CVO Prof. K.G.Sahadevan.

The event was attended by members of IIML community from both campuses (NOIDA campus online).






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भारतीय प्रबंध संस्थान लखनऊ
Indian Institute of Management Lucknow



**Master of Business Administration
in
Entrepreneurship and Innovation**

A focused, intense, practical 16 months programme
Practical content balanced between theory, skill, and practice
Internships with and mentoring by VCs and our existing
entrepreneur community/incubators
Aims to get your venture launched by the end of the programme

For eligibility, admission, other details please visit :
<https://www.iiml.ac.in/programmes/post-graduate-programmes/mba-e-and-i>



IIM Lucknow launches new programme – MBA (Entrepreneurship and Innovation)

In line with Prime Minister's vision to unleash the entrepreneurial spirit of India through programmes like Make in India and NEP – New Education Policy's focus on developing entrepreneurial competencies in students, IIM Lucknow is launching a new programme (beginning August 2023) to provide potential entrepreneurs with the skills, knowledge and industry exposure that will enable them to successfully launch and operate a venture that will solve a significant problem or deliver on a significant opportunity.

Speaking on the launch Prof. Archana Shukla, Director, IIML said, "IIM Lucknow has developed an entrepreneurial ecosystem with our two successful incubators. The MBA – E & I programme leverages and strengthens the ecosystem. The programme is unique as we bring in admission and curriculum philosophy that is based on skills development and aims at unleashing the entrepreneurial spirit."

Nostalgia 2022

IIM Lucknow's annual alumni homecoming celebrations, held after a gap of 2 years. Includes the batches celebrating the 30th, 25th, 20th, 15th, and 10th anniversary of their graduation.

The 3 day program combined nostalgic and cultural programs that strengthen memories of the Institute, with serious sessions discussing topics including giving back to the Institute and society.

More than 250 alumni across these batches attended, including several from abroad, along with their families. These alumni have diverse profiles, including senior IPS and IAS officers, top corporate leaders, people working in the social sector, entrepreneurs, and those working in entertainment and sports.



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Constitution Day

On the occasion of the Constitution Day on 26th November reading of the Preamble was done at both campuses of IIM Lucknow

Director #IIML Prof Archana Shukla presided over the event at Lucknow. Members of IIML Community from both campuses participated in the same.



The Alumni of batch of 1992 and 2002 have contributed to support the education of underprivileged children in Lucknow.

The new MBA Entrepreneurship program to be launched by IIML was a star attraction and received widespread support from the alumni, particularly entrepreneurs



Elimination of Discrimination against Women Pakhwda

(Nov 25 - Dec 10, 2022)

A lecture on Creating safer & equitable workplace for women : Challenges and solutions by Prof. Nishi Pandey, Professor of Eminence, University of Lucknow was conducted on the day of Inauguration.





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A talk on "POSH guidelines and awareness towards gender sensitivity" by Ms Jolly Priya was organised at IIM Lucknow Noida campus as part of the "Discrimination against Women Pakhwada" during Nov 25 - Dec 10, 2022

2nd AIRC -2022 - December 7-11, 2022

With 70+ presenters from across the globe, 2 doctoral workshops, 12 keynote addresses from well renowned academicians and a stellar editors' meet - The Annual International Research Conference, 2022 hosted at IIM Lucknow, Noida Campus brought together many interdisciplinary scholarly conversations to the fore.





IIM Lucknow to aid UP script new chapter in education goals under Bharat Mission

The Uttar Pradesh government on-boarded Indian Institute of Management (IIM), Lucknow as a knowledge partner for the chief minister's Nipun Bharat Associates (CMNBA) programme that aims at engaging young talented professionals, who will act as catalysts in implantation of NIPUN Bharat Mission.

In this context, the state education department signed a memorandum of understanding (MoU) with IIM Lucknow. Under the pact, the premier management institute will help in design training, capacity building and promotion of the initiative.

The agreement is aimed at establishing strategic collaboration between the department and IIM Lucknow on the Chief Minister's NIPUN Bharat Associates (CMNBAs) programme. Its main objective is to engage talented young professionals to drive and catalyse implementation of initiatives under NIPUN Bharat Mission, which focuses on achieving foundational literacy and numeracy (FLN) goals set for each grade.





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PANEL DISCUSSION ON GLOBAL GOVERNANCE FOR SECURITY, CLIMATE & SUSTAINABLE DEVELOPMENT

Thursday
17 Nov. 2022
from 2:30 pm to 3:30 pm

CR 107, Bodhigrih
Indian Institute of Management
(IIM), Lucknow



DR AUGUSTO LOPEZ-CLAROS
International Economist, Ex IMF
Global Governance Forum, USA



DR ARTHUR LYON DAHL
President
International Environment Forum, USA



Panel Discussion on 'Global Governance for Security, Climate & Sustainable Development'

IIM Lucknow is hosted a Panel Discussion on 'Global Governance for Security, Climate & Sustainable Development' moderated by Prof. Ashish Aggarwal.

Our panelists included :

Dr. Augusto Lopez-Claros, Co-author of 'Global Governance and the Emergence of Global Institutions for the 21st Century' and is co-winner of the *New Shape Prize*. Dr. Claros is an international economist with over 30 years' experience in IMF, Global Economic Forum (Davos) and the World Bank.

--Dr Arthur Lyon Dahl is President, International Environment Forum and is on the Advisory Board of the Global Governance Forum.

--Dr Joshua Lincoln is Senior Fellow at the Centre for International Law & Governance at the Fletcher School of Law & Diplomacy, Tufts University, & Member of the Executive Board, Global Governance Forum.



Sanrakshan - The Business Sustainability Conclave

The Centre for Business Sustainability(CBS) hosted Sanrakshan. The event was organised by the students and alumni of the PGP – Sustainable Management programme and hosted a stellar lineup of speakers and panelists from across the industries who shared their wisdom & experience on different aspects of business sustainability, carbon markets, decarbonization, circular economy, Net Zero target of India, Impact investment etc. The guest list included stalwarts like Ms Prarthana Borah, India Director – CDP, Ms Srividya Vaidyanathan, Global Head – Supplier Excellence – Shell, Mr. Swaroop Banerjee, VP Sustainability – JSW group and Mr. Alok Mishra, Group Head – Sustainability – Welspun group among others. The program was inaugurated by Prof. Neerja Pande, Dean, IIM Lucknow, Noida campus, who highlighting the need for academia to foster discussions on corporate sustainability, followed by a few words of wisdom by Prof. Kaushik Ranjan Bandyopadhyay, Chairman, CBS and Prof. Dipti Gupta of the Sustainability Department. Students, industry professionals, and academics from all around the world participated in the event



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Summer Placements 2022-23

IIM Lucknow secured 100% placements for its largest-ever batch in its 38-year legacy, securing 570 offers for 566 students. We achieved the highest-ever average stipend of 1.41 lacs per month and a median stipend of 1.50 lacs per month, with the highest stipend reaching 3.50 lacs per month. More than 185 recruiters participated in this process.



ACHIEVEMENTS

IIM Lucknow faculty members- **Prof. Samir K Srivastava**, **Prof. Suresh K. Jakhar** and **Prof. Sushil Kumar** figured among the top 2% of researchers for single-year impact in the world as per a study conducted by scientists from Stanford University and published by Elsevier. The report was released on 10 October 2022.





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ACHIEVEMENTS



Named the Revolut Ira Scholar
One of the 5 from first ever cohort of Revolut Ira Scholars



Revolut

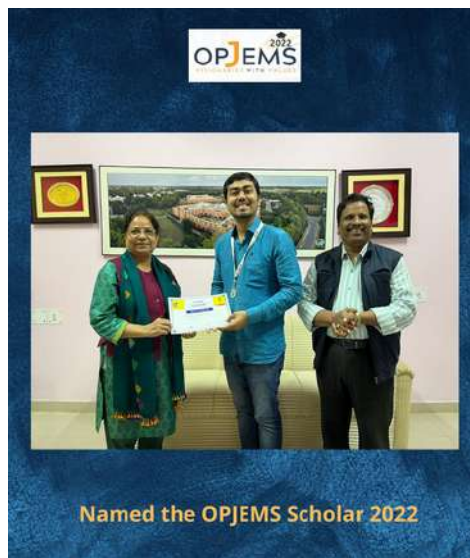


Noorpreet Kaur
Post Graduate Programme in Management

IIM Lucknow Shines At TVS Credit
E.P.I.C. Finance Challenge Season
4

IIML Team of Sheetij Aggarwal and
Raevent Kaul, 2nd year PGP
students bagged the top spot in
EPIC Finance Challenge (Season
4) for offering best solution to a
business problem

Our student Noorpreet Kaur has been selected as Revolut Ira Scholar. She is one of the five scholars from first ever cohort of Revolut Ira Scholars. This programme is focused on women at India's premier management institutes including students enrolled in post-graduate programmes in management.



Named the OPJEMS Scholar 2022



MALAVIYA MILAN HASMUKHBHAI
Post Graduate Programme in Management



Named the OPJEMS Scholar 2022



PRAKHAR AGRAWAL
Post Graduate Programme in Management





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ACHIEVEMENTS

Two of our student teams from PGP:

(1) Team Social Saviours: Ananya Gupta, Anamika Gupta, Ankur Singh Sengar, and,

(2) Team Aspirants: Amit Kumar, Sanyam Gupta, Deeksha Pant, emerged as the campus winners at Dalberg Make an Impact Challenge.



Our students from PGP achieved podium-finishes at the campus round in 'ReLead 5.0' by Renew Power.

Campus Winners: Varunesh Kumar, Shrija Paul, Sakshi Bhalla

First Runners-up: Ashutosh Gupta, Armaan Chawla





PUBLICATION PROFILE

Upadhyay, S., Upadhyay, N., Gour, A. & Mehra, P. (2022) Examining WHO's Crisis Communication in Issue Arenas during COVID-19: A Socio-semantic Network Analysis, International Journal of Strategic Communication, 16:4, 599-619, DOI: 10.1080/1553118X.2022.2058400

Abstract: COVID-19 has posed several challenges to public health regulatory bodies and experts in dealing with crisis communication. The World Health Organization's role in dealing with crisis communication came under scrutiny and opened a debate on Twitter regarding COVID-19 information. This study investigates the delay in the dissemination of information on COVID-19 by the World Health Organization (WHO) and its effects on communication about the pandemic through the lens of issue arenas and communication network theories. It examines the actors, topics, and sentiments that emerged in Twitter because of the communication as well as the crisis response strategies adopted by the WHO. The findings reveal five main actors – organizations, media, independent users, political actors, and others; the dominant emotions in the arena such as anticipation, anger, fear, and trust. Additionally, the WHO employs minimization, and corrective action strategies supported by bolstering. By introducing a new context to the socio-semantic network in the virtual space, this study sheds light on strategic communication while focusing on health communication, public relations, and crisis communication. These insights and findings can help organizations to moderate and manage issues during crises.

Mehra, P., Ahuja, A. (2022). Role Identity Tactics of CEOs in Public Apologies on Twitter and User Sentiments. Communication Research and Practice. Taylor & Francis, Routledge. Journal Citation Indicator =0.80 (Journal Citation Report TM, JCR) ABDC, Scopus indexed, 0.582 (Q1) When Business Leaders apologise on social media: Evaluating role of Image restoration theory and rhetorical persuasion in crisis communication

Abstract: CEOs public discourse should be evaluated to construct the identity of the organisation they represent. While the CEO or leader may exhibit many distinct role identities, what is the role identity that tends to be dominant and activated in a crisis or distress situation, is the concern of the present research. Using Benoit's (1995, 2008, and 2015) well-tested and reliable typology of Image Restoration Strategies along with The Koehnian Framework and the Ethics of Corporate Apologies (2018) as theoretical anchors, the study adds to practice by proposing a role- enactment strategy that leaders may like to adopt in a distressed situation. We adopted an inductive, qualitative, and interpretive study to elaborate on how CEOs choose to apologise on social media to manage not only their individual identity but also their organisational identity. Our inductive approach yielded two categories of CEO apologies (those leveraging the Public Relations style and those leveraging Personal style) and two pairs of discrete identity apology tactics: Humility, Caretaker, Problem Solver, and Defensive. Our findings are relevant to corporate communication managers of organizations and, to the CEOs who would like to learn to be more persuasive in their apologies for faster and positive results.

Mehra, P (2021). Hot Topics: Introduction to Persuasive Structure., In Whalen DJ (2021). Gathering Around the Cool Fire to Share Business Communication Teaching Innovations. Business and Professional Communication Quarterly 84, 3, Scopus indexed; IF=1.043 Journal Citation Report TM, JCR

Abstract: Readers can explore 13 teaching innovations presented at the 2020 Association for Business Communication (ABC) annual international conference hosted online. Typically held in a large hotel ballroom, this year's My Favorite Assignment sessions were adapted to an asynchronous virtual conference. These assignments are designed to teach managing complex communication, enhance cross- cultural communication, and building essential technical skills. This article is the second in a two-part series. The first appeared in the June 2021 issue. Additional teaching materials— instructions to students, stimulus materials, slides, grading rubrics, frequently asked questions, and sample student projects—are posted on the ABC website: <https://www.businesscommunication.org/page/assignments>.



PUBLICATION PROFILE

Mehra, P (2021). *Using Social Media User Generated Comments to Explain Culture Shock and Coping Strategies in a Cross-Cultural Communication Course in Journal of Organizational Behavior Education*. 14: 129-142. ABS-1; ABDC; Scopus indexed.

Abstract: This assignment required Executive participants (Defence Officers) enrolled in the subject "Cross-Cultural Communication" in an AACSB and AMBA accredited business school in India, to examine user generated comments (UGCs) in social media (SM) from 2017-2020, on culture shock experienced by foreign tourists in demanding environments such as India, China, and the United Arab Emirates (UAE). The purpose of the assignment was to create a nuanced understanding of culture shock and cross-cultural adaptation. Divided into three teams, and each assigned a different Asian country, participants were required to conduct a content analysis using NVivo 12 and a sentiment analysis using the Twinword api. The assignment was found useful to understand the practical aspects related to the concept of culture shock. Apart from eight new strategies to deal with culture shock, participants reported finding sarcasm embedded in many user generated comment.

Mehra, P (2022). In Whalen, D.J. (2022). *Selections from the 2021 ABC Annual Conference, Answering Aretha's Question: Who's Zooming Who? Part 1. Business and Professional Communication Quarterly*, 85, 1. 115-135. Scopus indexed; IF=1.043 Journal Citation Report TM, JCR

Abstract: This article offers readers 12 teaching innovations introduced at the Association for Business Communication's 86th annual meeting held online in October 2021. This My Favorite Assignment 22nd edition introduces readers to classroom-ready ideas in analysis, critical thinking, and business writing. Assignment support materials—instructions to students, stimulus materials, slides, grading rubrics, frequently asked questions, internet links, and sample student projects—are downloadable from the Association for Business Communication and DePaul University Center for Sales Leadership websites.

Khandpur, M., Kumar, K., Kumar, S., Mehrotra, D. & Mehra, P. (2022). *A single-blinded assessment of the effect of communication on psychological burden among oral cancer and oral potentially malignant disorder patients*. *Journal of Oral Biology and Craniofacial Research*. 12, 4, 427-430. Elsevier. Indexed in PubMed Central; Scopus indexed, 2.1

Lack of communication begets distress in patients and often hampers patient care. This study aims to assess the effect of communication on psychological distress among patients with Oral Cancer (OC) and Oral Potentially Malignant Disorder (OPMD). This is a prospective single-arm study wherein the psychological burden in terms of depression, anxiety, and stress was evaluated in 120 patients through Beck's anxiety inventory, Beck's depression inventory, and perceived stress scale respectively when they were diagnosed with OPMD or OC. All patients were then communicated and informed about their disease through an audiovisual mode and their queries were resolved. Their psychological status was re-evaluated 15 min after this communication. Wilcoxon signed ranks test revealed a statistically significant decline in the scores of each domain for both OC and OPMD post communication. When OC and OPMD were compared, a statistically significant difference was observed for only depression and anxiety domains. Audiovisual communication by healthcare professionals reduces the psychological burden of patients and is immensely useful in providing tailored information to the patients and their families. It is recommended to initiate such communication set ups at the waiting area of all outpatient departments as a good practice, where detailed tailored information can be provided to the patients. The intervention used in this study was not time-consuming and expensive, and can be used by the clinicians or health professional in their clinical practice to improve upon their treatment outcome. However, it should not be considered as a substitute to treatment.



PUBLICATION PROFILE

Conference presentation

Mehra, P and Ahuja, A (November 17-19, 2022). When business leaders apologize on social media: Evaluating effects of image restoration theory and rhetorical persuasion in crisis communication. Presented in the 2nd International PRISM conference in association with IIM Nagpur; Published in the Proceedings.

Abstract: TPublic apologies of CEOs are periodically scrutinised by various stakeholders (consumers, stock markets, the media, the employees of the company, and the people at large) to assess the health of the organisation, especially in times of an organisational crisis. The public statements of the CEOs get further amplified in the age of social media (Twitter, Facebook, and blogs). When users comment, share, reshare or dislike on social media platforms, they contribute to the humungous networks of sentimentcommunication. However, negative comments and disinformation breed uncertainty and hostility, polarising the public and thereby rendering the crisis response ineffective. This mixed methods study draws on Benoit's image repair theory and rhetorical persuasion, examines perceptions of social media users about 150 social media apologies proffered by CEOs and the sentiments towards the same between 2010-2020. Results advance the Image restoration theory and use of rhetorical persuasion strategies, and concludes that: (a) Gender wise differences existed for length of the apology and the use of words; (b) Empathy works. Public apologies that used reduction, offensiveness, denial and evasion evoked negative outcomes such as fewer likes, and negative to neutral user sentiments; (c) Situational factors, such as the type of crisis and timing of the apology did not influence social media likes and sentiment; (d) Longer apologies (more than 100 words and upto 250 words), with multiple components were more effective in garnering likes than shorter, perfunctory apologies (less than 100 words); and (e) User sentiments and social media likes reflected the CEO sentiments imbued in the apology. We hope that our study serves as a comprehensive guideline to public relations practitioners and researchers to advance what works and what doesn't in public apologies





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IIML COMMUNITY

OBITUARY



Dr. J.J. Irani

He had served two consecutive terms as BOG Chairman, IIM L. As IIML community, we will always remember him for his significant contribution in the growth of IIM L during his tenure.

Dr. Irani was associated with Tata Steel for over four decades.

He was conferred the Padma Bhushan in 2007 for his contribution to the industry. He was the recipient of the Lifetime Achievement Award by the Government of India in 2008 as an acknowledgment of his services in the area of metallurgy.

May almighty rest his soul in peace.



We lost an important member of the IIML community - **Mr. Sunder Lal**, Superintendent (Death on 04.10.2022)

Mr. Abhshek Kumar, FA-cum-CAO (Resigned & Relieved on 21.12.2022)





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IN THE NEWS

IIM Lucknow launches new MBA (entrepreneurship and innovation) programme

<https://www.hindustantimes.com/cities/lucknow-news/iim-lucknow-launches-new-mba-entrepreneurship-and-innovation-programme-101671211934607.html>

IIM Lucknow records 100% placements in its Summer Placement drive

<https://www.hindustantimes.com/cities/lucknow-news/iim-lucknow-records-100-placements-in-its-summer-placement-drive-101665341165847.html>

IIM Lucknow Launches Batch 4 of the Senior Leadership Programme in India

<https://www.hindustantimes.com/brand-stories/iim-lucknow-launches-batch-4-of-the-senior-leadership-programme-in-india-101666872849142.html>

Build and analyse integrated digital marketing strategies with IIM Lucknow's Digital Marketing: Applications and Analytics course

<https://www.aFAQS.com/news/marketing-initiatives/build-and-analyse-integrated-digital-marketing-strategies-with-iim-lucknows-digital-marketing-applications-and-analytics-course>

Budding managers of IIM walk through Lucknow's heritage

<https://timesofindia.indiatimes.com/city/lucknow/budding-managers-of-iim-walk-through-lucknows-heritage/articleshow/95590415.cms?from=mdr>

NMIMS, IIM Lucknow, And MICA Win Top Honours At The TVS Credit E.P.I.C Season 4 Challenge

<https://indiaeducationdiary.in/nmims-iim-lucknow-and-mica-win-top-honours-at-the-tvs-credit-e-p-i-c-season-4-challenge/>

Sanchiconnect Inks MoU with IIM Lucknow to expedite the Deep Tech startups funding in India

<https://www.dqindia.com/sanchiconnect-inks-mou-with-iim-lucknow-to-expedite-the-deep-tech-startups-funding-in-india/>

B-Schools Turn Consultants

<https://www.fortuneindia.com/long-reads/b-schools-turn-consultants/110357>



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IN THE NEWS

IIM Lucknow, UP Govt join hands on NIPUN Bharat Mission

<https://english.newstracklive.com/news/iim-lucknow-up-govt-join-hands-on-nipun-bharat-mission-sc1-nu318-ta318-1260966-1.html>

How IIMs, top B-schools are helping soldiers transition to the corporate world

<https://news.careers360.com/iim-calcutta-lucknow-indore-jammu-executive-mba-management-courses-mdi-gurgaon-armed-forces-jobs>

What are India's top B-schools doing to prepare students for the digital age?

<https://www.businesstoday.in/magazine/cover-story/story/what-are-indias-top-iims-doing-to-prepare-students-for-the-digital-age-350995-2022-10-27>

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