



भारतीय प्रबंध संस्थान बेंगलूर  
INDIAN INSTITUTE OF MANAGEMENT  
BANGALORE



IIMB DIGEST  
NOVEMBER 2020

# NEWSMAKERS

## **IMB's EPGP students win flagship Operations Strategy event of IIM Ahmedabad's Red Brick Summit**

Abhirup Roy Choudhury, Rupam Paul and Sounak Chakraborty, all students of the 2020-2021 batch of IIM Bangalore's one-year fulltime Executive Post Graduate Programme in Management (EPGP) have won the first prize in Opstruct 2020, the flagship Operations Strategy event of IIM Ahmedabad's Red Brick Summit. The final presentation took place on October 24, 2020 on the virtual mode with IIMA faculty as judges. The results were announced formally the next day. With this achievement this year, EPGP students have won the same competition for two years in a row. The EPGP leading to an MBA is an intensive programme designed to enhance skills and capabilities essential for responsible positions at senior management levels. Challenging and globally oriented, the objective of this programme is to produce future leaders who can handle the dynamic corporate environment. The programme is highly rated in reputed global rankings. According to the FT rankings, EPGP is ranked Number 1 in India and has moved up to the 27th spot in 2020, featuring consistently among the top 50 schools since 2017. As per the QS rankings, EPGP is ranked Number 2 in India and is among the top 10 schools in the Asia Pacific Region for the 2021 rankings, with 88% score in Return on Investment.



## **Dr. Rajkumar Upadhyay, alumnus of IIMB's Post Graduate Programme in Public Policy & Management (2004) and Fellow Programme in Management**

Dr Upadhyay took over as Executive Director and Chairman of the Project Board, C-DOT with effect from October 19, 2020. Dr. Upadhyay holds a Ph.D in Corporate Strategy & Policy from Indian Institute of Management Bangalore. He is an alumnus of IIM Bangalore's Post Graduate Programme in Public Policy & Management (2004). He has a Master of Technology degree from IIT Roorkee. He also holds a certificate in International Public Policy from Syracuse University, USA. He is a winner of several awards including J. C. Bose award (1987) by Ministry of Defence, National e-Governance award (2007) by Government of India, CIO 100 award (2007) by International Data Group (IDG), and Deepak C. Jain Award (2009) by IIM Bangalore. He is an officer of the Indian Telecommunication Services (ITS) of the Government of India.



*continued...*

Prior to his present assignment, he was working as Additional Director General for DD and AIR and heading South Zone of Doordarshan and All India Radio consisting of Karnataka, Tamil Nadu, Kerala, Andhra Pradesh, Telangana, Puducherry and Andaman & Nicobar Islands. He was responsible for bringing new content to the viewers and digitizing the decades old archival content of Doordarshan and AIR. Both current and archival content were made available to the public through YouTube and Prasar Bharati app. Dr. Upadhyay has written several articles on IT, Telecom and Management which have been published in various Magazines and Journals.

### **PGPEM ranked in top 100 globally in FT EMBA 2020 Ranking**

The Post Graduate Programme in Enterprise Management (PGPEM), offered by IIM Bangalore, has been ranked in the top 100 in the Financial Times (FT) EMBA 2020 Ranking. Participating for the first time ever in this ranking, the programme has taken the 2nd position in India. The PGPEM at IIMB is a weekend MBA programme designed for working mid-level and senior executives with a minimum of four years of work experience after graduation. The programme aims to prepare the participants to manage greater responsibilities as business leaders.

Among the parameters that the ranking is focused on, IIM Bangalore's PGPEM has scored particularly well in categories such as salary increase, career progression, aims achieved, women-on-board, and corporate social responsibility. IIM Bangalore is committed to maintaining this advantage, and working on the other parameters of importance to improve its global standing.

**Professor Abhoy K Ojha**, Dean Programmes, IIM Bangalore, said: "The FT EMBA ranking is yet another reaffirmation of IIMB's leadership role in delivering global management education. We, at IIMB, acknowledge the need for working professionals to constantly upskill and reinvent themselves to be able to keep their respective organisations competitive and growth oriented. The PGPEM at IIMB is designed to help working professionals stay ahead of the curve."

Every major global ranking has had IIM Bangalore's various programmes in the top ranks for several years now and the ability of IIM Bangalore to change with the times has been an enabling factor.

# RECENT EVENTS

## FOUNDATION DAY

**“Healthcare is not charity for the poor or a commodity for the rich”**: Dr. Gagandeep Kang, the first woman from India to be elected Fellow of the Royal Society, delivered IIMB’s 47th Foundation Day lecture on October 28th and emphasized the need to reimagine the healthcare system in the country with a strong research ecosystem and better collaboration between state and non-state actors.

The 47th Foundation Day of IIMB was celebrated with speeches, awards and more. For the first time ever, the event was held in the virtual mode from start to finish. The entire program – from invocation, lighting of the lamp, student cultural program, awards of long service to faculty and staff, the Director’s speech to the Foundation Day lecture itself – was a seamless digital event.

[Read more](#)

## STUDENT-LED EVENTS

**Digital start for Eximius 2020, an entrepreneurship fest, at IIMB with fireside chats, workshops and a host of contests**

Eximius 2020, an entrepreneurship fest organized by the students of Indian Institute of Management Bangalore, got off to a digital start, on October 17th, with the theme, ‘Get Set Disrupt’. The two-day national fest had case competitions, workshops, and speaker sessions in entrepreneurship, finance, marketing, healthcare, analytics, and more. It was inaugurated by Suresh Prabhu, Member of Rajya Sabha, and India’s Sherpa to G7 and G20, Karan Bajaj, IIMB alumnus and founder of White Hat Jr., Prof. Rishiksha T. Krishnan, Director of IIM Bangalore, and Prof. Padmini Srinivasan, Chairperson, Post Graduate Programme in Management at IIM Bangalore.

[Read more](#)

**Vista 2020 goes online; speakers include NRN, Raghuram Rajan, Viral Acharya, Kiran Bedi**

Vista 2020, the business fest hosted by the students of IIM Bangalore, was conducted online on Oct 30th to Nov 1st. Vista, which is into its 20th edition, provided glimpses of different fields in business and management including marketing, consulting, finance, strategy, and operations. The theme for Vista 2020 was ‘Portraits of Progress’. It aimed to capture the evolving nature of businesses. It seeks to explore how businesses can keep pace with uncertainty as challenges abound. On the eve of the launch, i.e. Oct 30th, Dr. Kiran Bedi, retired Indian Police Service officer, and current Lieutenant Governor of Pondicherry delivered a virtual talk on ‘Our Experiments with Governance in Puducherry: a case study’. The fest includes 10+ speaker sessions, panel discussions, over 20+ events, and 11 workshops over two days. The Vista 2020 workshop series has industry leaders from companies including Google, Flipkart, PayPal, LinkedIn, Ogilvy, and Zerodha.

[Read more](#)

## PODCASTS

### **IIMB expert on starting up in the virtual world**

The eighth episode of the IIMB Podcast series featured a conversation with Prof. Suresh Bhagavatula, Professor in the Entrepreneurship area, on October 25th. The podcast focused on the new rules of starting up in the virtual world connected over video conferencing platforms. Prof. Bhagavatula brought his insights from his work on entrepreneurial networks to educate on how collaboration, serendipitous encounters, and other startup characteristics stand changed in a COVID world. The podcast revolved around questions on various aspects of starting up, such as finding problems to solve, ideation, team building, hiring and raising funds, and how they stand impacted because of the changes induced by COVID-19. The podcast also looked at various examples of startups who have managed this navigation well.

Listen to the podcast on

[SoundCloud](#)

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### **IIMB alumnus on the intersection of media and technology**

In the seventh episode of the IIMB Podcast Series, releasing on October 11th, Praveen Krishnan, PGP 2011 alumnus of IIMB and Head of Product at The Ken, shared his insights on the evolution of the media industry and the impact of technology on content creation and delivery, business models, and product thinking.

Listen to the podcast on

[SoundCloud](#)

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## VIRTUAL LECTURES

### **Cyber security expert Amit Dubey addresses IIMB students on 'Data Privacy Challenges and Cyber Attack Vectors' on Oct 21st**

"I would like to believe that the whole world is a software programme and I would like to change the world, provided I have the source code," quipped Amit Dubey, a national security expert and crime investigator on Cyber Forensics and Ethical Hacking. Sharing cyber crime stories, many of which he described as "thrilling", he spoke about the implications of data theft and the need for agile policies and guidelines. Walking IIMB students through an exercise to demonstrate mapping of data and activity lists by search engines and apps, he explained how he has used data to solve several cyber crime cases. Describing how many online games take voice samples of players, he dwelt on privacy laws. "Free apps like Tik Tok are multi-billion dollar exercises and they fetch lots of investment – more than what a country like Pakistan attracts. So, it's important to understand the value of data."

[Read more](#)

## **Archaeologist Muhammed KK shares management lessons from a time spent negotiating with dacoits while restoring heritage in India's Chambal Valley:**

The Bateshwar group of temples, located 50 kilometres from Gwalior, is deep in the Chambal Valley. Here, over 200 temples, dating between the 8th-11th centuries, lay in ruins. After protracted negotiation with the dacoits, whose writ ran large in the area, the Archaeological Survey of India (ASI) in Madhya Pradesh, led by its then chief Muhammed KK, successfully restored 80 temples, piecing them together with care and precision. In his virtual address to the students of IIM Bangalore on October 21st, Muhammed, recipient of the Padma Shree in 2019, shared the anguish and agony of taking on the mining mafia, the experience of dealing with the dacoits and the joy and pleasure of reconstructing those 80 temples in Bateshwar, in Morena district, in Madhya Pradesh.

[Read more](#)

## **Panel, hosted by Citizen Matters and Centre for Public Policy at IIMB and, discusses if urban India is truly inclusive**

The speakers, at the October 23rd event, included Cynthia Stephen, independent journalist; Rajendran Prabhakar, social activist and trustee of the NGO 'Maarga'; Vijeta Kumar, Professor of English; and Naveen Bharathi, Post Doctoral Fellow, University of Pennsylvania.

Watch the video [here](#)

## **NSRCEL**

### **Ten fintech startups begin their incubation journey at NSRCEL**

NSRCEL, the startup hub at IIMBangalore, has selected 10 early-stage fintech startups for its final stage of the Fintech startup program, which will see these firms undergo a nine-month incubation program and subsequently be eligible for a grant from ICICI Securities. The program is part of ICICI Securities' CSR initiative under which it has committed to help fintechs with winning ideas to come to the market. I-Sec believes fintechs have immense potential in jobs creation and economic growth, something which is a need of the hour for India, which has a large population entering the workforce every year. "It is very exciting to see the fintech startups get ready for the incubation journey at NSRCEL. The quality of the founders and the solutions they offer are really top class and real world, and I am very confident that they will have many takers. I wish all the best to the teams and look forward to engaging with them during their journey," said Mr. Vijay Chandok, MD & CEO, ICICI Securities.

## EXECUTIVE EDUCATION PROGRAMMES

### **Inauguration of 'Leadership Excellence and Development (LEAD) Programme for Applied Materials India (AMIND)'**

The 'Leadership Excellence and Development (LEAD) Programme for Applied Materials India (AMIND)' for AMIND's middle managers commenced on 6th October. This programme has been designed by Prof. S Raghunath, from the Strategy area, and Prof. Jitamitra Desai, from the Decision Sciences area.

The programme is focused on enabling the transition of the technology leaders/ subject matter specialists at AMIND, into business leaders who can identify new business opportunities and help AMIND become a go-to centre for new capabilities. The 15-day programme builds on the AMIND competencies focusing on the broad themes of Business Acumen, Strategic Thinking, Digitalization and Innovation, Leading Innovation and Change, Decision-Making and Influencing. The programme is being delivered Live, Online in 5 Modules over a period of 5 months, for 25 participants. The programme pedagogy comprises a combination of IIMBx Massive Open Online Courses (MOOCs), lectures, case studies, group exercises. As part of the programme, the participants will also work on a live Action Learning Project, identified by their organisation in parallel to the programme.



### **Valedictory of General Management Programme for Aerospace & Aviation Executives (GMAE) - Batch 5**

The General Management Programme for Aerospace & Aviation Executives (GMAE) is a part-time certificate programme for working professionals from the Aerospace and Aviation sector. The programme is being offered by IIMB in partnership with Toulouse Business School, France Toulouse Business School, France, one of its kind in India with a robust alumni network who have endorsed the learning outcomes. Upon successful completion, participants can choose to pursue the Aerospace MBA offered by TBS. The fifth batch of the GMAE concluded with a virtual valedictory ceremony scheduled on October 24th in the presence of the Programme Directors Prof. S Raghunath and Prof. Christophe Benaroya and Mr. Madan Mohan Raj, Chief Programme Officer, EEP. Mr. Srinivasan Dwarakanath, Vice President – AIRBUS was the chief guest for the event. So far 208 participants have completed the GMAE Certificate Programme and 128 participants have received the Aerospace MBA from TBS. GMAE Alumni are working in senior positions in the Aviation and Aerospace sector.

### **Launch of new online long-duration programme, 'Modular Programme in Data Science'**

EEP has launched a new live online long-duration certificate programme in Data Science called 'Modular Programme in Data Science' that includes Machine Learning, Big Data, AI and Deep Learning. The Modular Programme in Data Science (MPDS) will 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. The foundation module imparts the knowledge on Statistics, R-Programming and Python, and only those who clear the foundation module are eligible for progression into the next stage. The participants must complete a project during the programme on a live, business problem for Data Science certification. Last Date to Apply: 23rd November 2020. Programme starts on: 10th December 2020.

## GMITE-15 Programme Announcement

The next batch for the General Management Programme for IT Executive (GMITE15) has been announced and open for enrolment. Last Date to Apply: 11th January 2021 (Early Decision) and 8th Feb 2021 (Regular Decision). Programme starts on: 15th March 2021.

# RECENT RESEARCH

## PAPERS

### **Are Educated Leaders Good for Education? Evidence from India**

By: Lahoti, Rahul, and [Sahoo, Soham](#) (2020)

*Journal of Economic Behavior & Organization*, 176, 42-62

Formal education is often viewed as a proxy for the quality of leaders. Recently, candidates with low education levels have been disqualified from contesting local elections in some states in India. But there is no conclusive evidence linking education to the effectiveness of leaders. Against this backdrop, this study investigates whether having educated political leaders in the state legislatures in India improves education outcomes. Using



comprehensive data on various outcomes such as learning levels, enrolment, school funding and infrastructure, the study utilizes appropriate statistical techniques to identify the causal effect of educated leaders. The study finds that the effectiveness of educated leaders depends on the initial level of development of the state. Educated leaders yield better education outcomes for their constituents only in those states where the initial level of development is high. There is no impact of educated leaders in less-developed states or in the all-India sample. These findings suggest that whether educated leaders perform better or not depends on the context; therefore, imposing a blanket ban on less-educated leaders from contesting elections (as done in a few states in India) may not be an effective policy. On the other hand, a candidate restriction policy based on formal education may lead to a loss of representation of the interests of a major part of the population who are less educated.

[Read more](#)

### **Gender Segregation in Education: Evidence from Higher-Secondary Stream Choice in India**

By: [Prof. Soham Sahoo](#) and Klasen, Stephan (2020)

*Journal: Demography (Forthcoming)*

Over the last few decades, various government policies have encouraged education of girls. As a result, school enrollment of girls has increased steadily and the gender gaps in enrollment at various levels of schooling have almost disappeared. However, the increase in education of girls has not translated into a commensurate increase in female labour force participation in India. Besides, women are more likely to be employed only in certain kinds of occupations which are less remunerative.

*continued...*

This raises the question whether there is a gender difference in the nature of education obtained by boys and girls. While under-representation of females in science, technology, engineering, and mathematics (STEM) education is well-known, there is very little research on this issue in the developing country context. Against this backdrop, this paper investigates gender-based segregation across different fields of study at the higher-secondary level of schooling in India. The study uses a nationally representative longitudinal dataset from India to analyze the extent and determinants of gender gap in higher-secondary stream choice. The study finds that girls are around 20 percentage points less likely than boys to study in science and commerce streams as compared to humanities. This gender disparity is unlikely to be driven by gender-specific differences in cognitive ability, as the gap remains large and significant even after controlling for individuals' past test scores. Disaggregating the effect on separate streams, the study finds that girls are most under-represented in the study of science. These findings indicate that gender inequality in economic outcomes such as occupational segregation and gender pay gaps is determined by gendered trajectories set much earlier in the life-course, especially at the school level.

The paper is forthcoming in the journal; a previous working paper version is available [here](#)

### **Is the Convenience worth the Risk? An Investigation of Mobile Payment Usage**

By: Abhipsa Pal, Tejaswini Herath, [Prof. Rahul De'](#), H. Raghav Rao  
*Journal: Information Systems Frontiers (Forthcoming)*



The popularity of mobile payment services lies in the convenience they offer to users. In the age of growing cybercrime, however, mobile payment transactions carry risks of financial and data losses. Most banking apps have massive gaps in their security processes, making them vulnerable to malware attacks. Personal data misuse has also become a rising concern with third-party players in the mobile payment transaction processes. Additionally, beyond theft and crime, repeated service failures have resulted in monetary losses in digital financial transactions. These prevalent phenomena of risks lead the researchers to examine the distinct yet combined impact of financial, privacy, security, and performance risk in the context of mobile payment services. Convenience is also a product of multiple dimensions with the variety of benefits that is provided by mobile payments, ranging from quick transactions to easy information access. Mobile payments allow avoiding the inconvenience of carrying cash and coins or presenting exact change for purchases. Convenience consists of the combination of facets like transaction, benefit, information, and social convenience. It thus becomes critical to understand how the multiple dimensions of perceived convenience and perceived risk have contrasting impacts on users' intention to use mobile payments.

To investigate this, the researchers developed a research model considering the various types of perceived risks and perceived convenience, to understand the net effect of their influence on use behaviour. The research model was tested using a survey questionnaire filled by 215 users, who also provided descriptive answers to some questions. The results show the balancing effect of risk and convenience, and the significant role of intention and habit to predict actual user behaviour. The findings are further cross-analysed through descriptive answers where users were asked to express their opinion on convenience versus security measures. The study contributes to the research field in a significant manner by providing insights into the balancing effect of risk and convenience on mobile payment service usage, as well as identifying types of risk and convenience.

[Read more](#)

## 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.

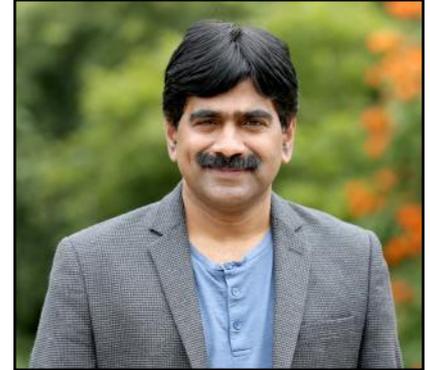
### **Supply Chain Analytics to Manage Blood at VHS Blood Bank**

By: Aayushi Kalra, Shailaja Grover and [Prof. U Dinesh Kumar](#) (2020)

Rotary Central TTK-VHS Blood Bank, situated in the premises of a multi-specialty hospital named, Voluntary Health Services (VHS) in Chennai, is a supplier of safe blood and blood components to various hospitals across Chennai. VHS is a non-profit organization serving the needy sections of the society. It procures blood from voluntary donors by organizing blood donation camps at various places in Tamil Nadu and separates blood into its components after appropriate testing of the collected blood. It also makes

arrangement for regular blood transfusion for Thalassemia patients in its hemophilia center. Since blood and blood components are perishable and have a short shelf life, accurate forecasting of demand for various components of blood is essential. Due to gap in supply and demand and perishability of blood components, Athmanathan, CAO (Chief Administrator) of VHS Blood Bank felt that the data could be used to predict the future demand on a daily basis and to help in planning blood donation camps accordingly.

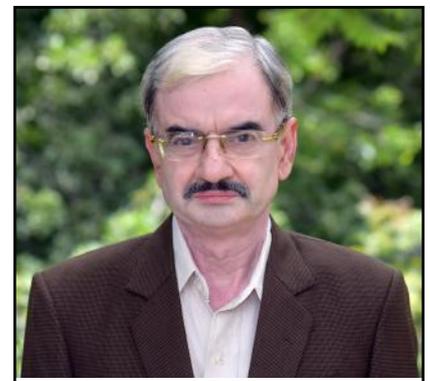
[Read more](#)



### **Force of Markets in Sports – Premier Football Leagues in India**

By: [Prof. G Ramesh](#) and V Raghunandhan (2020)

The case presents the status of sports in general in India under official federations, place and shape of the football game before and after introduction of premier leagues, and global trend and debate around games going the path of premier leagues. In India, sports, in general, is dominated by the official federations whose performance track has been dismal. The premier football league is at the early stage of its life cycle. Marketization of the game has succeeded in bringing to the fore the latent demand and passion for the game. It has brought forth initial success in professionalizing the game, identifying the talents, upgrading the infrastructure, etc. However, the purists would like to voice their concern about unbridled marketization in terms of dominance of star players, financial viability, conflict with national games, etc. This case is built around All India Football Federation (AIFF) at the center and AIFF weighing the development of premier leagues and latest rift between two leagues. The challenge for AIFF is: Can it calibrate the contours and trajectory of the game to keep in check unhindered marketization? Can and should the official federation influence the rules of game, terms of engagement of investors, players, agents, etc. or best leave it to the leagues; and their influence on the game once the floodgates are opened? Or, is marketization such a juggernaut that it rolls on its path sidestepping regulations and national fervors? Can something be learnt from other sectors in protecting national brand against the onslaught of global brands in the context of international management?



