



भारतीय प्रबंध संस्थान बेंगलूर
INDIAN INSTITUTE OF MANAGEMENT
BANGALORE



IIMB DIGEST
JULY 2020

FROM THE DIRECTOR

Dear All,

My tenure of three years and five months as the Director of IIM Bangalore, which started on 22nd February, 2017, will be coming to a close this month on 20th July, 2020. As I reflect on this period, what stands out for me is that I have enjoyed the learning it gave me, even at this stage in my life. I came in with a keen sense of anticipation of entering new territories, yet with comfort. The legacy, culture and opportunities that IIMB represented gave me the sense of anticipation. Given that I had spent over 31 years as a faculty member at a sister institution with a similar set of core activities, and knowing nearly 40 per cent of the faculty professionally and even as students, gave me the comfort.

There were significant challenges and opportunities during this period. Some driven by the external environment like the IIM Act, reservation requirements, and the current ongoing pandemic. Some from within the institution like visioning, alumni and development outreach, new centres, new programmes, infrastructure, structures and systems... To me, it would have been a fulfilling experience of having dealt with these challenges and opportunities if the intrinsic potential of the institute has been enabled, energised and enhanced towards our vision and mission.

Right through this journey of mine, I have had the support of various stakeholders of the IIMB family. I would like to thank all former Directors of this institution for their investment in building it to where it is now. Our History Project team has captured their perspectives in a wonderful publication that was published, recently.

My sincere thanks to the faculty of IIMB for continuing to raise the bar through all their contributions, which includes publishing papers in top journals, striving for teaching excellence and the search or impact. I would specially like to mention all the Deans and Activity heads who offered me their unstinting support for academic administration. It is this academic contribution that keeps us at the top, if not very close to the top, in various rankings. I know that we are not driven by rankings, though I must admit that I have always enjoyed the sense of anticipation during each ranking announcement! On a different note, building ownership among the faculty for institutional growth and expansion was a great learning experience for me.



The IIMB Director, Prof. G. Raghuram, unveils the 'Zero Plate Waste' campaign on campus on February 01, 2019.



Mr. Koji Fujiwara, CEO and President, Mizuho Bank, along with Prof. G Raghuram, Director, IIMB, during his visit to IIMB and the India Japan Study Centre at IIMB, on November 06, 2019.

I thank our academic and administrative support staff for their commitment in making our academic journey an impactful one. I would like to highlight activities such as support to enhance faculty performance, ensuring high quality programme delivery, making students feel that they have a home away from home, high quality estate maintenance, overseeing asset creation both in infrastructure and equipment, and a lot more. A personal word of thanks to the staff of the Director's office for their dedication.

My gratitude to our alumni for their sense of ownership of the Institute and for the steadily increasing and hopefully a potential floodgate of developmental support. I cannot forget the two IIMBUEs organized with such elan and visibility for the institution. One of the most touching moments was when alumni got together to contribute to the Vatsala Nagarajan classroom. Engaging with former faculty and the FPM/PhD alumni as gurus has meant a lot to me, especially in understanding the rich legacy of this institution.

I thank the many organizations who engage with us for placements, opportunities in case writing and consulting, participating in Executive Education, and in supporting many developmental activities. A special 'domo arigato' to Mizuho Bank for their support to the India Japan Study Centre.

I thank the Central Government, the MHRD and other departments who have provided sustained support to our institution. The IIM Act has enabled us to move to a new orbit with increased autonomy. I remember the adrenaline-driven tensions associated with navigating the degree granting process. The Act made it far smoother for us to select our new Chair, Dr Devi Shetty, and the Director-Designate, Professor Rishikesha T. Krishnan.

I thank the Government of Karnataka (GoK) for the ownership they have on our performance and excellence. We owe it to the GoK for the new campus, which provides us a great opportunity for growth.

I would like to specially acknowledge the guidance and support of our Chairs and Members of the Board of Governors. While being actively involved with the governance of the institution, they have demonstrated remarkable self-restraint in giving us the space to discover our own institutional 'ikigai'.



IIMB Director Prof. G. Raghuram welcomes Ambassador of Israel to India H.E. Daniel Carmon during the inauguration of the Israel Centre at IIMB on November 7, 2017.



Prof. G Raghuram, Director, IIMB, during the IIMB Run organized by IIMB alumni association on January 06, 2019.

The 'Lockdown' and the subsequent calibrated 'Unlock', starting March 2020, on account of the pandemic, brought in early signals of stress in the economy, thereby resulting in an impact on our revenue potential. Due to the contextual health and safety requirements, our delivery of programmes had to undergo a significant change. The Institute took up immediate action to conduct online interviews, start delivery of education through the digital mode and upgrade IT infrastructure.

My special thanks to our Dean (Administration), Chief Administrative Officer, Resident Medical Officer and their teams who have stood by us during this unprecedented event with grit and responsiveness. In the current unprecedented times, many of them went beyond the call of duty, ensuring that we continued to have as 'normal' a day as possible, and if I may, in this wonderful resort like atmosphere. Going beyond the 'call of duty' were also my wife and children who put up with my timings and, I am sure, many unfulfilled expectations. I must thank them for the space that they gave me.

In these years, I have had the benefit of energizing interactions, both curricular and extracurricular, with students from the different programmes. They made life exciting on campus. A high point I will remember was IIMB winning the SANGHARSH championship in early 2020.

Being the Director of this great institution has been an honour. Sometimes embarrassing due to the unquestioned respect offered to the role. I look forward to the continued growth of this institution, especially as we move towards the Golden Jubilee milestone in 2023. As I move on, I would be happy to stay connected: graghu@iimb.ac.in

Do stay safe!

Best wishes,
G. Raghuram



Prof. G Raghuram, Director, IIMB, during the Regional Dinner organized by students on November 06, 2019.



Prof. G. Raghuram lifts the Sangharsh (inter-IIMs sports) trophy and winning teams.



Pritzker Laureate and architect of the iconic IIMB campus, Shri Balkrishna Doshi, launches the book, 'The Evolution of IIMB: Directors' Perspectives', at IIMB's 46th Foundation Day celebrations on October 28, 2019. The former Directors of IIMB, Professors Philip, K.R.S. Murthy, M.R. Rao and Prakash Apte, share the dais with Director G. Raghuram, Deans Abhoy K. Ojha, K. Kumar and M.S. Narasimhan, and the IIMB History Project Team.

NEWSMAKERS

IIMB breaks into Top 50 of QS EMBA World Rankings 2020

At 36th rank, the PGPEM at IIMB jumps 25 places from previous year, making it the only EMBA in India in the Top 50

The London-based QS Quacquarelli Symonds has released the annual list of the world's leading Executive MBA providers. Indian Institute of Management Bangalore (IIMB) has jumped 25 places from last year and its Post Graduate Programme in Enterprise Management (PGPEM) is ranked at 36th position in this year's EMBA rankings. It is the only management school in India to be ranked in the Top 50, globally.

The QS EMBA World Rankings 2020 also place IIM Bangalore's programme in the 9th position in the APAC region.

Methodology of the EMBA rankings provide varied weightage to five metric groups including employer reputation, thought leadership, executive profile, career outcomes and diversity. While employer reputation carries a weightage of 30 per cent, thought leadership and executive profile hold 25 per cent and 15 per cent, respectively. Career outcomes and diversity hold the rest 20 per cent and 10 per cent, respectively.

In particular, IIM Bangalore has performed excellently in the Career Outcomes metric, which measures the extent to which the graduates of a specific program enjoy promotions and salary increases, scoring 86.8/100 for the indicator. According to QS, this is demonstrative of IIM Bangalore's capacity to enhance the employment prospects of its students.

Commenting on the ranking, IIMB Director Professor G. Raghuram observed that the school's commitment towards evoking thought leadership and offering distinct career outcomes had been recognised. "It is good to break new ground and put India on the global education map," he said.

This year, 141 programmes have been included in the list of global rankings, while 20 joint programmes are enumerated in a separate list.

Globally, the Wharton School retains its status as the number-one programme for the third consecutive year. Spain's IESE Business School has claimed the 2nd rank while and France's HEC Paris stands at 3rd position.



