



भारतीय प्रबंध संस्थान बेंगलूर
INDIAN INSTITUTE OF MANAGEMENT
BANGALORE



IIMB DIGEST
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NEWSMAKERS

IIMB IS AMONG TOP 50 GLOBAL B-SCHOOLS IN FT EXECUTIVE EDUCATION 2020 RANKINGS

IIMB is the only management school from India to feature in this prestigious global list of Executive Education providers. The Financial Times announced its annual list of top 85 B-schools for Custom programmes, top 75 B-schools for Open programmes and a combined ranking for the Top 50 providers of Executive Education (Open Plus Custom Programs). In this list, IIMB is ranked 45th in the Combined Ranking Categories, 52nd in the Custom, and 55th in the Open Programs.

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Start-ups at NSRCEL, IIMB's entrepreneurship and innovation hub, combat the COVID-19 crisis with creativity, collaboration and community

Start-ups from NSRCEL have responded proactively to tackle the challenge posed by the COVID-19 pandemic using their current resources, technology, and expertise.

To support the healthcare infrastructure, two of NSRCEL's start-ups, CHMI Indobionics and PupilMesh, from the India Innovation Challenge Design Contest (IICDC) have deployed their technology to support India's healthcare infrastructure.

CHMI, a manufacturer of advanced, affordable prosthetics, founded by Humza Shaikh, now has employed 5000 migrant labourers to manufacture large-scale Personal Protective Equipment (PPE) kits and low-cost ventilators. Currently, the team makes over 40,000 kits a day from four factories.

PupilMesh, founded by Milind M Manoj and Mohammed Hazique Kola, is using their 3D printing expertise to meet the demand of face shields, ventilator mask and ventilator valves in the country. They have successfully manufactured the first set of face shields, aerosol boxes and deployed a couple of testing booths in Bangalore.

The start-ups at NSRCEL from Social Program are battling the worldwide pandemic at the forefront to serve the most vulnerable populations using their ingenuity to confront the problems on the ground. Some remarkable start-ups are mentioned here:

Mitti Cafe, run by differently-abled staff, is providing cooked meals and drinking water to 3,000 daily wage earners and the homeless every day. Alina Alam, the Founder of Mitti Cafe, and her team, has served 1,93,000+ meals in Bangalore, Bihar, and Kolkata till now through their 'COVID Hunger Relief Program'.

Anthill Creations, a social venture founded by Pooja Rai, makes play accessible to all by building low cost and sustainable playscape. It has contributed to relief by serving over 1800 people by providing essential food packets and medical kits worth Rs 1,000 to migrant labour communities in Bangalore.

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Meraki Foundation, a social start-up by Seemant Dadwal and Ghazal Gulati, is working with parents from low-income households to deepen their engagement in their children's education at home and school. They have announced a collaboration with Delhi Government. They have put together episodes for a chat show to discuss and find solutions to the challenges of 'Parenting in the time of Corona'.

Mantra4Change, a social start-up founded by Khushboo Awasthi and Santosh More, is enabling the under-resourced school to deliver quality education as the founders believe learning should not stop during the time of crisis. Mantra4Change is now the implementation partner of the Shikshalokam platform (Bodh) which has been accepted as a learning platform by the Andhra Pradesh government. The company has onboarded more than 50K teachers who are undergoing capacity building in a planned manner.

Let's Be The Change (LBTC) is a non-profit organisation from Bangalore founded by Anirudh S Dutt that aims to build a cleaner and healthier society by working with citizens and the Government. They are mobilising their volunteers to connect residents to the nearest provision stores, police stations, and medical stores in Bangalore through online maps.

ThinkZone, founded by Binayak Acharya, is using accessible technology to work with low-income families on developing positive parent-child relationships. During the time of crisis, ThinkZone has been implementing their home-based model of learning for the low-income group families where parents can enable their children to learn over a phone call for free. So far, they have been able to help more than 8,000 families.

Suicide Prevention India Foundation (SPIF), a social venture by Nelson Vinod Moses, facilitates community-based interventions for suicide prevention through training and workshops. SPIF is connecting people with mental health professionals who are offering free counselling to combat the increasing numbers of psychological issues during the lockdown. SPIF collated a list of 100+ mental health professionals for the people to seek help from.

Taxshe is headed by Vandana Suri with a mission to make India a safer place for families to commute by providing women drivers, for the women, children, and senior citizens. The team is now driving senior citizens, pregnant women, and children in need of sanitised drives for the emergencies during the lockdown.

Many start-ups of NSRCEL from the Launchpad program have deployed cutting-edge technology to solve the various challenges with the corona outbreak in the country.

Fabric Monde, founded by Ranjith J N, Jyothi Dakkumalla, and Hemalatha Kanneganti, is a B2B platform connecting SME textile mills to fashion brands across the world. The company is leveraging its strength and now manufacturing Quality Certified Surgical Masks made of non-woven textile and high-quality Personal Protective Equipment (PPE) Kits for hospital chains. So far, the organisation has produced and delivered 50,000 PPE kits across India.

MedPiper Technologies, headed by Nitthin Chandran Nair, connects authenticated, verified doctors and healthcare professionals to service opportunities at nearby hospitals and healthcare organisations. During these challenging times they have pooled in locally available doctors to enable a functional medical camp in Chikmagalur, Malapurram, and Hassan, to look after 300-350 patients every day and have catered to more than 3000 patients since March 2020. They have launched a free marketplace for connecting PPE, essentials, and sanitiser manufacturers in Bangalore with hospitals in need via www.corvid.glideapp.io.

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Yobny Tech, founded by Saurabh Vyas, is building a marketplace platform using machine-learning algorithms and Blockchain technology. Their product QueueOne is a next-gen crowd-management platform that saves time for individuals and increases business value for vendors. It allows users to join virtual queues via the mobile/web app, and avail services without waiting for them in long lines. With their technology, they are helping hospitals/clinics/retailers and trying to move their customer queue to a digital avatar and promoting social distancing.

Gordian Technologies, founded by Prajwal Ajay, is a start-up delivering valuable goods and confidential documents securely using IoT enabled devices. To help the healthcare infrastructure in the current situation, they have developed a product to facilitate the process of safe transportation of testing kits and medicines between hospitals or to patient residences and to provide easy tracking and continuous surveillance of potentially contagious swab samples.

As a silver lining in this grim situation, some of the women entrepreneurs of NSRCEL are doing exceptionally well to combat the situation.

Canectar Foods, a start-up of NSRCEL from **Goldman Sachs 10,000 Women Program**, is Maharashtra's largest Agro-based Farm Direct Company in the organised cane juice sector founded by Kirty Datar and Milind Datar. Amidst Covid-19 crisis, the company has started an initiative, 'Donate Meal Pune', to feed police officials, stranded migrants, daily wagers, and labour camps till the lockdown continues. They have donated 1,13,152+ meals to date. Besides meals, they have also provided masks, gloves, sanitisers, PPE Kits, etc. to police officials, health care workers, Indian Army, and central railways.

Spudnik Farms, a start-up of NSRCEL from **Women Start-up Program** founded by Sumeet Kaur, is a community of local farmers growing and supplying organic vegetables directly to consumers. During the lockdown, Spudnik Farms is providing pesticide-free, fresh, local vegetables (standard box) to Bangaloreans through contact-less delivery.

Nativ Chefs, another start-up from **Women Start-up Program** founded by Leena Dixit, is delivering authentic home-cooked dishes right at the doorstep of customers in Nagpur. Amidst the crisis, the company has distributed over 13,000 meal boxes made by home chefs to the underprivileged in Nagpur.

SPECIAL FEATURES

NSRCEL Initiative: Supporting NSRCEL incubated Social Ventures

IIMB's entrepreneurship and innovation hub NSRCEL has conceived a program called 'Supporting NSRCEL incubated Social Ventures' to support entrepreneurs with social ventures to impact communities and discussed the same with Capgemini Technology Services India Ltd to seek financial assistance for implementing the project.

Capgemini, under its Corporate Social Responsibility (CSR) activities, has taken up this project by providing financial support.

Kumar Anurag Pratap, Digital Inclusion & Sustainability Leader at Capgemini, commented on the company's association with IIMB – NSRCEL, as under:

"As a leader in Digital Transformation, Capgemini has a firm commitment to ensure that technology and innovation drive sustainable and social development. Our mission as Architects of Positive Future is to contribute significantly to sustainable development by leveraging our skills and capabilities, developing innovative partnerships to help societies address the impact of automation and the digital revolution. Through our Digital Inclusion Program, we leverage our passion for technology to build an inclusive future and support unique ideas that suggest innovative solutions to present challenges.

Through our partnership with IIMB – NSRCEL, we hope to nurture these novel ideas and dreams that can enhance and transform the way of life, uniquely address social problems and achieve the social impact that is required.

NSRCEL is known for its expertise in incubating social impact ventures and provide impetus to women entrepreneurship. We value and support this partnership and hope to provide a platform for the aspiring and innovative start-ups to make their dreams a reality, to boost innovation and growth with an entrepreneurial mindset.

We look forward to the opportunity to nurture, promising early-stage social ventures at IIMB and empower them to scale up and to deliver sustained real-world impact. We wish IIMB all the very best for a great partnership and are committed to a continued partnership in the coming years."

Contemporary Concerns Study Projects at IIMB's Supply Chain Management Center

The Indian Institute of Management Bangalore (IIMB) has been actively pursuing supply chain management as a major area of teaching and research. With a distinguished faculty line-up including world-class scholars and a talented pool of researchers and PhD students, IIMB carries out dedicated research, teaching, and consulting activities in different aspects of supply chain management covering logistics, inbound/outbound transportation, network design and analysis, modelling and optimization, partnerships and contract negotiations, information technology, e-commerce, and end-to-end supply chain management strategies.

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Recognizing the need for an effective mechanism to promote a close and enduring industry-academia collaboration, the Supply Chain Management Center (SCMC) came into existence in January 2007 as one of the strategic, multidisciplinary centres of excellence within IIMB. The SCMC builds upon the existing strengths of IIMB in research, education, and integration of inter-functional business disciplines to serve as a valuable knowledge-generating resource, and contributes to the development of cutting-edge strategies and practical solutions to problems encountered by organizations in supply chain management. The SCMC is currently supported by twenty-seven IIM-B faculty drawn from different areas including operations, decision sciences, marketing, public policy, strategy, economics, and finance.

One of the unique features for IIM-B's MBA students is the facility to take up live Contemporary Concerns Study (CCS) projects sponsored by companies from varying industry sectors. These CCS project durations are typically spread over one to two terms, and each project is allocated to a team of two students. For projects sanctioned through the SCMC, the selection criteria for assigning a CCS project is based on the students' CGPA, the intent of the student group in undertaking the project, and the willingness of a faculty member to guide the students. Typically, a CCS project has a well-defined problem statement, specific deliverables, and data provided by the sponsoring company, thereby ensuring that project outcomes can be closely monitored and evaluated by both the sponsor company and the SCMC.

The SCMC has successfully delivered 19 CCS projects in 2019, and there are currently 20 CCS projects in-progress for the annual year 2020-21. The mix of CCS project topics offered come from across varying industry verticals comprising oil & energy, third-party logistics providers (3PL), e-commerce, FMCG, technology, automotive engineering, etc. The project topics are centred around supply chain integration and digitalization, procurement assessment, network design, warehouse optimization, the financial impact of indirect taxation (GST) to optimize storage and distribution, market entry strategy for a 3PL provider, and competency mapping.

In conclusion, an SCMC-enabled CCS project provides the students with an opportunity to interact with a real-world problem, thereby enabling the application of theory gathered in the MBA programme through core courses and electives, and broadening their knowledge horizons in the management of supply chain and logistics domains.

LIFE BEYOND LOCKDOWN

LOCKDOWN REFLECTIONS

By Professor Rahul De'

I fired up Google Maps and asked for directions from Majestic, in Bangalore, to Gorakhpur in Uttar Pradesh. Google promptly showed me driving directions for a distance of almost exactly two thousand kilometres, via Hyderabad, Nagpur, Jabalpur, Prayagraj and on to Gorakhpur town. If I drove it would take me 35 hours, Google said.



Then I checked for walking directions. The number of kilometres now dropped by a hundred, and the travel time increased ten times, giving me an estimate of 16 days and one hour. I looked at the detailed instructions, and Google did not disappoint - it gave me a precise set of directions and landmarks to follow. One step said "Turn left onto NH 44. Pass by Hotel Chapati (on the left in 800 m)."

I was searching out of curiosity, but in the first week of May, some young men, who worked as casual labourers in Bangalore, had done the very same search to find out how they could walk back to their homes in Gorakhpur. The lockdown was in place for over a month and had deprived them of their income - they had no money to pay for food or rent or travel. Besides, the government was not allowing trains to ply.

So, they decided to walk back and Googled to find directions. The distance and time did not daunt them. With about seven hundred rupees in their pockets, they set out, angry and frustrated at the situation and the actions of the government.

The access to smart phones and the internet is restricted to about 40% of the population of our country. That these young men were able to access and use this technology is impressive. They possibly had basic feature phones with them, and may have borrowed a smart phone to check the Google app.

I teach in my classes that information technology best serves our needs when it helps us do what we want to do. It helped the young men of Gorakhpur find the shortest route home. I admire most their courage and grit in undertaking such a daunting journey with so few resources, and also their ability to use technology for their needs.

Our national policies must include access to the internet as a basic right. During times of emergencies, as we are experiencing now, the internet enables a needed communication and information infrastructure. More importantly, our policies must emphasise that restricting such access either by shutting down the internet or mobile services entirely is to be avoided. Many people, like the brave young men of Gorakhpur, rely on these facilities, when little else is available.

(Professor Rahul De' teaches Information Systems and Artificial Intelligence at IIM Bangalore. His research focus is on information technologies for development.)

Gratitude

Uncertain times cause the heart to pound,
the mind wanders and just runs around.
Times seem tough, and life seems down,
all amidst Corona and the COVID lockdown.

See it as an opportunity or see it as a curse,
be a cribbing patient or a nurturing nurse.
It is all a matter of choices and words,
life's a conscious choice of adjectives and verbs.

Glad that life gave us some time to reflect,
to get into our hearts and introspect.
On the choices we make and the way we live,
whether to carry grudges or to just forgive.

Whatever the case would have been,
I have got some time to be more keen.
To look back and read life's story again,
the days of joy and the nights of pain.

Was it really caused by the world,
or was I the only cause of the swirl?
Now when I look back and think again,
I can clearly see the self-inflicted pain.

While I wait and see my life slow-down,
I feel a bit grateful to this lockdown.
For giving a chance to review and vet,
and save me from a life of regret!

I now shall choose the gratitude route,
without any glitch or an inch of doubt.
By taking time each day to write-down,
about things that life is weaved around.

The beauty of nature, the chirping of birds,
the morning breeze and the walk in the woods.
I feel surprised how I could not have found,
such jewels of nature which were always around.

I feel rather thankful to this lockdown,
for it gave me the needed time to slow down.
To take corrective measures and look around,
and take a joy ride in life's merry-go-round.

By Saurabh Kumar Singh, PGPEM 2020-22
*(Saurabh is an IT professional with a keen
interest in writing. He finds joy in reading and
photography.)*



If not anything else

If not anything else, this lockdown has taught me the value of home.
Love-wrapped four walls of the home,
where even the dirty floor glimmers of hope to heal my anxious head as I tread over it,
where even the furniture furnishes comfort and all the warmth a heart seeks,
where even the dusty shelves emanate the fragrance of love when I enter to breathe this air,
How did I take this home sweet home for granted all this while?

If not anything else, this lockdown has taught me gratitude.
Being grateful to have a home where physical distancing is still a possibility.
I can only imagine the lives of the underprivileged,
living cheek by jowl in tiny little homes overflowing with people.
Being grateful to our maids and cook, who used to take care of my home like their own
to ensure we had time to relax, read and sleep on time.

If not anything else, this lockdown has taught me yet again the value of having a family.
My son and my husband have been the greatest roommates
who are keeping me sane and sparky, and I can go on and on talking about them.
But let me talk about the daily calls with parents staying afar.
The calls have not been this kind and sweet before.
This social distancing has proven that fact that our lives cannot be more meaningful without the
interactions with near and dear ones.

If not anything else, this lockdown has shown me what my writing means to me.
"I love writing, and I find solace in words," was the thought I believed in.
but never did I imagine that these words would be my sweet distraction
to keep my spirits high in the Covid-rut time.
What would have I done without you, and how would I survive this pandemic
without airing what I see, smell, feel via you my dear words?
Hey, tiny little virus! If not anything else,
You have accidentally catalysed my ardent connection with my words.
All these learnings, I choose to believe, are here to stay forever.
But what about you?



By Ramya Tanuja, PGPEM 2020-22

(Being an extrovert, Ramya loves engaging with people. Though her scale reads less than 5 ft, her words make her stand tall.)

Lockdown

Who knew a day would dawn
and bring life to a grinding halt!
Busy days are all gone,
yet we are captive in our vault.

Streets are desolate and dark,
barring the patrolling police.
Stealthily leaving its mark,
is a novel viral disease.

As the fear of death looms large,
shut are malls and the rest.
While hospitals, those in-charge
bravely try their best.

Monday blues are no more,
work from home is a trend.
A hundred cures, we explore,
wonder what will put an end!

Few rekindle hobbies lost,
some are funding a cause.
Cleaner air is here at a cost,
life is no longer as it was.

Hungry, helpless, the poor weep,
washing away their smiles.

Quality Time

We are worried for a virus,
virus as deadly as a knife.
It is nothing but an agent,
sent to change our life.

We should thank this pandemic.
for giving us a moment to think.
New normal getting changed,
just with a blink.

Since the distant past,
we are trying to be the best.
We had never allowed our nature,
to go and have some rest.

Humans sitting at home,
in lack of their wages.
Animals on the road,
free from 'golden' cages.

Peacefully we fall asleep,
while the migrants walk miles!

Set aside religion and race,
social distancing is the key.
Help curb this menace,
Covidiot's let us not be!

Remember this crisis we fought,
in every village, every town.
Cherish the lessons it taught,
for life beyond the lockdown.

By Shruti Prabhu, PGP 2018-20

(Shruti is a proud IIMB alumna of the recently graduated PGP 2020 batch. She is now looking forward to pursuing a career in the management consulting domain.)



Lesser number of heart attacks,
lesser accidents for sure.
Time spent with family,
turns out to be the best cure.

Finally, we realised a change.

By Ankita Assija, PGP 2019-21

(Ankita graduated from the SGTB Khalsa College, University of Delhi, in 2019. She is a trained bharatanatyam dancer and likes to paint and learn new languages.)



Hearts that gave, without a second thought

The gravity of the pandemic strike set in quick; the images of hoarding and boarding on the evening before the lockdown in supermarkets and bus stands around the country were surreal. I waited more than 20 minutes, patient but terrified, behind a hoarder to buy two milk sachets. This made me wonder about human greed.

One week into the lockdown, a friend told about a manufacturer of Personal Protective Equipment (PPE). A plan was made to provide 1,000 PPE overalls to frontline health workers in government hospitals in Tamil Nadu. We collected about INR 85,000 that night. We purchased and dispatched 4,000 masks to three hospitals. A 'Thank you' poster with a photo of medical frontline workers, wearing the masks, was shared with those on our 'Contacts' list. What happened by the end of the week was unexpected; we received more than INR 2 lakh —enough to buy 500 more PPE kits. We ordered 600 kits, anticipating potential donations. We ended up collecting over INR 6 lakh. This bought us 1,300 PPE kits, 1,200 face shields and over 6,500 masks. All this was sent to nine government hospitals in eight districts with the highest number of cases in the state.

The epiphany came next: we did not know 90% of the people who donated. Donations came from five other Indian states and four different countries. This lockdown has shown the real reason for our species' survival. Our hearts are bigger than we believe them to be. And there are many.



By Aswinpratap Narayanasamy, EPGP 2020-21

(Aswin is a mechanical engineer from Tamil Nadu with over five years of experience in the automotive industry as a product development engineer and market research analyst.)

We are delighted by the response seeking your thoughts and learnings during the time of the pandemic. The newly-launched IIMB community blog, Turn, Turn, Turn, has created just the right space for you to share your perspectives. Do send in your contributions to 3t@iimb.ac.in . Do remember to check out the **Submission Norms on the Turn, Turn, Turn blog.**

RECENT EVENTS

“Boards need to consider 3 Cs—Culture, Competence and Competitiveness”: Suresh Narayanan, CMD, Nestle India Ltd, at CCGC Chairmen’s Roundtable on May 27

IIM Bangalore’s Centre for Corporate Governance and Citizenship (CCGC) organised an exclusive Chairmen’s Roundtable webinar on ‘How Boards Will Balance Shareholders and Stakeholders Interests in the Post-COVID Era’ on May 27, 2020. Sunil Kant Munjal, Chairman at Hero Enterprise, R Seshasayee, Executive Chairman at Hinduja Group, and Suresh Narayanan, Chairman & Managing Director at Nestle India Ltd, shared their views during the panel discussion moderated by Prof. S Raghunath, Chair – CCGC and faculty from Strategy area at IIMB.

“Catalogue your learnings and implement them for they are best valued when utilised”: Kapil Sood, Business Head, Thermo Fisher Scientific, at IIMB’s PGPEM Batch 2020-22 Inauguration

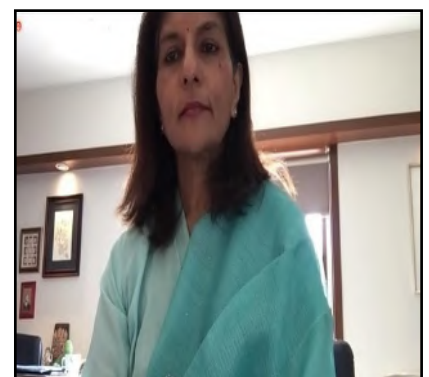
The inauguration of IIM Bangalore’s two-year weekend Post Graduate Programme in Enterprise Management (PGPEM) batch of 2020-22, was held digitally on May 08, 2020, where Kapil Sood, Business Head – South Asia, Thermo Fisher Scientific, was the Chief Guest. A total of 75 students joined IIM Bangalore’s PGPEM this year from various educational and professional backgrounds and organisations.



[Read more](#)

‘Be resilient, find opportunities in crisis, and reinvent yourself’: Preetha Reddy, Vice Chairperson, Apollo Hospitals, at IIMB’s EPGP Cohort 2020-21 Inauguration

IIM Bangalore’s one-year full-time Executive Post Graduate Programme (EPGP) batch of 2020-21, was welcomed 73 students during their inauguration ceremony held digitally on May 06, 2020. Preetha Reddy, Executive Vice Chairperson, Apollo Hospitals Group, India, and Rajat Mathur, Principal at Boston Consulting Group (BCG) and EPGP alumnus delivered keynote addresses as Chief Guests at the occasion.



[Read more](#)

WEBINARS

Communication in Times of Uncertainty

Speaker: Dr. Deepti Ganapathy, School of Business Management, Narsee Monjee Institute of Management Studies (NMIMS)

In this webinar, Dr. Deepti Ganapathy leveraged her expertise as a journalist, media researcher and communications teacher, to analyse the uncertainty around communication in COVID-19 times. Participants from the most affected countries like Spain, USA, and the UK shared their perspectives on how communication could be received, understood, and shared on social media to deal with information overload, or 'Infodemic'. The webinar provided a sense of awareness around emotions that play a significant role in information processing, how our cognitive need to share information is making us forward messages on social media, and how through all these connections we can use our communication skills to adapt, adhere, and administer our needs channelling them into productive ways.

[Watch here](#)

Managing People in COVID Times

Prof. [Vasanthi Srinivasan](#), Organizational Behavior and Human Resources Management (OBHRM) area, IIMB

IIMB's Executive Education Programme (EEP) Office hosted Prof. Vasanthi Srinivasan, from OBHRM area at IIMB, to speak in a webinar arranged for Hero MotoCorp Ltd, wherein 130 dealer-owners and employees participated. IIMB has been delivering the Business Transformation Programme for their dealer-owners, which has touched 100+ dealers. The webinar was an interactive session to help these entrepreneurs tide through the current headwinds in business. The focus was on managing people at different levels, preparing for the lingering uncertainty and build resilience as business leaders, and a reflection into the leaders' assessment of the business to help them with scenario mapping of every challenge. Prof. Srinivasan elaborated how leader communications matter most in these crucial times, exploring newer possibilities, partnerships and leveraging social media, building an influential people strategy to deal with complex issues involving workforce and resource utilisation. The session ended with a series of questions covering employee issues, layoffs, pay-cut, and local laws impacting the dealer businesses.

IIMB's RERI – EEP Webinar Series on 'Preparing for the New Normal'

The Real Estate Research Initiative (RERI) and the Executive Education Program (EEP) Office at IIMB is delivering a series of webinar sessions titled 'Preparing for the New Normal' for members of Confederation of Real Estate Developers Association of India (CREDAI). These sessions are around developing the necessary mindset and knowledge about different frameworks available, to navigate uncertainty in the post-COVID world, particularly for the Infrastructure sector. The webinars were designed to post in-depth discussions with CREDAI to understand the pain areas and immediate, long-term plans of the industry.

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There are ten sessions planned to be delivered over three months on various topics like building social capital, customer engagement in times of crisis, understanding the macro-economic environment, decision making under uncertainty, managing people during stressful times etc. Three sessions of 10 have been delivered with about 75 participants joining the same.

Session 1: 'Building Social Capital' by Prof. Suresh Bhagavatula, from Entrepreneurship area at IIMB.

Session 2: 'Customer Management in the Time of Crisis' by Prof. G Shainesh, from Marketing area at IIMB. This interactive session focused on the concept and applications of customer engagement, how can one engage with customers when meetings are not possible, and communication strategies when you cannot make a sales pitch.

Session 3: 'Connecting the Dots in the Economy' by Prof. Chetan Subramanian, from Economics & Social Sciences area at IIMB. This session provided an overview of the economy and the challenges ahead.

RECENT RESEARCH

PAPERS

Wilful defaulters of Indian banks: A first cut analysis

By Prof. M Jayadev and Prof. N Padma
Journal: *IIMB Management Review*

A unique way of categorizing Non-Performing Loans (NPLs) of Indian banks is wilful defaulters and others. Earlier empirical works have analyzed micro and macro factors influencing bank NPLs. This paper, by Prof. [M Jayadev](#), from Finance & Accounting area at IIMB, and his co-author, is a first cut analysis of wilful defaulters' quarterly data disclosed by Credit Information of Bureau of India Limited (CIBIL) from June 2003 to March 2015. This study also identifies areas for improvement of governance and scope for the strengthening of credit monitoring by banks to prevent wilful loan defaults.



[Read more](#)

How do country regulations and business environment impact foreign direct investment (FDI) inflows?

By Prof. Farok J. Contractor, Prof. Ramesh Dangol, Prof. N. Nuruzzaman and Prof. S. Raghunath
Journal: *International Business Review*



While deciding on which country to invest in, multinationals are increasingly considering regulatory and institutional factors. In this study, by Prof. [S Raghunath](#), from Strategy area at IIMB, and his co-authors, address the essential question of the impact of regulatory variables in attracting or deterring foreign direct investment (FDI). This paper is the first to hypothesize that, in selecting countries for investment, strategists in multinational companies take a holistic perspective of the entire life-cycle, from entry to operations in the country, to exit.

[Read more](#)

Pressure or premium: What works best where? Antecedents and outcomes of sustainable manufacturing practices

By Prof. Sirish Kumar Gouda and Prof. Haritha Saranga
Journal: *International Journal of Production Research*



In this study, Prof. [Haritha Saranga](#), from Production & Operations Management area at IIMB, with her co-author, empirically test the antecedents and consequences of sustainable manufacturing practices across emerging as well as developed countries such as India, China and OECD. Their findings suggest that while customer willingness to pay has a significant impact on sustainable manufacturing practices everywhere, stakeholder pressure can influence their adoption in OECD and India, but not in China. They also find that firms that are high on sustainable manufacturing practices not only reap sustainability benefits but also derive cost reduction and quality improvement in many contexts.

[Read more](#)

Production and Capacity Utilization Strategies in Supply Chains for Complex Engineered Products

By Prof. A. Sinha and Prof. Ananth Krishnamurthy
Journal: *Production and Operations Management*



Prof. [Ananth Krishnamurthy](#), from Decision Sciences area at IIMB, with his co-author, analyze production and capacity utilization strategies in a supply chain where individual components can be made either at a shared in-house manufacturing facility or at dedicated facilities of external subcontractors. The manufacturer and the subcontractor differ in terms of costs, production capacities, rates, and service level capabilities. Using Markov decision process models, the authors determine the optimal policy and characterize its structure.

[Read more](#)

CASES

Microfinance in India: A Tale of Two Models

By Prof. Rajalaxmi Kamath and Prof. Nithya Joseph
Journal: *Harvard Business Review*

The case highlights the differing trajectories of two, contemporaneous models of microfinance in India. The well-known Grameen MFI Model made inroads in the mid-90s, primarily in the four southern states of India. This was in a setting where there was an extensive network of a pre-existing indigenously developed group lending model, called the Self-Help Group Bank Linkage (SHG Bank Linkage) model. Today, the Indian microfinance story stands at a crucial juncture with respect to these two models. The SHG model, while being recognized as a key player in changing the financial inclusion discourse in India, is no longer salient in the current financial inclusion narratives. Grameen MFIs, on the other hand, are on their way to being 'mainstreamed' as banks, pretty much along the lines of Grameen Bank in Bangladesh. Using the dramaturgical approach of the sociologist Erving Goffman (1922-1982), this case by Prof. [Rajalaxmi Kamath](#), from Public Policy area at IIMB, and her co-author, differentiates the two models based on the front-stage (borrower-groups) and back-stage (organizations, investors, and the state).



[Read more](#)

Tele-Ophthalmology - Is This the Solution to India's Rural Eye Care Problem?

By Prof. Haritha Saranga
Journal: *Harvard Business Review*

The case, by Prof. [Haritha Saranga](#), from Production & Operations Management area at IIMB, narrates the inception and operationalization of a Public-Private Partnership (PPP) between the Government of Andhra Pradesh (GoAP) and Apollo TeleHealth Services — the telemedicine arm of one of the largest hospital chains in India, to provide free Tele-Ophthalmology services to rural population residing in the south Indian state of Andhra Pradesh (AP) using technology. The PPP is called "Mukhyamantri e-Eye Kendram (MeEK)", and its objectives are to provide (i) ophthalmic diagnosis and (ii) free spectacles, to the needy citizens of the state. The case provides the students with an opportunity to analyze various operational trade-offs such as cost, quality, variety, and speed in a capacity-constrained environment and identify opportunities for improvement without sacrificing one performance indicator for another.



FACULTY AUTHORED ARTICLES

Invoking Gandhi for business strategy in the post-COVID-world

As the COVID-19 crisis is unfolding in front of us, the lifestyle we have taken for granted has begun to crumble right in front of our eyes. Large scale, high-technology, and a flatter world have been the pivotal principles of the business models we used to produce the creature comforts on this planet in recent times. The unprecedented circumstances we are faced with beckon us to examine the sustainability of the very principles that got us here. Instead of looking at the current crisis as a onetime affair, it is useful, perhaps prudent to force a needed change in our lifestyles and the way we operate our economies. Prof. [Haritha Saranga](#), from Production & Operations Management area and Prof. [Sreelata Jonnalagedda](#), from Marketing area, at IIMB, examine three ideas of sustainability to rebuild the economy, in an article in *Forbes*.



[Read more](#)

Clean up land records: Let the financial system spearhead the change

As millions of small businesses and households plan for the post-COVID world, many are likely to lean on the only asset that they own — land — to secure themselves financially. However, the current state of our land record keeping has not kept with changes in time and our aspirations for the economy. Poor records add cost and risk to lenders who want to lend against land. Therefore, Prof. [Venkatesh Panchapagesan](#), Chair of the Real Estate Research Initiative (RERI) and faculty from the Finance & Accounting area at IIMB, calls for pushing changes that are long pending and presents a simple approach to clean up land records quickly, in an article in *Business Standard*.



[Read more](#)

India can't avoid land reforms anymore

Land is the most preferred asset for individuals and lenders in the country. However, despite its appeal to both savers and borrowers, land in India has never been the engine of growth that many economists had imagined. And now, more than ever, it will be land, that millions of returning migrants and struggling micro, small and medium enterprises will depend on to survive one of the most challenging periods in post-Independence India. In a two-part article in the *Business Standard*, Prof. [Venkatesh Panchapagesan](#), Chair of the Real Estate Research Initiative (RERI) and faculty from the Finance & Accounting area at IIMB, says that while the need to unleash the power of the land was never in doubt, the coronavirus crisis has allowed us to make it happen now, in an article in *Business Standard*.

[Read more](#)

Disentangling the labour law debate: What does the evidence really say?

The coronavirus-related lockdown has made more than 130 million people in India jobless. Many of them are the migrants returning to their home states. During the last few weeks, some states, particularly the traditional out-migrant states, have issued ordinances to relax or suspend labour laws significantly. These changes are aimed at removing potential impediments to employment generation to absorb the unemployed — especially the returning migrants — and/or attract foreign direct investment. Prof. [Vidhya Soundararajan](#), from the Economics & Social Sciences area at IIMB, suggests measures that will provide firms with greater flexibility without undercutting the welfare of workers, in an article in *Hindustan Times*.



[Read more](#)

Four strategies for rapid innovation during a crisis

The Covid-19 crisis has induced a sense of urgency for product innovations. As a vaccine remains many months away, there is a surge in demand for ventilators, testing kits, protective equipment for medical staff and citizens, sanitising products, remote monitoring devices and other innovations that can prevent and manage the spread of the pandemic. For innovators who can achieve a technological breakthrough and launch a quality product in a compressed timeframe, there is a great opportunity to save lives and achieve commercial success. However, there are unique challenges one might face as they race against time to innovate and increase their chance of success. Prof. [Srividhini K Jha](#), from the Entrepreneurship area, and Prof. [Rishiksha T Krishnan](#), from the Strategy area, at IIMB, suggest four strategies for rapid innovation in times of crisis, in this article in *The Hindu BusinessLine*.

[Read more](#)



How framing the COVID numbers changes an individual's risk perception

Based on a psychological experiment, Prof. [Kanchan Mukherjee](#), from the Organizational Behavior & Human Resources Management area at IIMB, explains that we do not have an adequate intuitive grasp of the probabilities of uncertain events. Such psychological biases can profoundly influence our risk perceptions that can potentially lead to poorly-understood circumstances and disastrous consequences, as occurred with COVID-19 pandemic. In this article in *The Indian Express*, he says it is imperative that our policymakers become aware of the risk perception pitfalls, reduce their susceptibility to biases and base their decisions on objective and rational risk considerations.



[Read more](#)

Covid-19 has proven that the Internet needs complete rehaul

The novel coronavirus is here to change the world in multiple dimensions. One of these dimensions is – the Internet as infrastructure. With nation-wide lockdowns, initiatives such as work-from-home (WFH), online teaching and learning, digital payments, online health care, etc. are being taken and implemented. On the other hand, data from over-the-top (OTT) media service players such as Netflix, Amazon Prime, YouTube, etc., shows an unprecedented surge in content consumption. Doctoral scholar Sudha Madhavi Dastrala and Prof. [Rajeev Tripathi](#), from the Production & Operations Management area at IIMB, argue that there is a need for temporary prioritisation policies and ad-hoc networks so that utilisation of the network is maximised as per the given crisis, in this article in *Economic Times*.



[Read more](#)

Stimulus 1.0 & the MSME bonanza

The Finance Minister recently announced the first tranche of an INR 20 trillion stimulus package with measures touching upon key segments of the economy—micro, small and medium enterprises (MSMEs), real estate, construction, shadow banking, which were already in bad shape and are now in dire straits. Prof. [Rupa Chanda](#), from the Economics & Social Sciences area at IIMB, highlights the importance of two aspects—access to affordable credit and capacity expansion that are addressed by the proposed measures and which are validated by recent empirical studies on MSMEs, in an article in *Business Standard*.



[Read more](#)

A double whammy for rural Karnataka

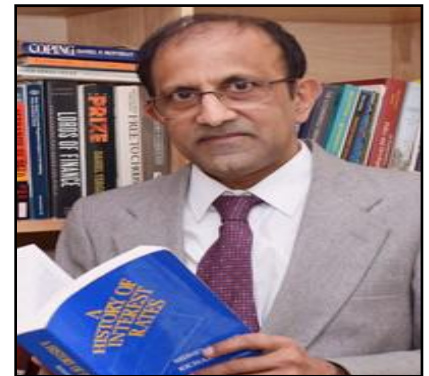
Sharing a border with Maharashtra has meant that the risk is higher for northern Karnataka as Maharashtra is the worst affected by COVID-19 in the country. Prof. [Shabana Mitra](#), from Public Policy area at IIMB, observes that due to high population density, unfavourable health facilities and scarcity of doctors, and existing poverty in the northern regions of Karnataka while sharing of borders and high COVID occurrence has been a double blow for the already poor and vulnerable areas, in an article in *Forbes*.



[Read more](#)

Ban extra overtime money to save manufacturing jobs

In an article in *Mint*, Prof. [Vivek Moorthy](#), from Economics & Social Sciences area at IIMB, identifies several factors for huge job losses, particularly in the manufacturing sector due to the COVID-19 calamity, and calls for attention to India's soaring unemployment rate, an enormously vital yet hugely neglected matter. He believes that the emphasis on trade as the main engine of growth and creation of good jobs is somewhat misplaced and suggests ways to ease work pressure and save some manufacturing jobs.



[Read more](#)

Are labour law reforms the panacea to the investment problem?

With over 40 Central labour laws and 200 State-enacted laws and amendments, India is not an easy place to set up or run a business. The Uttar Pradesh government recently diluted its labour laws to provide flexibility to business and industry. However, from a global perspective, there is little evidence that relaxing labour laws alone will attract investment. In this article in *The Hindu BusinessLine*, Prof. [Rishikesh T Krishnan](#), from the Strategy area at IIMB, Kunal Kanungo, Managing Partner of Kanungo & Co, and Kapil Kanungo, Senior Consultant, Dalberg Advisors, present a better approach to help attract the right kind of investments and avoid possible exploitation of workers.

[Read more](#)

COVID-19 Pandemic and the Possibilities of Digital Surge

A massive number of people who are locked down are relying on digital means to work, communicate, read about the world, and express their concerns. It is anticipated that there will be a tremendous rise in digital technologies and their usage in the post-pandemic scenario. Along with this rise will come the risks. Given the pervasiveness of technology and the fact that there is no easy way to shun it, technology becomes an inscrutable and camouflaged threat, something to be wary of, only to be touched, not embraced. Prof. [Rahul De](#), from the Information Systems area at IIM Bangalore, along with Prof. Neena Pandey and Prof. Abhipsa Pal, from IIM Visakhapatnam, get to the roots of this anxiety and suggest ways to cope with the risks, in this article in *DataQuest*.

[Read more](#)

Why do migrants get such a raw deal?

The coronavirus pandemic and the subsequent lockdown has left millions of migrant workers in India stranded in their host states with a little social safety net. However, the question remains—who is responsible for the welfare of the migrant workers in India—the host state, the home state, or the Central government, or all of them? Prof. [Manaswini Bhalla](#), from the Economics & Social Sciences area, Prof. [Prateek Raj](#), from the Strategy area, and Prof. [Trilochan Sastry](#), from the Decision Sciences area at IIMB, write that without clear accountability, planning and contingency arrangements for their welfare won't be made, in an article in *The Hindu BusinessLine*.

[Read more](#)



Nearly 74 per cent of founders upbeat as productivity doubles during the lockdown

Start-up founders have captured India's imagination, inspiring and serving as frontline warriors in our economic story. Despite the economic downturn and the strong blow to revenue, many start-up founders are optimistic about the future of their venture. They are living up to their reputation of being inspiring and undaunted in the face of odds while gearing up for a post-lockdown economy, write Prof. [Dalhia Mani](#), and Sneetha Saji, doctoral student, both from the Entrepreneurship area at IIMB, in an article in *The Hindu BusinessLine*, based on findings of their study.



[Read more](#)

We're at an inflection point for management education

Management education, in the traditional sense, has been under the scanner for some years. Several reasons include management education perpetuating an economic model focused singularly on wealth maximisation, leading to increased concentration of wealth, inequality and negative externalities such as climate change. Studies on the future of work and organisations predict a reduction in the number of managers required, as automation takes over routine decisionmaking and tasks. With many of the concerns of the pre-COVID era being reinforced, Kapil Viswanathan, Vice Chairman – Executive Committee, Krea University, and Prof. [Rishikesh T Krishnan](#), from the Strategy area at IIMB, discuss the implications for management education, in an article in *Mint*.

[Read more](#)

Staggering Work and Home Quarantine: A Strategy for Measured Relaxation of Lockdown

If it did not happen on 4th May, sometime in the future the lockdown in India will have to be lifted to bring our economy back on its feet. Rather than employing ad-hoc mechanisms to manage the workforce, a planned and scientific method is necessary to minimise the rate of infections during the post lockdown period. Prof. [Haritha Saranga](#), from Production & Operations Management area and Prof. [Sreelata Jonnalagedda](#), from Marketing area, at IIM Bangalore, propose a workforce management strategy that makes use of the research published so far on Covid-19 spread statistics, in an article in *Forbes*. The proposed strategy is a combination of suppression and mitigation, intending to minimise the rate of infection while enabling organisations to bring their activities back online gradually.



[Read more](#)

The MSME sector is critical in times of Covid-19

Recent annual reports on Micro, Small and Medium Enterprises (MSMEs) indicate that the sector contributes to around 30% of India's GDP, and based on conservative estimates, employs about 50% of industrial workers. The current coronavirus pandemic (Covid-19) lockdown will substantially disrupt the operations of these MSMEs due to their dependence on the cash-economy that is severely hit by the lockdown, the physical non-availability of workers, and restrictions in the availability of raw materials and transport infrastructure. This will have substantial ramifications throughout the economy, and therefore, a robust policy response is essential. Prof. [Vidhya Soundararajan](#), from the Economics & Social Sciences area at IIMB, recommends ways how Indian policy can respond to this crisis in an article in *Hindustan Times*.

[Read more](#)

Coping with the lockdown

India is in the second phase of national lockdown. The country took a drastic step when it had recorded only ten deaths. It seems it is giving us clear benefits in the fights against the Covid-19 pandemic. A vaccine is 12-18 months away, but, in the interim, the lockdown cannot be a one-size-fits-all approach. The problem with the current COVID crisis is the significant demand contraction that has been unleashed with the lockdown massively restricting social consumption. Prof. [Pulak Ghosh](#), from the Decision Sciences area at IIMB, writes that fiscal support is a must to speed up economic recovery, in an article in *Business Standard*.



[Read more](#)

Wage cuts are better than layoffs to combat COVID crisis

The human calamity due to COVID-19 has also led to an economic calamity. We are undergoing a colossal aggregate shock—barring a massive surge in demand for corona-related medical goods and services, and shifts to more online purchases. How best to cope with this shock? Based on macroeconomic principles, also applicable to India, Prof. [Vivek Moorthy](#), from the Economics & Social Sciences area at IIMB, makes a ground-zero policy suggestion in this article in *Mint*. He says the finance minister should announce a reduction of 30% in wages and pensions for all government and quasi-government employees for the remaining fiscal year and recommends that private firms do the same.

[Read more](#)

Can Covid-19 spark deep-tech innovation?

The Covid-19 pandemic has brought a new sense of urgency to innovation efforts. We seem to have the different elements needed for such innovation, but we need to find ways of orchestrating these elements for quick results. And, this success needs to be carried beyond vaccines to other deep tech domains as well. Covid-19 provides a unique opportunity to institutionalise a blueprint for such deep-tech innovation in India. This requires a tango of government, universities and industry. In an article in *The Hindu BusinessLine*, Prof. [Rishikesha T Krishnan](#), from the Strategy area at IIMB, suggests that the key lies in matching national priorities with capabilities, funding projects without the usual red-tape, facilitating collaboration, and easing barriers to licensing of intellectual property.

[Read more](#)

Why the INR 20 trillion will support our sovereign rating

As India completes the third edition of the lockdown and the prime minister and the finance minister announce a INR 20 trillion cumulative package, a few things are apparent. First, India did the right thing by enforcing the lockdown. A logical corollary is a dilemma that we are facing in making an informed exit. Prof. [Pulak Ghosh](#), from Decision Sciences area at IIMB, and Soumya Kanti Ghosh, Group Chief Economic Advisor at State Bank of India, believe and state that with proper design and implementation, the INR 20 trillion package can strongly support our sovereign ratings, even though India has limited fiscal space, in an article in *Business Standard*.

[Read more](#)

From classrooms to computers

Read the excerpt by Prof. [G Raghuram](#), Director, IIMB, on how the current pandemic has forced educational institutions to forcefully accept and rely on the digital mode of learning, in an article by Dhanyata M Poovaiah in *Deccan Herald*.

[Read more](#)



Internet Governance in Times of a Pandemic

India ranks low in the world in internet penetration and access and bandwidth availability. For better management of a pandemic like COVID-19, the Internet has become crucial for almost all activities of coordination and communication. Spike in demand for internet resources and low access of most people to the Internet has raised the issue of governing the Internet in these times. One fundamental principle of the Internet and a basis for its governance is that of maintaining network neutrality. For extreme situations like the one we are experiencing now, Prof. [Rahul De](#), from Information Systems area at IIM Bangalore and Prof. Neena Pandey, from IIM Vishakhapatnam, question, if we should still adhere to the old rules of governing the Internet, or seek new priorities, in an article in *SFLC* publication.

[Read more](#)

INNOVATION & ENTREPRENEURSHIP

GaragePlug, a touchless auto service platform, presents a one-off solution to auto service providers in the times of COVID

GaragePlug is a SaaS-based easy-to-use software for two- and four-wheeler service centres/auto-repair shops to grow and manage their businesses. It is the fastest-growing automotive technology start-up company founded and run by Automotive and Technology experts with more than 60 years of automotive domain experience in developing and deploying highly efficient and scalable software systems and platforms.

GaragePlug was established in early 2017. It is a next-gen ERP for auto service centres to achieve operational and business excellence. It not only helps garages to manage entire service operations efficiently on the go but also helps automate customer and vendor communications digitally. The business growth modules enable them to have more and more returning customers and track them efficiently.

The founders of GaragePlug — Ashish Shrivastav, Rohit Bhatnagar, and Shubhra Srivastava — are a team of broad professional experience and technical know-how. Ashish is an Automotive domain expert with 20+ years of experience. Rohit brings his expertise in building scalable platforms and products for over 13 years, while Shubhra is a go-getter with exceptional technology and management expertise of 20+ years.

GaragePlug is currently incubated at IIM Bangalore's start-up innovation hub NSRCEL. Rohit says, "We have been constantly guided by proficient mentors at NSRCEL. Initially, they advised us to focus on the UAE market and expand adoption there, following which, we grew 100% of revenues in just six months. They also encouraged us to work on the partnership model in the Indian market; we are in the final stages of discussions with the world's top Auto manufacturer for their multi-brand initiative."

continued...

Describing various initiatives and features of GaragePlug, Ashish mentions, "Following a discussion with the mentors at NSRCEL around the current COVID-19 imposed lockdown restrictions, we have created a new product line to help closed garages generate revenue while they remain closed for service. It is a new loyalty program where GaragePlug customers offer their customers gift cards for future automotive repairs. Auto repair shops expect to have high customer demand the restrictions are lifted. Customers may not have the cash flow in the future to pay for necessary repairs, depending on how long the restrictions last. This new product is beneficial to both garages and their customers. <https://savelocal.garageplug.com/>. Besides, we have launched a 'Touchless Auto Service Platform' for garages to operate in complete touchless/contactless manner."

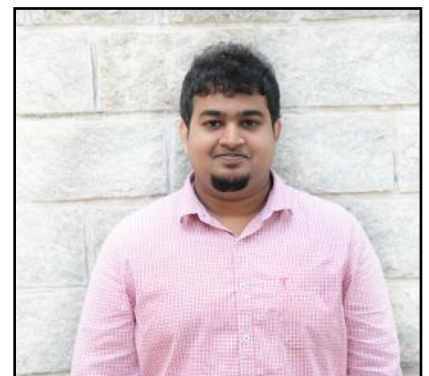


The fast pace of development to bring industry-unique features based on users' feedback, the robustness of the system and the simple user interface has helped GaragePlug to establish as the Best Automotive software solution within a short period. The software is available on all platforms, i.e. Android, iOS, and Web with full accessibility of all its features. As a proof of GaragePlug success, today, hundreds of auto repair workshops in India and global markets are getting benefited from GaragePlug to achieve operational excellence and business growth, and many are in the trial phase.

"As part of our long-term vision, we are working towards building a connected ecosystem for the automotive industry, where all stakeholders (OEMs, parts dealers, auto repair shops, consumers or vehicle owners) are connected seamlessly. We also aim to build the data-driven platform which will help manufacturers to improve the quality and reliability of their products, at the same time optimising their supply chain," adds Shubhra.

IIMB's NSRCEL-incubated SaaS platform 'Coursebook' brings forth a unique marketplace for educators

Coursebook provides a marketplace platform for educators to create, advertise, and sell online courses. Educators can deliver a smooth learning experience for their learners using a host of inbuilt features like interactive live classes, self-paced courses, group chats, and mock tests on the platform.



Educators need not rely on different marketing and sales platforms like HubSpot, Mailchimp, Zoom, etc. to carry out their day-to-day operations. Coursebook allows educators to execute all functions of content delivery and management, marketing and selling on a common platform.

Incubated at IIM Bangalore's entrepreneurship and innovation cell, NSRCEL, Coursebook target customers include coaching and training institutions, authors, speakers, YouTubers, individual coaches, and large educational institutions. Timothy Vadde, Founder at Coursebook, says, "NSRCEL has played a crucial role in helping us follow the right direction. Coursebook initially started as a course discovery platform for students, where educators could list their courses through our platform and students could discover them. We made a Minimal Viable Product (MVP) platform for educators at the backend so that they could manage their routine operations like leads, courses, and sales using Coursebook.

Later, more features were added, and educators were keen to use the platform. The mentoring sessions at NSRCEL have helped us well in making informed decisions. The centre also has the right dynamic people, which helped us grow. We are grateful to have started our company in NSRCEL.”

Besides, Coursebook enables educators to list their courses on their course aggregator platform (<https://coursebook.in>), thereby generating more leads. It acts as a medium for educators to reach out to their students through various channels like Slack, WhatsApp, Telegram, and push notifications.

Website: <https://coursebook.in/> and <https://coursebook.ai>

BLOCK YOUR CALENDAR

UPCOMING EVENTS

Webinar: Communicating Effectively in the Virtual World

Speaker: Dr. Diti Vyas, Faculty of Communications, Adani Institute of Infrastructure Management (AIIM)

In the face of the ongoing pandemic situation, work-from-home has become a norm for most of us and is predicted to remain an integral feature of the new normal. 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, this webinar aims to explain strategies and behaviours that can help to establish trust, increasing performance, and enhancing presence in the virtual space.

Date: June 06, 2020

Time: 12:30 PM to 1:30 PM (IST)

Registration Link: <https://bit.ly/2zYFk76>

IIMB’s Centre for Public Policy will host the reimagined annual conference on schedule

The Centre for Public Policy (CPP) at the Indian Institute of Management Bangalore (IIMB) will host the XV International Conference on Public Policy and Management between August 24 and 26, 2020. The event is on schedule and will be conducted in a format that will combine digital and physical presentations and peer discussions, providing for professionals who share common niche interests to convene – to network, learn and plan. The deadline for the submission of papers has been extended to June 21, 2020.

Courses live on Swayam

SWAYAM is a programme initiated by the Government of India and designed to achieve the three cardinal principles of Education Policy viz., access, equity and quality. Twenty-one courses offered by IIM Bangalore are open for enrolment on Swayam out of which ten are already live.

For more details, please visit: <https://swayam.gov.in/explorer>

Course live on edX Platform

Over the last few decades, businesses have changed the way they operate. The environment in which they operate and the customers they deal with have changed radically. Customers today are more quality conscious, knowledgeable and are quite vocal. Therefore, businesses must shift from a transactional to a relational model in their interactions with customers. This course on Customer Relationship Management is designed to introduce you to the strategic and operational aspects of relationship marketing. Through this course, you will understand the various strategies that organizations adopt to retain customers and maximize profitability.

For more details, please visit <https://www.edx.org/course/customer-relationship-management>

EXECUTIVE EDUCATION PROGRAMME

Programme Title: Digital Marketing for Business Growth (Online)

Programme Director: Prof. Seema Gupta

Programme Dates: 06 – 12 July 2020

[Click here](#) for Registration

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Programme Title: Strategy Consulting

Programme Directors: Prof. Ganesh N Prabhu, Prof. Thomas Kuruvilla

Programme Dates: 30 July – 01 August 2020



Programme Title: Digital Marketing for Business Growth (Batch 2)

Programme Director: Prof. Seema Gupta

Programme Dates: 04 – 08 August 2020

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Programme Title: Competing through Operations Excellence
Programme Director: Prof. Anshuman Tripathy
Programme Dates: 24 – 27 August 2020

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Programme Title: Infrastructure Development, PPPs, and Regulation
Programme Director: Prof. G Raghuram
Programme Dates: 23 – 28 August 2020

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Programme Title: Managing Technological Innovation (Batch -2)
Programme Director: Prof. Anshuman Tripathy
Programme Dates: 31 August – 03 September 2020

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

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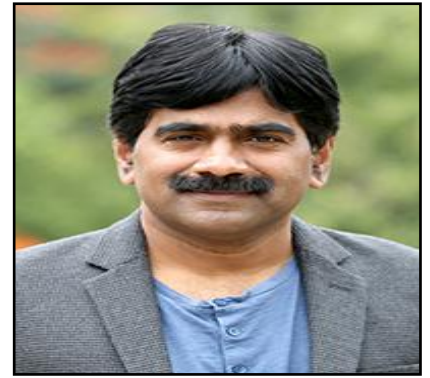
Programme Title: Artificial Intelligence for Senior Leaders (Batch 1)

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

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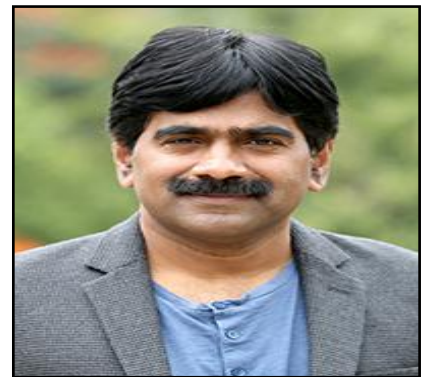
Programme Title: Digital & Social Media Marketing and Analytics

Programme Directors: Prof. U Dinesh Kumar, Prof. Ami Shah

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Programme Title: Digital Marketing for CMOs
Programme Director: Prof. Seema Gupta
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Programme Title: Project, Program & Portfolio Management (Batch 1)

Programme Directors: Prof. Anshuman Tripathy, Prof. Sudhir Chadha

Programme Dates: 28 September – 04 October 2020



Programme Title: Healthcare Senior Leadership Programme

Programme Director: Prof. S Raghunath

Programme Dates: 14 – 16 September 2020



Programme Title: Role of the Chairman and Independent Directors of the Board

Programme Director: Prof. S Raghunath

Programme Dates: 21 – 23 September 2020



Programme Title: Leading Strategic Change
Programme Director: Prof. Ganesh N Prabhu
Programme Dates: 03 – 05 September 2020

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

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Programme Title: Digital & Social Media Marketing and Analytics
Programme Director: Prof. S Raghunath
Programme Dates: 28 – 30 September 2020

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IIMB WELCOMES

Tapas Ranjan Pati

Mr. Tapas Ranjan Pati has joined IIMB in May 2020 as Manager – Career Development Services.

Tapas completed his B.E (Mechanical Engineering) from the Biju Patnaik University of Technology, Odisha, and MBA from Janardan Rai Nagar Rajasthan Vidyapeeth, Rajasthan. He comes with over 11 years of experience in the Educational Sector. He was previously posted at IIM Visakhapatnam as Manager – Career Services, Alumni Relations & Outreach for three and a half years. Tapas has also worked as Regional Head – Admissions India/Nepal/Thailand/Bhutan at MYRA School of Business, Mysore, for over one and half years, and as Head - Admissions, Placements & University Relations at Bhubaneswar Institute of Management, Bhubaneswar, for more than six years.



Tapas holds broad experience in International Partnerships & Corporate Relations, Outreach activity, and Executive Education Program. He has handled digital marketing initiatives for branding and lead generation for different Executive Education and flagship programs. He has managed students and academic centric initiatives such as career services and placements, admissions management,

IIMB BIDS ADIEU

Retirements

Krishna M

Krishna joined IIMB on 16th October 1979 in Hostel Department and has served the Institute for 40 years 7 months. During the period of his service at the Institute, Krishna has been working in the Hostel Mess and is presently holding the position of Head Cook at the Hostel Mess.



Venkateshaiah K

Venkateshaiah joined IIMB on 1st January 1984 in Horticulture department and has served the Institute for 36 years 5 months. During 1996, he was moved to the Telephones Section in the Estate Department as Senior Executive, and since then, he is overseeing operations and maintenance of the Institute telephone infrastructure. He has also been monitoring the operations and maintenance of STP infrastructure and Biogas plant regularly.



Venkataramanappa

Venkataramanappa joined IIMB on 1st January 1984 in Hostel Department and served the Institute for 36 years 5 months. During the period of his service at the Institute, Venkataramanappa has worked in the Hostel Department for 29 years, in the Executive Block for 3 years and 4 years at the Centre for Corporate Governance and Citizenship (CCGC). He is presently working as Junior Office Assistant at CCGC.



P K Joshi

Joshi joined IIMB on 19th October 1983, initially on a contract, and later his service was regularized on permanent basis w.e.f. 28th October 1997 as Electrician in the Estate Department. Joshi has served the Institute for around 37 years and is currently working as Senior Office Assistant at the Estate Department.

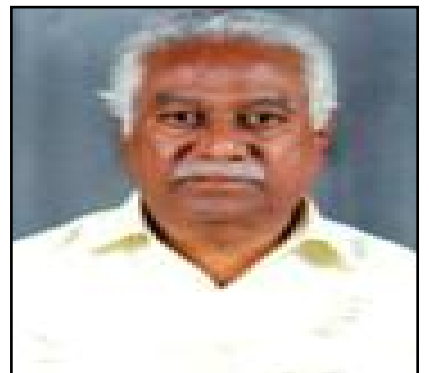


Obituary

Tharakaram C

Tharakaram C, former Pensioner at IIM Bangalore, passed away on 13th May 2020. He was 76 years old.

Tharakaram joined the Institute on 19th June 1974 and retired on 31st October 2003, after serving the Institute for 29 years and 4 months.



Designed by:

