



COMMUNIQUE

Indian Institute of Management Raipur's Newsletter



IIM Raipur is ranked 02nd among top Government b-schools in CSR-GHRDC Rankings India's Best B-Schools Survey 2021



A moment of Great pride for us!!

IIM Raipur inaugurated its Blended Mode Executive Post Graduate Program in Management (ePGP)

Indian Institute of Management Raipur inaugurated its second batch of Executive Post Graduate Program in Management (ePGP) on 7th November 2021 in a live virtual mode. The blended mode ePGP program have two campus immersion of five days each, while the rest of the classes would be in a live online interactive mode.

Prof. Mohit Goswami, Chairman (ePGP) welcomed the ePGP students and discussed the key aspects of the program. Prof. Goswami also introduced the faculty members of IIM Raipur who would be driving the ePGP program.

Prof. M. Kannadhasan, Chairman (Admission) introduced the batch profile. A total of 211 students are part of ePGP 2021-23 batch. The average age of the batch is 35 years. The batch has participants from leading and diverse organizations such as Indian Army, Oracle,

Uber, General Electric, L&T, TCS, SBI, IBM, Coal India, and Siemens to name a few. Prof. M. Kannadhasan also briefed about the admission pro-

cess for the ePGP program. The program had got overwhelming response in terms of hundreds of applications from both India and abroad. The ePGP program has participation also from International candidates as well.



cess for the ePGP program. The program had got overwhelming response in terms of hundreds of applications from both India and abroad. The ePGP program has participation also from International candidates as well.

Prof. Sanjeev Prashar, Dean (Academics), IIM Raipur welcomed the students. He set the expectations from students. He also urged the students to constantly expand their envelope of knowledge and wisdom.

Prof. Bharat Bhasker, Director IIM Raipur in his welcome address talked about challenges associated with prevailing business climate in particular adoption of digital economy and being part of the workforce of the future. He emphasized that working professionals need to constantly reinvent themselves for flourish in the knowledge economy.

The inaugural program concluded with vote of thanks by Prof. Mohit Goswami where he thanked to everyone concerned including support staff from ePGP program office, IT team and administration.

In Inner Pages

- ❑ Faculty Publications
- ❑ Students' Achievement
- ❑ Celebration of Constitution Day
- ❑ Executive Education & Consultancy (EE&C)
 - ❑ E-Learning/ Online Programme
 - ❑ Management Development Programme (MDP)
 - ❑ Faculty Development Programme (FDP)
- ❑ IIM Raipur in Media
- ❑ Forthcoming ICDE 2021

Our Vision & Mission



“To become a premier management institution that inspires thought leadership through scholarship and teaching by incorporating an ethos of inquiry, consciousness, and innovation”



“To provide a learning centric environment that nurtures management thought through research and practice to create future leaders”

Faculty Publications

Jain Kamal Kishore. Unlock the potential of six honest serving men, *ET HRWorld*, 7th November 2021. <https://hr.economicstimes.indiatimes.com/news/trends/leadership/unlock-the-potential-of-six-honest-serving-men/87562573>

Abstract: When businesses were not operating in a highly disruptive environment, one could survive using the skill of advocacy. However, the current business environment needs leaders and managers with inquiry skill.



Prof. Kamal K Jain
Visiting Professor



Prof. Mohit Goswami
Assistant Professor

Goswami, M., & Daultani, Y. (2021). Make-in-India and Industry 4.0: technology readiness of select firms, barriers and socio-technical implications. *The TQM Journal*. DOI: <https://doi.org/10.1108/TQM-06-2021-0179>

Abstract: In this research, the emphasis is multifold. First objective is to study differences amongst India’s Make-in-India, Germany’s Industry 4.0 and China’s Made-in-China 2025 on a macro level. Second objective is to identify where individual industry segments out of the five broad segments (prioritized by Make-in-India initiative) represented by ten firms in India stand in terms of adoption of Industry 4.0 technologies. Third objective is to identify key barriers for each of these five industry segments. Socio-technical interventions are also proposed aimed at faster adoption of Industry 4.0 technologies. A mixed methodological approach is followed to achieve the research objectives. First, for the macro-level comparison of three pertinent countries, extant research and industry literature have been relied upon.

Thereafter, at a micro level, inputs from experts belonging to focal sectors are included in this study to ascertain the current level of readiness of adoption of Industry 4.0 technologies and the barriers to adoption. Finally, the authors argue for and propose some socio-technical interventions that are aimed at mitigation of barriers for adoption of Industry 4.0 technologies.

Manupati, V. K., Schoenherr, T., Subramanian, N., **Ramkumar, M.**, Soni, B., & Panigrahi, S. (2021). A multi-echelon dynamic cold chain for managing vaccine distribution. *Transportation Research Part E: Logistics and Transportation Review*, 156. DOI: <https://doi.org/10.1016/j.tre.2021.102542>



Prof. M. Ramkumar
Assistant Professor

Abstract: While cold chain management has been part of healthcare systems, enabling the efficient administration of vaccines in both urban and rural areas, the COVID-19 virus has created entirely new challenges for vaccine distributions. With virtually every individual worldwide being impacted, strategies are needed to devise best vaccine distribution scenarios, ensuring proper storage, transportation and cost considerations. Current models do not consider the magnitude of distribution efforts needed in our current pandemic, in particular the objective that entire populations need to be vaccinated. We expand on existing models and devise an approach that considers the needed extensive distribution capabilities and special storage requirements of vaccines, while at the same time being cognizant of costs. As such, we provide decision support on how to distribute the vaccine to an entire population based on priority.

We do so by conducting predictive analysis for three different scenarios and dividing the distribution chain into three phases. As the available vaccine doses are limited in quantity at first, we apply decision tree analysis to find the best vaccination scenario, followed by a synthetic control analysis to predict the impact of the vaccination programme to forecast future vaccine production. We then formulate a mixed-integer linear programming (MILP) model for locating and allocating cold storage facilities for bulk vaccine production, followed by the proposition of a heuristic algorithm to solve the associated objective functions. The application of the proposed model is evaluated by implementing it in a real-world case study. The optimized numerical results provide valuable decision support for healthcare authorities.

Choudhary, N. A., **Ramkumar, M.**, Schoenherr, T., & Rana, N. P. (2021). Assessing Supply Chain Resilience During the Pandemic Using Network Analysis. *IEEE Transactions on Engineering Management*. DOI: 10.1109/TEM.2021.3124027

Abstract: Disruptions induced by the COVID-19 pandemic have wreaked havoc in supply chain networks. To gain an understanding of the dynamics that had been at play, we construct a real supply chain network (scale-free) based on a seed firm (Apple), its customers, and its first- and second-tier suppliers, yielding a network of a total of 883 firms. We then use visualization to derive insight into various network characteristics and develop an agent-based model to capture the disruption of the network over a period of 400 days from the onset of the pandemic. The disruptions experienced by firms depend on the stringency of measures taken to curb the pandemic in their respective countries and the severity of disruptions experienced by suppliers in a specific region. We specifically find that spatial complexity, degree centrality, betweenness centrality, and closeness centrality have changed significantly throughout our observation period. We thus subsequently theorize on the influence of some of these characteristics on supply chain resilience (SCRes), and through our empirical tests, we find that, at the network level, Average degree and spatial complexity significantly influence SCRes. At the firm-level, we find that powerful firms within the network influence SCRes based on their betweenness centrality and closeness Centrality. Implications for managerial practice and academic research are discussed.



Prof. Rajesh Pathak
Assistant Professor

DasGupta, R., & **Pathak, R.** (2021). Role of educational, regional and religious attributes of CEOs in performance of Indian family firms. *International Journal of Managerial Finance*. DOI: <https://doi.org/10.1108/IJMF-06-2021-0268>

Abstract: Purpose – The authors investigate whether community-based CEO's attributes, particularly educational attainment, regional and religious affiliation, are direct antecedents of performance in family-controlled Indian firms. The authors further examine whether CEO's education moderates the linkage of firm performance with regional and religious affiliation. **Design/methodology/approach** – The authors employ pooled Ordinary Least Square with fixed effects and Fama-Macbeth regression techniques to test their hypotheses. **Findings** – The results reveal that firms with post-graduate CEOs in business and firms with doctorate CEOs, significantly outperform peer firms. The authors also find that CEOs from northern India outperform peer CEOs consistently which emanates from the risk-taking differentials of CEO's across regions. Hindu CEOs also deliver superior return on assets. However, CEO's educational attainment moderates the influence of regional and religious affiliations. **Originality/value** – This study is unique as it contributes on the role of regional affiliation of top executives in determining performance which almost remains unexplored in existing literature.



Prof. Sanjeev Prashar
Professor

Salagrama, R., Prashar, S., & Sai Vijay, T. (2021). Do customers exhibit gratitude after service recovery? Understanding the moderating role of relationship type. *Service Business*, 1-23. DOI: <https://doi.org/10.1007/s11628-021-00468-3>

Abstract: The study investigates how customers in exchange and communal relationships differ in evaluating the recovery efforts of service providers after a service failure. This research addresses the literature gap by examining specific antecedents, leading to the discrete emotion—gratitude and word of mouth. A 2 (relationship norm types: exchange vs communal) × 2 (perceived effort: low vs high) × 2 (outcome desirability: low vs high) between-subjects factorial design experiment was developed for data collection. The results suggest that perceived effort and outcome desirability significantly influence gratitude. However, exchange and communal customers' perceived effort differs in low and high desirability situations.



Kumar, Sushant., Jebarajakirthy, C., & Das, M. (2021). Building trust among channel members via power sources. *Journal of Business & Industrial Marketing*. DOI: <https://doi.org/10.1108/JBIM-04-2021-0210>



Prof. Sushant Kumar
Assistant Professor

Abstract: Building on encapsulated interest account and motivated cognition account, this study aims to investigate how channel members extend trust in a channel leader when the channel leader applies various non-coercive power sources (e.g. referent, expert, legitimate and reward power). Besides, the study explored the changes in channel members' trust in a channel leader when each non-coercive power source is coupled with coercive power sources. Using survey items from previously validated scales, the study collected responses from 237 channel members of 3 paint distribution channels in India. Data were analysed using structural equation modelling and multi-group moderation analysis techniques. Findings indicated that expert and reward power sources enhance trust in channel leaders while affective commitment mediates the effects of all the non-coercive power sources on trust. Further, coercive power weakens the effects of expert power on trust. The study is based on a cross-sectional survey and confines to the paint industry in India. Replicating this study in other countries and industries will better generalise the study's findings. The study recommends that channel managers use power sources to build trust in channel leaders. Consequently, they will be able to emphasise those specific power sources while developing channel management strategies. The study contributes to a greater understanding of the power-trust relationship.



Students' Achievement



Siddesh P.
PGP 2020-22 Batch

Indian Institute of Management Raipur is immensely proud of its student Siddesh P. from PGP 2020-22 batch for winning the prestigious OPJEMS 2021 Scholarship by the O.P. Jindal group.

The OPJEMS Scholarship is aimed at promoting academic and leadership excellence and are awarded to meritorious students who emulate the vision and values of Shri O. P. Jindal and have the potential to become leaders in entrepreneurial excellence and innovation.



Celebration of Constitution Day



Indian Institute of Management Raipur celebrated Constitution Day on 26th November 2021. The Constitution preamble was administered by Prof. Bharat Bhasker, Director, IIM Raipur to faculty, officers and staff.



Executive Education & Consultancy (EE&C)

Current E-Learning / Online Programme

S. No.	Programme Name	Commenced on	Programme Faculty (Dr./Prof.)
1.	One Year Executive Certificate Programme in Senior Management-I	June 20, 2021	Sanjeev Prashar Satyasiba Das
2.	Post Graduate Executive Certification in General Management-III	July 18, 2021	Shalabh Singh Arunima Shah
3.	Executive Certificate Programme in Applied Financial Risk Management-II	August 07, 2021	Yogesh Chauhan Nemiraja Jادیappa
4.	Executive Certificate Program in Digital Marketing and Social Media Strategy-III	August 08, 2021	Arunima Shah
5.	Executive Certificate Program in Operations Management and Six Sigma-IV	August 08, 2021	Mohit Goswami Gopal Kumar
6.	Executive Certificate Program in Data Science and Machine Learning Using R and Python-IV	September 05, 2021	Sumeet Gupta Gopal Kumar
7.	Executive Certificate Programme in Project Management-II	September 05, 2021	M. Ramkumar Gopal Kumar
8.	Executive Certificate Program in Human Resource Management-II	September 26, 2021	Anubha Dadhich Damini Saini
9.	Executive Certificate Program in Leadership and Change Management-V	October 24, 2021	Anubha Dadhich

Forthcoming E-Learning / Online Programme

S. No.	Programme Name	Commencing from	Programme Faculty (Dr./Prof.)
1.	Executive Certificate Programme in Business Finance - I	January 02, 2022	Rajesh Pathak Vaibhav Lalwani

Forthcoming MDP/FDP

S. No.	Programme Title	Date	Programme Director(s) (Dr./Prof.)
1.	Excellence in Managerial Communication	December 10-12, 2021	Sanjeev Prashar Archana Parashar
2.	Short Term FDP on Behavioral Research for Management Faculty and Scholars	January 07-09, 2022	Jagrook Dawra Himanshu S. Srivastava
3.	Uncertainty Modeling in Business	January 10-12, 2022	R. K. Jana Manojit Chattopadhyay
4.	Excellence in Managerial Communication	January 14-16, 2022	Sanjeev Prashar Archana Parashar
5.	Retail and Marketing Analytics	January 17-19, 2022	Sumeet Gupta Manojit Chattopadhyay
6.	Micro-structure of Equity and Equity Derivatives Markets	February 14-15, 2022	Rajesh Pathak Yogesh Chauhan Nemiraja Jادیappa



Concept & Compilation:

Dr. C. K. Swain

Librarian

IIM Raipur

Graphics & Design:

Shalini Shrivastava

Sr. Library Information Asst.

IIM Raipur



Indian Institute of Management Raipur
Atal Nagar, P. O. - Kurru (Abhanpur)
Raipur (C.G.) - 493661



Phone: (+91) 771-2474 639
Fax: (+91) 771-2474 639



www.iimraipur.ac.in
Email: publication_cell@iimraipur.ac.in