[Read more](#)

## Balaji Telefilms Limited

Bharat Khanna, Nitin Bobba, and [Prof. Sai Yayavaram](#) (2019)

Balaji is currently active in three businesses: TV content, film production and video-on-demand (VOD) services. Started by Ekta Kapoor and her family in 1994, the company tasted its first major success in 2000 with the TV series *Kyunki Saas Bhi Kabhi Bahu Thi*. This was followed by several other hit TV shows, which earned Ekta Kapoor the moniker "Czarina of Indian TV". The company formally entered the film business in 2007 and has had mixed success since then. The 2008 great recession dented the revenues and profits



of the company, but both revenues and profits have recovered in the TV content business. The film business has continued its up-and-down trajectory raising questions on whether Balaji should continue to be in the film business. While there are some similarities between the TV and film business, there are some important differences as well. This raises the important question of whether Balaji can succeed in both TV and films. A major trend in the media and entertainment over the last few years that complicates this question is digitization and the rise of VOD services. Balaji entered this segment in April 2017 with the launch of its ALTBalaji platform. While Balaji can transfer its skills at storytelling and industrialized creativity to digital content, it is not clear how Balaji can compete against giants such as Amazon, Netflix, and Hotstar. The case ends with a discussion of the strategic decisions that Balaji has to make with respect to its digital offerings: Should it stick to producing content or should it own the platform as well? What should be its revenue model? The question of whether Balaji should exit the film business remains.

[Read more](#)

## Fiscal Reforms and Abandonment of Mines: The Case of Underground Copper Mines of Ghatsila, Jharkhand, India

Ujjwal Tah and [Prof. Rajalaxmi Kamath](#) (2018)

This case illustrates the perils of implementing top-down, macro economic reform measures at the local level, in response to curbing national fiscal deficits, without taking into account the local, meso/micro or technical ground level realities in the process of implementation. It details a specific instance of economic reforms during the post-90s economic liberalization of India. This case depicts what went behind one such reform in the mining sector - the closure/abandoning of the copper mines of Hindustan Copper Limited at Ghatsila, East Singhbhum district, Jharkhand. The closure was dictated by an extract in a report of the Government of India's Committee on the Tax Reforms (Chelliah Committee) recommending the closure of uneconomic mines in the eastern sector, in its push towards lowering import duties on refined copper. Continual low LME (London Metal Exchange) prices of copper precipitated this decision. With the LME prices picking up towards early 2000 and the predictable growth in the demand for copper, a decision was taken to re-open these mines. Since these mines were summarily abandoned and sealed, this process turned out to be extremely difficult and costly. The case gives the points of view of the stakeholders on the ground - the local management at the mines during the time of closing and the mining trade union workers along with technical experts.



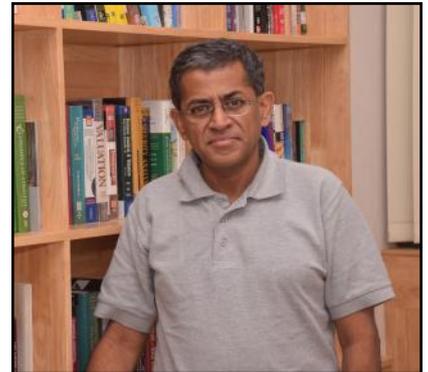
[Read more](#)

# FACULTY-AUTHORED ARTICLES

## The Flipkart story – Reflections of a fly on the wall

Would the story of other unicorns be similar narratives of unbridled ambition, pumped by the hubris of VCs, their aggressive “post financing value addition” and egotistic, poorly, inadequately thought through moves by their founders, wonders [Prof. G. Sabarinathan](#), from the Finance area, in this offbeat book review of Mihir Dalal’s recent book, ‘Big Billion Startup’, in *Forbes India*.

[Read more](#)



## Gandhi’s relevance in a populist world

Has Gandhi been relegated to the shadows because his ideas seem no longer relevant to the world we live in, ask Prof. Kamini Gupta, from King’s College, UK, and [Prof. Prateek Raj](#), from the Strategy area, in this article in *Forbes India*.

[Read more](#)



## All you want to know about the TV ratings scandal but are afraid to ask

The headlines are abuzz with a new scam — of some TV channels having allegedly falsified their viewership statistics, and the Mumbai police are investigating. You may be wondering what the big deal is. Here is a short explainer by [Prof. Prithwiraj Mukherji](#), from the Marketing area, in *Forbes*.

[Read more](#)



## The Tata-Mistry Dispute: Quo Vadis

[Prof. J. Ramachandran](#), from the Strategy area at IIMB, Savithran R, Research Associate at IIMB, and K.S. Manikandan, faculty at IIMT, look at the nuances in the ongoing Tata-Mistry dispute that is affecting the fundamental rights of the shareholders, in *Economic Times*.

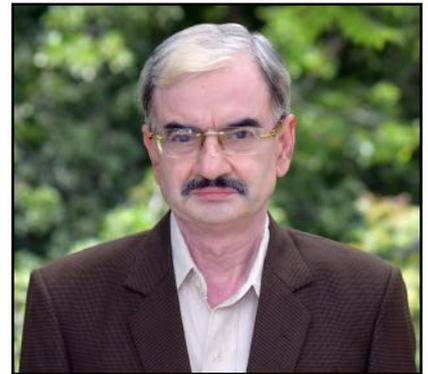
[Read more](#)



## What ails higher education in India?

[Prof G. Ramesh](#), from the Centre for Public Policy at IIMB, discusses the service quality gap in Indian universities, in this article in *The New Indian Express*.

[Read more](#)



## The increasing Interest on Interest!

[Prof. M.S. Sriram](#), from the Centre for Public Policy, explores the case on loan and interest moratorium which is taking some interesting twists and turns, and writes that it is unfortunate that the courts have entered the fray, in *Rajasthan Patrika*.

[Read more](#)



## Goddesses, Women and COVID-19

In this article in *Rajasthan Patrika*, [Prof. Hema Swaminathan](#), from the Centre for Public Policy, says the pandemic and the surrounding events can be an opportunity to rethink old institutions and start new conversations that will enhance the wellbeing of both men and women.

[Read more](#)



## Farmer Bills and their Implications

Replacing inefficient Government by big private sector monopolies is not the only way forward, writes [Prof. Trilochan Sastry](#), Founder Farmveda and Professor of Decision Sciences, in this article in *Rajasthan Patrika*.

[Read more](#)



## Development of Youth is at the Centre of Policy

On Abdul Kalam Jayanti, [Prof. Prateek Raj](#), from the Strategy area, discusses Vision 2030 and highlights the role of youth in development, in this article in *Rajasthan Patrika*.

[Read more](#)

# SPECIAL FEATURE

## Social Impact: Kishalay Foundation – Biplab Das, Post Graduate Programme in Management, Class of 1999

There is no denying the fact that education is a tool rather a power that can shape an individual's life and impact society largely. Early education in children is the most talked about topic in the global circles and even developed countries are emphasizing upon it.

A child's early years are the foundation for his or her future development, providing a strong base for lifelong learning and abilities, including cognitive and social development. Kishalay Foundation, founded by Biplab Das in 2013 has made it its mission to provide early education and nutrition to the less fortunate section of the society. The foundation is primarily working in the Sunderbans area of West Bengal, which is considered as one of the most extremely poverty-stricken parts of the country.



Biplab and his team are working tirelessly to provide education for children of the area while empowering the youth of the area by providing them jobs as primary educators and facilitators. Kishalay currently has 24 centres across Sunderbans and hopes to increase their reach with more in the coming time.

Biplab quit his corporate role to devote more time to the foundation and make an impact. It is people like him who don't just simply talk, they walk the path and change the dynamics of a nation like ours.

[Read more](#)

# INNOVATION & ENTREPRENEURSHIP

## All play, some hard work

**Kydzadda** is a chain of indoor play centres in the city of Bengaluru. With the first outlet commencing operations in 2014, Kydzadda now provides entertainment for children along with hosting birthday parties, organising theme-based activities and workshops for children and conducting school field trips. They now have two outlets spread across 10,000 sq ft. The centre in Banashankari, in south Bengaluru, has a jungle theme while the centre on Bannerghatta Road (Arekere), also in south Bengaluru, has an ocean/ marine theme. "The integrated play is designed to encourage children to jump, hop, skip, climb, run and challenge their physical competence adding to the adrenalin rush making free play more inviting and entertaining than gadgets," says Deepti Mahesh, the founder.

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Deepti who worked as a Business Analyst in Melbourne – Australia before moving to Bangalore, was selected for the Goldman Sachs 10K Women Entrepreneur programme by NSRCEL, the innovation and entrepreneurship centre at IIM Bangalore and completed the programme in 2019.

“I had no formal training in management. The Goldman Sachs 10K Women Entrepreneurship Programme helped in building my business acumen and in understanding marketing strategies, accounts, leadership, strategic thinking, finance, and change management,” says Deepti. The key outcome of this programme was the introduction of Krivi Spaces, the space for parents at Kyzadda.



The equipment for children includes play gym with slides, trampolines, ball pits, swirly slide, tube tunnel, spider tower climber, and a separate toddler play area. There is a reading nook. Krivi Spaces is a recently launched vertical of Kyzadda, where parents can work while their children play! “This is a quasi co-working space,” says Deepti.

## **BLOCK YOUR CALENDAR**

**IIMBx**

### **Crafting Realities: Work, Happiness and Meaning**

This course is for open to learners from all educational and professional backgrounds. In this course, you will travel into your mind, but you will do this in a way where you also keep alive the context of your external reality. Together, the learner and the facilitator will reflect on mental notions related to success, failure, work, emotions and happiness in life. They will do this not just with an objective of understanding them but with the mission to free themselves from the grip of past conditioning. Your inward journey will be facilitated through scientific tools that use principles from philosophy, neuroscience, psychology, and sociology. The video narratives, lectures, and activities in this course are designed to be a gift that you can provide to your future self but they will serve you to the extent that you engage meaningfully with the reflection exercises.

Released: Oct 22nd, 2020

[Link](#)

## **Customer Relationship Management**

Customer Relationship Management, also known as CRM, helps businesses successfully implement strategies, practices and technologies aimed at winning and retaining customers profitably. The objective of this business and management course is to equip you with a sound foundation of CRM concepts and best practices so you can implement CRM practices successfully for long-term profitability. Businesses aim to win and keep customers. Their competitors also seek to do the same. Even the most successful firms, with excellent marketing programmes for attracting customers, have trouble with customer retention.

In this course, you will learn how to shift from a short-term customer transaction based mode of operation to a long-term relationship mode and understand the benefits of having strong customer relations.

Course Release: Nov 5th, 2020

[Link](#)

## **Applied Bayesian for Analytics**

Bayesian Statistics is a captivating field and is used most prominently in data sciences. In this course, you will learn the foundation of Bayesian concepts, how it differs from Classical Statistics including among other Parametrizations, Priors, Likelihood, Monte Carlo methods and computing Bayesian models with the exploration of Multilevel modelling.

This course is divided into two parts i.e. Theoretical and Empirical parts of Bayesian Analytics. The first three weeks cover the Theoretical part, which includes how to form a prior, how to calculate a posterior and several other aspects. The rest of the weeks cover the Empirical part, which explains how to compute Bayesian modelling. The course will provide you with an understanding of the Bayesian approach, the primary difference between Bayesian and Frequentist approaches and experience in data analyses.

Course Release: Nov 8th, 2020

[Link](#)

## **Marketing Essentials**

Marketing is one of the most misunderstood disciplines in management today. It is commonly used as a synonym for activities related to shopping, but it goes far beyond selling a product. In addition, many people believe they are experts in Marketing, having shopped for various items all their lives and having been exposed to many advertisements. In this introductory Marketing course, you will learn the theories of Marketing through practice (examples and illustrations). This course will explain what Marketing Management is all about in the simplest of terms and lay the foundation to your pathway to excellence in the wonderful world of Marketing.

Course Release: Nov 23rd, 2020

[Link](#)

## ALUMNI EVENTS

Webinar on 'Admixing Artificial Intelligence and Human Intelligence for Your Business'

On November 06, 2020, 3PM IST

Speaker: Anvita Bajpai, Alumna of the Management Programme for Women Entrepreneurs (MPWE) 2009, Founder of SunAI, and author.

[Registration link](#)

## EXECUTIVE EDUCATION PROGRAMME

### Live Online Open Programmes

**Programme Title: EGMP - Batch 56**

**Programme Directors:** Prof. [Rajluxmi V Murthy](#) and Prof. [Manaswini Bhalla](#)

**Start:** February, 2021

**End:** December, 2021

**Area:** General Management



**Programme Title:** Modular Programme in Data Science

**Programme Directors:** Prof. [Shankar Venkatagiri](#) and Prof. [Rahul Dé](#)

**Start:** December, 2020

**End:** Septemeber, 2021

**Area:** Data Science

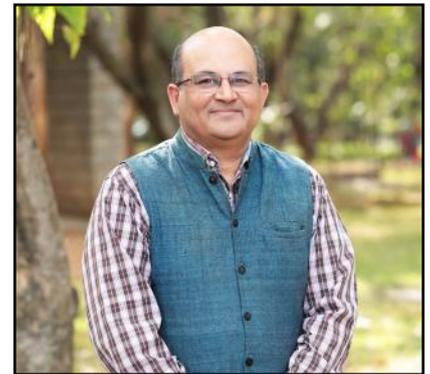


**Programme Title:** General Management Programme for IT Executives  
**Programme Directors:** Prof. [S Raghunath](#) and Prof. [Chetan Subramanian](#)  
**Start :** March 2021  
**End :** December 2021  
**Area:** General Management

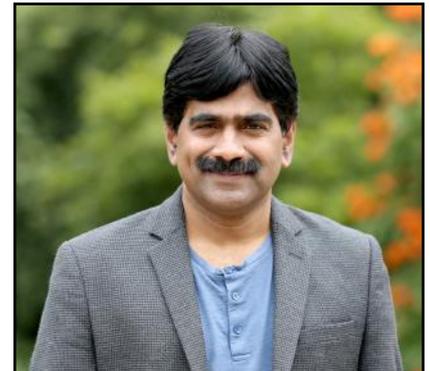


### Live Online Open Programmes

**Programme Title:** Leading Innovation in the Digital Era  
**Programme Director:** Prof. [Rishiksha T Krishnan](#)  
**Start Date:** 30 October 2020  
**End Date:** 07 November 2020  
**Area:** Digitalization



**Programme Title:** Business Analytics – Science of Data Driven Decision Making  
**Programme Director:** Prof. [U Dinesh Kumar](#)  
**Start Date:** 02 November 2020  
**End Date:** 07 November 2020  
**Area:** Business Analytics



**Programme Title:** Organizational Excellence Through Leadership  
**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:** Company Director's Programme: Board Best Practices

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

**Start Date :** 02 November 2020

**End Date :** 06 November 2020

**Area:** Programme for Company Directors



**Programme Title:** Artificial Intelligence (AI) and Analytics Based Business Strategy; Creating Business Value

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

**Start Date :** 09 November 2020

**End Date :** 14 November 2020

**Area:** Artificial Intelligence



**Programme Title:** Design Thinking

**Programme Directors:** Prof. [Ganesh N Prabhu](#) and Prof. Vinay Dabholkar

**Start Date :** 18 November 2020

**End Date :** 21 November 2020

**Area :** Design Thinking



**Programme Title:** Finance for Decision Making (for non-finance managers)

**Programme Director:** Prof. [Padmini Srinivasan](#)

**Start Date :** 20 November 2020

**End Date :** 19 December 2020

**Area:** Finance and Accounting



**Programme Title:** Building Inclusive Organizations

**Programme Directors:** Prof. [Mukta Kulkarni](#) and Prof. [Vasanthi Srinivasan](#)

**Start Date :** 23 November 2020

**End Date :** 27 November 2020

**Area :** Leadership



**Programme Title:** Digital Marketing for Business Growth

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

**Start Date :** 23 November 2020

**End Date :** 01 December 2020

**Area:** Digital Marketing



**Programme Title:** Managing and Sustaining Hospital Growth

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

**Start Date :** 23 November 2020

**End Date :** 02 December 2020

**Area:** Healthcare



**Programme Title:** From Data to Decisions

**Programme Director:** Prof. [Shubhabrata Das](#)

**Start Date :** 23 November 2020

**End Date :** 04 December 2020

**Area:** Business Analytics



# IIMB THANKS

## Ms. Sheila Mohan

The Centre for Public Policy at IIM Bangalore hosts expert lectures on a variety of subjects on public policy and management. Ms. Sheila Mohan, a friend and well-wisher of IIMB, has contributed towards such lectures related primarily to life in the city of Bangalore .

“The family of Prof. M.R. Krishnamurthy wished to commemorate his life and accomplishments in a manner that was consistent with his interests, background and values. We explored several options and concluded that the best way to do this was to start an endowment in his name at IIMB, an institution that he had great respect for. When we approached IIMB, our initial concept was met with enthusiasm and a genuine willingness to work with us to make the project succeed. Prof. Krishnamurthy spent his entire career teaching textile technology at the Sri Krishna Rajendra Silver Jubilee Technological Institute (SKSJTI) and retired as Principal of the same institution. He was born in Bengaluru and, except for a few years spent in pursuing higher studies in Manchester, U.K., lived most of his life in Bengaluru. He loved the city and everything that the dear city of his time represented – pleasant weather, vigorous urban energy, and a focus on the future. In discussions people at IIMB, we felt the importance of highlighting all these elements in the endowment program. The faculty suggested a series of lectures by distinguished speakers who had done extensive research related to Bengaluru and the challenges facing the city. We wholeheartedly agreed, and look forward to seeing the project materialize soon.”



## Mold-Tek Group

Mold-tek Packaging Ltd. and Mold-tek Technologies Ltd. have contributed towards creating an endowment that helps IIMB award deserving students of the two-year Post Graduate Programme in Management (PGP) by putting them on the school’s Director’s Merit List (DML).

As part of its policy, IIMB ensures that no student, who is offered admission to its programmes, is deprived of the high-quality education at the institute due to financial constraints.

Need-based scholarships, up to a hundred percent, are offered to deserving candidates. Scholarships are also offered to exceptionally talented students based on their merit.



IIMB also provides a competitive package to all those who join its doctoral (PhD) programme. Doctoral students receive a stipend in addition to tuition waiver for up to four years and nine months, helping them cover their living expenses. In addition, there are various grants that they are entitled to.

Laxman Rao, alumnus of IIMB’s PGP 1982 batch and CMD of Mold-Tek group, says:

*continued...*

"I value the critical inputs I received during my PGDM days at IIMB in 1980-82. I find the lessons imparted by the esteemed faculty of IIMB useful even today not only as a promoter and a CEO, but also as an individual," says Laxman J Rao, Chairman and Managing Director, Mold-Tek Group.

## IIMB WELCOMES

### **Prof. Ludvig Levasseur**

[Dr. Ludvig Levasseur](#) serves as an Assistant Professor in Entrepreneurship area at Indian Institute of Management Bangalore and as a Junior Research Fellow at the Institute for Development Strategies of the School of Public and Environmental Affairs of Indiana University. In 2018, he served as a Post-Doctoral Researcher in Entrepreneurship at the School of Entrepreneurship of the Spears School of Business of Oklahoma State University. His research interests are entrepreneurial cognition and affect, alertness, family business, time perspective, mixed methods, and venture capital.



In 2016, he received his Ph.D. in Management from Paris Sciences et Lettres-Université Paris-Dauphine. He is a member of the Entrepreneurship Division and the MOC Division. He currently co-organizes the Teaching in the Rough PDW. In 2018, he served as an OSU National Science Foundation (NSF) I-Corps Mentor and in the Leadership OSU Mentoring Program and the Spears School of Business Mentoring Program.

He is an editorial board member of *Academy of Management Perspectives* and *Small Business Economics*. He also serves as an ad-hoc reviewer for journals such as *Family Business Review*, *Journal of Business Venturing*, *Journal of Management Studies*, *Journal of Organizational Behavior*, and *Strategic Entrepreneurship Journal*. He has also reviewed grant proposals for the NSF. He published in journals such as *Journal of Organizational Behavior* and *Asia Pacific Journal of Management*.

# IIMB BIDS ADIEU

## OBITUARY

### Nawal Prabhat

Nawal Prabhat (PGP 2018-20) passed away on 17th October 2020. Beloved friend and dedicated student, Nawal is remembered by friends and faculty as a focused and courageous person. While his friends spoke of his love for pizza and Hindi film dialogues, and his wit and ready smile, his teachers described him as a fighter who faced the odds of ill health with admirable spirit. In a prayer meeting held online on the afternoon of October 18th, the IIMB family paid tribute to the person Nawal was and prayed for strength for his parents and sister.



Designed by:

