



भारतीय प्रबंध संस्थान बेंगलूर
INDIAN INSTITUTE OF MANAGEMENT
BANGALORE



IIMB DIGEST
MAY 2020

NEWSMAKERS

IIM Bangalore gets new director in Professor Rishikesha T. Krishnan

The Board of Governors of the Indian Institute of Management Bangalore (IIMB) has named Prof. [Rishikesha T. Krishnan](#) as Director of the premier management school. He will assume office on July 31, following the superannuation of the present Director, Professor G. Raghuram.

[Read more](#)



'Advertising, Brands and Consumer Behaviour', co-authored by Professor S Ramesh Kumar, launched by Sage

The book covers 79 well-known Indian brands, with the linkages between advertising and consumer behaviour with the backdrop of Indian brands, explained through the lens of conceptual perspectives; targets practising professionals and students of post graduate management programmes.

[Read more](#)



IIMB's Prof. Mukta Kulkarni notches up three prestigious recognitions at the Academy of Management Conference 2020

Professor Mukta Kulkarni, faculty and Chair, Organizational Behavior & Human Resources Management area, IIM Bangalore, has achieved three prestigious recognitions – for her coauthored work – in the Organization and Management Theory (OMT) and the Gender and Diversity in Organizations (GDO) Divisions at the Academy of Management (AOM) Conference 2020. These include the Best International Paper award, the Best Paper award (runner up), and the Saroj Parasuraman Award nomination.

[Read more](#)



SPECIAL FEATURES

The best fit for aspirations

Having worked for almost seven years in one of the most sought-after career paths in today's world – Machine Learning and Data Science – in Management Consulting, Retail Banking and Software Product industries, Chirag Soni says EPGP at IIMB has better equipped him for life ahead. From world-class faculty to a wide variety of electives along with a well-diversified batch, this course with elite accreditations has laid a well-defined career path for him having been coached by the best in industry.

[Read more](#)



IIMB: A microcosm of India

Kushal Waghmare, a graduate of one-year MBA programme (EPGP) at IIM Bangalore, and a software professional settled in the US for over a decade reminisces how a desire to widen his horizons in the new global economy and an ardent optimism about his homeland brought him back to one of India's most highly coveted MBA programmes.

[Read more](#)



IIM Bangalore: An unforgettable experience to cherish for life

Having served IIM Bangalore for nearly four decades, Vedy A reminisces how challenging roles, a plethora of opportunities to learn and grow, and a long career with a lifetime of memories helped shape his career and brought a transformation in his life. As he retires from the service, he takes a moment to look back and shares why IIMB will always hold a special place in his heart.

[Read more](#)



SoME: Bengaluru based EdTech institute teaches life skills to students and young professionals

School of Meaningful Experiences (SoME), a Bengaluru based Education-Technology (EdTech) Institute was established to elevate learning and skills development among students and young adults to the next level by encouraging them to embrace the innovative idea of six Cs: confidence, curiosity, communications, collaboration, creativity, and competence. Dr. Rakesh Godhwani, SoME's founder and IIMB alumnus, formulated the approach aimed at enhancing participants' scientific temper and creative thinking. He was also the Head of IIMB Alumni Association from 2008 to 2014 and continues to teach at the Institute as an Adjunct Faculty of Communication.

Before becoming an educator, Rakesh worked with Wipro, Intel, and Qualcomm. His stint in both corporate and academia helped him identify a massive disconnect between practical knowledge obtained on the job and classroom education. "I have tremendous respect for the Indian education system, but is it innovative and modern enough to meet current unique challenges; I am not quite sure. Traditionally a strong emphasis was placed on sciences and mathematics, but not on developing communication, soft and other essential life skills of students. Examinations are designed to test memory retention powers of students rather than encouraging critical thinking and individual thought. Thus, many students, though educationally gifted, find themselves unable to navigate life's myriad challenges. SoME is a fervent attempt to augment the existing educational system and turn students of the 21st century into lifelong learners by bolstering their confidence and communication skills along with creative and collaborative abilities. We want our participants to grow into competent, fearless problem solvers of tomorrow," says Rakesh.

"SoME has continuously tailored its activities to meet the challenges arising from a fiercely unpredictable future, and also empower its students to do the same. For example, the rampaging COVID-19 pandemic has put education in jeopardy across the world, with schools scrambling to get their courses online. Students, for the foreseeable future, might be restricted to online learning. Before the pandemic struck, SoME had already started conducting most of its activities online like our latest online summer camp, which was attended by students from Baroda, Chennai, Vijayawada, Coimbatore, Ballari, Bengaluru and even Saudi Arabia and Thailand! We feel, in the face of uncertainty, we have managed to create an environment that provides a smooth learning experience to our students and will be glad to share our methodology with others," he adds.

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SoME recently closed an angel funding round led by Uday Singh, former CEO of SIS Group Enterprise. Uday is the Visualiser and Co-founder of Better Place, a blue-collar workforce management platform, and an angel investor and mentor to several other start-ups in Bengaluru. These funds will help SoME's operational expansion, recruitment of more professionals, and improve the Institute's overall services.

"In future, we will continue to add to our existing courses, which are designed for teenagers and young adults, working professionals and entrepreneurs between the age groups of 13 and 19 and 20 and 30, respectively. These include an online 9-weekend leadership program for working professionals, online 21-weekend leadership programme, a fun and rejuvenating summer camp, and Debato, a national debating championship for teenagers, among others," says Rakesh.

Contribution of IIMB alumni during Coronavirus crisis

1. Murali Krishna N, PGPPM 2004-06, Director – Department of Telecommunications, Government of Karnataka

Murali has been planning, organizing, and helping the Government of Karnataka (GoK) in all telecom matters and Telecom Service Providers (TSPs), Internet Service Providers (ISPs), Other Service Providers (OSPs) and Global Network Operations Center (NOC) to maintain IT and telecom services interruption-free. He takes care of the needs of GoK, like creating shortcodes for sending bulk SMS and related services. He addresses grievances maintenance-related staff and the issue of acquiring travel passes.

2. Ganesan Ramachandran, PGP 1994, Managing Director – Tech Strategy and Tech Advisory at Accenture Services Pvt Ltd

The Leadership Team in Accenture Strategy collected funds to donate 45,000 3 Ply masks to All India Institute of Medical Sciences (AIIMS), New Delhi, to help with the shortage of masks for their support staff.

3. Mukesh Sharma, EGP 2010, Member Board of Directors – Tech Mahindra China and President – Indian Association of China

The virus first broke out in China, and Mukesh was responsible for coordinating first response working closely with the Indian community and Consulate General of India, Shanghai. They donated 35,000 masks to the Indian community in Shanghai. They also sent solidarity messages to China through community articles, which were widely published in China Daily and Shanghai Daily. The Indian community in Shanghai has raised funds of about INR 50 lakhs to donate to PM CARES Fund.

RECENT EVENTS

NSRCEL WEBINARS

1. Topic: Networking Principles

Speaker: Prof. Suresh Bhagavatula

The webinar led by Prof. Suresh Bhagavatula, from the Entrepreneurship area at IIMB, teaches about how to network in this virtual work.

2. Topic: Mobility for Start-ups

Speakers: Gaurav Bubna, Co-founder at NextBillion.ai, Dr. Anshuman Awasthi, Vice President, R&D Mercedes Benz Research, Noritaka Wakuda, Innovator and Marketer at Maruti Suzuki, Parag Dhol, Managing Director, Inventus Capital Partners, Deepesh Agarwal, Co-founder, CEO, MoveInSync

The traditional auto industry is in flux. A new mobility ecosystem is emerging, setting the stage for immense innovation. Mobility has become a critical economic factor both directly and as a means of providing the goods and services necessary for the foundation of economic life. Future mobility is about striving towards environment-friendly, integrated, automated and personalised travel on demand. The world is set to experience key changes in mobility in the coming times. Trends such as electrification, shared mobility and autonomy are set to take off. There are tremendous opportunities like maps, rideshare, electric vehicles, people movement, smart city, govt and intercity. At the same time, there are many questions on entrepreneurs minds including if the road to the future of mobility is long and bumpy, how will advancement in transportation technologies shape the future of mobility, what is the future of mobility in long-term and near-term, what is the effect of breakthroughs in self-driving cars, how is the Indian mobility industry gearing up for a new era, what are the opportunities for start-ups as COVID-19 disruption to our lives is monumental, and what is the effect on start-up funding in the mobility sector.

3. Topic: Startup Jam

Speakers: Sanjay Swami, Managing Partner & Co-founder at Priven Advisors LLP, Manish Singhal, Founding Partner of pi Ventures, Alok Goyal, Partner at Stellaris Venture Partners, Imran Jafar, Managing Partner at Gaja Capital, Arpit Agarwal, Investment Team at Blume.vc, Sanchita Bamnote, Investment Team at Blume.vc, Anup Jain, Managing Partner at Orios Venture Partners

We are all affected by the COVID-19 global pandemic. The disruption to our lives is monumental. Yet, start-ups strive to go about our business as best we can. It's true, and we can't neglect the fact that the Coronavirus hasn't spared the start-up communities. All your assumptions about customers, sales cycle and most importantly, revenue, burn rate, and runway no longer stand valid. Start-ups should question every assumption. The world today likely will be worse a month from now, so your current business model today won't be any good. As some start-ups are scrambling to save their businesses from collapse, what are the challenges in various domains? How do you overcome the

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pandemic? Will Covid-19 alter start-ups forever? Nearly all entrepreneurs are asking themselves - What is Plan B? How to survive this invisible Tsunami? Are there any lifelines? How long is this problem? What is the CEO's view? How about learning from the survived ship captains from similar situations? & How will they navigate the organisation in uncertain conditions?

4. Topic: Business @ Unusual

Speakers: Prof. Saras D. Sarasvathy, IIMB, Prasanna Krishnamoorthy, Partner at Upekkha, Dr. Sachidananda B S, IIMB alumna

Start-up and entrepreneurs are facing an unprecedented crisis as COVID-19 spreads. In addition to increased demands on the healthcare system, this has increased uncertainty on the economic and organisational fronts. For many start-ups, the revenues have entirely eroded. This has shaken the belief of founders, irrespective of the experiences that shaped them. How could start-ups prepare themselves to handle the uncertain times? While the current set of events is nothing like any previous recessions, a few principles have stood the test of time. A set of five principles collectively called 'Effectuation Principles' (created by Prof. Saras D. Sarasvathy) have helped founders survive and potentially thrive. As a founder, you must shift to first gear in decision making.

5. Topic: Marketing Bundle

Speakers: Aditya Kumar - Startup Growth & Partnerships, HubSpot For Startups, Ved Prakash Yadav - VP Growth & Marketing, KhataBook, Sehaj Singh - Segment Start-up Program, Segment

With HubSpot, Amazon Web Services and Segment, NSRCEL introduced the audience with #MarketingBundle in a webinar on Marketing and Growth Hacks for early-stage start-ups.

6. Topic: Fundraising – The right time and what to do under the current situation

Speaker: Suryanarayanan A, Mentor at NSRCEL

7. Topic: Your Customer. Your Focus

Speaker: Malavika Harita

Weekly Smarter Startup Series

8. Topic: Build True Customer Value

Speaker: Malavika Harita

Weekly Smarter Startup Series

RECENT RESEARCH

PAPERS

Financing constraints and exports: Evidence from manufacturing firms in India

By Prof. Shahana Mukherjee, Prof. Rupa Chanda

This paper examines the relationship between external financing constraints and the intensive margin of exports for manufacturing firms in India. Prof. Rupa Chanda, from Economics & Social Sciences area at IIMB, along with her co-author, use a sample of nearly 3200 firms to estimate the degree of external financing constraints. They also examine whether business group-affiliated firms are less dependent on external finance to support their overseas sales.



[Read more](#)

Pandemic Containment and Inequality in a Developing Economy: An IIMB working paper

To contain the spread of COVID-19, governments around the world have put in place various containment measures. As entire sectors of the economy have stopped functioning due to these containment measures, the effect on average income has been devastating. Moreover, the uncertainty surrounding the disease has made it difficult to predict the full economic impact once the pandemic subsides. In this paper, Prof. [Kunal Dasgupta](#) and Prof. [Srinivasan Murali](#), from the Economics & Social Sciences area at IIMB, attempt to achieve the same. They embed a canonical epidemiological model of a pandemic into a dynamic, general equilibrium model of production and consumption to quantify the effect of Covid-19 on both economic as well as health outcomes.

[Read more](#)

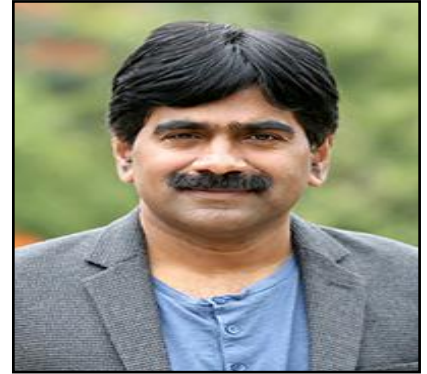


CASES

Demand Forecasting for Perishable Short Shelf Life Home Made Food at iD Fresh Food

By Prof. Raman Narasimhan, Prof. Amardeep Sibia, Prof. Shirsha Ray Chaudhuri, Prof. S.R. Vigneshwaran, Prof. U Dinesh Kumar

iD Fresh Food (India) Private Ltd., is a leading ready-to-cook and eat packaged food company serving several cities in India. The company is known for its popular product, Idly-Dosa batter that it sells through retail outlets. In 2017, iD Fresh was a 1000+ member team with seven factory locations and eight offices—two plants in Bengaluru, one each in Chennai, Mumbai, Hyderabad, Mangalore, and Dubai. They manufactured more than 50,000 kg of Idli-Dosa batter per day and produced and sold nearly 15 ready-to-eat packaged food products. Since all the products sold by iD Fresh Foods had a short shelf life, anywhere between 4 and 7 days, forecasting demand accurately is important. iD would like to be in a state where there will be a higher degree of predictability in its operations. Ideally, they would like to know how much of each SKU should be loaded into each vehicle for the following day when a salesperson starts his beat journey. The forecast for each store, based on the past performance of each store in each beat, should be accurate. This case, by Prof. [U Dinesh Kumar](#), from Decision Sciences area at IIMB, and his co-authors, would enable a macro-view of the business operations over a month and consequently help in production planning and operations for the future.



[Read more](#)

The Saffola Journey

By Prof. Srinivas Prakhya and Prof. Rochna Poddar

This case, by Prof. [Srinivas Prakhya](#), from Marketing area at IIMB, with his co-author, critically analyzes the positioning journey traversed by Saffola, one of India's leading cooking oils. For nearly half a century, Saffola was strongly associated with the health of the human heart, with its visual language, communication strategy, and brand positioning, all revolving around heart-related risks. With changing trends and market sentiments, Saffola became painfully cognizant of its shrinking relevance as a brand, indicated by stagnating sales, thus posing a unique conundrum: how should Saffola expand its user base to include non-heart patients while still being relevant to its current, loyal user base? To address this, the marketing team at Saffola undertook two re-positioning exercises, one in 2001 and the other in 2004. This case studies both these efforts in detail, analyzing the dynamics of the brand's image, identity, and positioning in tandem with changing consumer trends and market conditions.



[Read more](#)

Customer Analytics at Bigbasket - Product Recommendations

By Prof. Paul Abraham, Prof. Manaranjan Pradhan, Prof. Lakshminarayanan S, Prof. Ganesh Iyer, Prof. Dinesh Kumar Unnikrishnan

Bigbasket was India's largest online grocery and food store established in 2011 by a group of entrepreneurs Hari Menon, Vipul Parekh, V S Ramesh, V S Sudhakar, and Abhinay Choudhari. In 2016, Bigbasket sold more than 18,000 products and 1,000 brands operating across 12 Indian cities. Online grocery market in India has been small, but a rapidly growing segment. The protagonist of the case, Pramod Jajoo, Chief Technology Officer, at Bigbasket was trying to solve two problems frequently encountered by customers of online grocery stores. It was estimated that about 30% of Bigbasket customers place orders through smartphones. When the basket size is large, using smartphones to place an order is challenging. Also, it is a common phenomenon that customers forget to place order few grocery items which may result either in placing additional orders or customers purchasing those products from neighbourhood stores resulting in a financial loss to online grocery stores. Jajoo and his team wanted to create a "Smart Basket" that would make placing orders easier for their customers and "Did you forget?" feature that would identify the items the customer may have forgotten to order, as elaborated in this case study by Prof. [U Dinesh Kumar](#), from Decision Sciences area at IIMB, and his co-authors.

[Read more](#)

ITC LTD.: Toward a Triple Bottom Line Performance

By Prof. Abhoy K Ojha

The case describes the opportunities and challenges in the cigarette industry in India. The description suggests that there are tremendous opportunities for growth in the cigarette industry. However, there are challenges due to the health hazards associated with cigarette smoking, distortion in the tax system as applied to the cigarette industry, and restrictions on smoking placed by the new legislation. Further, there are challenges in the market due to smuggling, contraband products, and other issues. The case presents ITC Limited as a dominant player in the industry with a significant dependence on tobacco and tobacco products promising to pursue the triple bottom line approach by focusing on economic, environmental and social value. The case, by Prof. [Abhoy K Ojha](#), from Organizational Behavior & Human Resources Management area at IIMB, based on the real issues faced by ITC Limited, will allow students to understand the dilemmas the firm faced in trying to meet the social demands to ban or restrict smoking.

[Read more](#)



Procter & Gamble India: Gap in the Product Portfolio?

By Prof. Seema Gupta, Prof. Kanchan Mishra, Prof. Ashish Maheshwari

The case traces the evolution of the laundry detergent market in India. Although the entry of Lever brothers was the starting point, Nirma made detergents a product of the masses by targeting the economy segment.



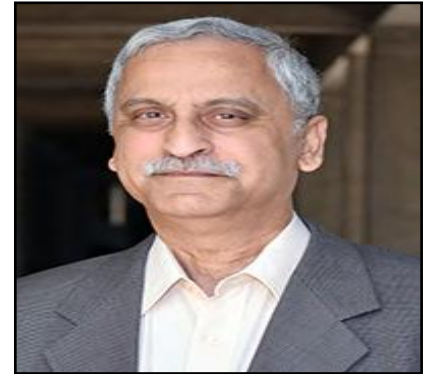
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When P&G entered the market in 1985, the market was already well-entrenched by existing players. P&G started Project 2-3-4 to crack open the Indian market - by 2015, P&G wanted to double the number of Indians who used its products, treble per capita spending by Indians and quadruple net sales of its India operations. The case, by Prof. [Seema Gupta](#), from Marketing area at IIMB, with her co-authors, analyzes a series of marketing innovations - product line expansion, product line pricing to brand expansion - that the competing players resorted to.

Shodh - Market Research for Economy Housing (A)

By Prof. Avinash G Mulky

S. Vaseem, CEO of Shodh, a Bengaluru-based market research agency, has learnt that his proposal for carrying out a market research study for a new client has just been approved. The proposal had described a study to assess the opportunities in the economic housing segment comprising apartments priced below INR 2.5 million. This segment was attracting attention from real estate developers, and several big builders had announced economy housing projects. Vaseem's client wanted to enter the economy housing segment in a big way with a simultaneous launch of projects in 10 cities of South India. As the segment potential was as yet unknown, the client wanted to conduct a formal market research exercise on a pilot basis in Bengaluru to confirm the size of the opportunity and to understand consumer requirements and preferences. Shodh's proposal had included secondary research, expert interviews, focus group discussions, surveys, and conjoint analysis methodologies. Now that the proposal had been approved, Vaseem and his team had to design the data collection instruments for qualitative and quantitative research, develop the sampling plan, and begin the project, as presented by Prof. [Avinash G Mulky](#), from Marketing area at IIMB, in this case.



[Read more](#)

Volkswagen in India

By Prof. Seema Gupta

The case traces the entry of Volkswagen (VW) in India at a time when India will play a key role in fulfilling VW's global ambitions. The case, by Prof. [Seema Gupta](#), from the Marketing area at IIMB, describes the consumer research conducted by VW to identify consumer insights which pave the way for designing products to meet local needs and aspirations. The case describes VW's segmentation, targeting and positioning strategy for India against the background of its global brand values. The case traces the launch strategy of each of the models - Passat, Jetta, Touareg, Phaeton, Beetle, Polo and Vento. The case invites students to review the marketing and communication strategy of VW to enable it to fulfil its vision of being among the top three brands in India by 2018. The vision is challenging, mainly because VW is a very late entrant in the Indian market. The rich data in the case enables a full-blown discussion on whether VW is differentiating itself enough in the competitive marketplace; or is it giving a compelling reason to the consumer to buy its brands.

[Read more](#)

FACULTY AUTHORED ARTICLES

Crush the fear economy

As the fatal Corona Virus (COVID) has gripped the world, nations, and people are living with various fears: a shortage of essential goods, lack of a vaccine against COVID, a falling economy, hollowed-out job markets, and more. However, at this moment in India and elsewhere, it is about crushing the fear of the economy curve created by the pandemic, writes Prof. [A Damodaran](#), from the Economics & Social Sciences at IIMB, in an article in Forbes India. He suggests that for the pandemic-related fear to be reversed, door-to-door delivery of cash, essential goods, health, and psychosocial services need to be deployed.

[Read more](#)

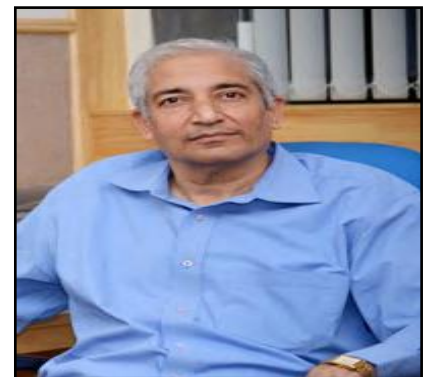


Is NFRA Being Undermined?

The Company Law Committee set up by the Ministry of Corporate Affairs (MCA) has submitted its first report. The stated objective of the committee's exercise is "to facilitate and promote ease of doing business and ease of living." However, ease of living for one group of citizens should not result in making life grim for another group of citizens. The report also recommends to remove the power of the National Financial Reporting Authority (NFRA) to debar audit firms, which needs deeper analysis, suggests Prof. [R Narayanswamy](#), from Finance & Accounting area at IIMB, in an article in BloombergQuint.

In the past three years, the MCA has taken many initiatives to strengthen corporate governance. Setting up the NFRA is arguably the most important of them, as he points out in the article.

[Read more](#)



Form But No Substance In Deloitte's IFIN Audit

The Audit Quality Review (AQR) report, which was published in December 2019 by regulator National Financial Reporting Authority (NFRA), revealed a lot of loopholes. Prof. [R Narayanswamy](#), from Finance & Accounting area at IIMB, said in a video interview with BloombergQuint that the lapses in Deloitte, Haskins and Sells' audit of IL&FS Financial Services Ltd. for 2017-18 are a "big letdown" by the auditor. The AQR also found the independence of the auditor was compromised by the provision of non-audit services for substantial fees.

[Watch here](#)

The COVID-19 Lockdown Will Ravage Prospects for India's Female Workforce

The coronavirus pandemic will almost certainly exacerbate existing inequalities in society. Much has been written about the impact on migrants and the informal sector. But the other dimension of inequality that is likely to be impacted but has received less coverage is that along the lines of gender. While all vulnerable populations will suffer, a gender lens is warranted as women are ranked lowest in the hierarchy of caste, class, or religious stratification. While there is a lot of uncertainty about the global and national trajectory of coronavirus and how it will impact the economy and society, Prof. [Hema Swaminathan](#), from the Public Policy area at IIMB, explains that lessons from previous crises can provide a rough blueprint of what to expect and how to deal with it, in an article in The Wire.



[Read more](#)

Coronavirus: Enable rural India to 'WFH'

The large-scale spread of coronavirus is affecting every aspect of life, posing humungous challenges for countries. Many businesses and institutions are shut for unknown periods, significantly affecting all economic and social activities. The coronavirus lockdown has compelled all concerned to introspect on infrastructure and technology readiness in rural areas to address disaster management and business continuity requirements. Prof. [Gopal Naik](#), from Economics & Social Sciences area at IIMB, points out several factors that can transform the quality of life in rural areas—good telecom and data connectivity, new online services in health, education, market, business sectors, efficient power connectivity, and more, in an article in Deccan Herald.



[Read more](#)

Operational strategies to get production going

As the government begins lifting India's lockdown restrictions, many companies have either resumed production or are planning to do so shortly. As has been widely reported, unprecedented challenges that exist in both internal and external supply chains make it extremely difficult to resume and continue production. From a management perspective, the most critical problems are procuring raw material supplies, a shortage of workers, and arranging both inbound and outbound transportation, explains Prof. [Amar Sapra](#), from Production & Operations Management area at IIMB, in an article in Mint. He remarks that quick adjustments, along with some ingenuity, may allow companies to start production and restore supplies.



[Read more](#)

Mobile Phones And Access During The Pandemic

The Indian government has taken stern measures to control the coronavirus that is haunting the planet—a 21-day lockdown that has forced everyone in India to stay indoors and avoid all social contact. Migrant workers all over India are facing the greatest challenge as they are away from home and don't have an 'indoors' that they can stay locked in. The mobile phone remains as one of the few devices that enable people to talk to others in remote locations, inquire about facilities, be able to ask for help, make payments, be entertained, and much more. Based on his research, Prof. [Rahul Dé](#), from Information Systems area at IIMB, puts forward a few recommendations for the government and agencies to keep in mind to enable people to rely on mobile phones and mobile payment technologies, in an article in BW Businessworld.



[Read more](#)

Need To Improve Emergency Funding In India

During a period of emergency, such as the coronavirus pandemic, the public needs immediate assistance. Governments need the necessary infrastructure of last mile and last person connectivity to provide such support, and the universal access to bank accounts and digital payments can go a long way in making such immediate assistance possible. Prof. [Prateek Raj](#), from the Strategy area at IIMB, finds out how India is placed on these parameters, based on The World Bank Global Findex Database, as he puts forth intriguing facts in an article in BW Businessworld.



[Read more](#)

Salaries for entry-level managers likely to drop post COVID-19

Given the lockdown and physical distancing requirements, education is leveraging digital modes now more than ever. Considering the user experience so far, it will lead us to a new normal, where there is greater confidence in leveraging digital learning. In the specific context of the IIMs, a slew of new programmes with a focus on inclusivity in delivering quality education in a digital or even blended mode will become prominent. Prof. [G Raghuram](#), Director, IIM Bangalore, explains that as students turn into becoming professionals, 'work from home' options would increase while salary slabs for entry-level managers will most likely drop in the forthcoming years, in an article in Times Now.



[Read more](#)

Rules for playing this game of uncertainty

As we remain locked inside our houses, tracking the number of coronavirus related infections and deaths around us and across the world, doing official meetings and socialization with friends over the video, several questions are possibly lurking always in our minds – how is this going to pan out, what will happen next and how should one respond to the situation? Prof. [Sourav Mukherji](#), from Organizational Behavior & Human Resources Management area at IIMB, points out several ways to tackle the uncertainty that thrives in times like this, in an article in Forbes. He suggests we need to be positive, give our best and learn every day.



[Read more](#)

Opt for policies that are pragmatic and not dogmatic

The COVID-19 pandemic is not just a health crisis; it is in equal measure an economic crisis, the consequences of which could potentially be catastrophic. As policymakers scramble to contain the outbreak's economic fallout, the Reserve Bank of India (RBI) must play a critical role in financing both the government and private sector. Prof. [Chetan Subramanian](#), from Economic & Social Sciences area and Prof. [Ventakesh Panchapagesan](#), from Finance & Accounting area at IIMB, observe that addressing the economic fallout would require a massive effort on all fronts, in an article in Mint. The central bank must do what it takes, even if it means temporarily morphing into an asset reconstruction company. It is time for us to follow pragmatic and not dogmatic economics.

[Read more](#)



Making social distancing work

Just like new technologies, new ideas too need time to diffuse through a community, writes Prof. [Sreelata Jonnalagedda](#) from the Marketing area, in this article in Forbes India. Early adopters of social distancing, she explains, are likely to be the ones who feel most vulnerable and laggards will be the ones who perceive themselves to be least vulnerable to Covid.



[Read more](#)

INNOVATION & ENTREPRENEURSHIP

IIMB's NSRCEL start-up makes us realise the value of organically grown food

Spudnik is a network of community-supported farms start-up where local farmers grow vegetables and fruits organically and transport them directly to the consumers. By this, the consumers get an opportunity to consume pesticide-free, fresh vegetables.

Typically, a box contains six to seven seasonal vegetables and two to three greens and herbs, while free-range eggs are offered as add-ons. The network operates on a subscription model wherein customers pay an upfront subscription fee to a nearby farmer in the network in the way of pre-ordering their vegetables. It allows the farmers to grow how much is required and produce high-quality organic fruits, vegetables that are delivered straight to their doorstep.

Spudnik, a start-up based out of Bangalore, was among the 100 start-ups by women entrepreneurs incubated at IIM Bangalore's entrepreneurship and innovation cell, NSRCEL. Sumeet Kaur, Founder of Spudnik, says, "I realised that I needed to learn more on how to scale up my business and make it profitable. I am a part of Atal Incubation Centre (AIC), supported by Sangam Ventures, which is an acceleration programme, supported by NITI Aayog, for eight start-ups in the Agri tech and clean energy space. I got cold storage through contacts at the acceleration programme, which has been of great help during this time."

For easy and efficient operations, the start-up segregates various areas in vicinity allotted day-wise to enable targeted and on-time product deliveries. Each customer has a personal connection to their Spudnik farmer, which allows confidence in the quality and freshness of the products supplied, as well as an assurance that no pesticides or other harmful chemicals are used in growing our produce. Spudnik provides customers convenience and flexibility by providing doorstep delivery on a subscription model.



BLOCK YOUR CALENDAR

UPCOMING EVENTS

Webinar – Bipolar Leadership

Speaker: Abhishek Thakore, Founder at The Blue Ribbon Movement and IIMB alumnus (PGP 2005)

Date: May 08 (Friday), 2020



Webinar – Anatomy and Psychology of Creativity

Speaker: Dr. Pavan Soni, Founder and Innovation Evangelist at Inflexion Point Consulting and IIMB alumnus (FPM 2017)

Date: May 15 (Friday), 2020



Webinar – Fostering an Innovation Culture

Speaker: Dr. Pavan Soni, Founder and Innovation Evangelist at Inflexion Point Consulting and IIMB alumnus (FPM 2017)

Date: May 29 (Friday), 2020



Business @ Unusual Season 1

1. HR

Get trusted guidance on managing human capital virtually to ensure the financial wheels are turning. Hear from Sanam Rawal, Lead – Talent Advisor at Passion Connect, on how you can manage salary restructuring, delayed and deferred contracts while re-examining existing plans with little to no impact on business continuity.

[Read more](#)

Date: May 05 (Tuesday), 2020

Time: 03:00 PM - 04:30 PM

Venue: Online (Zoom)

[Register here](#)

2. SALES

While everyone is in lockdown and uncertainty is looming, businesses are redefining what 'business-as-usual' means to them. In conversation with Sanjay Nath, Partner at Blume Ventures, Jitesh Luthra, Market Development – Blume Ventures, and Shashank Murali, Co-founder and CEO at TapChief, get insights on Selling in Crises. From how you should keep the sales efforts going while adapting to shifting consumer needs to keep your sales team motivated to prevent pipeline decay – have your questions answered on getting more out of these strange times.

[Read more](#)

Date: May 06 (Wednesday), 2020

Time: 03:00 PM - 04:30 PM

Venue: Online (Zoom)

[Register here](#)

3. FINANCE

With shifting priorities in consumption, how will investors perceive business success in the post COVID world? How can start-ups define fundraising goals? What does it take to achieve these goals realistically? Can we expect VCs spending more time with their existing portfolio, or will they look at new ideas focused on combating the crises? Find out this and more from Sadashiva NT, Partner at Constellation Blu, Sachit Singhi, CFO at DataWeave Software Pvt. Ltd., and Mitul Mehta, Partner at Constellation Blu.

[Read more](#)

Date: May 07 (Thursday), 2020

Time: 03:00 PM - 04:30 PM

Venue: Online (Zoom)

[Register here](#)

IIMB WELCOMES

Greeta Verghese

Ms. Greeta Verghese has joined IIMB in April 2020 as Chief Operating officer – Centre for Corporate Governance and Citizenship (CCGC).

Greeta was the Executive Director at Confederation of Indian Industry (CII), an apex industry organization. In her various roles at CII, Greeta assisted CII members in becoming more productive and efficient to match global benchmarks. She has worked in a wide array of services to members geared towards boosting the competitiveness of Indian industry, from building a better climate for doing business to international networking and creating robust platforms for business interaction.



Greeta holds a Bachelors degree in English from Stella Maris College, Master of Public Administration from the University of Madras (Stella Maris) and other qualifications in General Law, Public Relations and Advertising from Hindustan Thompson. Additionally, she has secured Service Quality Certification from the Service Quality Institute in Singapore and Gold certification at the CII Directors Guild – Board Effectiveness Enhancement Training. Greeta has over 35 years of experience working closely with industry and government and has hosted several summits, trade delegations and exhibitions. Greeta was the head of the CII’s consulting business on quality, CII – Directors Guild and CII – Young Indians and has worked with business leaders from several sectors such as Retail, FMCG, MNCs in India and internationally. Greeta also serves on several committees of NGOs, associations, and foundations. She is a long-time resident of Bangalore and active with numerous community organizations while being a trained Family Counsellor.

Boby George

Mr. Boby George has joined IIM Bangalore in April 2020 as Senior Manager – Office of Dean Faculty.

Boby has completed his M.Sc. from University of Hyderabad and Post Graduate Diploma in Journalism from Bharatiya Vidya Bhavan. He comes with over 20 years of experience as Senior Audit Officer at the Indian Audit and Accounts Department. He has handled various duties related to office maintenance and estate functions and diverse audit assignments in Central/State government departments and autonomous bodies. He has good exposure to the working of Central/State departments, autonomous institutions and the rules/regulations/policies governing them. Boby has handled diverse writing assignments such as minutes of meetings, presentations, speeches, high level correspondences with the Government of India (GoI)/State government departments, preparation of audit guidelines, inspection reports, etc., and has extensive exposure to noting/drafting.



Boby is interested in writing and runs a general interest blog (www.bobygeorge.com).

IIMB BIDS ADIEU

Brig. B. Ramaswamy

Brig. B. Ramaswamy, former Chief Administrative Officer (CAO) at IIM Bangalore, passed away on 9th April 2020, in New York, USA. He was 87 years old.

Brig. B. Ramaswamy joined IIMB as CAO on 1st October 1990 and served the Institute till 31st January 1997. He was also the Secretary, Board of Governors, from April 1991 to October 1996.



Rajendra M, Administrative Officer – Office of Dean (Administration)

Mr. Rajendra joined IIMB on 5th November 1982 as Junior Stenographer and has served the Institute for 37 years and 6 months. During the period of his service at the Institute, Mr. Rajendra has worked as Faculty Secretary for 22 years and 9 months and served at Centre for Public Policy (CPP) area for 3 years and 4 months. After his promotion as Administrative Officer, Rajendra worked for 3 years in the Office of Director, over 3 years in the Office of Dean (Faculty) and for over last 5 years in the Office of Dean (Administration). Rajendra is known for his discipline, sincerity and commitment to his work. He is also known for his helping nature towards his colleagues.



Designed by:

