



The IIMB

DIGEST

NEWSMAKERS

FACULTY & STUDENTS

Paper by doctoral student Bhavya Peapully Shroff and Prof. Rajendra K Bandi wins 'Best Short Paper in Track' for the track IS Development and Project Management at ICIS 2020

A paper titled, "A 'Linking Pin' or Beyond? A Decision Rights Perspective of the Guardian Vendor Role in IT Multisourcing", co-authored by Prof. [Rajendra K Bandi](#), Chair, Information Systems area, and Bhavya Peapully Shroff, doctoral student of the Information Systems area at IIMB, has won the 'Best Short Paper in Track' for the track – IS Development and Project Management – at ICIS 2020. International Conference on Information Systems (ICIS) is a conference of the Association for Information Systems (AIS). As per a notification from the ICIS 2020 Program Co-Chairs, this also means that the paper is nominated for the Best Short Paper Award at ICIS 2020. All the nominees will be honoured and the winners announced at the conference during the award session on Tuesday, December 15, 2020. Congratulating the winners, Professor Rahul Dé of the Information Systems area at IIMB said, "This is a rare achievement because getting a paper into ICIS is very difficult, let alone win a best paper award!" Please visit [here](#) for the track description.



The research interests of Prof. Bandi are in the Social Impacts of Computing, IT Adoption, Enterprise Systems, Software Engineering, and Software Development Process Models. He has published several papers in international journals, presented papers at many international conferences and is the recipient of other major awards as well. He is a member of the Technical Advisory Panel, Department of IT, Government of Karnataka, and guides several departments in their e-Governance initiatives.

Paper by doctoral student Vinay Reddy Venumuddala and Prof. Rajalaxmi Kamath wins 'Best Student Paper in Track' at ICIS 2020

A paper titled, 'Actualizing affordances – Story of Indian Information Technology (IT) Industry delivering Artificial Intelligence based solutions', co-authored by Prof. [Rajalaxmi Kamath](#) of the Public Policy area of IIM Bangalore and Vinay Reddy Venumuddala, doctoral student at IIMB, has won the 'Best Student Paper in Track' for the track 'IS Development and Project Management', at ICIS 2020. International Conference on Information Systems (ICIS) is a conference of the Association for Information Systems (AIS). As per a notification from the ICIS 2020 Program Co-Chairs, this also means that the paper is nominated for the Best Student Paper Award at ICIS 2020. All the nominees will be honored and the winners announced at the conference during the award session on Tuesday, December 15, 2020.



continued...

Please click [here](#) for the paper description. Since 2007, Dr. Rajalaxmi Kamath has been working extensively among urban poor households in two areas of Ramanagaram town, Karnataka state, with the intention of understanding their financial lives. She is also involved in the documentation of issues in public policy with the participants of the Post Graduate Programme in Public Policy and Management (PGPPM) or the Master of Management Studies (Public Policy) of IIMB. She has had teaching stints both in the US and at the Indira Gandhi Institute of Development Research (IGIDR), Mumbai. Prior to joining academics, she was with the Indian Revenue Services.



IIMB's doctoral students win big at the Doctoral Colloquium on Management and Development organized by Institute of Rural Management Anand

Gopi Sankar G, doctoral student of the Public Policy area at IIM Bangalore, has won the first prize in the Doctoral Proposal track at the Doctoral Colloquium on Management and Development (DOCMAD) organized by the Institute of Rural Management Anand (IRMA). His paper is titled, 'Institutional Innovations for Market Integration of Smallholder Farmers and their Impact'. Doctoral student Soumya Pal was adjudged second runner-up in the Advanced Paper track at the same event for his paper titled, 'Smog at the Downstream: Abatement Cost of Delay in Paddy Cultivation at the Upstream'. Congratulations the winners, Professor Haritha Saranga, Chair, Doctor of Philosophy (PhD), and faculty from the Production & Operations Management area at IIMB, said: "You have made us proud. We look forward to seeing your work being published in top-tier journals in your respective areas." The five-year full-time doctoral programme at IIMB is committed to training individuals who will excel in their area of research by publishing quality work of international standard.



INSTITUTE

IIMB Retains Top Spot among Best B-schools in Central Asia in the Eduniversal Rankings 2020

IIMB has retained the top spot among the best B-schools in Central Asia in the Eduniversal rankings 2020. The awards were announced at the annual Eduniversal 3-D World Convention 2020. Eduniversal is a global ranking and rating agency specializing in higher education. IIM Bangalore is the first management institute in India to offer MOOCs and is the coordinating institute for management education for the SWAYAM courses delivered on the edX platform, which is also the platform hosting IIM Bangalore's MOOCs. Eduniversal appreciated IIMB's vibrant student exchange program, which has several partner universities from across North America, Europe, Asia, Australia and South America. IIM Ahmedabad and IIM Calcutta are the other B-schools that have been awarded this year. Prof. [Rishikesh T. Krishnan](#), Director, IIM Bangalore, said: "IIMB is honoured to be among the top 3 schools from Central Asia voted by our peers in the survey. While the pandemic has disrupted the normal, IIMB has been managing the processes and has ensured learning continuity remarkably well. The award is a recognition of IIMB's vision to be a globally-renowned academic institution fostering excellence in management, innovation and entrepreneurship."

continued...

Eduniversal internationally ranks 1,000 business schools in 154 countries across nine geographical locations. The ranking is done through peer reviews by the deans of the participating business schools.

Government accepts and releases IIMB study on lowering stamp duty for affordable housing

A study, commissioned by the National Housing Bank (NHB) and conducted by the Indian Institute of Management Bangalore (IIMB) on 'Revenue Neutral Model for Stamp Duty Reduction for Affordable Housing', has been accepted and released by the Ministry of Housing (MoHUA), Government of India. The report was prepared under the guidance of Prof. [Venkatesh Panchapagesan](#), Chairperson, Real Estate Research Initiative at IIMB ([IIMB-RERI](#)), and co-authored by N. Karthik, Advisor, IIMB-RERI. The report proposes a revenue-neutral model that would allow states to lower stamp duty and registration charges for affordable housing. The model is built around the fact that any resultant loss of revenue for states would be more than adequately compensated by revenue generated through new constructions triggered by the Centre's policy of 'Housing for All.' The proposal, therefore, suggests complete stamp duty waiver for low-value housing. The report can be accessed [here](#), [here](#) and [here](#).



IIMB gets Appreciation Certificate from Bangalore Water Supply and Sewerage Board for implementation of rainwater harvesting & reuse of treated wastewater

In another feather to its cap, IIM Bangalore has received an Appreciation Certificate from the Bangalore Water Supply and Sewerage Board (BWSSB), acknowledging the implementation of rainwater harvesting and reuse of treated wastewater, as part of BWSSB's *Jalarushi Puraskar* for public/institutions under the Bruhat Bengaluru Mahanagara Palike (BBMP) limits. The certificate says that the award is in appreciation of adoption of environment-friendly initiatives which shows concern for water conservation.

BWSSB had invited participation from institutions for presenting measures taken for water conservation, rainwater harvesting and reuse of treated wastewater, with an aim to encourage conservation and efficient use of water. IIMB had submitted a detailed report on the measures taken by the institute towards conservation and efficient use of water.

Some of the measures highlighted by IIMB in the report prepared the institute's Estate Office include rooftop rainwater harvesting, rainwater harvesting storage tank, groundwater recharge wells, open wells, sewage treatment plant, biological block for waste, water pressure reducing aerators for wash basins, borewells, and overhead tank for storage of STP water.

A case study on integrated water management included details like water management planning, rooftop rainwater harvesting, recharge wells, open wells, borewells, STP, maintenance and water billing. The best practices highlighted were: harvesting, storing and using as much rooftop water as possible, thus reducing reliance on BWSSB and borewells; groundwater recharge through 57 recharge wells and three large open wells, and STP treated water being used for watering the gardens and other use. Moreover, an estimated 2.0 to 2.5 lakh litres of treated wastewater is generated per day which is used to the full extent. IIMB has also consistently won the Best Ornamental Garden award for years now in the annual competition organized by the Mysore Horticulture Society and uses treated wastewater for its gardens.

RECENT EVENTS

PODCASTS BY FACULTY

IMB expert on the impact of COVID-19 on international conventions

The tenth episode of the IIMB Podcast Series, on November 22nd, featured a conversation with Dr. [A. Damodaran](#), Professor, Economics & Social Sciences area at IIM Bangalore. Prof. Damodaran shared his thoughts on COVID-19 and its implications on international conventions and bodies. He elaborated on how international bodies like the World Health Organization and pharmaceutical companies can tackle COVID-19 and leverage the proficiencies of organizations like GAVI for vaccine distribution. He discussed various aspects in the functioning of conventions like CITES (Convention on International Trade in Endangered Species) during the pandemic. He touched upon the topic of climate change, and the Paris Climate Agreement and delved into the subject of negotiations in a virtual world and how a global economic recovery can be made possible through multilateralism. Prof. Damodaran brought examples from his experience of representing India as a negotiator at the CBD and GEF forums.



Listen to the podcast on:

[SoundCloud](#)

[Spotify](#)

[Apple Podcasts](#)

[Google Podcasts](#)

The Communications Office and the Student Media Cell of IIM Bangalore launched the IIMB Podcast series on July 12th, 2020. The Podcast series is a platform to discuss the latest business, economic, management, and social issues that matter. The series, which runs twice a month – on the second and fourth Sunday – has the IIM Bangalore fraternity, including but not limited to the faculty members, alumni, and students, providing perspectives on contemporary concerns.

IIMB expert on AI for businesses and managers

The ninth episode of the IIMB Podcast series, on November 8th, featured a session by Prof. [Rahul Dé](#), Professor in the Information Systems area at IIM Bangalore. He shared his insights on various aspects of Artificial Intelligence, especially with its relevance and implications for business and managers.



The episode focused on artificial intelligence developments, especially on the building blocks of it, i.e., hardware, data and algorithms. It brought insights into how simultaneous developments of computational abilities, more sophisticated algorithms such as deep learning, neural nets, reinforcement learning, genetic algorithms, and large volumes of data have led to broader scale applications of AI in numerous sectors. Prof. Dé discussed each aspect's managerial and business implications for the audience to appreciate AI's adoption in the industry, policy-making, and many other fields.

continued...

He also answered questions on the current state of AI in the industry, which broadly falls into the realm of 'weak' or 'narrow' AI and observed how the AGI (Artificial General Intelligence), the holy grail of AI development, still remains a work in progress. The podcast also touched upon the ethical and privacy concerns about AI with regard to the future of work. Prof. Dé explained that such concerns could be addressed through regulation and other frameworks that monitor the development of AI. He also discussed AI strategy for firms and why most firms fail to successfully leverage an AI strategy, and how they could rectify their strategy. Prof. De offered interesting examples from his experience of interacting with managers who have worked towards digital transformation and AI implementation in their firms.

Listen to the podcast on:

[SoundCloud](#)

[Spotify](#)

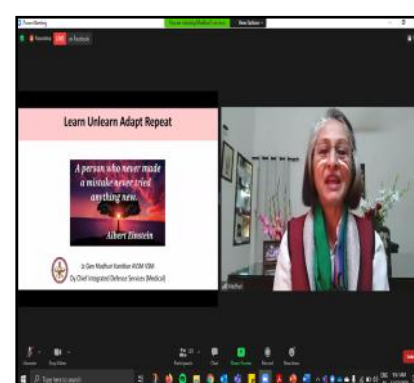
[Apple Podcasts](#)

[Google Podcasts](#)

WEBINARS & VIRTUAL TALKS

IIMB Business Conclave on Nov 22

The IIMB Business Conclave 2020, hosted by students of the one-year full-time MBA – the Executive Post Graduate Programme in Management (EPGP) of IIM Bangalore, was held online on November 22. It provided a platform for discussions on pertinent new age topics. The event attracted CXOs, strategists, technology evangelists, thought leaders, entrepreneurs and professionals pioneering change. This year's theme, 'Learn, Unlearn, Adapt, Repeat'. The keynote speech was delivered by Lt Gen (Dr) Madhuri Kanitkar, AVSM VSM, Deputy Chief Integrated Defence Staff (Medical). Other distinguished speakers included Viral Acharya, Former Deputy Governor, Reserve Bank of India, Kulin Lalbhai, Executive Director, Arvind Ltd., B. Srinivasan, MD, Vikatan, and Gautham Vasudev Menon, National Award winning director and producer. There were two panel discussions, one on 'Supply Chain Disruptions', and the other on 'Changing Consumer Preferences and Evolving Business Models'. The panels featured industry leaders such as Sonny Kunnakkat, MD, Worldwide Ops, Applied Materials, Ushasri TS, Senior Vice President and General Manager, Manhattan Partners, KK Mishra, Director, Railways Ministry of India, Rashmi Shukla, Business Head, Jaypore, Siva Ganapathi, MD, Gokaldas Exports, and Manisha Seewal, Group CMO & CEO, Carro, Jualo.com.



CSITM's Webinar Series on Technology and Society

The Centre for Software and Information Technology Management (CSITM) and the Software Freedom Law Centre (SFLC.in) have planned to conduct a series of events on issues related to technology and society. These events cover contemporary aspects of technology in society such as governance, privacy, data protection, ethics and many others. The objective is to bring together key stakeholders – policymakers, academics, journalists and users – to discuss the social and ethical aspects of some of the key technology usage trends and governmental decisions affecting everyday life. These events will be held through an online meeting platform and the outcome will be widely disseminated. The roundtable on 'Internet Shutdowns' was held on 11th November, 2020.



continued...

A panel, comprising Prof. Rajeev Gowda, former Member of Parliament and former professor of IIM Bangalore, Prasanth Sugathan, Legal Director of SFLC.in, Anuradha Bhasin, Editor, Kashmir Times, Rohini Lakshane, Director (Emerging Research), The Bachchao Project, and moderated by Prof. Neena Pandey, faculty member at IIM Visakhapatnam, examined multiple aspects of shutdowns and how they affect the lives of ordinary people. The panellists viewed this as a global phenomenon and set the stage for the discussion by bringing in perspectives such as Internet as a fundamental right today, justifications given by the authorities for shutdowns citing security concerns, and how such actions have become double and triple whammies during the extraordinary days of pandemic. Some described data as the “new water”, progressing from being the “new oil”, and how internet shutdowns have had the effect of helping terror outfits by throttling the communication capabilities of the security forces. The discussions covered education, governance and health systems, and discussed how the effects varied across the population based on ethnicity, gender, etc. The prognosis was that the trend of the authorities wielding the “kill switch” will continue. It was evident that events such as this would increase the awareness among the right stakeholders, help put forward the views against the disproportionate usage of shutdowns at the right forum and guide the authorities around the globe to take measures to minimize the negative impact and prevent misuse. More events in the ‘Technology and Society Series’ will be scheduled soon.

Steering Business in the B2B domain

As a part of the EPGP Seminar Series, Parveen Khokher, Vice President, C&I, Valvoline Cummins Pvt. Ltd., spoke to IIMB students about ‘Steering Business in the B2B Domain’ on November 9th. He leveraged his 25+ years of experience in Sales, Marketing, Channel and Account Management and Customer Service to give industry insights to the students of the one-year Executive Post Graduate Programme in Management at IIMB. He described his transition from the Automotive industry via the EPGP programme in 2010-11 to the heavy equipment and Oil & Gas industry. To set the context, he provided a brief description of the Indian lubricant industry landscape followed by an overview of Valvoline’s expertise. He walked his virtual audience through what makes B2B different from B2C in terms of the customer pool, revenue, decision processes, business criteria and team competencies. He crystallised these B2B Sales fundamentals through a crisp case study covering pre-sales, sales and post sales scenarios while also explaining the importance of bridging the buyer-seller journey through ‘Lead to Order’, ‘Order to Cash’, etc. The session concluded with Q&A session where Mr Khokher answered student’s questions in detail.

Unearthing Shared Identities and Cultural Similarities of India & Japan

“When we think of Japan, we think of it as an insular culture. However, Japan and India share many cultural similarities such as festivals marking the changing seasons, rituals and art inspired by nature, and an adherence to the lunar calendar,” said sarod artiste and Japanese language expert Anupam Joshi, in his talk, ‘Identifying Our Shared Identity! Astonishing Cultural Similarities between India & Japan’, as part of the ‘Tatsujin – Speak’ – a seminar series hosted by the India Japan Study Centre, an IIM Bangalore Centre of Excellence, on November 13th.



‘Tatsujin – Speak’ or ‘Expert-Speak’ aims to bring high-quality information and insights about select areas of India-Japan interactions to interested members of the public.

continued...

Joshi cited the example of folk arts such as *Kabuki* (Japan) and *Kathakali* (Kerala, India), *Koli* (Maharashtra, India) and *Soren Bushi* (Japan). "*Kabuki* and *Kathakali* are similar in stylized gestures, symbolic yet minimal dance moves, plenty of eye and facial expressions, dazzling costumes, elegantly designed wigs and elaborate make-up for male artistes. The phrase 'heave ho' is repeated in both *Koli* and *Soren Bushi* (the dances of fisherfolk in India and Japan) to encourage the fishermen to row faster," he explained to make his point. Another example which Joshi San gave was of *koshogatsu*, a Japanese harvest festival, which is celebrated in a similar manner as *Makar Sankranti*, in India, by offering the harvest/ produce to the divine power, and with dedicated songs and dances.

Joshi touched upon some common social practices in India and Japan such as offerings made to gods (*shagun*), removing footwear before entering a house, etc. He also spoke on the meaning and phonetic parallels between words, idioms and artistic expressions in Indian and Japanese cultures. According to him, a number of words in the Japanese language find their roots in languages such as Urdu, Sanskrit, etc. He elaborated on the examples of '*Ittekimasu*' (loosely translated as 'I will go and return'), used every time a person leaves home, and '*Isseki Nichou*', equivalent to '*Ek teer, do nishane*' in Urdu.

Joshi also addressed the similarities between *nirgunbhakti* in India, that is, the practice of nature worship, and Shintoism in Japan. "When poet Kabir wrote about *nirgun*, he broke away from his traditional *doha* and wrote the 4-line stanza, which is similar to Haiku in Japan," he added.

Watch the video [here](#)

Public Policy Club hosts Dr. Ajai Chowdhry on 'Aatmanirbhar Bharat: Evaluating the India Opportunity'

The Public Policy Club (PPC) of students of the two-year MBA program at IIM Bangalore hosted a guest webinar on the topic, 'Aatmanirbhar Bharat: Evaluating the India Opportunity', by distinguished speaker Dr. Ajai Chowdhry, on 25th November, 2020.

Dr. Chowdhry offered a brief background of the electronics sector and his experience of working on several government task forces. He talked about several recommendations made to enhance the software and hardware industry, some of which did not see light of the day and many others which were implemented and are in process currently.

He emphasized the importance of setting up an incentive scheme for manufacturing electronics hardware in India. "Factors like the size of domestic market and skilled workforce work hugely in favour of India, and the only missing piece is right incentives, and that has also started happening in form of the performance linked incentive scheme of the government," he said.

India's exports bill, he said, had been rising and had reached a point where one needed to think about Aatmanirbhar Bharat. "China has long been flexing its muscle all over the world and specifically in the APAC region. Today, the situation is such that we are unable to detect any spyware or backdoors in imported devices. We need to do something similar in the hardware space as is being done with software in the form of putting a ban on the Chinese apps," he opined.

Differentiating Aatmanirbhar Bharat from Make in India, Dr. Chowdhry explained that while the latter is about manufacturing, the country requires design-led manufacturing to be 'Aatmanirbhar'. Talking about the potential of India to reduce its imports significantly by encouraging more design and value addition in the country, he suggested that India with its "tremendous skills" in software, can integrated these capabilities with hardware, to enable the country become 'aatmanirbhar' in electronics.

IIMB's Centre for Capital Markets & Risk Management and National Stock Exchange host a series of webinars for World Investor Week from Nov 23-29

30 November, 2020, Bengaluru: IIM Bangalore's Centre for Capital Markets & Risk Management (CCMRM) in association with National Stock Exchange-Investor Protection Fund Trust (NSE-IPFT) and the Securities and Exchange Board of India (SEBI) hosted a series of webinars to mark World Investor Week 2020, from November 23 to 29, 2020. The objective of the webinars is to raise awareness on investor education and protection. A myriad of events from eminent speakers across the forum explained the intricacies of the investment scenario of India.

Financial education is an assemblage of financial concepts, possessing the ability and confidence to manage personal finance by taking short-term decisions and making long-term planning, considering individual life cycle events as well as changes in economic environment.

The web lecture series began with opening remarks by Monika Halan, consulting editor with Mint and author of the bestseller '*Let's Talk Money*'. Given the present pandemic situation and its economic aftermath, speakers chose to focus on the present and future scenarios that the global financial market may encounter with most markets touching the lower circuit sometime or the other in the last few months. Ms Halan spoke on 'Encountering Pandemic with Quality Investment Planning'.

Prof Shobhit Aggarwal of IIM Udaipur, focussed on 'What caused global stock market meltdown during the COVID pandemic-lockdown stringency or investor panic?' The presentation by Dr. Rohtas Kumar, Director at CRISIL, underscored 'How has risk management changed due to the pandemic?'

The featured speaker, Ravi Varanasi, Chief Business Officer of National Stock Exchange, explained the 'Evolution of Market Infrastructure in Securities Market'. Hari K, Chief Business Development Officer, NSE, shed light on 'Listing on Stock Markets-A Fund Raising Platform'. Rehana D'Souza, Vice President and Head of Business Development, NSE, spoke about the 'Importance of Investor Education in Securities Markets'.

The main theme of investor's education is financial planning, budgeting, market setup and operations, product features and risks, rights and obligations of users and providers of financial products, and dispute resolution. Badri Narayanan of India Capstone Limited, introduced the online viewers to the basics of investing by the process of 'Learning by Doing'.

Prof Sankarshan Basu, faculty of the Finance & Accounting area of IIM Bangalore, made a presentation in which he noted the implications of Non-Performing Assets leading to Non-Banking Financial Company's crisis. Prof M Jayadev, Chair, Centre for Capital Markets and Risk Management, and faculty in the Finance & Accounting area, IIMB, laid emphasis on 'Investing in Bonds: Opportunities and Risks'. Prof Chetan Subramanian, Dean, Faculty and faculty in the Economics & Social Sciences area of IIMB, demystified the Indian macroeconomic scenario.

Another guiding question is 'Do Investors Gain from Tips?' Manjit Singh of Kotak Securities, explained the challenges included, among other things, to follow a format based on concrete goals, targets and indicators helpful in analyzing the market scenario. Krishnan Ranganathan, Executive Director, Nomura India, walked the audience through the prevalence of value investing in his talk, 'Does Value Investing still make sense for Global Investors?'

continued...

Planning is the core of saving money. Not only is it important to save, but also to invest. Investments can be in any form - stocks and shares, mutual funds, systematic investment plans, fixed deposits, to name a few. The discussion and presentation by Dr V R Narasimhan, Dean, National Institute of Securities Market, underscored the importance of 'Stewardship Code' of investing.

In conclusion, CCMRM emphasizes on the importance of investment strategies, as an asset to every individual household. The recorded videos are available [here](#).



Monika Halan, Consulting Editor with *Mint*, speaks on 'Encountering Pandemic with Quality Investment Planning' at the World Investor Week 2020 on November 23, 2020.



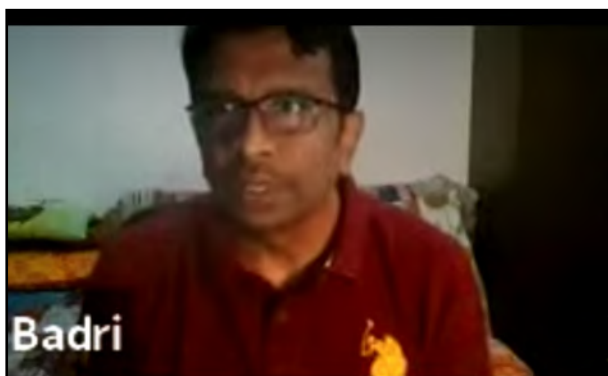
Ravi Varanasi, Chief Business Officer, National Stock Exchange, speaks on 'Evolution of Market Infrastructure in Securities Market' at the World Investor Week 2020 on November 24, 2020.



Shobhit Aggarwal, Assistant Professor Finance & Accounting, IIM Udaipur, speaks on 'What caused global stock market meltdown during the COVID pandemic- Lockdown stringency or investor panic?' on November 24, 2020.



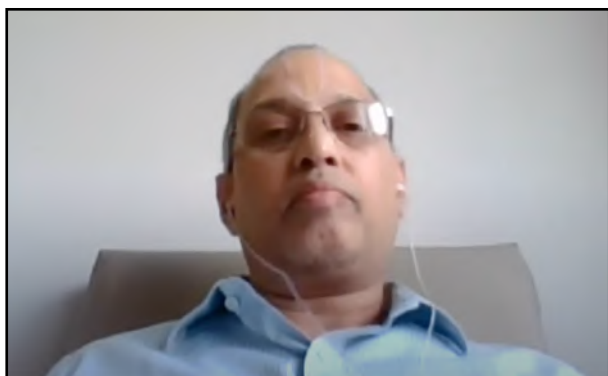
Prof. Sankarshan Basu, Faculty from the Finance & Accounting area, IIM Bangalore, speaks on 'NBFCs Crisis' on November 25, 2020.



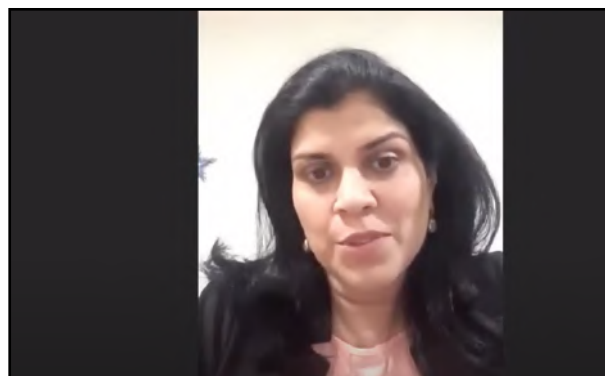
Badri Narayanan, Founder, Indian Capstone Simulations, speaks on 'Introducing learning by doing: Basics of Investing', on November 25, 2020.



Hari K, Chief Business Development Officer, National Stock Exchange, speaks on 'Listing on Stock Markets- A fund raising Platform', on November 26, 2020.



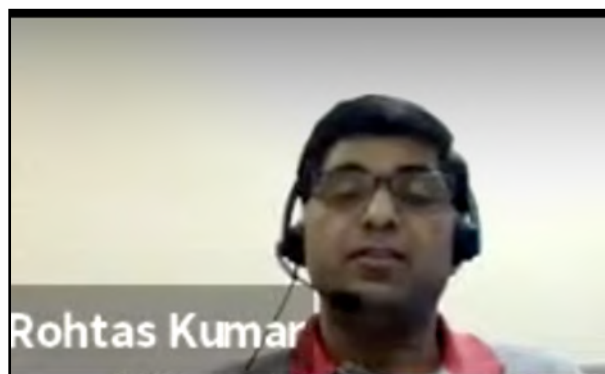
Dr V.R. Narasimhan, Dean, National Institute of Securities Market, speaks on 'Stewardship Code' on November 26, 2020.



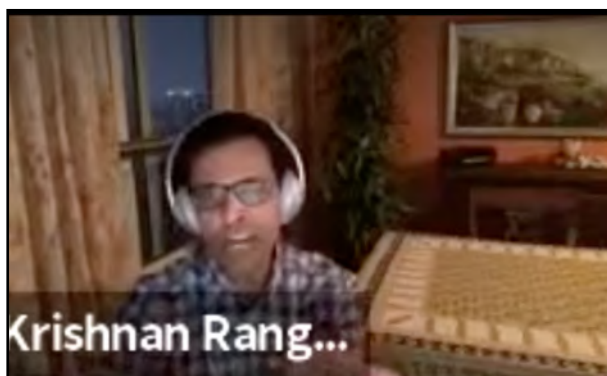
Rehana D'Souza, Vice President & Head of Business Development, National Stock Exchange of India Limited, speaks on 'Importance of Investor Education in Securities Markets', on November 27, 2020.



Manjit Singh, Executive Director at Bangalore Stock Exchange Ltd., speaks on 'Do Investors gain from Tips?', on November 27, 2020.



Dr. Rohtas Kumar, Director - Risk & Analytics at CRISIL Global Research & Analytics, speaks on 'How has risk management changed due to the Pandemic?', on November 27, 2020.



Krishnan Ranganathan, Executive Director, Nomura India, speaks on 'Does value investing still make sense for Global investing?', November 28, 2020.



Chetan Subramanian, Dean, Faculty, IIMB, speaks on 'Indian Macroeconomic Review', on November 29, 2020.

NSRCEL

NSRCEL and Atal Innovation Mission host workshop 'Healthcare for Startups' on Nov 20

Dr. Devi Shetty, Chairman & Executive Director of Narayana Health and Chairman, Board of Governors, IIMB, inaugurated a virtual workshop on Healthcare for Startups, hosted by IIM Bangalore's innovation hub, NSRCEL, with support from the Atal Innovation Mission, on November 20. Throwing light on the opportunities for startups that address challenges in the field of healthcare, he said: "Startups can change how healthcare is delivered by making it safer for patients, more affordable, and more accessible to all."

The keynote address was followed by a panel discussion featuring Dr. Devi Shetty, Dr. Vishal Rao, Regional Director, Head Neck Surgical Oncology and robotic surgery at HealthCare Global (HCG), Kiran Anandampillai, CEO and Founder of Drishti and Advisor (Technology) to the National Health Authority, Rajesh Nair, Digital Transformation Manager at a global humanitarian agency, and Dr. Prashanth Reddy, Head of the Department of ENT at BGS Hospital.

In a reference to the unique challenges of the year, Dr. Vishal Rao said this was the time for collaboration and not for competition. Rajesh Nair emphasized that startups should not get boxed into silos but should work with cross-collaboration and in conversation with other sectors, especially in a complex environment that places a premium on innovation.

Kiran Anandampillai spoke about the market access program of the government, where select innovations by healthcare startups can be used by hospitals under the Ayushman Bharath umbrella. "The National Digital Health Mission, which aims to develop the backbone necessary to support integrated digital health infrastructure, will bridge the gap between different stakeholders of the healthcare ecosystem through digital highways," he said.

Dr. Vishal Rao pointed out that startups working on healthcare solutions need market access, IP support, regulatory guidance, market intelligence and, above all, timely funding to be successful.

ALUMNI OFFICE

PGP Class of 2009 gives back to their alma mater

The PGP Batch of 2009 funded an ambulance for the IIMB community as part of their giving back on the occasion of their 10th year reunion. The simple and special ribbon-cutting event, on 19th November, saw the batch represented by Parul Bajaj, Program Manager with Tata Trusts. IIMB Director Rishiksha T Krishnan, CAO SD Aravedan, and representatives from the Alumni Relations & Development Office at IIMB attended the event.

The PGP Class of 2009 donated a total of approximately INR 52 lakhs to IIMB. A part of the contribution was used to fund the ambulance for use by the IIMB community. In these challenging times, this heart-warming gesture has won much appreciation. The balance amount is being earmarked for appropriate naming rights on the campus. In an email message, the PGP Class of 2009, said they felt privileged to fund an ambulance that can be useful, especially now.

Webinar on Strategic Leadership by IIMB alumna on Nov 27

The Alumni Relations Office at IIMB hosted a webinar on 'Strategic Leadership - Integrating Mindfulness in Organizations', by Dr. Hema Krishnan, on November 27th. Dr. Hema Krishnan, alumna of the PGP Class of 1988, is Professor of Strategy and Global Business in Xavier University, Cincinnati, USA.

Covid-19 has disrupted existing leadership and business practices in institutions across the world. Moving forward, leaders will be required to institute strategies and practices that are holistic, ethical, long lasting, and help strengthen human capital. Mindfulness is one such practice which can be successfully integrated in organizations. From personal and anecdotal examples, and research findings from business and medicine, this webinar offered a roadmap for building this skill in leaders and institutions.

EXECUTIVE EDUCATION PROGRAMMES

Custom Programmes

'PACE – Programme for Accelerated Capability Enhancement', for the United Health Group, inaugurated

PACE (Programme for Accelerated Capability Enhancement) programme, for the United Health Group, was inaugurated in October for the 8th and 9th cohorts. This programme is aimed at providing the participants with perspective and inputs on cross-functional and general management areas. Due to the pandemic, the programme is being delivered live, online this year. This live, online, blended programme is being delivered in two phases with Phase-1 being online learning of foundation courses through IIMBx MOOCs (Massive Open Online Courses) and Phase-2 being 10 half-day live online sessions that will build on the learning in Phase-1. This programme has been designed with a combination of MOOCs, lectures, case studies, group exercises and projects. As part of the programme, the participants will also work on a live action learning project, identified by their organisation.

'Innovative Thinking for Organizational Change' programme for senior scientists at DRDO delivered in November

The custom programme, 'Innovative Thinking for Organizational Change', was delivered for 25 senior scientists, working in various DRDO labs, across the country. The programme was focused on managing technological innovation and covered a gamut of topics – starting from how to evaluate a technological innovation, what frameworks to use for the same, how to manage technological innovations related to process innovation and product innovation, best practices in product development, R&D portfolio management, strategic R&D management and managing innovation networks in firms. It was delivered over 6 half-days and was well received.



'PIT STOP 2020 for Continental Automotive India' – 3rd edition of the programme inaugurated

The seven-day programme is being delivered November through February 2021. The audience comprises managers who are functional heads or handle general management functions, with an industry experience of 13 to 25 years. The focus of the revised edition was two-fold (i) staying relevant in the changed economic and business environments post the pandemic and what must be done to adapt to the change; rebuilding businesses and employee-customer relationships and (ii) the digitalization thrust in the automotive sector and the technology driven business models. The course curriculum focuses on five broad pillars -- Business Environment and Strategic Thinking, Business Acumen, Customer Centricity, Innovation and Digitalization, and Transformational Leadership. The programme will be an enabler for Continental Automotive India to become more dynamic in the emerging scenario and drive long-term sustainable performance.

Long Duration Certificate Programmes (LDCP)

EGMP Batch 55 Inauguration

The Executive General Management Programme (EGMP), offered by IIMB's Executive Education Programmes, is designed for functional managers aspiring to move into a general management role. EGMP Batch 55 was inaugurated on 16th November 2020. This edition of the programme is coordinated by Prof. Shubhabrata Das and Prof. Ritwik Banerjee. Over 270 applications were received and 76 were selected to form the cohort.

Launch of new online Modular Programme in Data Science (MPDS)

IIMB's Executive Education Programmes Office has launched a new live online long-duration programme in Data Science called 'Modular Programme in Data Science' that includes Machine Learning, Big Data, AI and Deep Learning. A webinar with programme directors was conducted on 7th November. The programme is seen to be one that can empower managers and other professionals to draw from the frameworks of data science and information systems and guide their organisations along a forward-looking trajectory. The MPDS series is designed for flexibility. Factoring in fairly tight workplace requirements, a cyclical scheduling of the modules around the year allows participants to take a staged approach towards developing knowledge and skills. **The programme starts on 10th December 2020.**

RECENT RESEARCH

PAPERS

Exponential Growth Bias: The Numerical Error behind COVID-19

By: Prof. [Ritwik Banerjee](#), Joydeep Bhattacharya, Priyama Majumdar
In: *Social Science and Medicine*

In a recent paper, the researchers explore the role of exponential growth bias (EGB), a behavioural quirk of the human mind, in safety compliance behavior in the context of COVID-19. EGB is the pervasive human tendency to linearize an exponential growth process. They document with data from 43 countries that people think the future coronavirus growth path is linear when it is, in fact, exponential. The consequent error in prediction or EGB explains people's lack of compliance with safety norms such as wearing masks, using sanitizers, maintaining social distance etc. What is the mechanism driving the result? A person who thinks the future number of cases will be less is more likely to underestimate the risk of infection. The researchers further find that people from countries in the advanced stage of the disease transmission show significantly more EGB. They allude to behavioural fatigue or caution fatigue, a phenomenon where people stringently observe safety norms when the number of cases is low, but become lax when cases increase.



Recently the research has been discussed on BBC - [Exponential growth bias: The numerical error behind Covid-19 - BBC Future](#)

Paper: A 'Linking Pin' or Beyond? A Decision Rights Perspective of the Guardian Vendor Role in IT Multisourcing'

By: Bhavya Shroff and Prof. [Rajendra K. Bandi](#)
In: *Proceedings of International Conference on Information Systems (ICIS) 2020*

This paper has been selected as 'Best Short Paper in Track' for the track – IS Development and Project Management at ICIS 2020.

IT Multisourcing (ITM) refers to the 'disciplined' provisioning of IT services to a client by multiple IT vendors wherein interdependencies exist between vendors with respect to their tasks and service delivery. Though beneficial, both research and industry reports point to the significant practical challenges in ITM that arise from the technological and service interdependencies spanning across the vendors, vendor competition, and the shift to a multi-party setting (as opposed to a dyadic one). Organizations find it challenging to devise effective governance structures and mechanisms. These issues have prompted organizations to choose an alternative form - the 'Guardian' model, wherein one among the vendors (the 'Guardian') supports the client in managing the multiple vendors. Recent research provides evidence for the influence of Guardian's involvement on joint-vendor performance, and yet the core activities of the Guardian and the participation of the Guardian in the decision processes of ITM governance are still a black box.



continued...

Additionally, a key question facing the Guardian model adopters is to decide on what activities are best left to be performed by the Guardian. It also brings to the fore the question of the Guardian model's efficacy as a governance choice. These gaps, along with the rising popularity of the Guardian model in practice, have motivated the key objective of this research study to examine the operational aspects of the Guardian model. This paper provides a novel conceptualization of the Guardian's core activities as the exercise of 'decision rights' related to contractual and ex-post governance.

The preliminary findings indicate that the Guardian is involved in integrative functions such as program management, service integration and management, systems integration, and has a key role in managing communication and coordination across multiple vendors and client. Further, the categories of decision rights (rights for decision initiation & implementation, or decision ratification & monitoring) are found to be delegated differently to the Guardian in IS development and IS maintenance contexts.

There are also differences in the allocated decision domains (e.g., technological, business, task, process) in these two contexts. The core contribution of the study is the identification of the nuances in the delegation of different categories of decision rights to the Guardian, and providing an explanation of how knowledge-agency considerations in the contexts of IS development and IS maintenance influence delegation differently. The findings have implications for practice for the choice of what is to be delegated to the Guardian, based on the knowledge-agency trade-offs. The study broadly contributes to the understanding of decision rights allocation in networked inter-organizational settings.

Paper: Technical Regulations, Intermediate Inputs, and Performance of Firms: Evidence from India

By: Prof. [Rupa Chanda](#) and Rahul Singh

In: Journal of International Economics



International trade is increasingly subject to regulatory measures such as standards and technical specifications. One such measure is Technical Barriers to Trade (TBTs), which have increased substantially in the last few decades. Although TBTs are used to address public policy objectives such as public health, consumer protection and the environment, they also reduce imports into the maintaining country by raising costs. In this paper, we estimate the consequences of maintaining restrictive TBT measures in India on the markups (the difference between the product price and the marginal cost of production) for Indian manufacturing firms.

This research is motivated by the fact that markups are an important determinant of overall efficiency in an industry and can be altered by restrictive TBTs as the latter measures reduce competition in the domestic market by restricting access to the quantity and variety of imports. Further, the extent of markup adjustment by firms helps the researchers understand the incidence of restrictive TBTs by reflecting the passthrough from costs to prices. Our focus on Indian manufacturing firms is motivated by the fact that India has undertaken significant trade liberalization in manufactured goods since the early 1990s followed by increased use of TBTs since the early 2000s.

To assess the impact of restrictive TBTs on firm-level markups, the researchers combine firm and product level data from CMIE Prowess with the data on TBTs that have been raised as a concern by WTO member countries against India.

continued...

To identify the exact timelines associated with the introduction and resolution of TBTs underlying each concern raised against India, they use the publications by the Indian government in The Gazette of India. Our empirical analysis reveals that higher incidence of TBTs on intermediate inputs to the industry results in higher marginal costs for importers and a decrease in markups for importers relative to non-importers. This is because firms absorb the increase in marginal costs by reducing their markups, with no significant increase in prices.

Their results have broader implications for trade policy. They imply that regulatory measures aimed at addressing legitimate public policy objectives can have unintended consequences for firm performance if they negatively affect the imports of intermediate inputs. Hence, in an increasingly integrated world of global value chains, the impact of such measures on trade flows and associated firm-level spillovers should be taken into account, to ensure that they do not lead to costs greater than necessary to achieve the public policy objective. Overall, our paper contributes to the growing literature on the effect of Non-Tariff measures on firm performance and complements existing literature on tariff liberalization and firm performance in developing countries.

CASES

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

Healthy Snacking? Consumer Mindscape, Clutter of Brands, and an Ethnic Snack - Launching a New Brand in the Indian Context

By: Prof. [S. Ramesh Kumar](#), Vishal Malavath, Sanju Priya V (2020)

Prashant Parameswaran was confounded by the behaviour of consumers. On the one hand, there was a growing awareness on health foods and on the other hand, the diffusion of healthy snacks was not as fast as the indulgent snacks. The consumer mindscape, with respect to healthy snacking was cluttered with healthy cookies, bars, fruit juices, low-diet offerings, baked savouries, milk additives and yoghurts (to name a few categories). Parameswaran had also found, that several of the healthy snacks had a sizable percentage of sugar and saturated fat that may make the claims on health benefits questionable. In addition to the claimed health benefits, there was glitz and glamor associated with the ads of most of these brands that featured attractive ultra-thin models, celebrities, and models. Such models used by the brand, portrayed unattainable fitness and looks that were stunningly aspirational in nature. Were consumers really interested in healthy snacking or was it just a passing fad? How were these offerings associated with healthy snacking judged by consumers? Do glamorous ads change the focus of the consumers, who may otherwise be inclined to prefer health to indulgence, when it comes to snacking? Were consumers aware of the labelling used by brands? Were there differences between consumer segments that were deeply interested, in healthy snacking and other segments that were interested in health but were unable to change their behaviour? How do consumers consider different unrelated offerings that promise health? How should a new offering be launched? The case is about the usage of attitudinal aspects to understand the attitude of consumers towards the snacking domain and their impact on branding in the Indian context.



[Read more](#)

Yes Bank Limited: Too Big to Fail?

By: Prof. [J Ramachandran](#), Savithran Ramesh (2020)

The case tracks the rapid evolution of Yes Bank from a new private sector bank in 2003, to being regarded as a highly successful mid-size bank a decade later, to finally going through significant governance challenges that eventually led to burgeoning non-performing assets (NPAs) and a potential collapse necessitating a rescue by the government. It also briefly discusses the details of the bailout plan to rescue the bank. The case is useful for a discussion on the choices made by the founder of the bank over the years which led to phenomenal growth but may have also led to its eventual collapse. This allows for a discussion on the role of various corporate governance mechanisms that operate in an organisation (such as the board of directors, legal rights of shareholders, auditors, external observers, and regulators), and the extent to which each mechanism can satisfy the commonly expected governance objectives. The case also presents an opportunity to debate the justifications for a regulator, especially when they potentially limit the rights of shareholders in an organisation.

[Read more](#)

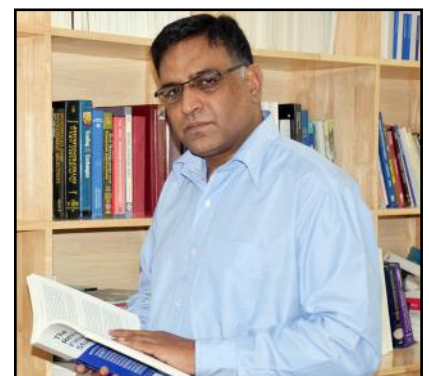


Arthayantra: Ushering in a Digital Revolution in Personal Financial Advisory Services

By: Prof. [V. Ravi Anshuman](#), Srijith Mohanan (2019)

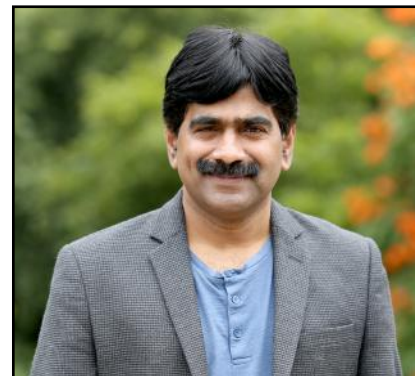
The application of technology in the area of finance has fostered a slew of innovative financial technology ("fin-tech") based firms. Wealth management and personal financial advisory is one of the industry segments that is witnessing a technology-led transformation across the globe with the advent of a wave of robo-advisors. The case presents an overview of the financial planning and advisory (FP&A) segment in the country prior to the onset of robo-advisors and the impact of robo-advisors on the industry dynamics. It traces the journey of Arthayantra ("the Company"), a leading Indian robo-advisory firm, as it seeks to change the way personal finance is perceived and delivered. It showcases the evolution of Arthayantra in its initial years as it develops its value proposition, puts in place its organizational structure and establishes a customer base in the backdrop of a changing macroeconomic environment. The case closes at a point where Arthayantra is evaluating a strategic pivot from a sole advisory model to an advisory-cum-execution model, encouraging students to analyse the strategic choices that lay before the firm.

[Read more](#)



Improving Lead Generation at Eureka Forbes Using Machine Learning Algorithms

By: Nandini Seth, Manupriya Agrawal, Manaranjan Pradhan and Prof. [U Dinesh Kumar](#) (2019)



Eureka Forbes, part of the conglomerate Shapoorji Pallonji Group, is currently one of the world's largest direct sales company known for its water purifier brand Aquaguard with a turnover of more than INR 30 billion. The company is estimated to have a customer base of 20 million across 53 countries. The company's distribution channel includes a direct sales force of dealers, institutional channels, business partner network and a rural channel across 1500 cities and towns in India. The company's previous customer acquisition model ensured that interested customers were individually visited for demonstration of the product and for completion of purchase. While this made the company a household name, it kept the acquisition costs on the higher side. With the imminence of online retailing, the brand had been taking steps to establish their digital presence and build a stable online sales channel. The company website (www.eurekaforbes.com) attracts online traffic from various sources such as organic searches, google ads, email campaigns, etc. The company has started to use this click stream data to build a rich database of visitor acquisition factors and behavioral variables such as session duration, device category, pages visited, lead forms filled, etc. using the Google Analytics Reporting API. The company identifies these visitors as potential customers and is actively deploying remarketing campaigns with optimism to convert them. While these campaigns have shown some success, they have resulted in substantially high retention costs. The business goal is clearly defined for the company - they want to target potential customers while keeping the cost per lead (CPL) as low as possible. For Kashif Kudalkar, the Deputy General Manager for Digital Marketing and Analytics, the task is to achieve better conversion at lower costs. This is achievable when the target audience is narrowed down to a sizeable number for remarketing campaigns.

[Read more](#)

FACULTY-AUTHORED ARTICLES

Lessons from BigBasket security breach

Hacking of BigBasket's servers is not just one firm's problem to solve, it is up to all of us to take active measures in protecting ourselves, and those we interact with, through the technology we use, write Prof. [Rahul De](#), Kriti Nagori, and Divyansh Bengani of IIMB in *Economic Times*

[Read more](#)



The country's grand November credit bubble should worry us

A steep rise in personal loans over the festive season, coupled with stagnant credit to industry, portends a surge in defaults, writes Prof. [Vivek Moorthy](#) from the Economics and Social Sciences area at IIMB, in *LiveMint*.

[Read more](#)



Holistic brand experience in the digital age

There is a redefinition of the term “value” and little known or emerging young brands or new offerings coming to life with the blitzkrieg of online commerce in both urban and semi-urban markets, write Prof. [S. Ramesh Kumar](#), from the Marketing area at IIM Bangalore, and S Swaminathan in *Economic Times*.

[Read more](#)



A radical idea, proposed by Kautilya

In our country, we have fool-proof admission tests like JEE and CAT for higher education, UPSC for civil service, and recruitment tests for military education and training. It should not be difficult for us to develop such a selection and testing system for politicians, writes Prof. [Malay Bhattacharya](#), from the Decision Sciences area at IIM Bangalore, in *Deccan Herald*.

[Read more](#)



Do Elections Stimulate the Rural Economy or Merely Infuse Cash on a Temporary Basis?

Data shows that despite increased work, workers received fewer wages in the run-up to elections, writes Prof. [Shabana Mitra](#), faculty from the Centre for Public Policy at IIMB, in *The Wire*.

[Read more](#)



Developing collaborative communities to address complex problems

It would be worthwhile expending efforts towards engendering sustainable open-collaboration communities around specific problem areas that harness the diverse and novel perspectives and hands-on expertise of individuals from a variety of domains, writes Prof. [Nilam Kaushik](#), from the Strategy area at IIMB, in *Forbes India*.

[Read more](#)



Building Entrepreneurs: Processes To Build Entrepreneurship Abilities In Students

Prof. [Srivardhini Jha](#), Chair, Entrepreneurship area at IIMB, offers a few suggestions that can give students a head start in their entrepreneurial journey, in this article in *Business World*.

[Read more](#)



INNOVATION & ENTREPRENEURSHIP

Building low-cost medical devices for the Indian market

Innodeev Solutions is a healthcare start-up focussed on identifying the unmet clinical needs in the Indian market and developing cost effective medical devices. "We intend to develop products which balance innovation and cost effectiveness with an ultimate goal to have 'Made in India' products. We are incubated at IKP Eden and Bangalore Bioinnovation Centre. We are part of the Launchpad programme at NSRCEL in IIM Bangalore," says Dr. Deevish ND, the founder who is a practising plastic surgeon based in Bangalore.

A Stanford India Biodesign fellow, who has trained in medical device development at Stanford University, Dr Deevish is keen to develop low cost medical devices, keeping in mind the price sensitive India market.

"NSRCEL has helped me understand the basics of pitch presentations and business models. Being a surgeon by training, I was unaware on what it takes to make a venture successful. NSRCEL has not only helped me understand the need for the perfect pitch to attract investors, but also to build a self-sustaining business model," he explains.



Solutions for kids with learning disability: Giftolexia

Teena Paul's youngest child was diagnosed with dysgraphia when he was 13 years old. "This life-changing experience motivated me to help children with learning disabilities because I realized that society lacks awareness about learning disabilities in children, as a result, such children often get sidelined," explains Teena. She started Giftolexia, which offers early digital screening solutions, teacher-parent workshops, and online intervention support.



"There is a huge gap between the potential and performance of students with learning disability. Research has shown that early identification and right intervention are crucial for the success of these children. We should intervene before the child loses his self-confidence and not wait for the child to fail," Teena explains, citing the example of a child who was identified at the beginning of Class 8. "With the right kind of intervention and support, he made steady progress and went on to do very well for himself. He is currently a final-year student at the National Institute of Design," she adds.

Being part of the Women Startup Program at NSRCEL, she says, has played a huge role in the success of her venture. "Once we were incubated at NSRCEL, other organizations like Cyclops MedTech and Dayanand Sagar College of Engineering began to support us as we now had great credibility," she says.

Giftolexia's initial plan was to license a solution from abroad, but they realized that the cost was very high and the solution wasn't viable for the Indian market. "Mentors at NSRCEL encouraged us to develop our own product and we went on to do just that," says Teena and her husband Ajit G Paul. Through NSRCEL, Teena met the founder of Series 5 Labs, Bhooshan. She mentioned to him that she was looking for an analytics resource. He connected her to his classmate, Justin Jose, who is now a co-founder of Giftolexia. They went on to win a work order for INR 15 lakhs to develop screening in Marathi from Government schools in a municipality in Maharashtra. Giftolexia has just completed screening over 2200 students and trained teachers from close to 100 schools in the municipality.

Giftolexia is currently part of the K SAP BIO 50 cohort at C CAMP. Teena has been nominated to the Stanford Seed Spark Program, a four-month virtual incubation program. She was one of the winners of the Stanford Seed Spark India Virtual Pitch event in November 2020.

SPECIAL FEATURES

Saluting our champions

Chinmayee Dawre highlights the lessons in fortitude and perseverance taught by her fellow students

The third of December is an internationally observed 'day-for-all', a day dedicated to increasing awareness about people with disability and to celebrate their achievements. Cresting challenging waves, here are individuals who have defined their journey and their goal, winning admiration and applause.

Vivekananda Nareddula is a first-year PGP student who lost his hands in an accident. The initial months, after the accident, were terribly difficult, he says, dependent as he was on others for routine activities. "This would break my heart more than the injuries themselves," he says, adding that he was advised by many on how to lead his life – apply for a government job, get a transplant, opt for artificial limbs etc. "My concerns were more immediate – how do I brush my teeth and have a bath? How do I use a laptop and a smartphone? How do I dress myself? And, how would I follow my passion of bike riding and my dream of starting my own venture? So, I started researching every idea of mine, questioning it rigorously until I could figure out a plan to achieve it. A continuous effort to understand the things that suit me took much time. I consider every learning in this phase to be achievement to fulfil my desire to be independent. I never called myself a disabled person. I am a differently-abled person." Vivekananda has mastered his daily activities. He pursue his hobbies and uses his mobile and laptop.

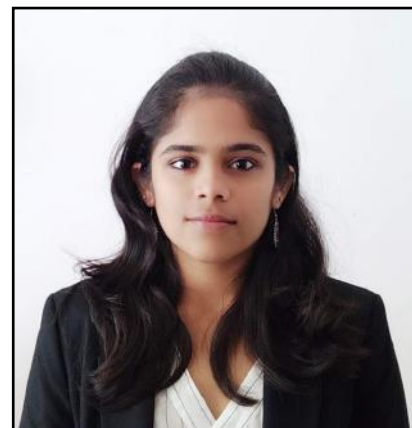


Vivekananda aspires to become an entrepreneur and establish a sustainable product/services business. Deepti plans to work in the financial services industry while Sowmya and Alok plan to empower disadvantaged people.

For Deepti Kansal, who is a first-year MBA student at IIMB, courageously facing the curve balls that life throws at her is part of her personality. Requiring frequent hospital visits, she has worked out new ways to complete routine tasks. However, she is irked by public spaces which are inaccessible to people with disability. When asked about what keeps her inspired and motivated, she replies, "Someone once told me to never let the knots in your life restrict your movement, both physically and mentally. Struggles are a part of life, and you just must embrace them wholeheartedly and keep moving ahead." At IIMB, Deepti is happy that the Office of Inclusion & Diversity has been sensitive to her various needs and addresses them promptly.



Sowmya has hearing loss and communication in every aspect of daily life, from classes to work calls, to hanging out with friends, could have proved challenging for her. However, Sowmya works with live captions during lectures, relies on note-takers, and uses the option alternative evaluation for certain components such as class participation. She lip-reads too. Her mother, she says, has been a source of strength. "My mother ensured that I never see my disability as the thing that defines me, and that's something that has always stuck in my mind as far as I can remember. I would like to share the same with others, 'Never let your disability define you.' If others have to work hard, you might have to work twice as hard to show the world what you are capable of, but never let your disability pull you down".



Sowmya says that she chose to study at IIMB for its emphasis on accessibility and equal opportunity. She says she has friends who help her by taking notes and explaining class concepts and helping her prepare for placements.

A road accident left Alok, a second-year MBA student, wheelchair bound. In the first few years after the accident, Alok says he was faced with challenges – "eating, writing, dressing.... everyday tasks suddenly became very complex". A long period of rehabilitation helped him not only learn new skills but also prepare for the Common Admission Test or CAT – the entrance test taken by MBA-aspirants in India. "The constant encouragement from family and friends egged me on. But I never believed I would be supported in my dream by the world outside my home. When I got a call from all the top three IIMs -- Ahmedabad, Bangalore and Calcutta, almost everyone advised me to go to Ahmedabad. But I chose IIM Bangalore because I had heard that IIMB is inclusive. I have got accessible accommodation, accessible classrooms, scribes for exams, and note-takers for lectures. I have got every possible help here. Even when everything changed to online mode, during COVID, I was supported by the institute," he says. Alok has a special word of thanks for his batchmates, who, he says, have made him feel welcome by helping him in group projects. "At IIMB we don't just say that 'Help is always given to those who ask for it', we actually live by it," he declares with pride.



Prof. [Srinivasan Rangan](#), Chairperson of the Committee on Diversity and Inclusion, says: "IIM Bangalore is one of the first academic institutes in India to have a clearly articulated disability policy and have an office dedicated to serving persons with disabilities. IIMB received the 'Emphasis Design Award' in 2012, for pioneering work for promoting accessibility and universal design such as rails, ramps, lifts and other facilities such as modifications with hostel accommodations wherever needed. We strive to provide an environment where students with disability can live as independently as possible." Watch more [here](#)



This year, UNESCO has declared the theme of the day to be 'Building back better: Towards an inclusive, accessible and sustainable post-COVID world by, for and with persons with disabilities'. Vivekananda has the last word: "There are no disabled people in this world, there are only disabled things which don't suit all the people."

1. What do diversity and inclusiveness mean to you?

In general, diversity means individuals from multivarious backgrounds come together to achieve a common purpose. In academic institutions, this would mean that we admit students and hire faculty and staff from as many different backgrounds as possible. Diverse student bodies and faculty groups are likely to be eclectic in their thinking and imagination and possibly more innovative. And diversity adds charm and beauty to how we are perceived and how we perceive ourselves.

Inclusiveness is about humility and respect. It means that we show respect to all individuals, regardless of their backgrounds. External differences are like toffee wrappers. What is more important is the toffee inside. Being inclusive also means striving to create an environment where individuals from diverse backgrounds feel empowered to attain highest ideals of perfection. Every student can be the best student that he or she can become. Gender, social and economic background, religion, physical condition, etc., are descriptors and are real, but should not limit achievement.

Specifically, for students, inclusion means ensuring equal access inside and outside the classroom, the former being more challenging but also most important.

2. How has Diversity and Inclusion at IIMB evolved over the years?

The Office of Disability Services (ODS) was started in 2010 under the leadership of Professor Rishikesh Krishnan. Professor Krishnan and subsequent Chairs, Professor Rajluxmi Murthy and Professor Rajalaxmi Kamath, together with others, championed several of IIMB's D&I initiatives. These have made our campus eminently more accessible to students with disabilities in terms of movement around campus. We have also combined technology solutions and a compassionate mindset to make the learning process more effective for these students. I think that we have arguably the most accessible learning environments among Indian higher educational institutions.

More recently, ODS has become ODI – Office of Diversity & Inclusion. Thus, our scope has broadened to promote diversity and inclusion on various dimensions – gender, social and economic background, etc.

3. What are some of the initiatives that IIMB is taking in this regard?

We have authorized the development of an app that will allow individuals with impaired vision to navigate the campus better. Through an accessibility audit, we are hoping to identify other areas of improvement in the physical infrastructure. We are also part of a multi-university "inclusive alliance," which is in the process of creating "best practices" for an Indian academic institution that desires to become more inclusive. Further, we periodically hold awareness and sensitization sessions for students, faculty, and staff.

On the diversity front, a special program that IIMB has started is the NS Ramaswamy Predoctoral Program. We started this program with the aim of increasing the social diversity of management academia in India. The program's target group are students who belong to reserved categories, women, and students educated in rural and non-English medium schools. We provide mentorship and training to prepare these students for admission into Ph.D. programs.

4. What more can be done?

The main thing is to change the mindset. Can I see that others, who are apparently different from me, are also striving to achieve their own goals, just like I am? And can I do something to help them if they need help? The lens of "categories" should not cloud that seeing. Physical and technological solutions are important, but secondary.

IIMB's COVID Safety Preparedness and Action Plan for Phased Return of Students

When the lockdown was announced in the fourth week of March 2020, IIMB enabled employees to work from home, provided accommodation for out of campus essential staff (to whom we are very grateful), moved classes, activities and interviews to online mode, and used technology to stay connected and productive.

Faculty and the community have been concerned and empathetic with the unfolding situation. A research interest group of IIMB faculty members have been working on various dimensions of COVID impact such as internet governance and digital payment, agriculture/food supply chain, agriculture/food processing, transportation and warehousing, corruption and inefficiency in service delivery, behavioural issues, and more.

On campus, the situation is continuously monitored by an empowered Steering Committee, which was set up as early as March 2020. The Steering Committee, comprising the institute's Director, Chief Administrative Officer, Campus Resident Doctor, Dean Administration, Dean Programmes, and Chief Risk Officer of IIMB meets thrice a week to review and monitor the activities/initiatives by the institute. A Working Committee implements the decisions of the Steering Committee. Regular advisories are issued by the Dean Administration to the entire IIMB community.

"As part of our safe reopening plan, over the last few weeks, a limited number of students have returned to live and learn on campus. Building on our positive experience of providing a safe accommodation in the campus, we are implementing a voluntary, phased arrival of students, and in adherence to health and safety protocols. The schedule of phased return is being communicated to students from their respective Programme Offices," explained Professor Rajendra K Bandi, Dean of Administration, IIMB.

The plan for a phased reopening of the campus continues to remain contingent upon high-frequency testing, symptom attestation, correct and consistent use of masks, handwashing and full cooperation with isolation and quarantine procedures.

Health first

Offering details of health safety protocols on campus, Dr. Ravi Kumar, campus resident doctor, said testing, with complete support from the city's health officials, commenced on 25th August. "Till date, 1053 people have been tested, and this was made possible by Mr. Rudresh, Nodal Officer, Bommanahalli ward of the Bruhat Bengaluru Mahanagara Palike (BBMP), and Dr. Krishnappa and his team from the Kodichikkanahalli Primary Health Centre," he said, appreciative of the support from the BBMP health officials in not just conducting the tests on request but also in providing updated information on the status of COVID infections in the vicinity of IIMB. "This helped us intimate those coming to IIMB from such areas and prevented the spread of infection on campus," he added.

Elaborating on the preparedness on campus, Dr. Ravi Kumar said: "IIMB created dedicated quarantine facilities, under supervision of the campus doctor, in three areas and monitors these areas closely. People are quarantined/admitted to hospital based on directions of the doctor and the BBMP health authorities. Contact tracing is done immediately. All the contacts are tested and asked to undergo a 14-day home quarantine, and they are tested once again at the end of the quarantine period."

As the IIMB community on campus continues to follow social distancing, wears masks, refrains from leaving campus, and does everything advised by the medical team and the institute's administration to stay safe, IIMB Director Professor Rishikesha T. Krishnan says, "Our priority remains the wellbeing of our students, faculty and staff."

BLOCK YOUR CALENDAR

IIMBx

Professional Certificate in Customer Relationship Management for Marketers

Customer relationship management being a core component of effective brand visibility and competitive advantage, professionals today are discovering sustainable approaches for marketing plans.

With a core focus on marketing, this tailored programme is designed for working professionals to up their marketing game.

The two courses featured are carefully chosen to represent all industries and their needs. From basic marketing management to customer relations, this programme presents the advancements in customer relationship management and their value in marketing. Professional certification from IIMBx will be a platform for learners from various sectors and fields.

Start Date: November 23, 2020 (The course is available for 9 months on edX)

[Link](#)

Effective Business Communication

Short of breathing, the one activity that humans engage in the most is communication. In a business scenario, communication not only helps us share our thoughts but is essential in getting our work done and becoming more successful.

In a business scenario, communication includes written letters, summaries, and emails. Clear communication skills are needed for impactful oral presentations in front of an audience. Even everyday practices like participating in meetings and managing interpersonal communication are key to achieving long and short-term business goals.

This course will help you improve these communications skills by exploring the inherent challenges and providing techniques to help overcome hurdles.

Date: December 12, 2020

[Link](#)

Managing Innovation

Do you feel innovation activity in your organization is ad-hoc? Are you looking for a systematic approach through which innovation capacity can be enhanced in your organization? Do you want answers to questions like what is innovation in business, what is innovation in entrepreneurship, importance of innovation in business, innovative ideas for business growth, and why businesses need to innovate.

continued...

This course will show you how you can build an innovation pipeline, improve idea velocity and enhance business impact through an 8-step approach. You will also get to explore ways of sustaining participation in innovation activity.

You will get to learn some of the industry best practices. And also learn to apply the tools in your own context. For example, you will learn to create a challenge book that articulates the key challenges in your organization. Similarly, you will find ways to design low-cost experiments.

Whether you are in a start-up or a large organization, in a hi-tech or low-tech business, product or services business, this course will have something for you to apply in your context and make your organization more innovative.

Start Date: November 26, 2020 (The course is available for 9 months on edX)

[Link](#)

Centre for Teaching & Learning at IIMB announces online teaching workshops

- The New Faculty Orientation Workshop will be held from 11th Jan, 2021 to 13th Jan, 2021.
 - The workshop is open exclusively to new faculty at IIM Bangalore. The workshop will inform new faculty about IIMB programmes, digital initiatives, MOOCs, NSRCEL and life as an academic in addition to teaching and learning.
- Teaching Workshop for IIMB PhD Students (Internal) will be held from 18th Jan, 2021 to 20th Jan, 2021.
 - The workshop is open exclusively to IIM Bangalore PhD students in the final year (or concluding stages) of their doctoral programme.
- Online Teaching Workshop for PhD Students (External) will be held from 1st Feb, 2021 to 3rd Feb, 2021.
 - The workshop is open to PhD students in the final year (or concluding stages) of their doctoral programme and expected to be taking up teaching positions in 2021.
 - We have conducted this workshop for the PhD students from several IIMs over the last two years. The students have found our workshop useful in transitioning into their new roles as faculty members in academic institutions.
 - Directors or Heads of Doctoral Programmes will nominate up to three students for the workshop. We will select participants based on their resumes and availability of seats.
 - The participants will be charged a tuition fee of Rs. 10000 per participant.
 - Nominations are open. [Click here](#) to access the flyer.

EXECUTIVE EDUCATION PROGRAMME

Live Online Open Programmes

Programme Title: Competing through Operations Excellence

Programme Director: Prof. [Anshuman Tripathy](#)

Start Date: 02 December 2020

End Date: 05 December 2020

Area: Operational Excellence



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

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

Start Date: 07 December 2020

End Date: 10 December 2020

Area: Project Management



Programme Title: [Digital First Retail Business: Creation and Transformation Strategy](#)

Programme Directors: Prof. [S Raghunath](#) & Prof. Manoj Nakra

Start Date: 07 December 2020

End Date: 11 December 2020

Area: Strategy & General Mgmt.



Programme Title: [Organizational Excellence Through Leadership](#)

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: [Competitive Marketing Strategy](#)

Programme Director: Prof. [Nagasimha Balakrishna Kanagal](#)

Start Date: 09 December 2020

End Date: 12 December 2020

Area: Marketing



Programme Title: [Strategic Leadership Programme for IT Companies](#)

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

Start Date: 14 December 2020

End Date: 18 December 2020

Area: Strategic Leadership



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

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

Start Date: 04 January 2021

End Date: 08 January 2021

Area: Cyber Security



Programme Title: [Digital Marketing for Business Growth](#)

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

Start Date: 04 January 2021

End Date: 11 January 2021

Area: Digital Marketing



Programme Title: [Role of the Chairman and Independent Directors of the Board](#)

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

Start Date: 18 January 2021

End Date: 22 January 2021

Area: Programme for Company Directors



Programme Title: [Strategic Management of Innovation](#)
Programme Director: Prof. [Sai Yayavaram](#)
Start Date: 20 January 2021
End Date: 28 January 2021
Area: Strategy & General Mgmt.



Programme Title: [Managing Technological Innovation](#)
Programme Director: Prof. [Anshuman Tripathy](#)
Start Date : 27 January 2021
End Date : 30 January 2021
Area: Innovation Management



Long Duration Certificate Programmes (LDCP)

Launch of [Emerging Leaders Programme](#)

IIMB's Executive Education has launched a new online programme called Emerging Leaders Programme (ELP) delivered in an asynchronous online mode over a period of seven months. The programme is designed for first-time managers or soon to be managers to help them understand the core functional areas of management and prepare for the career ahead by providing them with skills and knowledge to excel in their current roles and evolving responsibilities. The curriculum has been designed to make the participants self-aware and confident managers adept at managing teams for high performance with a global mindset and the skills and knowledge to manage the business in today's context.

Last date to apply: 12th January 2021
Programme start date: 27th January 2021

Programme Announcement for [GMITE Batch 15](#)

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

Last date to apply: 11th January 2021 (Early Decision) and 8th February 2021 (Regular Decision)
Programme start date: 15th March 2021

Programme Announcement for Leading Digital Transformation (LDT-4)

The next batch for the Leading Digital Transformation Programme (LDT-4) has been announced and is open for enrolment.

Last date to apply: 20th January 2021 (Early Decision) and 15th February 2021 (Regular Decision)
Programme start date – 8th March 2021.

Programme Announcement for [EGMP Batch 56](#)

The next batch for Executive General Management Programme (EGMP-56) has been announced and open for enrollment.

Last date to apply: 04th January 2021
Programme start date: 15th February 2021

IIMB WELCOMES

Dr. Deepak Chandrashekar

Dr. [Deepak Chandrashekar](#) is an Assistant Professor in Strategy and an IIMB Young Faculty Research Chair. Before joining IIMB, he served as an Assistant Professor at Xavier Institute of Management and Entrepreneurship, Bangalore, in the areas of Economics and General Management. He worked as a Research Associate in the Department of Management Studies at Indian Institute of Science (IISc), Bangalore, after the completion of his PhD in Industrial Economics at IISc. His research in Industrial Economics involves the study of Absorptive Capacity, Cluster Level Interactions, Innovation and Performance of Firms in the High-Tech Manufacturing Cluster of Bangalore.



He received his Bachelors in Engineering from Sri Jayachamarajendra College of Engineering (SJCE), Mysore in 2012, and MBA/PGDM with specialization in Finance and Systems from SDM Institute for Management Development (SDM IMD), Mysore in 2014. He was also an International Exchange Student, in 2013 at SHU MBA, Shanghai University, Shanghai, China, and in 2016 at Toyohashi University of Technology, Aichi, Japan. In addition, he serves on the editorial board of International Journal of Global Business and Competitiveness (JGBC) [a journal of Springer and Global Institute of Flexible Systems Management (GIFT)] as an assistant editor. Further, he serves as an ad-hoc reviewer for international journals such as Current Science, Asian Journal of Innovation and Policy (AJIP), International Journal of Innovation Management (IJIM), European Journal of Innovation Management (EJIM), Innovation: The European Journal of Social Science Research, OPSEARCH, Journal of Manufacturing Technology Management (JMTM), International Journal of Entrepreneurial Venturing (IJEV) and Review of Business Management. Also, a paper based on his doctoral thesis secured Best Paper Award at Graduate Student Research Conference in Business and Economics organised by Association of North America Higher Education International (ANAHEI) and University of South Florida, Sarasota-Manatee at University of South Florida, Sarasota, Florida, USA during May 25-26, 2017. His research interests are in the areas such as Innovation and Entrepreneurship; Strategy and Competitiveness; Intellectual Property Rights.

IIM Bangalore had three new recruits in the month of October, all in the MOOCs department.

Vinay Kumar joined the institute on October 01, 2020 as Graphic Designer. He has a B.Sc. in Visual Communication.

Naresh Kumar Vadimala joined the institute on October 14, 2020 as Video Editor. He has done his B.Sc., B.F.A. (in Photography) and M.Sc. (in Electronic Media)

Niketha Samantha Andrade joined the institute on October 21, 2020 as a Transcriptionist. She has completed her B.A.



IIMB had three new recruits in the month of November 2020.

Rajthilak Radjakichenane joined the institute on November 02, 2020 as Pedagogical Research Associate in the MOOCs (Massively Open Online Courses) department. He has done B. Tech and MBA, and comes with three years' experience.

Tushar Meshram joined the institute on November 02, 2020 as Pedagogical Research Associate in the MOOCs Department. He has done B.A., M.A. and PGP – Policy Design Management, and comes with three years' experience.

Dr. Aditya Gupta joined the institute on November 24, 2020 as Chief Operating Officer – Supply Chain Management Centre. He is a CFA and has also done B.E., MBA and Ph.D, and comes with almost 24 years of experience.



IIMB BIDS ADIEU

SUPERANNUATION

Ms. Shakunthala N joined IIMB on 13th January 1982 in the Office of Executive Education Programmes. She has worked with the institute for 38 years and 10 months, in different departments including EEP, Accounts, Programme Office, Office of International Affairs, PGP Office and Stores, in various capacities. She is popular for being hard-working, committed and dedicated. We wish her and a happy, healthy and peaceful retired life.



OBITUARY

Mr. Jayarama V, Junior Office Assistant, Faculty D & E Blocks, Ground Floor, passed away on October 13th. He was 59 years old and he leaves behind his wife, two daughters and one son. He joined IIMB on January 01, 1984 and served the institute for nearly 36 years. The institute extends its heartfelt condolences to the bereaved family.



Designed by:



MEDIA CELL IIMB
WHAT'S TRENDING