IIMB congratulates Prathab Deivanayagham on his new role as HARMAN's India Country Manager

HARMAN, a wholly-owned subsidiary of Samsung Electronics focused on connected technologies for automotive, consumer and enterprise markets, today announced the elevation of Mr. Prathab Deivanayagham as the new Country Manager for its India operations effective July 1, 2020.



An alumnus of the 2018 batch of the Advanced Management Programme (AMP), an Executive Education Programme offered by IIM Bangalore, Prathab has been with HARMAN for over eight years and was previously leading its automotive business in India.

In a statement posted on the company's website, Prathab said: "I am humbled by the appointment and the confidence placed in me by the company leadership. My ambition is to further strengthen our company's incredible legacy in India, build more powerful and purposeful brands, and make a valuable contribution in the success of our employees, customers and communities. Our Indian operations are strategic not only for the work we do for our domestic customers, but also for the innovations that feeds breakthroughs at HARMAN globally."

One Wallet raises USD 300,000 in Pre-Series A; will launch House QR & digitize household merchants in the country

One Wallet is a payment app focused on enabling a quick and organized way of paying household bills. This funding will enable One Wallet expand its market reach and scale its service of House QR, said Neeraj Tiwari, CEO. "The investment will help us continue to work on our mission which is to merge household bills to one single amount and implement financial inclusion of 10 million+ merchants serving 200 million households in India."



Founded in 2015, One Wallet works at solving the challenge of generating bills manually by newspaper vendors, milk vendors and others who deliver goods/services every day to homes.

In 2019, One Wallet was selected to be part of the first cohort of Mumbai Fintech Accelerator, and in June 2020, they were selected under the FinTech Start-up incubation programme launched by IIM Bangalore's innovation hub, NSRCEL, in collaboration with ICICI Securities.

Perfectly positioned for the Post COVID world: NSRCEL @ IIMB

NSRCEL, the start-up hub of IIM Bangalore, has been winning accolades. They onboarded the first batch of start-ups dedicated to a particular domain – Fintech – in a one-year program sponsored by the country's leading financial services firm, ICICI Securities. This was the result of several months of tireless effort by NSRCEL team and IIMB's Development Office. Aside of being in a specific domain, the program also differs from NSRCEL's regular offerings by bringing in later stage ventures with more targeted needs.



"NSRCEL is starting with 25 start-ups spread across diverse areas like trading, payments, lending and wealth advisory/portfolio management. Some of them are in exciting areas like MSME space and are perfectly positioned for the post-COVID world," says Professor Venkatesh Panchapagesan, Chair, NSRCEL.



NSRCEL plans to add Agri-tech and Health-tech soon to its portfolio of incubation programs. For the latter, the Centre is running an innovation challenge with elite institutions (Rajiv Gandhi University of Health Sciences, the nodal university for all medical colleges in Karnataka, IISc, IIIT-B, Bangalore Bioinnovation Centre or BBC) for ideas to address COVID-related medical issues. NSRCEL will be the incubation partner along with BBC (which will provide access to high-tech labs) for the winners of this challenge. The challenge was flagged off by the Prime Minister and is supported by the Karnataka government.

[Read more](#)

NIRF 2020 Rankings places IIMB in Top 3 in India

IIM Bangalore has been ranked the second best in the country the Management category in India by the National Institute Ranking Framework (NIRF) 2020, scoring particularly well on parameters like Peer Perception, Outreach & Inclusivity, and Graduation Outcomes.

The fifth edition of the NIRF rankings – NIRF 2020 – was released online, by the Union Minister of Human Resources Development, Ramesh Pokhriyal ('Nishank'), on Twitter, at 12 noon on June 11. The announcement was livestreamed.

Bangalore took place of pride in the rankings with three of its prominent institutions – IISc, IIMB and NLSIU – being listed in the top three of their respective categories.

SPECIAL FEATURE

Typically, MBA students spend their summer break working for companies in a variety of roles. The purpose is for students to apply what they have learned during their studies to a real-world organization while also learning about the culture on the job.

At the same time, employers get to know the students and determine where to focus their recruiting efforts and who they want to hire full time.

Now, like everything else, the summer internship is getting flipped on its head because of the global coronavirus crisis. A few of our second-year MBA students share how they got comfortable in the 'new normal,' where an increasing amount of work is done virtually instead of in person.

Quick response from mentors made my virtual internship fulfilling, writes Anandita Rohi who worked with Ola Electric

As a student at a B-school, one of the major milestones is landing a coveted internship. Personally, this was my first ever internship experience, and I was fortunate to land an internship which linked both my undergraduate and B-school experiences.

[Read more](#)



How to make WFH impactful

Having a change-embracing, flexible, dynamic attitude helps deliver even in times of disruption, writes N Ramaraj, who interned with the Royal Bank of Scotland.

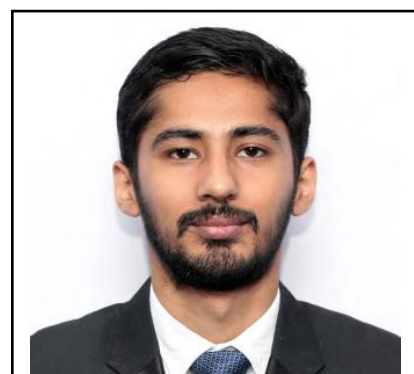
[Read more](#)



Let's hear it for work sans long commutes

Let's hear it for work sans long commutes The hiring managers at Flipkart did a lot of homework while providing real work assignments and modifying project objectives to minimize impact to the virtual job, writes Sameer.

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Virtually perfect!

Sirigauri N credits HUL's Employer Brand Team for delivering a holistic internship experience.

[Read more](#)



Business simulation games, social media break distance barriers

Despite not being able to visit markets, the interactions with various stakeholders and working with cross-functional teams and creative agencies added a lot of value to my internship experience, writes Rituparna Ghosh.

[Read more](#)



RECENT EVENTS

DCAL @ IIMB hosts BA & AI symposium & workshops on virtual platform

DCAL, the Data Sciences and Analytics Lab at IIM Bangalore, hosted the Tenth Symposium on Business Analytics and Intelligence on 20th and 21st June, 2020, and workshops from 26th to 28th June, 2020.

As part of the symposium, working professionals and students from DCAL's programme in Business Analytics and Intelligence (BAI – Batch 10) presented their projects in the Analytics domain. The projects have been undertaken in collaboration with various organizations on real-life problem/data. These projects were procured from different sectors like Insurance, Manufacturing, Healthcare, Real Estate, Oil and Energy, Sports, Skill Development and Training, and Financial Solutions. This year's symposium had 15 different projects being presented, detailing the problem statement, approach, outcome and impact.

The symposium proved to be a useful platform to understand the applications of Analytics and Big Data in various disciplines of management and how they are being used to solve domain and sector specific problems.

A total of 65 students presented their projects at the symposium which was attended by 320+ participants. The list of awarded projects is available on the event [website](#).

Mizuho Bank collaborates with India-Japan Study Centre at IIMB

The India-Japan Study Centre (IJSC) at IIM Bangalore was established in September 2017 in the context of enhanced India Japan business relations. IJSC's objective is to provide leadership, co-ordination and support for India-Japan business studies in an Indian academic environment.

The Mizuho Financial Group, with banking experience of more than 140 years, is one of the largest full service financial conglomerates in the world and has its headquarters in Tokyo. Mizuho Bank has business with over 70% of the listed companies in Japan and 80% of Forbes 200 companies, globally. Mizuho Bank started its business in India with the establishment of the Mumbai branch in 1996 and currently has five offices, and Mizuho Securities also has a subsidiary, the highest presence among Japanese financial groups in India.



Mizuho Bank Ltd. was very keen to associate with IJSC and contribute to support its activities.

Mr. Hidekatsu Take, Managing Executive Officer, Mizuho Bank, says: "IIMB and Mizuho are well placed to collaborate in various areas for promoting Indo-Japan relations which will, in the long run, help in all spheres of economic activities spanning from traditional large corporates to innovative start-up businesses."

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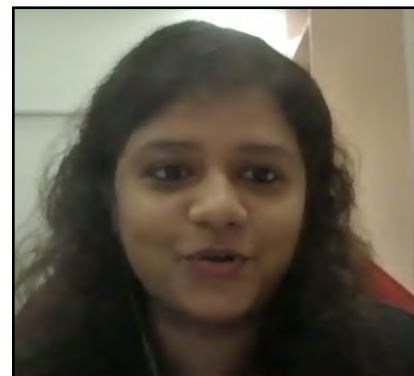
The collaboration between IIM Bangalore and Mizuho started in 2017 with the welcoming of a number of IIMB delegates to Tokyo. Mizuho organized a series of workshops on initiatives in the finance industry and investments from Japan to India with a view of acquainting IIMB students with the industry.

"We believe IJSC has been and will play an important role to bridge the gap between academy and business of the two countries.

Mizuho, with its vast experience and innovative outlook, can support IIMB and specifically the IJSC by sharing information and knowledge acquired through research and analysis activities," he added.

EPGP Seminar tackles questions of career versatility and choice

In the second of its virtual seminars, launched under the EPGP Seminar Series of 2020-21, students of the one-year Executive Post Graduate Programme in Management at IIMB hosted Ms Ayesha Abuthahir who spoke on 'Career Choices and Versatility', on June 24th.



An IIMB alumna from the PGP Class of 2010-12, Ayesha, a marketing enthusiast, is Lead, Brand Experience & Growth, at Amazon. She recalled her stint with MASH – IIMB's Marketing club and credited it with teaching her fearlessness and resilience as she went about putting together Marketing events at the B-school.

Drawing from her own career from a programmer analyst to consulting to business development, while speaking on Career Choices & Versatility, Ayesha suggested that learning is the motivator for professionals. As speaker of the second webinar in the EPGP Seminar Series of 2020-21, she said: "The more ownership you have, the more you learn and the more engaged you are. When learning plateaus, you need to move on." She explained, "As you mature in your career, technical learning may be replaced by behavioural learning in terms of managing people and conflicts in organizations. IIMB taught me to be fearless in approaching a challenge and in asking questions. It taught me resilience."

"Integrity is key to professional growth"

She emphasized that a professional needs to keep the bigger picture – organization goals – in mind when charting individual career paths. Integrity, beliefs and principles are key pillars to professional growth and fulfilment, she added, explaining that an effective and credible manager pays attention to detail, gives realistic deadlines to the team and plays to the team's strengths while being generous with credit.

The webinar concluded with a Q&A session where EPGP students sought to know about how to pivot to consultancy roles and post MBA skills that a professional requires.

Centre for Public Policy hosts 'Reconnect and Rebound': A webinar on migrant workers, employment and economy

The Centre for Public Policy (CPP) at IIMB, together with the SANKALP Team, Ministry of Skill Development and Entrepreneurship (MSDE), Govt. of India, presented 'Reconnect and Rebound', a webinar on migrant workers, employment and economy, on June 24th.

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Prof. Arnab Mukherji, from the Centre for Public Policy, and Prof. Sankarshan Basu, from the Finance & Accounting area, participated in the webinar. Both Prof. Mukherji and Prof. Basu are Programme Directors of the Mahatma Gandhi National Fellowship Programme (MGNF) at IIM Bangalore.

The webinar brought together a set of stakeholders who have been working closely on different aspects.

The world is faced with the unprecedented outbreak of the Coronavirus Disease (or COVID 19) which presents an alarming humanitarian crisis at the wake of a declining world economic outlook. The situation is even more profound in developing countries such as India, which are engaged in tackling issues on multiple fronts including healthcare, employment, migration, behavioral change, safeguarding the vulnerable and juggling economic stimulus with fiscal leverage.

India has seen large-scale movement of migrant workers returning to their native states as a result of the pandemic. Moreover, experts feel that migrant workers leaving big cities may not return quickly. This might lead to a situation of jobless workers looking to go back to work in rural areas with businesses crawling back to full capacities and looking for manpower to employ, be it skilled, semi-skilled or unskilled.

In addition to the previous stimulus, the Prime Minister announced a stimulus package of Rs 20 lakh crore – close to 10% of the Indian GDP on May 12, 2020, having a mix of fiscal support, monetary support, ease of doing business processes, as well as some fundamental reforms.

The situation raises quote a few questions that were covered during the webinar. These included:

- Can institutional and policy interventions turn the tide of this mismatched labor market to create a flexible, national, labor market that enables labor to find skill indexed jobs that suit their abilities?
- Can these interventions assist to reconnect the jobless with the jobs and help the economy rebound faster?
- What role can MSDE play in supporting states/UTs?

Webinar on e-voting and Indian elections

Through her paper titled 'Trusting e-voting amid experiences of electoral malpractice: The case of Indian elections' (co-authored with Silvia Masiero and Angeliki Poulymenakou, published in Journal of Information Technology, 2019), Prof. Chrisanthi Avgerou, Professor of Information Systems at the London School of Economics and Political Science, talked about retrodution in the Critical Realist approach to studying Information Systems and the associated challenges.

The talk, organized by the Centre for Software and Information Technology Management (CSITM) at IIMB, on June 23rd, dealt with aspects that are sensitive and brought in the country-specific historical circumstances. The talk was particularly interesting because it focussed on the Indian context and even dealt with the contextual differences across states in India.

Prof. Chrisanthi Avgerou's main interests concern the relationship of ICT to organisational change and the role of ICT in socio-economic development. She has served as Associate Editor of the Information Systems Research Journal and the MIS Quarterly. She is Fellow of the British Computer Society and Fellow of the Association for Information Systems.

CCGC at IIMB hosts world experts in webinar on cybersecurity risk and boards

The Centre for Corporate Governance and Citizenship (CCGC) at IIM Bangalore hosted a webinar on cyber security on June 23rd, 2020, between 11:00 am and 12 noon. Industry experts, moderated by the CCGC Chairperson, Dr. S. Raghunath, faculty from the Strategy area at IIMB, discussed 'Cybersecurity Risk: Potential Impact and Possible Implications for Boards'. Speakers included Anil Menon, Senior Advisor to the Chairman, World Economic Forum, Geneva, Daniel Martinez-Valle, CEO, Orbia, Mexico, and Gal Gnainsky, Chief Security Officer, Royal Phillips Co., Netherlands.

Online Alumni Meet with Director Designate

Director Designate Prof. Rishikesh T Krishnan will take charge as Director of IIM Bangalore on 20th July after the superannuation of Prof. Raghuram, the current Director. The Alumni Relations office of IIMB organized a virtual meeting between Prof. Rishikesh Krishnan and a select group of alumni across batches and geographies to get inputs on alumni needs and aspirations, and to explore avenues to deepen alumni engagement. Prof. Rishi shared his thoughts on two focal areas – new campus development and MOOCs. Alums with ideas on these two areas can share their thoughts by dropping an email to alumni@iimb.ac.in.



Dean Alumni Relations and Development Prof. K. Kumar, Head of Development K. Suresh, and Head of Alumni Relations S. Parthasarathy were also present in the meeting.

Webinar on 'Communicating Effectively in the Virtual World'

IIM Bangalore's Centre for Management Communication (CenComm) hosted a webinar on 'Communicating Effectively in the Virtual World' on June 20th. Dr. Diti Vyas, Faculty of Communications, Adani Institute of Infrastructure Management (AIIM), delivered the talk.

Work From Home has become a norm and is predicted to remain an integral feature of the "new normal" in the post COVID world. While using digital communication platforms, it is vital to revisit and reconfigure one's communication tactics to make them more medium-friendly. Using theories and research in digital communication, Prof. Vyas explained strategies and behaviours that can help to establish trust, increasing performance, and enhancing presence in the virtual space.

Webinar on theory-building in Information Systems

On June 16th, in a webinar hosted by the Centre for Software and Information Technology Management (CSITM) at IIMB, Prof. Andrew Burton-Jones talked about theory-building in Information Systems research using his paper titled 'How Can We Develop Contextualized Theories of Effective Use? A Demonstration in the Context of Community-Care Electronic Health Records' (co-authored with Olga Volkoff, published in ISR 2017). His talk covered many aspects of theory building such as approach, design, findings, implications, and also the key lessons from the research / publication process. The talk was full of illustrations and the participants felt that the reflections were candid and pragmatic. The researchers found the workshop immensely helpful for their work.

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Prof. Burton-Jones completed his Ph.D. at Georgia State University in Atlanta and worked at University of British Columbia in Vancouver, Canada, before joining University of Queensland at Brisbane, Australia. He has published his work in top journals and conferences and has served on the editorial boards of journals including MIS Quarterly, Information Systems Research, and the Journal of the Association for Information Systems.

Webinar on Contact Tracing apps – Design, Implementation and Effectiveness

The Centre for Software and Information Technology Management (CSITM) has been conducting a series of seminars and workshops on contemporary topics that are at the intersection of technology and society.

On June 03rd, a webinar on 'Contact Tracing apps', which is a natural choice at this time was conducted in virtual mode in the form of an interview.

In this webinar, legal experts Mishi Choudhary and Prasanth Sugathan, who have been very vocal in their demand on making Arogya Setu an open-source app, demanding its reverse engineering, and raising various issue of surveillance during the COVID-19 pandemic, were interviewed. It was a timely opportunity to understand background of the app, the stake holders, priorities, the related data privacy issues, etc. from the experts and to unbundle what it means to the citizens and professionals. The discussions gave an opportunity for research students working on Risk and Healthcare (privacy/ethics) to understand various important points related to the efficacy of the app, comparison with similar apps in other countries and the various aspects of transparency in the absence of 'Privacy Law' in India. Prof. Rajendra K. Bandi, Chairperson, CSITM at IIMB, gave the background and set the context for the discussions by describing where the image of the Arogya Setu app stands and Prof. Rahul De', from the IS area at IIMB, interviewed the legal experts from various angles enabling the participants to understand things in the right perspective.

Over 100 participants attended the webinar. More webinars on contemporary topics will be scheduled during the course of the year.

Webinar on 'Consumer Behavioural Experimentation in Lab and Field'

IIMB's Behavioural Sciences Lab hosted a webinar on 'Consumer Behavioural Experimentation in Lab and Field' on June 02, 2020. Prof. Anirban Mukhopadhyay, Chair Professor, Lifestyle International Professor of Business, Associate Dean of Business and Management (Undergraduate Studies) at The Hong Kong University of Science and Technology (HKUST), delivered the lecture.

Webinar Series – Rendezvous with Information System Researchers

The Centre for Software and Information Technology Management (CSITM) at IIMB and the India Chapter of Association for Information Systems (IN AIS) have been conducting a series of workshops on research methods. The workshops will focus on research in action, eliciting nuances of applying commonly used research methods and getting the field insights from scholars who have published influential research in top journals of the IS discipline.

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The objective of this workshop series is to give IS Scholars a glimpse of the behind-the-scenes surprises (pleasant as well as challenges) that the researcher faced while conducting a particular study – experiences with different methods, the challenges in working with them, while also providing a glimpse of the nuances in the ramp-to-store, ideation-to-acceptance process of shaping a paper.

Evaluation of Collaboration Tools and recommendations

The Covid-19 Pandemic has created a transformation towards contactless working and social distancing. These changes have necessitated new norms in the way we work and interact, further augmenting the need for effective communication/collaboration platforms and the new normal is here to stay even after these hard times. At the level of a management school, it is important to standardise on a selected (recommended) set of tools.

An exercise was carried out by the Centre for Software and Information Technology Management (CSITM) at IIMB to study the available tools in the market including Open Source tools focused on recommending suitable tools for holding formal meetings, classes, workshops, etc. A report has been generated that gives the features of the different tools available in the market and their comparison (based on the available details on the feature, cost and the limitations) and the recommendations for the different purposes. The report also includes precautions and other etiquettes to be followed to make best use of the available tools and techniques.

This report is meant to give a reasonable recommendation to the various stakeholders of IIMB viz. faculty, students, researchers, and other office staff in the usage of suitable tools for different purposes. This can also benefit personnel outside of the institute since the recommendations are generic based on features. The report will be circulated soon.

Webinar: How has innovation changed in the wake of COVID-19?

The COVID-19 crisis has induced a great sense of urgency for certain product innovations. As a vaccine or drug for the disease remains many months away, there is a surge in demand for ventilators, testing kits, protective equipment for medical staff and citizens, sanitizing products, remote monitoring devices and other innovations that can prevent and manage the spread of the pandemic. The regulatory approval process for these innovations has been expedited and several sources of funding have opened up. For innovators who can achieve technological breakthrough and launch a quality product in a compressed timeframe, there is a great opportunity to save lives and achieve commercial success. However, what are the unique challenges you might face as you are race against time to innovate? How can you overcome them and increase your chance of success?

Based on data gathered from 12 companies operating in sectors ranging from biotechnology and medical technologies to hygiene products and wearables, [Srivardhini Jha](#), Professor in the Entrepreneurship area, and [Rishikesha T. Krishnan](#), Professor of Strategy, who are innovation scholars with a collective experience of three decades researching the topic, outlined strategies for innovators engaging in rapid innovation in times of crisis, in a webinar, on June 23rd.



FACULTY AUTHORED ARTICLES

COVID-19: Managing Agricultural Supply Chain

In an article in *Express Computer*, Prof. [Gopal Naik](#), faculty from the Economics & Social Sciences area, says proper quality assessment to reduce marketing costs and spoilage, improved information flow and better prices offered to farmers are key to reform the agriculture supply chain in the country.

[Read more](#)



Needed: A Fresh Look at the Services Sector

A post Covid-19 foreign trade policy must be cognisant of the evolving opportunities and challenges in services trade and must prepare domestic policies and capacity accordingly, write Prof. [Rupa Chanda](#), RBI Chair Professor of Economics at IIMB, and Pralok Gupta in *Business Standard*.

[Read more](#)



A Relook at Alcohol Policy

In an article in *Deccan Herald*, Prof. [Sreelata Jonnalagedda](#), from the Marketing area at IIMB, and Anand Prahalad, explain that states' unhealthy obsession with alcohol in search of tax revenues is not hard to break, but will need the centre to intervene.

[Read more](#)



Why the public healthcare system is seeing a 'market failure'

With 'externalities' such as cost of treatment and fear of contracting Covid-19 hindering public health, it is upto the government to intervene and strengthen the system by increasing expenditure, write Prof. [Ritwik Banerjee](#), from the Economics & Social Sciences area, and Priyama Majumdar, Research Associate, in *Hindu BusinessLine*.

[Read more](#)



India's COVID-led Reverse Migration Could Be An Opportunity For Its Hindi heartland

Professors [Prateek Raj](#) and [Rishikesha T Krishnan](#), from the Strategy area at IIM Bangalore, argue that economic clusters in the region need to quickly step up in the entrepreneurship and innovation space in this article in *Quartz*.

[Read more](#)



COVID-19: Apps, Surveillance and Lack of Privacy in the Pandemic Age

In an article in the *New Indian Express*, Sowmya Kini and Shubha Krishnamurthy, students of the PhD program in Information Systems at IIMB, and Dr. [Rajendra K. Bandi](#), Professor of Information Systems at IIMB, argue that techno-centric solutions in isolation cannot be a panacea in controlling the spread of the COVID pandemic. They explain that participation by citizens and multi-stakeholder engagement are essential for the effective functioning of these solutions.



[Read more](#)

Challenges for Organisations and Leaders in a Post-COVID World

As the lockdown eases in different parts of India, industries and organisations are limping back to operations, hoping for normalcy to return during the next three to six months. Irrespective of the "new normal" that organisations are going to encounter as and when the lockdown eases completely, organisations are in for challenging times ahead. In this article in *Forbes India*, Prof. [Sourav Mukherji](#), from the OB&HRM area at IIMB, discusses the various dimensions of challenge that organisations will need to reckon with and negotiate. He divides them into the dimensions of strategy, structure, processes and culture. He has generalised these challenges even though they will vary between industries and individual organisations to some extent.



[Read more](#)

Ignore the Work Week; Reduce the Work Year

In an Opinion article in *Mint*, Prof. [Vivek Moorthy](#), from the Economics & Social Sciences area at IIMB, explains why one must 'Ignore the work week; reduce the work year'. He writes that the key to reducing work hours is to think outside the stultifying box of the manufacturing-centric workday and workweek. "We should instead implement shorter hours per worker flexibly over longer periods—at least a month, preferably a quarter onwards, up to a full year."

[Read more](#)



How Bihar can Address the Economic Concerns of Returning Migrants

In an article titled 'How Bihar can address the economic concerns of the returning migrants', in the *Hindu BusinessLine*, Prof. [Rajeev R.Tripathi](#), from the Production & Operations Management area, says with agriculture and arts and crafts being the largest income generators in the rural areas of Bihar, the State government must go all out to provide a further boost to both these sectors.

[Read more](#)



'Atmanirbhar' India must be competitive

"Government policies should support creation of innovative and efficient domestic capacities," write Prof. [Rishikesha T. Krishnan](#), from the Strategy area at IIMB, and N Dayasindhu, Cofounder of Ithihasa Research and Digital, as they list measures to be taken by the Indian economy to benefit from the global shift away China in an article in the *Hindu BusinessLine*.

[Read more](#)



Coronavirus impact: How consumer behaviour will change post-COVID-19 lockdown

The new mall experience is unlikely to be good for mall economics. New norms will lead to new consumer behaviour. Capturing and analysing relevant consumer data is imperative to understanding this new behaviour and building retail strategies around them, write Prof. [Kanchan Mukherjee](#), from the OB&HRM area, and Prof. [Prithwiraj Mukherjee](#), from the Marketing area at IIMB, in this Opinion piece in *Business Today*.

[Read more](#)



Time for Complete Overhaul of Obsolete Legislation Regulating Migrant Labour in India

India's COVID-19 strategy of containment was derailed when the announcement of the national lockdown resulted in millions of labourers deciding to leave their place of work and travel back to their place of residence. The process of convincing labour to stay where they were has met with minimal success. In a country where migrants are an essential part of economic activity, the present crisis is more than a humanitarian crisis. Hence, in light of the announcement by the government on launching a scheme under PMJAY for the migrant labour/urban poor to provide ease of living at an affordable rent, optimal utilisation of these funds should be considered over the medium term, suggests Prof. [Pulak Ghosh](#), from the Decision Sciences area, in an article in *The Indian Express*.



[Read more](#)

The Virtues of Going Virtual in a Workplace

COVID-19 has forced companies, both big and small, to go virtual. The initial weeks of working in this new paradigm were challenging—companies grappled with connectivity issues; employees struggled to carve out space and time for work in their home environments, and teams acclimatized to an utterly virtual mode of collaboration. As weeks have gone by, many of these problems have been ironed out, and a new work rhythm is starting to take root. While the anxiety of lower productivity and longing for water cooler conversations haven't gone away, there is an increasing acknowledgement of the benefits of going completely virtual. Prof. [Srivardhini K Jha](#), from the Entrepreneurship area, and Prof. [Vasanthi Srinivasan](#), from the Organizational Behavior & Human Resources Management area, list three unanticipated but important benefits of virtual work—inclusivity, democratization, and objective performance measurement, in an article in *DataQuest*.



[Read more](#)

Future of work: Post-pandemic workplace scenarios

With the proliferation of artificial intelligence, machine learning, cloud and blockchain, over the last decade or so, there has emerged a concern in both academic writing and the popular press about the "future of work." Will office work as we know it remains the same? Will the internet-based Gig Economy stay the same? Will organizations and their structures change significantly? Prof. [Ritu Tripathi](#), from the Organizational Behavior & Human Resources Management area, and Prof. [Rahul De](#), from the Information Systems area, explore the answers to some of these questions, in an article in *People Matters*.

[Read more](#)



RECENT RESEARCH

PAPERS

Strategic Sourcing Under Supplier Development Investments

Authors: [Tarun Jain](#), [Jishnu Hazra](#) and TC Edwin Cheng
Journal: *IEEE Transactions on Engineering Management*

The paper shows the linkage between maintaining a competitive supply base along with supplier development initiatives. Supplier development by global firms involves shifting (partially or completely) the sourcing of components from domestic suppliers in Europe and North America to suppliers in developing economies, generating savings for the buyer firm due to lower costs of processing and labour.

For example, Airbus helped an India-based company to develop high-end manufacturing technology to produce flap-track beam assemblies for its A320 aircraft model.



continued...

In this paper, using an analytical model, the authors analyze the buyer's development strategies of a new supplier located in a developing country and its interaction in sourcing decisions where there is an incumbent supplier with capabilities in advance process technologies. The authors show how supplier development investments changes with the nature of the collaboration between the buyer and the entrant supplier. In addition, they also show how the buyer maintain a competitive supply base, in equilibrium, through its capacity allocation decisions between the incumbent supplier and the new entrant.

Handle with Care: Entrepreneurial Reputation-Borrowing in an Emerging Economy

Authors: Shameen Prashantham, [Suresh Bhagavatula](#) and [Kumar K](#)
Journal: *Journal of Business Venturing Insights*

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 borrow reputation from are scarce. The researchers therefore address the question: How does entrepreneurial reputation-borrowing work in contexts where the sources of reputation are scarce?

They closely observed a new venture in India over a long period of time and built an in-depth case study focusing on the efforts of this new venture in borrowing reputation from high status actors. By analysing the findings from this case study and synthesising them with outcomes from prior research, they developed insights on the process and consequences of entrepreneurial reputation-borrowing in emerging economies.

Their findings revealed that the first step in the process of reputation-borrowing in conditions where the sources to borrow are scarce involved attracting attention from a prestigious intermediary that did exist, like the incubator in our case study. The association with the incubator in turn enabled the focal venture to establish a partnership with a high-status western multinational, the source to borrow reputation from. When the new venture ultimately sold its IP to the high status multinational partner, it gained for itself a favourable reputation.

Their counter-intuitive finding was that the abrupt rise in the attention this venture subsequently attracted had the consequence of hubris and lapses in the entrepreneur's judgment.

For the entrepreneurs, the insight they provide is 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.

Their study supports and amplifies the notion of "dancing with gorillas" which implies that partnering with large corporations can be desirable yet potentially dangerous.



A New Extended Formulation with Valid Inequalities for the Capacitated Concentrator Location Problem

Authors: Massimo Di Francesco, Manlio Gaudioso, Enrico Gorgone, and [Ishwar Murthy](#)

Journal: *European Journal of Operational Research*



In this paper, the researchers present a new optimization model to solve the Capacitated Concentrator Location Problem (CCLP). CCLP can be best described as one of assigning a set of computer terminals/work stations to a set of potential concentrators. Each concentrator has a fixed setup cost and capacity. Each terminal has a demand requirement that needs to be satisfied. There is a cost of assigning each terminal to a concentrator. In computer science literature, this problem is known to be hard to solve. Hence, the motivation to find more efficient algorithms to solve such problems. In this paper, the researchers use the notion of cardinality of terminals assigned to a concentrator location, as a way to model the optimization problem. Such a disaggregated model consists of $O(mn^2)$ variables and constraints, where m denotes the number of concentrators and n the number of terminals. An immediate benefit of this formulation is that it is stronger than the traditional formulation consisting of $O(mn)$ variables and constraints. Consequently, it provides a tighter description and therefore reduces the effort in searching for the optimal solution.

In addition, they also present two classes of inequalities which exploit the cardinality effect and is unique to their model. These inequalities help in further tightening the description of the problem. The first class of inequalities are generalizations of the well-known Cover and $(1, k)$ -Configuration inequalities which collectively are stronger than the original Cover and $(1, k)$ -Configuration inequalities. The second class of inequalities, called the 2-Facility Cardinality Matching Inequality, are the strongest possible inequalities of the un-capacitated version of the Concentrator Location Problem. They test their solution approach on a large set of benchmark problems. They are able to demonstrate clearly that this approach is able to identify the optimal solution at the root node in most of the problem instances with up to 50 concentrators and 50 terminals. For the much larger sized test problems consisting of 100 concentrators and 1000 terminals, their proposed procedure outperforms the procedure applied to the traditional formulation by a significant order to optimality.

A Large-scale Constrained Joint Modeling Approach For Predicting User Activity, Engagement And Churn With Application To Freemium Mobile Games

Authors: Trambak Banerjee, Gourab Mukherjee, Shantanu Dutta, and [Pulak Ghosh](#)

Journal: *Journal of American Statistical Association*



Mobile games have become an integral part modern life. While their almost ubiquitous presence is increasingly reshaping the recreational, socialization, educational and learning media, the monetization policies associated with these new mobile apps is rapidly revolutionizing the digital marketing and advertisement space in information systems. As such mobile games currently comprise 42% of the market share of global gaming products and more than 800,000 mobile games were available for download in the iOS App Store alone, with approximately 400 new submissions arriving each day.

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The unprecedented growth and popularity of mobile games has resulted in a market with some very unique consumer characteristics. It is an extremely crowded market with significant proportion of revenue accumulated through advertisement based on free products. Specifically, app retention rates are much lower than the observed retention rates in classical products and services, with reports suggesting that more than 80% of all app users churn (dropout) within the first quarter. The freemium business model, which offers a certain level of service without cost and sells premium add on components to generate revenue, is a popular strategy for monetization of these mobile games. User characteristics in freemium models differ in fundamental aspects from traditional marketing models. This necessitates development of new analytical methods for modeling freemium behavior.

For game managers it is extremely important to accurately measure player activity, engagement, and their co-dependencies. Also, varied retention strategies are often used to curb high churn rates and their effects need to be properly analyzed. In this paper, the researchers develop a constrained extremely zero inflated joint (CEZIJ) modeling framework that provides an analytical framework, for jointly modeling player activity, engagement, and churn in online gaming platforms. Their proposed framework captures the co-dependencies between usage (activity), direct and indirect revenue (engagement), and dropouts (which is a time-to-event) and provides a systematic understanding of how the dependent variables influence each other and are influenced by the covariates. Furthermore, the CEZIJ framework can be used to predict the activity, engagement, and attrition of new players. The ability to forecast behavior of new players is critical for managers, as this enables them to better predict the effectiveness of their gaming platform in engaging customers and thus attract future advertisers to their platform.

Their inferential framework is based on modern optimization techniques and is very flexible. It can be used in a wide range of big-data applications that need analyzing multiple high-dimensional longitudinal outcomes along with a time-to-event analysis.

CASES

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

Biocon Research: Preparing for the Bio-Pharmaceutical Transition

Authors: [Anshuman Tripathy](#) and Arijit Ghosh

This case is based on Biocon Group's R&D unit and fully owned subsidiary - Biocon Research Limited (BRL). This case involves study of R&D management processes followed within the company and the imminent decision on the organizational & structural change within R&D unit at the wake of changing business contexts and aspiration of the company. The case outlines the overall environment of the bio-pharmaceutical industry across the world and in India, and introduces readers to the events leading to the organization change and the execution of change management by the corporate leadership.



The case captures the transition of Biocon, from an enzyme manufacturer to the technologically challenging space of biopharmaceuticals. This transition provides scope for learning various aspects of organization development such as building organizational and technology capability, creating processes and structures that support R&D initiatives, managing and measuring a portfolio of varied product development projects, and developing an innovative organizational culture.

[Read more](#)

Combating the Yoga Guru: Dabur's Dilemma

Authors: [Manaswini Bhalla](#), Koustav Dey, Pulkit Aggarwal

The case intends to introduce the reader to a disruption in the Indian FMCG industry. A single new entrant, Patanjali, entered the FMCG industry in 2006, combating incumbents and attacking them on all fronts. Within a short span of time, it was able to produce results and exceed industry expectations. The case starts with the evolution story of Dabur, the world's largest Ayurvedic and natural healthcare company. It indicates the major milestones of the company and how it has been able to combat all sorts of threats but retain the top spot in many of the segments it operates in, over the years.



The case then discusses a potential threat to Dabur from the new entrant, Patanjali. Building on its Ayurveda brand, Patanjali launched a foray of FMCG products and, drastically reduced prices. Using the power of a Yoga guru that made the product so widely accepted among the Indian masses, Patanjali is threatening every FMCG giant in the country. The case then goes on to depict how Patanjali seems to have gone on a direct frontal attack against all existing big players. The case is written from the perspective of Dabur to understand the nature of competition it faces from Patanjali.

[Read more](#)

INNOVATION & ENTREPRENEURSHIP

Addressing data quality, ensuring compliance

IDOS, which is part of LaunchPad at NSRCEL, enables businesses manage compliances in the accounting process through automation

The market, both India and global, has plenty of accounting software and software with a focus on digital lending and digital discounting of bills. However, few generate core data which is required for implementing digital lending and digital discounting. They usually pull data from other accounting applications like Tally, Zoho and other players, and manage the upstream processes of digital lending. The challenge regarding quality and reliability of data remains because the existing accounting software do not provide for compliance. Tax compliances and internal control compliances are currently managed manually and through disconnected systems and therefore the data quality is low, leading to low volume of successful loan disbursements on these platforms.



That's the need IDOS fulfills.

Core team

IDOS comprises a group of Chartered Accountants, each with 15+ years' experience in accounting, finance, taxation and audit, who have come together to functionally architect IDOS.

Cheruku Srikanth, Founder and CEO, functional architect and creator of IDOS, is a chartered accountant with over 20 years' experience in audit, accounting and systems. Srikanth has worked at PwC and in the KPO sector before starting IDOS and has experience of managing accounting and financial management projects across multiple countries.

Alexander Reife, Co-founder and COO of IDOS, supported the building of functional architecture from a compliance standpoint and manages operations and business growth. Equipped with a PhD in Economics and Masters in Finance from George Town University, Washington DC, Reife has worked with the World Bank and in the international development sector for 20 years.

Sowmyanarayan Sampath, Co-founder and CFO, is a CA and CWA with over 25 years' experience. He heads the Enterprise business vertical. Formerly the CFO for India at Munich Re and Chief Internal Auditor for Met Life, India, he worked for 12 years at Big 4 firms (PwC / Anderson & EY).

Sunil Kumar Namdev is the CTO. With over 15 years' experience in designing, developing and managing applications on Core Java, Scala, JEE/J2EE, Linux, Oracle, MySQL etc., he has worked on different domains like Finance, Telecom, GSM, Workforce Management, Order Management, Number Portability, GSM Roaming Billing, Telecom Planning, OSS, Healthcare and Customization of ERP.

continued...

IDOS is size of business and sector agnostic. It is an accounting and financial management platform which encompasses all components of the accounting and finance process, including reporting and analytics.

The NSRCEL experience

Srikanth says, "We have been part of the Microsoft Ventures Accelerator and the Start Up Chile Global Accelerator and what we like at NSRCEL, IIM Bangalore, is the attention to detail when it comes to helping entrepreneurs with different components of business, be it goal setting, marketing, branding, etc. There is a detailed session to explain the concept, help us relate the issues to our business setting, follow up with 1*1 session to see how each of us need to implement what we see and experience in the group and 1*1 sessions within our own business. The key is in implementation / execution and not just theory. In other accelerators, the focus was not as much on how to implement and execute for our business. Even though we have a lockdown and we are managing everything online; the sessions are more intense and impactful. No other accelerator has showed as much focus on enabling us to correlate the learning to our business. Another key aspect worth noting is the overall coordination through digital means, by email, bootcamp, whats app whereby there is never a disconnect and we do not feel lost and there is someone always there to respond and help."

Market approach

IDOS sells its product both in MSME segment as well as medium to large business segment. "For the MSMEs, we sell the product as off-the-shelf SaaS product with monthly subscription fee and for medium to large business segment which would require customization to meet their specific operational and process needs IDOS provides customizable version which can be hosted on cloud or on-premise," explains Srikanth.

The key differentiator in IDOS is the way it enables a business (even MSMEs) manage compliances in the accounting process through automation. IDOS says they ensure that the data processed on the platform is accurate, reliable and compliant in real-time and then it feeds this data to all upstream processes, including reports and analytics, and also for value added capabilities like digital lending and digital discounting of bills.

Within the first year of launching the product, IDOS won marque customers, including two of the Big 4 Global Accounting firms, Fortune 500 Companies, domestic companies in trading, services and manufacturing sectors.

"We have on-boarded over 15,000 MSMEs, in India, who use our software for accounting and financial management, and we are empowering these companies with value added capabilities which were not accessible to them earlier due to high costs. Businesses in USA, Chile, Brazil, France, UAE, Bangladesh, Philippines and Singapore have also registered themselves on IDOS," says Srikanth.

Presently businesses are using different applications and processes for accounting, procurement, claims management, invoicing, reporting and analytics. Some of these tasks are managed manually and also compliance is mainly managed by depending on external support and help, which adds to the cost of accounting and financial management processes. IDOS, on the other hand, is an integrated solution which helps the business to manage all connected tasks and processes in a seamless manner. Some of the capabilities such as reporting, inventory valuation, procurement, analytics and automation of transaction processing, which was earlier available only in ERPs, are now being offered to MSME through IDOS at a low cost (under INR 1000 a month for five users).

In the enterprise version, IDOS has implemented "last mile connectivity" capability whereby companies which have implemented ERP and still have gaps in their processes, come to IDOS to help bridge those gaps and integrate with their existing ERP.

continued...

"We adopted a blue ocean strategy in our marketing and sales and created a huge sales platform at negligible cost of customer acquisition, through the concept of white-label, whereby marque companies white-label and sell our software under their branding. We have a global GTM Agreement with Microsoft and are a co-sell partner of Microsoft Corporation. We have such collaborations with marque companies each of who have focus on specific market segments and thereby our speed of scale has been significant. We have added 15 large ERP clients in last 90 days and also over 800 MSME customers even during lockdown period without any marketing and sales effort," Srikanth says.

Mr. Bhaskar Pramanik, former Chairman of Microsoft India, joined IDOS as a strategic advisor in 2019 and guides product and growth strategy.

IDOS is a NASSCOM Emerge 50 winner. They won the Technology Innovation challenge of the Govt. of Andhra Pradesh, and were part of Start Up Chile, a global start up program.

Optimizing identity management processes

Meet an entrepreneur who is working with blockchain to create a decentralised identity management programme called Earth.ID.

[EarthId](#) is an award-winning, GDPR-compliant, global identity management solution that allows secure and seamless onboarding, verification and password-less authentication using pre-verified user information. For businesses that should validate the identity of their users to avoid frauds, reduce onboarding friction and save costs, EarthId helps optimize and secure the identity management processes resulting in cost and time savings. EarthId is powered by AI and distributed ledger technology.



About the founder: [Shiv Aggarwal](#) is a technology entrepreneur with a focus on improving human lives through the power of technology. He is currently leading MyEarth.Id towards building a decentralized identity management platform, with a vision of providing a universal Id to all human beings. Shiv's mission is to address the challenges around data-ownership, data-security, and data-monetization, which are central to everything we do in today's connected world.

Shiv is also the Europe Lead and UK Chapter President of the Government Blockchain Association, a global non-profit organization with over 100 chapters across the world, helping governments understand and adopt blockchain technology. Shiv is a thought leader and an international speaker in the Blockchain Industry.

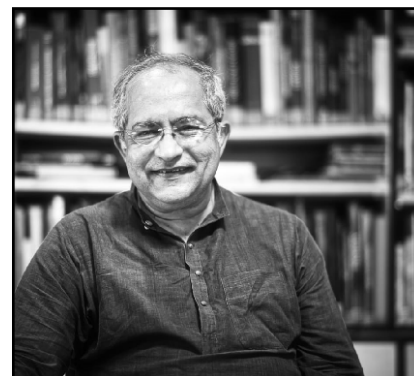
Learnings at NSRCEL: "NSRCEL's Launch Pad has been immensely helpful with redefining our pitch deck, prioritizing our offering, defining our GTM and digital marketing strategies. Launch Pad has

BLOCK YOUR CALENDAR

UPCOMING EVENTS

IIMB's Centre for Public Policy to host its second Foundation Day lecture on July 10

The talk titled 'The Centre Cannot Hold' by scholar, writer and translator Prof. Tridip Suhrud will examine the relevance of Gandhi's Hind Swaraj, the concept of decentralisation and local self-governance



The Centre for Public Policy (CPP) at IIM Bangalore will host its Foundation Day talk on July 10 (Friday), 2020, at 06.00 pm, at the institute. On that day, Professor Tridip Suhrud will deliver a talk titled, 'The Centre Cannot Hold'. The 90-minute talk would be the second in the series of CPP Foundation Day lectures.

Prof. Tridip Suhrud is a scholar, writer and translator who works on the intellectual and cultural history of modern Gujarat and the Gandhian intellectual tradition. As the Director and Chief Editor of the Sabarmati Ashram Preservation and Memorial Trust (2012-2017), he was responsible for creating the world's largest digital archive on Gandhi - the Gandhi Heritage Portal. His books include the critical edition of Hind Swaraj, Narayan Desai's four-volume biography of Gandhi, My Life is My Message, and the four-volume epic Gujarati novel, Sarasvatichandra. His recent works include a critical edition of Gandhi's autobiography, My Experiments with Truth in two languages - Gujarati and English, The Diary of Manu Gandhi (1943-44) and a compilation titled, The Power of Non-Violent Resistance.

He is compiling a series titled, Letters to Gandhi - of unpublished correspondence to Gandhi, and working on an eight-volume compendium of testimonies of indigo cultivators of Champaran. He is Professor and Provost of CEPT University, Director of Lalbhai Dalpatbhai Institute of Indology, Ahmedabad, and serves as Chairman of the Governing Council of MICA.

Prof. M S Sriram, Chair, Centre for Public Policy, IIMB said: "We are excited to announce the second in the series of lectures of the CPP Foundation Day. Prof. Tridip Suhrud is a Gandhian scholar and has closely studied the texts of Gandhi. His talk possibly would closely look at the relevance of Gandhi's Hind Swaraj, the concept of decentralisation and local self-governance and examine its relevance in the current context."

The CPP was created in the year 2000 through a partnership agreement between the Department of Personnel and Training (DoPT), Government of India (GoI), the United Nations Development Programme (UNDP), and IIMB. The CPP has evolved into a leading policy think tank engaged in cutting-edge research, teaching, training and capacity building. It works on improving development outcomes across the country and has pioneered the application of management disciplines for delivery of better public services and governance.

Registration Link: <https://iim-b.zoom.us/j/93917142710>

Webinars hosted by the Alumni Relations Office

- Webinar on 'Impactful Digital Transformation of Small/Medium Businesses' by Jay Ram, alumnus of PGP 1994 on July 10, 2020, at 3 p.m.
- Webinar on 'As an organization, are you securing your knowledge enough?' by Ved Prakash, PGP 1992 on July 17, 2020, at 3 p.m.
- Webinar on 'How to Use Google to Drive Sales' by Tamanna Gupta, EPGP 2014, on July 24, 2020, at 3 p.m.

For registration, please check the website <https://iimbbaa.org/>

EXECUTIVE EDUCATION PROGRAMME (EEP)

Live Online Programmes (EEP)

Programme Title: Digital Marketing for Business Growth

Programme Director: Prof. Seema Gupta

Programme Dates: 06 – 12 July 2020

[Click here](#) for Programme URL



Programme Title: Digital Marketing for Business Growth

Programme Director: Prof. Seema Gupta

Programme Dates: 03 – 10 August 2020

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[Click here](#) for Programme URL



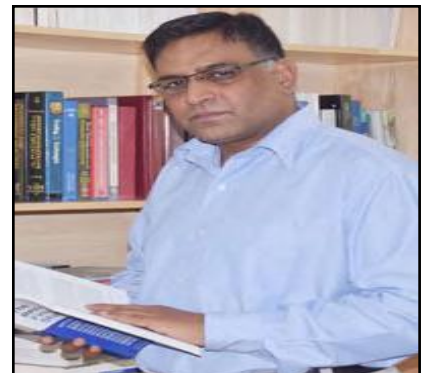
Programme Title: Driving Organization Agility for Business Success
Programme Directors: Prof. Abhoy K Ojha, Prof. Naveen Kumar
Programme Dates: 6, 7, 13, 14, 20, 21 August 2020

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



Programme Title: Infrastructure Development, PPPs, and Regulation
Programme Directors: Prof. G Raghuram, Prof. Anshuman Ravi
Programme Dates: Mid September 2020

[Click here](#) for Registration
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Programme Title: Digital Marketing for CMOs
Programme Director: Prof. Seema Gupta
Programme Dates: 14 – 19 September 2020

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Programme Title: Digital Marketing for Business Growth
Programme Director: Prof. Seema Gupta
Programme Dates: 05 – 12 October 2020

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Programme Title: Digital Marketing for Business Growth
Programme Director: Prof. Seema Gupta
Programme Dates: 23 – 30 November 2020

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Programme Title: Digital Marketing for Business Growth
Programme Director: Prof. Seema Gupta
Programme Dates: 18 – 25 January 2021

[Click here](#) for Programme URL



Short Duration Programmes (EEP) (In-person delivery, subject to feasibility)

Programme Title: Artificial Intelligence (AI) and Analytics Based Business Strategy; Creating Business Value
Programme Director: Prof. S Raghunath
Programme Dates: 07 – 09 September 2020

[Click here](#) for Registration

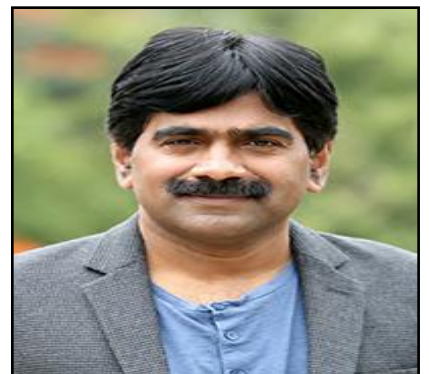
[Click here](#) for Programme URL



Programme Title: Artificial Intelligence for Senior Leaders (Batch 1)
Programme Director: Prof. U Dinesh Kumar
Programme Dates: 09 – 11 September 2020

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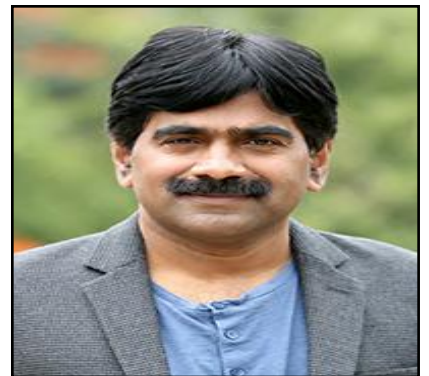
Programme Title: Artificial Intelligence for Digital Transformation
Programme Director: Prof. Rahul De'
Programme Dates: 21 – 23 September 2020

[Click here](#) for Registration
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Programme Title: Digital & Social Media Marketing and Analytics
Programme Directors: Prof. U Dinesh Kumar, Prof. Ami Shah
Programme Dates: 21 – 25 September 2020

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Programme Title: Organizational Excellence Through Leadership (Batch 1)
Programme Directors: Prof. Abhoy K Ojha, Prof. C Panduranga Bhatta
Programme Dates: 14 – 17 September 2020

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Programme Title: Strategy Implementation
Programme Director: Prof. Rishikesh T Krishnan
Programme Dates: 10 – 12 September 2020

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Programme Title: Digital Business Models and Strategy
Programme Director: Prof. S Raghunath
Programme Dates: 28 – 30 September 2020

[Click here](#) for Registration

[Click here](#) for Programme URL



Long Duration Programmes (EEP)

Programme Title: EGMP - Batch 54
Programme Directors: Prof. Rajendra Bandi, Prof. Srivardhini Jha
Programme Dates: 24 August 2020 – 19 June 2021

[Click here](#) for Registration

[Click here](#) for Programme URL



MOOCs Course on IIMBx

Infrastructure, PPPs, and Regulation

The biggest constraint to growth in India and the developing world is Infrastructure, like transportation, warehousing, energy, housing, IT bandwidth etc. Infrastructure, being a natural monopoly has traditionally been the responsibility of the government for development. However, financial, and managerial capacity deficit in government led to the involvement of private players with greater risk sharing, moving from the traditional contract mode to the Public-Private Partnership, PPP mode. The advent of PPPs brought in significant challenges, both for government and the private players. Roles and mindset needed redefinition, especially on the government side. Appropriate regulation became more critical and so on.



There is need to learn from both successes and failures of PPPs in infrastructure sector to bring in a greater maturity and professionalism in this eco-system by developing competencies and perspectives. This raises interesting questions such as:

- How do you structure infrastructure projects?
- How do you assess risks and manage them ?
- How do you share risks between the government and PPP player?
- How do you do tendering and bidding?

continued...

- How do you develop sustainable concession agreements?
- How do you develop an appropriate regulatory eco system?

This course addresses these questions and explores infrastructure, its characteristics, drivers for commercial outlook and key implications of commercialization and bringing in PPPs. It will provide a grounding in theory and further build on case studies from various infrastructure sectors, leveraging India's rich experience in PPPs. There is much that a global audience can learn from this course as the implications of commercialization remain constant, irrespective of geography.

Instructor: Prof. G. Raghuram, Professor, Centre for Public Policy & Director, IIM Bangalore

Starting Date: 27th July, 2020

Link to join: <https://www.edx.org/course/infrastructure-development-ppps-and-regulation>

IIMB BIDS ADIEU

Retirements

A. Shekar

Mr. A. Shekar, Junior Office Assistant, superannuated from the services of the Institute on 30th June 2020.

He joined IIMB on 1st July 1988 in the Hostel Mess Department on a contract basis and was absorbed into the services of the institute on October 28th, 1997. He has been with IIMB for 32 years. He will be remembered as a hard working individual with a strong sense of commitment to his work. IIMB wishes him a healthy and happy time in his silver years.



Obituary

Dr. Pritam Singh

Dr. Pritam Singh, a former faculty member of IIM Bangalore, passed away on June 3rd, 2020, at the age of 78.

Dr. Singh was Professor at IIMB from May 20, 1993 to December 4, 1995 in the OB, PM & IR Area. He also served as the Dean during 1993-94. From IIMB, he moved to MDI as Director. He was the Director at MDI during 1994-1998 and again during 2003-2006. He was Director of IIM Lucknow during 1998-2003. He later held the position of Director General of International Management Institute between 2011 to 2014.



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In a sense, IIMB was a turning point in his career from where he moved on to leadership positions.

Dr. Singh played a significant role in shaping management education and is considered as a Guru by CEOs, HR leaders and students. As Chair and Member of several policy-making committees and bodies of the Government of India, he has played a major influencing role on various policy issues. He is the author of seven academically reputed books. As a consultant, he has worked with over 200 CEOs in India and abroad, and conducted more than 100 retreats for the top management of both private and public sector organizations as well as Multinational Corporations.

Dr. Singh was conferred the Padma Shri in 2003, in recognition of his contributions to the field of Management Education. In 2018, he was appointed Member of the Empowered Expert Committee for selection of Institutions of Eminence.

As many in management education have shared about him, he was a deep thinker on institution building and corporate governance, and inspired many.

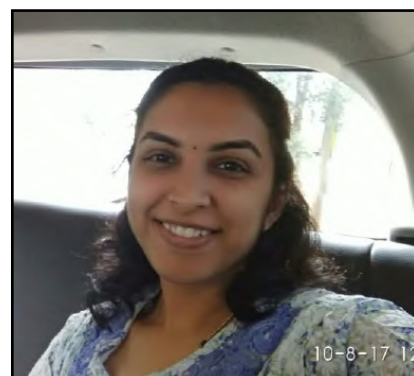
Anup Uppadhayay

Anup Uppadhayay, of the PGSEM (now PGPEM) Batch of 2001-04, passed away on June 06. IIMB's Alumni Relations Office, in its message, says: "Anup was a strong bond for all of us. He had a loud throaty laugh and whenever he was in the room, we never had a dull moment. He spent a good deal of his career at Infosys, where he rose to become the CEO and MD of Infosys BPO. He always supported IIMB alumni activities and was a mentor to many a student initiative."



Shweta Gopal

Ms. Shwetha Gopal, Project Executive, IIMBx, passed away on June 11, 2020, of a massive cardiac arrest. Shweta had joined IIMB in January 2020. IIMB expresses its condolence to her bereaved family.



Designed by:

