



# Sāmvaya

IIML Newsletter

Indian Institute of Management Lucknow



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## Featured members

Prof. Bharat Bhasker - Information Technology & Systems Area

Prof. M. Akbar - Strategic Management Area

Prof. Neeraj Dwivedi - Strategic Management Area

Prof. Neerja Pande- Communications Area

Prof. Roshan L. Raina- Communications Area

## Publication Profile

### Research Publications

#### Papers

Agarwal, Neetima, **Pande, Neerja** & Ahuja Vandana, 'Twirl of Dexterity - A Gamut to Prevail in the Current Times in the Information Technology Industry' *International Journal of Human Capital and Information Technology Professionals*, 5(3), July-September 2014: pp.65-84

This research extracts an exhaustive list of employability skills and subsequently uses them to develop an empirical model termed as the 'Twirl of Dexterity' using a set of eight well defined skills. These skills form the core of the model along with 24 attributes of each skill, which form the periphery. These together help organisations decipher the trainability of the employee. The employees can be judged on these 24 attributes of employability with some benchmarking indicating the Proficiency/ Sufficiency/ Deficiency levels and training programs can be framed accordingly. The 24 attributes have been worked out after performing the factor analysis of the responses gathered from around 400 respondents. The 'Twirl of Dexterity' can be subsequently used as a 'skill meter' to analyse the skill set of the employees and synchronised with the Johari Window concept to further enhance a trainee's perception and reaction to training. The paper further proceeds to empirically validate the use of the combination of The 'Twirl of Dexterity' and the 'Johari Window' for improving the effectiveness of training and subsequently leveraging it for better results.

**Keywords:** Employability Skills, Johari Window, Training, Skill-Meter, Twirl of Dexterity

Verma, Deepak & **Pande, Neerja**, 'An Exploratory Study of the Email Writing Skills of B-School Campus Recruits in Contemporary Corporate India', *LBS Journal of Management & Research*, XII (1) January-June, 2014: pp.1-5

In the present business world, e-mail communication is the most used computer-mediated communication (CMC) and has to a large extent replaced the traditional letter as a form of communication. The significance of crafting appropriate e-mail messages by business school graduates is realized by all. This paper aims to understand whether management graduates possess e-mail writing skills and etiquette as per the corporate expectations. It also aims to identify if there is any gap in the corporate expectations and their experience once these graduates are hired by the company through quantitative analysis. The corporate opinion on e-mail writing skills and e-mail etiquette of B-School campus recruits was taken through personal interactions and self-administered questionnaire of 331 respondents from 48 companies working in managerial capacity. Study found that the e-mail writing ability of B-school campus recruits matches the expectations of corporate; however, they were found to be lacking in etiquette for formal e-mail writing.

**Keywords:** E-mail, Writing Skills, Contemporary Corporate India, Management Graduates

Chaurasia, S. & **Shukla, A.** 'Psychological Capital, LMX, Employee Engagement And Work Role Performance' *Indian Journal of Industrial Relations*, 50(2), 2014: pp 342-356

## Publication Profile

### Research Publications

#### Conference & Seminar Papers

Manish Ganvir & Neeraj Dwivedi, 'Post-Entry (Level of) Internationalization among Indian Born Globals : An Empirical Investigation on impact of Business Group Affiliation. Paper presented at 18th International Academy of Management and Business Conference, Rome Italy, September 17-19, 2014. This paper won the Best Student Paper Award at the conference.

Understanding level of internationalization and its relationship with financial performance is essential for establishing sustainable strategies. However, until recently little had been known about the post-entry internationalization among born global firms in emerging economies. This paper studies three key aspects: first, it investigates the association between firms' post-entry level of internationalization and financial performance. Second, it identifies and empirically tests the moderating impact of business group affiliation on this relationship and third, it establishes the above relationship for the latest global post-recession period.

Overall, the results of this study show that that export intensity (EI) and firm performance are positively related. This relationship is curvilinear in nature for both productivity and profitability. Moreover, business group affiliation of Indian Born Global firms (IBG) is a practical synergistic strategic imperative in their quest for a higher level of internationalization and financial performance as it enhances this relationship. This paper has an Asian focus, a large sample of IBG firms was identified based on born global definition and post-entry internationalization age requirement of this study. A balanced panel of 411 firms' data was collected for 4 years from 2009 to 2012.

The nature of relationship of export intensity with financial performance and positive impact of business group affiliation on this relationship adds to existing International Business theory as it improves understanding about post-entry internationalization period of born global firms from emerging markets. This is the first research to study these key aspects for Indian born global firms.

**Keywords** - Born Globals, Post-Entry Internationalization, Business Group, Balanced Panel, Post-Recession, Emerging Economy Firms

M. Popli, M. Akbar & V. Kumar, Cultural Friction and the Role of Effective Cultural Distance in Cross-border M&A Deal Abandonment. Paper presented at 74th Annual Meeting of the Academy of Management, Philadelphia, United States, August 5th, 2014

Cultural distance is arguably the most widely used distance construct in international business. To extend and integrate the notion of cultural friction with literature on expatriate learning and organizational learning, this study proposes that the cultural experience reserve of a focal firm is a potential firm-specific advantage, leading to a reduced value of effective cultural distance for that firm. Using this proposed conceptualization of effective cultural distance, the current study empirically analyzes its impact on the probability of deal abandonment in cross-border merger and acquisition attempts by 212 Indian services sector firms. The authors also test the influence of firm-level characteristics that might moderate the relationship between effective cultural distance and the likelihood of cross-border deal abandonment.

**Keywords:** cross-border M&A, cultural friction, effective cultural distance, deal abandonment

## Publication Profile

### Research Publications

Manish Ganvir & Neeraj Dwivedi, Internationalization and Performance of Indian Born Globals: The Moderating Role of Presence of Foreign Equity. Paper presented at Academy of International Business, 2014 Annual Conference, Florida, Miami, USA, October 23rd 25th 2014

Internationalization is the driving force for survival and growth of born global firms from emerging markets. The purpose of this paper is threefold, one to study internationalization performance relationship from a multi-theoretical lens, to arrive at the nature of this relationship. Second, to highlight the role of foreign equity in moderating this relationship, and third to establish the relevance of these firms' export intensity in determining the financial performance (profitability, productivity and investors returns) of Indian Born Global (IBG) firms in their post-entry life-stage. Time-series, cross-sectional analysis of 411 IBG firms data from 2009-2012 was conducted on a total of 1233 data points. This study brings out a very vital relationship aspect of export intensity with financial performance of born global firms in their post-entry internationalization period. This study also highlights the inverted U moderating impact of presence of foreign equity on relationship of EI with financial performance. To the best of our knowledge, our study is the first research in this field to study the inverted U relationship of foreign equity on IBG firms in their post-entry stage. This study adds to understanding of International Business literature namely the performance of born global firms in their post-entry internationalization period.

**Keywords** - Born Globals, Post-Entry Internationalization, Foreign Equity, Multiple Regression Analysis, Internationalization Theories, Balanced Panel, Emerging Economy

### Editorial Assignments

**Prof Bharat Bhasker** has been appointed to serve as Associate Editor of the Journal: Decision Support Systems Published by Elsevier, an A\* Journal

### Other Assignments

**Prof. Roshan L. Raina**, Leadership Competencies for Information Professionals. Inaugural address delivered in the three-day National Workshop on Leadership in Libraries and GSDL-Open Source Software, organized by Jaipuria Institute of Management, Lucknow, on Oct. 13, 2014.

**Prof. Roshan L. Raina**, Context, Challenges and Opportunities for LIS Professionals in Institutional Libraries in Rural Areas. Inaugural address delivered in the two-day National Seminar on Opportunities and Challenges of the Institutional Libraries in Rural Areas, organized at CSJM University, Kanpur on October 5, 2014

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

## Conferences Held

### Healthcare 2014: Sustainability Summit at IIM Lucknow

A two day summit on “Healthcare Sustainability: The Business of Medicine from Policy2Progress” was held at IIM Lucknow in collaboration with King George's Medical University (KGMU) Lucknow on 15th and 16th October 2014 at IIM Lucknow Campus. Experts from India and overseas shared their innovative models and experiences. The summit held great importance in the backdrop of a progress friendly atmosphere with growing International attention to health industry investments in India. Experts from All India Medical Science (AIIMS), healthcare organisation, IITs and IIM Lucknow shared their models and practices on healthcare.

The inauguration ceremony brought together leaders from health care academics management and was held in presence of Prof. Dr Ravi Kant, Vice Chancellor of KGMU and Prof. Rajiv Kumar Srivastava, Director of IIM Lucknow. It was inaugurated by Dr. N. Baijendra Kumar, IAS, Additional Chief Secretary to Honourable Chief Minister, Government of Chhattisgarh and Dr. Dinesh Sharma, Honourable Mayor of Lucknow was the guest of honor. Internationally renowned expert and entrepreneur Dr. B R Shetty, Founder and CEO of NMC Healthcare and Founding Partner and Group Chairman of Tenacity Holdings, Abu Dhabi, UAE was present at the Inauguration.

The organising committee of the summit included the following:

Prof. Sushil Kumar (Business Sustainability)- Chairman  
Prof. S Venkataramanaiah - Convener  
Prof. Neeraj Dwivedi - Member  
Prof. Ajay Garg- Member  
Prof. Jabir Ali- Member  
Prof. Satyabushan Dash- Member

The summit was attended by around 150 experts from healthcare sector





# From the Press

Name of the Publication : Amar Ujala  
 Edition : Lucknow  
 Date : 16/10/14

## आईआईएम लखनऊ ने तोड़ा प्लेसमेंट का पिछला रिकॉर्ड

सकल (एचटी)। इंडियन इंस्टीट्यूट ऑफ मैनेजमेंट (आईआईएम) लखनऊ का सबसे बड़े बैच का 100% स्तर प्लेसमेंट हुआ। रिकॉर्ड साढ़े घंटे में 464 छात्रों का प्लेसमेंट हुआ और इसमें देश व विदेश की 164 मल्टीनेशनल कंपनियों ने हिस्सा लिया। अभी तक आईआईएम लखनऊ में सर्वाधिक मल्टीनेशनल कंपनियों की अंतिम बौद्धिक इनोवेशन इनोवेटिव एंड कॉन्सल्टेंसी से संबंधित कंपनियों ने भी प्लेसमेंट की है।

अच्छे रिकॉर्डों के आईआईएम के स्टूडेंट्स काफी उत्साहित हैं और उन्हें अपने प्लेसमेंट परसेसमेंट में भी जो पोस्टिव फीडबैक मिलने का शर्तिका है। जिन प्रसिद्ध अंतरराष्ट्रीय कंपनियों की कंपनियों ने स्तर प्लेसमेंट के लिए स्टूडेंट को चुना है उनमें जोड़ी मोर्गन, अलफांडा एंड मॉर्निंग शामिल हैं। आईआईएम लखनऊ में सबसे अधिक इंटरनेशनल और स्टूडेंट्स को रिटैल, फॉरेन मुद्रिया कंपनियों (एफएमजीसी) और रिटेल स्टेट कंपनियों से मिले हैं। आईआईएम लखनऊ में 464 छात्रों सबसे बड़े बैच ने रिकॉर्ड साढ़े घंटे में स्तर प्लेसमेंट में 100 पोस्टिव फीडबैक अर्जित कर प्लेसमेंट का रिकॉर्ड को तोड़ा है। इस वर्ष जब बैच का उत्कृष्ट बड़े बैच दिनों में प्लेसमेंट के लिए चुना गया था। सर्वाधिक प्लेसमेंट करने वाली कंपनियों में घर देशों से सर्वाधिक अधिक मिले जिसमें सेल्स एंड मार्केटिंग, फाइनेंस, कॉन्सल्टेंसी व डिजिटल इन्फार्मेट शामिल हैं। इसके अलावा जिन देशों से सर्वाधिक अधिक मिले उनमें ऑपरेशंस, कस्टमर पोन्, जमलस मैनेजमेंट, रिजल्ट, आईटी, मॉडर्न रिजल्ट व ह्यूमन रिजल्ट के क्षेत्र शामिल हैं। स्तर प्लेसमेंट के लिए इस बार एजुकेशनल व सॉलस सेक्टर की 14 कंपनियों ने प्लेसमेंट की है, जो पिछली बार से अधिक है। यह जानकारी आईआईएम लखनऊ की जूनियर अडमिनिस्ट्रेटिव अफेयर्स डिवीजन से है।

- **सबसे बड़े बैच का 100 पोस्टिव फीडबैक**
- **देश-विदेश की 164 मल्टीनेशनल कंपनियों ने पांच दिन में विश्व स्तर पर**

**सबसे अधिक प्लेसमेंट इन कंपनियों ने किए**

आईआईएम प्रशासन का कहना है कि सर्वाधिक प्लेसमेंट करने वाली कंपनियों में एम.जे.ए.आई, अर्जिटिव रिजल्ट, एफ.ए.ए.ए., विजया, विजयवर्द्ध, ग्लोबलनेस सेल्स डिजिटल मुद्रिया, मैकेजी, प्रोक्टर एंड गैराल, सेल्टन कॉन्सल्टेंसी ग्रुप व विप्रो कंपनियों शामिल हैं। आईआईएम के स्टूडेंट उत्साहित हैं कि अपने प्लेसमेंट परसेसमेंट में भी जो तत्पर देखने का मिलेगी, क्योंकि स्तर प्लेसमेंट ही अग्रे की राह दिखाता है।

Name of the Publication : Dainik Jagran  
 Edition : Lucknow  
 Date : 16/10/14

## साथ आए केजीएमयू और आइआइएम

**सस्ते इलाज के लिए**  
 • अइआइएम में हेल्थ केयर 2014 सर्वोत्कृष्ट रिकॉर्ड रजिस्टर  
 • राष्ट्रीय स्तर पर एक सस्ती स्वास्थ्य सेवाओं की पैली



अइआइएम में विज्ञान में एम.बी.बी.सी. के कार्यक्रम में दोनो का सहभागिता। अइआइएम में विज्ञान में एम.बी.बी.सी. के कार्यक्रम में दोनो का सहभागिता। अइआइएम में विज्ञान में एम.बी.बी.सी. के कार्यक्रम में दोनो का सहभागिता। अइआइएम में विज्ञान में एम.बी.बी.सी. के कार्यक्रम में दोनो का सहभागिता।

सहित अन्य लोग मौजूद थे। अइआइएम में विज्ञान में एम.बी.बी.सी. के कार्यक्रम में दोनो का सहभागिता। अइआइएम में विज्ञान में एम.बी.बी.सी. के कार्यक्रम में दोनो का सहभागिता। अइआइएम में विज्ञान में एम.बी.बी.सी. के कार्यक्रम में दोनो का सहभागिता। अइआइएम में विज्ञान में एम.बी.बी.सी. के कार्यक्रम में दोनो का सहभागिता।

Name of the Publication : Hindustan  
 Edition : Lucknow  
 Date : 15/10/14

## इमरजेसी सेवाएं कैसी हों, इंडो यूएस सम्मेलन में 18 और 19 को होगी चर्चा

# इमरजेसी सेवाओं में होगा सुधार

लखनऊ, 15 अक्टूबर। अंतरराष्ट्रीय स्तर पर इमरजेसी सेवाओं के सुधार पर चर्चा होगी। अंतरराष्ट्रीय स्तर पर इमरजेसी सेवाओं के सुधार पर चर्चा होगी। अंतरराष्ट्रीय स्तर पर इमरजेसी सेवाओं के सुधार पर चर्चा होगी।

इमरजेसी सेवाओं के सुधार पर चर्चा होगी। अंतरराष्ट्रीय स्तर पर इमरजेसी सेवाओं के सुधार पर चर्चा होगी। अंतरराष्ट्रीय स्तर पर इमरजेसी सेवाओं के सुधार पर चर्चा होगी।

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## From the Press

Name of the Publication : DNA  
Edition : Mumbai  
Date : 16/10/14

# IIM-L outshines its placement record

dna correspondent @dna

**Lucknow:** The Indian Institute of Management (IIM), Lucknow, has broken its own record by achieving 100% summer placements in 4.5 days for one of the biggest IIM batches in any B-school in the country.

"In fact, we have accomplished what many considered impossible, breaking records the institute itself had set last year," an official spokesperson said. IIM-L achieved 100% summer placements for its 30th batch of

impossible, breaking records the institute itself had set last year," an official spokesperson said. IIM-L achieved 100% summer placements for its 30th batch of 464 students in a record time of 4.5 days. The recruitment drive saw participation from 164 domestic and international recruiters.

The highlight of the placement season was the participation of firms like JP Morgan, Alvarez & Marsal, an international mutual fund company and four Indian private equity (PE) players. The participation of these firms also marks the ascent of IIM Lucknow as a preferred destination for the foremost finance and consulting roles in the country. The top four segments based on roles offered were sales and marketing, finance, consulting and business development including some extremely sought after and niche profiles in the finance domain. The rest of the offers came from domains such as operations/supply chain, general management, systems/

and HR. Some of the top recruiters across different sectors were Amazon, Aditya Birla Group, Accenture, MH Alshaya, Cipla, Flipkart, Goldman Sachs, Hindustan Unilever, McKinsey, P&G, The Boston Consulting Group and Wipro.

Some of the top firms from the FMCG / consumer goods / telecom sector were Asian Paints, Airtel, Coke, Colgate Palmolive, Dabur, GSK Consumer, Hindustan Unilever, ITC, Kellogg's, Mondelez, Marico, Mars, P&G, Pepsi, Reckitt Benckiser Paints, Airtel, Coke, Colgate Palmolive, Dabur, GSK Consumer, Hindustan Unilever, ITC, Kellogg's, Mondelez, Marico, Mars, P&G, Pepsi, Reckitt Benckiser and Vodafone.

## Who all picked them

The highlight of the placement season was the participation of firms like JP Morgan, Alvarez & Marsal and four Indian private equity players. The participation of these firms also suggest IIM Lucknow as a preferred destination for the foremost finance and consulting roles in the country

In addition to the traditional sales and marketing roles, these firms offered roles in supply chain management, IT, finance, HR, analytics with some of them being exclusive roles for IIM Lucknow. P&G, which was the top recruiter in this segment, opened the highest number of profiles this year.

BFSI sector saw the participation of JP Morgan this year which hired for its 'Front-End

Name of the Publication : Hindustan  
Edition : Lucknow  
Date : 14/10/14

# लीडरशिप के बिना नहीं बन सकते अच्छे मैनेजर

लखनऊ | कर्मांतरण संशोधन



आईआईएम के डॉ. रामचंद्र प्रसाद ने सेमिनार को क्रिय करवाया

देश की टॉप कंपनियों में उच्च स्तर पर 70 प्रतिशत से अधिक जवाबदाारी है, जो भर नहीं पा रही है। ये छात्र अकेले ही नहीं हैं, उनके पास रैजिस्ट्रार और तकनीकी ज्ञान दोनों होते हैं। इसके बाद भी वह नौकरी को हासिल नहीं कर पाते हैं। वजह यह है कि उनके बैकग्राउंड में लीडरशिप नहीं होती है। इसलिए वह बेहतर लीडर नहीं बन पाते हैं। ये बातें जब पुराना इंस्टीट्यूट ऑफ मैनेजमेंट में लीडरशिप इन लाइवरी एंड जीएसटीएल क्लब पर आयोजित राष्ट्रीय सेमिनार में आईआईएम लखनऊ के डॉ. रामचंद्र प्रसाद ने कही।

डॉ. प्रसाद ने कहा कि छात्र जब तक बेहतर प्रोफेशनल बनने के सपने अपने अंदर लीडरशिप की भावना पैदा नहीं करेंगे, तब तक वह एक अच्छे मैनेजर नहीं बन पाएंगे। आज का युवा समझदार है और उसे अपने सम्बन्धों को मजबूत भी है। बस जरूरत है थोड़ी-सी दिशा जो। उन्होंने कहा कि मैनेजर बनने के लिए आपके अंदर काम करने का जन्म, प्रतिबद्धता और ज्ञान बहुत जरूरी है। बिना इन सब चीजों के आप उच्च स्तर तक नहीं पहुंच पाएंगे।

डॉ. प्रसाद ने लीडरशिप के स्थायिकता पर अपने विचार व्यक्त करने के साथ छात्रों को लाइवरी के महत्व के बारे में भी बताया। उन्होंने कहा कि लाइवरी एक छात्र को बैकग्राउंड और पूरा करती है। इंस्टीट्यूट के हीन डॉ. धीरेण सिंह ने छात्रों को बेहतर मैनेजर बनने के लिए कहा।

## सेमिनार

- जयपुरिख इंस्टीट्यूट में लीडरशिप व डिजिटल लाइवरी पर कार्यशाळा
- देश की टॉप कंपनियों में उच्च स्तर पर हैं 70 प्रतिशत नौकरियां
- छात्रों के पास नौकरियां तो हैं लेकिन लीडरशिप की भावना की कमी

## इंडस्ट्री आपको काम करना नहीं सिखाएगी

डॉ. अरुण प्रसाद ने छात्रों का बताया कि आज का दौर पूरी तरह से बदल चुका है। मैंने जब नौकरी हासिल की थी तो जहां के लोग मुझे सिखाते थे कि काम किस तरह से होता है मगर इंडस्ट्री आज जब किसी छात्र को अपने यहां नौकरी देती है तो वह उससे पहले दिन से काम चाहती है। उनको सिखाने का काम नहीं करती है। इसलिए छात्रों को चाहिए कि वह अपने प्रोफाइल में पहले इंडस्ट्री का ज्ञान हासिल कर लें। तभी वह बेहतर तरीके से कंपनी को समझ पाएंगे।

## आप खुद बना सकते हैं अपनी डिजिटल लाइवरी

बनारस हिन्दू विश्वविद्यालय के कंप्यूटर साइंस विभाग के डॉ. अरुण प्रसाद ने छात्रों को डिजिटल लाइवरी के बारे में बताया। उन्होंने कहा कि डिजिटल लाइवरी के ज्ञान समय की जरूरत है। छात्र अपने डिजिटल लाइवरी स्वयं बन सकते हैं। जेम्स एल. एम. और गार्ने की डिजिटल लाइवरी है। दुनिया की हर फ़िरमा को यह ज्ञान है।



## From the Press

Name of the Publication : Asian Age  
Edition : All Editions  
Date : 17/10/14

# ■ A total of 464 students placed in reputed firms IIM-L achieves feat of 100% placements

**AMITA VERMA**  
LUCKNOW, OCT. 16

In a major achievement, the Indian Institute of Management, Lucknow (IIM-L) has achieved 100 per cent summer placements for its 30th batch of 464 students at its recruitment drive which saw participation of 164 domestic and international recruiters.

Some of the top recruiters across different sectors were Amazon, Aditya Birla Group, Accenture, MH Alshaya, Cipla, Flipkart, Goldman Sachs, Hindustan Unilever, McKinsey, P&G, The Boston Consulting Group and Wipro.

The highlight of the placement season was the participation of esteemed firms like JP Morgan, Alvarez & Marsal, an international mutual fund company and four Indian private equity players.

● **Amazon, Aditya Birla group, Accenture, Flipkart were among the recruits**

● **The companies offered roles in supply chain management, IT, finance, HR, analytics**

Some of the top firms from the FMCG, consumer goods and telecom sector were Asian Paints, Airtel, Coke, Colgate Palmolive, Dabur, GSK Consumer, Hindustan Unilever, ITC, Kellogg's, Mondelez, Marico, Mars, Pepsi, Reckitt Benckiser and Vodafone.

In addition to the traditional sales and marketing roles, these firms offered roles in supply chain management, IT, finance, HR, analytics. P&G, which was the top recruiter in this seg-

ment, opened the highest number of profiles this year. One of the niche additions to the portfolio was the social impact and education sector with a total of 14 firms (including several first time recruiters from any campus). These firms have offered roles in sales and marketing, market research, business development, finance, IT, policy research and project implementation.

Banking, Financial Services and Institutions (BSFI) sector saw the participation of JP Morgan this year which hired for its Front-End Markets' profile.

Companies such as American Express, Avendus Capital, BNP Paribas, Citibank, DBS, Deutsche Bank, Edelweiss, Goldman Sachs, HSBC, ICICI Bank, India Quotient Fund, Karvy, Multiples Alternate Asset Management were other BSFI representatives.





## From the Press

Name of the Publication : Hindustan Times  
Edition : Lucknow  
Date : 15/10/14

### Meet to discuss 'healthcare sustainability' from today

**LUCKNOW:** The 10th annual INDO-US Emergency Medicine (INDUSEM) summit will be organised by the Indian Institute of Management, Lucknow (IIM-L) in collaboration with King George's Medical University (KGMU) from Wednesday.

The two-day meet on 'healthcare sustainability: the business of medicine from policy-2progress' is aimed at developing business models that could

self-sustain healthcare delivery at an affordable cost.

Experts from India and overseas will be sharing their innovative models and experiences at the summit, which assumes importance in the backdrop of a progress-friendly atmosphere with growing international attention to health industry investments in India.

The summit is expected to benefit individuals, entrepre-

neurs, healthcare organisations in understanding various challenges and opportunities in the delivery of healthcare on sustainable basis and their integration in capacity building at different levels.

It would be inaugurated by Dr Bajendra Kumar, additional chief secretary to chief minister, government of Chhattisgarh. Lucknow mayor Dinesh Sharma will be the guest of honour. HTC

Name of the Publication : Hindustan Times  
Edition : Lucknow  
Date : 16/10/14

Name of the Publication : NBT  
Edition : Lucknow  
Date : 14/10/14

### आईआईएम में समित कल से

■ वि. लखनऊ: आईआईएम में 15 और 16 अक्टूबर को केजीएमयू की सहायता से दो दिवसीय इंटरनेशनल समिट होगी। इसका विषय 'हेल्थ केयर सस्टेनिबिलिटी : द बिजनेस ऑफ मेडिकल प्रॉम पॉलिसी टु प्रोग्रेस' रखा गया है। समिट केजीएमयू के कोलेबोरेशन में होगी।

Name of the Publication : NBT  
Edition : Lucknow  
Date : 16/10/14

### लो कॉस्ट मेडिकल फैसिलिटी के लिए साथ आए केजीएमयू और आईआईएम

■ संवाददाता, लखनऊ: अब लो कॉस्ट मेडिकल फैसिलिटी के लिए केजीएमयू और आईआईएम साथ काम करेंगे। केजीएमयू के वीसी प्रो. रविकांत ने जरूरत को देखते हुए आईआईएम डायरेक्टर प्रो. राजीव कुमार श्रीवास्तव ने इसे स्वीकार कर लिया है। यह कारर आईआईएम में हुई इंडो-यूएस इमरजेंसी मेडिसिन की दो दिवसीय प्रो-कॉन्फ्रेंस समिट में हुई।

केजीएमयू के सहयोग से हो रही इस कॉन्फ्रेंस में वक्ताओं ने मौजूदा मेडिकल ढांचे पर चर्चा की। प्रो. रविकांत ने कहा कि मौजूदा समय में जो भी मेडिकल फैसिलिटी है वह सस्ती नहीं है। जो लोग आर्थिक रूप से संपन्न नहीं हैं वे अपना इलाज समय से नहीं कर पाते। लिहाजा हमें ऐसा सेटअप तैयार करना चाहिए, जिसमें गरीबों को कम पैसे में अच्छी गुणवत्ता वाला इलाज मिल सके। प्रो. रविकांत ने आईआईएम डायरेक्टर को ऐसा मॉडल तैयार कराने के लिए कहा तो उन्होंने स्वीकार कर लिया है। अब दोनों अखिल भारतीय संस्थान इस दिशा में काम करेंगे। प्रो. राजीव श्रीवास्तव ने कहा, हम दिशा में काम करेंगे और एक नया मॉडल तैयार करेंगे। इस मॉडल को आगे लागू किया जाएगा।

### KGMU, IIM-L to chart ways to make healthcare cheaper

HT Correspondent

lucknowreporter@hindustantimes.com

**LUCKNOW:** The King George's Medical University and Indian Institute of Management, Lucknow would now collaborate closely to chalk out ways to provide better and affordable healthcare facilities across Uttar Pradesh.

Speaking on the inaugural day of 'Healthcare Sustainability: The Business of Medicine from



Policy2Progress', an INDO-US emergency medicine summit, on Wednesday KGMU vice chancellor Ravi Kant said faculty members of the medical university and IIM students would study the system of delivering healthcare consultancy and medicines to patients and find

a way to make services cheaper and more accessible.

"About 90% of UP's population belong to middle or low income groups, who cannot afford corporate hospital services... So the focus of the collaborative work will be on ways to increase the affordability and accessibility of the available healthcare structure in the state," prof Kant said.

The first day of the summit, being held at IIM-Lucknow, focussed on the role of regulators, challenges and opportunities in consumer-oriented healthcare, innovative models of care delivery and approaches in medicine. The conference brought together over 150 management experts from various walks of life, both from India and abroad, to chart an appropriate strategy to achieve universal health assurance, which is the goal of present government.

Special emphasis was laid on creating academic : entrepreneur models, which are based on inclusive, as well as disruptive innovation. These innovative strategies would envision the provision of good quality low cost, yet profitable and sustainable healthcare in developing India.



## From the Press

Name of the Publication : Hindustan Times  
Edition : All editions  
Date : 16/10/14

# Impressive IIM-L maths: 100% summer placements in 4.5 days

**MAJOR FEAT** The premiere B-school broke its previous year's record by one day

HT Correspondent

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**LUCKNOW:** Campus recruitment at the Indian Institute of Management, Lucknow brought cheer to the students as online shopping companies and FMCG firms offered good placements (read internship). A European Hedge fund and four Indian private equity players (two of them recruiting for the first time from any campus), also participated in the recruitment.

This time, the premiere B-school has broken its own record, achieving cent per cent summer placements of 464 students—one of the largest IIM batches in the country—in just four and a half days, one day less than 2013. The recruitment drive also attracted 164 domestic and international recruiters.

The highlight of the placement season was the participation of esteemed firms like JP Morgan, Alvarez and Marsal, an international mutual fund company and four Indian private equity players. IIML accomplished what many considered 'impossible'.

The participation of these firms also marks the ascent of IIM Lucknow as a preferred destination for the foremost finance and consulting roles in the country. The top four segments based on roles offered were sales and marketing, finance, consulting and business development,



■ IIM-L recruitment drive attracted 164 domestic and international recruiters this year.

HT FILE PHOTO

including some extremely sought after and niche profiles in the finance domain.

The rest of the offers came from domains such as operations/supply chain, general management, systems/IT, market research, analytics and HR. Some of the top recruiters across different sectors were Amazon, Aditya Birla Group, Accenture, MH Alshaya, Cipla, Flipkart, Goldman Sachs, Hindustan Unilever, McKinsey P&G, The Boston Consulting Group and Wipro.

Some of the top firms from the FMCG/consumer goods/telecom sector were Asian Paints, Airtel, Coke, Colgate Palmolive, Dabur, GSK Consumer, Hindustan Unilever, ITC, Kellogg's, Mondelez, Marico, Mars, Pepsi, Reckitt, Benckiser and Vodafone.

In addition to the traditional

sales and marketing roles, these firms offered roles in supply chain management, IT finance, HR and analytics with some exclusive roles for IIM Lucknow. P&G, which was the top recruiter in this segment, opened the highest number of profiles this year.

This year, the BFSI sector saw the participation of JP Morgan, which hired for its front-end markets' profile.

This was a remarkable achievement for the campus in securing its position as a potential recruiting destination amongst premium recruiters. BFSI sector was further represented by firms such as American Express, Avendus Capital, BNP Paribas, Citibank, DBS, Deutsche Bank, Edelweiss, Goldman Sachs, HSBC, ICICI Bank, India Quotient Fund, Karvy, Multiples Alternate Asset Management, Macquarie,

Nomura, Standard Chartered and The Indus Way Private Equity.

The major roles were in front-end investment banking, global markets, investment research, corporate/wholesale/retail banking, market research, trading and operations.

IIM Lucknow reaffirmed its position as the top destination for the pharmaceuticals/healthcare industry with firms such as Bristol-Myers Squibb, Boehringer Ingelheim, Cipla, GSK Pharma, J&J Pharma and Novartis recruiting in large numbers.

The roles were primarily in sales and marketing, finance, operations, market research and general management. One of these firms also opened its prestigious internship for leadership roles in Asia-Pacific, Europe/West Asia /Africa or Latin America.

One of the niche additions to the portfolio was the social impact and education sector with a total of 14 firms (including several first time recruiters) offering roles in sales and marketing, market research, business development, finance, IT, policy research and project implementation.

The institute also secured the highest number of international offers from diverse sectors such as retail, FMCG and real estate. The institute had created history last year by placing the largest IIM batch in five and a half days during summer placements and five days during final placements.

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## From the Press

Name of the Publication : NBT  
Edition : All editions  
Date : 16/10/14

# साढ़े चार दिन में 100% छात्रों का प्लेसमेंट

■ संवाददाता, लखनऊ

आईआईएम लखनऊ ने अपना पिछला रिकॉर्ड तोड़ते हुए महज 4.5 दिनों में 100 फीसदी छात्रों का समग्र प्लेसमेंट किया है। 100 फीसदी छात्रों को प्लेस करने का ये आईआईएम का तीसरा मौका है। पिछली बार आईआईएम ने 5.5 दिन में 100 प्रतिशत प्लेसमेंट किया था। इस रिक्रूटमेंट ड्राइव में 164 फरेल और अंतरराष्ट्रीय कंपनियों ने हिस्सा लिया।

छात्रों को प्लेस करने वालों में सेल्स एंड मार्केटिंग, फाइनेंस, कंसल्टिंग और बिजनेस डिवेलपमेंट टॉप पर रहे। फाइनेंस सेक्टर में भी स्टूडेंट्स का रुझान देखने को मिला। इसके अलावा यहाँ स्टूडेंट्स को सफ्टवेयर, जनरल मैनेजमेंट, आईटी, मार्केट रिसर्च और एचआर जैसी कंपनियों में भी प्लेसमेंट मिला।

**ये कंपनियाँ टॉप पर**

जेपी मॉर्गन, अलवेरेज एंड मारशल, अमेजन, आदित्य बिरला ग्रुप, एसेचर, एमएच अलशाया, सिफला, फ्लिपकार्ट, गोल्डमैन रीश, हिंदुस्तान युनिलिवर, मैककिनसे, पीएंडडी, ए वॉरटन कंसल्टिंग ग्रुप और विप्रो।

**मैककिनसे और**

**बीसीजी रहे टॉप टू रिक्रूटर्स**

कंसल्टिंग डोमेन में एसेचर, अलवेरेज एंड मारशल, एटी किपने, बीसीजी, डिलोइट्ट-टॉप मैककिनसे ने 37 रिक्रूटमेंट किए। इनमें से बीसीजी और मैककिनसे टॉप टू रिक्रूटर्स रहे। जनरल मैनेजमेंट सेक्टर में जाने के लिए स्टूडेंट्स को आदित्य बिरला ग्रुप, महिंद्रा एंड महिंद्रा, आरआईएल और

■ आईआईएम ने तोड़ा पिछला रिकॉर्ड  
■ रिक्रूटमेंट ड्राइव में 164 कंपनियों ने लिया हिस्सा

टीएस ने रिक्रूट किया। इस डोमेन में एबीजी सबसे बड़ा रिक्रूटर रहा।

**फार्मास्यूटिकल इंडस्ट्री के लिए आईआईएम टॉप पर**

आईआईएम फार्मास्यूटिकल और हेल्थ केयर इंडस्ट्री के लिए टॉप इंस्टीट्यूट बना। ब्रिस्टोल मेयर्स स्किब, बोईडिंगर इनगेलहिम, सिफला, जीएसके फार्मा, जेएंडजे फार्मा और नोवार्टिस कंपनियों ने आईआईएम के स्टूडेंट्स को रिक्रूट किया। इन कंपनियों में रिक्रूट होने वाले स्टूडेंट्स को सेल्स, मार्केटिंग, फाइनेंस, मार्केट रिसर्च और जनरल मैनेजमेंट में अहम जिम्मेदारी मिली है।

**एलयू के जॉब फेयर में हिस्सा लेने का अंतिम दिन आज**

■ संवाददाता, लखनऊ: लखनऊ विश्वविद्यालय में दो दिवसीय मेगा जॉब फेयर की शुरुआत बुधवार को हुई। सुबह दस बजे से कॉमर्स डिपार्टमेंट में शुरू हुए इस जॉब फेयर में एलयू और दूसरे डिग्री कॉलेजों के स्टूडेंट्स ने हिस्सा लिया। एलयू प्रवक्ता प्रो.एनके पांडेय ने बताया कि स्टूडेंट्स के रिक्रूटमेंट के लिए आई कंपनियाँ इंटरव्यू के आधार पर कैडिडेट्स का चुनाव कर रही हैं। बुधवार को लगभग 350 स्टूडेंट्स ने इंटरव्यू दिया। बुधवार को कंपनियों की तरफ से सलेक्शन लिस्ट नहीं जारी की गई। कॉलेज प्रशासन के अनुसार गुरुवार को ही कंपनियाँ सलेक्शन की फाइनल लिस्ट जारी करेगी।

**आज का शेड्यूल इस तरह है**

**कंपनी** : एचसीएल, एमफेसिस और विप्रो  
**योग्यता** : साइंस, आर्ट्स और कॉमर्स स्ट्रीम से बैचुएट और पोस्ट बैचुएट छात्र। बीसीए, डिप्लोमा और समकक्ष योग्यता रखने वाले भी आवेदन कर सकते हैं।।  
**समय** : दस बजे  
**स्थान** : कॉमर्स डिपार्टमेंट

**जॉब प्रोफाइल**

**एमफेसिस**

- पद : कस्टमर सर्विसेस ऑफिसर
  - स्थान : नोएडा
  - सैलरी : 2.25+ रुपये प्रति वर्ष
- एचसीएल**
- पद : जूनियर इंजीनियर प्रोडक्ट सर्विसेस
  - लोकेशन : नोएडा
  - सैलरी : 1.64+ लाख रुपये प्रति वर्ष
- विप्रो**

- पद : कस्टमर सर्विसेस ऑफिसर
- स्थान : नोएडा
- सैलरी : 2.25+ रुपये प्रति वर्ष



## From the Press

Name of the Publication : Times of India  
Edition : Lucknow  
Date : 14/10/14

### IIM-L, KGMU to hold conf on health

Times News Network

**Lucknow:** The Indian Institute of Management-Lucknow in collaboration with King George's Medical University is organising a conference on 'Healthcare Sustainability: The Business of Medicine from Policy to Progress' on October 15 and 16 where experts from India and overseas will share their innovative models and experiences. The summit assumes great importance with growing international attention to health industry investments in India.

There is requirement for management tools to develop business models for self-sustaining healthcare delivery at affordable cost. The Indian health system

has its own ills for various reasons and though clinical solutions are known, it needs managerial expertise and scalable business models to achieve its goal.

The summit will focus on role of regulators, challenges and opportunities in consumer focused healthcare, innovative models of care delivery, leadership, financial resources management, marketing of healthcare services, use of technology, role of accreditation and quality best practices, including management science approaches in medicine.

Management experts from India and abroad would be making an appropriate strategy to achieve universal health assurance.



Name of the Publication : Times of India  
Edition : Lucknow  
Date : 16/10/14

## 100% summer placement at IIM-L

Times News Network

**Lucknow:** Indian Institute of Management, Lucknow (IIM-L) achieved 100% summer placements for its 30th batch of 464 students at its recruitment drive which saw participation of 164 domestic and international recruiters.

Some of the top recruiters across different sectors were Amazon, Aditya Birla Group, Accenture, MH Alshaya, Cipla, Flipkart, Goldman Sachs, Hindustan Unilever, McKinsey, P&G, The Boston Consulting Group and Wipro. The highlight of the placement season was the participation of esteemed firms like JP Morgan, Alvarez & Marsal, an international mutual fund company



and four Indian private equity players.

One of the niche additions to the portfolio was the social impact and education sector with a total of 14 firms (including several first time recruiters from any campus). These firms have offered roles in sales and marketing, market research, business development, finance, IT, policy research and project implementation.



## From the Press

Name of the Publication : Times of India  
Edition : Lucknow  
Date : 16/10/14

Oct 16 2014 : The Times of India (Lucknow)

# Mayor offers land for hi-tech hospital

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**Lucknow:** Lucknow may get a super-specialty hospital on the lines of AIIMS if a proposal presented by Tenacity Holdings for state-of-the-art care to patients gets approval. Tenacity, a strategic partnership of three healthcare entrepreneurs including Abu-Dhabi-based New Medical Centre (NMC), presented the proposal to mayor Dinesh Sharma. At the 'Healthcare Sustainability' Summit at IIM-L, Sharma said he is ready to give land to develop super-specialty hospital in the city on a public private partnership (PPP) model.

Speaking to TOI, Sharma said "Lucknow Municipal Corporation's land is vacant in

Amausi area. We can provide that for setting up a hospital. In fact, a proposal was passed by LMC to this effect in 2012 and 2013. It was, however, put on the backburner after state government launched its own schemes."



The idea, said Sharma, is to ensure that 80% of the underprivileged get treatment at low cost. In Lucknow, 35% people live in slums and are deprived of high class medical services. Nalini Tandon, one of the three founder partners of Tenacity Holdings, said "we are looking for high quality, technology and innovation to Lucknow and addressing healthcare needs of all segments of the society - socially and economically."