



भारतीय प्रबंध संस्थान बेंगलूर
INDIAN INSTITUTE OF MANAGEMENT
BANGALORE



IIMB DIGEST
SEPTEMBER 2020

NEWSMAKERS

BharatScanner, from NSRCEL alumnus, makes waves

Prajwal Sinha, from the 11th batch of the Management Programme for Entrepreneurs and Family Businesses (MPEFB), run by IIMB's entrepreneurial learning centre, NSRCEL, has launched 'BharatScanner', an Indian alternative to CamScanner and garnered 2 Lakh+ downloads in just 40 days of launch. It is being downloaded at a rate of 10,000/day. BharatScanner has similar features as CamScanner.



Apart from the regular scanning feature, it also has Auto Edge Detection, Image Quality Improvement, Image Compression, clockwise or anti-clockwise rotation. Some new features over CamScanner is that users can edit, enhance and change the order of pages or remove pages even after scanning the documents. The documents can then be shared through WhatsApp or email easily.

The team is also in the process of adding a secure cloud storage functionality in the coming days. The app would be especially useful for students and faculty to scan assignments and other documents as everything has gone paperless.

NSRCEL partners with Maruti Suzuki to launch incubation for mobility startups

NSRCEL, the startup hub at IIMB, has partnered with Maruti Suzuki India Limited, to launch an incubation programme for mobility startups working in the area of technology-based innovations that can be applied in the automobile and mobility sector.

The goal is to bring, to market, new technologies and innovative mobility solutions, and nurture next generation companies that will define future mobility solutions and create jobs.

This is a three-month (pre-incubation) engagement, followed by a six-month incubation targeted towards technology-based startups that are in ideation to proof-of-concept stage.

Applications to the first cohort of the programme are open. For details please click [here](#).

"Our mobility programme provides startups with the practical expertise of a leader like Maruti and the incubation support of NSRCEL. We will leverage IIMB's network of faculty, students and alumni as well as the expertise of our partner institutions. Our message to the startups is simple – 'once you come in, we will do whatever it takes to make you successful'," said Prof. Venkatesh Panchapagesan, Chairperson, NSRCEL at IIM Bangalore.

"Our partnership with IIMB will spearhead innovation in the mobility space," said Kenichi Ayukawa, Managing Director & CEO, Maruti Suzuki India.

continued...

The programme will focus on innovations in the areas of advertising, artificial intelligence, autonomous mobility, big data analysis, blockchain, connected cars, data security, finance, warehousing, digital solutions, vehicle diagnostics, loyalty programs, rural mobility, shared mobility, supply chain, augmented reality, virtual reality, mixed reality, and vehicle safety/ advanced driver assist systems.

RECENT EVENTS

IIMB welcomes PGP & PGP in Business Analytics students with an inauguration and orientation program from August 01-04

The new batch has 488 students joining the two-year PGP and 46 students joining the PGP in Business Analytics.

"Many previous assumptions on business, management and economy being are being questioned. This may prove to be an exciting time for you students, who can embrace the changes and write new playbooks in business and management," said IIMB Director Rishikesha T. Krishnan, welcoming the students.

[Read more](#)

IIMB welcomes PhD and NSR Pre-doc students with an inauguration and orientation program on August 03

The new batch has 21 students joining the PhD and seven students joining the Pre-doc programmes.

[Read more](#)

2nd Women in Data Science Conference (WiDS Conference 2020)

The virtual event, hosted by IIMB's Data Centre & Analytics Lab (DCAL), concluded on Aug 08th. It had close to 180+ participants who benefited from the sessions. The list of speakers is available [here](#).

IIMB expert on Atmanirbhar Bharat

In the third episode of the IIMB Podcast Series on August 9th, Prof. Rishikesha T Krishnan, Director IIMB and Professor of Strategy, shared his insights on Atmanirbhar Bharat and how competitiveness and innovation can drive India's growth.

On [SoundCloud](#)

On [Spotify](#)

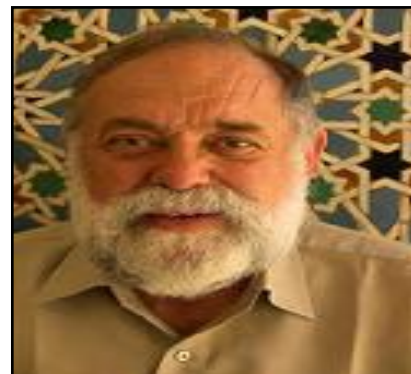
On [Apple Podcasts](#)

On [Google Podcasts](#)

Achieve scale through simplicity: Harvard's Dr. Richard Cash says to IIMB students in a virtual lecture on scaling up health programmes

Institutional vision, keeping innovations simple, creating a learning culture by embracing feedback & failure and developing appropriate incentives hold the key, says the expert, in a talk hosted by the students of the Post Graduate Programme in Public Policy & Management.

[Read more](#)



"Size matters because large firms enhance productivity and encourage exports", says Dr. Arvind Panagariya to IIMB students

In his talk on 'Rebuilding India's Economy Post Covid-19,' the economist called for a rapid sectoral shift in employment and a policy framework to enable the creation of high productivity jobs in labour intensive industries.

[Read more](#)



Cultural E-fest Aarambh 2020

The students of IIM Bangalore set a precedent by hosting an entire cultural evening, virtually. Aarambh'20 was the first cultural event, jointly organized by the students of the 47th batch of the two-year Post Graduate and the very first batch of the Business Analytics MBA at IIM Bangalore.

[Read more](#)

COVID-19 Lessons from Germany: Deft leadership and a strong enabling environment

In a virtual lecture hosted by IIMB, India-Germany relations expert from Leibniz university lists and describes the key factors for the country's relatively successful response to the coronavirus.

[Read more](#)

IIMB & NSE launch Platform for Investor Education on Aug 14th

Easy to navigate, free and product-neutral platform aims to enhance financial literacy and enable investors in volatile times.

[Read more](#)

“Innovate in the tough times, reap rewards in normalcy”, says industry chief at EPGP seminar

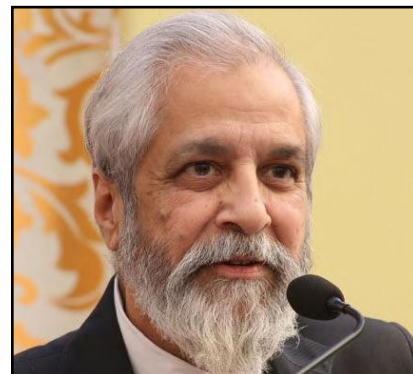
“When the winds of change blow, some build walls, others build windmills. Companies, despite the difficulties caused by the pandemic, need to pick product and market opportunity carefully. They need to realign their innovation strategy to meet their future goals,” observed T.S. Kathayat, President and Chief Technical Officer, Welspun Corp, in his address to the students of the Executive Post Graduate Programme in Management (EPGP) at IIMB on Aug 14th.

[Read more](#)

“As citizens, we owe it to the marginalized to ensure they get social justice”

Justice Madan B Lokur: Centre for Public Policy at IIM Bangalore hosts three-day XV International Conference on Public Policy & Management with the former SC judge delivering the inaugural address

[Read more](#)



“Indian policy imagination treats agriculture as a welfare sector instead of treating it as a vibrant sector that drives economic growth and needs economic vision”

At XV International Conference on Public Policy & Management hosted by IIMB’s Centre for Public Policy, experts say there is need to craft policy that addresses the needs of the vast masses of small actors in the only sector that done well in COVID times.

[Read more](#)

“Pandemic is an opportunity to strengthen public health systems”: WHO’s Dr. Soumya Swaminathan

XV International Conference on Public Policy at IIMB comes to a close with the chief scientist at WHO calling for rights-based public health laws and a public health cadre that is devoted to not just detection and response but also prevention, management, training and capacity building.

[Read more](#)



**“In post-independence India, new patterns of caste stratification have emerged from the very process of democratic change”:
Dr Ajantha Subramanian, Harvard University**

Talking about meritocracy and democracy in India with reference to engineering institutions such as the IITs, she quoted from her book and highlighted the nuances of the role of caste and state, in her virtual talk, hosted by the Centre for Public Policy, on Aug 19th.

[Read more](#)



Tax expert addresses challenges posed by digitalization of businesses to tax policy in talk to IIMB students on Aug 19th

“Tax policy has always been treated separately from economic policy though it is the core of economic policy. Many countries have realised the importance of having a strong tax policy,” said Akhilesh Ranjan (IRS Retd), former member of the Central Board of Direct Taxes and an authority on Income Tax in India, setting the context for his talk to the students of IIM Bangalore.

[Read more](#)



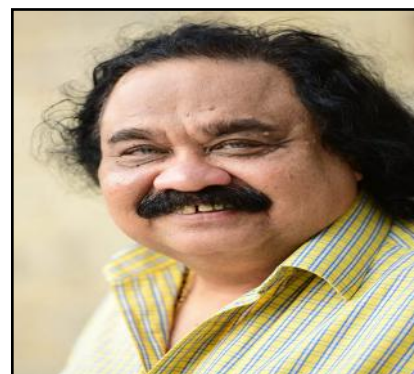
IIMB’s Alumni Office hosted a webinar on ‘OODA – A powerful reboot tool to use under uncertainty and unpredictability’ on Aug 21st

The webinar was led by IIMB alumnus Shakti Ghosal (PGP batch of 1984), and Executive and Leadership Coach. “In the pandemic situation, as businesses reboot to try and enter a world with a new normal, we need to know that uncertainty and unpredictability would be part of that normal. The OODA Loop, first articulated by US Colonel John Boyd, in the context of air combats, can help battle this uncertainty. It consists of the four stages of OBSERVE, ORIENT, DECIDE and ACT, looped into each other,” explained Ghosal. He is currently the Managing Director – India, Gulf & Middle East for Empathinko Worldwide. He runs leadership workshop-cum-coaching programs for organizations as part of his commitment to develop and upgrade leadership incubation globally. He is also a visiting professor at IIM Udaipur, IIM Kashipur and IIM Nagpur.

‘Steeped in Tradition, Crowned with the Modern’: Dr. Sandeep Goyal on Japan and its people

India-Japan Study Centre at IIMB launches seminar series with the virtual lecture by well-known adman and author, on August 17th

[Read more](#)



“Tech, social media are key to mitigating loss during disasters”

OP Singh. In a talk to IIMB students on ‘Disaster Management & Role of NDRF as Indian Response Agency’, former NDRF chief elaborates on the need for capacity building among communities and integration of response teams.

[Read more](#)



Public Policy Club hosts talk on ‘Turning crisis into opportunities: Role of MBA graduates in building a healthy, resilient and egalitarian India in a COVID affected economy’.

Quoting American economist Paul Romeron on how “a crisis is a terrible time to waste,” General Secretary of the Foundation for Democratic Reforms and former bureaucrat Dr. Jayaprakash Narayan explained to IIMB students how, in a layered society, it is challenging to engineer change in a predictable manner. “However, a crisis creates a convergence of circumstances that creates change,” he remarked.

[Read more](#)

Webinar Series: Rendezvous with Information Systems’ Researchers

The Centre for Software and Information Systems Management at IIMB and the India Chapter of Association for Information Systems (IN AIS) have been conducting a series of workshops on research methods in the form of webinars. The objective of this workshop series is to give IS Scholars a glimpse of the behind-the-scenes surprises that the researcher faces while conducting a particular study – experiences with different methods, the challenges in working with them, while also providing a glimpse of the nuances in the ramp-to-store, ideation-to-acceptance process of shaping a paper. Here is an account of the 8th, 9th and 10th webinars in the series that were held in August 2020 all of which witnessed more than 200 participants.

A. Webinar on 04th August, 2020

Speaker: Prof. Tejaswini Herath, Goodman School of Business, Canada

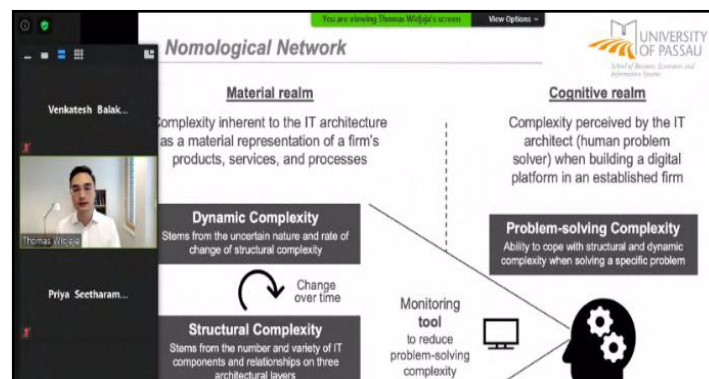
Prof. Herath’s session was on “Survey based empirical research using structural equations modeling (SEM)” and referred to three of the papers she co-authored with others. She illustrated the different methods and techniques best suited for different sample sizes and for the different purposes (predicting outcomes, testing established theory, etc.). She also emphasised the importance of good practices such as pretesting and pilot testing. Her talk included elaboration of Moral Disengagement theory, Social Cognitive theory, Neutralization Theory, etc. The discussions on the various lessons learned in the areas of collecting and processing data, selecting the methods, analysis techniques and dealing with reviewer questions were of great value to the young researchers.



B. Webinar on 11th August, 2020

Speaker: Prof. Thomas Widjaja, University of Passau, Germany

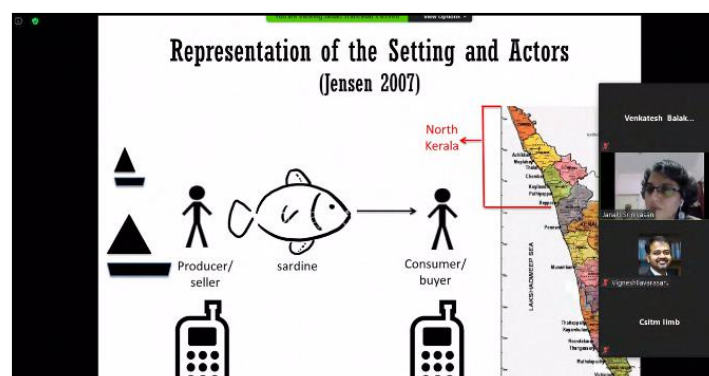
Prof. Widjaja's talk was on "Design Science Research (DSR)" with a focus on Information Systems. The talk started with elaboration of basic understandings such as the artificial focus being man-made rather than natural. He discussed the various IT artifacts in DSR, the design principles, theorizing cycles to structure the DSR Journey, etc. For the benefit of the young researchers, he narrated the publication history of papers from his experience going through the revision strategies to address the length, concreteness, degree of novelty and theorizing framework that worked best. With the candid reflections and answers to the questions from the participants, the researchers found the workshop to be of big value for their work.



C. Webinar on 18th August 2020

Speaker: Prof. Janaki Srinivasan, International Institute of Information Technology Bangalore

Prof. Janaki Srinivasan's talk was on "Ethnography in IS Research". The talk was based on the research article titled "Importance of Price Information to Fishers and to Economists: Revisiting Mobile Phone Use Among Fishers in Kerala". The discussions were around the fishers' ability to leverage mobile phones for sharing price information and how the study found a broader definition of welfare at play that went beyond increased income including maintaining trade relations, facilitating coordination, and protecting themselves during times of risk, vulnerability, or emergency. The discussions illustrated how such broader uses suggested a different class of design interventions little attended to in ICTD-related work. In essence, the participants could appreciate the demonstrated value of qualitative research.



RECENT RESEARCH

PAPERS

Teaching the scope and limits of Generalizability in Qualitative Research

Author: [Prof. Ganesh N. Prabhu](#)

186-192

DOI: <https://doi.org/10.36367/ntqr.1.2020.186-192>



Generalizability of research results is a concern in qualitative research as it involves intensive examination of one or more chosen cases that may not offer the larger and richer data sets found suitable for statistical generalization. Analytical (or logic based) generalization is possible with rich qualitative evidence, but qualitative researchers often underclaim their research scope and fail to generalize their findings beyond the chosen cases they studied.

This paper covers a guided in-class discussion used to teach early stage doctoral researchers to examine the scope and limits of the analytical generalizability of their qualitative research efforts with logic and effectiveness. The discussion session was held during the orientation program for doctoral students at IIMB this year (2020). It required a pre-reading of a short paper based on an ethnographic study of the socialization of a group of early stage US medical school students.

The study shows how the researcher built, over time, a deep understanding of an unusual term used by medical students to describe a specific type of patient that they deeply disliked. The in-depth investigation of the micro-phenomena of the dislike of such patients by medical students helps the researcher uncover three generalizable insights about the life and priorities of early stage medical students that he studied. Once these three insights are well understood by students, the instructor pushes them to think of analytically generalizing each insight beyond the studied group of medical students with a clear underlying logic. Students successfully use three different underlying logics to analytically generalize each insight to other medical students in that US school, other medical schools in the US and then generalize to students in other countries with similar medical education. Students then face logical limits in generalizing with logic the three insights to practicing doctors, other life-saving professions, and non-medical students.

By practically experiencing the logical limits of analytical generalizations, this exercise helps new doctoral students understand the scope and limits of generalization of qualitative research. It also provides an effective introduction to the research process in management to new doctoral students.

When do consumers value ethical attributes? The role of perceived quality in gift-giving: *European Journal of Marketing*.

Author: Prof. [Gopal Das](#)

Although research demonstrates the importance of ethical product attributes for consumers, prior work has not examined the role of consumption target (i.e., self-purchases vs. gift-giving) on consumers' preference for products with ethical attributes. Notably, consumers' preference for quality can differ between self-purchases and gifts, and the presence of ethical attributes can impact product quality perceptions.



The paper examines how the presence of ethical attributes alters decision-making in a gift-giving context using perceptions of product quality as an explanatory variable for these differences.

One field study and two controlled experiments test the proposed hypotheses. The experiments were conducted across different product categories and samples. Results showed that the presence of an ethical attribute leads to higher purchase intentions for products in a gift-giving context compared to self-purchase. Perceived quality mediates this effect. Further process evidence through moderation, including resource synergy beliefs, support our findings. The paper discusses theoretical, managerial, and societal implications of these results.

This research demonstrates that consumption target (purchasing for the self versus purchasing gifts) influences consumers' preference for ethical attributes. These results complement the extant literature that demonstrates equivocal consumer support for marketers' incorporating ethical attributes into products.

The paper also adds to the literature that examines the potential for ethical attributes to impact perceptions of product quality.

Humanistic Leadership in the Tata Group: The Synergy in Personal Values, Organizational Strategy, and National Cultural Ethos

Authors: Prof. [Ritu Tripathi](#), IIMB, and Abhishek Kumar, Anant National University, Ahmedabad

This research attempted to unravel the characteristic features of humanistic leadership in the Tata group in India, and to explicate the key facilitating factors.

Humanistic leaders as defined in the literature, "respect people as holistic human beings with multiple needs and motives. They continuously improve themselves while supporting their followers' growth. They also take into account all stakeholders' interests while striving to pursue the common good."

Tripathi and Kumar undertook a narrative case study inquiry to understand the cultural, organizational, and personal dynamics that have helped leaders in Tata group uphold and sustain humanistic leadership principles. The foundational philosophy of the Tata group, understood via archival accounts, stemmed from personal values (*humata, hukhta, hvarshta*: good thoughts, words, and deeds) which were also well-aligned with national cultural ethos.



continued...

The authors gathered from narratives of three top leaders of the Tata companies and three mid-level managers that, in present times, the practical ways of translating the principles into work values and behaviours underscored adherence to the following: 1) Founder's philosophy and core values, 2) Leadership with trust, 3) Community as the key purpose of the enterprise, 4) Senior leaders as mentors and role-models, 5) Ethical code of conduct, 6) Employee-focus, and 7) Tacit alignment with Indian cultural values. These leadership values are conveyed and institutionalised in the organisation via strategic initiatives such as the Tata Business Excellence Model, Tata Code of Conduct, Tata Trusts, and the preservation of Founder's Legacy.

This synergy of personal values, organisational strategy, and national cultural ethos makes Tata group realise the humanistic leadership objectives, while achieving success as a business also.

The paper contributes, theoretically, to defining the field of humanistic leadership from the cultural perspective. From the applied lens, Tata group can be seen as an exemplar case of how humanistic leadership principles are realised, practiced, and upheld in an organization in modern times.

This paper has been accepted in the Special Issue (SI) of the journal *Cross-Cultural and Strategic Management* on 'Humanistic Leadership in Different Cultures: Defining the Field by Pushing Boundaries.' The SI showcases humanistic leadership in different cultures around the world.

Prof. Tripathi had presented an earlier version of the paper at the *Academy of International Business*, June 24-27 2019, in Copenhagen, Denmark.

The mitigating effect of matching regulatory focus with arousal inducing stimuli in service failure situations

Author: Prof. [Gopal Das](#)

In: Psychology and Marketing (Journal)

Service failures are pivotal touchpoints that can reduce customer satisfaction, encourage negative word-of-mouth, and ultimately impact a firm's market share. The paper advances a novel perspective that after a service failure occurs, matching incidental arousal inducing stimuli to one's regulatory orientation can make the negative experience stemming from the service failure less deleterious.

In three experiments (two stock out scenarios and one involving a rude salesperson), following a service failure, promotion-focused and prevention-focused individuals were exposed to high versus low arousal inducing stimuli.

Three approaches available to retailers were used to manipulate arousal levels: background pictures (Study 1), colors (Study 2) and music (Study 3). When high (low) incidental arousal inducing stimuli was presented to those with a promotion (prevention) focus, this raised satisfaction, loyalty and referral for brands compared to when promotion (prevention) focused individuals were exposed to low (high) arousal inducing stimuli.

Changes in self-rated arousal and affect valence levels (arousal and valence levels were measured following the service failure and then after exposure to the incidental arousal inducing stimuli) mediated the effect on these consumer behaviours. These insights extend theory by considering the combined effect of regulatory focus and affect. They also have practical relevance.

'Can Technology be leveraged for Bridging the Rural-Urban Divide?'

Authors: Prof. Shirish A., Prof. Srivastava S.C., Prof. [Shainesh G.](#) (2020)

In: Responsible Design, Implementation and Use of Information and Communication Technology. I3E 2020.
Lecture Notes in Computer Science, vol 12067. Springer, Cham.
https://doi.org/10.1007/978-3-030-45002-1_25



Published as a Chapter in the book, the paper argues that inequalities exist and persist in society in different forms and are often areas of prime concern for governments and policy makers around the globe. One such inequality that plagues societies is the rural-urban divide. Several social entrepreneurs are attempting to leverage technology to bridge this divide.

The paper describes the case of an Indian company, which is leveraging technology to create knowledge-based jobs for the rural Indian population. The approach adopted by the company in initiating and sustaining such an effort was an inside-out approach in contrast with the usual approach of focusing only on the internal resources of the company.

The research specifically aims at abstracting the process mechanisms that enabled such an initiative. The findings would also help practitioners, especially social entrepreneurs, to think of innovative business models that would create value not only for the company but also for society as a whole.

TEACHING 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.

Zomato Gold: Platform Overreach

Authors: Prof. [R. Srinivasan](#), Prof. Sandeep Lakshmipathy and Prof. Pramoth Joseph

This case discusses the hyperlocal food delivery business firm ZomatoTM and its business model. The case outlines how the firm went ahead and enhanced its business model to launch their new loyalty programme called Zomato Gold. It focuses on the sustainability of the hyperlocal business delivery model and the challenges faced by it to succeed and deliver against competition.

This case outlines how Zomato put to disadvantage one of the platform participants and how this turned out for the platform as a whole. It also delves into an analysis of the loyalty programme to review the critical aspects of platform overreach and how it altered the network effects of this multi-sided platform business. The case can be used to teach the downsides of multi-sided platform business model - how an overreach on any one aspect of the platform sides can threaten the fine balance of the platform participants, remedial measures that need to be undertaken to restore confidence, and how platforms need to deal with the new normal that emerges after these confidence lowering incidents.



[Read more](#)

Mahindra Financial Services: Restructuring for Growth

Author: Prof. [Sourav Mukherji](#)

Mahindra Financial Services (MMFSL) is an Indian non-banking financial services organization largely involved with financing of tractors, commercial, and passenger vehicles. The company is nearly 30 years old with a turnover of more than US\$ 1 billion. MMFSL grew as an organization following a regional structure. However, with growth in business both in terms of volume and diversity, MMFL felt that the regional structure was creating constraints rather than facilitating its growth. Therefore, it undertook a restructuring exercise and adopted a product-based structure. The case describes the conditions that led MMFSL to consider the structural change, how it went about implementing the change and what was the impact of the structural change? The elaborate process that MMFSL adopted in implementing the change ensured that the transition was smooth and that the new structure created architecture for further business growth.

[Read more](#)



Infosys Limited: Governance Imbroglio

Authors: Prof. [J Ramachandran](#), Prof. Diptiprakash Pradhan

This case provides a platform to discuss the role of the board in the governance of a corporation. Extant discourse on the role of the board is largely centered on the challenges of monitoring managerial behavior and as a consequence on board independence. The two other critical tasks of the board - mentoring the leadership (based on expertise) and maintaining continuity with robust succession of both the board and the executive leadership - are not as well documented. Set in 2019, this case documents the rollercoaster ride of Infosys Limited - India's second largest software services company - from an icon of corporate governance to its fall from grace after an ugly fight between its co-founders and the board, following whistle-blower allegations of governance failures. The case helps demonstrate the importance of issues related to board succession (to ensure continuity) and board capital (to guide strategic choices) that are often overlooked.

[Read more](#)



FACULTY-AUTHORED ARTICLES

IIMB faculty respond with creativity to challenges and opportunities in India and the world. Read a selection of their published articles here:

University ratings system is unconvincing

The ranking system of universities is based on published papers. It does not recognise the normative aspects of good teaching, writes Prof. [Malay Bhattacharya](#), from the Decision Sciences area at IIMB, in *The Hindu BusinessLine*.

[Read more](#)



How India can boost social impact investing

In this article in *Mint*, Prof. Ankur Sarin, from IIMA, and Prof. [M.S. Sriram](#), from IIMB, wonder whether the intent of the market regulator to create a stock exchange for the social sector will work.

[Read here](#)



Indian motorcycle industry: A role model for Atmanirbhar Bharat?

The troika of Hero MotoCorp, Bajaj Auto and TVS Motor have built an unassailable position in India. What will it take to win other markets, especially Southeast Asia, ask Prof. [Rishikesh T Krishnan](#), Director & Professor of Strategy, IIM Bangalore, and N. Dayasindhu, Co-founder and CEO itihaasa Research and Digital, in this article in *Founding Fuel*.

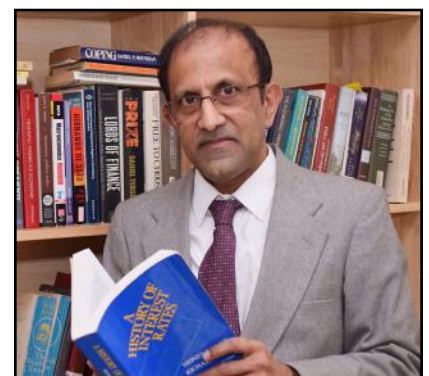
[Read more](#)



A great inexcusable macroeconomics-GRIM- omission

We must rectify the colossal failure of the discipline to consider a policy of shorter work hours if we want to rectify the blunders caused by a great inexcusable macroeconomics (GRIM) omission, Writes Prof. [Vivek Moorthy](#), from the Economics & Social Sciences area at IIMB, in *Mint*.

[Read here](#)



Three ideas for us to achieve our higher education goals

In the context of the announcement of the New Education Policy and in the face of its formidable execution challenge, Kapil Viswanathan, Vice Chairman of Krea University, and Prof. [Rishikesh T. Krishnan](#), Director of IIM Bangalore, count on collaboration among various institutes, a faculty training mission, and better software to help institutes move in the right direction in this article in *Mint*.

[Read More](#)

Banks and the contagion

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

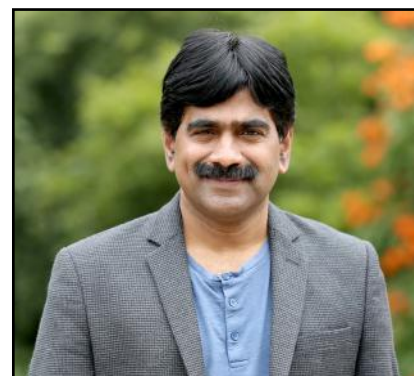
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Banking on AI and ML to vanquish security challenges

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

[Read More](#)



Banking through fiscal measures: Several steps backward

Prof. [M.S. Sriram](#), Chairperson, Centre for Public Policy, IIMB, writes, in *Rajasthan Patrika*, that the post-COVID package encourages banks to lend without worrying about NPAs and recapitalisation, by providing an architecture of a government guarantee on several portfolios. Therefore, he says, the fears expressed by both (Urjit) Patel and (Viral) Acharya in their books of increasing fiscalisation of banking system losses is not only true but amplified.

[Read More](#)

Injecting dynamism into 'Industry 4.0'

[Rishiksha T. Krishnan](#), Director & Professor of Strategy at IIMB, and N. Dayasindhu, Co-Founder and CEO, itihaasa Research and Digital, explain that to become competitive, India should synthesise its production processes with new technologies and develop dynamic capabilities, in this article in *The Hindu BusinessLine*.

[Read More](#)

Income and Assets of Political Parties

In this opinion article in *Rajasthan Patrika*, Prof. [Trilochan Sastry](#), from the Decision Sciences area at IIMB, and Founder Chairman, Association for Democratic Reforms, writes that political parties need to declare their income and its sources proactively and publicly, making India a much better democracy and an example to the rest of the world.

[Read More](#)



INNOVATION & ENTREPRENEURSHIP

Chaika

Over a cup of chai

Chaika, an instant tea premix firm, part of the Launchpad program at NSRCEL, has used the lockdown to successfully pivot their business model.

"The idea for Chaika started when we were working in Singapore, where we craved masala chai but didn't know how to make it. Even when we tried, we failed! Moreover, the process took 15-20 minutes – we just didn't have the time in the mornings. This craving made us quit our finance jobs to take the entrepreneurship route," chuckles Aradhita Agarwal, Co-founder and graduate of Economics from the National University of Singapore.



"We also realised that people were switching over, from masala chai, the beverage they grew up with, to green tea or coffee, merely for the sake of convenience! Chai was also perceived as an uncool beverage, one that was only meant for the older generations. Our solution makes chai, instant. It makes chai, convenient. It makes chai cool again," declares Co-founder Devanshi Kanoi Chitlangia, who was born brought up in a tea family in Kolkata. She went on to Singapore (Singapore

continued...

Management University) and the US (Babson College) to study Economics and Finance until her entrepreneurial spirit coupled with her love for tea made her quit her finance job to move back to India to launch Chaika.

Arguing that tea is not a beverage but “a sentiment”, the founders insist that their flavours, named *Bombay Cutting*, *Dhaba chai*, *Kolkata Karak*, *Firangi chai* and *Platform chai*, infuse the Indian tea drinker with nostalgia.

“We planned our launch to coincide with Diwali 2019, to capitalize on festive gifting. Being a new product with quirky packaging, we garnered good sales. That enabled our tea to reach a wider audience, without us distributing it for free,” explains Aradhita.

The Perfect Pivot

“When Covid-19 hit, it was initially very hard as a bulk of our sales were from wedding planners, travellers, hotels and clubs. We held on, we pivoted, we started marketing our chai as an effective solution during COVID times, and got the ‘essential service’ tag. We started selling bulk packs of 100 sachets and 1 kilogram packs for vending machines to corporates. We realised that offices were short staffed and would no longer be comfortable with calling the dhaba wala to give tea to their employees. We even sold a lot to households. This enabled Chaika survive the lockdown months,” says Devanshi.

The founders believe that Chaika is the next step in the evolution of tea. The journey from tea leaves to tea bags, they point out, was the first step that made tea drinking more convenient. The journey to instant tea in sachets with all ingredients included in the mix, is the final step -that makes making tea even easier, they add.

The Launchpad Experience at NSRCEL

Aradhita and Devanshi believe that their best takeaway from NSRCEL, IIMB’s start-up hub, is the opportunity to network with fellow entrepreneurs. “It’s inspiring and it’s a great learning experience to hear about the journeys of other entrepreneurs at NSRCEL. From the faculty and the mentors, we learnt how to structure our pitch and this learning came in handy when we started looking for funding. The sessions on digital marketing helped us create and market our brand. A special shout out to the team at NSRCEL for organizing insightful sessions even in the midst of the lockdown,” says Devanshi.

KhaaliJeb: A payments app that woos students

KhaaliJeb is an app which makes payments and banking simple, fast and rewarding for youth and students.

Live as a full-fledged UPI PSP app for over a year now and sponsored by Kotak Mahindra Bank, KhaaliJeb has a program where its users can avail discounts on brands catering to those below 29 years of age.

“We have on-boarded 350+ restaurants and salons in Bangalore,” says Prakash Kumar, one of the founders, who currently handles ideation, product, and design.



continued...

How KhaaliJeb was born

"It was the year 2015. I was in the final year at IIIT Allahabad and placements were underway. I wasn't keen on a job. On a weekend break, I was headed home and booked an Ola cab from the railway station. The payment experience on the app was so smooth and seamless that it made me wonder whether this idea could be extended. I spent some time researching digital payments. Back in college, I discussed the idea with Aman Verma (android development), Wilson Birua (sales and marketing) and Sudhanshu Gaur (technology) and our start-up was born," explains Prakash.

All the founders are graduates from IIIT Allahabad. Prakash also acknowledges the founding members – Sumit Kumar, Pratham Devang, Vishal Gupta and Rahul Kumar.

To make the app appealing to students, the team decided to rope in restaurants that often offer corporate discounts but ignore the student community. "It's challenging for brands to engage with students and youth. We stepped into this space with KhaaliJeb," explains Prakash.

Over the next six months, the team hopes to build digital savings accounts and goal-based savings products for the youth and extend its Discount program to categories like ecommerce, e-learning, food ordering, entertainment etc.

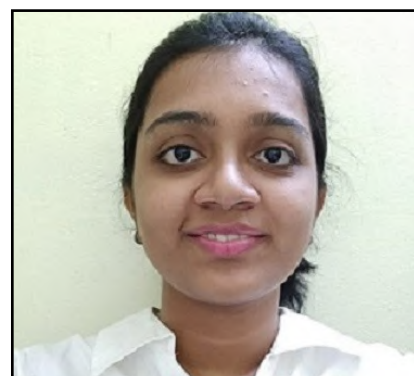
"We are currently raising a seed round of INR 2-3 crores. We plan close the seed round in the next four months," adds Prakash.

SPECIAL FEATURE

A Virtual Classroom that is IIMB

Trishna Nair, from the PGP Batch of 2020, describes the e-evolution of her online life

For the batch of 2022, we began our journey at IIM Bangalore on Zoom this August. We had an online orientation, an online 'Aarambh' and are now in the midst of an online 'Section War'. I am incredibly proud of how resilient and innovative we have been as a batch. And I am also grateful to the seniors and professors, at IIMB, who have tried so hard to ensure that we enjoy a holistic learning experience.



This whole month has been a period of acclimatization. The hours spent staring at the screen do take a toll. I use Zoom so often that I feel like a rebel when I use the WhatsApp video call feature! Some non-screen time is a necessity in order to cope. Then there is the news we are bombarded with – COVID numbers, the plight of patients and their families – it is truly heart-breaking. In the midst of all this, I am in awe of the way we have managed to bond and be there for each other.

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Looking at the positives, this lockdown is the longest I have been home since the 12th grade. Having everything handed to you on a platter is a huge plus! I do have days that are so hectic that I am not able to have a proper conversation with my parents. Still, being able to spend any amount of time with family is a blessing. Today, I am so much more grateful for all that I used to take for granted before – even visits to the supermarket are much anticipated trips now!

I do lament about not being on campus. At times, we simply indulge ourselves in 'Had we been on campus' sessions. Late night messages like 'had we been on campus, we would have been eating Maggi' prick my heart, each time. I do so want to see the beautiful IIMB campus in all its glory! I look forward to the day I get to see my new friends in person, rather than just 2D representations on the screen. Till then, I will E-mbrace and E-volve a la Aarambh!

(The author, a PGP1 student at IIMB, graduated from IIT Madras in 2018, after which she worked in supply chain – in a manufacturing plant and for a consulting firm. She loves reading, writing and watching crime shows and period dramas.)

CORPORATE SUPPORT

IIMB thanks HDFC Bank

The entrepreneurial hub of IIM Bangalore, NSRCEL, is a collaborative innovation ecosystem for start-ups across the country. It provides a vibrant environment for early stage start-ups across various sectors. It brings together incubating start-ups, co-working ventures, industry mentors and eminent academicians and researchers.

HDFC Bank Ltd. through its Corporate Social Responsibility, is engaged in supporting Start-Up Incubator Funding programmes.



Describing HDFC Bank's interest in associating with NSRCEL at IIM Bangalore, Smita Bhagat, Country Head - Government & Institutional Business/ E-Commerce & Start-ups, says: "At HDFC Bank, we are at the forefront of harnessing digital and technological platforms to give an experience to our customers. All our innovations are customer-centric. We believe it is important to partner with the start-up and fintech ecosystem in the country for mutual benefits. As a digital bank, our association with NSRCEL, start-ups, fintech firms and incubators, and through programs like Smart-up, allows us access to cutting edge technologies. For the start-ups, it's an opportunity to showcase their offerings to the vast customer base of the bank. It's a win-win for all."

BLOCK YOUR CALENDAR

Upcoming Events

The Alumni Relations Office at IIMB will host a webinar on 'Digital Transformation of the Sales team for B2B SMEs' on September 04th at 3 p.m. Venkatesh Rangachari, alumnus of PGP 1997, and Co-founder, Grocurv.com, will lead the discussions.

Registration [link](#)



The Alumni Relations Office at IIMB will host a webinar on 'The Truth About Brands and their Target Groups' on September 18th at 3 p.m. Prakash Sharma, alumnus of PGPEM 2019 and Co-Founder of 1001 Stories, and Reshma Tonse, Context Architect, Co-Founder of 1001 Stories will lead the webinar.

Registration [link](#)



Executive Education Programmes

IIM Bangalore's Live Online Custom Programmes

In response to the COVID-19 outbreak, Indian Institute of Management Bangalore has scaled its' digital learning reach on multiple fronts, to address the needs of the industry and IIMB Executive Education has been delivering executive programmes Live Online since April 2020.

We have been working with various existing clients and prospective customers for customised, bespoke certificate programmes and webinars. Most of these organizations have engaged with IIMB to ensure continuity of their talent development initiatives in these trying times, while scaling the reach to engage and develop employees. In response to the current learning needs of organisations, the IIMB's customised programmes are being delivered in Live, Online mode.

IIMB's live, online executive programmes

- Provide real-time interaction with our well-researched content and faculty
- Provide the learners an opportunity to experience the IIMB thought leadership
- Provide an immersive learning experience while enabling interaction in synchronous peer-learning groups
- Maintain the rigor, like in the on-campus programmes, with well-planned pre-work

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- Delivery over short sessions of 1.5 to 4 hours per day aligned for online learning
- Provide an opportunity to the learners to practice/apply the learning through the course duration
- Provide a blend of self-paced learning and live, online learning, leveraging any of the 43 IIMBx MOOCs (Massive Open Online Courses)
- Grant a Certificate to all participants who complete the course

-all enabled via the technology.

Live Online Open Programmes

Programme Title: Driving Organization Agility for Business Success

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

Start Date : 03 September 2020

End Date : 12 September 2020

Area: Leadership



Programme Title: Organizational Excellence Through Leadership

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

Start Date : 07 September 2020

End Date : 17 September 2020

Area: Leadership

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

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

Start Date : 09 September 2020

End Date : 24 September 2020

Area: Artificial Intelligence



Programme Title: Digital Marketing for CMOs

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

Start Date : 14 September 2020

End Date : 19 September 2020

Area: Digital Marketing



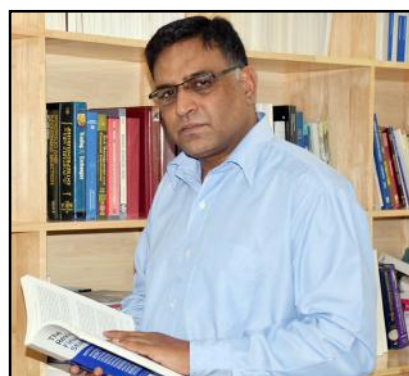
Programme Title: Strategic Perspectives on the Design of Public Private Partnerships (PPPs)

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

Start Date : 17 September 2020

End Date : 26 September 2020

Area: PPP



Programme Title: Artificial Intelligence for Digital Transformation

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

Start Date : 21 September 2020

End Date : 25 September 2020

Area: Artificial Intelligence



Programme Title: Project, Program & Portfolio Management

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

Start Date : 28 September 2020

End Date : 01 October 2020

Area: Project Management



Programme Title: Digital Business Models and Strategy

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

Start Date : 30 September 2020

End Date : 15 October 2020

Area: Digitalisation

Programme Title: Digital Marketing for Business Growth

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

Start Date : 05 October 2020

End Date : 12 October 2020

Area: Digital Marketing

Programme Title: Creating High Performance Organisations

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

Start Date : 05 October 2020

End Date : 15 October 2020

Area: Leadership

Programme Title: Managing Technological Innovation

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

Start Date : 07 October 2020

End Date : 10 October 2020

Area: Innovation Management

Programme Title: Healthcare Senior Leadership Programme

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

Start Date : 19 October 2020

End Date : 28 October 2020

Area: Artificial Intelligence

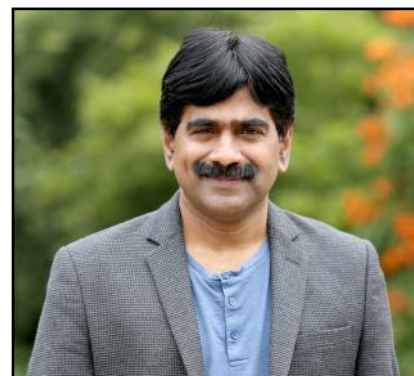
Programme Title: Artificial Intelligence for Senior Leaders

Programme Director: Prof. [U Dinesh Kumar](#)

Start Date : 19 October 2020

End Date : 24 October 2020

Area: Healthcare



Programme Title: Leading Innovation in the Digital Era

Programme Director: Prof. [Rishikesha T Krishnan](#)

Start Date : 30 October 2020

End Date : 07 November 2020

Area: Digitalisation



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

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



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



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: Project, Program & Portfolio Management
Programme Directors: Prof. [Anshuman Tripathy](#) and Prof. Sudhir Chadha
Start Date : 07 December 2020
End Date : 10 December 2020
Area: Project Management

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

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

IIMB WELCOMES

Dr. Shankhadeep Banerjee

[Dr. Shankhadeep Banerjee](#) is an Assistant Professor in the Information Systems area at IIMB and a Young Faculty Research Chair. He is a techno-management enthusiast, and his entire career reflects this passion. His education includes PhD in Management Information Systems from IIM Calcutta, MBA from IIM Calcutta (including a semester at NEOMA Business School, France), and B Tech in Computer Science & Engineering from NIT Durgapur. He has several years of practitioner experience at reputed technology companies like Microsoft, Computer Sciences Corporation (client: eBay), and Amazon. Prior to joining IIMB, he worked in Jindal Global Business School, Sonipat, and in Indian School of Business, Hyderabad before that.



He has published in reputed journals like *Journal of Management Information Systems* (FT 50, ABDC A*), *Decision Support Systems* (ABDC A*), and *Information & Management* (ABDC A*). His research interests largely relate to conceptualizing and empirically observing human behavior in the

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context of contemporary technologies. He has won multiple prestigious awards and scholarships for his research. He won the Best Paper Award (2nd across all management disciplines) at the 5th Management Doctoral Colloquium 2019, VGSOM, IIT Kharagpur. He also received the Best Theory Development Paper award nomination at the International Conference on Information Systems (ICIS) 2017, Seoul, South Korea.

Dr. Banerjee's teaching philosophy is oriented towards imparting state-of-the-art practical knowledge to serve the students interested in techno-management careers. Accordingly, he has designed courses on Digital Product Management, Technopreneurship, Emerging Technologies (AI, IoT, Blockchain, XR, etc.), e-Commerce, etc.

IIMB BIDS ADIEU

Retirement

Nagaraja S

Nagaraja S superannuated from the services of IIMB on 31st August, 2020. He had joined IIMB on 19th June, 1984, in the Accounts department. He retired as Senior Executive in the Hostel department, after putting in 36 years and two months of service. Known for his hardworking and helpful nature, he remains popular with his colleagues. IIMB wishes him a happy and healthy retired life.



Cedric Rebeiro

Cedric Rebeiro, Manager, Supply Chain Management Centre (SCMC) at IIMB, retired on 31st August, 2020.

Describing his stint with IIMB as a "short but amazing journey," he said his best takeaway was learning new ways of managing a Centre of Excellence. His colleagues and faculty chairperson wish him a fulfilling life, post retirement.



Obituaries

Devendra Kumar

Devendra Kumar, a PGP student of the 2018-20 batch, passed away on 16th August, 2020, of a brain seizure.

Devendra was at home at Aurangabad and had just begun working with Reliance Industries. His batch mates remember him as a sincere student and a happy person, who loved to travel. Devendra had a BTech in Mining Engineering from ISM Dhanbad (Class of 2013). Prior joining to IIMB, he had worked with Coal India Limited as Executive Assistant to the General Manager.



"I will always remember his smiling face and helpful nature. His words, '*Kahe itna tension lete ho? Life mein thoda chill krna sikho*' ('Why worry so much? Learn to relax'), ring in my ears. Having worked with him in four projects, I came to rely on his ability to deliver within the deadline – however tight it was. During our last presentation, one of our professors described the two of us as the opening batsmen of a match. I have lost my opening partner," says Piyush Rath, his friend and batchmate.

"I am shaken and filled with extreme sorrow to learn about Devendra's untimely demise. I had taught him the core OM course in his first year. He was an excellent student with a pleasant personality," says Professor Prashant Chintapalli.

"I came to know Devendra during the Himalayan Mountain Challenge last December. He was exceptional. He was one of the quickest and fittest trekkers, yet he took on the role of being a shepherd, trekking the slowest and making sure that everyone was safe and well. If someone faced difficulty, he would wait with them, help them, and motivate them. He was laughing and smiling throughout the trek and exhibited a maturity beyond his years. Impressed and inspired by him, I gave him an Excellent grade as he truly embodied the spirit of the course," says Professor Prateek Raj.

P. Murali

P. Murali, Junior Office Assistant, Hostel department, passed away on August 28th. He was 50 years old and is survived by his wife, a son and a daughter. Ever-smiling and always ready to lend a helping hand, Murali was known to particularly enjoy the cultural fests and musical nights, organized by the student community, on campus. IIMB offers its condolences to the bereaved family.



Designed by:

