



भारतीय प्रबंध संस्थान बेंगलूर  
INDIAN INSTITUTE OF MANAGEMENT  
BANGALORE



IIMB DIGEST  
FEBRUARY 2020



# NEWSMAKERS

## **Dr. Balkrishna Doshi, architect of IIMB and Pritzker Architecture Prize awardee, is honoured with Padma Bhushan**

Dr. Balkrishna Doshi, the architect of the IIMB campus, has been conferred the Padma Bhushan in the year 2020, the third-highest civilian award in the Republic of India given for distinguished service of high order. The Government of India announced the list of awardees on the eve of Republic Day.

[Read more](#)



## **IIMB's one-year MBA ranked No.1 in India by Financial Times**

IIM Bangalore's one-year full-time MBA programme, the Executive Post Graduate Programme in Management (EPGP), has shot up six places from last year to claim the 27th spot in the Financial Times (FT) Global MBA Rankings 2020. IIMB has bagged the top spot among Indian B-schools in the rankings.

[Read more](#)

## **Positive Impact Rating 2020: IIM Bangalore Among Top 30 Global Business Schools**

In the first edition of Positive Impact Rating, a new rating for Business schools unveiled during the 2020 World Economic Forum meet at Davos, Indian Institute of Management Bangalore (IIMB) has been rated one among nine schools in the 'Transforming Schools' category. IIMB has been listed along with schools such as London Business School (UK), Esade Business School (Spain), Eada Business School Barcelona (Spain) and Edhec Business School (France).

[Read more](#)

## **Prof. Ritwik Banerjee and Prof. Soham Sahoo win the Prof M. J. Manohar Rao Award for Young Researchers by The Indian Econometric Society (TIES)**

The Indian Econometric Society (TIES) has instituted an award for young scholars in India to commemorate Professor M. J. Manohar Rao's contributions to economic research as well as to the TIES. This award would be given every year during the TIES Conference, which is a renowned platform for economists and econometricians to have a dialogue on significant issues in the subject as also present their findings.

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Prof. Ritwik Banerjee, from the Economics & Social Sciences area at IIMB, has been conferred this award in recognition for his work at the intersection between behavioural economics and development economics. He has been working on corruption, discrimination, self-confidence and gender using the tools of experimental methods. Prof. Soham Sahoo, from Centre for Public Policy, has been selected for the award for his pioneering research and work in the area of Economics of Education, Development Economics, Labour Economics, and Political Economy.

[Read more](#)



### **Annual sports contest 'Sangharsh' concludes on Jan 12 with IIM Bangalore lifting the trophy**

Adding one more feather to its cap, IIM Bangalore lifted the Champions Trophy at Sangharsh 2020, the annual inter-IIM sports fest between IIMs Ahmedabad, Bangalore, Calcutta and Lucknow, with more than 1000 sportspersons representing their respective institutions. This year, the tournament was held by IIM Ahmedabad between January 10 and January 12, 2020.

Team IIMB bagged a total of eight gold, five silver and five bronze medals across 25 medal sports in the tournament held over the weekend. The sports secretary of IIMB, Vijay Kumar, along with the Sports Council members and the players, had invested long hours for practice since the beginning of the term to win the coveted sports trophy.

### **Paper by doctoral scholar Deepti Sharma and Prof. Arnab Mukherji wins Best Paper Award under Healthcare Management track at IIM Trichy-hosted Sixth Biennial Indian Academy of Management Conference 2020**

A paper titled, 'Does access to sanitation improve the diarrheal incidences amongst children?', co-authored by Prof. [Arnab Mukherji](#), IIM Bangalore faculty from the Public Policy area, and Deepti Sharma, doctoral scholar (first year) of the Public Policy and Systems area at IIMB, has won the Best Paper Award under the Healthcare Management track, at the Sixth Biennial Indian Academy of Management (INDAM) Conference 2020, conducted by IIM Tiruchirappalli from January 02 to 04, 2020.

[Read more](#)



**Paper by doctoral scholar Romana Gulshani and Prof. Vasanthi Srinivasan wins Best Paper Award under Human Resources track at IIM Trichy-hosted Sixth Biennial Indian Academy of Management Conference 2020**

A paper titled, 'Human resource management in small and medium enterprises: Review, critique and suggested research directions', co-authored by Prof. [Vasanthi Srinivasan](#), IIM Bangalore faculty from the Organizational Behavior & Human Resources Management (OBHRM) area, and Romana Gulshani, doctoral scholar (final year) of the OBHRM area at IIMB, has won the Best Paper Award under the Healthcare Management track, at the Sixth Biennial Indian Academy of Management (INDAM) Conference 2020, conducted by IIM Tiruchirappalli, from January 02 to 04, 2020.



[Read more](#)

**Paper by doctoral scholar Anupama Kondayya wins Best Paper Award under Organization & Management Theory track at IIM Trichy-hosted Sixth Biennial Indian Academy of Management Conference 2020**

A research paper titled: 'A multi-institution discursive model of institutional entrepreneurship: The case of the Kinnar Akhara in India', authored by Anupama Kondayya, doctoral scholar from the Organizational Behavior & Human Resources Management (OBHRM) area at IIMB, has won the Best Paper Award under the Organization & Management Theory track, at the Sixth Biennial Indian Academy of Management (INDAM) Conference 2020, conducted by IIM Tiruchirappalli, from January 02 to 04, 2020.

[Read more](#)

## RECENT EVENTS

**IIM Bangalore celebrated its second annual Research Week from December 26, 2019, to January 04, 2020**

IIM Bangalore celebrated the second edition of Research Week from 26th December 2019 to 4th January 2020, showcasing the Institute's growing research capabilities and commitment to high-quality, interdisciplinary research in Business, Management, and Public Policy.

The event was inaugurated with a panel discussion on the topic, 'Research Relevance to Industry Practice and Policy Making'. The panel included Dr. R.B. Barman, former chairman, National Statistical Commission and former ED, RBI, Sharad Sharma, Co-founder, iSpirt, Prof. Arnab Mukherji, faculty from the Public Policy area at IIMB. The discussion focused on the challenges of generating, obtaining and using reliable data from government and industry for rigorous research informing both public

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and firm policy. Policies regarding the sharing of non-personal data for research and commercial purposes was one of the focus points of the discussion.

The event also brought together Research and Publications Chairpersons at IIMB and traced the evolution in research and publications at the school. As the chairpersons, past and present, explained, what had started as an initiative to guide and promote research intensity, gradually transformed in rigor towards a world-class publication-oriented department that provided support and guidance in various aspects of publication such as templates, reviews, and case-writing.

In support of this week-long effort, IIMB's doctoral students coordinated a day-long event on Research Process – starting from research idea generation, firming up the topic, data collection, data analysis techniques, understanding of mixed methodologies for research, and the use of analytics. Hands-on training on working with large-scale datasets was provided by subject specialists.

The event helped not just the IIMB research community, but also students, researchers, and faculty from other Institutions network and foster new research opportunities.



## **“It is academicians’ responsibility to suggest to industry what problems they can solve for them rather than expect industry to invite them”: NRN at IIMB’s Future of Learning Conference 2020**

The third edition of the Annual Future of Learning Conference 2020 (FoL 2020) was hosted by IIM Bangalore from January 3 to 4, 2020, with this year’s theme being ‘Learning to Learn, Unlearn and Relearn: Flourishing in the Age of Disruptions and Innovation’.

[Read more](#)

## **IIMB’s one-year MBA students host ‘SPARSH’, the annual Alumni Connect event, on Jan 5**

SPARSH is a yearly meetup that invites alumni of the previous batches of the program, working across diverse domains and industries, to reconnect and share their experiences with the current batch of students at IIMB, their alma mater.

[Read more](#)

## **IIMB hosts 4th Journal of Accounting, Auditing, and Finance (JAAF) Symposium, from January 11–13, 2020**

The Indian Institute of Management Bangalore (IIMB) welcomed participants to the 4th JAAF Symposium, organised in association with the Journal of Accounting, Auditing, and Finance (JAAF), IIM Ahmedabad (IIMA), IIM Calcutta (IIMC), and the Indian School of Business (ISB), and the Centre for Monitoring Indian Economy (CMIE), from January 11–13, 2020.

[Read more](#)

## **IIM Bangalore’s incubator NSRCEL looks to enhance its footprint, first in Mumbai and then in New Delhi**

NSRCEL, the innovation and entrepreneurial centre at the Indian Institute of Management Bangalore, launched its 20-year celebrations of nurturing entrepreneurs across industries, with The Dialogue, a panel discussion on ‘Bootstrapped vs Funding: what’s best for your startup?’, in Mumbai on January 11, 2020.

[Read more](#)

## **Day-long social impact summit, Sahay, at IIMB facilitates cross-learning among experts from health, education, energy, environment, sports, women & child development, and rural development sectors**

IIM Bangalore’s Social Impact Summit, Sahay, was organised by Vikasana, the social impact club of the students of the two-year MBA programme, on January 12, 2020.

[Read more](#)

## **One Day at IIMB: Over 100 participants experience the life of an MBA student at India's premier business school**

Vikasana, the social impact club of the students of the two-year MBA programme at IIM Bangalore, hosted the eighth edition of 'One Day at IIMB', on January 12, 2020. This event offered more than 100 participants from across the country a glimpse into the life of an MBA student at India's premier business school.

[Read more](#)

## **IMPM Cycle 22 Concluding Module in IIM Bangalore**

The concluding module of Cycle 22 of the International Masters Program for Managers (IMPM) which focusses on 'Managing Context: The Worldly Mindset' started on 13th January 2020 at IIM Bangalore. This cycle has 31 participants from across the globe. The core program is a set of five modules of 10 days each, designed by elite business schools in Bangalore, Yokohama, Lancaster, Montreal, and Rio de Janeiro, delivered over 17 months.



## **Centre for Teaching and Learning (CTL) at IIMB conducts Teaching Workshops for doctoral students from premium B-schools**

The first workshop was held from January 2–4, 2020, while the second was held from January 13–15, 2020. Professor Sourav Mukherji, Chair, Centre for Teaching and Learning and Professor Arun Pereira, from Indian School of Business (ISB), hosted the workshops and introduced students to learning theories, pedagogical choices, case teaching methods, course design, and evaluation methods. The participants included students from IIM Bangalore, Kozhikode, Indore, Trichy, Ahmedabad, Lucknow, Calcutta, XLRI, ISB and IIT Madras. The participating students were in their final year (or concluding stages) of their doctoral programme and expected to take up teaching positions in 2020.

## **IIMB hosts Suvāda on 'CAA, NRC, and the Idea of India' on January 14**

The Indian Institute of Management Bangalore has established a public platform called 'Suvāda', where issues of general interest can be discussed. The goal is to educate and to uncover the true nature of the subject under investigation from various viewpoints. IIMB, by offering a platform for such discourses on issues of general interest, aims to enable an informed dialogue in public.

The first session was hosted on the subject 'CAA, NRC, and the Idea of India' at IIMB on January 14, 2020, which has recently been in the limelight due to massive outpourings of people on the streets from across the country who do not advocate the regulations and policies formed and laid down in the newly announced Citizenship

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Rajeev Gowda, Indian academic and a member of parliament in the Rajya Sabha, and Swapan Dasgupta, Indian journalist and a presidential nominee to the Rajya Sabha, were invited to share their perspectives on the subject.



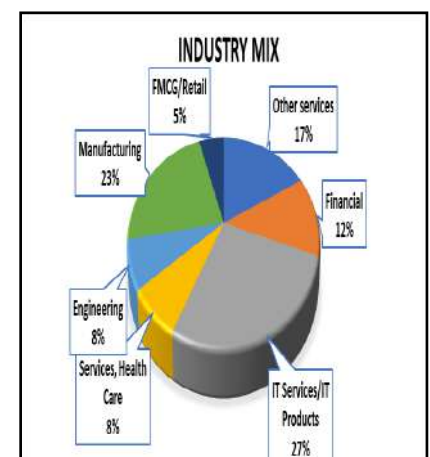
### **Over 200 product management professionals, academicians, aspirants and students attend the India Software Product Management Summit 2020 at IIMB**

The second edition of the India Software Product Management Summit 2020 was co-hosted by the Centre for Software and IT Management at IIM Bangalore and the International Software Product Management Organization on 17th and 18th January at IIM Bangalore.

[Read more](#)

### **AMP Batch 14 Inauguration**

The Advanced Management Programme (AMP), offered by IIMB's Executive Education Programmes, is designed for senior executives aspiring to move into a CXO role in future. AMP Batch 14 was inaugurated on 20th January 2020. This edition of the programme is coordinated by Prof. Sai Yayavaram, Prof. Rajendra K Bandi, Prof. Gopal Mahapatra, and Prof. Padmini Srinivasan. The cohort comprises of 40 senior leaders from diverse industry sectors.



### **General Management Programme for Aerospace and Aviation Executives (GMAE) launched Batch 6**

IIMB, in collaboration with Toulouse Business School (TBS), launches the sixth edition of 'General Management Programme for Aerospace and Aviation Executives' after immensely successful five editions in a row. The program is targeted at mid-career professionals with potential for growth and seeking to broaden their knowledge of business and move on to general management responsibilities as business heads. The programme is coordinated by Prof. Raghunath S and Prof. Christophe Benaroya.

[Read more](#)



## **General Management Programme for Healthcare Executives (GMHE) launched Batch 4**

IIMB announced the launch of the fourth edition of the 'General Management Programme for Healthcare Executives' after three successful editions in a row. The program is targeted at high performing individuals in the healthcare domain who are transitioning to a management role. The programme is coordinated by Prof. Shankar Venkatagiri and Prof. M Jayadev.

[Read more](#)

## **New programs launched in the area of Entrepreneurship and Family Business**

These programmes are based on highly successful MPEFB programme that has been offered to 12 batches of family business owners and entrepreneurs. Starting this academic year, IIMB had redesigned the programme to address their needs through two separate programs, namely:

### **1. Family Business Advanced Management Programme (FAME) – Batch 1**

The programme is targeted at family business owners either first, second or subsequent generations or scions seeking exposure to systematic management tools and techniques that they can apply in their companies. The Programme is coordinated by Prof. K Kumar and Prof. Dalhia Mani. The Programme Commences on 6th April 2020.

[Read more](#)

### **2. Growth Programme for Entrepreneurs (GPE) - Batch 1**

The program is targeted at entrepreneurs from a wide range of sectors who have achieved product-market fit and are looking to scale up their venture. Entrepreneurs interested in applying should have venture revenue in the range of INR 5-75 crores. The program is coordinated by Prof. Srivardhini Jha and Prof. Suresh Bhagavatula. The program commences on 6th April 2020.

[Read more](#)

## **Launch of Delhi Metro Rail Corporation Ltd. (DMRCL) Program**

IIMB designed and delivered a six-day programme for Delhi Metro Rail Corporation Ltd. (DMRCL) for the Deputy Heads of Departments (DGMs and GMs). These leaders are pivotal in ensuring smooth execution of the various projects, initiatives of DMRC, interfacing with a lot of stakeholders (government, regulatory, etc.). The program helped integrate participants' functional knowledge and expertise with an organisational perspective for them to appreciate the systemic whole of their business as they help DMRC drive profitable growth.

The facets covered included business acumen, execution and operational excellence, digital technologies and data-driven decision making, strategic thinking and implementation for enterprise, customer/citizen centricity, and service excellence. About 120 Deputy HoDs have undertaken this programme. IIMB has also designed and delivered other programmes for DMRC's top management including Executive Directors, Directors and Heads of Departments (HoDs) in the recent past.

## **IIMB organises 'Anvaya 2020 – Where Business, Government and Society Meet' on January 25**

The Forum for Industrial Interaction (FII), the business club started by the students of IIM Bangalore, hosted 'Anvaya 2020- Where Business, Government and Society Meet' on January 25, 2020. A case study competition and speaker sessions were the highlights. Mrs Kalpana Gopalan, IAS officer, judged the case study competition while Mr Sanjay Sahay, IPS officer, and Mr Rajendra Misra addressed the students.

[Read more](#)



## **Yamini, the dusk to dawn festival of Indian music and performing arts, hosted by the IIMB Chapter of SPICMACAY, draws connoisseurs from across the city, on January 25**

One of Bangalore's largest classical extravaganzas, YAMINI 2020, celebrating its 17th anniversary, was organised at IIM Bangalore on January 25, 2020, which presented a coveted line up of exemplars from the world of classical music and dance. Hindustani vocalists Rajan & Sajan Mishra, Carnatic music vocalist Abhishek Raghuram, Sitar artiste Shubhendra Rao, Yakshagana performer Keremane Shivananda Hegde and troupe, and Carnatic Flutist Shashank Subramanyam delighted the audience by their performances at the event.

[Read more](#)

## **73 participants from the third cohort of IIMB's Young Leaders' Programme receive their completion certificates on January 25**

The Young Leaders' Programme (YLP), led by Prof. M.S. Narasimhan, faculty from the Finance & Accounting area at IIMB, is a blended learning programme. It has three campus connect modules over 15 days and two online modules, consisting of 12 massive open online courses (MOOCs) developed by IIMB faculty and delivered on the IIMBx platform. The online courses, consisting of six foundation courses and six functional management courses, are spread over 58 weeks. A dedicated academic team supports the learning process.

"I am able to apply my learnings to my start-up. The programme has helped me become more process-oriented and data-driven in my approach," said Saravan Krishna M, Founder & CEO, Foodwall.

Prashant Rao, who holds a master's degree in design from NID, Ahmedabad, has been working independently as a creative innovation strategist. "I was not looking for yet another master's programme. Having said that, I did want to learn how to carry my entrepreneurial journey forward. The YLP at IIMB offered me flexibility, the fee was reasonable and I met a lot of smart people from diverse backgrounds. I had immense networking opportunities."

## **IIMB's Israel Centre, in collaboration with the Consulate Generals of Israel and Canada, commemorated International Holocaust Remembrance Day on January 27**

The event screened a short Canadian movie called 'The Good Nazi', after which Ms Nicole Girard, Consul General of Canada, Ms Dana Kursh, Consul General of Israel, and Ms Margit Hellwig-Bötte, Consul General of Germany, talked about the occasion and the movie, and interacted with members of the audience. There was also an exhibition - 'Beyond Duty' – for the visitors.

[Read more](#)

## **Author-researcher Meera Iyer traces evolution of the city of Bengaluru to a rapt audience at IIMB on January 27**

Prof. [Vijay Venkataraman](#), from the Strategy area at IIM Bangalore, hosted a talk by Dr. Meera Iyer, independent writer and researcher, on the city of Bengaluru. Dr. Iyer walked her audience of students, faculty and staff of IIMB, through the past and helped them understand and appreciate how Bengaluru, came to be even as she busted some myths along the way!

[Read more](#)

## **IIMB hosted 'Conclave on Construction Workers Safety, Health and Welfare' on January 29**

The event was organised by the Labour Department, Government of Karnataka, in association with Centre for Public Policy at IIM Bangalore and Centre for Inclusive Governance on January 29, 2020. The conclave aimed to connect all stakeholders—government agencies, enforcement authorities, construction workers welfare board, builders, developers, contractors, trade unions, and other associations—to deliberate, discuss, undertake and enhance the standards of safety and welfare of construction workers.

## **10,000 Women Program by NSRCEL-GS inaugurated in Delhi**

The Delhi cohort of the 10,000 Women Program by IIMB-Goldman Sachs was inaugurated on January 27, 2020. Professor Suresh Bhagavatula, Chair, Entrepreneurship area at IIMB and Program Director, addressed the gathering. Geetha Krishnan and Sanghamitra Roychowdhary from Goldman Sachs joined in. Prof. Bhagavatula said that the right support and direction could help women entrepreneurs who started a few years ago as well as the ones that will be taking their family's legacy forward scale their businesses.





## **Women in Data Science (WiDS) Bangalore 2020 Pre-Conference Datathon Workshop conducted at IIMB on February 01**

Women in Data Science (WiDS) Bengaluru organised a datathon workshop at Indian Institute of Management Bengaluru (IIMB) on February 01, 2020, as a part of the WiDS global Datathon initiative aimed to inspire and educate data scientists worldwide, regardless of gender, and support women in the field.

The WiDS Ambassadors—Prof. U Dinesh Kumar, from the Decision Sciences area and Chair, Data Centre and Analytics Lab at IIMB, Ms Srujana Kaddevarmuth, Ms Sakshi Ganeriwal, and Ms Kavita Sangwan—organised the event that coincided with the annual Global Women in Data Science (WiDS) Conference held at Stanford University and an estimated 150+ locations worldwide.

## **Unmaad's Box Office Edition hosted at IIM Bangalore from 31st January to 2nd February**

Unmaad'20, called 'Box Office Edition', was the 22nd edition of the cultural fest hosted at IIMB. The three-day event offered live performances, fun competitions such as Footloose (freestyle dance), Haute Couture (fashion design) Mr and Ms Unmaad (personality contest), B-school of Rock, and plenty of food stalls. The event also invited singer and composer Amit Trivedi who performed live on 2nd February at IIMB.

## **Tata Chemicals Society for Rural Development Fellowship Award**

Tata Chemicals Ltd has associated with IIM Bangalore and instituted a scholarship award through their foundation, The Tata Chemicals Society for Rural Development (TSCRD). The Fellowship Award is a scholarship that provides financial aid of INR 6,00,000 (six lakhs) to a student pursuing the N S Ramaswamy Predoctoral fellowship (NSR Predoc) at IIMB. The scholarship was instituted to award a student, preferably a woman candidate belonging to the SC/ST category as enunciated by the Government of India. However, in the year 2019-2020 after an internal selection process, since a woman candidate satisfying the selection criteria couldn't be found, Mr. Raghunatha was chosen as the awardee.

# RECENT RESEARCH

## PAPERS

### **What frugal products are and why they matter: A cross-national multi-method study**

**By Sergejvon Janda, Sabine Kuester, Monika C Schuhmacher, G Shainesh**

Business leaders are being challenged by increasing resource scarcity, severe waste problems, and the necessity to minimise the environmental impact of their operations. At the same time, managers need to cope with heightened price sensitivity among consumers. Frugal products are a potential solution to these conflicting demands. However, product frugality remains underexplored from both an academic and managerial perspective. Applying established procedures of index construction to a large and diverse set of consumer data, Prof. [G Shainesh](#), from the Marketing department at IIMB and his co-authors develop and validate an index of product frugality. The results depict product frugality as a formative construct with four dimensions: cost of consumption, sustainability, simplicity, and basic quality. This research proffers guidance for managers seeking to explore the potential of frugal products in addressing consumers' need for higher-value offerings while minimising environmental impact.

[Read more](#)

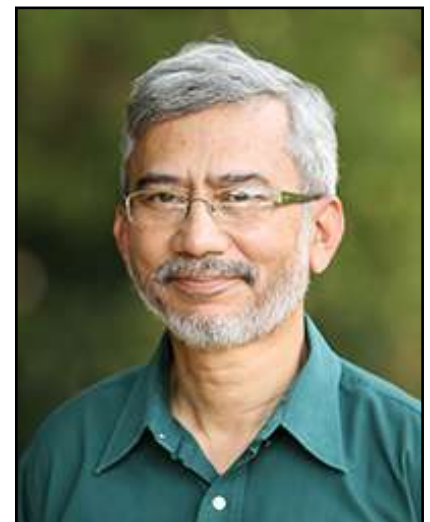


### **The Role of Mobile Payment Technology in Sustainable and Human-Centric Development: Evidence from the Post-Demonetization Period in India**

**By Abhipsa Pal, Rahul De', Tejaswini Herath**

Mobile payment technology has aided in socio-economic development through financial inclusion and protective security during crises. However, there is a gap in understanding whether this technology has the potential for sustainable development that encompasses individual emancipation and environmental growth beyond social and economic change. Prof. [Rahul De'](#), from the Information Systems area at IIMB along with his doctoral student Abhipsa Pal develop a framework to evaluate mobile payments role in sustainable human-centric development. Their investigation reveals developmental implications towards the need for greater inclusion of local small-scale vendors.

[Read more](#)



## **International New Ventures from Emerging Economies: Network Connectivity and Legitimacy Building**

**By Shameen Prashantham, K Kumar, Sumelika Bhattacharyya**

International new ventures (INVs) from emerging economies face an uphill task in global markets due to lack of legitimacy. While internal legitimacy refers to the perception of internal stakeholders such as founders and employees, external legitimacy refers to the perception of the exchange partners or external stakeholders within the home country. Building on prior research that has established the critical role of the personal social networks of entrepreneurs and the organisational ties of the INVs in accessing the desired resources, Prof. [K. Kumar](#), from the Entrepreneurship area at IIMB, and his co-authors propose that ties with individuals with international experiences—such as returnees—enhance internal legitimacy whereas ties with multinational organisations enhance external legitimacy.

[Read more](#)



## **Handle with care: Entrepreneurial reputation-borrowing in an emerging economy**

**By Shameen Prashantham, Suresh Bhagavatula, K Kumar**

One of the ways for new ventures to get over the liability of newness imposed on them by their relatively young age and lack of track record is by associating with high-status partners and borrowing reputation from them. However, borrowing of reputation is a challenging task for new ventures in emerging economies where the sources to acquire reputation from are scarce. This study by Prof. [Suresh Bhagavatula](#) and Prof. [K. Kumar](#), from the Entrepreneurship area at IIMB, says that entrepreneurial reputation-borrowing in emerging economies is a multi-step process that needs to be “handled with care” and they should not let down their guard after reputation has been borrowed. Our study supports and amplifies the notion of “dancing with gorillas” which implies that partnering with large corporations can be desirable yet potentially dangerous.

[Read more](#)





## Shaping the Future: Strategy Making as Artificial Evolution

By Shubha Patvardhan, J Ramachandran

To investigate how firms engage in forward-looking action, Prof. [J Ramachandran](#), from the Strategy area at IIMB, and his co-author, examine the processes by which a pioneering firm actively influenced the future of its industry over five decades. From their longitudinal field study, the authors generated a process model of strategy-making that helps to explain how firms work to shape the future in some preferred fashion. The authors' findings shed light on an exceptional mode of strategy-making—one that goes beyond concerns of firm survival and competitive advantage, and tackles grand societal challenges. By accounting for constructivist, forward-looking dimensions of strategic agency, the findings also contribute to the micro-foundations of strategic decision making and organisation theories, more generally.



[Read more](#)

## CASES

This is a three-part case on India's largest consumer goods company, Hindustan Unilever Limited (HUL), a subsidiary of Unilever, the Anglo-Dutch multinational company. The case traces HUL's journey from inception till the end of 2018 with an emphasis on the last two decades. It also documents developments at Unilever over the previous two decades. Students analyse HUL's strategy and performance in the context of the changing competitive landscape in India as well as the strategic imperatives of Unilever. The case also helps them examine the impact of the evolving parent-subsidary relationship on HUL's strategic choices.

### **Hindustan Unilever Limited (A): Growing with India**

Authors: Prof. [J Ramachandran](#) and Pranav Garg

[Read more](#)

### **Hindustan Unilever Limited (B): Winning in Many Indias**

Authors: Prof. [J Ramachandran](#), Pranav Garg, Bidhi Kashyap

[Read more](#)

### **Hindustan Unilever Limited (C): Boosting Growth in India**

Authors: Prof. [J Ramachandran](#), Pranav Garg, Bidhi Kashyap

[Read more](#)

# FACULTY AUTHORED ARTICLES

Prof. [Prateek Raj](#), from the Strategy area at IIMB, shares his experiences and learnings from a recent trek to the Himalayas in an article published by BusinessLine on Campus (BLoc). He underlines three key life lessons: we realize our true potential in the face of adversity, being in the present, with a dash of humour, can make challenges easier to survive, and splitting big targets into smaller milestones can boost motivation.

[Read more](#)



Prof. [Suresh Bhagavatula](#), Chair, Entrepreneurship at IIMB, writes about how IIMB's women entrepreneurship programmes instil high levels of confidence in women because of new knowledge, skill sets and networks they acquire. He says that this high confidence naturally translates into better venture management and growth and overall, encourages more women entrepreneurs to pursue management programmes at B-schools, in an article in The Financial Express.

[Read more](#)



## INNOVATION & ENTREPRENEURSHIP

### **NSRCEL-incubated recruitment start-up focuses on upskilling**

3H Catalyst is a training and consulting partner headquartered in Bangalore that aims at addressing skill requirements for higher employability and more successful livelihood. Their focus is on human excellence through upskilling of individuals.

The organisation provides customisable programmes through their '3H approach', which involves the holistic development of Hand, Head and Heart, to help achieve organisational and individual goals.

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The 3H Catalyst team comprises of highly qualified, experienced and accomplished individuals ranging from CEOs, Directors and Vice Presidents of companies, to achievers from reputed institutions like IIMs, Harvard and IITs—all sharing a shared passion for excellence. The team members have trained and consulted for some of the largest multinational companies like McKinsey, Hewlett Packard, Unilever, The World Bank, ICICI Bank, KPMG, Accenture, Hitachi, Mitsubishi, Frost & Sullivan, among others.



Incubated through the LaunchPad program at NSRCEL, the entrepreneurship and innovation hub at IIM Bangalore, the team at 3H Catalyst believes that the program has helped them build a strong foundation for their venture and provided an inspiring co-working environment with the right mix of creativity, expert guidance, practical advice and interaction with peers.

K Vinod Cartic, CEO at 3H Catalyst, says: “NSRCEL offers outstanding mentorship support that has brought sharpness, clarity and focus to our business model. It is a great opportunity to collaborate and learn from other start-ups.”

“LaunchPad program has been instrumental for us in many ways: getting better traction with clients, great ecosystem and office space to conduct team meetings and strategic discussions, insightful interactions with IIMB faculty, and greater visibility into brand-building through seminars and conferences,” says Dr Lalita Pulavarti, Director at 3H Catalyst.

[Click here](#) for the website

# BLOCK YOUR CALENDAR

## UPCOMING EVENTS

### Interaction with Social Start-ups

Ananthapadmanabhan Guruswamy, Azim Premji Philanthropic Initiatives and Shankar Maruwada, EkStep will be the speakers at the event as a part of Social Start-up Cohort by NSRCEL at IIMB.

Date: 4th February 2020

Time: 11:30 am to 12:30 pm (Session 1), 2 pm (Session 2)



## **EPGP Sanvad by Magsaysay Laureates Prakash Baba Amte and Mandakini Amte on February 05**

The students of IIMB's one-year MBA, the Executive Post Graduate Programme in Management (EPGP), will host Dr Prakash Baba Amte and Mandakini Amte as speakers of the EPGP seminar on February 05, 2020.

Date: 5th February 2020

[Click here](#) more details

## **IIMB to host Healthcare Leadership summit on Feb 09**

Students of the General Management Programme for Healthcare Executives (GMHE) at IIM Bangalore will host a Healthcare Leadership Summit, Ayusmat, on 09 February, at the IIMB Auditorium. This year's theme is 'Disruptive Innovation – The Future Landscape of Healthcare'.

Date: 9th February 2020

[Click here](#) more details

## **Anusmaran 2020 - Annual Alumni Meet**

IIMB Alumni Association will host 'Anusmaran 2020', annual alumni meet. It is a flagship alum meet organised to strengthen alum engagements, interact with old friends, and celebrate the spirit of being a part of the IIMB alumni community. Anusmaran 2020 will be held as per following schedule.

<b>City</b>	<b>Date</b>
Bangalore	15th February
Hyderabad	15th February
Mumbai	22nd February
Pune	29th February
Delhi	29th February
Kolkata	29th February

## International Conference on Future of Aviation and Aerospace 2020 (FOAA)

IIMB, in association with Toulouse Business School (TBS), is pleased to announce the third edition of the FOAA conference, a premier event for senior Aviation and Aerospace professionals, scheduled on 22nd February 2020 at Taj Bangalore. BIAL and Accenture are co-sponsoring the event. The event will see eminent speakers from the industry and academia and will provide a platform for attendees to connect with alumni of GMAE and AeMBA.

[Click here](#) more details



## EXECUTIVE EDUCATION PROGRAMMES

**Programme Title:** Platform Business Models

**Programme Directors:** Professor [R Srinivasan](#)

**Programme Dates:** 09 – 11 March 2020

[Click here](#) for Registration

[Click here](#) for Programme URL



**Programme Title:** Strategy Implementation

**Programme Directors:** Professor [Rishikesha T Krishnan](#)

**Programme Dates:** 16 – 18 March 2020

[Click here](#) for Registration

[Click here](#) for Programme URL



**Programme Title:** Leading Digital Transformation – Batch 3  
**Programme Directors:** Professor [R. Srinivasan](#), Professor Albert Heuberger, and Professor Kathrin M Möslin  
**Programme Dates:** 02 March – 17 July 2020

[Click here](#) for Registration  
[Click here](#) for Programme URL



**Programme Title:** Tanmatra - Women in Leadership Programme  
**Programme Directors:** Professor [Vasanthi Srinivasan](#), Professor [P. D. Jose](#), and Professor [Padmini Srinivasan](#)  
**Programme Dates:** 02 March – 07 August 2020

[Click here](#) for Registration  
[Click here](#) for Programme URL





# IIMB WELCOMES

## **Tarun Jain**

Dr Tarun Jain has joined IIMB in January 2020 as Associate Professor in the Production & Operations Management area.

He has completed his PhD in Production and Operations Management from Indian Institute of Management Bangalore.

His research interests include strategic sourcing, operational issues in cloud computing, management of digital technologies, smart city operations, and pricing issues in service supply chains.

Tarun's work has been published in journals such as Production and Operations Management, Naval Research Logistics, European Journal of Operational Research, IEEE Transactions on Engineering Management, Service Science, Journal of Revenue and Pricing Management, and International Journal of Production Economics.

Before joining IIMB, he served as Assistant Professor at the Indian Institute of Management Udaipur.

[Click here](#) more details



# THE MONTH IN PICTURES



N.R. Narayana Murthy, Chairman Emeritus and Co-Founder, Infosys, inaugurates the Future of Learning Conference 2020, co-hosted by IIMB and IIT-Bombay, at IIMB, on January 03.



Professor P.D. Jose, Chair, Digital Learning at IIM Bangalore, welcomes delegates to the Future of Learning Conference, co-hosted by IIMB and IIT-Bombay, at IIMB, on January 03.



N.R. Narayana Murthy, Chairman Emeritus and Co-Founder, Infosys, at the Future of Learning Conference 2020



Prof. Deepak B. Phatak, Conference Co-Chair, IIT-Bombay, speaks at the Future of Learning 2020 Conference on January 03.





Anant Agarwal, Professor, MIT & Founder and CEO, edX, speaks on 'Learning to Learn, Unlearn and Relearn: Flourishing in the Age of Disruptions and Innovations', at the Future of Learning 2020 Conference, on January 04.



Dr. Devi Prasad Shetty, Chairman and Senior Consultant Cardiac Surgeon, Narayana Group of Hospitals, Bengaluru, at the Future of Learning 2020 Conference, on January 04.





Prof. G. Raghuram, Director, IIMB, at the Future of Learning 2020 Conference on January 04.



Dr. Monideepa Tarafdar, Professor of Information Systems and Co-Director of the Centre for Technological Futures at Lancaster University (Management School), UK, speaks on the topic, 'Deliberate or Instinctive? Proactive and Reactive Coping for Technostress', at a seminar hosted by the Research & Publications Office at IIMB on January 07.



Ravi Srinivasan, Loyola University Maryland, speaks on the topic, 'Introducing Goods Innovation, Service Innovation, or Both? Investigating the tension in managing innovation revenue streams for manufacturing and service firms', at a seminar hosted by the Research & Publications Office at IIMB on January 07.



Prof. Abhishek Chakravarty, School of Social Sciences, University of Manchester, speaks on the topic, 'Informed Citizens and Political Entry: Evidence from a Large Education Programme in India', at a seminar hosted by the Research & Publications Office at IIMB on January 08.





IIMB's Staff Recreational Club rings in the New Year with celebrations on January 10.



Prof. Srinivasan Rangan, Faculty from the Finance & Accounting area at IIMB, welcomes participants to the 4th JAAF Symposium, at IIMB, on January 11.



Prof. G. Raghuram, Director, IIM Bangalore, greets delegates at the 4th JAAF Symposium, at IIMB, on January 11.



Prof. Bharat Sarath, Editor-in-Chief, Journal of Accounting, Auditing, and Finance (JAAF), and Faculty in the Dept. of Accounting & Information Systems at Rutgers Business School, USA, speaks on 'Accounting Theory and JAAF', at the 4th JAAF Symposium at IIMB on January 11.





Dr. Lim Kian Guan, Vice Provost and OUB Chair Professor of Finance, Singapore Management University, at the 4th JAAF Symposium at IIMB on January 12.



Dr. Bin Srinidhi, University of Texas at Arlington, speaks about 'Blockholder Heterogeneity and Corporate Textual Disclosure Quality', at the 4th JAAF Symposium, at IIMB, on January 12.



Prof. M.V. Rajeev Gowda, Member of Parliament, Rajya Sabha, addresses the audience on 'CAA, NRC and the idea of India', a dialogue to mark the launch of 'Suvada', the public discourse platform under the aegis of the Centre for Public Policy at IIMB, January 14.



Swapan Dasgupta, Presidential nominee to the Rajya Sabha, addresses the audience on 'CAA, NRC and the idea of India', a dialogue to mark the launch of 'Suvada', the public discourse platform under the aegis of the Centre for Public Policy at IIMB, January 14.





MPs M.V. Rajeev Gowda and Swapan Dasgupta, along with the moderator, Prof. Sreelata Jonnalagedda of IIMB, at 'CAA, NRC and the idea of India', a dialogue to mark the launch of 'Suvada', the public discourse platform under the aegis of the Centre for Public Policy at IIMB, January 14.



IIMB's Dean Programmes Prof. Abhoy Ojha lights the inaugural lamp as Chair of CSITM at IIMB Prof. Rajendra Bandi and other dignitaries look on at the India Software Product Management Summit, held at IIMB on January 17.



Prof. S Sadagopan, Director at IIT Bangalore, takes the audience through the journey of evolution of software products in India over the last four decades, at the India Software Product Management Summit, held at IIMB on January 17.



"Diversity creates an enrichment of products and services and enhances our lives. We should embrace it as a pathway to create innovation," remarks Payal Arora, Chair in Technology, Values, and Global Media Cultures, Erasmus University, Rotterdam, speaking on 'Tech Design for the Next Billion', at the India Software Product Management Summit 2020, hosted by IIMB on January 17.

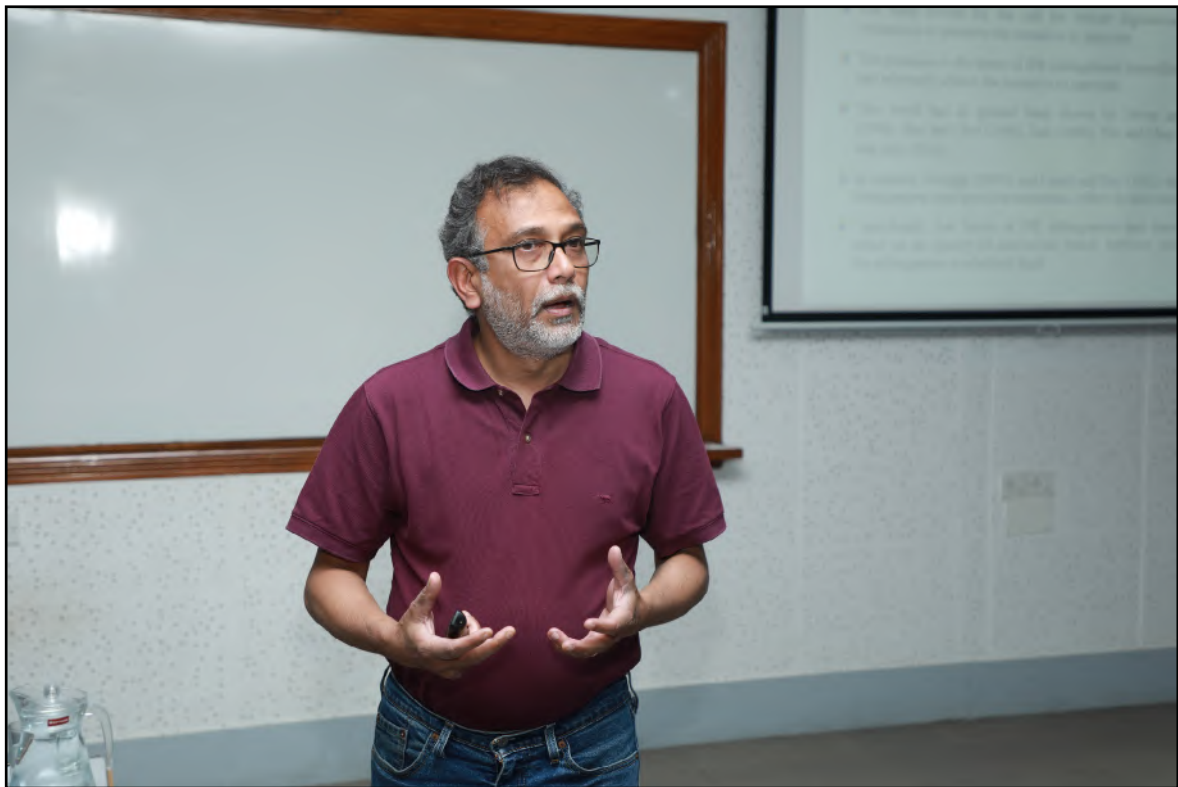




Prof. Hans-Bernd Kittlaus, Chairman, ISPMA, speaks at the workshop on 'Software Business Models – Are you really managing a Standard Product?' at the India Software Product Management Summit 2020, hosted by IIMB on January 18.



Prof. Greg Coticchia, Founding Executive Director, MSPM Program at Carnegie Mellon University, speaks on 'How Product Managers Learn' at the India Software Product Management Summit, hosted by IIMB on January 18.



Prof. Dyuti Banerjee, Monash University, speaks on the topic, 'Optimal IPR infringement enforcement policy and innovation', at a seminar hosted by the Research & Publications Office at IIMB, on January 16.



IIMB's HR department organized a workshop on 'Emotional Intelligence through Laughter Yoga', by Dr. Madan Kataria, Founder, Global Laughter Yoga Movement, on January 22.



Johan Hagberg, from Goteborg University, speaks on the topic, 'Retail digitalization: past, present and future', at a seminar hosted by the Research & Publications Office at IIMB, on January 22.



Ayaskant Sarangi, Senior Vice President – Human Resources at Wipro Limited, speaks about 'Career Derailment and Career Management' to MBA students, during a panel discussion hosted by Prof. Gopal Mahapatra, from the Organizational Behavior & Human Resources Management at IIMB, on January 23.





Shekar Ganapathy, Senior Director – Global Support Services at VMware, speaks about 'Career Derailment and Career Management' to MBA students, during a discussion hosted by Prof. Gopal Mahapatra, from the Organizational Behavior & Human Resources Management at IIMB, on January 23.



The Forum for Industrial Interaction (FII), the business club started by the students of IIM Bangalore, hosted 'Anvaya 2020 – Where Business, Government and Society Meet' on January 25. The case study competition was judged by Mrs. Kalpana Gopalan, IAS. Mr. Sanjay Sahay, IPS, and Mr. Rajendra Misra addressed the students.





Puneet Dalmia, Managing Director, Dalmia Bharat Group, and an alumnus of IIM Bangalore visited his alma mater on January 25, to interact with second-year MBA students. He discussed a case study on Dalmia Cement's sustainability journey as part of 'Business Process Improvement', an elective course taught by Prof. [Haritha Saranga](#), from the Production & Operations Management area.



Carnatic music vocalist Abhishek Raghuram lights the ceremonial lamp to inaugurate Yamini 2020 on January 25.



Abhishek Raghuram performs at Yamini 2020.



Hindustani vocalists Rajan & Sajan Mishra at Yamini 2020.





Yakshagana performance by Keremane Shivananda Hegde and troupe at Yamini 2020.



Sitar artiste Shubhendra Rao at Yamini 2020.





Shashank Subramanyam performs at Yamini 2020.



Prof. G. Raghuram, Director, IIMB, addresses students and staff during the Republic Day celebrations at the school.





PGP students of IIMB sing patriotic songs on the occasion of Republic Day.



PGP students of IIMB perform a play on the occasion of Republic Day.





The Horticulture team of IIMB, along with the Director, Prof. G. Raghuram, and the Dean (Administration) Prof. M.S. Narasimhan, after winning the Mysore Horticulture Society prizes for green campus.



IIMB wins the Best Ornamental Garden award and the Sri M.C.T.M. Chidambaram Chettiar Rolling Cup in the Garden competition held by Mysore Horticulture Society, Bangalore, during the Republic Day celebrations. Kempa Honnaiah, IAS, presents the award to Col. S.D. Aravendan, CAO, IIMB, on January 24, 2020.





Ms. Dana Kursh, Consul General of Israel, Ms. Margit Hellwig-Boette, Consul General of Germany, Ms. Nicole Girard, Consul General of Canada, and Prof. Abhoy K Ojha, Chair, Israel Centre at IIMB, at the International Holocaust Remembrance Day on January 27, 2020



Prof. Abhoy K Ojha, Chair, Israel Centre at IIMB, Ms. Margit Hellwig-Boette, Consul General of Germany, Ms. Nicole Girard, Consul General of Canada, and Ms. Dana Kursh, Consul General of Israel, at the panel discussion.



Ms. Dana Kursh, Consul General of Israel, Ms. Margit Hellwig-Boette, Consul General of Germany, and Ms. Nicole Girard, Consul General of Canada, with #WeRemember placard.



Meera Iyer, independent writer and researcher, speaks about 'Discovering Bengaluru' on January 27.





Prashant Bharadwaj, University of California, San Diego, speaks on the topic, 'The Effects of Health Shocks to the Elderly on Children's Labor Supply', at a seminar hosted by the Research & Publications Office at IIMB on January 28.



The Centre for Public Policy at IIMB, along with the Centre for Inclusive Governance and the Labour Department of the Government of Karnataka, hosts a conclave on Construction Workers' Safety, Health & Welfare, on January 29.





S. Suresh Kumar, Primary & Secondary Education and Sakala Minister of the Government of Karnataka, addresses the conference on Construction Workers' Safety, Health & Welfare, at IIMB, on January 29.



Bhaskar Rao, Commissioner of Police, Bengaluru, at the conclave on Construction Workers' Safety, Health & Welfare, at IIMB, on January 29.



Isha Pant, DCP South East Bengaluru, at the conclave on Construction Workers' Safety, Health & Welfare, at IIMB, on January 29.



Prof. Sandeep Devanatha Pillai, BOCCONI, conducts a workshop on 'Historical Methods in Research', hosted by the Research & Publications Office at IIMB on January 29.

Designed by:

