



COMMUNIQUE

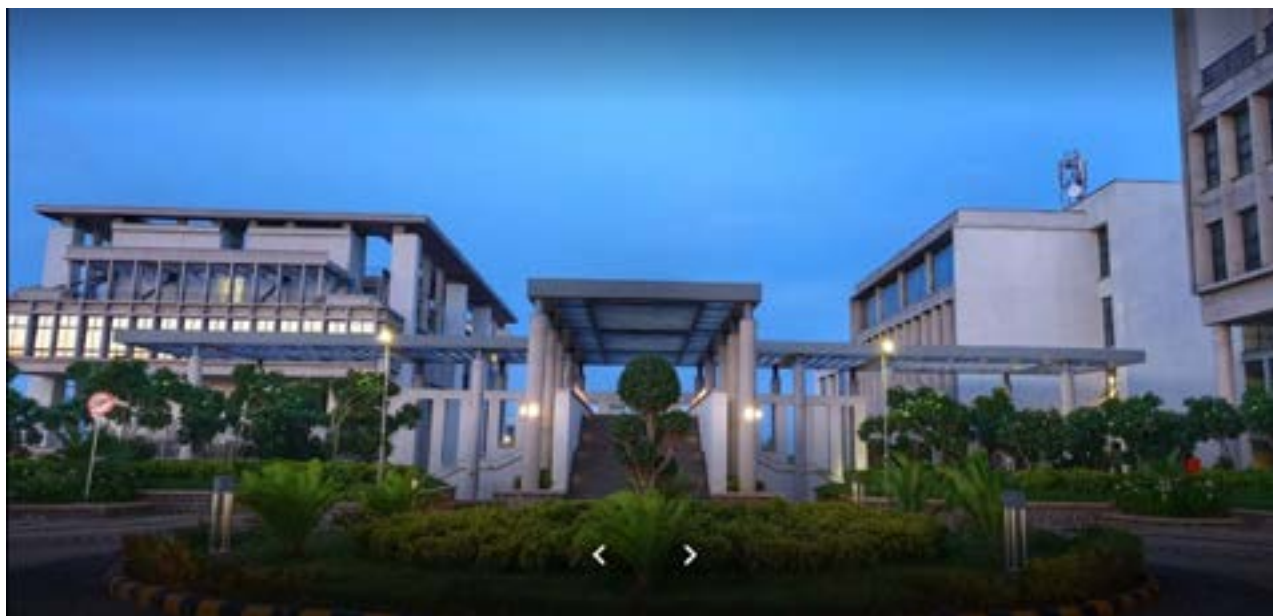
Indian Institute of Management Raipur's Newsletter

"Management Capacity Building & Digital Pedagogy"

A three-days online "Management Capacity Building & Digital Pedagogy" programme was successfully conducted during 09-11th July 2020 for Rajiv Gandhi Proudlyogiki Vishwavidyalaya by Indian Institute of Management Raipur.

The themes covered in this programme were Ice-Breaking & Inventorying of Expectation; Technological Disruptions and Higher Education; Perspectives in Online Teaching; Leadership in Academic Institution; Flipped Classroom: Technology & Paradigms & Best Practices for Successful Flipped Classrooms; Pedagogical Tools; Writing Research Papers & Publishing Research Papers in Impact Factors Journals; Emotional Intelligence: Building the Connect & Developing Interpersonal Relations.

Prof. Bharat Bhasker, Director, IIM Raipur; Prof. Sanjeev Prashar, Dean, Academics; Prof. Sumeet Gupta; Prof. Satyasiba Das; Prof. Mohit Goswami; Prof. Anubha Dadhich were the resource persons in this programme.



In Inner Pages

- ❑ Faculty Publications
- ❑ Other Assignments & Talks Delivered
- ❑ Leadership Talk Webinar Series
- ❑ Executive Education & Consultancy (EE&C)
 - ❑ E-Learning Programme
 - ❑ Faculty Development Programme (FDP)/
Management Development Programme (MDP)
- ❑ IIM Raipur in Media

Faculty Publications

Saini, D. (2020). Does Mindfulness & Happiness Predict Job Satisfaction among Indian Employees? *Indian Journal of Industrial Relation*, 56(1), 144-156.

Abstract: Management literature is increasingly preoccupied with the studies on psychological stances and related emotional concepts. Studies on issues such as mindfulness have therefore recently gained momentum. Previous studies in mindfulness suggested that through increased mindfulness, employees in organizations exhibit better job outcomes. In the last few decades, considerable research has focused on the effects of mindfulness on job performance in different parts of the world. Nonetheless, there is a gap considering Indian environment. This study investigates the inter- active effects of mindfulness and happiness in the workplace on a sample of 101 employees in North India. Results suggest a partial interaction effect of mindfulness and happiness on employee job satisfaction. Mindfulness and happiness were seen as significant predictors of employee satisfaction in the Indian context.



Prof. Damini Saini
Assistant Professor

Book Chapter

Saini, D., & Agarwal, J. (2020). Leadership to Cultivate the Circular Economy. In *Handbook of Research on Entrepreneurship Development and Opportunities in Circular Economy* (pp. 554-565). IGI Global.

Abstract: A business meets the need of the present world and the environment without compromising the requirement of the current scenario, that is, sustainability of the resources. Everyone affects the sustainability of the marketplace and the Earth in some way or another. Sustainable development within a business is able to create value for customers, investors, and the environment. This naturally involves taking a long-term perspective and balancing economic, environmental, and social impacts of business. In today's business environment, it is highly important that organizations develop and adhere to the appropriate policies and systems that create a sustainable future for the world. The purpose of this chapter is to highlight the circular economy and the critical role leadership will play in it. The authors describe the circular economy and its major concepts and approaches along with its background. Further, the major challenges and encounters of leadership in a circular economy are also discussed.



Prof. Mohit Goswami
Assistant Professor

Goswami, M., De, A., Habibi, M. K. K., & Daultani, Y. (2020). Examining freight performance of third-party logistics providers within the automotive industry in India: an environmental sustainability perspective. *International Journal of Production Research*, 1-28. DOI: <https://doi.org/10.1080/00207543.2020.1756504>

Abstract: The purpose of this study is to examine relationships between measures of sustainable freight transport performance (in the context of mid-sized third-party auto components' logistics players) with the associated externalities and firms' intrinsic characteristics when information exchange occurs between logistics firms and the auto manufacturer. Employing a survey-based research methodology, appropriate data were collected for a number of third-party logistics players, thus yielding a total of 708 responses from the operational managers of these firms. The research construct was validated through a rigorous procedure involving measurement and structural equation model. From a theoretical

perspective, the results of this study provide evidences supporting systemic relationships between internal enablers of the logistics firms and externalities in the backdrop of environmental sustainability. Major findings indicate that transportation planning and distribution network and, commodity considerations backed by top management support can further environmental performance. Further, we also find evidence that effective transport planning and distribution network design used in conjunction with commodity considerations can be a source of sustainable supply chain

performance. By bridging the literature pertaining to environmental sustainability, information exchange, and pertinent external/internal nuances of logistics firms, this study reveals novel findings that can help logistics players streamline operations focused at achieving environmental sustainability performance.

De, S. J., & Imine, A. Consent for targeted advertising: the case of Facebook. *AI & Society*. DOI: 10.1007/s00146-020-00981-5

Abstract: The EU General Data Protection Regulation (GDPR) recognizes the data subject's consent as one of the legal grounds for data processing. Targeted advertising, based on personal data processing, is a central source of revenue for data controllers such as Google and Facebook. At present, the implementation of consent mechanisms for such advertisements are often not well developed in practice and their compliance with the GDPR requirements can be questioned. The absence of consent may mean an unlawful data processing and a lack of control of the user (data subject) on his personal data. However, consent mechanisms that do not fully satisfy GDPR requirements can give users a false sense of control, encouraging them to allow the processing of more personal data than they would have otherwise. In this paper, we identify the features, originating from GDPR requirements, of consent mechanisms. For example, the GDPR specifies that a consent must be informed and freely given, among other requirements. We then examine the Ad Consent Mechanism of Facebook that is based on processing of user activity data of Facebook Company Products provided by third parties with respect to these features. We discuss to what extent this consent mechanism respects these features. To the best of our knowledge, our evaluation of Facebook's Ad Consent Mechanism is the first of its kind.



Prof. Sourya Joyee De
Assistant Professor

De, S. J., & Shukla, R. Privacy policies of e-governance initiatives: Evidence from India. *Journal of Public Affairs*. DOI: <https://doi.org/10.1002/pa.2160>

Abstract: Government of India has introduced several digital services under the Digital India campaign, for achieving higher-order excellence in e-governance. While these services help in digital empowerment of the citizens, they also process huge amounts of personal data. In a developing country, where citizens' awareness about privacy problems is poor and no comprehensive data protection framework are in place, this is an alarming concern as unfair personal data processing without sufficient data protection measures can inflict severe privacy harms such as identity theft, discrimination, and surveillance. A privacy policy is a standard method for informing users about data handling practices of digital service providers and is meant to increase transparency and hence, user's trust on service providers. With this background, in this paper, (1) we identify, based on international and national legal standards, a list of best practices that a comprehensive privacy policy must follow in order to be accessible and informative to the users of digital services in India; (2) with respect to these best practices, we evaluate the privacy policies of two prominent digital services in India, (a) for financial inclusion, Bharat Interface for Money (BHIM) and (b) for aggregation of e-governance services, Unified Mobile Application for New-Age Governance, and observe that most of the best practices are not met by these; (3) we interviewed BHIM users using a semistructured interview guide, primary observations from which concur with our observations from (2) that there remain scopes of improvement in BHIM's privacy policy; (4) we conclude that (a) missing information in privacy policies can signify deeper problems in the data protection mechanisms of digital services and these need to be identified, (b) users tend to trust applications provided by government based on the assumption that it will not misuse their personal data. This trust can be further enhanced by suitable actions from the government in improving the privacy policies of its e-services, (c) extensive studies are needed to find out suitable designs of privacy policies and modes of generating privacy awareness for the large and extremely diverse beneficiaries in India.



Prof. Sumeet Gupta

Professor

Mittal, S., Sengupta, A., Agrawal, N. M., & Gupta, S. (2020). How prosocial is proactive: Developing and validating a scale and process model of knowledge-based proactive helping. *Journal of Management & Organization*, 26 (4), 625-650.

Abstract: The knowledge exchanges literature considered all types of knowledge exchanges as reactive. The present study develops the conceptual framework and the measure of knowledge-based proactive helping that was missing in earlier literature. The measure was validated across multiple population. Proactive helping was manifested in the scale items effectively, to the extent that at first, initially chosen five dimensions merged to form two factors: professional development and problem mitigation and; subsequent analysis revealed that the factors represented the same underlying construct of proactive helping. The nomological network, a process model highlighting the psychosocial causes and benefits of proactive helping based upon social exchange theory and social motivation theory was also proposed. The significance of the study was in bringing the prosocial, proactive exchanges at the forefront of knowledge exchanges, which predominantly focussed on reactive exchanges.

Pandey, V., Gupta, S., & Chattopadhyay, M. (2020), A framework for understanding citizens' political participation in social media, *Information Technology & People*, 33 (4), 1053-1075.

Abstract: The purpose of this paper is to explore how the use of social media by citizens has impacted the traditional conceptualization and operationalization of political participation in the society. This study is based on Teorell et al.'s (2007) classification of political participation which is modified to suit the current context of social media. The authors classified 15,460 tweets along three parameters suggested in the framework with help of supervised text classification algorithms. The analysis reveals that Activism is the most prominent form of political participation undertaken by people on Twitter. Other activities that were undertaken include Formal Political participation and Consumer participation. The analysis also reveals that identity of participant does not play a classifying role as expected from the theoretical framework. It was found that the social media as a platform facilitates new forms of participation which are not feasible offline. The current work considers only the microblogging platform of Twitter as the data source. For a more comprehensive insight, analysis of other social media platforms is also required. To the best of the authors' knowledge, this is one of the few analyses where such a large database covering multiple social media events has been created and analysed using supervised text classification algorithms. A large proportion of previous studies on social media have been based on case study and have limited analysis to only a particular event on social media. Although there exist a few works that have studied a vast and varied collection of social media data (Gaby and Caren, 2012; Shirazi, 2013; Rane and Salem, 2012), such efforts are few in number. This study aims to add to that stream of work where a wider and more generalized set of social media data is studied.

Chen, Y., Lu, Y., Gupta, S., & Pan, Z. (2020). Understanding "window" shopping and browsing experience on social shopping website: An empirical investigation, *Information Technology & People*, 33 (4), 1124-1148.

Abstract: Purpose: Social shopping website (SSW) introduce the social side into the shopping process, thus making "window" shopping or browsing more interesting for customers. The purpose of this paper is to investigate customer online browsing experience and its antecedents (i.e. information quality and social interaction) and consequences (i.e. urge to buy impulsively and continuous browsing intention) in the context of SSW. A survey questionnaire was distributed to visitors of online SSW to collect data, and partial least squares technology was used to test the research model. The results of this study reveal that three types of web browsing, namely, utilitarian browsing, hedonic browsing and social browsing, take place in a SSW. The unique factors of SSW, namely, the quality of user generated contents and social interaction are critical for facilitating customers' browsing experiences. Furthermore, the findings reveal that hedonic browsing experience is found to be the most salient factor influencing customers' urge to buy impulsively and continuance intention. The findings suggest that practitioners, such as designers and managers of SSW should give special attention to the benefits of browsing activity to convert web browsers into impulse purchasers and increase customers' loyalty. Moreover, they should focus on improving the quality of user generated content and pay more attention to support and encourage social interaction to enhance browsing experiences on a SSW. Existing studies about browsing behavior mostly focus on traditional online e-commerce website. This study represents the first step toward understanding browsing activity on SSW. Moreover, prior studies mainly focused on utilitarian and hedonic browsing experience; however, there is a lack of research on social browsing experience. The current study attempts to fill this research gap.

Zhang, H., Gupta, S., Sun, W., & Zou, Y. (2020). How social-media-enabled co-creation between customers and the firm drives business value? The perspective of organizational learning and social Capital. *Information & Management*, 57 (3), 103200.

Abstract: Contemporary business organizations are increasingly turning their attention to value co-creation using social media between individual customers and business organizations in the process of new product development (NPD). However, little is known about the mechanisms underlying social-media-based customer-firm co-creation and their implications for business value in NPD. To address this knowledge gap, this study develops a model from the perspective of organizational learning and social capital to examine how the social-media-based customer-firm co-creation mechanism conceptualized as the structural, cognitive, and relational dimension of social capital influences the first-order knowledge outcome (knowledge transfer effectiveness) and second-order dynamic capability outcome (absorptive capacity), and how these co-creation outcomes ultimately influence organizational performance. The model is tested using survey data from 149 Chinese mobile application developers. The results indicate that social-media-based structural, cognitive, and relational linkage, in particular the structural linkage, is an important co-creation mechanism to improve organizational performance. Knowledge transfer effectiveness and absorptive capacity have significant mediating effects in this co-creation mechanism-outcomes-performance framework. Further, the moderating effects of social media use level on the relationships between co-creation mechanism and outcomes are largely supported. The study contributes to theory and practice by shedding light on the social-media-based customer-firm co-creation in NPD at a process level.



Prof. Yogesh Chauhan
Assistant Professor

Chauhan, Y., Campus, G. E. C., Mishra, A. K., & Spahr, R. W. Stock Pledging and Firm-risk: Evidence from India. *Financial Management*. DOI: <https://doi.org/10.1111/fima.12326>.

Abstract: Pledging of personally held common stock is widespread in India, where pledging often serves as lender collateral for large shareholder and promoter personal debt acquisitions. This practice is exacerbated by high ownership concentrations in India, as promoters, often firm founders, control, on average, 51% of their firms' equity. We examine promoter stock pledging impacts on stock volatility, capital investment decisions, and firm performance, using a sample of 1,452 Indian firms. We find that pledging relatively large proportions of outstanding shares and substantial proportions of shares held by promoters exacerbates stock volatility, fosters lower-risk capital investments, adversely affects firm values, and impedes longer-term performance.

Indian Institute of Management Raipur
to soon commence admission process for
eMBA (Executive Masters in Business Administration)
Tentatively starting in December 2020/January 2021

Program Features

- ✓ 2 years program having primarily online mode of delivery
- ✓ 2 campus visits of 5 days each towards the start and end of program
- ✓ Contemporary course design with focus on modern day industrial and economic challenges
- ✓ General Management as well as Specialization orientation

Eligibility

- Minimum of two years of managerial/entrepreneurial/professional experience as on January 2021.
- Bachelor's degree with minimum 50% at degree level.

Admissions

- Based on IIM Raipur's executive entrance
- Check IIM Raipur's website regularly for admission notification

Other Assignments & Talks Delivered

- Prof. Bharat Bhasker, Director, IIM Raipur was one of the key speakers in the episode of 'Wednesday Wisdom' hosted by BW Education in Association with BW Businessworld on July 08, 2020. The topic of the episode was 'Future of Business Schools: What Will It Be, Implications on Curriculum'. Prof. Bhasker stated, "Education was adapting to technologies at a much slower pace, but this event has accelerated the same." He highlighted the positive impact of the pandemic in B-Schools and also spoke about the democratization of education.
- Prof. Bhasker shared his insightful thoughts in a Panel Discussion on 'Post Covid-19 Impact on Academia & Industry' hosted by IIT Roorkee on July 12, 2020.
- Prof. Bhasker delivered his views on Interest of Youth in Management Education in a special program hosted by All India Radio Raipur on July 20, 2020.
- Prof. Bhasker delivered a lecture on topic "Imperative of Adapting Industry 4.0 Technology by MSMEs" in a webinar organised by All India Management Association (AIMA), Lucknow Chapter on July 21, 2020.



Prof. Bharat Bhasker
Director

- Prof. Bhasker shared his insightful thoughts on New Education Policy in a TV discussion by Jantantra TV on July 31, 2020.

14th Annual ISDSI Conference (27-30 December 2020)

Organized by
The Centre for Digital Economy

Key Organizers:

Prof. Bharat Bhasker, Director, IIM Raipur

Prof. Satyasiba Das, Chairman, International Relations & Placements

Prof. Sumeet Gupta, Chairman, Computer Center & IT Services & Head, Centre for Digital Economy

Conference Highlights:

- Doctoral Colloquium
- Paper Development Workshop
- Professional Development Workshops
- Advanced Management Program: Building Digital Ecosystems
- Curriculum Design Studio
- Advanced Methodology Master Classes
- International Networking
- Director's Panel & Awards

Key Deadlines:

- Abstract Submission: 30 July 2020
- Proposal Submission for DC: 30 August 2020
- Expression of Interest in PDWs: 30 September 2020
- Full Paper Submission (PDW-DC): 15 October 2020
- Conference Registration: 15 September 2020

Detailed information & Submission Centre: <https://dsiindia.org>

Leadership Talk Webinar Series

FUTURE OF WORK: WORKPLACE TRENDS EMERGING FROM COVID-19

WEBINAR BY



MS. MEGHA GUPTA
HUMAN RESOURCES DIRECTOR
FISERV

JUL 31ST 2020 | 4.30 PM

Ms. Megha Gupta, Human Resources Director, Fiserv delivered a guest lecture to IIM Raipur students on July 31, 2020. The topic of the webinar was "Future of Work: Workplace Trends Emerging from COVID-19".

DIGITAL EMPLOYEE EXPERIENCE

WEBINAR BY



MR. ARUN KUMAR THUYAMANI
HR LEADER
SODEXO

JUL 30TH 2020 | 4.30 PM

The Indian Institute of Management Raipur hosted Mr. Arun Kumar T., HR Leader, Sodexo, in its leadership talk webinar series held on July 30, 2020. He interacted the students on a topic "Digital Employee Experience".

EMPLOYEE MANAGEMENT AND MOTIVATION DURING THE COVID ERA

WEBINAR BY



MR. KAMAL K
DELIVERY HEAD - INDIA
MEERO

JUL 29TH 2020 | 2.30 PM

Mr. Kamal K., Delivery Head - India, Meero interacted with IIM Raipur students as a guest speaker on July 29, 2020 on a topic "Employment Management and Motivation during the COVID Era". It helped the students in understanding the strategies of coping with change and driving the organizational culture during the times of uncertainty.

ADVERTISING AND MARKETING STRATEGY IN THE AGE OF SOCIAL DISTANCING

WEBINAR BY



MR. ANIRBAN ROY
HEAD OF PLANNING
OGILVY (SOUTH)

JULY 26TH 2020 | 3 PM

Mr. Anirban Ray, Head of Planning, Ogilvi (South), delivered guest lecture to IIM Raipur students on July 26, 2020. The topic of the webinar was "Advertising and Marketing Strategy in the Age of Social Distancing".

INCREASING PERFORMANCE AND PROFITS THROUGH EMPLOYEE ENGAGEMENT

WEBINAR BY



MR. ASHOK RAMACHANDRAN
CEO & PRESIDENT
SCHINDLER INDIA



JULY 25TH 2020 | 2 PM

The Indian Institute of Management Raipur hosted Mr. Ashok Ramchandran, CEO & President at Schindler India for its leadership talk guest series on July 25, 2020. He addressed the students on "Increasing Performance and Profits through Employee Engagement"

HOW TO DEAL WITH COVID-19 IMPACT ON PLACEMENTS IN B-SCHOOLS

WEBINAR BY



MR. SRINIVAS REDDY P
DIRECTOR - HUMAN RESOURCES
METLIFE



JULY 18TH 2020 | 4 PM

Mr. Srinivas Reddy P., Director-Human Resources, MetLife interacted the IIM Raipur students as a guest speaker in a leadership talk on July 18, 2020. He delivered a lecture on "How to deal with COVID-19 Impact on Placements in B-Schools."

DEVELOPING SKILLS FOR THE FUTURE

WEBINAR BY



MR. ATULAYA GOSWAMI
HR HEAD - INDIA REGION
UPL LTD

JULY 18TH 2020 | 10 AM

Mr. Atulaya Goswami, HR Head India Region at UPL Ltd. addressed the IIM Raipur students as guest speaker on July 18, 2020. The topic was "Developing Skills for the Future".

BUSINESS STRATEGY vs IMPLEMENTATION STRATEGY AND EXECUTION

WEBINAR BY



MR. DARSHAN GODBOLE
CEO
WENGER & WATSON

JUNE 16TH 2020 | 2:45 PM

The Indian Institute of Management Raipur hosted Mr. Darshan Godbole, CEO - Wenger & Watson Inc, as a guest speaker for leadership talk webinar series on June 16, 2020 on topic "Business Strategy vs Implementation Strategy & Execution".

Executive Education & Consultancy (EE&C)

● E-Learning / Online Courses

Current Programme under E-Learning

S. No.	Course Title	Commenced On	Programme Faculty (Dr./Prof.)
1.	Executive Certificate Program in General Management	January 19, 2020	Rashmi Shukla & Ankita Chhabra

E-Learning Programme concluded in July 2020

S. No.	Course Title	Commenced On	Concluded On	Programme Faculty (Dr./Prof.)
1.	Advance Corporate Finance and Risk Management – Batch-II	January 12, 2020	July 05, 2020	Vinay Goyal & Yogesh Chauhan
2.	Data Science and Machine Learning in R and Python	February 09, 2020	July 12, 2020	Sumeet Gupta & Gopal Kumar

● Faculty Development Programme (FDP)/ Management Development Programme (MDP)

S.No.	Course Title	Commenced On	Concluded On	Programme Faculty (Dr./Prof.)
1.	Management Capacity Building Program (For PG Students) for RGPV Bhopal	July 15, 2020	July 17, 2020	Bharat Bhasker, Jagrook Dawra, Satyasiba Das, Vinay Goyal, Manojit Chattopadhyay, Sumeet Gupta, Sanjeev Prashar
2.	Capacity Building & Digital Pedagogy Training (For Supporting Staff) for RGPV Bhopal	July 20, 2020	July 22, 2020	Anubha Dadhich, Archana Parashar, Bharat Bhasker, PRS Sarma, Sanjeev Prashar, Satyasiba Das, Sumeet Gupta, Vinay Goyal
3.	One Day Event for Female Faculties on “Capacity Building” for RGPV Bhopal	July 24, 2020	July 24, 2020	Anubha Dadhich, Bharat Bhasker, Sanjeev Prashar, Sumeet Gupta



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