



# COMMUNIQUE

Indian Institute of Management Raipur's Newsletter

## Dedication of IIM Raipur's Permanent Campus to the Nation by Dr. Ramesh Pokhriyal 'Nishank'

Indian Institute of Management Raipur's grand new permanent campus was dedicated to the Nation by Hon'ble Education Minister Dr. Ramesh Pokhriyal 'Nishank' on 18th August 2020. He showcased great admiration for the emphasis the institute places on life-long learning and development, positive engagement with the community, and developing leadership skills; qualities that will positively impact our community and the country. He welcomed the 11th Batch of Post Graduate Programme in Management and 9th Batch of Fellow Programme in Management on e-Inaugural programme.



Prof. Bharat Bhasker, Director, IIM Raipur welcomed the chief guest, Dr. Ramesh Pokhriyal 'Nishank', Mr. Sunil Kumar Soni, Member of Parliament, Raipur, Mr. Dhanendra Sahu, MLA, Abhanpur and all the members of the Board of Governors for their presence and their guidance in achieving excellence in all activities of the institute. He also welcomed the incoming batches and spoke about how the institute has earned an outstanding reputation for itself in such a short span of time because of its academic excellence, high-quality research, executive education, and corporate & international linkages. Closing his address, Prof. Bhasker mentioned how IIM Raipur would be taking on an academic orientation so that it creates future leaders adept at succeeding in this volatile, disruptive and transformative world.

Mrs. Shyamala Gopinath, Chairperson, Board of Governors, IIM Raipur, in her address mentioned in detail about the progress of IIM Raipur's flagship program PGP (now MBA) which started with 70 students to an intake of 263 students in 2020 and the Ph.D. Program started in 2012-13 where 20 students have graduated successfully. She also mentioned despite the lowest fee among the contemporary institutions, IIM Raipur has already become self-sufficient with respect to its operating expenses since 2018 resonating the true meaning of 'Aatma Nirbhar Bharat'.

This was followed by a vote of thanks by the Director of IIM Raipur, Prof. Bharat Bhasker where he expressed his gratitude towards the Hon'ble Minister of Education Dr. Ramesh Pokhriyal 'Nishank',

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Ministry of Education, Government of Chhattisgarh, Board of Governors of IIM Raipur and lastly the faculty and staff at IIM Raipur for their support and collaboration to bring IIM Raipur to these new heights. The virtual inaugural program finally concluded with all attendees joining in for the National Anthem.

## E-Orientation Programme of PGP 2020-22 batch & FPM 2020 batch

The orientation program on 18th August started with an interaction with the Dean Academics, Prof. Sanjeev Prashar and PGP Chairperson, Prof. Sumeet Gupta, elucidated on the academic rigour at IIM Raipur and talked about the importance of hands-on learning and discipline. Following which, the student profile of the PGP batch was presented by Prof. M. Kannadhasan, Chairman Admissions. This was followed by an address by Prof. Sumeet Gupta, PGP chairperson and Prof. Pradyumna Das, FPM Chairperson who welcomed the 11th batch of PGP and the 9th batch of FPM students. Prof. Gupta then introduced the faculty to the batches and talked at length about the ethos and management. To enlighten the incoming batch of the cultural pillars of IIM Raipur, Dean Sanjeev Prashar, reiterated the Indian roots and values.

On 17th August 2020, the PGP batch of 2020-2022 were walked through the case-based pedagogy at IIM Raipur through an interactive workshop. Following address was of Prof. Satyasiba Das, Chairperson of Placement and Corporate Relations and Chairperson of International Relations. He explained the importance of exchange program as in today's competitive world. Prof. P.R.S. Sarma, Chairperson of Student Affairs, Prof R.K. Jana, Chief Hostel Warden and Chief Administrative Officer, Col. (Dr.) Harinder Tripathi (Retd.) interacted with the students. This was followed by a brief session with Prof. Samar Singh, Chairperson, Anti Ragging Committee who talked about the institute's zero-tolerance policy with regards to ragging. This was followed by an address from Dr. Archana Parashar, Chairperson of an Internal Committee on Prevention of Sexual Harassment at Workplace. She elaborated on the need for this committee and how it functions to create the safest possible environment for women at IIM Raipur. This was followed by interaction with the Librarian which helped students understand the various academic facilities both on-campus and e-resources available for them to utilize which are of utmost important given the pandemic situation.



As a part of the e-Orientation Programme, the PGP Batch 2020-2022 and FPM Batch 2020 had the remarkable opportunity to interact with esteemed corporate leaders through an industry interaction and gain insights on how to propel their management career.

The panel discussion on the topic "Industry Expectation from New Managers" was moderated by Dr. Samar Singh, Associate Professor of Practice, IIM Raipur. The panel consisted of Mr. Nitin Chandalia, Managing Director and Partner, Boston Consulting Group; Ms. Vidhya Srinivasan, Executive Director & CFO, Puma India and Mr. Rajarshi Chowdhury, Senior Vice President &

Regional Finance Controller - APAC, Diageo, where they shared their thoughts and experiential wisdom on important elements of success for the next generation managers. The panelists focused on the importance for new managers to understand and imbibe the culture of their organization, to spark a fresh perspective and to sharpen their problem-solving skills. They also reiterated on bringing the right balance in terms of domain knowledge and their adaptability to the overall organizational ecosystem. The incoming students were advised to focus on their actions rather than their outcome and have a clear vision of long-term goals.

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## Faculty Publications

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**Chhabra, A., & Ladkani, R. M. (2020, August).** *Organizational Imprinting and Cross-Border Acquisition Performance: An Emerging Market Perspective*. In *Academy of Management Proceedings* (Vol. 2020, No. 1). Briarcliff Manor, NY 10510: Academy of Management. DOI: <https://doi.org/10.5465/AMBPP.2020.19026abstract>

**Abstract:** In the last few decades, as many emerging economies have liberalized, cross-border acquisitions have been an important strategic lever for firms to fill their resource voids. However, there is little research that examines whether being embedded in a closed set-up for an extended period would affect the post-acquisition performance of these cross-border deals. Borrowing the arguments from organizational imprinting and organizational learning, we hypothesized and found the empirical support that the degree of organizational imprinting negatively impacts the post-acquisition performance of the cross-border acquisitions done by firms from emerging markets. Furthermore, we found support for the moderating impact of technological intensity and industry dynamism on this baseline relationship. We tested our predictions on a dataset comprising 312 majority stake cross-border M&A deals done by publicly listed Indian firms from 2003 to 2015.



**Prof. Ankita Chhabra**  
Assistant Professor



**Prof. M. Kannadhasan**  
Professor

**Kannadhasan, M., & Das, D. (2020).** Do Asian emerging stock markets react to international economic policy uncertainty and geopolitical risk alike? A quantile regression approach. *Finance Research Letters*, 34(3). DOI: <https://doi.org/10.1016/j.frl.2019.08.024>

**Abstract:** We compare and contrast the impact of Economic Policy Uncertainty (EPU) and Geopolitical Risk (GPR) related shocks on the Asian emerging stock markets by resorting to the quantile regression approach. We find that: (a) EPU holds a consistent negative relationship across all quantiles, whereas GPR is negatively related in the lower quantiles and positively related in the intermediate and upper quantiles, (b) negative impact of EPU is stronger than the negative

impact of GPR and (c) the dependence of stock returns with EPU and GPR is asymmetric. We believe our findings adds a new dimension to the existing literature and also important to the market participants for portfolio allocation in the emerging markets.

**Das, D., & Kannadhasan, M. (2020).** The asymmetric oil price and policy uncertainty shock exposure of emerging market sectoral equity returns: A quantile regression approach. *International Review of Economics & Finance*, 69(5), 563-581. DOI: <https://doi.org/10.1016/j.iref.2020.06.013>

**Abstract:** We examine the asymmetric impact of oil, and economic policy uncertainty shocks on the emerging markets composite sectoral equity indexes. We use the novel shock decomposition approach propounded by Ready (2018) to disentangle the oil price changes into the oil demand, supply and risk shocks. We find that the demand shocks are positively related to sectoral returns. However, the supply, risk and EPU shocks are negatively associated with sectoral returns. Additionally, the sectoral returns are mainly vulnerable to these shocks at the bearish market conditions. Further, we also investigate the asymmetric exposure of sectoral returns to these shocks, and we find that the lower demand shocks are associated with higher returns. Besides, the higher supply, risk and EPU shocks have a more intense impact on sectoral returns than otherwise. Hence, we document the evidence of the asymmetric relationship of oil and EPU shocks with sectoral returns. We believe that our results are novel and add value to the existing literature in this domain.



**Prof. PRS Sarma**  
Associate Professor

Khanzode, A. G., Sarma, P. R., Mangla, S. K., & Yuan, H. (2020). Modeling the Industry 4.0 Adoption for Sustainable Production in Micro, Small & Medium Enterprises. *Journal of Cleaner Production*. <https://doi.org/10.1016/j.jclepro.2020.123489>

**Abstract:** Objective of making an organization 'sustainable' needs development on the economic, environmental, and social fronts. Indian Micro, Small & Medium Enterprises are facing the competition posed by rising technological advances in the market. Thus, Industry 4.0 intervention shall be highly useful in this context. This study assesses the barriers involved in implementing Industry 4.0 for sustainable production, and it attempts to find causality among the barriers using the 'DEMATEL' method. The prime contribution of this study is to not only find the in-

fluencing barriers but also to mitigate them by allocating scarce organizational resources. Mitigating the influencing barriers would help in managing the influenced challenges. 'Technological upgradation', 'lack of policy frameworks' are the top two barriers that find its place in the hierarchy of importance established by this study. These barriers are classified into the 'cause' group. Also, this study establishes that 'difficulty in access to credit' and 'non-readiness of the workforce' in adopting Industry 4.0 are 'influenced' barriers. to the small business practitioners and government analysts in evaluating barriers in implementing sustainable production initiatives using Industry 4.0. With this, Indian Micro, Small & Medium Enterprise needs to upgrade by upskilling young working population for the forthcoming technological revolution of Industry 4.0.

Ganguly, S, & Das, S. (2020). Paradoxes of Control and Creativity: Evidence from Indian Public Sector Enterprises. *International Journal of Innovation and Technology Management*. DOI: <https://doi.org/10.1142/S0219877020500467>

**Abstract:** Management control systems are commonly assumed to limit autonomy and freedom, thereby hindering innovation. Over the past several years, researchers have studied this relationship in western societies and have compiled contradictory findings. As such, the relationship between management control systems and innovation needs to be further explored. This study seeks to provide a better understanding of this relationship by applying the theoretical levers-of-control (LoC) framework while using two new second-order



**Prof. Satyasiba Das**  
Associate Professor

constructs. Quantitative data are collected from large Indian public sector enterprises (PSE) and are analyzed using the structural equation modeling partial least squares method. Findings confirm that Indian PSEs tend to use all four levers of the framework and that control and innovation can co-exist. It also differentiates the effect on innovation of two new second-order control constructs: constraining and inspirational. Findings of this study may help managers influence innovation by giving them the ability to adjust the different LoC.

## Other Assignments & Talks Delivered



**Prof. Bharat Bhasker**  
*Director*

- Prof. Bharat Bhasker acted as a Panelist in a discussion on Changes in New Education Policy in Jantantra TV on 07.08.2020
- Prof. Bhasker discussed on New Education Policy 2020 in the Discussion Forum of All India Management Association Vice Chancellor Council on 11.08.2020
- Prof. Bhasker delivered the Inaugural Address in an Online FDP for Strategic Management faculties organised by Strategic Management Forum on 15.08.2020
- Prof. Bhasker delivered a talk on National Education Policy: Its Implications and Impact towards Atma Nirbhar Bharat organised by IIT Roorkee Alumni Association on 16.08.2020
- Prof. Bhasker participated in a Online Meeting of Board of Studies for IT Education of All India Council of Technical Education on 21.08.2020

- Prof. Bhasker delivered a talk in School Leadership Summit of Chhattisgarh organised by Elects Media on 21.08.2020

- Prof. Bhasker discussed about National Education Policy: Challenges in studying online in Jantantra TV on 21.08.2020

Prof. Manojit Chattopadhyay participated as an invited expert in a “Virtual Workshop for Collating Management Resources for Teachers in Higher Education” organized by National Institute of Educational Planning and Administration (NIEPA) under Pandit Madan Mohan Malaviya National Mission on Teachers and Teaching (PMMMNTT), Government of India, New Delhi on August 20-21, 2020. The workshop envisaged to address comprehensively all issues related to teachers, teaching, teacher preparation, and professional development. As resource person, he presented the above-mentioned resources used in his teaching for two elective courses: Data Visualization for Decision Making and Digital Strategies in Business to our Management Students.



**Prof. Manojit Chattopadhyay**  
*Associate Professor*

## 74th Independence Day Celebration

Indian Institute of Management Raipur celebrated India's 74th Independence Day with zeal and enthusiasm. The faculty, staff and students gathered in front of academic block on 15th August 2020 at 8:45 AM to celebrate this auspicious day. The day's proceedings began with the inspection of Guard of Honour by the Director of IIM Raipur, Prof. Bharat Bhasker. The inspection was then followed by unfurling of the tricolour by the Director followed by National Anthem.



Following the flag hoisting, Prof. Bharat Bhasker addressed the gathering. He started with a brief history of India's independence and remembered the freedom fighters and countless others who laid down their lives to achieve independence. In his address, Prof. Bhasker highlighted the current pandemic situation of the country and saluted the strength of the nation to fight with grit and determination. He focussed on developing self-reliant India i.e. 'Aatma Nirbhar Bharat'. This is possible when every Indian citizen contributes by way of manufacturing and consuming Indian products through development of Indian Business Model. This can be achieved by development of indigenous rural handicrafts including manufacturing of masks, sanitizers, cloths etc.

He also briefed about the recent development on New Education Policy 2020, introduced by Government of India. During this pandemic situation, IIM Raipur also implemented this new educational policy by way of imparting online education to all its students. He also thanked all faculty members, staff, and students for their enriching contribution towards institution's development even during pandemic situation. The entire program was observed under the guidelines of COVID 19 issued by Government of India.

### 3rd International Conference on Digital Economy (ICDE)

#### & 14th Annual ISDSI Conference

(27-30 December 2020)

Organized by

The Centre for Digital Economy

Indian Institute of Management Raipur

### 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

## Executive Education & Consultancy (EE&C)

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

Executive Education and Consultancy, IIM Raipur received a request from Rajiv Gandhi Pradyogiki Vishwavidyalaya to take select sessions on "Writing Research Papers" during August 28-29, 2020 for their faculty. 24 participants of various affiliated institutions have attended the same. Prof. Sumeet Gupta and Prof. Mohit Goswami handled these sessions in coordination with the EE&C team.



### *Forthcoming Management Development Programme (MDP)*

S. No.	Course Title	Commencing from	Organization	Duration
1.	Achieving Academic Effectiveness	September 10, 2020	Chhattisgarh Swami Vivekanand Technical University (CSVTU), Bilai	3 Days

### ● E-Learning / Online Courses

#### *On-Going Programme*

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

#### *Forthcoming Programme*

S. No.	Course Title	Commenced on	Programme Faculty (Dr./Prof.)
1.	Executive Certificate Program in General Management Batch II	October 18, 2020	Rashmi Shukla & Shalabh Singh
2.	Executive Certificate Program in Operations Management and Six-Sigma	October 18, 2020	Mohit Goswami & Gopal Kumar

## Leadership Talk Webinar Series

S. No.	Date	Speaker	Topic
1.	Aug 16, 2020	Mr. Shailesh Dhuri, Chief Executive Officer at Decimal Point Analytics	Role of Digital Assets in creating exponential growth for India in the post-Covid world, with special focus on poverty alleviation
2.	Aug 16, 2020	Mr. Debashish Ghosh, Vice President and Head of HR at Berkadia Services India Pvt. Ltd.	Innovations and Challenges in Changing Financial Landscape Post COVID
3.	Aug 12, 2020	Mr. Ashish Sharma, Co-Founder and Director at BRIDGEi2i Analytics Solutions	AI, Data Science and Machine Learning: The Future Starts Now
4.	Aug 10, 2020	Mr. Amit Sharma, CHRO at Volvo Group India	Employee Experience is the new Customer Experience
5.	Aug 09, 2020	Mr. Samee Mukadam, Group Product Manager at Servier	Demystifying Product Management Dynamics in Pharmaceutical Industry
6.	Aug 08, 2020	Mr. Deepak Mishra, Head Corporate HR at United Breweries Ltd.	Emerging Competencies in the Covid Era
7.	Aug 08, 2020	Mr. Shrikant Lonikar, Whole-Time Director and Chief Human Resources Officer at Pernod Ricard for Gulf, SAARC region, and India	Future of Workforce: How Pernod Ricard is engaging its employees during COVID-19 era
8.	Aug 07, 2020	Mr. Rahul Singh, Vice President - Strategic Business HR & Head - Talent Acquisition at Srei Infrastructure Finance Ltd.	PPP Concept and Business HR Innovation
9.	Aug 06, 2020	Rahul Singh, Head of Field Marketing, INSEA MEA at Freshworks	Understanding The Digital Journey of a B2B Customer
10.	Aug 05, 2020	Mr. Karthikeyan S., Practice Lead - Business Applications (SAP)	Leveraging Business Potential of ERP: SAP
11.	Aug 02, 2020	Mr. Bhaskar Sen, Vice President HR at FIITJEE Limited	Organisational Culture
12.	Aug 02, 2020	Mr. Deepak Goel, Group CEO at Digitally Next, iMET Global and iSoCIAL Connect	Bridging the Skills Gap: Identifying the Key Trends and Development Needs for Management Graduates
13.	Aug 01, 2020	Mr. Kamaldeep Singh, President, Food & FMCG at Future Group India	Evolving Dynamics of FMCG and Retail
14.	Aug 01, 2020	Mr. Kaushik Das, Global Learning Partner at Siemens India	Leadership in VUCA World – Expectations from Management Graduates



# IIM Raipur in Media



- \* 2 Years Executive PGP programme in blended mode (Online classes + 2 campus immersion modules)
- \* Participants can attend classes directly from Laptop/Desktop
- \* Convenient class schedule with majority of classes on weekends
- \* MBA degree awarded by IIM Raipur on successful completion of the programme

Upgrade your career from the comfort of your own space with IIM Raipur Executive Post Graduate Programme in Management (ePGP).

The two year programme is specifically designed for working professionals with busy schedules. It enables flexible learning for participants with minimal interruption to their work-life balance.

Know more about the programme - <https://nulearn.in/epgp-iimraipur/>



***Concept and Compilation:***

**Dr. C. K. Swain**  
**Librarian**  
**IIM Raipur**

***Graphics & Design:***

**Ms. Shalini Shrivastava**  
**Sr. Library Information Asst.**  
**IIM Raipur**



India 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](http://www.iimraipur.ac.in)  
Email: [publication\\_cell@iimraipur.ac.in](mailto:publication_cell@iimraipur.ac.in)