

Samavaya

IIML Newsletter

Indian Institute of Management Lucknow



Inside this issue

Academic Activities

Publication Profile

Research Publications

- Papers
- Conference & Seminar Presentations
- Other Assignments

Management Development Programme

Events

From the Press

Featured members

Prof. Chandan Sharma - Business Environment Area

Prof. D. S. Sengar - Legal Management Area

Prof. Neeraj Dwivedi - Strategic Management Area

Prof. Samir K. Srivastava- Operation Management Area

Prof. Somdeep Chatterjee- Business Environment Area

Prof. S. Venkataramanaiah- Operation Management Area

Publication Profile

Research Publications

Papers

Mitra, A., **Sharma, C.** and Marie-Ange Véganzonès-Varoudakis (2016), 'Infrastructure, Information & Communication Technology and Firms' Productive Performance of the Indian Manufacturing', *Journal of Policy Modeling*, Volume 38, Issue 2, pp. 353–371

The Make in India program aims at building best-in-class manufacturing set up in the country. However, public infrastructure is considered to be one of the biggest obstacles for the growth of manufacturing in the country. In this context, this paper examines the role of infrastructure and information & communication technology (ICT) on total factor productivity (TFP) and technical efficiency (TE) of the Indian manufacturing sector for the period 1994–2010. We use advanced estimation techniques to overcome problems of non-stationarity, omitted variables, endogeneity and reverse causality by applying fully modified OLS, panel cointegration and System GMM. Estimation results suggest that the impact of infrastructure and ICT is rather strong. Importantly, industries, such as Transport Equipment, Textile, Chemicals, Metal & Metal Products, which are more exposed to foreign competition, are found to be more sensitive to infrastructure endowments. In the light of these findings, policy implications are brought out.

Arora, A. and **Sharma, C.** (2016), "Corporate governance and firm performance in developing countries: evidence from India", *Corporate Governance*, Vol. 16 Issue: 2, pp.420-436.

This study aims to examine the impact of corporate governance on firm performance for a large representative sample. This empirical analysis focuses on a large number of companies covering 20 important industries of the Indian manufacturing sector for the period 2001-2010. Several alternative specifications and estimation techniques are used for analysis purposes, including system generalized methods of moments, which effectively overcomes the problem of endogeneity and simultaneity bias. On one side, the findings indicate that larger boards are associated with a greater depth of intellectual knowledge, which in turn helps in improving decision-making and enhancing the performance. On the other side, the results indicate that return on equity and profitability is not related to corporate governance indicators. The results also suggest that CEO duality is not related to any firm performance measures for the sample firms.

Chatterjee, S. (2017), "Getting Girls to Schools! - Assessing the Impacts of a Targeted Program on Enrollment and Academic Performance", *The B. E. Journal of Economic Analysis and Policy*, Vol 17(1), February 2017; Berkeley Electronic Press (currently published by DeGruyter - Berlin).

This is a short paper assessing the impacts of a targeted policy aimed to improve the quality of education for girls in India, i.e., the Kasturba Gandhi Balika Vidyalaya (KGBV) program. Under this program residential schools were built for girls in grades 6–8 (often known as middle school) and were unique because it is one of the few programs that exclusively focuses on improving school infrastructure for girls. The program was restricted to individuals belonging to backward castes in India which provides exogenous identifying variation. I use this eligibility criteria along with cohort variation in exposure to the program introduced in 2004 to estimate the impact of KGBV on enrollment and academic performance. I find that potentially affected cohorts are more likely to have attended school and perform better on reading tests. I run placebo regressions with data from a pre-policy year and do not find any effects along these dimensions providing confidence in the identification strategy.

Publication Profile

Research Publications

Papers

Ganvir, M. and **Dwivedi, N.** (2017), Internationalization and Performance of Indian Born Globals: Moderating Role of Presence of Foreign Equity. *International Journal of Emerging Markets*, 12(1), 108-124

Purpose The purpose of this paper is threefold: first, to study internationalization-performance relationship of Indian born global (IBG) firms from multi-theoretical lens and establish the nature of this relationship; second, to highlight the role of foreign equity in moderating this relationship; and third, to establish the relevance of export intensity (EI) in determining these firms' financial performance.

Design/methodology/approach In total, 411 IBG firms were identified based on born global (BG) definition and post-entry internationalization age requirement of this study. A balanced panel comprising of three years from 2010 to 2012 was analyzed using pooled panel and moderated multiple regression techniques.

Findings The authors empirically prove that though EI and financial performance are positively related at overall level, this relationship is curvilinear in nature. In presence of foreign equity this positive curvilinear relationship is moderated to inverted-U shape.

Research limitations/implications The data sample is restricted to 411 private limited IBGs between the years 2009 and 2012. Implications of the findings are for policy makers and managers to sharpen their strategic foresight for exporting firms in its post-entry period. Also, investors can take level of internationalization into cognizance when investing in BG firms.

Practical implications The authors believe the results have practical implications for numerous parties, such as shareholders, institutional investors, scholars, policymakers and managers. It emboldens modern day managers to make further foray into internationalization due to its positive benefits on both productivity as well as profitability. Also, firms that look for foreign equity participation have to balance their strategies for greater scale and scope into international markets.

Originality/value This is the first study that brings out the vital relationship aspect of EI with financial performance of IBG firms in their post-entry internationalization period, adding to international business literature in area of BG firms in their post-entry internationalization period.

Shukla, D. M. and **Dwivedi, N.** (2016), Influence of Board of Directors on Corporate Diversification: Evidence from India. *Strategic Change*, 25(5), 471-484.

Board diversity in terms of a board's combined human and social capital has a positive influence on the level of corporate diversification. Drawing on resource dependence and agency perspectives, this study examines the influence of board of directors' human and social capital on firm diversification. An empirical investigation on a sample of 99 publicly listed Indian firms suggests that a board's experience, competence, and social capital help firms enter into and operate in diverse product markets. The findings of the study contribute to the corporate governance literature by emphasizing the importance of the board's resource-provisioning role in firms' corporate strategy decisions.

Publication Profile

Research Publications

Papers

Venkataramanaiah, S. (2016), What is New in Emergencies Trauma and Shock?: Calculating Costs for Disaster Preparedness, *Journal of Emergencies, Trauma and Shock*, Vol. 9, pp: 129-130.

Demand for affordable and quality care is increasing across the globe on one side and on the other hand on supply side the cost of care is increasing particularly human resource cost, infrastructure cost, etc. In case of trauma care, the demand is increasing several fold. One of the main reasons is road accidents, particularly in developing countries. Road accidents cost India \$20 billion annually with 1% of world's vehicles and 10% of road accident deaths. According to data released by the Central Statistical Organisation of India on Gross Domestic Product (GDP), the cost of road accidents is estimated as INR 3.8 lakh crore which is about 3% of the GDP. This paper highlights new trends in managing emergencies, trauma and shocks with the background of an emergency facility from India.

Venkataramanaiah, S. and Ganesh Kumar, N. (2016), Approaches for enhancing competitiveness of Moradabad Handicrafts Manufacturing Units, *International Journal of Technology Management and Sustainable Development*, Vol 15 (3), pp: 253-273.

Increased global competition, technological advancements and economic environment have triggered significant changes in manufacturing, distribution and marketing of handicrafts. Traditionally, handicrafts manufacturing is an art that is learnt and transferred from one generation to the next. Handicraft industry is an important provider of employment and livelihood opportunities for skilled artisans particularly for selected communities both in rural and urban India and hence special attention is given to this sector by government agencies at national and state level. Low levels of education of artisans and unitholders, lack of ability to change with market trends and to adopt new technology have resulted in decline in both domestic and export market particularly during economic recession. This field study is an attempt to understand various barriers that affected the artisans and unitholders of Moradabad brass cluster in India. The study focused on marketing, sourcing of raw material, product design, manufacturing planning, distribution of handicrafts and, use of information and communication technology (ICT) tools at various levels, access to financial resources, health and education. To draw meaningful implications from the findings of this field based study, we have adopted a framework based on resource based management and coordination theory. Based on detailed analysis suitable recommendations for improving competitiveness of the cluster units was proposed and, policy implications were identified.

Publication Profile

Research Publications

Papers

Mukund, N.J., Izabela, N., Ponnambalam, S.G. and **Venkataramanaiah, S.** (2016), Differential evolution algorithm for solving RALB problem using cost and time based models, *International Journal of Advanced Manufacturing Technology*, Vol.89 (1), pp:311-332.

Assembly process is one of the important aspects in manufacturing industries. Industries are extensively using advanced technologies in assembly lines recently such as robots instead of human labour. Cost associated with human labour such as wages, training, safety, and employee management are eliminated with the help of robots. Investments on assembly lines are cost intensive, and industries continuously need to maximize their utilization. In this paper, a cost-based robotic assembly line balancing (RALB) problem with an objective of minimizing assembly line cost and cycle time is addressed. Moreover, there is no research reported on concurrently optimizing cycle time and assembly line cost for a robotic assembly line system to date.

The objective of this paper is to propose models with dual focus on time and cost to minimize the cycle time and total assembly line cost simultaneously. Time based model with the primary focus to optimize cycle time and the cost-based model with the primary focus to optimize total assembly line cost are developed. Due to NP-hard nature, differential evolution (DE) is the algorithm used to solve the RALB problem. Straight and U-shaped robotic assembly line problems are solved using the proposed algorithm, and the detailed comparisons of the results obtained are presented. While comparing straight and U-shaped RALB problems, assembly line cost and cycle time obtained by U-shaped RALB problems are better than the straight RALB problems. The proposed models have significant managerial implications, and these have been discussed in detail.

Raja, M.U. and Khursheed, A. (2016), "Quality Issues and Concerns in Acquisition and Processing of Learning Resources in Knowledge Era." *Journal of Library Management* vol5. Iss3-4 pp. 39-43.

Two critical tasks of any client responsive library are "Acquisition" and "Processing" of learning resources. These tasks can bring glory or disgrace to a library, irrespective of its size or stature. Justifying this statement, the authors argue that 'acquisition' and 'processing' if taken sincerely and seriously by library and information science professionals, will win the hearts of users, if not, then library & informational professionals are only to be blamed for the poor image of LIC.

Publication Profile

Research Publications

Conference & Seminar Presentations

Sharma, C. (2017), "Exchange Rate Volatility and Exports in India: A Commodity-level Panel Data Analysis", presented in 2nd Applied Financial Modelling Conference 2nd-3rd February 2017, at Centre for Financial Econometrics, Deakin Business School, Melbourne

What is the effect of exchange rate volatility on exports? To answer this pertinent question, we use monthly data from 2011:10 to 2016:03 of one of the fastest developing economy: India. The data used for analysis is at disaggregated level, which covers around a hundred products encompassing all merchandise sectors. To measure the exchange rate volatility, we used real as well as nominal exchange rate concepts and predict the volatility of exchange rate using the ARCH based model. We used ARDL based PMG estimator which is suitable for our objectives and data frequency. Our empirical analysis indicated for both short and long term negative effects of exchange rate variations on exporting. Specifically, in long run, real exchange rate as well as nominal exchange rate volatility has significant effects on export performance, yet, the effects from uncertainty in real exchange rate is much severe and intense. Conversely, in short run, it is nominal exchange rate uncertainty that hurts exports from India. Nevertheless, the short run effect is much lesser than that of long run supporting the argument that the short-term exchange rate risk can be hedged, at least partially, through financial instruments, however, uncertainty of the long time horizon cannot be hedged easily and cost effectively.

Chatterjee, S. "The Curious Case of Kisan Credit Cards: Higher Farm Output with No Increases in Borrowing" at the Forum for Development Economics Kolkata (FDEK) Conference held on March 24, 2017 at the University of Calcutta.

In this paper, I study the Kisan Credit Card (KCC) program of India and find an apparent puzzle. Exploiting plausibly exogenous variation in the reach of the program and using a district panel data set, I find evidence of increases in agricultural output of rice, which is the major crop of the country. I also find that on average the use of high yielding variety (HYV) seeds increases at the district level providing evidence of technology adoption. The increase in output at the district level is corroborated by suggestive increase in sales revenue and output of rice farmers at the household level. However, there is no evidence of higher borrowing among households in response to this policy. Although there is some evidence of increased borrowing among the unconstrained borrowers, this suggests that KCCs did not provide new access to credit. Yet, large increases in production can be observed. This puzzle may be explained in terms of changing risk preferences of farmers.

Publication Profile

Research Publications

Conference & Seminar Presentations

Venkataramanaiah, S., Gope, R., Yujata, Ekka, A. and Sawant, S.S. (2016), Bridging Service Divide in India: Learning from success stories- Marketing in Emerging Economies Conference 2017, Jan 5-7, 2017, IIM-Lucknow Noida Campus. (Received Dr. Arun K. Jain Best paper Award Co-Sponsored by Emerald).

This article is motivated by the gap between the growing demand and available supply of high-quality, cost-effective, and timely health care, in developed countries. The article also focuses on impact of scale of surgical units on the productivity of patient processes. Two Indian Eye Care Hospitals were taken in consideration in order to study the impact of their respective supply chain networks in feasibility of economies of scale. 4-A Model was formulated for evaluation purpose and an interview session was also conducted with one of the hospitals in order to get accurate conclusions.

We delineate three service-centric value creation mechanisms—resource exploitation, resource combination, and value reinforcement—in which the three interactional resources (knowledge, technology, and institutions) configure in different value-creating patterns. The analysis also reveals three distinct stages of service innovation evolution (idea and launch, infancy and early growth, and late growth and expansion), with a distinct dominant resource for each stage, taking examples of two leading eye-care providers.

Based on our analysis, we propose the 6 A's (awareness, accessibility, affordability, adoptability, acceptability and appropriateness) for service delivery at Bottom of Pyramid taking into account the differences in rural and urban.

Venkataramanaiah, S., Gope, R., Yujata, Ekka, A. and Sawant, S.S. (2016), Cost Effective Interventions to Prevent Burden of Disease: A Case of Indian Eye Care- Learning from success stories- Marketing in Emerging Economies Conference 2017, Jan 5-7, 2017, IIM-Lucknow Noida Campus.

Poverty and eye health, including vision disability from vision impairment and blindness, are believed to be interrelated. The relationship between poverty and eye health can be interpreted as being two-fold, in the sense that poverty may be a cause of poor eye health and poor eye health may lead to or deepen poverty. Blindness and eye disease impose a significant personal and economic burden on individuals and society. Early intervention can prevent a substantial number of cases, resulting in improved wellbeing and economic savings. The empirical evidence to answer the questions—Does poverty perpetuate poor eye health? How and why? Does poor eye health deepen poverty?—is sparse globally; especially from low and middle income countries (LMICs). This article therefore aims to examine published information and uses other secondary data sources to provide insight on the relationship between poverty and eye health, including eye disability caused from vision impairment and blindness both qualitatively and quantitatively and then analyses cost effective interventions.

Publication Profile

Research Publications

Conference & Seminar Presentations

Venkataramanaiah, S., Gope, R., Yujata, Ekka, A. and Sawant, S.S. (2016), Towards a Robust & Sustainable Healthcare System: Learnings from Success Stories- Centre of Healthcare Management Conference-2016, Dec 10-11, 2016, IIM-Ahmedabad.

India is moving towards a healthcare system transformation. Growth in the coming years would have a strong correlation on nature and extent of service Innovation. In most developing country private health sector have not fully engaged in harnessing innovation or mitigating market failures. Better innovations and strategies of private organizations could lead to tremendous improvement in healthcare sector. Therefore a key motivation for this study was to identify innovative, healthcare delivery and financing programs in the developing countries of the world that are led by or involve the private health sector in the context of mixed health systems and to extract key elements and leanings from these innovations which may be transferrable to other healthcare enterprise. The paper describes about 50 innovations from across the world. Findings indicate that almost all the initiatives could be classified under the seven dimensions (namely automation, attribute, reach, affordability, infrastructure, community participation and product) which can further be classified into demand side and supply side drivers. Based on these analysis we propose a framework outlining the short, mid and long term outcomes of these demand and supply side driver based initiatives.

Venkataramanaiah, S., Gope, R., Yujata, Ekka, A. and Sawant, S.S. (2016), Towards a Healthcare Reform in India: The 6A's of Success- Centre of Healthcare Management Conference-2016, Dec 10-11, 2016, IIM-Ahmedabad.

Due to its large population, India is bound to face problems regarding the equitable distribution and coverage of the healthcare services. Despite having a huge potential, impediments like inefficiency, inaccessibility and unaffordability are preventing an effective healthcare service delivery to the underprivileged. We hypothesize that focusing at BoP requires thinking differently for urban and rural poor. Hence we made a comparative analysis between the initiatives of Aditya Jyot Eye Hospital and Arvind Eye Hospital in terms of interactional resources to see if there was any correlation of success factors with geographical demography across different stages of service innovation. We conclude that three interactional resources, namely Knowledge, Technology and Institutions, are essential for the launch and expansion of any initiative with Knowledge being more fundamental in the initial stage.

Venkataramanaiah, S., Gope, R., Yujata and Ekka, A. (2016), From Concept to Reality: Intervention of Information Technology- Humanizing Work and Work Environment Conference-2016, Dec 8-11, 2016, NIT-Jalandhar. (Received 2nd Prize and Young Researcher Award (Co-Sponsored by Springer)

Healthcare data contain huge amount of hidden information but its processing has emerged as one of the biggest challenges because it is usually in unstructured and non-standardized formats making it difficult for the systems to understand the information contents. This case study aims to summarize text describing automated IT based approaches to extract medical information using Natural Language Processing (NLP) on clinical documents. This case examines various NLP models in healthcare, their importance to the healthcare domain as well as their limitations.

Publication Profile

Research Publications

Conference & Seminar Presentations

Venkataramanaiah, S., Gope, R., Yujata, Ekka, A. and Radhika (2016), An Analytical Framework for Value Creation in Healthcare: The Community Health Participation and its Efficiency- Humanizing Work and Work Environment Conference-2016, Dec 8-11, 2016, NIT-Jalandhar. (Received 3rd Prize and Young Researcher Award (Co-Sponsored by Springer)

This paper revisits questions regarding the feasibility and effectiveness of community health worker programs and gives a form to the principle of participation that might enable policy makers, planners and beneficiaries to consciously include this principle in their program plans and evaluations. This paper presents a methodology by which assessment of participation in health programs can be undertaken. It sets out to provide a tool to assist those involved in PHC programs to describe participation in their program and upon that basis plan their future actions. A case study was taken in consideration to know how the indicators might be used. These indicators focus on the breadth of participation and not its potential social impact, an area which is recognized to be critical for future research.

Venkataramanaiah, S., Gope, R., Yujata, Ekka, A. and Singh, R. (2016), Technical Efficiency of Indian Eye Care Service Providers: An Integrated DEA-AHP Approach- International Conference on Production & Industrial Engineering CPIE-2016, Dec 19-21, 2016, NIT-Jalandhar

This article is motivated by the gap between the growing demand and available supply of high quality, cost-effective, and timely health care, in developed countries. Indian Eye Care Hospitals were taken in consideration in order to study their technical efficiencies and growth trajectories. An integrated DEA-AHP approach was utilized to obtain technical efficiency scores of hospitals. The study traces the configurations of three interactional resources— knowledge, technology, and institutions—through which value-creating user-centric objectives of increasing geographical access and reducing cost are achieved. The findings suggest that the efficiency variations are significant within the hospitals. We observe that highly efficient hospitals have significant geographical scale-up. The theoretical contributions are largely associated with unearthing and understanding how the three interactional resources were orchestrated.

Publication Profile

Other Assignments

Prof. D. S. Sengar received the prestigious Capital Foundation Prof. T Shivaji Rao National Award for contribution in the area of "Environmental Education and Public Awareness" for Environmental Protection and Sustainable Development by Hon'ble Justice Mr. T. S. Thakur, former Chief Justice of India and in the distinguished presence of Hon'ble Justice Mr. Swatanter Kumar, Chairman National Green Tribunal.



Prof. Sengar received the award during the National Seminar on "Environmental Protection and Operationalising Sustainable Development Goals in India" organised by Capital Foundation Society, New Delhi and the Council for Green Revolution, Hyderabad, at Constitutional Club of India, New Delhi on April 10, 2017. He delivered a talk on "Role of Environmental Education, Awareness and Participatory Approach in Water Resources Management".

Prof. Samir K. Srivastava, Improving Transparency and Accountability in Procurement : A Stakeholder-centric Approach (Co-author: Amit Agrahari), Invited Paper at Global Procurement Summit 2017, organized by AIMA at India Habitat Centre, New Delhi , February 27-28, 2017.



Publication Profile

Other Assignments

Prof. Somdeep Chatterjee, Invited lecture, delivered at IIT Kanpur on Feb 2, 2017 on the impact evaluation of the Kasturba Gandhi Balika Vidyalaya (KGBV) program.

Kavita Chaddha, Invited Talk on Library Mobile Apps, Invited Speaker at One-day International Seminar on New and Innovative Library & Information Services, organized by Central Library, Jawaharlal Nehru University (JNU), Association of Media Libraries and Archives (AMLA) and IFLA – Regional Standing Committee for Asia and Oceania (RSCAO) at JNU campus on February 22nd, 2017.

Kavita Chaddha, Invited Talk, Reinventing Academic Libraries: From Silent Spaces to Cultural Hubs, Invited Speaker at One-day National Seminar on From Print to Digital: Managing Library Services in Neo-Information Environment, organized by Footwear Design & Development Institute (FDDI) Noida and Asian Library Association (ASIALA) New Delhi at FDDI campus on March 25th 2017.

Management Development Programme

MDPs held during February - April 2017

S.No.	Programme Title	Programme Director(s)	Dates	Venue
1	One-year Part-time Certificate Programme in General Management for Executives (CPGME 13) - 4th on-campus module	Prof. D Tripathi Rao & Prof. Madhumita Chakraborty	February 4-12, 2017	Lucknow
2	General Management Programme for the Administrators of Govt. of Madhya Pradesh	Prof. Payal Mehra & Prof. Nishant Uppal	February 6-17, 2017	Lucknow
3	Noting and Drafting for IIML Staff members		February 13-14, 2017	Lucknow
4	Building Capability (Developing Self & Others) for GAIL India Ltd.	Prof. P Priyadarshi	February 13-17, 2017	Lucknow
5	General Management Programme for the Executives of NTPC Ltd.	Prof. Shailendra Singh & Prof. Prakash Singh	February 13-24, 2017	Lucknow
6	Financial Statement Analysis and Practical Business Applications	Prof. Seshadev Sahoo	February 16-18, 2017	Noida
7	Interpersonal Communication Skills, Presentation Skills and Image Management	Prof. Payal Mehra	February 22-24, 2017	Lucknow
8	Excelling in Leadership for the Executives of MetLife GOSC	Prof. Nishant Uppal	February 22-24, 2017	Lucknow
9	Excelling in Leadership for the Executives of MetLife GOSC	Prof. Nishant Uppal	February 27-March 1, 2017	Lucknow
10	Planning, Organizing and Foresightedness for the Executives of GAIL India Ltd.	Prof. Shailendra Singh & Prof. Ashutosh K Sinha	February 27 - March 3, 2017	Lucknow
11	Big Data and Data Analysis for ISS Officers	Prof. Bharat Bhasker & Prof. Pradeep Kumar	February 27 - March 4, 2017	Lucknow
12	General Management Programme for the Executives of NTPC Ltd.	Prof. Prakash Singh & Prof. Rajesh K Aithal	February 27 - March 10, 2017	Lucknow
13	One-year Part-time Certificate Programme in Business Analytics for Executives (CPBAE 6) - 4th module	Prof. Kaushik Bhattacharya & Prof. Gaurav Garg	March 1-5, 2017	Lucknow
14	Decision Making for Effective Leadership for the executives of NHPC Ltd.	Prof. Nishant Uppal & Prof. Kshitij Awasthi	March 6-8, 2017	Lucknow
15	Leadership Development for Women Executives of ONGC Ltd.	Prof. Devashish Das Gupta & Prof. Madhumita	March 6-10, 2017	Lucknow
16	Certificate Programme in Business Analytics for Executives (CPBAE7) - Module 2	Prof. Gaurav Garg & Prof. Amit Agrahari	March 15-19, 2017	Lucknow
17	Capacity Building and Training for Entrepreneurs (Sponsored by CII)	Prof. Prakash Singh	March 16-17, 2017	Noida
18	Embedding Leadership for DRDO Scientists	Prof. Pushpendra Priyadarshi	March 20-24, 2017	Lucknow

Management Development Programme

MDPs held during February - April 2017

S.No.	Programme Title	Programme Director(s)	Dates	Venue
19	Managing Creativity and Innovation for the executives of NHPC Ltd.	Prof. Sushil Kumar (CBS)	March 22-24, 2017	Lucknow
20	Strategic Management and Leadership for the Sr. Officers of Kendriya Vidyalaya Sangathan	Prof. R K Srivastava & Prof. Rajesh K Aithal	March 27 - April 1, 2017	Lucknow
21	Capacity Building and Training for Entrepreneurs (Sponsored by CII)	Prof. Prakash Singh	April 10-11, 2017	Lucknow
22	One-year Part-time Certificate Programme in General Management for Executives with 240 hours of teaching in four on-campus modules of 9 days each (CPGME 14) - 3rd on-campus module	Prof. Prakash Singh & Prof. Prem P Dewani	April 15-23, 2017	Lucknow
23	Excelling in Leadership for the Executives of MetLife GOSC	Prof. Pankaj Kumar	April 17-19, 2017	Lucknow
24	Effective Contract Management and Negotiation	Prof. D S Sengar	April 24-26, 2017	Noida
25	Excelling in Leadership for the Executives of MetLife GOSC	Prof. Pankaj Kumar	April 24-26, 2017	Lucknow

Management Development Programme

MDPs scheduled during May - June 2017

S.No.	Programme Title	Programme Director(s)	Dates	Venue
1	Leadership Development Programme for Roche Diagnostics	Prof. Vikas Srivastava & Prof. Neeraj Dwivedi	May 15-20, 2017	Lucknow
2	International Training Programme on the World Bank's New Procurement Framework (NPF)	Prof. Samir K Srivastava & Prof. Amit Agrahari	June 5-16, 2017	Noida
3	Certificate Programme in Business Analytics for Executives (CPBAE7)-Module 3	Prof. Gaurav Garg & Prof. Amit Agrahari	June 14-18, 2017	Lucknow

Events

Annual Convocation 2017

The 31st Annual Convocation of Indian Institute of Management Lucknow, held on March 20th 2017, saw **590** students being awarded their diplomas and Mr. Deep Kalra, CEO of Makemytrip.com, who was the Chief Guest on the occasion and delivered the Convocation Address.



Mr. Kalra emphasized the need to leverage one's strengths and combine the same with hard work. What follows is magic. Sharing his experiences, he said that career and life is not a race, it's not a sprint and not even a marathon. It's a journey. So, one should set one's goals for self-development and not let financial metric define success.



He urged students to be fearless in the corporate world. He reiterated how fearless people are creating value and changing lives with the power in their palms. Mr. Kalra highlighted the importance of humility and called it a virtue that must not be lost. A person sans humility stops hearing and stops taking advice. Finally, he urged the outgoing batch to be calm in crisis and be prepared to learn from failures.

Events

Annual Convocation 2017

In all, **590** students of IIM Lucknow received their diplomas. **405** students from the 31st batch of Post Graduate Programme in Management, **18** students from the 12th batch of Post Graduate Programme in Agri-business Management, **5** students from the Fellow Programme in Management (FPM), along with **80** students from the 10th batch of Post Graduate Programme in Management for Working Executives (WMP), **63** students from the 9th batch of International Programme in Management for Executives (IPMX) batches and **19** students from the 1st batch of Post Graduate Programme in Sustainable Management (PGPSM), from the Noida campus received the diplomas. The institute has been nurturing talent since 1984 and with this outgoing batch of 2017, IIM Lucknow will expand its alumni network of about 5000+ alumni who have been dedicatedly serving community through contributions in various domains.

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

Name	Medal
Mr. Raghav Arora	Chairman's Gold Medal
Mr. Arzoo Jain	Director's Medal
Mr. Himanshu Arora	PGP Chairman's Medal
Ms. Chitra Kashyap	RESHMA SAREEN Memorial Medal for Best Girl Student
Ms. Chitra Kashyap	Bizkool Medal for the Best Student in Information Technology
Mr. Aditya Pratap Singh	Hari Shankar Singhania Medal for Best All Rounder
Ms. Sonali Singh	Budhiraja Medal for Best All Rounder

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

Mr. Jaideep Singh	Chairman's Gold Medal
Mr. Jagmeet Singh Suri	Director's Medal

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

Mr. Mayank Agarwal	Chairman's Gold Medal
Mr. Abhinav G Pandey	Director's Medal

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

Mr. Dhruv Malik	Chairman's Gold Medal
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Events

Annual Convocation 2017

Addressing the august gathering, Dr. Ajit Prasad, Director IIM Lucknow highlighted the accomplishments of the institute in the academic year 2016-2017:

Research and consultancy continue to be the key thrust areas at IIML. The institute has undertaken several socially relevant research and consultancy projects in areas like Agriculture, Entrepreneurship, Health Management, Education, Information Technology and Rural Development. This year about 106 research contributions in different forms have already been published in prestigious journals.

Prof. Prasad also mentioned that the Institute and the World Bank Group have entered into a MoU to offer training programs on the World Bank's procurement framework. Under this MoU, IIML will offer international training programs twice a year. The first of such training program was held in our NOIDA Campus in December 2016. It attracted participants from Bangladesh, Cambodia, Georgia, India and Rwanda.



Events

Annual Convocation 2017

Prof. Prasad shared that the Institute with the guidance from the Ministry of Human Resource Development is in the process of setting up the National Faculty Management Centre (NMFDC) at its NOIDA Campus. NMFDC will be distinctly positioned as a high quality capacity building centre to create a suitable pool of faculty for management institutions in the country.

After successfully mentoring IIM Rohtak, Kashipur and Sirmaur, IIM Lucknow is now working on developing IIM Jammu and its satellite campus at Srinagar. While the PGP will continue at Jammu, Srinagar will be the hub for entrepreneurship, skill development, management development programs, and explore the possibility of installing an incubator there.

One of the key messages by Prof. Prasad was that success and achievement are very individualistic in nature and one must define them by their own parameters.

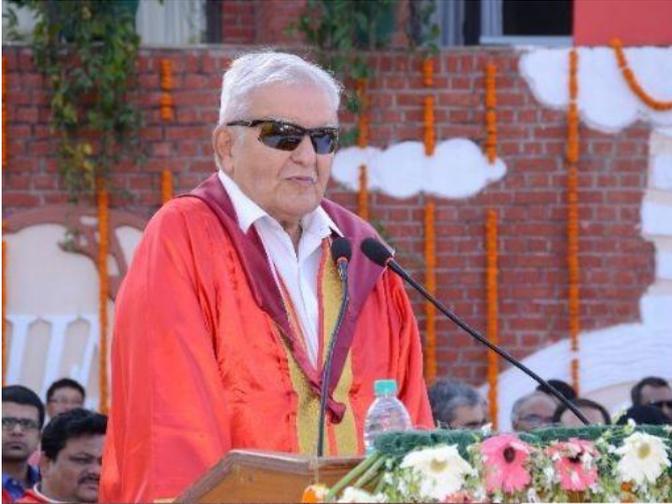
Chairman of Board of Governors of IIM Lucknow, Dr. J J Irani shared his wisdom with the graduating batch. He highlighted the role of parents in ensuring access to quality education to their wards. Sharing anecdotes about Shri JRD Tata, he concluded with the following words: "Be humble, be true, and be honest. You will have the world at your feet."

The ceremony concluded with the recitation of national anthem.



Events

Annual Convocation 2017



From the Press

Name of the Publication: Dainik Jagran

PICS: DAINIK JAGRAN-I NEXT



पल को बनाया यादगार.



मेडल पाकर खिल उठे चेहरे.



Memorable

lucknow@inext.co.in



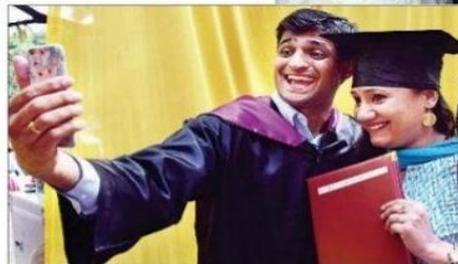
आईआईएम लखनऊ का 31वां दीक्षांत समारोह कैम्पस में आयोजित किया गया. जिसमें टॉपर्स स्टूडेंट्स ने मेडल पर कब्जा जमाकर अपनी चमक बिखेरी. इस अवसर पर चीफ गेस्ट दीप कालरा ने टॉपर्स को मेडल व डिग्री से सम्मानित किया. डिग्री मिलते ही स्टूडेंट्स के चेहरे खुशी से खिल उठे. वहीं दूसरी ओर से उनके माता-पिता इस अनमोल लम्हों को अपने कैमरों में कैद करने के लिए उत्सुक दिखें. देश के बेहतरीन शिक्षण संस्थाओं में शामिल आईआईएम से पढ़ाई पूरी करके निकलने की सफलता स्टूडेंट्स के फेस पर साफ तौर पर देखी जा सकती थी. दीक्षांत में 405 स्टूडेंट्स ने प्रोस्ट ग्रेजुएट प्रोग्राम इन मैनेजमेंट, 18 स्टूडेंट्स पोस्ट ग्रेजुएट प्रोग्राम इन एग्री मैनेजमेंट, फेलोशिप प्रोग्राम इन मैनेजमेंट में पांच, पोस्ट ग्रेजुएट प्रोग्राम इन मैनेजमेंट फॉर वर्किंग एक्जीक्यूटिव्स में 80 छात्र, इंटरनेशनल प्रोग्राम इन मैनेजमेंट ऑफ एक्जीक्यूटिव बैच में स्टूडेंट्स, पोस्ट ग्रेजुएट प्रोग्राम इन सस्टेनेबल मैनेजमेंट में 19 स्टूडेंट्स को डिप्लोमा सर्टिफिकेट दिया गया.



सेल्फी का दिखा क्रेज.



उमानों को मिली नई उम्रान



From the Press

Name of the Publication: Times of India



'40 dropped out of IIM-L as they failed to meet standards'

Times News Network

The centre will offer students of IIM-L who are unable to meet the standards of the institute to drop out of the programme. The centre will offer students of IIM-L who are unable to meet the standards of the institute to drop out of the programme. The centre will offer students of IIM-L who are unable to meet the standards of the institute to drop out of the programme.

Branded for life, students bask in grad glory

As they say goodbye, IIM passouts, parents turn nostalgic

Times News Network

For many students, the graduation ceremony is a moment of joy and pride. As they say goodbye to their alma mater, parents turn nostalgic. The ceremony is a significant event in their lives, marking the end of their undergraduate journey.

IIM gold medalist aims to be political strategist like PK

Times News Network

A gold medalist from IIM-L has expressed his ambition to become a political strategist like Prakash Khandekar. He believes that his education at IIM-L has equipped him with the necessary skills to succeed in this field.

'Instead of what I lack, I focus on my abilities'

Times News Network

A student shares his perspective on focusing on his strengths rather than his weaknesses. He emphasizes the importance of self-awareness and confidence in achieving success.

All-rounder moots dual benefit for orphans, elderly

Times News Network

A student has proposed a dual-benefit scheme for orphans and the elderly. The scheme aims to provide financial support and social services to these vulnerable groups.

PHOTOGRAPHY

A series of small photographs capturing various moments from the graduation ceremony, including students receiving diplomas and group photos.

IIM CONVOCATION



MEET THE SHINING STARS

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A list of student profiles, each accompanied by a small portrait and a brief bio. The profiles highlight the achievements and interests of various students.

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From the Press

Name of the Publication: Navbharat Times

11 को मेडल, 590 को डिप्लोमा

आईआईएम लखनऊ का 31वां दीक्षांत समारोह, चित्रा कश्यप को दो गोल्ड मेडल



आईआईएम लखनऊ के 31वां दीक्षांत समारोह में 11 छात्रों को गोल्ड मेडल दिए गए। इस दौरान मेक माइटीप के सीईओ वीप कालरा और आईआईएम के डायरेक्टर अजीत प्रसाव भी मौजूब रहे।

एनबीटी, लखनऊ: इंडियन इंस्टीट्यूट ऑफ मैनेजमेंट लखनऊ (आईआईएम) का 31वां दीक्षांत समारोह सोमवार को संस्थान परिसर में हुआ। 590 छात्रों को मैनेजमेंट डिप्लोमा दिए गए तो केवल प्रदर्शन करने वाले 11 छात्रों को 12 गोल्ड मेडल से नवाजा गया। पीवीटीएच की चित्रा कश्यप को सर्वाधिक दो गोल्ड मेडल मिले जिसमें एक बेस्ट ग्राजुएट और एक बेस्ट आईटी स्टूडेंट के लिए दिए गए।

पोस्ट ग्रेजुएट प्रोग्राम इन मैनेजमेंट गवर्नर अरोड़ा को चैयरमैन मेडल मिला। वहीं डाटाबेस मेडल पर आरजू जैन और पीवीपी चैयरमैन मेडल पर हिमांशु अरोड़ा काबिल रहे। वहीं मेमोरियल मेडल में विनयकुल बेस्ट स्टूडेंट इन आईटी मेडल और रिया खान गोल्ड मेडल फॉर बेस्ट ग्राजुएट के लिए चित्रा कश्यप को चुना गया। इतिहासकार सिंघानिया मेडल फॉर बेस्ट ऑन गवर्नर पर अद्वितीय प्रताप सिंह और बुद्धिजीव मेडल फॉर बेस्ट ऑन गवर्नर समन्ता सिंह को चुना गया।

पीवीटीएच फॉर वॉकिंग एग्जीक्यूटिव कैटेगरी में चैयरमैन मेडल जयदीप सिंह और डाटाबेस मेडल जगदीप सिंह सूरि को दिया गया। इस बार कुल 590 स्टूडेंट आईआईएम से पासआउट हुए हैं। इसमें पोस्ट ग्रेजुएट प्रोग्राम इन मैनेजमेंट के सर्वाधिक 405 स्टूडेंट शामिल रहे। पीवीपी इन एंड बिजनेस मैनेजमेंट के 18 स्टूडेंट्स, पीवीपी इन मैनेजमेंट फॉर वॉकिंग एग्जीक्यूटिव के 80, इंटरनेशनल प्रोग्राम इन मैनेजमेंट फॉर एग्जीक्यूटिव पाठ्यक्रम के 63 स्टूडेंट्स को डिप्लोमा दिए गए।

समारोह में 5 फेलो प्रोग्राम इन मैनेजमेंट से नवाबे गए। प्रतिष्ठित और जगदीप खरोटे पासआउट: पीवीटीएच के बीच में 21

नहीं बढ़ेगी आईआईएम लखनऊ की फीस

एनबीटी, लखनऊ

इंडियन इंस्टीट्यूट ऑफ मैनेजमेंट (आईआईएम) लखनऊ की फीस इस साल नहीं बढ़ेगी। सोमवार को आईआईएम की बोर्ड ऑफ गवर्नर्स की बैठक हुई। सबसे बड़ा बंट जूनीस बैचक में आईआईएम प्रशासन की ओर से 14 से 16 लाख रुपये फीस कटौती के प्रस्ताव को बोर्ड ने खारिज कर दिया।

ने बताया कि बोर्ड ने महसूस किया कि गुणवत्तापूर्ण शिक्षा सुनिश्चित फीस में नहीं चाहिए। आईआईएम का मकसद पैसा कमाना नहीं है। इसलिए आईआईएम की फीस इस साल नहीं बढ़ेगी।

बोर्ड ऑफ गवर्नर्स की बैठक, खारिज हुआ प्रस्ताव

शुरू होगा फैकल्टी रिट्रीट प्रोग्राम

बोर्ड ऑफ गवर्नर्स की बैठक में फैकल्टी रिट्रीट प्रोग्राम को भी हरी झंडी दे दी गई। इसके तहत फैकल्टी को वो से तीन दिन के लिए डेन स्टार्टिंग सेशन के लिए दूसरे शहर में भेजा जाएगा। इसके बाद जो निष्कर्ष निकालकर आएंगे, उसके आधार पर सिलेबस में बतलाव किया जाएगा। इसकाव में फैकल्टी को सिंगापुर की भेजने की बात भी, लेकिन बैठक में वेश में ही कही भेजने पर सहमति बनी है। अंतिम फैकल्टी रिट्रीट प्रोग्राम साल 2004 में हुआ था।

स्मॉल इंडस्ट्रीज डिवेलपमेंट बैंक ऑफ इंडिया की ओर से आईआईएम को 3.5 करोड़ रुपये मिले। इसके अलावा बैंकक में अपनी आईआईएम कॉन्सल्ट लखनऊ के कार्यालय पर सहमति बनी है, जो डिसेंबर में होगा। इसमें पूरे भारत के आईआईएम शामिल होंगे। पिछली बार जू जू कॉन्सल्ट ने अपनी आईआईएम कॉन्सल्ट लखनऊ में शुरू की थी।



डिप्लोमा पाने के बाद स्टूडेंट्स ने फैमिली के साथ सेल्फी भी ली।

साल की परिधि बैंक की सबसे कम उप की पासआउट रही, वहीं वॉकिंग एग्जीक्यूटिव में 27 साल के जयदीप सिंह अपने बैंक के योसेफ पासआउट

स्टार्टअप की तैयारी

मुझे अकेले-अकेले में अपना करियर बनाना है। आईवीपी कंपनी में मेरा सिलेक्शन हुआ है, जहां कुछ साल काम करने बाद पीएचडी करूंगा। मेरे पिता भी फिजिसर हैं। शायद उन्हीं से मुझे अकेले-अकेले में रुचि आई।

चित्रा कश्यप

मेरे पिता 1996 में ही गुजर गए थे। तब मैं तीन साल का था। एग्रेसिविटी विडिओ होल्डर मां इन्वेंचर ने टोपिंग कर मुझे पढ़ाया। फीस मां ने ही भरी और कभी पिता की कमी महसूस नहीं होने ली।

जगदीप सिंह

मैं वर्तमान में 'सैमसंग' में प्रोडक्ट मैनेजर हूँ और इसी में आगे भी काम करूंगा। अगर पढ़ाई पर फोकस रखेंगे तो अपने और अपने के सभी सपने पूरे कर पाएंगे।

जयदीप सिंह

आईआईएम की तैयारी कर रहे हैं या पढ़ रहे हैं, बेमिऊ करियर रखें। तैयारी में सेलेक्शन न भी हो तो निराशा होने की जरूरत नहीं, जो कर्मियां हैं, उन्हें इकसत कर फिर से तैयारी करें।

विमोक्षु अरोड़ा

पहले मैं पांच से बस साल कॉन्सल्ट सेंटर में जाब करना चाहता हूँ। इसके बाद अपना स्टार्टअप सेंट करूंगा। टाइन मैनेजमेंट और कलास में ध्यान देना सफलता का परफेक्ट मंत्र है।

राजव अरोड़ा

मेरा लक्ष्य है कि मैं सोशल आउटरीचोरिगिप में करियर बनाऊँ। पहले मैं जाब करूंगा उसके बाद तजुबा हासिल कर अपना स्टार्टअप करूंगा।

अद्वितीय प्रताप सिंह

सफलता का एक ही मंत्र है, हर रोज पढ़ो। लोग अक्सर कहते हैं कि ये भी कोई मंत्र है, ये हमको भी पता है, लेकिन सही मायनों में यह एक तरीका है, जिससे सफलता शत-प्रतिशत मिलेगी। इसका कोई शॉर्टकट नहीं।

अपनी खूबियों पर करे काम

मुझ्य अतिथि के तौर पर मैजुब रहे मेक मइटीप डॉट कॉम के सीईओ वीप कालरा ने छात्रों को सम्बोधन का मंत्र दिया। वो बताते बताते सपने जल करनीरियं पर काम करने से सफलता मिलती थी। धन चुबियों को और निखारने का वकत है। आईआईएम के डायरेक्टर अजीत प्रसाव ने कहा कि अकेले-अकेले समान हो सकते हैं पर सम्बन्धन हर किसी के लिए अलग होते हैं। इस साल से आईआईएम जन्म का थोक फैसल शीनार में लखनऊ की निगरानी में शुरू होगा। जबकि जन्म फैसल समेत रहनेवाले और काशीपुर पहले से ही आईआईएम लखनऊ के विश्व-निवेशन में चल रहे हैं। इन्स्टीट्यूट निवेशन मैनेजमेंट फैकल्टी डिवेलपमेंट सेंटर भी स्थापित कर रहा जिसमें इन मैनेजमेंट इन्स्टीट्यूट की फैकल्टी को ट्रेन करेगा। बोर्ड ऑफ गवर्नर्स के चैयरमैन जेजे इरानी ने कहा कि बेहतर इंसान बनें।



आईआईएम लखनऊ के 31वां दीक्षांत समारोह में 11 छात्रों को गोल्ड मेडल दिए गए। इस दौरान मेक माइटीप के सीईओ वीप कालरा और आईआईएम के डायरेक्टर अजीत प्रसाव भी मौजूब रहे।

From the Press

Name of the Publication: Hindustan Times

'IIM diploma is ticket for a good job'

CONVOCATION CEREMONY As many as 590 students awarded diplomas on the occasion

HT Correspondent

LUCKNOW: Pay packages are not the only criterion to measure your success. An extra Rs 10 lakh will not make a difference in life. This was the lesson on management that students graduating from the Indian Institute of Management, Lucknow (IIM-L) learnt at the 31st annual convocation on Monday. As many as 590 students were awarded diplomas on the occasion.

The aspiring managers were told to shape their career and not think too much about salaries. In his convocation address, Deep Kalra, CEO of MakemyTrip.com, said: "Know your weaknesses and play to your strengths. Be fearless. The diploma in your hand is a ticket for a good job. Till the age of 40, you don't have to fear and take risk." Kalra, who did MBA from IIMA Ahmedabad, said: "A longside success there will be occasions when you meet failure. Never fret and stay calm. Only cool-headed people can fight out severe crisis situations," he said. He said humility is a virtue that would help young managers scale new heights.

The IIM-L has been nurturing talent since 1984 and with this outgoing batch of 2017, the institute will expand its network of about 5000+ alumni who have been serving the community through contributions in various domains. Dr Ajit Prasad, director, IIM-L, highlighted the accomplishments of the Institute in the academic year 2016-2017. He mentioned that the Institute and the World Bank Group have signed an MoU to offer training programmes on the World Bank's



Students after getting the diplomas during the convocation at the IIM-L campus on Monday. HT PHOTO

procurement framework. Under this, IIM-L will offer international training programmes twice a year.

He said IIM-L, with guidance from the HRD ministry is in the process of setting up the National Faculty Management Centre (NMFMC) at its Noida campus. NMFMC will be distinctly positioned as a high quality capacity-building centre to create a suitable pool of faculty for management institutions in the country.

JJ Irani, chairman of board of governors, IIM-L, shared his wisdom with the graduating batch. He highlighted the role of parents in ensuring access to quality education to their wards. Sharing anecdotes about JRD Tata, he concluded with the following words: "Be humble, be true, and be honest. You will have the world at your feet."

LIST OF MEDAL WINNERS (PGP IN MANAGEMENT AND AGRI-BUSINESS MGMT)



Raghav Arora, 24 (in plac) bagged Chairman's Gold Medal

Arzoo Jain, 22 won Director's Medal

Himanshu Arora, 23 received PGP Chairman's Medal

Chitra Kashyap received

Reshma Sareen Memorial Medal for Best Girl Student

Chitra Kashyap got Bizkool Medal for the Best Student in Information Technology

Aditya Pratap Singh of Delhi won Hari Shankar Singhania Medal for Best All Rounder

Sonali Singh Budhiraja won Medal for Best All Rounder PGP in mgmt for working executives

Jaideep Singh won Chairman's Gold Medal

Jagmeet Singh Surt bagged Director's Medal

IN NUMBERS

- 590 students of Indian Institute of Management- Lucknow (IIM-L) received diplomas.
- 405 students were from the 31st batch of PGP in management
- 18 students from the 12th batch of PGP in Agri-business Management
- 5 students from Fellow Programme in Management (FPM)
- 80 students from 10th batch of PGP in Management for Working Executives (WMP)
- 63 students from 9th batch of International Programme in Management for Executives (IPMX) batches
- 19 students from first batch of Post Graduate Programme in Sustainable Management (PGPSM), from the Noida campus received diplomas.



Paridhi Verma with her diploma. HT

Countless memories for graduates

HT Correspondent

LUCKNOW: For students graduating from the Indian Institute of Management, Lucknow, its protective boundary walls will now become home to countless memories they made in the two years of their stay.

A few hours before the start of the 31st convocation at this B-school on Monday, many of the 435 students were seen hugging friends, taking selfies, as along with diplomas they would carry fond memories of their two-year stay on the 286-acre campus.

Divyaa Malhotra, 25, says, "IIM-L has been transformative for me. It has taught me not just on the academic front but also on the personal front. I had always considered myself an introvert. Hence, I was a bit apprehensive about this whole world of MBA. But two years later, my perspective has changed."

A resident of Delhi, she said, "The Institute has given me confi-



Students taking selfies at the 31st convocation at IIM-L. HT

dence and taught me how to respect myself, for whoever I am. Managing everything on my own, accomplishing tasks I never thought I could ever achieve, messing up (sometimes badly) and still being able to hold myself together are some of the invaluable things you can only get after going through the rigours of a management institute."

Shreshthi Agarwal, 26, is of the view that two years at IIM-L are difficult to summarise in words.

"It is an experience that transformed us from any random per-

RESEARCH CENTRE TO COME UP AT IIM-L

To promote research, IIM-L will set up a research and incubation centre on its campus soon. SIDBI has agreed to give Rs 35 crore for setting up this centre. The 15-member board of governors that met on Monday, gave its consent for this project. "Anybody who comes with a viable proposal for setting up an innovative project, the IIM-L will support that and help in transferring technology to industry," said Ajit Prasad, director of IIM-Lucknow.

No fee hike this year

The new batch of Indian Institute of Management- Lucknow will be relieved as the board of governors has decided not to increase fees for the new session. Students will pay Rs 14 lakh, which was applicable last year too. "The board felt that emphasis should be on quality education at an affordable price and the IIM-L should not be in the business of mining money by increasing fees," said Prasad.

son into a polished MBA graduate. A mid sleepless nights, unending assignments, hectic schedules, awesome flora & fauna of beautiful campus, I found myself. These two years are etched in my heart," said Agarwal, who hails from Bareilly. Another student, Jay M Shah says: "It has been a roller-coaster journey. We learnt quite

a lot, thanks to it. There was also a beautiful life beyond books. Clubs and committees constantly gave us something interesting to do in each and every sphere for holistic development," he said.

"We have an excellent sports club too. Managing hobbies with the rigours of IIM was difficult in the first year, but things got better in the second year," adds Jay.

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