



भारतीय प्रबंध संस्थान बेंगलूर
INDIAN INSTITUTE OF MANAGEMENT
BANGALORE



IIMB DIGEST
AUGUST 2020

NEWSMAKERS

Professor RT Krishnan takes charge as IIMB Director

Professor [Rishikesha T. Krishnan](#) took charge as Director of Indian Institute of Management, on July 20th, following the superannuation of Professor G. Raghuram.

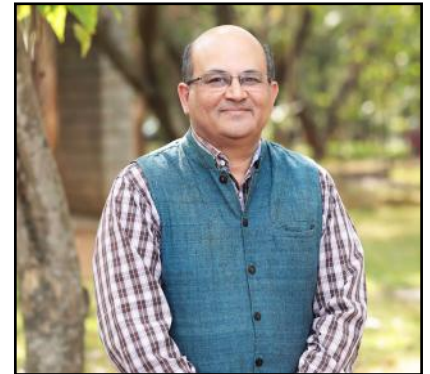
Professor R.T. Krishnan has served as Director of IIM Indore and is known as a thought leader on the management of innovation.

Dr. Devi Shetty, Chairperson, Board of Governors, IIM Bangalore, said: "We are delighted to have Professor Rishikesha Krishnan as IIMB's Director. As a well-regarded faculty member of IIMB and a proven administrator during his term as Director of IIM Indore, Professor R.T. Krishnan combines academic and administrative excellence. Under his leadership, IIM Bangalore is sure to set impressive standards in innovation and technology."

Professor R.T. Krishnan said: "It is an extraordinary privilege to lead India's best management institution, IIM Bangalore, at this most challenging time when there is an opportunity to re-define management education."

Emphasizing that an important priority for IIMB is to further enhance impact, he listed the multiple platforms, such as engaged digital learning through MOOCs and the outstanding research capabilities of its faculty that can enable the school to achieve its vision.

Congratulating Professor R.T. Krishnan on his appointment, Professor Raghuram said: "I am certain that IIMB will benefit from his excellent scholarship, and administrative and people skills."



Prof. R. Narayanaswamy appointed Chair of Technical Advisory Committee of National Financial Reporting Authority

Prof. [R. Narayanaswamy](#), faculty of the Finance & Accounting area, has been appointed Chair of the Technical Advisory Committee of the National Financial Reporting Authority (NFRA), the independent accounting and auditing regulator set up by the Government of India under the Companies Act, 2013.

[Read more](#)



Paper by Prof. Hema Swaminathan chosen for being representative of what economics can bring to the study of inequality

A Centre for Public Policy-anchored international project, by Prof. [Hema Swaminathan](#) as the co-lead Principal Investigator, has been selected as one of the six papers that are "[representative of what economics can bring to the study of inequality](#)". The paper, summarizing the key findings from the project, was selected from among all the past articles published in *Journal of Economic Inequality*. The six selected papers have been curated in a [special reissue](#).



[Read more](#)

NSRCEL partners with Capgemini in India to support Social startups

NSRCEL, the startup hub at IIM Bangalore, has partnered with Capgemini in India to support social impact startups in the country's growing startup ecosystem. Of the 28 start-ups that made the pitch, four startups have been selected for this program which will commence in the first week of August. The selected startups are BLINK Research and Services, ECONUT Coconut Producer Company Ltd., Learning Matters, and PROSOC Innovators Pvt. Ltd.

[Read more](#)

Paper co-authored by Prof. Vidhya Soundararajan accepted for publication at PLOS ONE

A paper titled, 'Estimating Small Area Population Density using Satellite Imagery: An Application to Sri Lanka', co-authored by Prof. [Vidhya Soundararajan](#), faculty in the Economics & Social Sciences area, has been accepted for publication at PLOS ONE.

The work is interdisciplinary, and it combines different types of data (including satellite imagery, census and surveys), and employs econometric and machine learning algorithms to predict population at the 'small-area' level in Sri Lanka.



Population changes are rapid due to conflicts, migration, urbanization, and natural disasters. As a result, decennial census data are unreliable to track population changes, especially in small areas, such as, villages and towns. While surveys can be frequently conducted, their coverage is not universal, and they are not representative at small administrative levels. Obtaining high frequency local population density estimates can assist in policy making and policy delivery, by, for example, facilitating efficient delivery of public goods/services, tracking migration, and understanding the impact of place-based infrastructure and economic policies. "This work in Sri Lanka demonstrates a method of obtaining local population density estimates using a combination of survey data at the village level and geospatial data," says Prof. Soundararajan.

continued...

The method estimates a statistical relationship between population density derived from a 2012/13 Household Income and Expenditure Survey (HIES) and a suite of satellite imagery derived geospatial indicators, and then using this model, the researchers predict population density in the non-survey villages for all of Sri Lanka. While their method based population density estimates can never substitute for a full census, they believe these estimates can serve as the next best option in between-census years and in areas with little to no available census data.

PLOS ONE is a peer-reviewed journal that covers primary research from any discipline within science and medicine.

Dr. Vidhya Soundararajan is an applied microeconomist whose research areas are: Development Economics, Labour Economics, and Political Economy. Her areas of teaching are: Advanced Econometrics and Managerial Economics.

Prior to her PhD, she worked at various policy organizations such as the World Bank, the International Food Policy Research Institute, and the Planning Commission of India, where her work centred on understanding agricultural value chains and evaluating rural development programs in India.

She is the recipient of the George Warren Award from Cornell Dyson School for Outstanding Publication or Manuscript, 2016; Cornell Graduate Fellowship, 2010-11, and Merit-fellowship at Madras School of Economics, 2007-08.

RECENT EVENTS

Round Table with a Bioconservation Agenda

Prof. [A. Damodaran](#), from the Economics and Social Sciences area at IIMB, presented a virtual round table on 'A Bioconservation Agenda to Avoid Zoonotic Pandemics of the Future' on 29th July, 2020.

The panel featured eminent speakers from India and abroad, including Kenneth Petersen, Sr Vice President OSI Group, LLC; Jamison Ervin, Manager, Nature for Development Program – UNDP, New York; Jigmet Thakpa, Joint Secretary, Ministry of Environment, Forests and Climate Change, Govt. of India; Craig Hoover, Executive Vice President, Association of Zoos and Aquariums, Washington DC; Dr Rajesh Gopal, Secretary General, Global Tiger Forum; Dr. Claude Garcia, Sr Scientist, CIRAD, Montpellier, France; Ridhima Solanki, Wildlife Researcher, India; and Mohnish Kapoor, Global Tiger Forum.

[Read more](#)

“Read Gandhi’s Hind Swaraj to challenge the two entities that govern our lives – the modern state and the modern corporation”, says Tridip Suhrud

Delivering the Foundation Day lecture of the Centre for Public Policy at IIM Bangalore, on July 10th, the eminent scholar explained the concept of self-governance in the text.

Watch the video [here](#)

IIMB launches Podcast Series on July 12

In the first episode, Prof. [Prateek Raj](#), from the Strategy area, shared his thoughts on the pandemic's impact on India's economy, labour migration, and future challenges as well as opportunities.

Listen to the Podcast on [SoundCloud](#)

Listen to the Podcast on [Spotify](#)

IIMB expert on COVID-19 & the Start-up Ecosystem in India

In the second episode of the IIMB Podcast Series, hosted by the Communications Office & the Student Media Cell of IIMB on July 26, Prof. [Dalhia Mani](#), from the Entrepreneurship area, shared her insights on the COVID-19 pandemic's impact on India's start-up ecosystem, work-from-home culture, and future challenges as well as opportunities. She also shares insights from her recent research work with NSRCEL and her thoughts on the importance of investments, funding, the role of government in reviving the system, and trends in the entrepreneurial world.



Listen to the Podcast on [SoundCloud](#)

Listen to the Podcast on [Spotify](#)

NSRCEL, the innovation hub at IIMB, hosted 'Pitching your start-up' on 25th July 2020

Equipped with the experience of 40+ startups in the Upekkha Tribe, having worked with several startups, investors and entrepreneurs and having been an entrepreneur and an angel investor, Upekkha Co-founder & Partner, Shekar Nair, took questions from start-ups across the country.

NSRCEL at IIMB hosted 'How to build a Global SaaS' on 1st August 2020 with Aniketh Jain, CRO, Kaleyra.

Talk on 'Strategic Leadership in Turbulent Times' on July 25

The one-year Executive Post Graduate Programme in Management (EPGP) at IIM Bangalore hosted Mr. Mukesh Sharma, Business Head of Tech Mahindra, China and Japan region, on July 25th as part of the EPGP Seminar Series.

Mukesh urged the one-year MBA students at IIMB to become game changers and explained how they could apply classroom learning to the world of practice.



"Strategic leadership, whether you are a manager, leader or entrepreneur, is about engaging with change, setting directions and persuading others by creating lobbying points. It's important to take people along and make them believe in your dreams," he observed. "Strategic leaders are those who handle pressure with confidence, optimism, tenacity and enthusiasm (COTE). They take responsibility for their actions."

Watch the video [here](#)

IIMB's Alumni Office hosted a webinar titled 'How to Use Google to Drive Sales' on July 24

The webinar was led by Tamanna Gupta, Founder and Director of Umanshi Marketing, and alumna of the Executive Post Graduate Programme in Management (EPGP) 2014 batch, IIMB.

The webinar discussed how to accelerate sales and marketing engines, how to plan digital outreach using Google tools, and the tips and tricks for free lead generation and building brand awareness, given that everyone is constrained for cash. The session is targeted at professionals from start-ups, SMEs, the social sector as well as entrepreneurs.

XV Finance Commission Chairman NK Singh addressed Policy Talk series at IIMB on July 22

Students of the Post Graduate Programme in Public Policy and Management at IIMB hosted the first lecture under the Policy Talk series on 22nd July 2020 at 4.00 pm.

Mr. N.K. Singh, Chairman, XV Finance Commission, spoke on the 'Impact of Pandemic on Fiscal Architecture : Fiscal Federalism in the Near Future'.

The Policy Talk series, a highlight of the programme, exposes students to key insights from policymakers. Past speakers have included Managing Director of Bangalore Metro Rail Corporation Ajay Seth, Former Finance Secretary of the Govt. of India Dr. Hasmukh Adhia, Lt. Gen. (Retd.) Deependra Singh Hooda of the Indian Army.

The Post Graduate Programme in Public Policy and Management ([PGPPM](#)), launched in 2002 by IIMB, is a 'one-of-its kind' programme aimed at improving efficiency and leadership skills among policy-makers and administrators while exposing them to topical issues in management.

[Read more](#)

Centre for Capital Markets and Risk Management hosted a webinar on 'Covid-19

Economic Impact, Winners and Losers' by Krishnan Ranganathan on July 22: The speaker, Krishnan Ranganathan, is an Executive Director and heads Risk, Finance and Operations Change in Nomura India. He is also the Program Manager for IBOR Replacement across Nomura group. He is an alumnus of Harvard Business School and a member of the Young Scholars Initiative at the Institute for New Economic Thinking.

WEBINAR SERIES

Covid-19: Economic Impact, Winners and Losers by Krishnan Ranganathan

Krishnan Ranganathan is an Executive Director and heads Risk, Finance and Operations Change in Nomura India. He is also the Program Manager for IBOR Replacement across Nomura group. He is an alumnus of Harvard Business School and a member of the Young Scholars Initiative at the Institute for New Economic Thinking.

DATE & TIME :
July 22nd 2020
Wednesday | 6 PM

[Register Here](#)

Valedictory of the 'Leadership Development Programme for Senior Management of Nationalized Banks' on July 18, 2020

IIMB's Executive Education concluded the Leadership Development Programme for the senior management of India's nationalized bank on 18th July, 2020.

The first cohort of the programme had 78 Senior Management Personnel (DGMs and GMs) of 11 nationalized banks complete a year-long learning intervention that equipped them with the competencies required to take on current and emerging challenges in a competitive marketplace.

Mr. Bhanu Pratap Sharma, Chairman, Banks Board Bureau, and Mr. Sunil Mehta, Chief Executive, Indian Banks Association, addressed the participants and congratulated them on their successful completion of the programme.

The programme is a first-of-its-kind talent development initiative, for public sector banks, to build a leadership pipeline covering 200 top managers over a three-year period. An initiative of the Banks Board Bureau, it was a collaborative endeavor supported by the Department of Financial Services, Ministry of Finance, Govt. of India, Indian Banks' Association (IBA), and a knowledge partner – MS Egon Zehnder International Pvt. Ltd. The sponsors were the Managing Directors of all the participating banks.

The participants were selected through a rigorous assessment process, driven by the knowledge partner, Egon Zehnder. Indian Institute of Management Bangalore (IIMB) led the delivery of this programme having won this contract through a tender process.

The programme has the Functional block as a main component with Exponential Technologies, Personal Growth Labs, Executive Coaching, Motivational Speaker sessions, and Outbound Learning to address the Individual Development Plan (IDP), and Wellness forming the other experiential components, to make it a holistic programme. The Functional block provide an exposure to Strategy, Risk Management and Digital Transformation in the context of fintech.

Participants also undertook a Live project to tackle a workplace problem or a challenge, in a chosen area which was critical to their bank's success. Some of the projects have yielded significant cost savings or increased revenues. Teams from Union Bank of India, Corporation Bank and Bank of Baroda bagged the first, second, third Best Project Award, respectively.

Distinguished Alumni Awards 2021

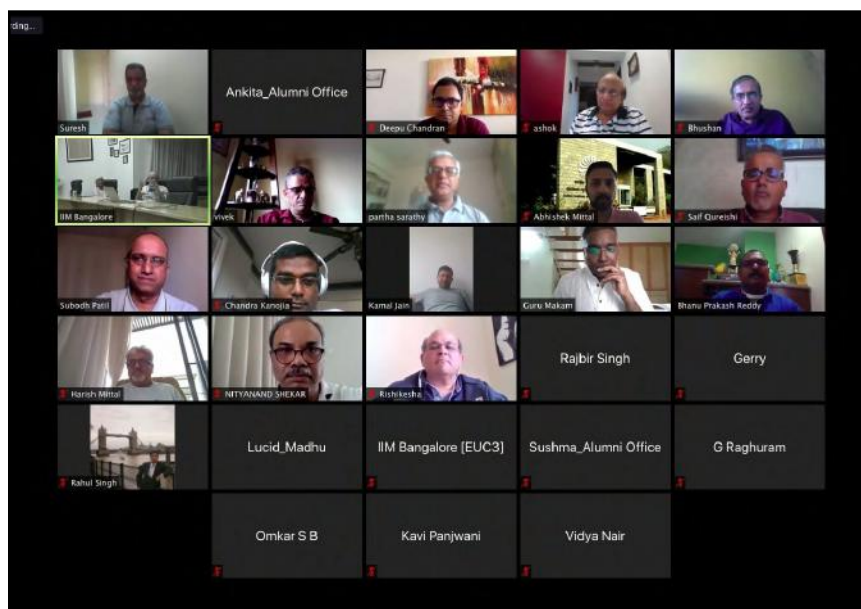
The Alumni Relations Office of IIMB welcomes nominations for the Distinguished Alumni Awards 2021. The last date to receive nominations is 31st August.

To nominate a candidate please, [click here](#)



The IIMBAA Executive Council bid farewell to Prof. G. Raghuram on 18th July and welcomed Prof. Rishikesh T Krishnan as the Director of IIMB

Mr. Saif Qureshi, President, IIMBAA, thanked all the chapter offices for their support and wished them luck ahead of the IIMBAA elections. Topics such as Social Impact, and Branding were discussed in the meeting. Prof. K. Kumar, Head, Alumni Relations and Development, Mr. S. Parthasarathy, Head Alumni Relations, and Mr K. Suresh, Head Development, were present.



Prof. Anjana Susarla, Michigan State University, addressed a workshop on Research in Action, Field Insights and Research Methods for IS scholars on July 14

The Centre for Software and Information Technology Management (CSITM) at IIM Bangalore and the Association for Information Systems, India Chapter (INAIS) have announced a series of workshops on research methods over a period of six weeks. The workshops focus on research in action, eliciting nuances of applying commonly used research methods and getting the field insights from scholars who have published influential research in top journals of the IS discipline.

Understanding the Nuances of Management Consulting: an EPGP Seminar on June 30

Nikhil Chander, Principal at the Boston Consulting and alumnus of the PGP Class of 2012 at IIMB, addressed the students of the one-year MBA – the Executive Post Graduate Programme in Management (EPGP), in a virtual mode, on June 30th, 2020.

His talk was organized under the banner of the EPGP Seminar Series, where industry leaders and newsmakers, share their experiences with students of the programme.



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Demystifying management consulting for the EPGP Class of 2020-21, Nikhil took the participants on a journey that largely mirrored his career with BCG. From 2 a.m. warehouse visits, to using two laptops to run statistical models and being in meetings where almost no one spoke the same language, Nikhil shared with his listeners the joys and challenges of a management consultant's life.

IIMB's CenComm Connect: The Forum for Dialogue hosted a webinar on 'Communicating Effectively in the Virtual World' by Dr. Diti Vyas

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 the 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 explicate strategies and behaviours that can help establishing trust, increasing performance, and enhancing presence in the virtual space.

[Watch here](#)

In this webinar you will learn:

1. Techniques of framing virtual interactions
2. Online Engagement Methods
3. Building trust digitally
4. Managing difficult conversations online

Strategy Area Virtual Seminar on July 30

Dr. Chiara Spina, from INSEAD, presented her research in IIMB's Strategy Virtual Seminar Series on July 30. Her topic of discussion was: What are the implications of a scientific approach to entrepreneurial decision-making? The talk was followed by a practice session with faculty members, doctoral students and members from IIMB's start-up hub, NSRCEL.

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Strategy Virtual
Seminar Series 2020

IIMB Strategy Area Virtual Seminar

Small Changes with Big Impact: Experimental Evidence of a Scientific Approach to the Decision-Making of Entrepreneurial Firms

Speaker

Thursday 30 July, 2020



Dr. Chiara Spina
Assistant Professor of Strategy
(INSEAD)



Thursday 30 JULY, 2020

2.00pm IST | 4:30 PM SGT | 12:30 PM GST | 4:30AM EST

Strategy Area Virtual Seminar on July 23

"When does advice impact startup performance?" Professor Sharique Hasan, from Duke University, presented evidence from a field experiment conducted in Mysore in the Strategy area research seminar on July 23rd, 2020.



The poster for the IIMB Strategy Area Virtual Seminar features the IIMB logo and name in Hindi and English at the top left. A red banner at the top right reads "Strategy Virtual Seminar Series 2020". The main title "IIMB Strategy Area Virtual Seminar" is centered. Below it is the topic "When does advice impact startup performance?". A red arrow points to the speaker's name, "Speaker", next to a portrait of Prof. Sharique Hasan. His title, "Associate Professor, Duke University", is listed below the portrait. At the bottom, a red banner displays the date "Thursday 23 JULY, 2020" and time zones: "5:30pm IST | 8:00 PM SGT | 4:00 PM GST | 8:00AM EST". Chess pieces are arranged along the bottom edge.

RECENT RESEARCH

PAPERS

Title: Analysis of Tandem Polling Queues with Finite Buffers

By: Prof. Ravi Suman and Prof. [Ananth Krishnamurthy](#)

Journal: *Annals of Operations Research*

Polling queues are often used to model systems where multiple types of customers compete for a common resource (server). In manufacturing, polling queues have been used to model flow of multiple products undergoing manufacturing operations in a factory. The researchers' work is motivated by research collaboration with a large manufacturer of rolled aluminium products (RAP). At this facility, the manufacturing process involves steps like rolling of aluminium ingots into plates, heat treating to improve properties, stretching the plates to improve straightness, aging to cure the metal, sawing the plates into smaller pieces, and conducting ultrasonic inspection to check material properties. In this case, each manufacturing operation is modelled as a polling queue, processing different alloys in a sequential manner.



continued...

The researchers model these operations as a system of polling queue in series or tandem and analyse the impact of three different polling strategies on operational efficiency, namely: 1) Independent polling, 2) Synchronous polling, and 3) Out-of-sync polling. Under Markovian assumptions of arrival and service times, we conduct an exact analysis using Matrix Geometric method to determine system throughput, mean queue lengths, and mean waiting times. Through numerical experiments, they compare the performance of the three polling strategies and the effect of buffer sizes on performance. They observe that the independent polling strategy generally performs better than the other strategies, however, under certain settings of product asymmetry, other strategies yield better performance. These insights can be helpful for managers involved in designing and/or managing such systems and in providing appropriate guidance to meet customer service expectations.

Title: Resource Allocation Models for Material Convergence

By: Prof. Merve Ozen and Prof. [Ananth Krishnamurthy](#)

Journal: *International Journal of Production Economics*

Immediately after a major disaster (earthquake, flood etc), large volumes of solicited and unsolicited relief items start to flow into the disaster affected region. This phenomenon is known as material convergence. The sheer volume of incoming materials, coupled with limited resources, make sorting and distribution of relief items a difficult task. The challenge is exacerbated when a large portion of the unsolicited donations are low-priority or inappropriate items, diverting volunteer, space, and transportation capacity from more critical items. Researchers have referred to these challenges as a secondary disaster that follows the natural disaster and has significant impact on relief efforts and efficacy.

This paper investigates volunteer allocation decisions under material convergence and varying levels of high-priority donations. First, the researchers interview disaster response practitioners to understand challenges with resource allocation decisions. Then, they model the donation arrival and sorting process for both solicited and unsolicited donations using analytical queuing model that involve multiple servers and non-stationary transient behaviour. Using this model, they quantify the level of material convergence and evaluate the impact of resource allocation decisions on relief item output. They provide insights that can help address the problems of resource allocation under material convergence, that are critical to satisfy needs of disaster victims. The researchers show that material convergence can hit extremely high levels over short-periods of time (1–3 days). Analytic models can quantify and predict the extent of the problem and provide suggestions regarding optimal resource allocation and priority allocation for mitigating the problem and improving operations.

Title: Resource Allocation Strategies for Protein Purification Operations

By: Prof. Yasemin Limon and Prof. [Ananth Krishnamurthy](#)

Journal: *IISE Transactions*

The biopharmaceutical industry uses biomanufacturing technologies to produce vaccines, blood components and proteins. These products have a wide range of application areas from therapeutic use to diagnosis, drug discovery and drug development. Prior studies report that more than 50% of biopharmaceutical companies have at some point run into capacity problems, because of poor resource utilization. In this article, the authors investigate resource allocation issues in the context of protein purification projects.

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Protein purification is comprised of a series of steps that remove unwanted molecules from the protein manufactured during upstream fermentation operations. If the purification outcome does not satisfy the requirements in the first purification trial, it may be repeated by the same scientist or another scientist with different skills. The biomanufacturer incurs different costs depending upon the outcome obtained (success, repeat, or failure) and resource used (high skill or low skill). In addition to the risk of incurring higher costs, resource allocation decisions may cause delays in project timelines and loss of customer satisfaction.

The researchers use queuing models to capture the underlying dynamics and quantify the performance of different strategies based on solutions obtained using the matrix-geometric approach. They show that certain partial flexibility structures coupled with appropriate priority rules can yield very efficient system performance. They also define a new server utilization metric that can be very effective in rank ordering of resource allocation strategies. Through numerical studies, they provide useful rules for the biomanufacturers to achieve higher profits and shorter lead times.

Title: Influence Capital in Boards: a study of ex-bureaucrats in India

By: Prof. [Rejie George Pallathitta](#) and Prof. Kshitij Awasthi

Journal: Asia Pacific Journal of Management



The authors' work documents the important role which company boards play in providing critical resources which impact firm performance. In their study, they examine 'influence capital', a specific form of resource provision which aids firms by having individuals on the boards who serve as useful intermediaries through their network bridging capabilities while interacting with key government stakeholders. Two categories of government officials, i.e., Politicians and Bureaucrats, tend to be the major providers of 'influence capital'. While company connections to politicians as board members has been examined in prior literature, their connections to bureaucrats (and ex-bureaucrats) has not received the same level of attention. This is despite the researchers' finding of a noticeable increase in the appointment of bureaucrats in company boards in the last few years. Their findings indicate that industry regulation, larger board size and foreign corporate ownership are major organizational determinants for the selection of bureaucrats as board members. An additional finding was that generalist bureaucrats particularly from the Indian Administrative Service are typically more sought after by companies than specialist bureaucrats from other branches of the civil service particularly as independent directors. Overall, their work provides an important initial thrust for examining bureaucrat board members as providers of influence capital.

Details of the study are featured [here](#)

When does culture matter? A multilevel study on the role of situational moderators

By: Prof. [Rejie George Pallathitta](#) and Prof. Ramya T.V.

Journal: *Journal of Business Research*

The authors' work attempts to explain when culture matters in international business transactions. Their research shows that culture does not matter in every situation, but only under specific conditions. In particular, they find that situational moderators, such as the 'magnitude of impact' and 'firm-level uncertainty', form the context specific variables that moderate the influence of culture on the equity sought in foreign market entry. In the process, we explain the context and mechanism of how the home country's national culture influences managerial seeking of control in a cross-border acquisition. In order to examine the impact of culture on the managerial seeking of control, they analyze partial and full acquisitions from acquirer firms from 27 different home countries, acquiring target firms in India, using multilevel theoretical and empirical models, and capture national culture's influence across aggregate and individual levels. They obtain evidence that the 'magnitude of impact' and 'firm-level uncertainty' act as situational moderators that variously activate, amplify, reverse, and suppress the influence of culture on the managerial preference to seek higher levels of control based on equity ownership.

Details of the study are featured [here](#)

PAPERS

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

[Grab.in: Enabling Hyperlocal](#)

By Prof. [R. Srinivasan](#), Prof. Sandeep Lakshmipathy and Prof. Pramoth Joseph (2020)

The case on [Grab.in](#) analyzes the hyperlocal delivery business in India, and provides details on how the founders built a business around outsourced delivery of food, grocery, and e-commerce packages. Through meticulously evolved business operations, the founders of Grab have ensured sustenance of the delivery outsourcing model by alleviating business outlets of having to maintain in-house delivery personnel. With growing demand for home service, customer mindset is more open than ever to pay a convenience fee for home delivery of food or grocery from their nearby favorite outlet. [Grab.in](#) has piggybacked on this mindset, and backed by increasing penetration of smartphones and Internet, it has enabled local businesses to expand customer reach. When used as an introduction to multi-sided platforms, this case can help the student understand the hyperlocal space, the challenges that food and restaurant businesses face and how these delivery service platforms help address the same. It should help the students appreciate how a technology platform brings differentiation to the traditional food and grocery delivery space, and how a platform business model can provide significant competitive differentiation. By presenting details on [Grab.in](#) and the hyperlocal delivery platform, the case study helps illustrate the business model while bringing forth the challenges in the same.



Fiesta Gifts: Mending the Spending

By Prof. Jayanth Jayaram and Prof. Shankar Venkatagiri (2019)

Organizations large and small must source a variety of items and services in order to sustain their quotidian operations. This activity takes centerstage with retail outfits, where sourcing constitutes a primary business activity. This case illustrates the problems faced by a fledgling online start-up called Fiesta Gifts, which caters to a clientele of retail stores that are spread across continental United States. Under pressure from its investors, the firm's management is faced with the option of turning around the loss-making operation or shutting shop. The case begins by familiarizing the reader with the context of the US gifting and novelty sector. It then describes the complexities of Fiesta's operations, which involves sourcing thousands of items from hundreds of suppliers and routing them to customers through distribution centers that are located across the country. Despite fulfilling a steady stream of customer orders all year round, the company has accrued substantial losses; inefficiencies in its supply chain are largely to blame. Taking note of this, the CEO has demanded concrete action steps from the senior management. The CFO and CPO have initiated a strategic sourcing exercise, with a vision to curtail spend by rationalizing item categories and suppliers, and to improving lead times. Working from a dataset of purchases that have been made by Fiesta's customers since the launch of the online portal, the duo has employed analytical tools like ABC analysis to arrive at a grand list of decisions; implementing them could address the problems that the firm is facing. The CEO must deliberate the proposal points and decide on further action.



AAI Bidding for Bhogapuram Airport: From Authority to Bidder

By Prof. Ganesan Raghuram and Prof. Gopi S Gopikuttan (2018)

Airports Authority of India (AAI) was constituted as a Statutory Authority under the Airports Authority of India Act 1994, with main functions of control and management of Indian air space. As of March 2017, AAI managed a total of 125 airports, which included 11 international airports, 08 customs airports, 81 domestic airports and 25 civil enclaves at defense airfields. Until 2005-06, AAI airports handled 100% of the passenger traffic in the country. The share dropped to slightly less than 60% in 2006-07 and further to 40% in 2008-09 due to handing over of a few airports to private players. Over the years, AAI had been concerned about its reduced market share and the possibility that more and more airports would be developed outside their control. Ministry of Civil Aviation (MoCA) was increasingly encouraging state governments to develop airports, and where possible in the public private partnership (PPP) mode. AAI participated as a bidder in the bidding for Mopa airport, Goa. It lost the bid to GMR Airport Limited (GAL), which is part of GMR Group. A bid for another airport at Bhogapuram, which would serve Visakhapatnam, in Andhra Pradesh was on the cards. This airport was to replace the existing civil enclave in the Visakhapatnam naval airport. This case focuses on whether AAI should bid for Bhogapuram or not. Lessons can be drawn from the experience of bidding process for Mopa.



FACULTY-AUTHORED ARTICLES

Avoid old wine in new bottle

Calls for self-reliance shouldn't come in the way of India's trade and investment negotiations with the EU, write Prof. [Rupa Chanda](#) and Pralok Gupta in *Business Standard*.

[Read more](#)



The decision-making side to WFH productivity

"When you examine the cognitive biases that are shaping your work-from-home experience, you can see that the productivity code lies in understanding the human mind, and yourself, better," writes Prof. [Ritu Tripathi](#), from the OB&HRM area at IIMB, in an article in *Forbes India*.

[Read more](#)



R&D push holds key to self-reliance

Citing several recent success stories, Prof. [Rishikesh T Krishnan](#), Professor of Strategy at IIMB, and N. Dayasindhu, Co-Founder of itihaasa Research and Digital, explain that self-reliance can be fostered by bringing tech universities and national labs to collaborate with industry on applied R&D projects in this opinion article in *Hindu BusinessLine*.

[Read more](#)



Trump-Twitter spat: Sovereignty or fundamental rights?

Trump wants to impose restrictions on Twitter content through regulatory arm-twisting. Twitter wants to control Trump's ability to communicate with his base by labelling his tweets. In an article in *Forbes India*, Sunil Reddy Kunduru, student of IIMB's PhD program in Information Systems, and Prof. [Rajendra K. Bandi](#), from the Information Systems area at IIMB, discuss what works better for the public good.

[Read more](#)



COVID-19 era: How supply chains are adapting to coronavirus lockdowns

The coronavirus might linger on for many years, but effective e-commerce and hybrid fulfilment methods will help propel the retail industry forward and help retailers weather such storms now and in the future, write Ushasri T.S., Senior VP & GM Manhattan Associates (India) Development Centre, and Prof. [Jitamitra Desai](#), from the Decisions Sciences area at IIMB, in this article in *Business Today*.

[Read more](#)



Behavioral lessons from the Indian COVID migration

"We like to be in control of our destiny. We like to be in a state where we believe that we can affect our future by our own actions. The dual triggers of the pandemic and the lockdown destroyed this feeling of control," writes Prof. [Kanchan Mukherjee](#), from the OB&HRM area, in this article in *Forbes India*.

[Read more](#)



Banking on AI and ML to vanquish security challenges

Banks and financial institutions must embrace the opportunity to leverage AI and ML to strengthen and revitalize their security and authentication framework, write Aparna Gupta and Prof. [U. Dinesh Kumar](#), from the Decision Sciences area at IIMB, in *Forbes India*.

[Read more](#)



Harness digital tech for inclusive healthcare

In this article in *Hindu BusinessLine*, Prof. Shameen Prashantham and Prof. [Rishikesh T Krishnan](#) list and describe three strategies which can help increase the odds of harnessing healthcare innovations to provide socially inclusive solutions in developing countries, which the pandemic has made more urgent.

[Read more](#)



Banks and the Contagion

Prof. [M.S. Sriram](#), Chairperson, Centre for Public Policy, at IIMB, examines the interconnectedness of the banking section and the contagion in this article in *Business Standard*.

[Read More](#)



INNOVATION & ENTREPRENEURSHIP

Money Matters: Now a mobile-app to help you invest smart

Are you a salaried individual, who is between 22-35 years, earning an income of INR 3 lakhs a year to INR 30 lakhs a year? Do you want to invest but often find yourself overwhelmed by the complexity of the financial markets? Do you find the fees of a wealth manager too steep? Then, 7Prosper could be your answer. They aim to provide personal financial planning through a mobile application based on individual goals covering market investments, insurance and emergency funds, while taking care of loan repayments and taxes.



Their key differentiator is making comprehensive financial planning services affordable and accessible. Their proprietary algorithm of analyzing feasibility of customers' goals, followed by creating a personalized financial plan based on their risk appetite, sets them apart from players providing a mutual fund execution platform with a thin or no advisory layer.

continued...

According to Anmol Gupta, Co-founder: "Having grown up in an Indian middle class family, I know the value of money. Moreover, there is a lot of financial illiteracy. We are never taught how to manage our money in school or college, which results in generations of clueless adults who randomly park their money somewhere and then worry about meeting their needs."

Leading 7Prosper as CEO, Anmol is passionate about finance and technology. He developed the proprietary algorithm of 7Prosper himself. He has prior experience of research in economics and market finance. Anmol graduated from BITS Pilani with a Masters in Economics. Aashirwad Gupta, Co-founder, who has 14 years of experience in branding, IT and QA, handles the strategic, branding and financing aspects of 7Prosper.

SPECIAL FEATURE

The First Among Equals

As strategic leader, collegial individual and catalyst, Professor G Raghuram, whose term as Director of IIMB came to a close on July 20th 2020, combines personal humility and professional will, say his colleagues at his farewell.

[Read more](#)



CORPORATE SUPPORT

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

Toshiba Software (India) Pvt. Ltd. supports IJSC in promoting ongoing research collaborations and student exchange programmes with Japan's best business schools.

Mr. Takashi Ishikawa, Managing Director, Toshiba Software (India) Pvt. Ltd., says: "We have a strong relationship with IIMB for more than five years now. IIMB has been assisting and supporting Toshiba in creating case studies for training within Toshiba. Further, we are inspired by the various activities that IIMB is currently undertaking. During a discussion with Prof. Krishna Sundar, Chairperson of IJSC at IIMB, we got to know about the centre and would like to contribute towards the enhancement of the activities."



BLOCK YOUR CALENDAR

UPCOMING EVENTS

Webinar by IIMB Alumni Office

The Alumni Relations Office of IIMB will host Mr Shivakumar B.G., Founder of tamu, tamu, a vegan meal delivery business based in Chennai and alumnus from the IIMB PGP Class of 2002, who will speak on 'Business Opportunities in the Vegan/Pant-based Market' on August 14th, 2020, at 3 pm.

[Click here](#) to register

WiDS Bangalore 2020 conference turns to virtual platform on 8th August

IIMB Bangalore will host the second annual Women in Data Science (WiDS) conference on August 8th, featuring accomplished women data scientists and luminaries in this field. Dr. Dinesh Kumar, Chairperson, Data Centre & Analytics Lab at IIMB, Ms. Harini Thammaiah and Ms. Srujana Kaddevarmuth are the WiDS ambassadors coordinating this conference which aims to inspire and educate data scientists worldwide, regardless of gender, and to support women in the field.

[Click here](#) to register

WiDS is a Stanford University initiative that includes a global conference, with approximately 150+ regional events worldwide; a datathon, encouraging participants to hone their skills using a social impact challenge; and a podcast, featuring leaders in the field talking about their work, their journeys, and lessons learned.

The conference showcases technical speakers from organizations and labs like IBM Research Labs, Google, Walmart Labs, LinkedIn, PayPal, Yodlee among others.

Keeping in view the current COVID-19 situation and restrictions on public gathering, this year's event will be hosted on a virtual platform.

[Click here](#) for the agenda



NSRCEL launches Women Startup Program to support women entrepreneurs to 'Rebuild India and Reimagine Solutions in a Post-COVID World'

NSRCEL, the start-up and innovation hub at the Indian Institute of Management Bangalore, invites applications to the third cohort of the Women Start-up Program.

[Click here](#) to apply

The Women Start-up Program aims to support ambitious and innovative women entrepreneurs by enabling them to transform their idea into a business venture and enhancing their entrepreneurial and managerial skills.

"The economic impact of COVID is going to be as much, if not more, than its impact on our health. We believe entrepreneurship is the only way to absorb this impact and reignite the engine of growth for our nation. Our newly designed Women Startup Program plans to create a large pool of women entrepreneurs across the country through active partnerships with other institutions in each State. This will also be our first effort to run a totally virtual program that would tap into multi-lingual content to reach women entrepreneurs, both in urban and rural areas," said Prof. Venkatesh Panchapagesan, Chairperson, NSRCEL at IIM Bangalore.

The program focuses on the vision of Government of India on 'Atmanirbhar Bharat' and 'Vocal for Local'. It will make learning accessible and affordable to women entrepreneurs from the tier-2 and tier-3 cities of the country.

EXECUTIVE EDUCATION PROGRAMME

Programme Title: Digital Marketing for Business Growth (Online)

Programme Director: Prof. [Seema Gupta](#)

Start Date : 03 August 2020

End Date : 10 August 2020

Area: Digital Marketing



Programme Title: Driving Organization Agility for Business Success (Online)

Programme Directors: Prof. [Abhoy K Ojha](#) and Prof. Naveen Kumar

Start Date : 03 September 2020

End Date : 12 September 2020

Area: Leadership



Programme Title: Organizational Excellence Through Leadership (Online)

Programme Directors: Prof. [Abhoy K Ojha](#) and Prof. C. Panduranga Bhatta

Start Date : 07 September 2020

End Date : 17 September 2020

Area: Leadership

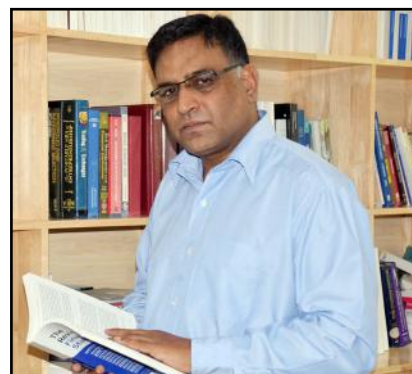
Programme Title: Strategic Perspectives on the Design of Public Private Partnerships (PPPs) (Online)

Programme Directors: Prof. [G Raghuram](#) and Prof. [Anshuman Ravi](#)

Start Date : 17 September 2020

End Date : 26 September 2020

Area: PPP



Programme Title: Digital Marketing for CMOs (Online)

Programme Director: Prof. [Seema Gupta](#)

Start Date : 14 September 2020

End Date : 19 September 2020

Area: Digital Marketing

Programme Title: Artificial Intelligence (AI) and Analytics Based Business Strategy, Creating Business Value (Online)

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

Start Date : 09 September 2020

End Date : 24 September 2020

Area: Artificial Intelligence



Programme Title: Artificial Intelligence for Digital Transformation (Online)

Programme Director: Prof. [Rahul Dé](#)

Start Date : 09 September 2020

End Date : 24 September 2020

Area: Artificial Intelligence



Programme Title: Digital Business Models and Strategy (Online)

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

Start Date : 30 September 2020

End Date : 15 October 2020

Area: Digitalisation

Programme Title: Digital Marketing for Business Growth (Online)

Programme Director: Prof. [Seema Gupta](#)

Start Date : 05 October 2020

End Date : 12 October 2020

Area: Digital Marketing

Programme Title: Creating High Performance Organisations (Online)

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

Start Date : 05 October 2020

End Date : 15 October 2020

Area: Leadership

Programme Title: Organizational Excellence Through Leadership (Online)
Programme Directors: Prof. [Abhoy K Ojha](#) and Prof. C. Panduranga Bhatta
Start Date : 02 November 2020
End Date : 12 November 2020
Area: Leadership

Programme Title: Digital Marketing for Business Growth (Online)
Programme Director: Prof. [Seema Gupta](#)
Start Date : 23 November 2020
End Date : 30 November 2020
Area: Digital Marketing

Programme Title: From Data to Decisions (Online)
Programme Director: Prof. [Shubhabrata Das](#)
Start Date : 23 November 2020
End Date : 04 December 2020
Area: Business Analytics



Programme Title: Challenges of Managing Inclusive Finance in India (Online)
Programme Director: Prof. [M S Sriram](#)
Start Date : 30 November 2020
End Date : 04 December 2020
Area: Finance



Programme Title: Competitive Marketing Strategy (Online)
Programme Director: Prof. [Nagasimha Balakrishna Kanagal](#)
Start Date : 09 December 2020
End Date : 12 December 2020
Area: Marketing



Programme Title: Organizational Excellence Through Leadership (Online)
Programme Directors: Prof. [Abhoy K Ojha](#) and Prof. C. Panduranga Bhatta
Start Date : 07 December 2020
End Date : 17 December 2020
Area: Leadership

Programme Title: Digital Marketing for Business Growth (Online)
Programme Director: Prof. [Seema Gupta](#)
Start Date : 18 January 2021
End Date : 25 January 2021
Area: Digital Marketing

LONG DURATION PROGRAMME

Programme Title: EGMP - Batch 54 (Online)
Programme Directors: Prof. [Rajendra Bandi](#) and Prof. [Srivardhini Jha](#)
Start Date : 24 August 2020
End Date : 19 June 2021
Area: General Management



IIMB WELCOMES

Prof. Gaurav Jakhu

IIMB welcomes Dr. [Gaurav Jakhu](#), who joined (electronically) on 20th July 2020, as Assistant Professor in the Economics & Social Sciences Area.

He has a Ph.D. in Economics from the Indian Statistical Institute, Delhi. Before his doctoral studies, he worked as an economist at the Competition Commission of India, New Delhi.



Dr. Jakhu's research areas are Industrial Organization, Antitrust Economics, and Information Economics. His current research focuses on antitrust and regulatory issues in the digital markets. He uses game-theoretic modeling as an analytical tool to understand the economic behavior of online firms.

Prof. Debolina Dutta

IIMB welcomes Dr. [Debolina Dutta](#) who joined (electronically) on 1st July 2020, as Professor of Practice in the OB&HRM Area.

Dr. Dutta is a 'Fellow in Management (Industry)' from IIM Indore, and an alumnus of the PGSEM (2010) at IIMB.

With 28 years of work experience, Dr. Dutta has worked as CHRO for six years in two multi-national firms. Her last assignment was with Schneider-Luminous as VP-HR, Admin. and CSR. She is also a member of the Board of IIM Indore since 2017 and of an NGO, SSISM which is focused on rural education. Her industry experience spans heavy engineering and electrical switchgear, IT software services, apparel retail etc.



Dr. Dutta's current research interests are in emerging trends of predictive analytics in HR, use of Artificial Intelligence and Machine Learning in HR, and emerging talent management practices in the changing context.

IIMB BIDS ADIEU

Retirement

Mr. Puttaramu S

Mr. Puttaramu S, working as Senior Executive in the Post Graduate Programme in Enterprise Management (PGPEM) department of IIM Bangalore, will be retiring from the services of the institute on July 31 (Friday), 2020, on attaining the age of superannuation.

Mr. Puttaramu has served the institute for nearly 31 years. He joined IIMB on August 31, 1989 and has worked in several departments like the health centre, library, hostel, and PGPEM.



Earlier this month, the term of Prof. G. Raghuram as Director of IIMB came to a close and the institute welcomed Prof. Rishikesha T. Krishnan as the new Director.

Designed by:



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WHAT'S TRENDING