



# *The IIMB*

DIGEST

# NEWSMAKERS

## **Prof. Rahul Dé features in *Analytics India* magazine's list of top AI researchers in India**

29 January, 2021, Bengaluru: Professor [Rahul Dé](#), faculty in the Information Systems area of IIM Bangalore, has been featured in *Analytics India* magazine's list of top Artificial Intelligence (AI) researchers in India.



According to the magazine website, "Among the very few researchers in India working on Ethical AI, Dr De's research paper was among the six selected by Facebook that focuses on three key areas — governance, cultural diversity and operationalising ethics. His research paper, titled 'Ethical Implications of Delegating Decision-making Journey to AI Systems', has the objective of analysing the implications of AI systems irrespective of AI's outcomes. His research interests are in ICT for Development, Open Source and e-Government Systems. He has also authored more than 50 articles and two books."

Prof. Rahul Dé teaches Information Systems and Artificial Intelligence at IIM Bangalore. His research interests, apart from those mentioned above, are in digital payments, internet governance, telemedicine and AI ethics. He has published books, articles in international peer-reviewed journals, and articles as book chapters and conference proceeding papers. He has wide international experience and has taught various courses in universities in the United States, Spain, France, Sweden, Norway and Italy. He has also offered a course on edX. He has received international awards for his research and teaching.

Prof. Dé has served on the Board of IIM Bangalore, and continues to serve on the Boards of Institute for Development and Research in Banking Technology (IDRBT), Hyderabad, and Software Freedom Law Centre (sflc.in), India. He is the President of the Indian Chapter of the Association for Information Systems (AIS), and the Honorary Chair for the International Conference on Information Systems (ICIS), Hyderabad, 2020.

He serves on the editorial Boards of the journals *Information & Management*, *Government Information Quarterly*, *Digital Government: Research and Practice*, *International Journal of Information Management*, and *IIMB Management Review*.

## **IIMB MOOCs course on People Management is among top-ranked**

[People Management by Indian Institute of Management Bangalore](#) (edX) is a beginner-level program designed to help smoothen the transition for newly appointed people managers.

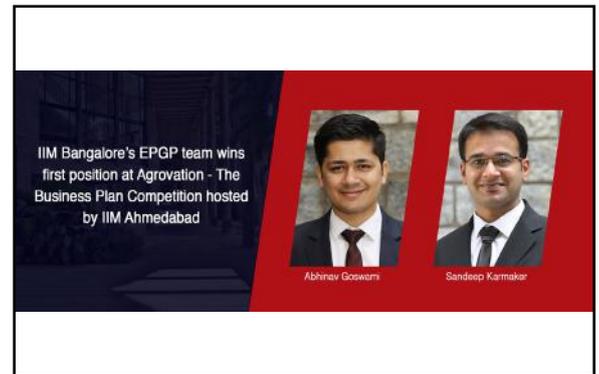
This course has been listed among the world's top 10 courses in HR for 2021.

Twenty-five experts have compiled this list of Best Human Resource HR Course, Tutorial, Training, Class, and Certification available online for 2021. It includes both paid and free resources to help you learn Human Resource Management and these courses are suitable for beginners, intermediate learners as well as experts.

[Read more](#)

## IIM Bangalore's EPGP team wins first position at Agrovation - The Business Plan Competition hosted by IIM Ahmedabad

Team Ecolexirs from IIM Bangalore, consisting of Abhinav Goswami and Sandeep Karmaker, both students of the [Executive Post Graduate Programme in Management \(EPGP\)](#), won the first spot at Agrovation: The Business Plan Competition conducted by IIM Ahmedabad. They emerged as the national champions in the event Krishi Manthan 2020, held on December 27, 2020.



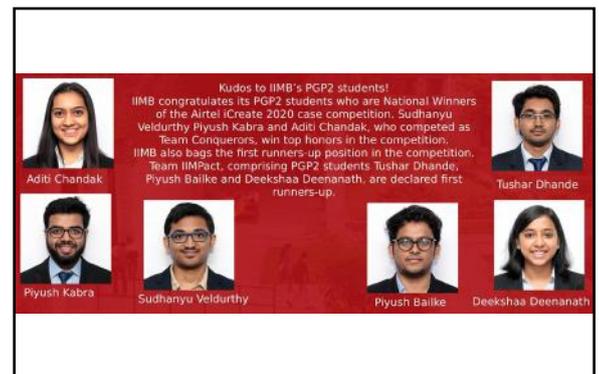
Krishi Manthan is the flagship event organized by their PGP-FABM course. The challenge had 680 registrants across colleges and courses in India. The participants had to present their business idea over a series of three rounds, related to the field of agriculture and food that could generate significant impact in uplifting the agriculture sector of the country.

[Read more](#)

## Kudos to IIMB's PGP2 students!

IIMB congratulates its PGP2 students who are National Winners of the Airtel iCreate 2020 case competition. Sudhanyu Veldurthy Piyush Kabra and Aditi Chandak, who competed as Team Conquerors, win top honors in the competition.

IIMB also bags the first runners-up position in the competition. Team IIMPact, comprising PGP2 students Tushar Dhande, Piyush Bailke and Deekshaa Deenanath, are declared first runners-up.



## MBA student Khet Singh's health insurance start-up Claim Buddy receives funding from Titan Capital and other investors

Insurtech start-up ClaimBuddy, the brainchild of 24-year-old Khet Singh, a second-year MBA student at IIM Bangalore, has raised an undisclosed amount in the seed funding round led by Titan Capital and other marquee groups of investors like LV angel fund, First Cheque, and some individual angels. With a fresh influx of capital, the company will focus on business expansion across India and technology investment.



Describing the investment and support received from Titan Capital and other investors, Khet Singh, Co-founder, ClaimBuddy, said: "We are elated to receive this initial support. The investors' belief in our vision to create an ecosystem will help streamline health insurance claim processing in India."

*continued...*

ClaimBuddy acts as a one-stop solution for health insurance claim assistance for patients and hospitals, building an ecosystem to ensure hassle-free insurance claim processing by leveraging technology, and a set of simple yet powerful processes and operations.

[Read more](#)

### **PGPPM alumnus Amitesh Bharat Singh conferred with President's Award for 'Specially Distinguished Record of Service'**

Amitesh Bharat Singh, alumnus of the 2015-16 batch of IIM Bangalore's one-year fulltime Master of Management Studies in Public Policy - [Post Graduate Programme in Public Policy and Management \(PGPPM\)](#), has been conferred with the President's Award for 'Specially Distinguished Record of Service', on the occasion of Republic Day 2021, as notified by the Ministry of Finance, Government of India.

Appointed to the IRS (Customs & Central Excise) in 1997, Amitesh Singh currently heads the Directorate of Revenue Intelligence (DRI), Zonal Unit in Karnataka. DRI is the apex intelligence and investigation agency for transborder crimes.

He has earlier occupied various positions in Customs, Service Tax and Central Excise, GST formations in India, including the Directorate of Taxpayer Service for the Karnataka and Kerala Region. He also served as a diplomat, being stationed as the First Secretary (Commerce) at the Indian High Commission from 2011 to 2014. He has also served earlier as the Deputy Director DRI at Delhi.

[Read more](#)

## **RECENT EVENTS**

### **Workshops, Webinars & Podcasts**

#### **The Centre for Teaching and Learning at IIMB hosts two workshops in January 2021**

New Faculty Orientation Workshop (NFOW)

CTL at IIMB conducted the New Faculty Orientation Workshop from January 11 to 13, 2021. The workshop was open exclusively to new faculty at IIM Bangalore.

The NFOW informed new faculty about IIMB programmes, digital initiatives, MOOCs, NSRCEL and life as an academic. Additionally, topics such as drivers of learning, course design, choice of pedagogy, evaluation methods, case teaching and writing were also covered.

[Read more](#)

## **IIMB's Behavioural Sciences Lab hosts webinar by Dr Kathy Rupar-Wang on 'Improving Investors' Decisions: Psychology Theory to the Rescue!' on January 15**

Dr Kathy Rupar-Wang, Assistant Professor, Georgia Institute of Technology, was the speaker for the fourth webinar organized by IIM Bangalore's Behavioural Sciences Lab on January 15th 2021. Her research focuses on judgment and decision-making in financial accounting contexts. Her work has been published in The Accounting Review, Contemporary Accounting Research, and Journal of Behavioral Finance.



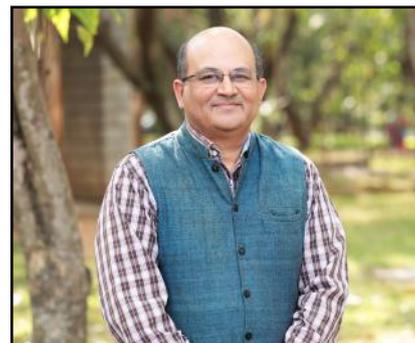
The topic of this webinar was 'Improving Investors' Decisions: Psychology Theory to the Rescue!' based on Dr Rupar-Wang's own research. Dr Rupar-Wang started with the description of behavioural accounting (psychology and accounting) and experimental accounting research. There were three major areas of focus in the talk based on her research: how to catch deception or lying behaviour; ratio bias, and investomers.

[Read more](#)

## **IIMB's Office of Diversity and Inclusion hosts conference on 'Careers for Persons with Disabilities'**

The Office of Diversity and Inclusion at IIM Bangalore hosted a conference on 'Careers for Persons with Disabilities' on January 17th 2021.

In his welcome address, Prof. [Rishikesh T Krishnan](#), Director, IIM Bangalore, said that over the years students with disability are getting much better support at IIMB and other institutions but several challenges remained. "One issue we repeatedly hear from our alumni and alumni of other institutes is that while these students get their first job from campus, their subsequent career advancement is not on par with peers who join the same companies or in similar roles." He hoped the conference would help us move in the right direction.



The keynote address was delivered by Mahantesh G Kivadasannavar, Founder, Samarthanam Trust and former President of the World Blind Cricket Ltd. He discussed how Persons with Disability (PwD) are equally capable of performing most of the tasks. Education, technology and building aspirations are very crucial for them as many such students come from challenged backgrounds, and most of the time they are neglected as their parents cannot support them financially. If they are exposed to the right opportunities and their talent is identified at a young age, they will start building aspirations and work towards getting employed. Schools and universities need to be sensitized as every student with disability has a different requirement and it is important to identify and create a support system for them.

[Read more](#)

## “If you want to go farther, go together”

“Sustainability is equally important in all of space and on Earth. What space exploration shows us is the depth of possibilities in the universe. What we have discovered so far is so tiny, and there are a lot of unknowns. Knowledge on these unknowns is needed to expand our possibilities of survival, and they can’t be discovered without international cooperation,” said former JAXA astronaut and NASA mission specialist Naoko Yamazaki. Yamazaki San was speaking at [India Japan Study Centre \(IJSC\)](#) at IIM Bangalore’s latest ‘Tatsujin-Speak’ webinar, held on January 22nd. The one-hour virtual talk titled “#Space4SDGs; What Can Space Science and Technology Teach Us about Sustainability” was followed by an interactive Q&A session with the audience.

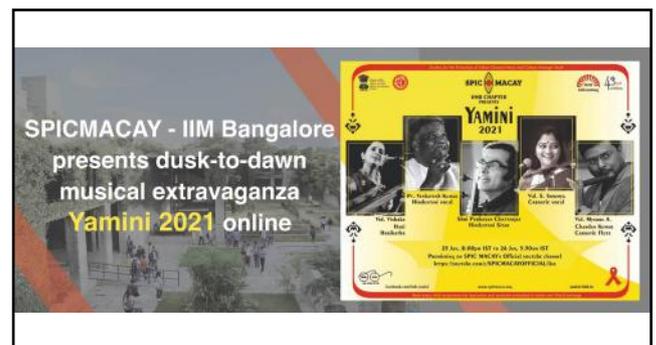


“Since space is a common goal from where we are seeking common profits for the betterment of human beings, I believe it is equally important to form partnerships up in space just as we do on Earth in order to achieve international collaboration,” said Yamazaki San.

[Read more](#)

## SPICMACAY - IIM Bangalore’s dusk-to-dawn musical extravaganza Yamini 2021 goes online

SPICMACAY-IIM Bangalore presented Yamini 2021, the biggest dusk-to-dawn musical extravaganza in Bangalore, from 08.00 pm on January 25th till 05.30 am on January 26th 2021. Due to the current situation brought about by the pandemic, this year the entire event was held online.



## IIMB expert on networks and connections in the business world

The thirteenth episode of the IIMB Podcast Series, held on January 24th 2021, featured a conversation with Dr. [Manaswini Bhalla](#), faculty from the Economics and Social Sciences area of IIM Bangalore. Dr. Bhalla spoke about the role of networks and connections in how we make our formal and informal relations, and how they affect economic outcomes in the business context.



The onset of COVID-19 and the norm of social distancing truly made us realize that though we are striving for individual and financial independence all our lives, we value social networks and connections much more than we realize. Not just in our personal lives but also in the business context, we have social associations playing a bigger role than we think. Whether it is a merger and acquisition deal or a client/vendor selection, you have identities and social associations playing a role implicitly or sometimes even explicitly. In this episode of the podcast, Dr. Manaswini Bhalla shed light on how social identities and associations play in business deals and decisions. The podcast also touched upon the impact of COVID-19 and the emergence of gig economy on social associations as virtual working has become a norm and preference.

[Read more](#)

## **IIMB hosts webinar on 'Information Barriers in International Trade' on January 28**

The Research and Publications Office at IIM Bangalore hosted a webinar titled: 'Information Barriers in International Trade', on January 28th. Professor Amit Khandelwal, Jerome A Chazen Professor of Global Business, Columbia University, spoke on the subject.

[Read more](#)

## **IIMB Director is part of panel on Fostering Research and Innovation: The Road towards Self Reliance**

Professor [Rishiksha T. Krishnan](#), Director and Professor of Strategy at IIMB, who has been listed in the Thinkers50 India list of most influential management thinkers from India, spoke on 'Fostering Research and Innovation: The Road towards Self Reliance', at the Discussion on the Draft 5th National STI Policy, organised by DST-Centre for Policy Research, at the Centre for Society and Policy, Indian Institute of Science, on January 24th 2021.



## **Professor Sourav Mukherji presents paper titled 'Promoting Gender Equity through Sports: Learnings from a Failed Intervention' on Jan 25 as part of IIMB Chair of Excellence & Endowed Chair Seminar Series**

Professor [Sourav Mukherji](#) of the Organizational Behavior & Human Resources Management area of IIM Bangalore and IIMB Chair of Excellence, presented a paper titled, 'Promoting Gender Equity through Sports: Learnings from a Failed Intervention', on January 25th 2021, as part of the IIMB Chair of Excellence and Endowed Chair Seminar Series. Prof. Sourav Mukherji is also Chair, Centre for Teaching and Learning as well as Chair, Centre for Management Communication at IIM Bangalore.



## **EXECUTIVE EDUCATION PROGRAMMES**

### **International Management Programme (IMP-3)**

The International Management Programme is an advanced level, Executive Education Programme designed and delivered by Indian Institute of Management Bangalore (IIMB), in collaboration with Desautels Faculty of Management, McGill University, Canada and Lancaster University Management School, Lancaster, UK. This innovative and distinctive programme is based on the IMPM programme conceived by Prof. Henry Mintzberg based on his path-breaking work on five mindsets which has been running for over 21 years.

**Module 5 - The Worldly Mindset:** Managing Context of IMP Batch 3 will be hosted by IIMB as per the below mentioned dates:

- Virtual three days from February 7 to 9, 2021
- In-person seven days from October 17 to 24, 2021

# RECENT RESEARCH

## PAPERS

### **Contract employment as a worker discipline device**

Authors: Arnab Basu, Nancy Chau, and [Vidhya Soundararajan](#)

Paper accepted for publication in the Journal of Development Economics – Professor Vidhya Soundararajan

A working paper version is available [here](#).

Increasingly, firms worldwide have started hiring workers on fixed-term contracts, also known as contract workers. Since these workers are hired on a fixed-term basis, there is no added cost to fire them, unlike the firm's regular workers, whose firing is governed by costly legislations. Moreover, contract workers are typically paid lower wages than their regular worker counterparts. In addition to these above benefits from hiring contract workers, firms also find it useful to hire contract workers because it enables firms to keep effort and discipline high among regular workers. This is possible because by diverting tasks previously accomplished by regular workers to contract workers, the likelihood that any job seeker will be able to find a regular job decreases. This makes it possible for employers to lower the regular wage with no perverse effort consequences. Despite an ever-increasing demand for contract workers, it's interesting to note a persistent wage inequality between regular and contract wages. Related to this, using firm-level data in India, we also show that an increase in labour demand increases regular worker wages but leaves contract worker wage untouched, leading to a persistent wage polarization between contract and regular wages.



### **G-network Models to Support Planning for Disaster Relief Distribution**

Authors: Merve Ozen and [Ananth Krishnamurthy](#)

The paper has been accepted for publication in International Journal for Production Research (IJPR).

One of the key activities during disaster response is distributing relief items to victims. This is a challenging task due to dynamically changing victim needs and disaster aftermath conditions. The researchers model the distribution operations where items like tarpaulins and blankets are distributed by volunteers, to victims at temporary distribution areas called relief centres (RC).



The goal of each RC is to provide aid to as many victims as possible (maximize throughput) with the least delay (minimize waiting times). One of the critical factors that can hinder relief distribution efforts is victim movement and crowd behaviour. During the Port-au-Prince relief distribution, following the Haiti earthquake, unwanted crowd movement and disorder in queues resulted in the Salvation Army relief distribution to come to a halt.

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Following which, the Salvation Army built barriers that limited movement, which allowed the distribution to progress. As in this example, most relief distribution practice relies on trial and error, and on experienced responders, especially with respect to managing crowd mobility. Quantifying the impact of victim movement and deriving guidelines to help practitioners is an important research contribution of this work. To the researchers' knowledge, the impact of victim movement has been observed but has not been explicitly analysed in the prior literature. This paper aims to fill this gap.

The researchers investigate the impact victim movements have on the distribution performance. They model each RC as a queue, and the distribution operation as a generalized queuing network (G-network). They investigate product form solutions for the proposed G-network model and prove a new product form result for G-networks with signals and batch transfer under certain conditions. Product form results are especially useful for large relief distribution networks, where alternative methods like solving a Markov chain or a simulation model can become computationally challenging. They apply the G-network model to a case study using the Nepal earthquake relief distribution data and quantify the impact of victim movement on network performance.

### **Social Selling Cues: The Dynamics of Posting Numbers Viewed and Bought on Customers' Purchase Intentions**

Authors: [Gopal Das](#), Mark T. Spenceb, and James Agarwal

Accepted for publication in the International Journal of Research in Marketing (IJRM). [Click here](#) for the paper.



The paper explains that showing the number of views (e.g., 500 Views in last 24 hours) or bought (e.g., 25 Bought in last 24 hours) can, but does not always, increase purchase intentions; revealing the number bought has a monotonically increasing (at diminishing rate) effect on purchase intentions; and views exhibit a concave curvilinear effect in that, beyond a tipping point, increasing the number of views lowers purchase intentions. If the number of views or the number bought are relatively low, it is better to show the larger views number, but the reverse is true if the respective numbers are both high.

## **CASES**

[Here](#) is the complete list of teaching cases authored by IIMB faculty and published by Harvard Business Publishing for Educators. We feature three cases from the list in this month's issue of IIMB Digest.

### **[The House of Tatas: Governance Challenges](#)**

Authors: [J Ramachandran](#), K S Manikandan, Savithran Ramesh

The case is based on one of India's oldest, renowned, and most internationalized business groups. The case provides an account of the evolution of the Tata Group with an emphasis on the developments in the three decades following economic liberalization in 1991 and the legal tussle between Tata Sons

*continued...*



(the Group's parent company) and its minority shareholder (SP Group). The legal battle has potential ramifications on the evolution of corporate governance in India, a country marked by controlling ownership of corporations and concerns over protection of the interests of minority shareholders. Tata Group: Early History, the first section of the case, traces the early years of the Tata Group, its management philosophy, the formation of Tata Trusts, the leadership years of its long-serving legendary chairman, JRD Tata and the emergence of SP Group as a minority shareholder in Tata Sons. The second section, Ratan Tata Years begins with the elevation of Ratan Tata as chairman of the Group in 1991 and details the Group's transformation through the institutionalization of formal systems and processes, entry into new industries, bold global acquisitions and radical innovations such as Tata Nano. Cyrus Mistry Years captures the key strategic choices made by the Group's next chairman, Cyrus Mistry and his Vision 2025 for the Group. The next two sections, The October Shock and The Legal Battle, details the events leading to the abrupt removal of Cyrus Mistry as chairman of Tata Sons and ensuing legal battle between Tata Sons and Cyrus Mistry at the company law tribunals. Chandrasekaran Years provides details of the Group strategy under its current chairman, Chandrasekaran. The following two sections, The NCLT Order and The NCLAT Order captures the salient aspects of the contrary rulings of NCLT (in favor of Tata Sons) and NCLAT (which supported the claims of Cyrus Mistry). The final section, Postscript, briefly states the response of Tata Sons and Cyrus Mistry to ruling of NCLAT.

### [SATTVA eTECH: Challenges in Embedded New Product Development](#)

Authors: [Jishnu Hazra](#), [Tarun Jain](#)

SATTVA eTECH is an electronics company involved in design and development of embedded new products. The company designs and manufactures client's requirements ranging from nuclear control systems to industrial automation systems. The company is analyzing the three potential design orders received from clients of different industry segments. One of the managers (Samidh in the case) has been assigned the responsibility to present his independent assessment of this order selection dilemma and present the entire detailed analysis to the company's top management.



### [Grameen Koota: The Turnaround for Financial Inclusion](#)

Authors: [G. Shainesh](#), Menaka Rao

Grameen Koota (GK) is a micro finance institution (MFI) that offers several socially focused loans for poor and low income households. Its collateral-free loans and other services are targeted at women from poor and low-income households to improve their economic opportunities for inclusive development. Udaya, CEO, had set GK on a strong foundation for growth after a period of consolidation and was planning to accelerate growth. GK was growing at 2x but needed to grow at 4x.



*continued...*

CEO was facing a dilemma as to whether GK should set up new branches and increase the customer base for lending operations or mine their existing branches. GK had started expanding beyond South and Western India by setting up operations in Central India. The case describes the strategies adopted by GK to consolidate and grow. It raises potential issues and opportunities including transitioning from microfinance to broader financial services, growing through rapid acquisition and expansion of customer base as well as lending operations. Should they retain borrowers merely as customers of a commercial, financial service or aim to make these poor borrowers financially self-reliant? The case also highlights the strategic options for GK to achieve its 2020 aspirations.

## FACULTY-AUTHORED ARTICLES

### A Wish list for the Union Budget 2021

The Union Budget 2021 will be presented in the Parliament on 1 February 2021. Prof. [Rahul Dé](#) and Venkatesh Balakrishnan of IIMB present their wish list for the IT industry and users, in this article in *Data Quest*.

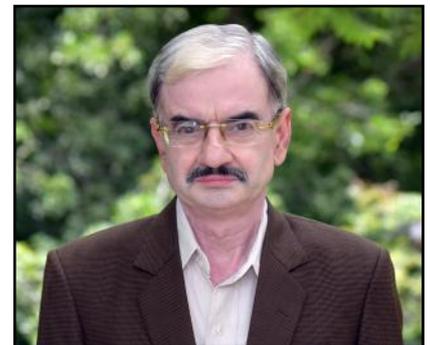
[Read more](#)



### Does the FM have elbow room in Budget formulation?

The budgeting for India is similar to budgeting for a middle-class family: If only I have 10% more income, I can meet all my commitments, writes Prof. [G Ramesh](#) from IIMB's Centre for Public Policy, in *New Indian Express*.

[Read more](#)



### Need Focus on Removing Obstacles to 'Good' Jobs

As businesses struggled to stay afloat, the government announced a number of measures targeted towards the so-called Micro, Small and Medium Enterprises (MSMEs). Many of these measures, part of the Atmanirbhar Bharat Abhiyan package, are aimed at easing financial constraints faced by businesses, write Professors [Kunal Dasgupta](#), [Srinivasan Murali](#), and [Vidhya Soundararajan](#), in *Hindustan Times*. [Read more](#)



## Is Government's Frenzy for World's Largest Vaccination Programme Misplaced?

Public expenditure money should be used for improving overall medical infrastructure and reducing overall death rate in the country, writes Prof. [Malay Bhattacharyya](#), of IIMB, in this opinion piece in *Forbes India*.

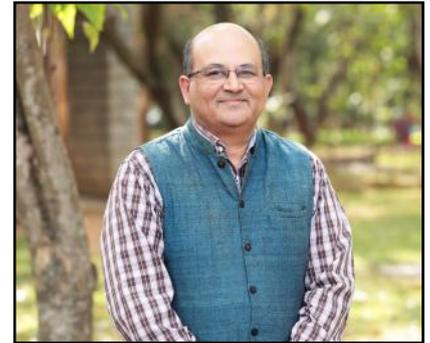
[Read more](#)



## The New Normal in the Education Sector in 2021

As far as management education is concerned, this new normal will be reflected in a sharper segmentation of the market and programmes more specifically designed and targeted to these market segments. This will reinforce a trend that started before Covid-19," writes IIMB Director [R T Krishnan](#) in this article in *BusinessWorld*.

[Read more](#)



## Making Vaccine Distribution More Efficient

In this article in *Forbes India*, Prof. [Amar Sapra](#), from the Production and Operations Management area at IIMB, explains the three principles of capacity management that will be useful to any government agency planning for and implementing the vaccination drive.

[Read more](#)



## Aiming for Homoeostasis

In this article in *Economic Times*, Prof. [S Ramesh Kumar](#), from the Marketing area in IIMB, explains the need to be conscious of one's thoughts, both in terms of quality and magnitude.

[Read more](#)



# INNOVATION & ENTREPRENEURSHIP

## Cunomial from NSRCEL-GS 10K Programme

Through programs such as 10,000 Women, NSRCEL, the start-up hub at IIM Bangalore, has successfully impacted several ventures of women entrepreneurs. Cunomial is one such venture.

Cunomial provides cloud-native, simple and easy-to-use digital products for institutions of all sizes through the Software-as-a-Service [SaaS] business model which reduces the need for institutions to buy and support a broad range of IT infrastructure. One of the critical challenges faced by most institutions is inadequate technical infrastructure and the skilled manpower to adopt and use digital products. Cunomial intends to bridge this digital divide by providing easy-to-use and simple cloud-native products with no infrastructure requirements and best-in-class customer support for appropriate adoption and usage.



[Read more](#)

## Plop from NSRCEL's Women Start-up Program

The Women Startup Program of NSRCEL, the start-up hub at IIM Bangalore, aims to support ambitious and innovative women entrepreneurs by enabling them to transform their idea into a business venture. Plop is one such example.

In the world of podcasts and Insta stories, Plop is a global, mobile-first company that creates immersive and interactive fiction for a young audience. Co-founded by Anushka Shetty, an IIMB alumna and Vineet Shetty, an ISB alum, in 2019, Plop hooks on a unique, fast-paced format to develop interactive bite-sized fiction to entertain and educate the Gen Y and Gen Z audience.

The Mumbai-based platform uses a format that takes written word and infuses multiple multimedia elements like video, audio, and role-playing mobile-based simulations to give a real-life experience to a smart-phone obsessed generation.



[Read more](#)

## Learning Matters from NSRCEL's Social Program

NSRCEL, the start-up hub at IIM Bangalore, through its Social Program, aims to support early-stage non-profits and for-profit ventures with a focus on harnessing digital technology to tackle pressing social problems. Learning Matters is one such venture.

*Learning Matters* is an award-winning ed-tech organization headquartered in Bangalore. They focus on one of the largest problems faced by the Indian education sector – falling quality of learning outcomes. They use tech tools and Artificial Intelligence to solve this systemic problem and to scale the solution effectively, to large numbers of schools, teachers and students.

[Read more](#)



# BLOCK YOUR CALENDAR

## Upcoming Events

### **IMR Doctoral Conference (IMRDC) 2021 – Curtain Raiser 4, 5 & 6, February 2021**

The twelfth annual IMR Doctoral Conference (IMRDC) is being held on 4, 5 & 6, February 2021. This year's edition of IMRDC will be a virtual one, on account of the pandemic, with all the conference presentations and interactions occurring online.

IMRDC is an annual doctoral consortium, co-organised by IIMB Management Review, IIMB's flagship academic quarterly, and the Office of the Doctoral Programme. IMRDC aims to encourage research and scholarship among doctoral students in Management Science. To this end, IMR initiated and instituted the country's first annual Doctoral Students Conference for management scholars in 2009. We envisage a three-day virtual event with paper presentations by doctoral students and invited talks by leading researchers, academics and practitioners. In its twelfth edition now, the Conference has established itself as a flagship event in the doctoral community.

The objective of IMRDC is to identify and encourage interesting and important research by doctoral students in Management, which includes the areas of Decision Sciences and Information Systems, Economics and Public Policy, Entrepreneurship, Finance and Accounting, Marketing, Organisational Behaviour and Human Resources Management, Production and Operations Management, and Strategy. In its first edition, in 2009, the Conference received 20 papers from select institutions, and this year, in its twelfth edition, IMRDC has received 90 papers across areas from several institutions in India; we have also had submissions from international universities. Of the 90 submissions, 10 have been selected for presentation after three rounds of review. The papers selected for final presentation will have a dedicated discussant to critique the paper and offer comments and constructive feedback.

The keynote speakers at IMRDC 2021 include:

- Prof. Marc-David L. Seidel, the RBC Financial Group Professor of Entrepreneurship, Director of the W. Maurice Young Centre for Entrepreneurship and Venture Capital Research, and Associate Professor of OBHR at the Sauder School of Business at the University of British Columbia. Prof. Seidel will address the question, "What's the purpose of research?"
- Prof. Jagadeesh Sivadasan, the Jack D. Sparks-Whirlpool Corporation Research Professor of Business Administration in the business economics and public policy group of the Ross School of Business, University of Michigan. An alumnus of IIMB, Prof. Sivadasan will speak on "Recent empirical approaches in research on firm and worker productivity".
- Prof. Mukta Kulkarni, a Professor in the Organisational Behaviour & Human Resources Management area, and the Mphasis Chair for Digital Accessibility and Inclusion at the Indian Institute of Management Bangalore. Prof. Kulkarni will speak on "Engaging with qualitative research".

For more details about IMRDC 2021, we invite you to visit the Conference website [here](#)

## IIMB's NSRCEL invites applications for its Healthcare Incubation Program till February 15

NSRCEL, the start-up hub at IIM Bangalore, invites applications to the first cohort of the Healthcare Incubation Program. The program is designed to support ideation to proof-of-concept stage ventures who have the potential to increase access and affordability of healthcare in India.

Applications to the first cohort of the program are open. The last date for application is February 15 (Monday), 2021.

For details please [Click here](#)

Please visit [here](#) to apply for the program.

Dr. Devi Prasad Shetty, Chairman, Board of Governors, IIMB and Chairman & Executive Director of Narayana Health, launched this program. In his keynote address, throwing light on the opportunities for start-ups solving problems in the field of healthcare, Dr. Shetty said, "Start-ups can change how healthcare is delivered by making it safer for patients, more affordable, and more accessible to all."

"While there are many incubators dotting the healthcare ecosystem, we believe that our focus on the entrepreneur and to do whatever it takes to make them successful, will differentiate us in this crowded space. Moreover, our unique approach of integrating doctors, hospitals and labs into the program will enable us to combine IIMB's business mentorship with on-the-ground medical expertise under one roof, something that will be hugely valuable to entrepreneurs," said Professor [Venkatesh Panchapagesan](#), Chair, NSRCEL and faculty in the Finance & Accounting area of IIMB.

[Read more](#)

## New MOOCs by IIMBx

IIMB's digital learning initiative, IIMBx, is launching two new courses, aimed to hone skills of students and professionals alike.

### Valuation and Creating Sustainable Value

We at IIMBx are happy to announce the launch of the 'Valuation and Creating Sustainable Value' MOOC by Professor Padmini Srinivasan, Chairperson of the two-year fulltime MBA programme, and faculty in the Finance & Accounting area of IIMB, on edX.

This is a five-week course. In this course, participants will learn how to value a company. They will also learn how companies can create sustainable value for the business.

Have you wondered how some companies have high market value or how some companies are acquired with huge valuations such as Microsoft that paid \$26 billion purchase consideration for acquiring LinkedIn? Or how Facebook paid \$19 billion for acquiring WhatsApp or why the market value of Apple is around 3 trillion dollars?



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Valuation is an important aspect of finance which cannot be overlooked whether it is a day-to-day performance of the business, issue of equity shares, mergers & acquisitions, investing in new ventures, and so on.

This course is about valuation and understanding the different techniques of valuation.

The course will cover two important aspects of valuation.

In the first part of the course, participants will explore the nuances of valuation, and understand the different methods of valuation.

Not only measuring is important, one needs to understand how the value can be created and what the factors are that influence the valuation of the company. The second half of the course will highlight how companies can create sustainable value.

In this course, participants will:

- Learn the different tools and techniques of valuation
- Apply the valuation methods to real companies
- Understand the fundamental concepts, myths and the factors underlying the valuation
- Identify the key value drivers for valuation
- Explain the role of different value drivers in creating value for the company

This course has been designed for graduate students and working professionals who want to deep dive into the concept of valuation and value creation.

The course includes step-by-step explanation of the different valuation methods and their practical application. The various valuation techniques and terminologies have been explained in manageable bite-size theories that will help build participants' competencies. There will also be the expert views on different topics explained in the course.

The course includes a series of videos, real company analysis, reading material, examples, explore and learn section, discussions forums as well as assessments to check the learners' understanding. Those interested in learning valuation and the key value drivers of a business, need to enrol in the course [here](#).

**The course will be live on 15th April 2021.**

## **New Product Development**

We are happy to announce the release of the 'New Product Development' MOOC by Professor Ganesh N Prabhu, IIMB faculty in the Strategy area, on edX.

This is a five-week course. In this course, participants will learn an effective process for conceiving, developing and launching new products or services, which is critical to becoming competitive in most industries. This course includes key concepts like new product development strategy, types of product development strategies and steps.



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This course involves Organizational Integration of the work of functional specialists, industrial designers, and other key participants within the firm, reducing the time-to-market while meeting cost and quality targets and managing cross-functional projects and inherent technological risks while keeping a focus on changing customer requirements. These challenges are examined in relation to the business level strategy of the firm, its competitive challenges, the technology life cycle and the product life cycle. The course will also focus on the potential of firms to build markets and create demand for new products.

**What participants will learn:**

- Understand the entire product development process from the product idea to eventual launch with an appropriate business model
- Understand how emerging market firms gain competitive advantage through design and development of locally relevant products

**Course Key Takeaways:**

- Understand stages of product development
- Identify product opportunities for developing new products
- Learn techniques to design products that enable their easy and low-cost manufacture
- Understand new product development (NPD) organization structures - Functional, Project and Matrix
- Learn how to create demand for products/services and build markets
- Understand nature of design thinking

**Course Length** – Five weeks

**Who is this course for?**

- Professionals interested in understanding product development process
- Students pursuing graduate and postgraduate programmes
- Product managers who are keen to learn how to gain competitive advantage through design and development of relevant and efficient products

Register [here](#)

**Course Start Date: 4th February 2021**

## **Executive Education Programmes**

### **Long-Duration Certificate Programmes (LDCP)**

#### **General Management Programme for Healthcare Executives (GMHE-4): Programme Announcement**

The General Management Programme for Healthcare Executives (GMHE) is a part-time certificate programme on management in the healthcare domain that has been specifically designed for high performing individuals who are transitioning to a management role. The programme has been designed and developed by IIMB in close partnership with the healthcare industry.

On the back of three successful editions of the programme, the next batch for the General Management Programme for Healthcare Executives (GMHE-4) has been announced and is open for enrolment. The programme has been receiving excellent response from doctors and other healthcare professionals.

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**Last Date to Apply – 25th January 2021 (Early Decision) and 15th February 2021 (Regular Decision)**

**Programme Start Date – 24th February 2021**

[Programme Link](#)

### **General Management Programme for IT Executives (GMITE-15): Programme Announcement**

GMITE is one of the long running, Long Duration Certificate Programmes of IIMB, modelled on the highly successful EGMP programme. GMITE is a part-time certificate programme that has been designed for Software and IT professionals, who are looking to transition from technical / functional roles to general management roles. GMITE is also relevant for fast-track managers, who have recently taken charge of a general management role, in terms of equipping them with the ability to cope with responsibilities and issues at that level through formal management education.

The next batch for General Management Programme for IT Executives (GMITE-15) has been announced and is open for enrolment.

**Last Date to Apply – 11th January 2021 (Early Decision) and 8th February 2021 (Regular Decision)**

**Programme Start Date – 15th March 2021**

[Programme Link](#)

### **Advanced Management Programme (AMP-15): Programme Announcement**

The AMP is a flagship programme from IIMB's Executive Education, designed for senior executives from the industry. The AMP is an experiential programme that provides the knowledge and skills needed to succeed in today's volatile business environment. The programme over the years has gained a formidable reputation in the industry as a go-to programme for senior executives, and a strong cohort with diverse talent drawn from various industries provides an exceptional learning environment. The programme also attracts a fair share of entrepreneurs.

The next batch for the Advanced Management Programme (AMP-15) has been announced and is open for enrolment. The programme selection is based on the strength of the profile and personal interviews.

**Last Date to Apply – 22nd February 2021 (Early Decision) and 15th March 2021 (Regular Decision)**

**Programme Start Date – 19th April 2021**

[Programme Link](#)

## Conference

### International Virtual Conference on Future of Aviation and Aerospace 2021

The Executive Education Programmes Office, IIM Bangalore, in partnership with Toulouse Business School, Toulouse, France has been offering the General Management Programme on Aviation and Aerospace since 2015. As part of this partnership, IIMB and TBS organize the International Conference on Future of Aviation and Aerospace as an annual event to bring together industry experts, researchers and scholars to deepen the understanding of the current state and future of the sector.

In the prevailing circumstances, for the health and safety of panellists and delegates, the conference will be hosted on a virtual platform this year. Like last year, BIAL is a key sponsor of this conference.

The International Virtual Conference of the Future of Aviation and Aerospace 2021 will feature keynote speakers and panel discussions anchored by several C-suite executives from Aviation and Aerospace companies and faculty from IIM Bangalore.

Event Date: Wednesday, February 17, 2021

Last Date to Register: Tuesday, February 16, 2021

[Registration Link](#)

### LIVE ONLINE OPEN PROGRAMMES

**Programme Title:** [Project, Program & Portfolio Management](#)

**Programme Directors:** Prof. [Anshuman Tripathy](#) & Sudhir Chadha

**Start Date :** 01 February 2021

**End Date :** 04 February 2021

**Area:** Operations



**Programme Title:** [Predictive Analytics for Business Forecasting](#)

**Programme Director:** Prof. [Shubhabrata Das](#)

**Start Date :** 01 February 2021

**End Date :** 12 February 2021

**Area:** Business Analytics



**Programme Title:** [Managing Media & Entertainment Companies: Sustaining Creative Value](#)

**Programme Director:** Prof. [S Raghunath](#)

**Start Date :** 08 February 2021

**End Date :** 12 February 2021

**Area:** Strategy & General Mgmt.



**Programme Title:** [Accelerating Your Leadership Journey: The Leader as Coach](#)

**Programme Directors:** Prof. [Gopal Mahapatra](#) & Krishna Kumar

**Start Date :** 09 February 2021

**End Date :** 13 February 2021

**Area:** Leadership/HRM



**Programme Title:** [Managing and Sustaining Hospital Growth](#)

**Programme Director:** Prof. [S Raghunath](#)

**Start Date :** 15 February 2021

**End Date :** 24 February 2021

**Area:** Strategy & General Mgmt.



**Programme Title:** [Creating High Performance Organisations](#)

**Programme Directors:** Prof. [Abhoy K. Ojha](#) & M Krishna Kumar

**Start Date :** 15 February 2021

**End Date :** 25 February 2021

**Area:** Leadership/HRM



**Programme Title:** [Strategy Consulting](#)

**Programme Directors:** Prof. [Ganesh N Prabhu](#) & Thomas Kuruvilla

**Start Date :** 17 February 2021

**End Date :** 21 February 2021

**Area:** Strategy & General Mgmt.



**Programme Title:** [Project, Program & Portfolio Management](#)

**Programme Directors:** Prof. [Anshuman Tripathy](#) & Sudhir Chadha

**Start Date :** 22 February 2021

**End Date :** 25 February 2021

**Area:** Operations



**Programme Title:** [Creating Successful New Products](#)

**Programme Director:** Prof. [Ganesh N Prabhu](#)

**Start Date :** 22 February 2021

**End Date :** 26 February 2021

**Area:** Strategy & General Mgmt.



**Programme Title:** [Cyber Security and Risk Management Orientation for Directors](#)

**Programme Director:** Prof. [S Raghunath](#)

**Start Date :** 01 March 2021

**End Date :** 10 March 2021

**Area:** Strategy & General Mgmt.



**Programme Title:** [Design Thinking for Leaders](#)

**Programme Directors:** Prof. [Sai Yayavaram](#) & Ramya Ranganathan

**Start Date :** 02 March 2021

**End Date :** 06 March 2021

**Area:** Strategy & General Mgmt.



**Programme Title:** [Public Policy and Management for Directors and CEOs](#)

**Programme Directors:** Prof. [Anil B Suraj](#) & Prof. [Hema Swaminathan](#)

**Start Date :** 03 March 2021

**End Date :** 12 March 2021

**Area:** Finance and Accounting



**Programme Title:** [Supply Chain Management: Sourcing, Planning & Delivery](#)

**Programme Directors:** Prof. [Anshuman Tripathy](#) & Sudhir Chadha

**Start Date :** 08 March 2021

**End Date :** 11 March 2021

**Area:** Operations



**Programme Title:** [Platform Business Models](#)

**Programme Director:** Prof. [Srinivasan R](#)

**Start Date :** 08 March 2021

**End Date :** 16 March 2021

**Area:** Strategy & General Mgmt.



**Programme Title:** [Competitive Marketing Strategy](#)  
**Programme Director:** Prof. [Nagasimha Balakrishna Kanagal](#)  
**Start Date :** 22 March 2021  
**End Date :** 25 March 2021  
**Area:** Marketing



## IIMB WELCOMES

### Deepti Ganapathy

[Dr. Deepti Ganapathy](#) has joined the Institute as “Visiting Assistant Professor” in the Management Communication Area, Friday, 15th January 2021.

Deepti Ganapathy is faculty in the area of Management Communication. After working as a print, broadcast and digital journalist for close to a decade with leading Indian media organizations, she choose to make the transition as an academic, teaching at IIM Indore and School of Business Management-NMIMS. She holds a PhD from the Department of Communication and Journalism, University of Mysore.



Deepti is a Rotary Group Study Exchange Fellow, CNN Young Journalist finalist, Creative Writing awardee by Royal Commonwealth Society, London and is recognized by the International Journalists’ Network as ‘Journalist of the Month’. In the summer of 2019, Deepti was appointed as Visiting Scholar in the Department of Communication, University of California San Diego, on the invitation of Distinguished Professor Daniel C. Hallin.

Currently pursuing a multidisciplinary interest in media and communication, Deepti is engaged with scholars in UK, USA and Europe to explore the use of media for strategic political and corporate communication, climate change communication, news coverage of human trafficking, health communication and digital activism. She has presented her research at several international conferences such as US Government’s East West Centre International Media Conference, Media and Politics: Discourses, Cultures, and Practices held at University of Milan, IAMCR 2016, 2018 and 2019 organized by University of Leicester, University of Oregon and Universidad Complutense de Madrid respectively and at International Communication Association-Asia Regional Conference 2017. As a member of the International Association for Media and Communication Research, she is actively involved in honorary service for this UNESCO-founded organization.

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In management education, she has used her industry experience to design and develop courses and webinars that address key communications issues in the Business world- revolving around change, uncertainty, re-organization and crisis. She consults with leading firms as well as not-for-profits and startups and partners with industry practitioners to write cases and journal articles.

Her research has been published in leading academic journals, namely Academy of Management Learning and Education, Journalism and her forthcoming books will be published by Routledge and University of Michigan Press.

Deepthi also comments on education, communication strategies, climate change communication and political communication for venues such as The Times of India, Deccan Herald, IJNET and Economic Times. Deepthi is the co-founder of INDEEP- a social enterprise that empowers rural children and teachers by introducing them to creative learning practices.

### **Aditi Chaturvedi**

Aditi Chaturvedi joined the institute on January 06, 2021 as Project Executive - Executive Education Programme. She has completed her BE and MBA. She comes with more than three-and-a-half years of experience.



# **IIMB BIDS ADIEU**

## **Superannuation**

**Mr. Ambroj**, working as Senior Executive in the Estates Department, retired from the services of the institute on January 31st on attaining the age of superannuation. He has served the institute for nearly 33 years. Mr. Ambroj joined the institute on December 01, 1987 initially on contract basis and was later appointed on regular basis from November 14, 1991. The institute acknowledges his sincere and dedicated service and wishes him a happy and peaceful retired life.



Designed by:

