



Indian Institute of Management Lucknow

Academic Activities

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Prof. Rajeev Kumra

Operations Management



Prof. Samir K. Srivastava

Strategic Management



Prof. Neeraj Dwivedi

Publication Profile

Research Publications

Papers

Srivastava, Samir K & Bansal, Sahil, 'Measuring and Comparing Volume Flexibility across Indian Firms', *International Journal of Business Performance Management*, 14(1), 2013: pp-38-51.

This paper measures and compares volume flexibility across 500 Indian firms using financial statement analysis to derive useful insights. These firms from six broad sectors were classified into three categories on basis of sales revenues. The results suggest that small firms derive their volume flexibility competitive advantage from their ability to use production technology to support output fluctuations. However, this does not enhance their financial performance. When sales demand uncertainty, technology and financial performance are measured simultaneously on a composite measure, large firms are found to be more volume flexible. Volume flexibility measures are found insignificant for sectors other than power and manufacturing. The results also indicate that inventory fluctuations are not always in line with the income and expenses for a firm. This is a unique aspect of Indian firms indicating that the inventory controls are not as strong as in developed countries.

Keywords: business performance; volume flexibility; operations strategy; supply chains; performance measurement; long-term competitiveness; India; empirical research.

Available at: <http://www.inderscience.com/info/inarticle.php?artid=50510>

Kumra, Rajeev, Agndal, Henrik & Nilsson, Ulf, 'Open book practices in buyer-supplier relationships in India', *Journal of Business & Industrial Marketing*, 27(3), 2012: pp-196-210

This paper seeks to explore how Indian buying firms practise an open book (OB) policy in supplier relationships in three industries, i.e. the vehicle industry, the construction industry and the information technology industry. It also aims to study determinants of open book practices. The results suggest that the OB policy is used by buyers for diverse purposes ranging from strategic to operational, for example value engineering at the product development stage, to ensure supplier margins, for self improvements and cost reductions, and country entry decisions. Similarly, the data shared ranged from narrow to wide in scope and scale. Suppliers' attitudes ranged from fairly neutral to very negative towards open books. Power asymmetries, the number of alternative suppliers, product performance characteristics and value, incentives offered, and buyer efforts were found to influence OB practices. The paper highlights that an OB policy can have broader applicability than recognised by many past studies and indicates that it can serve purposes of strategic decision-making. It can also be an integrated part of a buyer's risk reduction strategy. Further, the study provides specific recommendations for Indian companies with regard to the application of an open book policy.

Malik, Anjali & Kumra, Rajeev, 'Word of Mouth: A Research Agenda', *International Journal of Management Research*, 3(1), 2012: pp 58-70.

Conference/Seminar Publications

Ganvir, Manish & Dwivedi, Neeraj, 'Impact of Foreign Equity on Born Globals' -Evidence from Emerging Economy', paper presented at 'International Academy of Management and Business' (IAMB), conference held at San Antonio, Texas, USA from January 21-23, 2013. This paper won the "BEST OVERALL PAPER AWARD" at the conference

This research contributes to a better understanding of the relationship between type of foreign equity and firms' export intensity and financial performance in export oriented emerging market setting, for firms that have garnered relevant international market experience. Analysis of 172 firms from born global Indian genre having foreign equity demonstrates that the type of foreign equity is an apt determinant for the firms export intensity and financial performance. A significant negative link between export intensity and overall foreign equity for these firms is noticed. Same is observed for foreign corporate and foreign institutional investor equity. Financial performance shares a significant positive relationship with foreign corporate equity and negative relationship with Institutional equity. Key firm level differences are observed among types of foreign equity ownership for firm size, level of export intensity, ownership pattern, profitability ratios, firms' age and employee expenses. Along with decision makers, our findings also open a new platform for policy makers when interpreting how to frame policies regarding FDI and for promotion of exports among Indian Born global firms.

Key Words: Born Globals, Internationalization, Financial performance, Export intensity, Foreign Equity, Corporate, Institutional ownership

Mehra, Payal, 'Doctor Patient Gender and Interactions in a medically under-served population', paper presented in the 10th AIMS International Conference held at IIM Bangalore from January 6-9th, 2013. Paper published in the proceedings (ISBN: 978-81-924713-1-0).

Visit: <http://aims-international.org/aims10/AIMS10Proceedings/PDF/cat22.htm>

Evidence for doctor's communication style and gender differences comes mainly from the Western countries; little is known about gender differences in non western countries. This study assesses the relationship between the doctor-patient gender and in-clinic patient satisfaction in a major city of India. Women doctors were perceived to be better communicators than the male doctors. The male patient female doctor dyad was the most enriching in terms of doctor patient interaction. Waiting time and consultation length was affected by gender dyads more frequently than any other phenomenon. Consultation outcomes were influenced by the gender of the doctor than the patients.

Gupta, Kriti Bardhan, 'Value Chain Management in Food Processing: Issues and Challenges', keynote paper presented at the International Conference on Innovations in Food Processing, Value Chain Management & Food Safety, organised by the Ministry of Food Processing Industries and the National Institute of Food Technology Entrepreneurship and Management (NIFTEM) at Kundli (Haryana) from January 10-12, 2013

In this article, the value chain analysis has been performed for Indian sugar sector as an example to understand the important issues and various challenges being faced by the Indian food processing sector. The article explores the various subsystem of sugar industry like cane production subsystem (seeds, fertilizer and pesticide, fuel and power, irrigation, credit, R&D and extension), procurement subsystem (role of competing sector like gur and khandsari, harvesting and transport, cane marketing societies, fixation of cane prices), conversion subsystem (licensing and incentives for expansion/ new mills, duration of crushing season, management of human resources, technology, machinery, R&D, diversification through byproduct use, role of suppliers of capital and pollution control), and storage, distribution and marketing subsystem (PDS and levy price, free market price, storage and buffer stock management, packaging and distribution, export and import, competition from alternative sweeteners) to explore how value chain approach supported with a proper application of contract theory can help us in explaining not only the current performance of the sector but also in improving the future performance.

Other Assignments

Prof. Payal Mehra, chaired a session at the 10th AIMS International Conference held at IIM Bangalore from January 6-9th, 2013.

Prof. Kriti Bardhan Gupta co-chaired a technical session at the International Conference on Innovations in Food Processing, Value Chain Management & Food Safety, organised by the Ministry of Food Processing Industries and the National Institute of Food Technology Entrepreneurship and Management (NIFTEM) at Kundli (Haryana) from January 10-12, 2013

Management Development Programmes

Forthcoming (March - April 2013)

S.No.	Program Title	Program Director	Date	Venue
1	1 yr Part-time General Management Programme for Executives (GMPE6)1st module	Prof. Bharat Bhasker Prof. A K Sinha	March 2-10, 2013	Lucknow
2	Agribusiness Management & Marketing of Agricultural Produce of Small Farmers (for AARDO Member Countries)	Prof. Sushil Kumar Prof. Jabir Ali	March 4-10, 2013	Noida
3	Creativity and Innovation for High Performing Organizations for DRDO Scientists	Prof. Sushil Kumar	March 19-23, 2013	Lucknow
4	Communication for Leaders	Prof. Himanshu Rai	March 21-23, 2013	Lucknow
5	Management Issues for Probationary Officers of IRTS	Prof. D Tripathi Rao Prof. Satish S M	April 1-12, 2013	Lucknow
6	1 yr Part-time General Management Programme for Executives - GMPE2 4th module	Prof. B K Mohanty Prof. Rajesh K Aithal	April 13-21, 2013	Lucknow
7	1 yr Part-time General Management Programme for Executives - GMPE4 3rd module	Prof. Sanjay K Singh Prof. Payal Mehra	April 20-28, 2013	Lucknow
8	Problem Solving and Decision making using MS Excel	Prof. Pradeep Kumar Er. Vivek Gupta	April 22-24, 2013	Noida
9	Effective Contract Management and Negotiation	Prof. D S Sengar	April 25-27, 2013	Noida
10	Unravelling the Mind of the Customer	Prof. Anirban Chakraborty	April 26-27, 2013	Noida
11	Coaching and Mentoring for Effective Leadership	Prof. Pankaj Kumar Prof. Pushpendra Priyadarshi	April 29, 2013 May 3, 2013	Lucknow
12	Management Issues for IRTS Probationers	Prof. Sushil Kumar Prof. Sanjay K Singh	April 29, 2013 May 10, 2013	Lucknow

Management Development Programs

Concluded

S.No.	Program Title	Program Director	Date	Venue
1	Negotiation Skills Development	Prof. Himanshu Rai	January 3-5, 2013	Lucknow
2	General Management Programme for ISS Probationers	Prof. Bharat Bhasker Prof. Sonia	January 7-18, 2013	Lucknow
3	General Management Programme for Defence Officers	Prof. Sushil Kumar Prof. Ajay K Garg	January 7 2013 June 21, 2013	Lucknow
4	Leadeship Development	Prof. Himanshu Rai	January 10-12, 2013	Lucknow
5	1yr Part-time GMPfor Executives - GMPE3 3rd module	Prof. Pankaj Kumar Prof. Jabir Ali	January 12-20, 2013	Lucknow
6	Strategy for Effective People Management for Prosecuting Officers	Prof. R L Raina Prof. Pushpendra Priyadarshi	January 14-16, 2013	Lucknow
7	Developing Strategic Mindset	Prof. Archana Shukla	January 21-23, 2013	Noida
8	Coaching and Mentoring for High Performance for REC Executives	Prof. Pankaj Kumar Prof. Pushpendra Priyadarshi	January 21-23, 2013	Lucknow
9	Project Management in R&D Organization for DRDO Officers	Prof. Sushil Kumar (OM) Prof. K N Singh	January 21-25, 2013	Lucknow
10	Achieving Success in Rural Marketing through Distribution Excellence	Prof. Rajesh K Aithal	January 28-30, 2013	Lucknow
11	1 yr Part-time GMP for Executives - GMPE5 2nd module	Prof. Shailendra Singh Prof. Prakash Singh	February 2-10, 2013	Lucknow
12	Finance for Non-Finance Executives	Prof. Prakash Singh Prof. Ajay K Garg	February 4-8, 2013	Noida
13	Strategic use of Information Technology for ONGC Executives	Prof. A Mukhopadhyay Prof. Pradeep Kumar	February 4-8, 2013	Lucknow
14	Advance Management Programme for Sr. Executives of Power Grid Corporation of India Ltd.	Prof. Pushpendra Priyadarshi Prof. Pankaj Kumar	February 4-9, 2013	Lucknow
15	Communication & Presentation Skills for Interpersonal Effectiveness for DRDO Scientists	Prof. Archana Shukla Prof. R L Raina	February 5-9, 2013	Lucknow
16	Strategy for Effective People Management for Prosecuting Officers	Prof. Shailendra Singh Prof. Pushpendra Priyadarshi	February 11-13, 2013	Lucknow
17	Strategic Management Programme for Kotak Mahindra Bank	Prof. Pankaj Kumar Prof. Rajeev Kumra	February 11-15, 2013	Lucknow
18	Project Management	Prof. Sushil Kumar Prof. K N Singh	February 18-22, 2013	Lucknow
19	Workshop on Developing Strategic Skills	Prof. M Akbar	February 18-22, 2013	Noida
20	Successful Communication at Work, People, Process, Products	Prof. Payal Mehra	February 20-22, 2013	Lucknow

Management Development Programs**Concluded**

S.No.	Program Title	Program Director	Date	Venue
21	Certificate Programme in Business Analytics - 1st module	Prof. Amit Agrahari Prof. Atanu Chaudhuri	Febraury 20-24, 2012	Lucknow
22	General Management Progrmame for Executives through Virtual Class Room (Reliance) - 2nd on-campus module	Prof. Arunabha Mukhopadhyay Prof. Atanu Chaudhuri	Febbruary 28, 2013 March 2, 2013	Lucknow

Events

Republic Day Celebrations



Events

Manfest 2013 - The Annual Business Conclave of IIM Lucknow



Manfest 2013 - The Annual Business Conclave of IIM Lucknow

