



भारतीय प्रबंध संस्थान बेंगलूर
INDIAN INSTITUTE OF MANAGEMENT
BANGALORE

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Research & Publications

ANNUAL REPORT 2015-2016

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RESEARCH AND PUBLICATIONS

ANNUAL REPORT 2016

(April 2015 – March 2016)



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Preface

*T*his report provides details of research and publication activities at IIMB from April 2015 to March 2016.

This year, IIMB faculty members and research scholars have published eighteen papers in journals from the IIMB list. Further, IIMB faculty members have also published another seventeen papers in other international journals and twenty-one in national journals. While the total international journal publications have decreased from fifty-two (2013-14) and forty-two (2014-15) to thirty-five in 2015-16, the publication in journals from the IIMB list has risen from twelve each in 2013-14 and 2014-15 to eighteen in 2015-16. In addition, faculty members have written twenty-four cases which are distributed by Harvard Business Publishing (HBP) and published six books.

IIMB continues to distribute case studies through HBP and Ivey Publishing. The research culture at IIMB is enriched by seminars at which researchers from various academic institutes and research organizations share their research. Over fifty researchers from across the globe visited IIMB and delivered research seminars. Several conferences and open house meetings were conducted at IIMB to discuss many contemporary research themes at IIMB.

Several IIMB faculty members have gained national and international recognition for their outstanding research achievements during this period and most of their works are available in the public domain. We are proud of our achievements and look forward to a period of increased quality research output in the next few years.

Chairperson, Research and Publications

Research Output Tables

*R*esearch and publication activities undertaken by IIMB community during the academic year 2015–2016 (April 2015 to March 2016) in various forms namely books, peer-reviewed journal publications, cases, working papers, conference presentations, research projects, etc. can be found below.

Research Output: 2015–2016

Research Projects	83
Articles in IIMB Journal List	18
Refereed Articles in National Journals	21
Refereed Articles in International Journals	35
Total Number of Articles in National & International Journals	56
Books	06
Chapters in Books	21
Case Studies and Teaching Notes Distributed through HBP	48
Awards, Honors, and Achievements	27
Working Papers	19
Articles in Newspapers/Magazines, etc.	114
Other Publications (Monographs, Reports, etc.)	25
Seminar/Conference/Workshop Presentations/Invited Talks by Faculty	211
Conferences/Seminar/Workshop Presentations by FPM Students	43
Total Number of Conferences/Seminar/Workshop Presentations/Invited Talks by IIMB Faculty and Students	254
Articles in Conference Proceedings	09
Doctoral Theses Completed	20
Workshops and Conferences Organized at IIMB	12
Research Seminars at IIMB	54

Research Output for 2008–2016

The following table provides “Research Output” for the previous academic years: 2008–09; 2009–10; 2010–11; 2011–12; 2012–13; 2013–14; 2014–15 and 2015–16

Sl. No.	Category	2008–09	2009–10	2010–11	2011–12	2012–13	2013–14	2014–15	2015–16
1	National Journals	27	7	17	29	15	10	16	21
2	International Journals	32	38	61	32	56	52	42	35
3	Total Number of National & International Journals	59	45	78	61	71	62	58	56
4	Books	06	14	10	05	07	04	05	06
5	Chapters in Books	22	12	25	15	10	19	11	21
6	Total Number of Presentations in National and International Conferences	84	65	112	108	217	276	207	211
7	Research and Case Writing Projects	93	93	84	70	72	79	53	83
8	Cases and Teaching Notes Distributed through HBP	-	-	16	22	56	19	40	48
9	Working Papers	17	20	28	28	39	54	30	21
10	Other Publications (Monographs, Reports, etc.)	15	21	10	21	18	18	24	25
11	Articles in Newspapers/Magazines, etc.	70	80	93	71	94	121	121	114
12	Research Seminars at IIMB	37	38	24	42	40	38	37	54

FPM Output for 2011–2016

Research output by FPM students during the academic years: 2011–12; 2012–13; 2013–14; 2014–15 and 2015–16

Sl. No.	Category	2011–12	2012–13	2013–14	2014–15	2015–16
1	Doctoral Theses Completed	13	13	6	18	20
2	Working Papers	1	2	5	2	3
3	Publications in Journal/Book Chapters/Cases	9	4	7	11	7
4	Conference/Seminar/Workshop Presentations by FPM Students	43	25	49	37	43
5	FPM Workshops	2	15	14	-	6



IIMB Cases Distributed by Harvard Business Publishing

*I*IMB was the first Indian business school to board the Harvard Business Publishing (HBP) platform. In April 2011, IIMB and HBP entered into a distribution agreement and following this collaboration, IIMB has joined a select group of business schools such as the Stanford Graduate School of Business, Kellogg Graduate School of Management, and the Darden School of Business, who also distribute their cases through HBP. Several reputed institutes have procured our cases including University of Texas at Austin, Cambridge University, Harvard Business School, Boston University, Harvard School of Public Health, University of Baltimore, George Washington University, etc. Back home, IIM Ahmedabad, IIM Lucknow, IIM Kozhikode and ISB Hyderabad have bought IIMB cases in large numbers. The industry/corporate companies abroad to whom IIMB cases were sold include Gillette (USA), Mars Symbioscience (USA), Fundatia Asebus (Romania), Value Partners (Italy), Sandefer Capital Partners LP (USA), ASSIST (South Korea), etc. located in different parts of the globe. Around 248 universities across more than 300 countries have purchased the IIMB cases.

Research and Publications (R&P) team under the leadership of Prof. U Dinesh Kumar has achieved success in the area of case writing and publishing in 2015–2016 by adding more cases to the Harvard collection. About 133 cases and teaching notes developed by IIMB faculty and scholars were distributed by Harvard Business Publishing till date. The list of cases and teaching notes published and distributed through HBP in 2015–2016 is provided below.

Sl. No.	Author	Title
1	Anshuman Tripathy and Tamojit Tarit Roy	Sustaining The Akshaya Patra Foundation (A)
2	Anshuman Tripathy and Tamojit Tarit Roy	Sustaining The Akshaya Patra Foundation (B)
3	Anshuman Tripathy , Leela Krishna Annam, and Mayur Agrawal	Amagi: Creating Value in the TV Broadcasting Industry
4	Anshuman Tripathy , Manu Agarwal and Tabish Imam	Groundnut Value Chain at Anantapur: A Case Study on Forward Integration
5	Anshuman Tripathy , Piyush Tariyal and Vyom Charaya	Taxiforsure: Technical Innovation In The Radio Cab Industry
6	Anshuman Tripathy , Piyush Tariyal and Vyom Charaya	The Radio Cab Industry In India (August, 2014)
7	Debolina Dutta and Abhoy K Ojha	Employee Provident Fund Scheme – Boon or Bane?
8	G Shainesh	Bühler India – Assessing Growth Opportunities

Sl. No.	Author	Title
9	Kumar Rahul and U Dinesh Kumar	HR Analytics ScaleneWorks - Behavioral Modeling to Predict Renege
10	Maneesh Bhandari, Pramod Kumar Bagri and U Dinesh Kumar	Marketing Head's Conundrum
11	Naveen Bhansali, Jitendra Rudravaram, Shailaja Grover and U Dinesh Kumar	Customer Analytics at Flipkart.Com
12	R Srinivasan (CSP)	Practo
13	R Srinivasan (CSP) and Menaka Rao	BharatMatrimony.com
14	R Srinivasan (CSP) and Menaka Rao	Just Dial Limited
15	R Srinivasan (CSP) and Menaka Rao	Tarnea Technology Solutions
16	R Srinivasan (CSP) , Menaka Rao and Mayurapriya Mohanam	IndiaMart
17	S Ramesh Kumar , Nalin Goel and Gireesh Gera	Sensory Branding: Oreo in the Indian Context
18	Seema Gupta	Volkswagen India: Das Auto, Digitally
19	Sreelata Jonnalagedda and Ami Shah	Telma: Creating and Defending a Market Leader
20	Sreelata Jonnalagedda and Srinivas Prakhya	Maxim in India (A)
21	Sriram T K, Shailaja Grover, Satyabala Hariharan and U Dinesh Kumar	Package Pricing at Mission Hospital
22	Srujana, H.M., Sudip Chatterjee, Kratika Shakya and U Dinesh Kumar	Science of Social Influence: HP Brandclout
23	Suhruta Kulkarni and Sreelata Jonnalagedda	Amable – Marketing Innovation in Education
24	V Ravi Anshuman and Sarayu Pani	Saint Gobain Sekurit India – To Be or Not to Be

Leading Journal Publications

IMB has nurtured the research culture of giving high priority to publications in refereed academic journals with high impact factor that are relevant to the current business and management scenario. Over the years, the knowledge generated by faculty at IMB has been appearing in leading academic journals including journals listed in Financial Times 45, Business Week 20, UT Dallas 24, etc. During the academic year 2015–2016, there were about seven such prominent publications which are listed below.

Sl. No.	Authors	Title of the Article	Journal Name	Publication Details
1	Hyokyoung Grace Hong, Yu Yue and Pulak Ghosh	Bayesian estimation of long-term health consequences for obese and normal-weight elderly people	<i>Journal of the Royal Statistical Society: Series A</i>	Vol. 178, No. 3, June 2015, Pg. 725-739
2	Karthik Sriram, Peng Shi and Pulak Ghosh	A Bayesian quantile regression model for insurance company costs data	<i>Journal of the Royal Statistical Society: Series A</i>	Vol. 179, No. 1, January 2016, Pg. 177-202
3	Sudhir Voleti, Praveen K. Kopalle and Pulak Ghosh	An interproduct competition model incorporating branding hierarchy and product similarities using store-level data	<i>Management Science</i>	Vol. 61, No. 11, February 2015, Pg. 2720-2738
4	Anish Sugathan and Reje George P	The influence of governance infrastructure and corporate governance on profit shifting	<i>Journal of International Business Studies</i>	Vol. 46, No. 8, October-November 2015, Pg. 886-916
5	Murali Agastya and Arkadii Slinko	Dynamic choice in a complex world	<i>Journal of Economic Theory</i>	Vol. 158, Part A, July 2015, Pg. 232-258
6	Mehmet Önal, H. Edwin Romeijn, Amar Sapra and Wilco van den Heuvel	The economic lot-sizing problem with perishable items and consumption order preference	<i>European Journal of Operational Research</i>	Vol. 244, No. 3, August 2015, Pg. 881-891
7	Charl de Villiers and Ana Marques	Corporate social responsibility, country-level predispositions, and the consequences of choosing a level of disclosure	<i>Accounting and Business Research</i>	Vol. 46, No. 2, 2016, Pg. 167-195

Sl. No.	Authors	Title of the Article	Journal Name	Publication Details
8	Arnab Basu and Lukasz Stettner	Finite and infinite horizon Shapley games with nonsymmetric partial observation	<i>SIAM Journal on Control and Optimization (SICON)</i>	Vol. 53, No. 6, December 2015, Pg. 3584-3619
9	Prashant Chintapalli and Jishnu Hazra	Pricing and inventory management during new product introduction when shortage creates hype	<i>Naval Research Logistics</i>	Vol. 63, No. 4, June 2015, Pg. 304-320
10	Tarun Jain and Jishnu Hazra	Sourcing under incomplete information and negative capacity-cost correlation	<i>Journal of the Operational Research Society</i>	Vol. 67, March 2016, Pg. 437-449
11	Shameen Prashantham, Charles Dhanaraj and Kumar K	Ties that bind: ethnic ties and new venture internationalization	<i>Long Range Planning</i>	Vol. 48, No. 5, October 2015, Pg. 317-333
12	Mukta Kulkarni and Sommer, K.	Language-based exclusion and prosocial behaviors in organizations	<i>Human Resource Management</i>	Vol. 54, No. 4, July-August 2015, Pg. 637-652
13	Mukta Kulkarni and Scullion, H.	Talent management activities of disability training and placement agencies in India.	<i>International Journal of Human Resource Management</i>	Vol. 26, (9), May 2015, Pg. 1169-1181
14	Sarah Brown, Pulak Ghosh , Li Su and Karl Taylor	Modelling household finances: A Bayesian approach to a multivariate two-part model	<i>Journal of Empirical Finance</i>	Vol. 33, September 2015, Pg. 190-207
15	R Narayanaswamy , K. Raghunandan and Dasaratha V. Rama	Satyam failure and changes in Indian audit committees	<i>Journal of Accounting, Auditing and Finance</i>	Vol. 30, No. 4, October 2015, Pg. 529-540
16	Sirish Kumar Gouda, Sreelata Jonnalagedda and Haritha Saranga	Design for the environment: Impact of regulatory policies on product development	<i>European Journal of Operational Research</i>	Vol. 248, No. 2, January 2016, Pg. 558-570
17	Srivardhini K Jha , Ishwardutt Parulkar, Rishikesh T Krishnan, and Charles Dhanaraj	Developing new products in emerging markets	<i>MIT Sloan Management Review</i>	Special Collection, Spring 2016, Pg. 17-24
18	Omkar D. Palsule-Desai, Devanath Tirupati and Janat Shah	Product line design and positioning using add-on services	<i>International Journal of Production Economics</i>	Vol. 163, May 2015, Pg. 16-33

Awards, Honors, and Achievements

1. **Prof. Amar Sapra**, Honorable Mention for Best Published Paper in Scheduling and Logistics Track in *IIE Transactions* during 2013-14 for his paper A Continuous Time Analog to the Martingale Model of Forecast Evolution.
2. **Prof. Charan Singh**, Invited member of CII, Karnataka State Council.
3. **Prof. Charan Singh**, Member of Research Advisory Committee, BIRD, NABARD.
4. **Prof. Charan Singh**, Dewang Mehta National Education Awards 2015 Best Professor of Economics.
5. **Prof. Charan Singh**, Rashtriya Gaurav Award 2015 Certificate of Excellence.
6. **Prof. Chirantan Chatterjee**, Advisory Inputs, NITI Aayog, Government of India, 2015.
7. **Prof. Deepak Malghan**, Dr. V.K.R.V. Rao Award in Social Sciences. The prize takes note of his original research and recognizes his contributions to the development of knowledge in the field of Human Geography and Ecology, 2015.
8. **Prof. Ganesh N Prabhu**, ET-FLAME Best Case Writer Award, 2015.
9. **Prof. Gopal Naik**, Tele-education project won WSIS 2015 Award for e-learning. Award is given by International Tele-communication Union and UN organizations for technology use in improving quality of education in rural areas on a large scale.
10. **Prof. Hema Swaminathan**, Visiting Scholar, Center for the Advanced Study of India, May and June, 2015 at CASI, University of Pennsylvania.
11. **Prof. Kumar K**, Appejay Surrendra Chair in Family Business in August 2013.
12. **Prof. Mukta Kulkarni**, Lengnick-Hall, M., & Martinez, P. Over qualification, Mismatched Qualification, and Hiring Decisions: Perceptions of Employers. *Personnel Review*, 44(4), 529-549, 2015. This paper was selected by *Personnel Review*'s editorial team as Outstanding Paper in the 2016 Emerald Literati Network Awards for Excellence.
13. **Prof. Pranav Garg**, Research Award, Distinguished Paper Award by BPS Division, AOM Annual Meeting, 2015.
14. **Prof. Pranav Garg**, Research Grant, Young Faculty Research Chair at IIM Bangalore in October 2015 for a period of one year.

15. **Prof. Pulak Ghosh**, Prof. C.R. Rao National Award in Statistics 2015, for outstanding contribution in the field of Statistics presented by the Ministry of Planning & Programme Implementation, Government of India.
16. **Prof. Pulak Ghosh**, Prof. P. C. Mahalanobis Medal for outstanding contribution to Econometrics, January 2016, presented by Indian Econometric Society.
17. **Prof. Ramadhar Singh**, Featured in Legends of HRD in Business Manager (July 2015), 18, 40-43.
18. **Prof. Ramadhar Singh**, Featured in a Website, Included among Top Thinkers on Mind, Brain, and Behavior, <http://cognobytes.org/2015/06/07/ramadhar-singh/>.
19. **Prof. Ravi Kumar R**, Honorary Position, Visiting Professor, Institute of Public Enterprise, Hyderabad.
20. **Prof. Rupa Chanda**, International Expert Committee, Nominated by WHO Director General to serve on a committee.
21. **Prof. Rupa Chanda**, Young Faculty Research Chair.
22. **Prof. Sari S A Mattila**, Grant to cover expenses for EGOS 2015 Conference in Athens by Liikesivistysrahasto (Foundation for Economic Education), Finland.
23. **Prof. Trilochan Sastry**, Bharat Asmita Award 2015, Acharya Sheshtha Award.
24. **Prof. Trilochan Sastry**, International Electoral Awards 2015, London.
25. **Prof. Vaidyanathan R**, Selected for the Thinkers 50 India list which described leaders as people who generated, built upon and enriched thought leadership in the country.
26. **Prof. Vaidyanathan R**, Invited by Japanese Foundation to deliver a Talk on Asian values & Democracy, presided over by Japanese Prime Minister Abe in January 2016.
27. **Prof. Vaidyanathan R**, MSME article presented at WHEF London during September 2015.

Corporate Strategy and Policy (CSP)

*B*usiness success or failure is largely dependent on how the various functional areas in management are combined to produce and deliver value to different stakeholders. This integration of functions is taking place in a continuously changing and complex environment. The Corporate Strategy & Policy (CSP) Area deals with issues related to the formulation and implementation of management and change strategies as organizations strive to remain successful and grow in an increasingly complex, competitive and globalized world. It is therefore interdisciplinary by nature and requires an understanding of all functional areas.

The Area is well-endowed in terms of faculty resources for dealing with these complex problems. The areas of research interest of the faculty in the CSP Area cover the entire spectrum of problems that affect the globalized businesses of today. Apart from the core area of strategic management, these areas include international business, strategic alliances, new product development, and the management of technology and innovation, among others.

Members of the Area offer a number of core and elective courses for the PGP, EPGP, PGPEM and FPM programs of the Institute. They are also actively involved in guiding various student projects. The Area offers specialization in the field of Corporate Strategy for the doctoral level FPM of the Institute. Other Area activities include case writing by faculty members, sponsored research and consulting. Themes of current business and research interests form the basis for a number of Executive Education Programs that the Area members offer directly or in collaboration with faculty members from other Areas. Faculty members of CSP area have also been publishing influential academic papers in international and national journals such as Strategic Management Journal, Harvard Business Review, Journal of Economic Behavior and Organization. Area members are on the boards of several companies and also serve on national committees dealing with strategic and policy issues.

I-A Research Projects

I-A1 Partnering for Success: Advancing Sustainability Research and Education in India

Project Team: **P D Jose, U Dinesh Kumar and Vasanthi Srinivasan**

Summary: The project promotes collaboration between IIM Bangalore and University of North Carolina on sustainability-related education. The project received the prestigious ‘Obama–Singh 21st Century Knowledge Initiative Awards’. The initiative strengthens collaboration and builds partnerships between American and Indian institutions of higher education in priority fields. IIM Bangalore is one of the eight institutions that are the recipients of the prestigious award. Each project will receive an award of approximately \$250,000 that can be utilized over a three-year period, with the objectives of cultivating educational reform, fostering economic growth, generating shared knowledge to address global challenges, and developing junior faculty at Indian and American institutions of higher learning. As part of the project, Indian Institute of Management Bangalore and the UNC Kenan-Flagler Business School in collaboration with Wipro organized the Symposium on “*Advancing Sustainability Research and Education*” in January 2015.

Sponsor: USEFI

Status: Ongoing (August 2013–September 2017)

I-A2 A Comparison of Sustainability Reporting Practices of Fortune 100 Companies with Indian Firms

Project Team: **P D Jose**

Summary: This study was sponsored by NFCG and attempted to analyse the sustainability initiatives of most valuable firms in the Fortune 500 list and compared them with similar initiatives of Indian firms. The methodology adopted involves analysing information disclosed on their Websites, including annual reports, sustainability reports, policies, and other documents. It also analysed the type of information related to sustainability and business operations that were currently disclosed and mapped the information based on industry type and sector, location and profit.

Sponsor: (NFCG) National Foundation for Corporate Governance

Status: Completed

I-A3 Understanding Pharmaceutical Distribution in India

Project Team: **Chirantan Chatterjee, Ajay Bhaskarabhatla and Bas Karreman**

Summary: In this project, we examine a punishment strategy that a large and newly identified cartel of retailers uses to police its members and its upstream suppliers. The cartel punishes members who defect and suppliers who violate vertical restraints in the

key regional or product market where it hurts them the most. The cartel organizes supply embargoes to punish its members and sales embargoes to punish its suppliers. Cartels can leverage the targeted punishment strategy to induce good behavior across multiple product, regional, and vertical markets. We examine several episodes in which the association of retail traders in India acting as a cartel imposes sales embargoes on select pharmaceutical firms and we find evidence consistent with targeted punishment. Our results support the theoretical view that growing buyer power in conjunction with vertical restraints facilitates collusion.

Sponsor: Pfizer Global Policy Group (New York)

Status: Ongoing (February 2015–2017)

I-A4 Patents & Generics Supply

Project Team: **Chirantan Chatterjee** and Ken Shadlen (London School of Economics)

Summary: Indian pharmaceutical firms are the leading suppliers of low-cost, affordable drugs to sub-Saharan Africa, hence the common references to India as “pharmacy to the developing world.” On account of increased competitive pressures in India, and new sources of demand for generic drugs in the US and Western Europe, leading India firms have re-oriented their production and export strategies toward selling more lucrative generics in regulated markets of US and the EU. What does this transformation imply for the supply of affordable drugs to Africa? One scenario is that leading firms continue supplying African markets while diversifying into more profitable regulated markets. A second scenario is that leading firms exit African markets but new firms emerge as suppliers. A third and more worrying scenario is that leading firms exit African markets and new firms fail to replace them, yielding a problem of under-supply. To assess these scenarios, the paper reports on data from a survey of 100 Indian pharmaceutical firms. We find significant variation in firms’ interests and capabilities to supply African markets depending on the age of the firm and the timing of their initial exports.

Sponsor: LSE STICERD

Status: Ongoing (March 2014–2017)

I-A5 Chinese & Indian Biopharmaceutical Science

Project Team: **Chirantan Chatterjee** and Minyuan Zhao

Summary: This project aims at understanding the evolution comparatively of Indian and Chinese biopharmaceutical sciences.

Sponsor: CIBER UMich & China Center UMich

Status: Ongoing (January 2014–2017)

I-A6 Trademarks

Project Team: **Chirantan Chatterjee** and Matej Drev

Summary: Trade in counterfeit products accounts for some 5-7% of global trade, amounting to more than \$600 billion annually, and presents an important challenge to producers of legitimate goods, especially in developing countries with poor intellectual property rights protection. Yet, due to a lack of relevant data, there currently exists only scant empirical evidence on how counterfeit producers interact with legitimate producers in the market. Using a novel dataset of medicinal sales in India between 2007 and 2013 and trademark litigation during the same period, the paper addresses this gap in the literature by examining how strategic market responses of heterogeneous producers (authentic producers, counterfeiters, potential counterfeiters, and other firms present in the market) evolve when counterfeiting is discovered and acted upon by a legitimate producer.

Sponsor: NSRCEL, IIM Bangalore

Status: Ongoing (April 2014–2017)

I-A7 Physicians/Doctors and Their Role in Cartels & Irrational Bundling of Combination Drugs in the Indian Pharmaceutical Industry

Project Team: **Chirantan Chatterjee**

Summary: We intend to examine the role of physicians behind the proliferation of irrational fixed-dose combination (FDC) medicines in India through both their prescription behavior and facilitating physician-firm-industry cartels in the sector. We intend to use panel data collected by IMS Health India. The data contains prescriptions written by 4600 physicians spanning 19 disciplinary categories for 96 months during 2008-2014 for 200 odd molecules in India's anti-infectives and antibiotics markets.

Sponsor: IIM Bangalore

Status: Ongoing (March 2015–2017)

I-A8 India's Natural Resources and Institutional Corruption

Project Team: **Murali Patibandla**

Summary: An action can be corrupt either morally or legally or in both ways. Legally speaking, corruption is generally defined as 'misuse of a public office for a private gain'. Public office refers to legislature, executive, judiciary, bureaucracy and the police (Patibandla, 2013). The constitution broadly defines the rights and obligations of these public offices. Legislature enacts laws within the framework of the constitution. Implementation of the laws is done by the executive. Politicians and the bureaucracy and even judiciary could collude for discretionary implementation of laws under

imperfection information. When the public offices misuse their rights and obligations to derive a private gain, it results in corruption.

Sponsor: IIM Bangalore

Status: Completed

I-A9 Enhancing Performance of Healthcare Organizations in India

Project Team: **Raghunath S**, Rama Jayanthi, Cleveland State University and Jagdip Singh, Case Western

Summary: Our specific objective is to study how to enhance performance in terms of productivity and quality in Indian hospitals. For most healthcare organizations, quality often adds costs and demands resources. As a result, quality-productivity tradeoffs are common dilemmas for managers who know that quality improvement is a key to customer loyalty but worry about a sinking bottom line. Our interest lies in understanding how hospitals manage the dual challenges of maintaining high quality while ensuring productivity of frontlines. We will use institutional theory to analyze how hospitals navigate quality and productivity logics and identify exemplar agency and entrepreneurship practices in crafting institutions and filling institutional voids to assure quality of care while maintaining high levels of efficiency.

Sponsor: IIM Bangalore

Status: Ongoing (September 2014–2017)

I-A10 Studying the Relationship between Multi-Sided Platforms (MSPs) and Open Innovation (OI)

Project Team: **Srinivasan R**

Summary: There is growing attention to the study of open innovation, given the changes in the social organization and market structures. New ways of engaging with customers and partners have emerged that are replacing traditional models of innovation that take either long periods of time and/or large investments of resources. Huff, Moslein and Reichwald (2013) identify a few major shifts that make open innovation imperative. First is the increasing demand for newer products/services and experiences amongst consumers and stakeholder groups, who are willing to contribute to the problem definition and solution. Second, technological advancements have shrunk the time, cost and effort required to collaborate and contribute; have made it easier for creating prototypes and test them (like the evolution of 3D printing); and increasing consciousness of collaborative work due to the evolution of social media. Thirdly, organizations competing in global markets or with global competitors are under increasing pressure to seek more and varied ideas without losing their focus on cost competitiveness. Given the constraints of intellectual resources organizations face, open innovation has become the imperative. Open innovation (OI), therefore

becomes the one means by which organizations (a) meaningfully engage with their customers in co-creation, (b) optimize their existing innovation resources, and (c) access a larger pool of innovation resources leveraging technology and social media.

Sponsor: IIM Bangalore

Status: Ongoing (2014–2017)

I-A11 Team Composition for Solving Complex Problems

Project Team: **Sai Yayavaram**

Summary: Most high value innovations that provide a sustainable competitive advantage are likely to be found by combining highly complex and interdependent knowledge elements (Fleming and Sorenson, 2001). This is because firstly, most undiscovered and difficult to imitate innovations are more likely to exist among complex interdependent combinations. Secondly, complex interactions are more likely to yield breakthroughs that go beyond “normal” scientific enquiry (Schilling and Green, 2011). However the flip side is that attempting complex and interdependent combinations most often lead to a “catastrophe”: most of the attempts lead to wrong alleys and which alleys are likely to be wrong is unpredictable *ex ante* (Kauffman, 1993).

Sponsor: IIM Bangalore

Status: Ongoing (September 2014–September 2017)

I-A12 Construction of a Comprehensive Database of Director Interlocking in India Using Data from the Ministry of Corporate Affairs

Project Team: **Rejie George P** and Ajay Bhaskarabhatla (Erasmus University)

Summary: India is undergoing significant reforms concerning corporate governance following the passage of the 2013 Companies Act. The reforms are expected to increase the standards of accountability and transparency, improve the functioning of boards, and empower participation by women. The act came into effect from 1 April 2014. There is considerable interest in examining the effectiveness of the new provisions and the processes by which firms adjust to them. The existing data and prior studies on the topic focus on a small number of listed firms, usually about 5000 firms. By contrast, it is estimated that there are more than a million firms operating in India currently.

Sponsor: IIM Bangalore

Status: Ongoing (August 2015–September 2017)

I-A13 An Analysis of Determinants of India's Software Exports

Project Team: **Murali Patibandla**

Summary: Since the early 1980s, the world economy has been undergoing structural transitions owing to rapid technological changes and globalization. One of its features is that a few large developing economies entered the global economy in a significant way. China is the classic example of achieving an annual average growth rate of 10 percent since the early 1980s by adopting an export-led growth of exporting labor intensive manufacturing products. The other large developing economy India could not achieve similar success like China but it has been able to derive and sustain competitiveness in the relatively high-tech industry, software and services. The main source of competitive advantage has been low cost English-speaking engineering manpower which is utilized by both the Indian firms and a large number of multinationals for the global markets. The industry evolved from undertaking low-end on-site projects to offshore projects and developed unique capabilities in outsourcing across a range of services to large multinational clients (Athreye, 2005).

Sponsor: IIM Bangalore

Status: Completed

I-A14 Innovation and Income Inequality

Project Team: **Sai Yayavaram**

Summary: The proposed project aims to study a socially and managerially relevant issue by bringing together our past research in two separate streams: innovation (Bapuji & Crossan, 2005; 2007; Bapuji, Crossan & Loree, 2011; Yayavaram & Ahuja, 2008; Yayavaram & Chen, 2015) and income inequality (Bapuji, 2015; Mishra, Son Hing, Yip, & Garcia, 2013). We propose to comprehensively examine the complex relationship between income inequality and innovation by examining the following research questions: (i) How does income inequality in an organization affect its innovations, and (ii) How does income inequality in a society affect innovations in that society? These studies will involve collection of data from patents, organizational financials, and macro-economic indicators.

Sponsor: VRSP, IIM Bangalore

Status: Ongoing (September 2015)

I-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
I-B1	Chatterjee, Chirantan , Kensuke Kubo and Viswanath Pingali	The consumer welfare implications of governmental policies and firm strategy in markets for medicines	<i>Journal of Health Economics</i>	Vol. 44, Pg. 255-273, December 2015
I-B2	Viswanath Pingali and Chatterjee, Chirantan	Balancing affordability and availability in a drug patent regime	<i>Economic and Political Weekly</i>	Vol. 50, No. 41, Pg. 20-23, October 2015
I-B3	Anish Sugathan and George P, Rejie	The influence of governance infrastructure and corporate governance on profit shifting	<i>Journal of International Business Studies</i>	Vol. 46, No. 8, Pg. 886-916, October-November 2015
I-B4	A. S. Ashwin, Rishiksha T. Krishnan and George P, Rejie	Family firms in India: family involvement, innovation and agency and stewardship behaviors	<i>Asia Pacific Journal of Management</i>	Vol. 32, No. 4, Pg. 869-900, December 2015
I-B5	A. S. Ashwin, Rishiksha T. Krishnan and George P, Rejie	Board characteristics, financial slack and R&D investments	<i>International Studies of Management & Organization</i>	Vol. 46, No. 1, Pg. 8-23, 2016
I-B6	Jose P D	Sustainability education in indian business schools: A status review	<i>AD-minister</i>	No. 28, 2016, Pg. 255-272

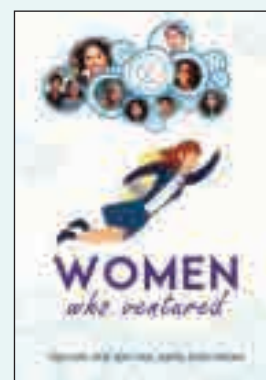
I-C Books

I-C1 Ganesh N Prabhu, Sonali Jain, Sria Majumdar, Divya Nandwana, Irene Mary Varughese, Pooja Rai, Sharika S. Nair, Alisha Arora, Priyanka Gupta

Women Who Ventured

2016

The book includes the personally most inspiring case selected by each of the eight authors of start-up case books on alumni of the Management Program for Women Entrepreneurs written as part of paid student internships at IIM Bangalore during summers of 2009 to 2015.



I-E Working Papers

Sl. No.	Author	Title	IIMB Working Paper No.	Year
I-E1	Srinivasan, Padmini and Srinivasan R	Narrative analysis of annual reports – A study of communication efficiency	486	2015
I-E2	Patibandla, Murali	Divergence and convergence of firm-level best practices: the case of Bajaj and Hero-Honda in India's two-wheeler industry	496	2015

I-F Articles in Periodicals, Financial Dailies, and Newspapers

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
I-F1	Chatterjee, Chirantan	Is India ready to reset its innovation mojo?	<i>Mint</i>	November 13, 2015
I-F2	Chatterjee, Chirantan	Is the new 'Mann der Tats' changing Indian society?	<i>Hindustan Times</i>	September 3, 2015
I-F3	Chatterjee, Chirantan	It's time to ratchet up India's intellectual property stance	<i>Hindustan Times</i>	January 17, 2015
I-F4	Chatterjee, Chirantan	From labs to markets, the emerging market for biological drugs in India	<i>India Abroad</i>	December 25, 2015

I-G Other Publications (Monographs, Reports, Working Papers of other Institutes, etc.)

Sl. No.	Authors	Title of Publication	Year	Type of Publication
I-G1	Jose P D	Business and society: An interview with Infosys Founder Mr. Narayana Murthy	2016	Interview IIMB Management Review Vol. 28, Issue 1, March 2016, Pg. 43-51
I-G2	Jose P D, Anbumozhi and A Bowen	Market-based mechanisms to promote renewable energy in Asia	2015	ERIA Discussion Paper Series
I-G3	Jose P D	Sustainability integration: corporate reporting practices in India	2016	Report published jointly with Global Reporting Initiative (GRI) and Tata Consultancy Services

Sl. No.	Authors	Title of Publication	Year	Type of Publication
I-G4	Jose P D and Saurabh Saraf	Sustainability reporting by India's most valuable companies	2016	Book Chapter in Corporations and Sustainability, The South Asian Perspective. Greenleaf Publishing, UK
I-G5	Jose P D	Introduction: corporations and sustainability in South Asia	2016	Book Chapter in Corporations and Sustainability, The South Asian Perspective. Greenleaf Publishing, UK

I-H Seminar/Conference/Workshop Presentations/Invited Talks

Sl. No.	Authors	Title of Paper/Session/Invited Talk	Name of Conference and Venue	Dates of the Conference
I-H1	Chatterjee, Chirantan	Life Sciences Symposium	Bates & White Economic Consulting, Washington, DC	June 8, 2015
I-H2	Chatterjee, Chirantan	Starving (or fattening) the golden goose?: Generic entry and the incentives for early-stage pharmaceutical innovation	University of California, Merced, USA	January 19, 2016
I-H3	Chatterjee, Chirantan	Starving (or fattening) the golden goose?: Generic entry and the incentives for early-stage pharmaceutical innovation	Peking University HSBC Business School, People's Republic of China	March 15, 2016
I-H4	Chatterjee, Chirantan	First-mover advantages before and after TRIPS: Evidence from the Indian pharmaceutical industry	Stanford University, Hoover Institution, USA	January 11, 2016
I-H5	Anurag, Priyatam and Prabhu, Ganesh N	Inclusive institutions and path dependence: Evidence from an underdeveloped region in India	Academy of Management Meeting, Vancouver, Canada	August 7-11, 2015
I-H6	Devi Vijay and Prabhu, Ganesh N	Teaching Case; Jaipur Rugs: weaving together 4000 artisans	FLAME Case Conference 2015, Foundation for Liberal and Management Education, Pune	July 10-11, 2015
I-H7	Sakshi Jain and Prabhu, Ganesh N	Teaching Case; Basket option: beyond investments	FLAME Case Conference 2015, Foundation for Liberal and Management Education, Pune	July 10-11, 2015
I-H8	Prabhu, Ganesh N	Invited TED Style Plenary on Training Social Entrepreneurs	Inauguration of Deccan Center for Innovation and Design, Bangalore	November 28, 2015

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of the Conference
I-H9	Prabhu, Ganesh N	Invited Plenary Address	International Case Symposium at NIFT, Bhubaneswar	November 19-20, 2015
I-H10	Prabhu, Ganesh N	Invited Valedictory Address	International Case Symposium at NIFT, Bhubaneswar	November 19-20, 2015
I-H11	Jose P D	Business school social impact: an indian perspective	International Conference and Annual Meeting, Tampa	April 26-27, 2015
I-H12	Jose P D	Sustainability risks: An emerging economy perspective	UNC Emerging Markets Conference, Chapel Hill	April 17, 2015
I-H13	Jose P D	Key Note Speaker: Sustaining business or sustainable business: challenges and opportunities	International Conference on Transforming Emerging Economies through Sustainability and Innovations in Businesses (IC TEE 2016), Bangalore	November 8-9, 2016
I-H14	Chen, John and Garg, Pranav	Dancing with the stars: Benefits of a star employee's temporary absence for organizational performance	Sixth Israel Strategy Conference, Jerusalem, Israel	December 20-22, 2015
I-H15	Chen, John and Garg, Pranav	Dancing with the stars: The benefits of a star employee's temporary absence for firm performance	Academy of Management Annual Meeting, Vancouver, Canada	August 7-11, 2015
I-H16	Raghunath S and Sathya Prasad	On the Indian manager becoming a global manager: A closer look at the development of global mindset	75 th Annual Conference of The Academy of Management, Vancouver	August 7-11, 2015
I-H17	Raghunath S	Invited panel presentation on Virtual teams reconciling two worlds- Local vs Global : findings from the information technology industry In India	75 th Annual Conference of The Academy of Management, Vancouver	August 7-11, 2015
I-H18	Ramachandran J	Overcoming locational disadvantage: identity work and category manoeuvring by emerging economy multinationals	AIB 2015 - Academy of International Business Annual Meeting, Bengaluru	June 27-30, 2015
I-H19	Ramachandran J	Inside the business group black box: Exploring the structure-scope linkage	2015 Academy of Management Annual Meeting, Vancouver, BC, Canada	August 7-11, 2015

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of the Conference
I-H20	Srinivasan R	Business models for the future	TVS Group, Mysuru (Kabini resorts)	February 8, 2016
I-H21	Srinivasan R	Effective admission interview processes, faculty of IIMs Calcutta, Indore, Rohtak, Raipur, Ranchi, Trichy, and Udaipur	Delhi	January 31, 2016
I-H22	Srinivasan R	Effective admission interview processes, faculty of IIM Kashipur	Kashipur	February 1, 2016
I-H23	Srinivasan R and Archana Shukla	Managing a transformation at the Singareni Collieries Company Limited	Case presented at the Asian Management Research and Case Conference (AMRC), Dubai	January 16- 18, 2016
I-H24	Srinivasan R and Archana Shukla	Ambidexterity in action: The case of Bharti Airtel	Paper presented at the 4 th Indian Academy of Management (INDAM) conference	January 11- 13, 2016
I-H25	Srinivasan R, Srinivasan, Vasanthi and Amit Gupta	Inclusivity as a dynamic capability	Paper presented at the 4 th Indian Academy of Management (INDAM) conference	January 11- 13, 2016
I-H26	Srinivasan R, Kathrin Moeslein and Albrecht Fritzche	Open innovation platforms	Symposium organized/ presented at the 4 th Indian Academy of Management (INDAM) conference	January 11- 13, 2016
I-H27	Srinivasan R	Strategic challenges for the digital future	Keynote address at the Annual meeting of the Trivandrum Management Association	December 9, 2015
I-H28	Srinivasan R	NIA Pune: Developing strategic thinking	The National Insurance Academy, Pune	August 19, 2015
I-H29	Srinivasan R	Moderator for the panel on Organizing the real estate industry: The role of platform organizations Eximius	IIM Bangalore	August 8, 2015
I-H30	Srinivasan R	IPM Colombo: Industry transformation and the changing role of senior management	IPM Summit, Colombo, Sri Lanka	June 16-17, 2015
I-H31	Srinivasan R	Indian CEO forum: Evolving global business environment, and its implications for Indian MNCs abroad	Indian CEOs Forum, Colombo (Lanka Leyland)	June 18, 2015

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of the Conference
I-H32	Srinivasan R	Case writing faculty development programme for the faculty and EFPM students	IIM Raipur	April 27-28, 2015
I-H33	Srinivasan R	Case writing faculty development programme for the faculty	IIM Rohtak	April 7-8, 2015

I-I Articles in Conference Proceedings

Sl. No.	Authors	Title of Paper	Details of the Conference Proceedings
I-I-1	Chen, John and Garg, Pranav	Dancing with the stars: The benefits of a star employee's temporary absence for firm performance	Academy of Management Annual Conference Proceedings, 2015

I-J IIMB Case Studies @ Harvard Business Publishing

- I-J1** Title: **Practo**
- Author: **R Srinivasan**
- Summary: The caselet on Practo elucidates the business model of a matching platform, one that matches the users on one side (clinics) with those on the other side (patients). The case elaborates on the business model, and elucidates why a combination of the SaaS offering (Practo Ray) and the platform business model (Practo.com) is essential to the sustainability of the business model. Key issues for discussion using this caselet in conjunction with the BharatMatrimony.com case and the Just Dial caselet include sustainability of matching platform business models and identification of the specific industry conditions where such business models could be extended (and where it could not be).
- I-J2** Title: **BharatMatrimony.com**
- Author: **R Srinivasan** and Menaka Rao
- Summary: The case on BharatMatrimony.com elucidates the business model of a matching platform, one that matches the users on one side with those on the other side. The case describes the entrepreneurial journey of the firm and its founder, elaborates on the business model, and its attempts at diversification. Key issues for discussion using this case include sustainability of the matching platform business model and identification of the specific industry conditions where such business models could be extended (and where it could not be).

- I-J3 Title: Just Dial Limited**
- Author: R Srinivasan and Menaka Rao**
- Summary:** The caselet on Just Dial elucidates the business model of a matching platform, one that matches the users on one side (consumers) with those on the other side (local, small and medium businesses). The case elaborates on the business model, and elucidates the evolution of Just Dial's business from a simple local search platform, to a search & transact platform. The case ends with questions on the sustainability of the business model and the extension to product ecommerce. Key issues for discussion using this caselet in conjunction with the BharatMatrimony.com case and the Practo caselet include sustainability of matching platform business models and identification of the specific industry conditions where such business models could be extended (and where it could not be).
- I-J4 Title: Tarnea Technology Solutions**
- Author: R Srinivasan and Menaka Rao**
- Summary:** The case on Tarnea Technology Solution is about a startup focused on providing supply chain solutions to the Indian pharmaceutical retail industry with a business model that connected distributors with retailers through a cloud-based interface, enabling real-time data access. In building an equivalent of a stock exchange at the pharmaceutical retail value chain (the last mile of the supply chain), Tarnea had developed the product and completed the pilot project. The case is set at a time when Tarnea had to decide on (a) pricing for both sides of the platform (retailers and distributors), (b) import of data from legacy products onto the Tarnea platform, (c) issues of direction of growth (whether to expand geographically first, or to diversify into other products), and (d) in their race to acquire customers, whether to outsource application development or not. The case discussion would help students to understand why and how platforms need to race to acquire customers as an insurance against envelopment.
- I-J5 Title: IndiaMart**
- Author: R Srinivasan, Menaka Rao and Mayurapriya Mohanam**
- Summary:** The case on IndiaMART enumerates important decisions that are made in platform business models with regards to the pricing of the different sides of the platform. Discussions on the case would encompass the role of pricing in creating and leveraging network effects analyze the "penguin problem" and how firms could overcome, manage and resolve the same. The case is set in 2013-2015 and describes the evolution of IndiaMART, the challenges they faced while addressing four major concerns at the turning point at which the organization was: namely, the speed of customer acquisition, arresting customer churn, responding to the opportunity of the increasing penetration of mobile phones for a platform such as IndiaMART and the decision to venture into new markets such as the B2B business.

I-K Leading Journal Publications

Journal articles which have appeared in leading academic journals, listed in Financial Times 45, Business Week 20, UT Dallas, etc.

I-K1	Authors:	Anish Sugathan and Rejie George P
	Title:	The influence of governance infrastructure and corporate governance on profit shifting
	Journal:	<i>Journal of International Business Studies</i>
	Abstract:	In this article, we develop a conceptual model to examine the influence of quality of country-level governance infrastructure and corporate governance effectiveness on profit shifting. We empirically test propositions derived from the model with a unique firm-level data set and using multiple indicators of governance infrastructure quality and corporate governance mechanisms. We estimate that on average about 6% of total pre-tax income is shifted out of foreign-owned firms in India. We show that governance infrastructure that improves collective action and transparency in both the foreign- and host-country reduces shifting. On the other hand, secure property rights and efficient contracting in the foreign country increase shifting. We also find that monitoring by foreign institutional investors restricts shifting.
	Listings:	<ul style="list-style-type: none"> - <i>Listed as A* in ABDC (Australian Business Deans Council)</i> - <i>Listed as 4* in ABS (Association of Business Schools, UK)</i> - <i>Listed in Financial Times 50</i> - <i>Listed in UT Dallas 24</i>

I-L Awards, Honors, and Achievements

I-L1	Prof. Chirantan Chatterjee , Advisory Inputs, NITI Aayog, Government of India, 2015.
I-L2	Prof. Ganesh N Prabhu , ET-FLAME Best Case Writer Award, 2015.
I-L3	Prof. Pranav Garg , Research Award, Distinguished Paper Award by BPS Division, AOM Annual Meeting, 2015.
I-L4	Prof. Pranav Garg , Research Grant, Young Faculty Research Chair at IIM Bangalore in October 2015 for a period of one year.

I-N Dissertation Proposal by FPM Students during 2015–2016

Sl. No.	Name of the Student	Topic	Date
I-N1	Shailen Kumar Dalbehera	Internalization of IJVs and institutions	August 18, 2015
I-N2	Pavan Soni	Firm-Level capability in resource-scarce environments: An analysis of sequence of managerial activities & salience of sub-processes	August 27, 2014

I-O Papers Presented by FPM Students in Conference/Seminar during 2015–2016

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
I-O1	Shailen Kumar Dalbehera	Impact of corruption on competition in India: Which partner gets to acquire the IJV?	57 th Annual Meeting of the Academy of International Business	June 30, 2015
I-O2	Kshitij Awasthi	Mandatory CSR in India: Political-Economy analysis and resource-pooling model for implementation	Indian Academy of Management Conference, Noida, IIM Lucknow (Noida campus)	December 11-13, 2015
I-O3	Kshitij Awasthi (co-authored by Prof. Sai Yayavaram; Prof. Rejie George; Prof. Trilochan Sastry)	Effect of political directors on profit persistence: Evidence from India	Pan-IIM WMC, IIM Indore	December 16-18, 2015
I-O4	Kshitij Awasthi (co-authored by Prof. Sai Yayavaram; Prof. Rejie George; Prof. Trilochan Sastry)	Effect of political directors on profit persistence: Evidence from India	IIMB Doctoral Conference, IIM Bangalore	December 22-23, 2015
I-O5	Kshitij Awasthi	Towards a global view of agency theory: Bringing principal-agent and principal-principal perspectives together	Academy of International Business, Bengaluru	June 27-30, 2015
I-O6	Snigdha Manukonda (co-authored by Prof. Ramachandran J)	Managerial cognition and capital allocation: Ownership structure as a pair mechanism	Pan-IIM	December 16-18, 2015

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
I-O7	Priyatam Anurag (co-authored by Prof. Ganesh N Prabhu)	Inclusive institutions and path dependence: Evidence from an under developed region in India	Academy of Management, Vancouver, Canada	August 7-11, 2015
I-O8	Sachidananda B S	The cognitive transitions of an entrepreneur from a novice to an expert: Evidence from the study of an expert entrepreneur pre and post IPO	4 th Biennial Conference - Indian Academy of Management, IIM Lucknow - Noida Campus	December 11, 2015

I-P Publications by FPM Students (Journal articles/book chapters/cases/book reviews) during 2015–2016

Sl. No.	Name of the Student	Title of the Paper	Name of the Journal/Book	Publications Details
I-P1	Kshitij Awasthi and Kiran K	High returns from higher education: Effect on agricultural income	Economic and Political Weekly	February 2016

I-Q Awards, Honors and Achievements by FPM students in 2015-2016

Sl. No.	Name of the Student	Details of the Award	Date
I-Q1	Kshitij Awasthi	Academic- Brown Bag Presentation, Institutional Transformation vs. Institutional Elasticity: The case of petroleum E&P sector reforms in India, IIM Bangalore	April 22, 2015
I-Q2	Kshitij Awasthi (co-authored by Prof. Sai Yayavaram; Prof. Rejie George; Prof. Trilochan Sastry)	Selected for Doctoral Conference, AIB Annual Conference, Academy of International Business, Bengaluru	June 27, 2015
I-Q3	Kshitij Awasthi (co-authored by Prof. Sai Yayavaram; Prof. Rejie George; Prof. Trilochan Sastry)	2 nd Best Paper prize, Academic (IIMB Award)	November 23, 2015
I-Q4	Rajani Singh	Leader of Tomorrow, St. Gallen Wings of Excellence Award -2015, International Student Community - St. Gallen	May 6, 2015



Economics and Social Sciences (ESS)

*T*he Economics and Social Sciences Area covers the domains of Economics, Political Economy and Society and Business Law. The faculty specializes in the following fields:

Economics:

- Monetary Policy, Econometrics, Industrial Organization, Competition Regulation and Privatization
- Financial Economics, International Finance, International Monetary Economics
- Macroeconomics, International Trade, WTO and International Organizations
- Migration Services
- Environment, Sustainable Development Economics, Agriculture Policies and Trade

Social Sciences:

- Ethics, Spirituality, Innovation and Creativity
- Creative Industry
- Corporate Law
- Economics and Legal Dimensions of Intellectual Property Rights

II-A Research Projects

II-A1 Impact of Credit Constraints on Social Returns to Education

Project Team: **Chetan Subramanian** and Radhika Joshi

Summary: Are there social returns to education and can they be quantified? Previous studies in this area have mixed results. Acemoglu and Angrist (1999) find little indication of social returns to education in the US. Rauch (1993) on the other hand finds that individual wages in the US increase by 2.8 percent for a one-year increase in average education. From a public policy perspective, the question is of interest because the results would shed light on whether governments should spend on the provision of education. Should the intervention be proportional to the social returns, and can these be accurately measured?

Sponsor: IIM Bangalore

Status: Ongoing (June 2014–June 2016)

II-A2 Financial and Economic Aspects of Solid Waste Management in India and Its Relevance to Climate Change

Project Team: **Damodaran A** and Anil B Suraj

Summary: The project aims to analyse the financial and economic aspects of solid waste management with reference to Karnataka.

Sponsor: GIZ-ASEM, Germany-India

Status: Ongoing (December 2011–2017)

II-A3 Prosperity Fund on Climate Financing

Project Team: **Damodaran A** and Anil B Suraj

Summary: The project aims to study the climate financing systems and strategies for India and G20 countries.

Sponsor: DFID, UK

Status: Ongoing (August 2011–2017)

II-A4 Environmental Financing

Project Team: **Damodaran A**

Summary: The project aims to study environmental financing architecture with reference to global public goods.

Sponsor: Multiple Agencies including DFID, Norway, GIZ, UNDP

Status: Ongoing (August 2008–2017)

II-A5 Financing Strategies for Implementing State Action Plans on Climate Change: Follow-up ResearchProject Team: **Damodaran A**

Summary: The project aims to study the state-level strategies for climate change management.

Sponsor: DFID and Ministry of Finance, Government of India

Status: Ongoing (2012–2017)

II-A6 WIPO IPR Economic StudiesProject Team: **Damodaran A**

Summary: The project aims to study technology transfer in relation to IPR regimes in the world.

Sponsor: WIPO/Geneva

Status: Ongoing (2013–2017)

II-A7 Managing the Nine Essential Steps of Worldly ExistenceProject Team: **Ramnath Narayanswamy**

Summary: This study is an attempt to contemporize the wisdom contained in the scriptures of Sanatana Dharma so that they reflect and speak a modern idiom that can make the insights contained in them easily understood.

We begin with three golden rules. The first is a function of articulation. It may be described as the effort to formulate your ideal, explore your inner life and seek to accomplish it. Why? This is because you were born to discover your purpose.

Sponsor: IIM Bangalore

Status: Ongoing (2014–2017)

II-A8 A Critical Response to Amanda Huffer's Dissertation on Sri Sri Mata AmritanandamayiProject Team: **Ramnath Narayanswamy**

Summary: In my humble view, the author has taken a dead horse and flogged it to death. This might seem a somewhat harsh statement to make but it needs to be made especially because this dissertation is so symptomatic of western works on Hinduism, Indian spirituality, Hindu dharma and Santana Dharma. It is typical in so far as the author prefers to see, hear and understand only what she prefers to see, hear and understand. Then she goes about constructing an entire edifice of argument, construction and semantics interwoven with innovative phrases that you could almost be enticed by the sophistry if you were careful not to notice that the flaw lay in the premise itself.

Sponsor: IIM Bangalore

Status: Ongoing (2014–2017)

II-A9 Bilateral Investment Treaties and India's Investment Regime

Project Team: **Rupa Chanda** and Dr. Pralok Gupta, Indian Institute of Foreign Trade (external collaborator)

Summary: This project analyses India's bilateral investment treaties (BITs) and its current investment regime to identify the shortcomings and to help policy makers take corrective measures so as to facilitate foreign investment by the UK and other countries in India. The study also examines the linkages between the provisions in India's BITs and in agreements, including Free Trade Agreements, IPR and competition policy legislation and tax treaties.

Sponsor: British High Commission, India Prosperity Fund, New Delhi

Status: Ongoing (2014–2017)

II-A10 Informal Insurance under Group Lending with Individual Liability: Evidence from India

Project Team: **Souvik Dutta**

Summary: The aim was to assess India's export potential in health services, to identify the constraints, the regulatory environment in this sector, and the internal reforms required in order to prepare for a negotiating position in the WTO and in preferential trade agreements.

Sponsor: International Growth Center

Status: Ongoing (May 2014–April 2017)

II-A11 Study on Municipal Financing

Project Team: **Charan Singh**

Summary: Indian economy has witnessed rapid growth in the recent years and the country is urbanizing rapidly. The existent levels of infrastructure, in rural as well as urban areas, are insufficient to fulfil the demands of the continually growing population, and populace that are getting far more aware owing to the electronic and social media.

Sponsor: IIM Bangalore

Status: Ongoing (2014–2017)

II-A12 Debt Management in India

Project Team: **Charan Singh**

Summary: Debt management in India has been a concern for more than five decades and the focus since 1971 has been on domestic debt and not on external debt, partially because of geo-political reasons, besides standard textbook economic reasons. Post-crisis, given the difficult economic situation and blurring of debt management

objectives with those of monetary policy resulted in a debate to bring the two functions under the same agency. In India, fiscal domination of monetary policy left very little flexibility for the Reserve Bank of India, to pursue a monetary policy conducive to the overall objective of development of financial markets, price stability and economic growth. However, several countries with liberalized financial markets opted for a separate debt management office to focus on reducing cost of raising resources and providing effective policy signals to the market.

Sponsor: IIM Bangalore

Status: Ongoing (2014–2017)

II-A13 Future of Telecom in India. Will It Slow Down or Will It Reinvent Itself?

Project Team: **Subhashish Gupta and Rakesh Godhwani**

Summary: Telecommunications in India has been the poster boy of economic reforms. In a span of about 15 years, there has been phenomenal growth in the subscriber base and it shows no signs of abating. But, slow down it must as the tele-density gets closer to 100%. The question is how the industry will evolve after that. The standard belief is that value-added services will take over and telecommunication companies will provide a host of new services which will be adopted enthusiastically by consumers and will provide revenues for service providers. Who though will develop these applications? Will telecommunication companies now develop applications in-house? If the development of new applications and services is going to be the prerogative of other firms, who will these be? How will they be financed and what will be their revenue streams?

Sponsor: IIM Bangalore

Status: Ongoing (June 2012–2017)

II-A14 Workshop on SMEs in Developing Asia

Project Team: **Charan Singh**

Summary: Abstract finance for micro, small, and medium-sized enterprises (MSMEs) has been a concern for all stakeholders including entrepreneurs, financial institutions, and government organizations. The key objective of the study was to identify various challenges faced by MSMEs in sourcing of finance during different stages of their life cycle. This study is a first-of-its-kind attempt to focus on these aspects. The study further explores whether the financial awareness of MSME entrepreneurs is a major limitation in the identification and utilization of sources of finance. Data was collected through personal interviews using a structured questionnaire from a sample of 85 MSMEs. The survey was conducted mainly in the city of Bangalore covering a wide spectrum of sectors such as precision tools, weavers, jewelers, food retailers, metal works, textiles, and book shops. The results reinforce the findings of

other studies that utilization of formal sources such as banks is significantly small compared with informal sources such as personal and family wealth. The study found that the main challenges faced in underutilization of formal sources were inadequacy of collateral assets and lack of financial awareness of entrepreneurs. Based on the conclusion that requirement of finance differs from the life-cycle stage of the MSME; recommendations have been proposed for entrepreneurs, financial institutions, and policy makers.

Sponsor: ADBI, Tokyo

Status: Ongoing (July 2015 – May 2017)

II-A15 Madrid System Market Research in India's Marketing Campaign in India for International Registration of Trade Marks

Project Team: **Damodaran A**, Mariappan Sundaram and **Anil B Suraj**

Summary: The project deals with marketing strategy for Madrid Protocol based international registration in India in the context of the 'Make in India' campaign

Sponsor: WIPO, Geneva

Status: Completed

II-A16 Tele-education in 1000 Rural Schools in Karnataka

Project Team: **Gopal Naik**

Summary: The scope of the project is to examine whether technology can be leveraged to improve quality of education in rural schools in Karnataka. It is implemented as an action research project in 1000 schools in India. The specific objective is to assess (1) whether technology improves performance of students in rural areas and can bridge the rural-urban gap and (2) whether technology can help in overcoming social disadvantage.

Sponsor: Government of Karnataka

Status: Ongoing (November 2014 – March 2019)

II-A17 Information, Market Creation and Agricultural Growth

Project Team: **Gopal Naik**

Summary: The project deals with identification of direct and economy-wide impact of ICT on agriculture. What impact does new information have on agricultural production, sustainability and income of farmers?

Sponsor: ESRC and IIM Bangalore

Status: Ongoing (January 2013 – December 2017)

II-A18 Services Growth and Globalization in India and China

Project Team: **Rupa Chanda**

Summary: Services have become increasingly important in global output, trade and investment flows. The sector constituted 70% of the world output in 2012. Across high and low income economies, services have come to occupy around 50% or more of gross domestic product (World Bank, 2013). Along with growth in services value added, there has also been a significant increase in international trade in services. According to the World Trade Organisation (WTO), global services exports accounted for around 24% of world exports of goods and services or US\$4.4 trillion in 2012, up from US\$1.5 trillion in 2000 and less than US\$0.8 trillion in 1990. Foreign Direct Investment (FDI) in services has similarly increased from US\$9 trillion in 1990 to US\$13.3 trillion in 2011, contributing over 60% of the total global stock of FDI.

Sponsor: IIM Bangalore

Status: Ongoing (2015 – 2017)

II-A19 A Study on Political Economy of Resource Allocation, Auditing, and Public Good Provision: Evidence from Gram Panchayats in India

Project Team: **Souvik Dutta**, Sabyasachi Das and Abhirup Sarkar

Summary: The project aims to understand the determinants of the spatial heterogeneity and temporal changes in resource allocation and expenditure patterns across Gram Panchayats (GPs). We focus on two important aspects that may explain this variation: the political economy of resource allocation, and institutional channels for revelation of misallocation of resources. The political economy mechanism would explore the interactions of political incentives of local GP councils and that of the state government and/or possibly the relevant local MLAs. The institutional mechanism would focus on the role played by the auditing agency that annually audits the expenditure accounts of GPs. The state government is supposed to punish the GPs found to have misallocated their resources, deviating from their announced action plans. This may create differential incentives for different GPs as GPs may have different gains from misallocation due to rigidities in the structure of reporting mechanisms. The cost of adverse audit outcome may also be different across GPs, since the state government may be less willing to punish a GP which has the same party ruling its council as that in the state government. This, therefore, means that the political economy and the auditing mechanisms may, in fact, interact.

Sponsor: IIM Bangalore

Status: Ongoing (2015 – 2017)

II-A20 Revolution vs. Gradualism: Optimal Strategy of a Leader

Project Team: **Souvik Dutta, Manaswini Bhalla** and Kalyan Chatterjee

Summary: A political leader wishes to confront/overthrow an unpopular government and every period chooses the nature of its opposition. Opposition can either be a small protest which does not threaten the existence of the present regime or a revolution. Each type of opposition is costly and its success depends upon the unknown ability of the political leader and mass participation. We find that for low enough cost of a small protest, it is optimal for a political leader to follow a strategy of gradualism in which it undertakes small protest initially to favorably update the belief about his/her ability and mobilize a higher participation for the final revolution.

Sponsor: VRSP, IIM Bangalore

Status: Ongoing (2015 – 2017)

II-A21 Role of Indian Information Technology Firms in “Factory Asia”

Project Team: **Subhashish Gupta**, Mandar Oak and Deeparghya Mukherjee

Summary: We would like to investigate the presence of Indian IT firms in the global value chains, in particular those of Singapore and Southeast Asia. Richard Baldwin’s paper, ‘Trade and Industrialization after Globalization’s 2nd Unbundling’ provides us with the theoretical underpinnings. His thesis states that trade has worked in different ways after the ICT revolution. Earlier, it was important to build the entire supply chain domestically to be able to supply products. Now, it is possible to build and export very sophisticated products using the supply chains that reside in other countries. For instance, Apple computers are produced in China but the design, software and marketing reside in different countries. The value added from Chinese manufacturing is fairly small compared to value added from the other components. So, the competition between countries is no longer in terms of products but in terms of a position in the supply chain.

Sponsor: IIM Bangalore

Status: Ongoing (2015 – 2017)

II-A22 Foundations of Applied Macroeconomics: A Policy Rate Approach

Project Team: **Vivek Moorthi**

Summary: The mini-book with the above title, for which a basic project grant is sought, comprises the most important Module III of the comprehensive macro text that I am writing. The attached two pages indicate how the Stagflation mini-book project is slated to end this month, and how this mini-book fits into the bigger text underway.

Sponsor: IIM Bangalore

Status: Ongoing (2015 – 2016)

II-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Details of the Publication
II-B1	Singh, Charan , C L Dadhich and S Ananth	Financial Inclusion and Social Change	<i>Yojana</i> , Ministry of Information and Broadcasting	Vol. 59, August 2015, Pg. 7-11
II-B2	Singh, Charan	Inflation Targeting in India	<i>Macroeconomics and Finance in Emerging Market Economies</i>	Vol. 8, No. 1-2, 2015, Pg. 17-24
II-B3	Singh, Charan , Kanchan Bharati and Ayanendu Sanyal	Ageing in India: Need for Universal Pension Scheme	<i>Economic and Political Weekly</i>	Vol. L, No. 18, May 2015, Pg. 40-46
II-B4	Singh, Charan	Inflation Targeting in India	<i>Indian Journal of Economics and Business</i>	August 2015
II-B5	Singh, Charan and Sharada Shimpi	Monetization of Gold in India	<i>Bullion Bulletin</i>	Vol. 5, No. 7, July 2015
II-B6	Singh, Charan	Implications of Adverse Sex Ratio	<i>Kurukshetra: A Journal on Rural Development, Ministry of Rural Development</i>	Vol. 64, No. 3, January 2016, Pg. 52
II-B7	Beermann, Jan, Damodaran A , Kirsten Jørgensen and Miranda A. Schreurs	Climate Action in Indian Cities: An Emerging New Research Area	<i>Journal of Integrative Environmental Sciences</i>	Vol. 13, No. 1, 2016. Pg. 55-66
II-B8	Narayanswamy, Ramnath	Leadership Lessons from the Bhagavad Gita: The Arithmetic of Inner Transformation	<i>International Journal on Spirituality and Organizational Leadership</i>	Vol. 3, No. 1, 2015, Pg. 73-94
II-B9	Chanda, Rupa	Challenges to Regional Integration in South Asia	<i>South Asia Economic Journal</i>	Vol. 16, No. 2, Supplement Issue, 2015, Pg. 19-38
II-B10	Somdutta Basu, Dutta, Souvik and Abhirup Sarkar	Bandhan: Can It Replicate Its Microfinance Success?	<i>Economic and Political Weekly</i>	Vol. 50, No. 35, August 2015, Pg. 13-15
II-B11	Agastya, Murali and Arkadii Slinko	Dynamic Choice in a Complex World	<i>Journal of Economic Theory</i>	Vol. 158, Part A, July 2015, Pg. 232-258

Sl. No.	Authors	Title of Paper	Name of Journal	Details of the Publication
II-B12	Agastya, Murali, Parimal Bag and Indranil Chakraborty	Proximate Preferences and Almost Full Revelation in the Crawford-Sobel Game	<i>Economic Theory Bulletin</i>	Vol. 3, No. 2, October 2015, Pg. 201-212
II-B13	Dhasmana, Anubha	Transmission of Real Exchange Rate Changes to The Manufacturing Sector Performance Evidence from an Emerging Market	<i>International Economics</i>	Vol. 143, October 2015, Pg. 48-69

II-C Books

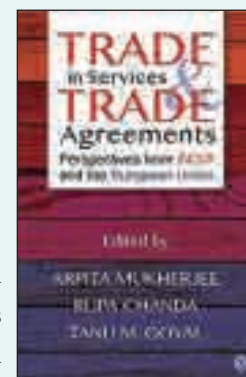
II-C1 Arpita Mukherjee, Rupa Chanda and Tanu M Goyal

Trade in Services and Trade Agreements

Sage Publishers, New Delhi, 2015

A first of its kind, it addresses policy initiatives on services trade between two economies that are actively engaged in trade agreements. It establishes that the Broad Based Trade and Investment Agreement (BTIA), if signed, will be India's first agreement with a major advanced regional bloc and a major trading partner, and the EU's first agreement with a large emerging market. It is, therefore, likely to have a far-reaching impact on other large trading nations such as the United States and China.

This book will be indispensable to scholars of international trade, international economics, macroeconomics, international relations as well as policy-makers, policy analysts and the informed general reader.



II-C2 Rupa Chanda and Pralok Gupta

India-EU People Mobility

Cambridge University Press, 2015

This book provides an overview of the trends and characteristics of mobility between India and the EU from an historical (diaspora), economic (trade and investment) and regulatory (immigration) perspective. It also analyses the movement of professionals in selected sectors and occupations such as IT, architecture, engineering and legal services, as well as student mobility between the two regions. The book discusses sector-specific as well as cross-cutting factors that shape the different types of mobility between the EU and India, the regulatory and other constraints to these migration flows, their impact and contribution on both sides, and the



associated sensitivities and concerns. Drawing upon the analysis of these different types of mobility and the associated challenges, the book highlights how such mobility could be facilitated and managed through bilateral discussions between India and the EU, under formal as well as other arrangements.

Discusses sector-specific as well as cross-cutting factors that shape the different types of mobility between the EU and India • Provides an overview of the trends and characteristics of mobility between India and the EU from a historical, economic and regulatory perspective • Highlights how such mobility could be facilitated and managed through bilateral discussions.

II-C3 **Rupa Chanda** and Pralok Gupta

Globalization of Legal Services and Regulatory Reforms

Sage Publishers, New Delhi, 2015

This book brings out the need to organize the Indian legal sector for greater competition against the backdrop of the changing economic realities in India and around the globe.

It argues that the primary issue facing this sector is not just that of liberalization and providing access to foreign firms, but also the weaknesses and regulatory gaps that affect its global competitiveness. Highlighting the prevailing dynamics, the book focuses on the regulatory challenges and perceptions surrounding the legal sector's liberalization in a developing economy such as India.



II-D Chapters in Books

Sl. No.	Authors	Title of Chapter	Title of Book	Editors	Publication Details
II-D1	Singh, Charan, and S. Ananth	Creating an Enabling Digital Ecosystem: Issues & Challenges	<i>Modi's Odyssey: Digital India, Developed India</i>	Sameer Kochhar	Skoch Media Pvt. Ltd., Pg. 445
II-D2	Ghosh, S and Chanda, Rupa	International Migration of Skilled Women: Overview of Trends and Issues	<i>India Migration Report: Gender and Migration</i>	Irudaya Rajan	Routledge, 2015, Pg. 80-103
II-D3	Chanda, Rupa	Trade in Services between India and Pakistan	<i>Normalizing India-Pakistan Trade</i>	N. Taneja and S. Pohit	Springer, 2015, Pg. 147-192
II-D4	Chanda, Rupa	Medical Tourism and Outward FDI in Health Services: India in South Asia	<i>Handbook on Medical Tourism and Patient Mobility</i>	J. Hanefield, N. Lunt and D. Horsfall	Chapter 29, Elgar Publishers, 2015, Pg. 296-306

Sl. No.	Authors	Title of Chapter	Title of Book	Editors	Publication Details
II-D5	Chanda, Rupa	Internationalization in India's Higher Education Sector: Mobility of Students and Establishments	<i>The India Higher Education Report</i>	N. Varghese and G. Malik	Chapter 19, Centre for Policy Research in Higher Education, Routledge, New Delhi, 2015, Pg. 431-58
II-D6	Chanda, Rupa	Trade in Services and the Indian Economy	<i>India and the World Economy</i>	Patnaik, Chandrashekhar, Jayati Ghosh	Chapter 4, Indian Council for Social Science Research, Oxford University Press, 2015, Pg. 112-68
II-D7	Damodaran A	The Co-benefit Principle and the Durban Platform: Towards an inclusive Framework for Negotiating Climate Change Finance	<i>The G20 Development Agenda, An Indian Perspective</i>	Parthsarathi Shome	Cambridge University Press, 2015, Chapter 6, Pg. 161-182
II-D8	Damodaran A	Structuring Climate Finance for Adaptation Measures in Vulnerable Ecosystems: Lessons from India	<i>Vulnerability of Land Systems in Asia</i>	Braimoh, Ademola K. and He Qing Huang	Wiley-Blackwell, 2015, Chapter 19, Pg. 297-308

II-E Working Papers

Sl. No.	Author	Title	IIMB Working Paper No.	Year
II-E1	Tarun Mittal and Singh, Charan	Smart Urban Mobility: Road Less Travelled	492	2015
II-E2	Singh, Charan and Chiranjiv Singh	Financing of Urban Local Bodies in India	493	2015
II-E3	Singh, Charan, Rohan Das and Jafar Baig	Money, Output and Prices in India	497	2015
II-E4	Singh, Charan, Ayanendu Sanyal and Kanchan Bharati	Social Security Schemes: A Case for Universalisation	498	2015
II-E5	K. Kanagasabapathy, Singh, Charan and Sharada Shimpi	Need to Rationalize Rising Interest Burden on Public Debt of the Central Government	501	2016

Sl. No.	Author	Title	IIMB Working Paper No.	Year
II-E6	Singh, Charan, Deepanshu Pattanayak, Divyesh Satishkumar Dixit, Kiran Antony, Mohit Agarwala, Ravi Kant, S Mukunda, Siddharth Nayak, Suryaansh Makked, Tamanna Singh and Vipul Mathur	Frauds in the Indian Banking Industry	505	2016

II-F Articles in Periodicals, Financial Dailies, and Newspapers

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
II-F1	Singh, Charan	Trust deficit	<i>The Week</i>	March 27, 2016
II-F2	Singh, Charan	An indecent proposal	<i>Business Line</i>	March 4, 2016
II-F3	Singh, Charan	The new growth strategy: Rurbanic and Gandhian	<i>The Financial Express</i>	March 3, 2016
II-F4	Singh, Charan	Union Budget 2016: Need for major decisions	<i>Business Insider</i>	February 29, 2016
II-F5	Singh, Charan	Interview: The waning lustre of the budget	<i>The Hindu</i>	February 5, 2016
II-F6	Singh, Charan	Where have all the women gone?	<i>Business Line</i>	February 2, 2016
II-F7	Singh, Charan	The eternal gold rush	<i>Business Standard</i>	February 2, 2016
II-F8	Singh, Charan	Concerns of the Armed Forces with the Seventh Pay Commission must be addressed	<i>The Wire</i>	January 12, 2016
II-F9	Singh, Charan	Interview: Views on the Mahila Bank	<i>The Week</i>	January 3, 2016
II-F10	Singh, Charan	Why and how India must care for its old	<i>The New Indian Express</i>	December 31, 2015
II-F11	Singh, Charan	Pay panel leaves Army out in the cold	<i>Business Line</i>	December 30, 2015
II-F12	Singh, Charan	Provide for old-age security in budget	<i>The Tribune</i>	December 23, 2015
II-F13	Singh, Charan	Financial empowerment key to check male child preference	<i>Deccan Herald</i>	December 22, 2015
II-F14	Singh, Charan	PSBs must gear up to handle a big market	<i>The Financial Express</i>	December 4, 2015
II-F15	Singh, Charan	Demographic dividend or damp squib?	<i>Business Line</i>	November 2, 2015
II-F16	Singh, Charan	Interview: Call drops can stand in way of 'Make-in-India' efforts	<i>The New Indian Express</i>	November 16, 2015

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
II-F17	Singh, Charan	Make air tickets cheaper, says the PM	<i>Business Line</i>	September 27, 2015
II-F18	Singh, Charan	Ways to handle it	<i>Deccan Herald</i>	September 19, 2015
II-F19	Singh, Charan	Utilising MSMEs as engines for growth	<i>The Hindu</i>	September 11, 2015
II-F20	Singh, Charan	Great fall of China needs cheques and balances	<i>The Tribune</i>	August 28, 2015
II-F21	Singh, Charan	As China devalues, India must protect itself from a currency war it cannot win	<i>The Wire</i>	August 20, 2015
II-F22	Singh, Charan	Devaluation to give China a global edge	<i>The Tribune</i>	August 19, 2015
II-F23	Singh, Charan, Vivel Raju and Amit Agarwal	How to solve a problem like the railways	<i>Business Line</i>	August 13, 2015
II-F24	Singh, Charan and C L Dadhich	Take steps to prevent farmer suicides	<i>The New Indian Express</i>	August 12, 2015
II-F25	Singh, Charan, Mayuresh Phegade and Deepen Sanghavi	Sustainability allowance must	<i>Deccan Herald</i>	August 10, 2015
II-F26	Singh, Charan and Sharada Shimpi	Hedging the gold monetisation scheme	<i>The Financial Express</i>	August 3, 2015
II-F27	Singh, Charan	Benchmarks for banks	<i>The Hindu</i>	July 29, 2015
II-F28	Singh, Charan	How NITI Aayog can remove the Land Bill deadlock	<i>DailyO</i>	July 16, 2015
II-F29	Singh, Charan, Natarajan Ramachandran and Ajosh K	Who can make it in India?	<i>The Tribune</i>	July 15, 2015
II-F30	Singh, Charan	Reluctant PSBs	<i>The Indian Express</i>	July 10, 2015
II-F31	Singh, Charan and Tarun Mittal	Smart urban plans must solve land, traffic woes	<i>The New Indian Express</i>	June 24, 2015
II-F32	Singh, Charan, Karan Thapar and Ankit Mishra	From sickness to wellness	<i>Deccan Chronicle</i>	June 22, 2015
II-F33	Singh, Charan	Countering El Nino and its ripple-down effects	<i>The Tribune</i>	June 19, 2015

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
II-F34	Singh, Charan and C L Dadhich	A safer future for the Indian farmer	<i>Business Standard</i>	June 16, 2015
II-F35	Singh, Charan	Graft at high places, history, time for welfare initiatives	<i>The New Indian Express</i>	May 27, 2015
II-F36	Singh, Charan	Economic reforms: Looking back & ahead	<i>The Tribune</i>	May 18, 2015
II-F37	Singh, Charan	NABARD can help weather rural financial distress	<i>The New Indian Express</i>	May 14, 2015
II-F38	Singh, Charan	Working for welfare	<i>The Indian Express</i>	May 12, 2015
II-F39	Singh, Charan	Separating debt from monetary management	<i>The Financial Express</i>	May 11, 2015
II-F40	Singh, Charan	Unseasonal rains, failed crops and farmers' suicides	<i>Deccan Herald</i>	April 23, 2015
II-F41	Singh, Charan	Monetizing gold will help unlock dormant money	<i>The New Indian Express</i>	April 10, 2015
II-F42	Singh, Charan	Reviving Punjab's economy	<i>The Tribune</i>	April 7, 2015
II-F43	Singh, Charan and S Ananth	How to make the gold monetisation scheme work?	<i>The Financial Express</i>	February 16, 2016
II-F44	Singh, Charan	Taking stock of gold monetisation schemes	<i>The Tribune</i>	April 14, 2015
II-F45	Damodaran A	Root for the outlier	<i>OPEN Essay</i>	September 11, 2015
II-F46	Damodaran A	Raul Castro, Sitaram Yechury face a Trotskyan moment	<i>OPEN Essay</i>	June 19, 2015
II-F47	Damodaran A	How smart is your city – Redefining the urban living space	<i>OPEN Essay</i>	April 3, 2015
II-F48	Narayanswamy, Ramnath	What is self-realization?	<i>The Deccan Herald</i>	May 1, 2015
II-F49	Narayanswamy, Ramnath	Mind control in spirituality	<i>The Deccan Herald</i>	May 11, 2015
II-F50	Narayanswamy, Ramnath	Devotion constitutes the key	<i>The Deccan Herald</i>	May 29, 2015
II-F51	Narayanswamy, Ramnath	Hanuman and Garuda	<i>The Deccan Herald</i>	June 8, 2015
II-F52	Narayanswamy, Ramnath	The Lord is the chief guest	<i>The Deccan Herald</i>	June 19, 2015
II-F53	Narayanswamy, Ramnath	Budget the mind, time and money	<i>The Deccan Herald</i>	July 3, 2015

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
II-F54	Narayanswamy, Ramnath	Rituals help us on the spiritual path	<i>The Deccan Herald</i>	July 13, 2015
II-F55	Narayanswamy, Ramnath	Destiny can be conquered	<i>The Deccan Herald</i>	July 26, 2015
II-F56	Narayanswamy, Ramnath	You win Him when you lose "I"	<i>The Deccan Herald</i>	August 4, 2015
II-F57	Narayanswamy, Ramnath	Give up your intelligence to experience God	<i>The Deccan Herald</i>	August 25, 2015
II-F58	Narayanswamy, Ramnath	To become empty is to become full	<i>The Deccan Herald</i>	September 24, 2015
II-F59	Narayanswamy, Ramnath	Devotion is the path to godliness	<i>The Deccan Herald</i>	October 2, 2015
II-F60	Narayanswamy, Ramnath	The ego is a deadly enemy	<i>The Deccan Herald</i>	November 2, 2015
II-F61	Narayanswamy, Ramnath	What kind of Guru should you seek?	<i>The Deccan Herald</i>	November 17, 2015
II-F62	Narayanswamy, Ramnath	Explaining the Ramayana	<i>The Deccan Herald</i>	December 18, 2015
II-F63	Narayanswamy, Ramnath	Learn spirituality from the epics	<i>The Deccan Herald</i>	January 5, 2016
II-F64	Narayanswamy, Ramnath	Transition from the old to the new	<i>The Deccan Herald</i>	January 28, 2016
II-F65	Narayanswamy, Ramnath	Transcendence is key to spirituality	<i>The Deccan Herald</i>	February 12, 2016
II-F66	Narayanswamy, Ramnath	Eschew worriers on the spiritual path	<i>The Deccan Herald</i>	February 25, 2016
II-F67	Narayanswamy, Ramnath	The Congress today has become an impediment to economic reform	<i>India Facts</i>	June 6, 2015
II-F68	Narayanswamy, Ramnath	The story of Hanuman	<i>India Facts</i>	October 15, 2015
II-F69	Narayanswamy, Ramnath	Impediments to substantive reform	<i>The Aryavarth Express</i>	June 3-9, 2015
II-F70	Narayanswamy, Ramnath	The political class must elevate discourse	<i>The Aryavarth Express</i>	July 8-14, 2015
II-F71	Narayanswamy, Ramnath	Kejriwal will need to address governance	<i>The Aryavarth Express</i>	July 20-25, 2015
II-F72	Narayanswamy, Ramnath	India is neither secular nor socialist	<i>Swarajya</i>	June 11, 2015

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
II-F73	Narayanswamy, Ramnath	Excellence begins in the heart	<i>Swarajya</i>	June 17, 2015
II-F74	Narayanswamy, Ramnath	Rajaji was a master craftsman	<i>Swarajya</i>	July 5, 2015
II-F75	Narayanswamy, Ramnath	Lord Macaulay's idea of India	<i>Swarajya</i>	August 10, 2015
II-F76	Narayanswamy, Ramnath	What must the Congress learn here and now?	<i>Swarajya</i>	August 17, 2015
II-F77	Narayanswamy, Ramnath	The NDA needs to reach out, heal and bond	<i>Swarajya</i>	August 21, 2015
II-F78	Dutta, Souvik	Food to nutrition security: What can the budget Offer	<i>Financial Chronicle</i>	February 23, 2016
II-F79	Dutta, Souvik	Will Bandhan Bank change its model and mode of work after turning itself as a bank	<i>Anandabazar Patrika</i>	September 8, 2015
II-F80	Moorthy, Vivek	Correct price index	<i>Indian Express</i>	June 19, 2015
II-F81	Moorthy, Vivek	What Delhi must do next	<i>Indian Express</i>	January 30, 2016

II-G Other Publications (Monographs, Reports, Working Papers of other Institutes, etc.)

Sl. No.	Authors	Title of Publication	Type of Publication
II-G1	Singh, Charan	An interview with CNBC: Suggesting that PSBs deserve more respect and time, probably a different yardstick, given the social responsibility that they have and have served the country so well	Interview, 2015 Two episodes of 15 and 10 minutes each
II-G2	Singh, Charan	Students conducted a survey of 406 people on Philips Curve, basically wondering about trade-off between inflation and employment	Survey, 2015 Youtube video link http://bit.ly/1LizBXU
II-G3	Singh, Charan	26 minutes interview telecast on Rajya Sabha TV	August 25-26, 2015 https://www.youtube.com/watch?v=jQgb4Vu7qow&list=PL2C45670A53657A05&index=1
II-G4	Singh, Charan	Panel discussion on Gold Monetisation	2015 https://www.youtube.com/watch?v=4UNlsZtwSrA

Sl. No.	Authors	Title of Publication	Type of Publication
II-G5	Singh, Charan	Union Budget 2016	2016 https://www.youtube.com/watch?v=PIFUx09iSZM
II-G6	Singh, Charan	Slowing Indian economy: Need to explore MSME sector	Bottomline, Edition 4, 2015
II-G7	Chanda, Rupa	Globalization and deregulation: Ideas, interests and institutional change in India by Rahul Mukherji	Book Review IIMB Management Review, Vol. 27, Issue 2, Pg. 41-43, June 2015
II-G8	Chanda, Rupa and P. Gupta	Bilateral investment treaties and India's investment regime	Reports Submitted to the British High Commission, New Delhi (funded by the India Prosperity Fund)
II-G9	Chanda, Rupa	LDC services waiver: Potential and reality	Trade Insight, Vol 11, No. 3, 2015, SAWTEE, Kathmandu, Pg. 20-27
II-G10	Dutta, Souvik, Somdutta Basu and Abhirup Sarkar	Emergence of Bandhan as a bank: A new era in the Indian banking industry, Ideas for India	August 27, 2015 http://www.ideasforindia.in/article.aspx?article_id=1495
II-G11	Gupta, Subhashish	Telecommunications at the crossroads in India	Round Table IIMB Management Review, Vol. 27, 2015, Pg. 196-208
II-G12	Damodaran A, Kirsten Jörgensen, Miranda Schreurs and Jan Beermann	Sustainable cities – Inclusive, green and competitive - Policy Paper of Indo- German Expert Group on Green and Inclusive Economy	Policy Paper, GIZ, Berlin, 2015

II-H Seminars/Conferences/Panel Sessions/Workshop Presentations and Invited Talks

Sl. No.	Authors	Title of Paper	Details of the Conference/ Seminar and Institute	Dates of Event
II-H1	Dhasmana, Anubha	Transmission of real exchange rate to the manufacturing sector: Role of financial access	IT&FA, Sarsota	May 17-20, 2015
II-H2	Dhasmana, Anubha	Exchange rate uncertainty and employment dynamics: Evidence from India	INFINITI - Conference in International Finance, Ljubljana, Slovenia	June 8-9, 2015
II-H3	Singh, Charan	Business Plan Meet	BIRD Lucknow	April 17-19, 2015
II-H4	Singh, Charan	Analysis of Union and State Budget	ROSHNI, Young India Conclave	May 2, 2015

Sl. No.	Authors	Title of Paper	Details of the Conference/ Seminar and Institute	Dates of Event
II-H5	Singh, Charan	Creating an enabling digital ecosystem: Issues and challenges	SKOCH Development Foundation, Mumbai	June 12, 2015
II- H6	Singh, Charan	Technical session	FKCCI, Bengaluru	June 29, 2015
II-H7	Singh, Charan	Make in India & its implications on defense manufacturing	Defense Institute of Quality Assurance, Bengaluru	July 27, 2015
II-H8	Singh, Charan	Make in India - Opportunities and challenges for entrepreneurship	Global Business School, Hubli	August 18, 2015
II-H9	Singh, Charan	Invited speaker, National level consultation on the theme of old age security in India – ‘From Jan Dhan to Jan Suraksha’	Organized by Germany’s federal enterprise for international cooperation GIZ (Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH), along with HelpAge India, at Gulmohar Hall, India Habitat Centre (IHC) in Delhi	September 18, 2015
II-H10	Singh, Charan	Microfinance: Issues and challenges	Fourth National Seminar, BIRD Lucknow	October 16-17, 2015
II-H11	Singh, Charan	The new age entrepreneurship	TiEcon 2015, TiE Nagpur	October 24-25, 2015
II-H12	Singh, Charan	Adoption of cost-benefit analysis in India: The challenges	Advocacy Seminar, CUTS International at Jaipur	October 30, 2015
II-H13	Singh, Charan	SMEs in developing Asia workshop	ADB Institute, Japan, Tokyo, Japan	November 19-20, 2015
II-H14	Singh, Charan	Banking sector and growth	9 th Triennial Goden Jubilee Conference, organized by All India UCO Bank Officers' Federation, Lucknow	November 22-23, 2015
II-H15	Singh, Charan	Challenges facing the Indian economy	Sambhram School of Management, Bengaluru	November 26, 2015
II-H16	Singh, Charan	Economic and business issues	IJEB, Kolkata	December 19-20, 2015
II-H17	Singh, Charan	Public finance for KSAD officer	Fiscal Policy Institute, Bengaluru	December 8, 2015
II-H18	Singh, Charan	Chief guest and keynote speaker	National Conference on Synergising functional effectiveness and organisational performance for economic growth, R V Institute of Management, Bengaluru	December 12, 2015

Sl. No.	Authors	Title of Paper	Details of the Conference/ Seminar and Institute	Dates of Event
II-H19	Singh, Charan	Demographics - dividend or disaster?	Jain University, Bengaluru	January 29, 2016
II-H20	Singh, Charan	Housing markets in India – presentation	Association of Indian Economic and Financial Studies (AIEFS), San Francisco	January 4, 2016
II-H21	Singh, Charan	Challenges facing Indian economy	University of California, Los Angeles	January 5, 2016
II-H22	Singh, Charan	Make in India and its implications on defense manufacturing	Defense Institute of Quality Assurance, Bengaluru	January 25, 2016
II-H23	Singh, Charan	Stakeholders' discussion on role of financial institution in gold monetisation in India	Pahle India Foundation, New Delhi	January 29, 2016
II-H24	Singh, Charan	Indian Economy-Post Budget Analysis 2016-17	Accelerating the momentum organized by CII	March 1, 2016
II-H25	Singh, Charan	Union Budget	Christ University, Bengaluru	March 1, 2016
II-H26	Singh, Charan	Panel discussion about the Union Budget	Bangalore International Centre, Bangalore	March 2, 2016
II-H27	Singh, Charan	Gyan Sangam	Ministry of Finance, New Delhi	March 3-5, 2016
II-H28	Singh, Charan	PPP in employment generation and role of MSMEs	WCC Chennai	March 8, 2016
II-H29	Singh, Charan	Panel discussion on Union Budget	Seshadripuram First Grade College, Yelahanka	March 9, 2016
II-H30	Singh, Charan	Advancing Asia: Investing for the future	IMF, Taj Palace Hotel, New Delhi	March 11-13, 2016
II-H31	Singh, Charan	Panel discussion on Indian Budget	Raja Rajeshwari College of Engineering, Bengaluru	March 21 2016
II-H32	Singh, Charan	Problems and Prospects of Indian Economy	NJSA Govt. College, Kapurthala	March 19, 2016
II-H33	Singh, Charan	Visit of Executive MBA students from Keio University, Japan: Meeting with Japan delegates	IIM Bangalore	March 23, 2016
II-H34	Singh, Charan	Regulatory Impact Assessment	CUTS and NIPFP, New Delhi	March 30 2016
II-H35	Damodaran A	Conservation of the endangered to the protection of the unique managing cultural heritage sustainably, Program on art, culture and heritage: A Management perspective	The Centre for Heritage Management, University of Ahmedabad	February 5, 2016

Sl. No.	Authors	Title of Paper	Details of the Conference/ Seminar and Institute	Dates of Event
II-H36	Damodaran A	Talk at Expert Consultation, Workshop on Issues, constraints and opportunities to reduce greenhouse gas (GHG) emissions in India	Organized by the MacArthur Foundation, New Delhi	October 13, 2015
II-H37	Damodaran A	Presentation on Climate Financing - Issues for India, Workshop on Finance, Innovation Policy and Sub-National Actions towards Low Carbon Development in India	Organized by TERI, New Delhi	September 17, 2015
II-H38	Damodaran A	Presentation on Biodiversity Financing: Lessons from National Assessment India, Convention on Biological Diversity, Sub-regional Capacity Building Workshop on Finance Reporting and Resource Mobilization for South Asia	UNDP, New Delhi	September 16-18, 2015
II-H39	Damodaran A	Presentation on Low Carbon Cities Key Issues in Planning and Governance, International Workshop on Inclusive Sustainable Cities, Indo-German Expert Group on Green and Inclusive Economy	Organized by IIM Bangalore -GIZ	April 15, 2015
II-H40	Damodaran A	Presentation on Global Commons	55 th International Course of NDC, National Defense College, New Delhi	June 24, 2015
II-H41	Damodaran A	Presentation on Perspectives for Improving the OECD DAC Climate - and Biodiversity-related Development Finance Statistics, Workshop on Partner Country Perspectives for Tracking Domestic and International Climate- and Biodiversity-related finance and Fourth Experts Meeting of the Joint ENVIRONET-WP-STAT Task Team on OECD Rio markers, Environment and Development Finance Statistics	OECD Conference Centre, Paris, France	May 19-21, 2015

Sl. No.	Authors	Title of Paper	Details of the Conference/ Seminar and Institute	Dates of Event
II-H42	Damodaran A	Presentation on Biodiversity related investments and impacts – India	International technical expert workshop on identifying, accessing, compiling and aggregating domestic and international biodiversity-related investments and impact, Mexico City, Mexico	May 5 – 7, 2015
II-H43	Naik, Gopal	High Level Policy Statmenets Talk on Using ICT to deliver public services	World Summit on Information Society	May 25-29, 2015
II-H44	Naik, Gopal, Chetan Chitre; Bhalla, Manaswini and Jothsna Rajan	Can technology overcome social disadvantage and improve learning outcomes? Evidence from a large-scale experiment in India	11 th Annual Conference on Economic Growth and Development, ISI Delhi	December 17-19, 2015
II-H45	Rajeshwaran, S, Naik, Gopal and Garud, Niharika	Determinants of milk price in India	CPP Conference, IIM Bangalore	August 3-5, 2015
II-H46	Naik, Gopal	Scaling up of pilot: The case of tele-education	Aziz Premji University, Bangalore	April 20, 2015
II-H47	Naik, Gopal	Unified Agricultural Markets	NABARD & IFPRI, BIRD, Lucknow	November 29-30, 2015
II-H48	Naik, Gopal	Value chain financing of potatoes in South India	Asian Development Bank, Manila	February 2-3, 2016
II-H49	Naik, Gopal	Budget Discussion on Agriculture	Government of Karnataka	March 5, 2016
II-H50	Naik, Gopal	Panel Discussion on Central Budget	IISc, Bengaluru	March 11, 2016
II-H51	Bhalla, Manaswini	Experimental Economics. Presented the paper at conference: Can technology overcome social disadvantage and improve learning outcomes? Evidence from a large-scale experiment in India	Indian Statistical Institute, Kolkata	March 15, 2016
II-H52	Narayanaswamy, Ramnath	Nurturing spiritual intelligence	Sri Sathya Sai Centre of Higher Learning, Brindavan Campus, Whitefield, Bengaluru	February 25, 2016
II-H53	Narayanaswamy, Ramnath	The meaning of surrender in Sanatana Dharma: Devotion, Karma, Gnosis and Guru Bhakti	Fifth International Conference on Integrating Spirituality and Organizational Leadership, The Art Institute, Chicago USA	September 14, 2015

Sl. No.	Authors	Title of Paper	Details of the Conference/ Seminar and Institute	Dates of Event
II-H54	Narayanaswamy, Ramnath	My Guru as I have known Him: A few glimpses from my personal Experience	International Conference on Indigenous Models of Sustainability, Good Governance and Spiritual Transformation, IIM Bangalore	January 4-6, 2016
II-H55	Narayanaswamy, Ramnath	Nurturing spiritual organizations as an integral part of CSR	International Conference on Indigenous Models of Sustainability, Good Governance and Spiritual Transformation, IIM Bangalore	January 4-6, 2016
II-H56	Narayanaswamy, Ramnath	A critique of Amanda Huffer's dissertation on Mata Amritanandamayi	International Conference on Indigenous Models of Sustainability, Good Governance and Spiritual Transformation, IIM Bangalore	January 4-6, 2016
II-H57	Narayanaswamy, Ramnath	Keynote Address on the Nature of Guru Bhakti in our Dharma	International Conference on Consecrated Life in the Globalized Era, Catholic Ecumenical and Interreligious Perspectives, Dharmaram Vidya Kshetram, Bengaluru	January 9, 2016
II-H58	Chanda, Rupa	Servicification of Indian manufacturing: key trends and policy takeaways	17 th Neemrana Conference, Neemrana	December 20, 2015
II-H59	Chanda, Rupa	Medical value travel in low and middle income countries: Trends and implications	Colloquium on Traveling for Health, Simon Fraser University, Vancouver	October 29, 2015
II-H60	Chanda, Rupa	Bilateral investment treaties and India's investment regime	UK India Business Council, London, and at FICCI, New Delhi,	August 26, 2015
II-H61	Chanda, Rupa	Issues in services trade	International Conference on Empirical Research in Services Trade, organized by Centre for WTO Studies, Indian Institute of Foreign Trade, New Delhi	August 21- 22, 2015
II-H62	Chanda, Rupa	Leveraging services for manufacturing growth and competitiveness	International Conference on Empirical Research in Services Trade, organized by Centre for WTO Studies, Indian Institute of Foreign Trade, New Delhi	August 21- 22, 2015

Sl. No.	Authors	Title of Paper	Details of the Conference/ Seminar and Institute	Dates of Event
II-H63	Chanda, Rupa	India's healthcare exports: challenges and concerns	Workshop on Export Potential of Medical and Health Services from India- Opportunities & Challenges, organized by the Ministry of Commerce, Government of India, Bengaluru	May 28, 2015
II-H64	Chanda, Rupa	Realizing opportunities in healthcare exports: The way forward at Workshop on Export Potential of Medical and Health Services from India- Opportunities & Challenges	Organized by the Ministry of Commerce, Government of India, Bengaluru	May 28, 2015
II-H65	Chanda, Rupa	Services and India's export competitiveness: sustainability and preparedness	International Conference on Stock Taking of India's Trade Policy, organized by the World Trade Institute, Berne and Jindal Global University	May 21, 2015
II-H66	Souvik, Dutta	Ethnic conflict and civic engagement, South Asian Economic Development: The way forward	Organized by Faculty of Economics, South Asian University, New Delhi	April 9-10, 2015
II-H67	Souvik, Dutta	Ethnic conflict, rumors and an informed agent	SERI Conference, organized by ISB	July 17-18, 2015
II-H68	Souvik, Dutta	Informal Insurance under group lending with individual liability: Evidence from India	6 th IGC-ISI India Development Policy Conference, New Delhi	July 21-22, 2015
II-H69	Souvik, Dutta	Ethnic Conflict, Rumors and an Informed Agent	UECE Lisbon Meetings in Game Theory and Applications, Lisbon, Portugal	November 5-7, 2015
II-H70	Souvik, Dutta	Ethnic conflict, rumors and an informed agent	11 th Annual Conference on Economic Growth and Development, ISI Delhi	December 17-19, 2015
II-H71	Souvik, Dutta	Informal insurance under group lending with individual liability: Evidence from India	5 th West Bengal Growth Conference, ISI Kolkata	December 26-27, 2015
II-H72	Souvik, Dutta	Ethnic conflict, rumors and an informed agent	Department of Economics, University of Calcutta	July 27, 2015
II-H73	Souvik, Dutta	Panel Discussion on India's phytonutrient consumption: An examination of the demand and supply situation	Longchamp Hall, Taj Mansingh, New Delhi	February 4, 2016

Sl. No.	Authors	Title of Paper	Details of the Conference/ Seminar and Institute	Dates of Event
II-H74	Souvik, Dutta	Organic Production and Cooperative Participation: Agri-Decision Making under Price Volatility	IMRDC Conference 2015, IIM Bangalore	December 22, 2015
II-H75	Moorthy, Vivek	Budget panel discussion	Narsee Monjee Institute of Management Studies, Bengaluru	March 2016

II-L Awards, Honors, and Achievements

- II-L1 Prof. Charan Singh**, Dewang Mehta National Education Awards 2015 Best Professor of Economics
- II-L2 Prof. Charan Singh**, Rashtriya Gaurav Award 2015 Certificate of Excellence.
- II-L3 Prof. Charan Singh**, Member of Research Advisory Committee, BIRD, NABARD
- II-L4 Prof. Charan Singh**, Invited member of CII, Karnataka State Council.
- II-L5 Prof. Gopal Naik**, Tele-education project won WSIS 2015 Award for e-learning. Award is given by International Tele-communication Union and UN organizations for technology use in improving quality of education in rural areas on a large scale.
- II-L6 Prof. Rupa Chanda**, International Expert Committee, Nominated by WHO Director General to serve on the committee.
- II-L7 Prof. Rupa Chanda**, Young Faculty Research Chair.

II-M Doctoral Theses Completed by FPM Students during 2015–2016

Sl. No.	Name of the Student	Dissertation Title	Members of the DAC Committee
II-M1	Ayona Bhattacharjee	Health & Growth: Exploring Domestic and Global Channels	Rupa Chanda, Chetan Subramanian, Arnab Mukherji
II-M2	Rituparna Roy	Determinants of Collateralized Borrowing	Chetan Subramanian Jayant R Kale Charan Singh Kausik Chaudhuri (Ex. Member)
II-M3	Radhika Joshi	Essays on Estimating Social Returns to Education	Chetan Subramanian Soumyanetra Munshi Rajalaxmi Kamath Shailender Swaminathan (Ex. Member)

Sl. No.	Name of the Student	Dissertation Title	Members of the DAC Committee
II-M4	Vipul Mathur	Financial Market Frictions and Monetary Policy in General Equilibrium	Chetan Subramanian, A Damodaran, Kanchan Mukherjee

II-N Dissertation Proposal by FPM Students during 2015–2016

Sl. No.	Name of the Student	Topic	Date
II-N1	Nayantara Dutt	Establishing the Micro-Foundations of IT Agglomeration – Alternate Theories	December 22, 2015
II-N2	Tanushree Haldar	Sustainable Production and Information Efficiency in Coffee Market	June 13, 2015

Finance and Accounting (F&A)

*F*aculty in the Finance and Accounting (F&C) Area have research, teaching and consulting expertise in financial accounting, managerial accounting, corporate governance, corporate finance, capital markets (including equity, fixed-income securities and derivatives), and financial institutions and services (including banking and insurance).

The area faculty offers core courses in financial accounting and reporting, managerial accounting and corporate finance. Faculty also teaches a large number of second year electives that relate to corporate finance, Investments and Portfolio Management, Financial markets, Banking and other financial institutions, International Finance, Risk Management, Project Financing, Corporate Valuation and Corporate Governance.

Additionally, area faculty teaches doctoral level courses such as Financial Economics-I, Financial Economics-II, and Accounting Theory. Besides offerings in the five long-duration programs, area faculty also offers several domestic and international executive education programs targeted at finance professionals.

F&C Area faculty is affiliated with the Centre for Banking and Finance Technology, the Centre for Capital Markets and Risk Management (www.ccmrm.org) and the Centre for Corporate Governance and Citizenship. Area faculty is also involved in the activities of other IIMB centres such as Public Policy, Entrepreneurship, and Software Management.

Faculty members influence firm-level and economy-level policy making by virtue of being on the boards of corporate, regulatory and standard-setting organizations.

III-A Research Projects

III-A1 Financial Development and Economic Growth

Project Team: **Ashok Thampy**

Summary: The link between financial development and economic growth has been a widely discussed and much debated topic in extant literature. In one of the earliest studies, Schumpeter (1912) posits that financial intermediation, by deciding which firms will be using the societies' savings; financial intermediaries influence the course of economic development. Many subsequent studies establish a positive relationship between financial development and growth (Beck, Levine, & Loayza, 2000; Carlin & Mayer, 2003; King & Levine, 1993; Ross Levine, Loayza, & Beck, 2000). However, these studies analyse evidence from cross-country data. Results of such studies contain potential biases induced by measurement errors, simultaneity, omitted variables, and unobserved country-specific effects and therefore are not able to resolve the issue of causality (Beck, 2008; Levine et al., 2000). Use of cross-country data underlies problem of omitted variables because across different countries, considerable heterogeneity exists in factors such as capital flows, trade flows, labour movement, legal code, enforcement machinery, etc. In this study, I analyse the finance-growth relationship using regions within a country- India. Factors such as legal codes, labour mobility, and capital flows are likely to be much more homogeneous within a country as compared to between countries. Furthermore, any country-specific effects are also, by design, controlled for in a subnational study. Thus, such a construct, by providing an automatic control environment, overcomes many of the potential biases that plague the findings of existing cross-country studies (Beck, 2008). This study examines financial development and economic growth at the regional level (district) for India for the period 2001 to 2008, thus contributing to the literature by providing evidence from a large developing country.

Sponsor: IIM Bangalore

Status: Ongoing (2014–2017)

III-A2 Debt, Defaults, and Corporate Governance

Project Team: **Jayadev M**

Summary: How effectively the governance structures are working in the case of debt funded through public issue and private placement? The specific governance structures are risk factors disclosed in offer documents, rating migrations of credit rating agencies, debenture trustees, stock exchange norms for listed bonds/debentures and creation of debenture redemption reserve. How effectively are the governance structures working in the case of debt funds?

Sponsor: National Foundation for Corporate Governance

Status: Ongoing (2015)

III-A3 Customer Analytics in the Banking Sector: Improving the Quality of Credit Rating and Identifying Fraud Symptoms Using Big Data Algorithms

Project Team: **U Dinesh Kumar and Jayadev M**

Summary: The following are the objectives of the study.

1. Develop customer segmentation for better service.
2. Design credit rating models that can assist the banks to quantify risks associated with retail loans under big data context.
3. Develop statistical models to predict probability of default (PDF)
4. Develop models for predicting different types of frauds within the banking sector.
5. Design and develop web-enabled software that will assist the banks to easily adopt the models

Sponsor: Department of Electronics and Information Technology

Status: Ongoing (August 2015–2017)

III-A4 FII Trading around Earnings Announcements

Project Team: **Srinivasan Rangan** and Murugappa Krishnan, William Paterson University

Summary: We study whether FIIs anticipate information in forthcoming earnings announcements, how they process information contained in earnings, and how markets react to information in their trades.

Sponsor: NSE-NYU Stern Initiative on the Study of Indian Capital Markets

Status: Ongoing (2014–2017)

III-A5 Expected Returns and Idiosyncratic Volatility

Project Team: **V Ravi Anshuman**

Summary: An outstanding puzzle in empirical asset pricing is the relationship between expected returns and idiosyncratic volatility. In a seminal paper, Ang, Hodrick, Xing, and Zhang (2006) show that stocks with lower idiosyncratic risk have higher expected returns. In other words, the empirical relationship between expected returns and idiosyncratic volatility is negative.

If one goes by the traditional asset pricing literature, there should no relationship between expected returns and idiosyncratic volatility, because idiosyncratic volatility can be diversified away, and therefore, should not affect asset prices in an economy with risk-averse investors. However, the empirical findings in the Ang et al (2006) study differ with this theoretical proposition.

Sponsor: IIM Bangalore

Status: Ongoing (2014–2017)

III-A6 Series of Four Cases on Entrepreneurship

Project Team: **Sabarinathan G** and Ramakrishna Velamuri

Summary: Entrepreneurs are now understood to go through a formal process of discovering opportunities, evaluating them, developing a variety of strategies to get the enterprise off the ground, grow or scale them, organize appropriate funding and eventually harvesting or exiting. Each of these cases will focus on one of these specific aspects of the evolution of an entrepreneurial venture.

Sponsor: IIM Bangalore

Status: Ongoing (2015–2017)

III-A7 Administration Procedure in the United Kingdom

Project Team: **Ana Marques** and Maria Correia

Summary: Europe has been in the midst of a financial crisis for a few years. At times such as these, many companies become insolvent. The United Kingdom is considered the most creditor-friendly country in the European Union. In our project, we explore a comprehensive hand-collected sample of administration procedures announced in the United Kingdom from 2000 to 2012.

Sponsor: Foundation for Science and Technology – Portugal

Status: Completed

III-A8 Corporate Social Responsibility in India: An Obligation, Not an Option

Project Team: **Padmini Srinivasan** and **Ana Marques**

Summary: The objective of this paper is to understand the CSR spending done by firms in India after the new CSR rule became effective. A rigorous study of the amounts spent, the determinants of such spending and the areas impacted is necessary to fully understand the impact of the new regulation.

Sponsor: Self

Status: Ongoing (March 2016 – March 2017)

III-A9 Venture Capital and Private Equity Engagement with Portfolio Companies - An Empirical Enquiry

Project Team: **Sabarinathan G**

Summary: In the past fifteen years for which we have some basic data on venture capital (VC) and private equity (PE) investment activity, there has been a reasonable level of VC funding activity. In terms of capital deployed, various estimates place the amount of private equity and venture capital deployed in India between \$ 60 bn and \$ 80 bn, making it an economically important phenomenon worthy of academic study.

Sponsor: IIM Bangalore

Status: Ongoing (March 2016)

III-A10 Fullerton India Credit Company Limited (FICCL)

Project Team: **V Ravi Anshuman**

Summary: Fullerton India Credit Company Limited (FICCL) is a wholly owned subsidiary of Fullerton Financial Holdings (FFH), Singapore which in turn is a wholly owned subsidiary of Temasek Holdings (TH). Incorporated in 1974, TH is an investment company based in Singapore.

FICCL launched its commercial operations in January 2007 and has been offering a wide suite of products primarily to mass market consumers. The product suite includes financing of small and medium enterprises for working capital and growth, secured against property collateral, vehicle finance (commercial vehicles and two-wheelers), unsecured consumer loans, secured and unsecured working capital loans for the urban self-employed. The rural business provides solidarity group loans for rural livelihood advancement and individual secured and unsecured loans to individuals residing in these markets.

Sponsor: IIM Bangalore

Status: Ongoing (2015- 2017)

III-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Publication Details
III-B1	Charl de Villiers and Marques, Ana	Corporate social responsibility, country-level predispositions, and the consequences of choosing a level of disclosure	<i>Accounting and Business Research</i>	Vol. 46, No. 2, 2016, Pg. 167-195
III-B2	Jean-Charles Deudon, Marques, Ana and Gerrit Sarens	Ownership concentration of three large Belgian banks during the crisis	<i>Corporate Governance: The International Journal of Business in Society</i>	Vol. 15, No. 5, 2015, Pg. 663-677
III-B3	R Narayanaswamy , K. Raghunandan and Dasaratha V. Rama	Satyam failure and changes in Indian audit committees	<i>Journal of Accounting, Auditing and Finance</i>	Vol. 30, No. 4, October 2015, Pg. 529-540

III-E Working Papers

Sl. No.	Author	Title	IIMB Working Paper No.	Year
III-E1	Rohit Gupta and Jayadev M	Business strategy and systemic risk - evidence from Indian banks	503	2016

III-F Articles in Periodicals, Financial Dailies, and Newspapers

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
III-F1	Vaidyanathan R	108,000 Temples and their locations in India	General	October 26, 2015
III-F2	Vaidyanathan R	Body clock	General	October 5, 2015
III-F3	Vaidyanathan R	Brief look at the history of temples in IIT Madras campus	General	June 10, 2015
III-F4	Narayanaswamy R, K. Raghunandan, and Dasaratha V. Rama	The truth about Satyam	<i>The Economic Times</i>	April 28, 2015

III-G Other Publications (Monographs, Reports, Working Papers of other Institutes, etc.)

Sl. No.	Authors	Title of Publication	Type of Publication
III-G1	Jayadev M	Central Subsidy for Interest on Educational Loans: Evaluation Study	Research Report submitted to Ministry of HRD Government of India. July 31, 2015

III-H Seminars/Conferences/Workshop/Invited Talks, etc.

Sl. No.	Authors	Title of Paper	Details of the Conference	Dates of the Conference
III-H1	Marques, Ana and Maria Correia	Bankruptcy in the UK	Presented in a conference at Hong Kong	October 2015
III-H2	Thampy, Ashok and Anand Srinivasan	The effect of relationships with government-owned banks on cash flow constraints: evidence from India	European Business School, Weisbaden, Germany	November 19, 2015
III-H3	Thampy, Ashok and Anand Srinivasan	The effect of relationships with government-owned banks on cash flow constraints: evidence from India	School of Business, Economics and Law, University of Gothenburg	March 17, 2016
III-H4	Thampy, Ashok and Anand Srinivasan	The effect of relationships with government-owned banks on cash flow constraints: evidence from India	HKUST organised a workshop on Understanding Financial Inclusion in Asia IEMS-CAG	May 20-21, 2015
III-H5	Narayan P C	Understanding macro economics trends and implications for business	WIPRO Infotech Ltd. Global Leadership Program	April 2015
III-H6	Narayan P C	Understanding macro economics trends and implications for business	WIPRO Ltd. Consumer Care and Lighting Division	September 2015

Sl. No.	Authors	Title of Paper	Details of the Conference	Dates of the Conference
III-H7	Srinivasan, Padmini	Talk on Convergence of Indian GAAP with IFRS	Christ University, Bengaluru	November 19, 2015
III-H8	Basu, Sankarshan	Using logarithmic goal programming methodology to develop a utility function for buyers of health insurance in India 2015 World Risk and Insurance Economics Congress	19 th Annual Conference of the Asia Pacific Risk and Insurance Association, Munich	August 6, 2015
III-H9	Basu, Sankarshan	Plenary talk on Sustainable Micro Finance	5 th Annual International Conference on Sustainability at Indian Institute of Management Shillong	March 18, 2016
III-H10	Basu, Sankarshan	Talk on Indian Financial Markets	Global Economy at the inaugural annual conference of the International Association of Financial Consumers at Jeju, South Korea	October 31, 2015
III-H11	Basu, Sankarshan	Talk on Building Value for the Organizations	Annual EA Convention 2015 organized by CII, Bengaluru	June 4, 2015
III-H12	Basu, Sankarshan	Talk on Trends in marketing of insurance products in India	8 th Asia Insurance Forum in Beijing	April 16, 2015
III-H13	Rangan, Srinivasan	Motives and consequences of foreign institutional investor trading around earnings announcements	NSE-NYU Conference, Mumbai	July 28, 2015
III-H14	Vaidyanathan R	Invited by PM for a meeting for discussing budget inputs	NITI Aayog, New Delhi	February 2016
III-H15	Vaidyanathan R	Crouching tiger or gasping elephant?	Bangalore Lit Fest	June 1, 2015
III-H16	Vaidyanathan R	Make in India	IIM Bangalore	September 16, 2015
III-H17	Vaidyanathan R	Sinhasi intelligent investing forum	Virat Hindustan Sangam, New Delhi	September 7, 2015
III-H18	Vaidyanathan R	Global economic crisis	Money Life Foundation, Mumbai	August 6, 2015
III-H19	Vaidyanathan R	About world economy Society and impact of Dharma in Sri Lanka	World Hindu Economic Forum in Colombo	July 21, 2015
III-H20	Vaidyanathan R	Indian economy: Myth and reality	Vivekananda International Foundation, New Delhi	July 13, 2015

Sl. No.	Authors	Title of Paper	Details of the Conference	Dates of the Conference
III-H21	Vaidyanathan R	NaMo's Year Rating - Commerce Ministry's 1 st Year	TV interview by BBC channel	June 2, 2015
III-H22	Jayadev M and Chetak S	Can retail investors gain on Analyst Stock recommendations, Journalists Vs Brokerage Houses?: Evidence from an Emerging Market	23 rd Conference on Theories and Practices of Securities and Financial Markets (SFM 2015), Kaohsiung, Taiwan	December 11-12, 2015

III-K Leading Journal Publications

Journal articles which have appeared in leading academic journals, listed in Financial Times 45, Business Week 20, UT Dallas, etc.

III-K1 Authors: Charl de Villiers and **Ana Marques**

Title: Corporate social responsibility, country-level predispositions, and the consequences of choosing a level of disclosure

Journal: *Accounting and Business Research*

Abstract: We study the different levels of corporate social responsibility (CSR) disclosures of the largest European firms. We find that firms are more predisposed to disclose more CSR information in countries with better investor protection, higher levels of democracy, more effective government services, higher quality regulations, more press freedom, and a lower commitment to environmental policies. Our analysis of the association of different levels of CSR disclosure with share prices indicates that a high level of CSR disclosure is associated with higher share prices, whereas a low level of CSR disclosure in sensitive industries is associated with lower share prices (compared to no disclosure). These results are also present when we analyse changes in CSR disclosure and are robust to the inclusion of an accounting quality measure in our model. The overall effect of the association of higher levels of CSR disclosure with higher share prices is stronger in countries with more democracy, more government effectiveness, better regulatory quality, and more press freedom. Therefore, market participants find CSR disclosures more informative in countries where investors are in a better position to voice their concerns and where there is better regulation and more effective government implementation of regulations.

Listings: - *Listed as A in ABDC (Australian Business Deans Council)*
 - *Listed as 3 in ABS (Association of Business Schools, UK)*

- III-K2** Authors: **R Narayanaswamy**, K. Raghunandan and Dasaratha V. Rama
- Title: Satyam Failure and Changes in Indian Audit Committees
- Journal: *Journal of Accounting, Auditing and Finance*
- Abstract: Audit committees have received considerable attention globally in recent years. We examine the effects of the Satyam failure on changes in the composition and functioning of Indian audit committees. A corporate collapse that shook India's markets and regulators, and widely noted as "India's Enron," should have led to major improvements in the functioning of audit committees of Indian companies. Our empirical results show that the Satyam failure had a limited effect on Indian audit committees. We discuss implications for Indian audit committees as India seeks to harmonize its accounting and governance standards with international benchmarks.
- Listings: - *Listed as A in ABDC (Australian Business Deans Council)*
- *Listed as 3 in ABS (Association of Business Schools, UK)*

III-L Awards, Honors, and Achievements

III-L1 **Prof. Vaidyanathan R**, Selected for the Thinkers 50 India list which described leaders as people who generated, built upon and enriched thought leadership in the country.

III-L2 **Prof. Vaidyanathan R**, Invited by Japanese Foundation to deliver a Talk on Asian values & Democracy, presided over by Japanese Prime Minister Abe in January 2016.

III-L3 **Prof. Vaidyanathan R**, MSME article presented at WHEF London during September 2015.

III-M Doctoral Theses Completion by FPM students during 2015–2016

Sl. No.	Name of the Student	Topic	Name of DAC Chairman
III-M1	Vandana Rao Daka	Essays on Liquidity Risk and Firm Value Maximization in the Context of Hedging	Sankarshan Basu Jayadev M Ashok Thampy
III-M2	Aishwarya K	Aggregating Default Risk Information From Equity and Debt Markets: Time-Series and Cross-Sectional Implications	Shashidhar Murthy Pulak Ghosh Ashok Thampy
III-M3	Rohit Gupta	Value Relevance of Return, Risk and Strategy: Evidence from the Indian Banking Sector	Jayadev M Chetan Subramanian Shashidhar Murthy
III-M4	Shobhit Aggarwal	Dividend Tax Effects – Evidence from India	Sankarshan Basu R Srinivasan Arnab Mukherji

III-N Dissertation Proposal Presentation by FPM Students during 2015–2016

Sl. No.	Name of the Student	Topic	Date
III-N1	Smita Joshi	Capital Flows and Financial Exclusion	January 5, 2016
III-N2	Anand Sasidharan	Essays in Corporate Distress and Turnaround	January 18, 2016

III-O Paper Presentation by FPM Students in Conferences/Seminars during 2015–2016

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference/Seminar	Date
III-O1	Venkatesh K	Do spin-offs really create value: evidence from India	Academy of International Business, PDW India Chapter, Symbiosis International University, Pune	December 21–22, 2015
III-O2	Venkatesh K	Do spin-offs really create value: evidence from India	Academy of International Business, PDW India Chapter, Symbiosis International University, Pune	June 27–30, 2015
III-O3	Anand Sasidharan	Turnaround from financial distress: the role of inter-firm networks	India Finance Conference, IIMC	December 16–18, 2015

III-Q Working Papers FPM Students during 2015–2016

Sl. No.	Author	Title	IIMB Working Paper No.	Year
III-Q1	Rohit Gupta and Vinu C T	Retesting the estimation of a utility-based asset pricing model using normal mixture GARCH(1,1)	499	2015
III-Q2	Rohit Gupta	Understanding the response of Indian banks to macro-economic shocks: A strategy perspective	500	2015
III-Q3	Rohit Gupta and Jayadev M	Business Strategy and Systemic Risk - Evidence from Indian Banks	503	2016

Marketing

*T*IM Bangalore has the strongest Marketing Department among the leading management institutes of the country. It consists of a nine-membered full-time faculty with a combined academic and international experience which includes both experience and youth. All the members in the Area have industry experience, prior to their doctoral work or before joining academics. Faculty members of the area have obtained Ph.D./Fellowship from leading institutions in India and abroad. The marketing faculty in the institute has engaged in research and is offering post-graduate courses in the area of Brand Management, Product Management, Business to Business Marketing, Competitive Marketing Strategy, Consumer Behaviour, Digital Marketing, Research for Marketing Decisions, Sales and Distribution Management, Retailing Management, Pricing Strategy, Mobile Media and Communication, Customer Relationship Marketing and Services Marketing.

The Area faculty is actively involved in consulting and executive education programs targeting both domestic and international clientele. The books written by the area faculty have received wide acclamation and awards. Over the years, the marketing area faculty has presented papers in leading international conferences and published articles in both international and leading Indian journals. The members are also actively involved in various industry and corporate forums through participation in seminars, workshops and as professional members on corporate boards.

IV-A Research Projects

IV-A1 Building Capabilities in Subsistence Communities: The Bridging Role of the Social Enterprise

Project Team: **G Shainesh** and Dr. Cecilia Soler, Goteborg University

Summary: Our research focuses on consumption induced poverty alleviation in the urban subsistence setting. We adopt a capability view on poverty alleviation where income is but one (out of many) means to enhance the well-being of the poor. From this perspective on capabilities as the ability to realize various things, a person who may value doing or being (functioning), should be in focus in any market-based effort aimed at poverty alleviation. The capability approach to poverty alleviating consumption, is structural rather than individual, and is defined as resource access that enables subsistence consumers to take advantage of wealth creation through participating in the efficient functioning of the market.

Sponsor: Goteborg University

Status: Ongoing (2014–2017)

IV-A2 Frugal Innovation: Rather Means Than End?

Project Team: **G Shainesh**, Sabine Kuester, Dr. Monika Schuhmacher, and Sergejvon Janda, (Mannheim Business School)

Summary: Practitioners and academics increasingly acknowledge the promising potential of frugal innovation in both emerging and industrialized countries. In the last decade, there has been a rapid increase in research focusing on the success-driving characteristics of frugal products. However, both academics and practitioners still lack (1) a commonly acknowledged conceptualization of product frugality that can be applied across a broad range of product categories, (2) an adequate operationalization, and (3) a systematic investigation of the anticipated consequences of product frugality, for e.g., adoption rates.

We develop a multi-dimensional conceptualization of product frugality that is product category independent and, hence, applicable across a wide range of products.

We apply our scale to investigate how product frugality affects new product adoption intention. In doing so, we add another quantitative perspective to the scholarly discourse on frugal innovation, which had mainly been built around case-based insights and anecdotal evidence.

Sponsor: IIM Bangalore and University of Mannheim, Chair of Marketing & Innovation

Status: Completed

IV-A3 Consumer Preferences for Market-Based Healthcare Models: Leveraging Innovations for Low Income Families in India

Project Team: **G Shainesh**, Dr. Pietro Beritelli and Dr. Roger Moser, St. Gallen University

Summary: The impact of social capital on the bottom of pyramid (BoP) has been an important area of research. We have focused on how social capital can lead to differential preferences of consumer choices at the BoP.

We found that social capital constructs lead to higher consumer preferences towards better services. We also show that social capital constructs minimize the sensitivity of the consumers towards barriers to better services such as price, distance, etc. Our study has focused on the impact of social capital on individual consumer's preferences over various product and service attributes. Thus, the study delineates macro-level outcomes from micro-level choice or preferences, in contrast to past studies which have focused on macro outcomes alone.

Sponsor: ICSSR

Status: Completed

IV-A4 Internet Marketing

Project Team: **Seema Gupta**

Summary: The proposed book, *Internet Marketing*, will tentatively contain sections and chapters that are delineated here. A short description of each chapter and section is presented. Note that though not explicitly mentioned, each chapter will attempt (wherever applicable) to draw out the differences and similarities that may exist between Internet users in the urban and rural parts of India. The material will also address the B2C (business-to-consumer), C2C (consumer-to-consumer), as well as the B2B (business-to-business) contexts.

Sponsor: IIM Bangalore

Status: Ongoing (2014–2017)

IV-A5 Modeling the Online Classified Advertisement Booking

Project Team: **Seema Gupta**

Summary: Booking of advertisements in newspapers has traditionally been done through agencies. This was an impediment for small and medium enterprises that did not have an agency on board on an on-going basis. In the recent past, online companies have disintermediated the booking of advertisements enabling advertisers to book directly leading to convenience. Big ticket advertising is expensive and marketers still want to hire specialized services of media planning and creative agencies to maximize the return on investment. However, classified advertisements in newspapers which

are tactical, topical and exigency-based do not necessarily require the professional services of an agency.

Sponsor: IIM Bangalore

Status: Ongoing (2014–2017)

IV-A6 Smart Predictions via Smart-Tagging: Introducing a Crisp and Powerful Revenue Forecasting Model

Project Team: **Patrali Chakrabarty**

Summary: Predicting market performance before launch is critical and indispensable, especially for the category of experience products. The problem becomes even more critical when the bulk of profits for such products holds a short shelf life. Films, tournament merchandise, online courseware, etc. belong to such a category.

Sponsor: IIM Bangalore

Status: Ongoing (2014–2017)

IV-A7 Customer Segmentation at Spencer Retail

Project Team: **Ashis Mishra and Pulak Ghosh**

Summary: Cases for teaching marketing research are always in short supply. Most of the available cases provide the problem as well as the solution; but not the process of arriving at the solution which is the crux of any marketing research course. A case in point would be Ontela Pick Dec (Ivey – 2008) or Harvard graduate student housing survey (HBS – 2005). In this case, we intend to provide a step by step approach to segment consumer markets through cases.

Sponsor: IIM Bangalore

Status: Ongoing (2015- 2017)

IV-A8 Strategy Development at Spencer Retail

Project Team: **Ashis Mishra and Pulak Ghosh**

Summary: Spencer's Retail Limited is one of the leading retailers of India. They operate in the food and grocery segment that is most unorganized in the country. Currently, the F&G segment is about 98% unorganized while Indian consumers spend about 70% of their income on F&G. So, there is a significant need to critique and suggest sustainable business models and strategy frameworks for F&G retail. There is an IVEY case on Spencer's Retail (2014). But firstly, it is based on 2011 scenario and data (which has changed drastically now); and secondly, it is more of a generic case rather than a retail strategy case.

Sponsor: IIM Bangalore

Status: Ongoing (2015-2017)

IV-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Publication Details
IV-B1	Srinivasan, V., G Shainesh and Anand Sharma	An approach to prioritize customer-based, cost-effective service enhancements	<i>The Service Industries Journal</i>	Vol. 35, No. 14, 2015, Pg. 747-762
IV-B2	Balakrishna Kanagal, Nagasimha	Intent and capturing intent in marketing strategy	<i>Academy of Taiwan Business Management Review</i>	Vol. 11, No. 2, August 2015, Pg. 24-33
IV-B3	Balakrishna Kanagal, Nagasimha	Innovation and product innovation in marketing strategy	<i>Journal of Management and Marketing Research</i>	Vol. 18, February 2015, Pg. 1-25
IV-B4	Anup Krishnamurthy and Kumar, S Ramesh	Exploring the formation of consumer expectations	<i>Journal of Customer Behavior</i>	Vol. 14, No. 1, Spring, 2015 Pg. 7-31
IV-B5	Sirish Kumar Gouda, Jonnalagedda, Sreelata and Saranga, Haritha	Design for the environment: Impact of regulatory policies on product development	<i>European Journal of Operational Research</i>	Vol. 248, No. 2, January 2016, Pg. 558-570

IV-H Seminars/Conferences/Workshop/Invited Colloquia, etc.

Sl. No.	Authors	Title of Paper	Details of the Conference	Dates of the Conference
IV-H1	Praveen Sugathan and Mulky, Avinash G	Atypical Shifts Post Service Failure: Level of Co-creation Influences Future Motivation to Co-create	American Marketing Association 2015 - Summer Marketing Educators Conference (Summer AMA), Chicago, IL, USA	August 15, 2015
IV-H2	Mulky, Avinash G	Marketing Textbooks in Emerging Markets: An Exploratory Study of Indian Adaptations of US Textbook	2015 Annual Conference of Marketing Educators Association, Las Vegas, NV, USA	April 15-17, 2015
IV-H3	Praveen Sugathan and Mulky, Avinash G	Impact of Failed Co-created Services on Future Motivation to Co-create	Academy of Management Meeting (AOM), Vancouver, BC, Canada	August 10, 2015

Sl. No.	Authors	Title of Paper	Details of the Conference	Dates of the Conference
IV-H4	Lyndem, Preeti Krishnan and Tabitha Thomas	Does Opposite-Gender Pairing of Consumers and Service Employees Mitigate the Negatives in Service Failure Contexts?	Association for Consumer Research 2015 North-American Conference	October 2015
IV-H5	Lyndem, Preeti Krishnan, Tabitha Thomas, Kirsten Robertson and Maree Thyne	Does Customer-Stranger Interaction Vary as a Function of Age in the Retail Context?	Society for Consumer Psychology 2016 Conference, St. Petersburg, FL	February 25, 2016
IV-H6	Gupta, Seema	Evolution of Social Media Sentiments for Individual Human Brands: Evidence from Indian Election	Production and Operations Management Society (POMS) Annual Conference, Washington, DC	May 8-11, 2015
IV-H7	G Shainesh	Emerging Career Opportunities for the New Generation and Competencies Needed	IAS Corporate Club, Indian Association of Sweden, Malmo Chapter, Sweden	April 19, 2015

IV-J IIMB Case Studies @ Harvard Business Publishing

IV-J1 Title: **Bühler India – Assessing Growth Opportunities**

Author: **G Shainesh** and Sourav Bikash Borah

Summary: The case focuses on the dilemma faced by Dipak Mane, Bühler's President, South Asia as he pursues opportunities for sustainable growth in India's rapidly growing but competitive food processing industry. Bühler's corporate objectives, innovative technologies, superior quality, positioning as a premium global brand, competition and value chain requirements, determined its product - market strategies in India. Bühler was traditionally focused on the top-level market in several geographies that it served around the world. However, the company had experienced rapid growth during the last decade after it entered the mid-level market with new offerings and a value proposition tailored to the needs of the mill owners. Dipak's dilemma revolved around growing the business in India by consolidating in the mid-level market and/or targeting a new segment, namely the entry-level segment. The key issues relate to - Should Bühler target the entry-level segment? If yes, what adaptations will be needed to target customers in the entry-level segment? What will be the potential cannibalization in the mid-level segment where Bühler enjoyed a sizeable presence and reputation? What should be the differentiation strategy in the entry-level segment? What would be the go-to-market strategy for the entry level?

IV-J2 Title: Sensory Branding: Oreo in the Indian Context**Author: S Ramesh Kumar, Nalin Goel and Gireesh Gera**

Summary: Indian marketing scenario (an emerging economy) has been experiencing a new wave of consumer behavior after liberalization of markets. FMCG and durable brands in several categories have made an impact on the lifestyle and mindset of consumers. It is interesting to note that in a market that has diverse culture across its geographical spread; several multinational brands have made substantial headway in domains that are strongly associated with the traditional culture. Snacking is a habit among Indians that covers several kinds of cultural snacks. Kurkure, a brand sold by a multinational was successful with its marketing mix that included an offering that tasted and looked similar to a traditional cultural snack. Chocolates and biscuits, categories that are strongly entrenched in the Indian context (though they have their origin in western countries) competed with traditional snacks in an environment that had proliferated western lifestyles. It is in this context Oreo brand, the well-known biscuit brand in the US market was launched in India by Cadbury. The brand competed with well-known Indian brands of cream biscuits and was positioned to attract children teenagers and young adults. In a category that lacked loyalty and was prone to brand switching (variety of offerings in the market makes the consumer switch brands as the purchasing is done with a low involvement mindset by most consumers) Oreo that had achieved considerable degree of success faced the challenge of sustaining its success. The survey results reflect the need for a deeper analysis beyond a generic brand positioning strategy. An analysis of consumer perception, sensory branding aspects, and careful consideration of a variety of needs of consumers that shape consumer perception of brands in the category seem to be the direction Oreo needs to pursue. How should Oreo use perceptual principles to reposition itself to sustain itself to sustain its success?

IV-J3 Title: Volkswagen India: Das Auto, Digitally**Author: Seema Gupta**

Summary: In 2011, Volkswagen (VW) India made digital marketing a significant aspect of its marketing. It set an objective of becoming the buzziest brand online and “Innovation” was identified as the common thread across all digital mediums. When VW was launched, people were unaware of the brand and social media was also nascent, thus the focus was on display ads. VW spent 50% of its digital marketing budget on display ads, 30% on paid search and 20% on social media. VW advertised on reputed, influential and high traffic news and information portals and on car portals/review sites.

VW understood the customer funnel and worked backwards on planning ad inventories. “Cost per lead” was the key metric to measure any campaign performance. After brand awareness was built through display ads, VW invested in search engine marketing for organic and paid searches which led to “Planet Volkswagen”(PV). PV

represented VW activities on a revolving circular globe with each section designed around a specific theme. PV received good response; however, owing to recession in industry in 2012, marketing had to lead to test drives - hence efforts towards PV were reduced. Two campaigns were launched one after other towards increasing leads. VW launched New Jetta in 2011 with a social media campaign called “#AnythingforJetta”. It revolved around the concept that Jetta gave so much driving pleasure that people would do anything to own Jetta. Twitter was chosen for the campaign to get instant responses and to tap into specific customer segment. VW prepared video content showing people doing quirky stuff for Jetta. Full front page ads were published in leading newspapers, which gave the campaign a big push. #AnythingforJetta became the No. 1 trending topic on Twitter and it also led to 15% increase among Twitter users in India. “Jetta TSI YouTube Test Drive” campaign was launched in 2012, which took test drives from roads to viewers’ desktops, tablets, and mobiles. The idea behind the YouTube test drive was to engage users and let them ask any questions about the car just as they would in a real world test-drive. The campaign, reached 21 million unique users against planned reach of 10 million. The challenge facing VW was how to break the clutter and engage fans to generate positive word-of-mouth.

IV-J4 Title: Telma: Creating and Defending a Market Leader

Author: Sreelata Jonnalagedda and Ami Shah

Summary: This case traces the inception to rise of Telma, the flagship brand of Glenmark Pharmaceuticals, over its decade of existence. Telma based on the molecular formulation Telmisartan was introduced by Glenmark in 2003 at a time when the most preferred and market-leading molecule for treating hypertension was Ramipril. This case, not only showcases the brand-building programs undertaken by Glenmark through the life of Telma, but also traces the marketing efforts that go into creating a new category that would then go on to become the market leader. The case also introduces students to the evolving regulatory framework that has shaped pharmaceutical marketing practices of generics manufacturers in India since independence.

IV-J5 Title: Maxim in India (A)

Author: Sreelata Jonnalagedda and Srinivas Prakhya

Summary: Maxim, headquartered at San Jose in California, was founded in 1983 by Jack Gifford and other professionals with experience in semiconductor design and sales. The company posted \$2.47 billion in sales in 2011, with 9,300 employees, and 35,000 customers worldwide. Maxim had developed expertise in designing and manufacturing highly integrated analog and mixed-signal semiconductors. Maxim set up a technology design center in Bangalore in 2006. The Bangalore center had grown over the years and moved up the value chain in terms of contributing to technology design

at Maxim. Gopal Krishna, Head of India Operations, had joined Maxim in 2009. In mid-2011, Gopal Krishna was contemplating the new context that Maxim faced in India. India had been a location that contributed to design in Maxim while now India as a market appeared increasingly attractive. As a first step towards exploring this opportunity, Gopal decided to engage with the marketing faculty at Indian Institute of Management Bangalore who decided to examine the medical diagnostics space in India for value exchange opportunities. Interviews were conducted with healthcare professionals. The management team had to identify attractive market opportunities and develop a strategic plan to enter the Indian medical diagnostics market.

IV-J6 Title: Amable-Marketing Innovation in Education

Author: Suhruta Kulkarni and Sreelata Jonnalagedda

Summary: Amable, a Bangalore-based children's education organization, was co-founded by Ratnesh and Aditi Mathur, a husband-wife duo who wanted to provide innovative education to children. Amable was started as Geniekids in 2002 at Indiranagar in Bangalore, which organized summer and weekend programs for children. Geniekids developed a Train The Trainer (TTT) program, which enabled a continuous stream of high quality faculty and also provided an additional revenue stream to the organization. By 2004, Geniekids had a critical mass of parents who were ready to enroll their children in a school based on Geniekids' learning philosophy. Geniekids initiated full-time learning programs for pre-primary children; and by 2009, this was expanded to children in 6-14 years age group through Aarohi Life Education. Aarohi operated as a trust and Geniekids continued to operate as a for-profit organization. In 2013 Geniekids renamed itself as "Amable", which was derived from the words "I am able". The core team at Amable believed that children have the ability to learn from and for life, and therefore have the capacity to make choices on what, when, how, and how much they want to learn. Amable envisioned an ideal learning environment to be a place where the child chooses his/her goals (curriculum), paces him(her)self, and assesses him(her) self vis-à-vis his (her) goals. Amable had several programs, which enabled reaching out to children, parents, and teachers. Children's programs were designed to make learning a process of self-discovery. Other programs included TTT programs, parent counseling sessions, workshops for parents, etc. Changing demographics of Indiranagar had reduced the number of participants and Amable was actively looking at options such as conducting programs at residential complexes and company premises to increase its reach. Ratnesh and his team looked at the challenge of spreading "organic education" in a sustainable manner.

They wanted entrepreneurs to become Amable community members and spread the philosophy. What should be the ethos of such a community of edu-entrepreneurs? Amable wanted parents to have the option of an alternative organic education across the country. First step towards influencing adoption was to create awareness. Then for the aware, Amable will need to make their services easy to consume.

IV-K Leading Journal Publications

Journal articles which have appeared in leading academic journals, listed in Financial Times 45, Business Week 20, UT Dallas, etc.

- IV-K1** Authors: Sirish Kumar Gouda, **Sreelata Jonnalagedda** and **Haritha Saranga**
- Title: Design for the environment: Impact of regulatory policies on product development
- Journal Name: ***European Journal of Operational Research***
- Abstract: Globally automakers are facing pressure from their stakeholders to follow sustainable business practices and manufacture products that are less harmful to the environment. The introduction of gas guzzling automobiles in the US market despite the increasingly stringent emission norms highlights the widening gap between the goals of the regulators and the automakers, demanding a fresh outlook at the regulatory framework. We therefore propose a composite regulatory standard that not only allows the regulators to control various environmental standards, but also provides automakers with an opportunity to exploit scale economies and synergies in product development. Our results show that under composite regulations, sufficiently high economies of scale will ensure higher traditional and environmental qualities as well as higher profits for the automaker while operating in two markets as opposed to a single market. We also find under the composite regulations that, when more demanding norms are in place, despite positive synergies between traditional and environmental quality attributes, higher environmental quality is not guaranteed unless the scale economies are sufficiently high. Our work has implications for regulatory authorities in evaluating alternative policy design under heterogeneous market characteristics and technological synergies.
- Listings:
- ***Listed as A* in ABDC (Australian Business Deans Council)***
 - ***Listed as 4 in ABS (Association of Business Schools, UK)***

IV-M Doctoral Theses Completion by FPM students during 2015–2016

Sl. No.	Name of the Student	Topic	Name of DAC Chairman
IV-M1	Anup Krishnamurthy	Exploring Consumer Satisfaction and Loyalty	S Ramesh Kumar Srinivas Prakhya Mukta Kulkarni

IV-N Dissertation Proposal Presentation by FPM students during 2015–2016

Sl. No.	Name of the Student	Topic and Date	Date
IV-N1	Swagato Chatterjee	Social Impact on Consumer Decisions Making: Analytical and Empirical Studies	March 15, 2016
IV-N2	Raj Dash	How People Process E-Commerce Product Reviews	September 2, 2015
IV-N3	Praveen S	Understanding the Consequences When Co-Created Products Fail	September 4, 2015

IV-O Papers Presented by FPM Students in Conferences/Seminars during 2015-2016

Sl. No.	Name of the Student	Title of the Paper Presented	Details of the Conference/Seminar	Date
IV-O1	Praveen S (co-authored by Prof. Avinash G Mulky)	Impact of Failed Co-created Services on Future Motivation to Concrete	Academy of Management Meeting (AOM), Vancouver, BC, Canada	August 7-11, 2015
IV-O2	Praveen S (co-authored by Prof. Avinash G Mulky)	Atypical Shifts Post Service Failure: Level of Co-creation Influences Future Motivation to Concrete	American Marketing Association 2015 - Summer Marketing Educators' Conference (Summer AMA), Chicago,	August 13-15, 2015
IV-O3	Praveen S (co-authored by K R Ranjan)	Role of Expertise, Affect, and Attribution in Consumer Created Service Exigency	Association for Consumer Research Conference (ACR), New Orleans	October 1-4, 2015
IV-O4	Praveen S (co-authored by K R Ranjan and A Rossmann)	Turning Complainers into Fans: Customer Complaint Handling in Multi-Channel Marketing	Academy of International Business (AIB), Bengaluru	June 27-30, 2015

IV-P Publications by FPM Students (Journal articles/Book chapters/Cases/Book reviews) during 2015–2016

Sl. No.	Name of the Student	Title of the Paper	Name of the Journal/Book	Publications Details
IV-P1	Praveen S (co-authored by Prof. Avinash G Mulky)	Impact of Failed Co-created Services on Future Motivation to Concrete	Academy of Management, Beset Paper Proceedings	2015



Organisational Behaviour & Human Resources Management (OBHRM)

*T*he Organizational Behaviour and Human Resources Management (OB&HRM) Area deals with issues related to both the organizational- and individual-level of analysis. The research interests of faculty members in the Area cover the entire spectrum of problems that affect the transnational organizations of today. For example, Area faculty members have expertise in various domains such as organizational structures and processes in large and global organizations as well as psychological factors at the individual employee level.

Faculty members of the OB&HRM Area have been publishing influential academic papers in international journals such as the Academy of Management Journal, Human Resource Management, Journal of Organizational Behavior, Management Science, Psychological Review, and Psychological Science, to name a few. They have been recipients of international awards in recognition of their research work. They are also actively involved in guiding various student projects and dissertations.

Area members offer a number of core and elective courses for the PGP, EPGP, PGPEM, PGPPM, and FPM programmes of the Institute. They are also involved in the executive education training modules and have crafted several customized programmes for various organizations in the private and public sectors.

Faculty members engage in large-scale governmental and organizational consulting projects. Many are also members of the Board of Directors at various organizations and play advisory roles at several for-profit and non-governmental organizations.

V-A Research Projects

V-A1 Climbing the Technical Ladder: A Study of Mid-career Men and Women in the Technology Sector in India

Project Team: **Vasanthi Srinivasan**

Summary: The objective of the present study is to understand the obstacles faced by mid-career women in technical roles and to identify how these barriers can be addressed to ensure continued participation of women in the workforce. The research questions are: (a) What are the obstacles faced by mid-career professionals in general and women in particular?(b)What are the strategies used by women to stay in organizations?

Sponsor: Anita Borg Institute, California

Status: Ongoing

V-A2 Three Issues in Causal Analyses of Relationship Formation

Project Team: **Ramadhar Singh**

Summary: People form and dissolve relations based on categories (age, gender, race, or religion), physical looks (unattractive vs. attractive), and attitudes (dissimilar vs. similar). Baron and Kenny (1986) showed that just demonstrating that the predictor or independent variable (IV) determines the outcome or dependent variable (DV) is inadequate for understanding causal processes. The issues of how the IV effect is transmitted to the DV (i.e., mediation processes) and whether the IV-DV link is stronger in some than other conditions (i.e., moderating processes) is too important to ignore.

Sponsor: IIM Bangalore

Status: Ongoing (2015)

V-A3 Partnering for Success: Advancing Sustainability Research and Education in India

Project Team: **P D Jose, U Dinesh Kumar and Vasanthi Srinivasan**

Summary: The project promotes collaboration between IIM Bangalore and University of North Carolina on sustainability-related education. The project received the prestigious 'Obama–Singh 21st Century Knowledge Initiative Awards'. The initiative strengthens collaboration and builds partnerships between American and Indian institutions of higher education in priority fields. IIM Bangalore is one of the eight institutions that are recipients of the prestigious award. Each project will receive an award of approximately \$250,000 that can be utilized over a three-year period, with the objectives of cultivating educational reforms, fostering economic growth, generating shared knowledge to address global challenges, and developing junior faculty at

Indian and American institutions of higher learning. As part of the project, Indian Institute of Management Bangalore and the UNC Kenan-Flagler Business School in collaboration with Wipro organized the Symposium on “Advancing Sustainability Research and Education” in January 2015.

Sponsor: USEFI

Status: Ongoing (August 2013 – September 2017)

V-A4 Wisdom and Knowing in Organizations (WIKO)

Project Team: **Sari S A Mattila**

Summary: In recent years, characteristics and dimensions of how “wisdom” is produced and manifested in organizations have received attention of researchers as a hot topic in organizational research. There are wisdom research groups (e.g. in University of Chicago), journal issues (e.g. Academy of Management Learning and Education, June 2013), conference tracks (e.g. EGOS 2010, Lisbon) and numerous books and articles. Wisdom began to again interest researchers when difficulties with boundaries of knowledge and knowledge domains came about. This raised considerations of what knowledge is or can be, battles over “true” knowledge, and how “truth” may differ from “reality”, by whom is knowledge held and how. If knowledge is seen as separate, fixed, discrete, instrumental, cold and unyielding to phenomenal and experiential changes in form and content – when viewed through different normative lenses that are unconsciously and consciously invoked – its potential and actual uses as a living entity in itself and affect to all concerned can be missed.

Sponsor: IIM Bangalore

Status: Ongoing (2015-2017)

V-A5 Common Mechanisms Underlying Different Types of Attraction

Project Team: **Ramadhar Singh**

Summary: People are attracted to those (1) who share similar attitudes (similarity-attraction), (2) who like them (liking-attraction), and (3) who are physically attractive (physically attractiveness-attraction). Extant studies which largely studied these effects in isolation have shown the various mechanisms through which these differing types of attraction are generated. Understanding a common set of mechanisms underlying the three sets of attraction is both theoretically interesting and practically important.

Sponsor: IIM Bangalore

Status: Ongoing (2015-2017)

V-A6 Disability and Workplace Outcomes

Project Team: **Mukta Kulkarni**

Summary: This study is part of a long-term research program I have been involved in. Career outcomes for those with a disability are not at par with outcomes for those without a disability.

Sponsor: IIM Bangalore

Status: Ongoing (2015-2017)

V-A7 How Do Indian MBA students Craft Their Careers? – An Empirical Exploration of Their Inner Worlds

Project Team: **Ramya Ranganathan**

Summary: Today's executives are increasingly looking for ways in which they can be more engaged in their work and be energized by what they do. Given that people are spending more time at work, a feeling of disconnect with the job can easily erode one's overall sense of wellbeing. At the other end of the spectrum, when work becomes a calling or like a sport, then one's job itself can become the high-point of one's existence. Work can be a vehicle through which one can find deep satisfaction and purpose in life. A key challenge these days, is not merely finding a job for the sake of livelihood, but engaging with work so it engages and energizes, thereby adding meaning to work and life.

Sponsor: IIM Bangalore

Status: Ongoing (2015-2017)

V-A8 National Survey of Business Ethics

Project Team: **Vasanthi Srinivasan**

Summary: This is a first of its kind national survey of business ethics. The objective of the study is to understand the perceptions that citizens and employees hold about the prevalence of ethics in for-profit organizations.

Sponsor: Globethics.net

Status: Ongoing (2015-2017)

V-A9 Leadership in the Context of Digital Disruption

Project Team: **Vasanthi Srinivasan and Shankar Venkatagiri**

Summary: The objective of this research is to understand the competencies of future leaders in the software services sector. Four workshops were held across the country to

understand the leadership challenges faced by the industry. A report with Future Ready leadership competencies will be released in 2017.

Sponsor: Nasscom

Status: Ongoing (2015-2017)

V-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Publication Details
V-B1	Kulkarni, Mukta and Sommer, K	Language-based exclusion and prosocial behaviors in organizations	<i>Human Resource Management</i>	Vol. 54, No. 4, July-August 2015, Pg. 637-652
V-B2	Kulkarni, Mukta, and Scullion, H.	Talent management activities of disability training and placement agencies in India.	<i>International Journal of Human Resource Management</i>	Vol. 26, (9), May 2015, Pg. 1169-1181
V-B3	Kulkarni, Mukta, Lengnick-Hall, M., and Martinez, P.	Overqualification, mismatched qualification, and hiring decisions: perceptions of employers	<i>Personnel Review</i>	Vol. 44, (4), 2015, Pg. 529-549
V-B4	Singh, Ramadhar, Duane T. Wegener, Krithiga Sankaran, Smita Singh, Patrick K.F. Lin, Mellissa Xuemei Seow, Jocelyn Shu Qing Teng and Sudderruddin Shuli	On the importance of trust in interpersonal attraction from attitude similarity	<i>Journal of Social and Personal Relationships</i>	Vol. 32, No. 6, September 2015, Pg. 829-850
V-B5	Ranganathan, Ramya	Vasudhaiva Kutumbakam (The World Is My Family): What happens to my self-concept when I take others' perspectives?	<i>South Asian Journal Management</i>	Vol. 22, No. 4, October-December 2015, Pg. 118-135

V-C Books

V-C1 Naresh Khatri and Abhoy K Ojha

Crony Capitalism in India: Establishing Robust Counteractive Institutional Frameworks

Palgrave Studies in Indian Management, 2016

Crony capitalism is emerging as one of the most important topics in various but related fields such as economics, business management, ethics, public administration, and political science. It is especially so in the Indian business and economics context. Despite its importance, it has not received sufficient attention from Indian scholars. The scope of the project is ambitious in that it attempts to address the key underpinnings of this complex and multifarious issue in a single book. We bring together experts from various backgrounds to provide a comprehensive treatment of the topic. This book will meet the needs of students, teachers, and scholars in a variety of fields such as economics, business management, ethics, public administration, and political science. We are surprised that such a comprehensive treatment of the important topic of crony capitalism is not yet available and believe that a book like this has a huge pent-up demand. Further, given the emergent nature of Indian economy, this book will provide important information for decision makers in both government and business to help establish a robust institutional framework that is so desperately needed. In addition, the book will be of interest to international audience for two reasons. First, both businesspersons and academics are watching India with great interest because of the size and dynamism of its economy. Second, there may be useful lessons for both developing and developed nations from our understanding of the Indian brand of crony capitalism.



V-D Chapters in Books

Sl. No.	Authors	Title of Chapter	Title of Book	Editors	Publication Details
V-D1	Naresh Khatri and Ojha, Abhoy K	Indian Economic Philosophy and Crony Capitalism	<i>Crony Capitalism in India</i>	Naresh Khatri	Palgrave Studies in Indian Management, 2016, Pg. 61-86
V-D2	Naresh Khatri and Ojha, Abhoy K	Corruption in India: Understanding the Institutional Context to Counter	<i>Crony Capitalism in India</i>	Naresh Khatri	Palgrave Studies in Indian Management, 2016, Pg. 87-116
V-D3	David Baldridge, Joy Beatty, Stephan A. Böhm, Kulkarni, Mukta, and Mark E. Moore	Persons with (dis) Abilities	<i>Oxford Handbook of Discrimination at Work</i>	Adrienne J. Colella and Eden B. King	Oxford Handbooks Online, June 2015

Sl. No.	Authors	Title of Chapter	Title of Book	Editors	Publication Details
V-D4	Bidipta Das, Menaka Rao and Srinivasan, Vasanthi	Bridging the Cross Cultural Transformational Li (Distance Measure) at Huawei Technology India Pvt. Ltd.	<i>Entrepreneurial Ecosystem</i>	Mathew J Manimala and Kishinchand Poornima Wasdani	Springer India, 2015, Pg. 157- 172
V-D5	Srinivasan, Vasanthi and Bimal Arora	Examining HRM and CSR in the Context of Emerging Economies: The Indian Experience in Handbook	<i>Handbook of Human Resource Management in Emerging Markets</i>	Frank Horwitz and Pawan Budhwar	Edward Elgar Publishing, 2015, Pg. 429-450

V-E Working Papers

Sl. No.	Author	Title	IIMB Working Paper No.	Year
V-E1	Biresh K. Sahoo, Singh, Ramadhar , Bineet Mishra, and Krithiga Sankaran	Research Productivity in Management Schools of India: A Directional Benefit-of- Doubt Model Analysis	488	2015
V-E2	Singh, Ramadhar , Hui Koon Lim, Krithiga Sankaran and Naureen Bhullar	Punishing an “Unfair” Leader: People as Pragmatic Politicians with In-group but Fair-but-biased Prosecutors With out-group	489	2015
V-E3	Singh, Ramadhar , Ya Yan Tay and Krithiga Sankaran	Solidifying the Causal Role of Trust in Interpersonal Attraction from Attitude Similarity	490	2015
V-E4	Singh, Ramadhar , Amanda Goh, Krithiga Sankaran and Naureen Bhullar	The Similarity and Liking Effects on Interpersonal Attraction: A Test of the Two- Dimensional Cognitive Model	491	2015
V-E5	Singh, Ramadhar , Duane T. Wegener, Krithiga Sankaran, Naureen Bhullar, Karen Qian Ping Ang, Pauline Jia Li Chia, Xinyi Cheong and Fuwei Chen	Effectance Motivation and Self-validation in Interpersonal Attraction from Attitude Similarity	495	2015
V-E6	Mattila, Sari S A	Wise Organizations? Aggregated and Distributed Wisdom in Organizations	506	2016

V-G Other Publications (Monographs, Reports, Working Papers of Other Institutes, Magazines, etc.)

Sl. No.	Authors	Title of Publication	Details of Publication
V-G1	Srinivasan, Vasanthi	Being a research guide	<i>NHRD Network Journal</i> , Vol. 8 (2), April 2015, Pg. 112-114
V-G2	Srinivasan, Vasanthi	Revisiting performance management in changing context	<i>NHRD Network Journal</i> , Vol. 8 (3), July 2015, Pg. 114-120
V-G3	Reddy, Manohar, and Srinivasan, Vasanthi	Dialogue on leadership development	Interview <i>IIMB Management Review</i> , Vol. 27 (1), 2015, Pg. 44-55

V-H Seminars/Conferences/Workshop/Invited Colloquia, etc.

Sl. No.	Authors	Title of Paper	Details of the Conference	Dates of the Conference
V-H1	Mukherjee Kanchan	Invited talk on Behavioral Economics	Christ University, Bengaluru	August 2015
V-H2	Kulkarni, Mukta, K. V. Gopakumar, and Vijay, D	Institutional discourses and ascribed disability identities	Academy of Management Meeting, Vancouver, BC, Canada.	August 7-11, 2015
V-H3	Vijay, D., Kulkarni, Mukta and Monin, P.	Construction of a community-based form of organizing	Academy of Management Meeting, Vancouver, BC, Canada.	August 7-11, 2015
V-H4	Sidibe, S., Pinkhasik, E., Sommer, K., Dotan-Eliaz, O. and Kulkarni, Mukta	Using language to exclude others: Motives for and emotional reactions to linguistic ostracism	Association for Psychological Science Annual Convention, New York	May 21-24, 2015
V-H5	Kulkarni, Mukta	Quality improvement programme on research and publication	Department of Social Work, Christ University, Bengaluru	January 18, 2016
V-H6	Prasad L	Roles of innovative behavior & bricolage in new product development process within hi-tech Firms: Evidence from India	ANZAM (Australia and New Zealand Academy of Management) Annual Conference, Queenstown	December 2015

Sl. No.	Authors	Title of Paper	Details of the Conference	Dates of the Conference
V-H7	Prasad L	Relationship between perceptions of organizational justice, politics and job satisfaction: The roles of organizational identification and citizenship behavior	ABEN (Australasian Business Ethics Networking) Annual Ethics Conference, Sydney	December 2015
V-H8	Singh, Ramadhar	Difficulty in international publications: Sloppy research versus disinterest in Indian data	Department of Psychology, University of Allahabad	October 1, 2015
V-H9	Singh, Ramadhar	Similarity-attraction: What looks simple is hardly so!	Department of Psychology, University of Allahabad	October 2, 2015
V-H10	Singh, Ramadhar	What looks simple in research is hardly so: The case of attitude similarity and attraction	Doctoral Conference of the S J M School of Management, Indian Institute of Technology, Bombay	November 30, 2015
V-H11	Singh, Ramadhar	One's relevance in academia	Invited address to the Faculty of the Indian Institute of Management, Indore	March 28, 2016
V-H12	Singh, Ramadhar	From a 5-decade participation in methodological and analytic revolutions in management and social research	Faculty Development Program at CARES & IFIM Business School, Bengaluru	April 10, 2015
V-H13	Kumar, R Ravi	Participation as Chairman of the Technical Session Nurturing Workforce	International Management Conference Global Business: Creating, Performing and Sustaining organized at Bhubaneswar by AMDISA and ASBM	January 15-16, 2016
V-H14	Kumar, R Ravi	Participation as lead-expert for the Panel Discussion on Empowering employees: disruptive innovations in people management strategy	National Conference of School of Management Studies, Reva University, Bengaluru	January 29, 2016
V-H15	Kumar, R Ravi	Realizing and leveraging research potential	Seminar Research Methodologies, Directorate Research and Development, JNTU, Kakinada	May 6, 2015
V-H16	Kumar, R Ravi	To inaugurate and deliver Keynote address in the AICTE Sponsored Workshop on Research Methodology	Department of Management Studies, Sri Vasavi Engineering College, TP Gudem, Andhra Pradesh	April 23, 2015

Sl. No.	Authors	Title of Paper	Details of the Conference	Dates of the Conference
V-H17	Tripathi, Ritu	Investigating the cross-cultural dynamics of work motivation: An experimental approach	25 th Convention of National Academy of Psychology, Allahabad	February 2-5, 2016
V-H18	Tripathi, Ritu	Symposium Convener, Organizational behaviour in a global context: The multiplex of themes, theories, and methodologies	25 th Convention of National Academy of Psychology, Allahabad	February 2-5, 2016
V-H19	Mattila, Sari S A	Keynote speech Demographics dividend or disaster? Demographics and empowerment of youth in the globalising world	Jain University Conference, Bengaluru	January 29, 2016
V-H20	Mattila, Sari S A	Being(s) in motion: movement, space and time in experiencing organisation(s)	31 st EGOS Colloquium, Athens, Greece	July 2-4, 2015
V-H21	Mattila, Sari S A and Ajeet N Mathur	Understanding ethics and international business processes for teaching in MBA programmes	41 st EIBA Annual Conference, Rio de Janeiro, Brazil	December 1-3, 2015
V-H22	Mattila, Sari S A	When diversity becomes a burden: seeing diversity, ethics and education through everyday practices	ETMU-Days Conference 2015, Rovaniemi, Finland	October 22-23, 2015
V-H23	Mattila, Sari S A	Human experience as mysterious: The confluence of spirituality, education and fantasy in three trilogies	International Conference on Spirituality and Management, IIMB	January 4-6, 2016
V-H24	Mattila, Sari S A	Practicing Research as an Approach: Learning about groups, assumptions and practices through Socratic Dialogues in the realm of Wonder	5 th Nordic Conference on Philosophical Practice, Aalborg University, Denmark	April 24-25, 2015
V-H25	Mattila, Sari S A	Workshop on Socratic Dialogue for FPM Students	IIM Trichy	September 4-5, 2015
V-H26	Mattila, Sari S A	Workshop on Mindfulness	Tata Management Training Centre, Pune	March 11, 2016
V-H27	Mattila, Sari S A	Workshop on Socratic Dialogue	Kriittinen Korkeakoulu (Critical Academy), Helsinki, Finland	May 14, 2015

Sl. No.	Authors	Title of Paper	Details of the Conference	Dates of the Conference
V-H28	Mattila, Sari S A	Practitioner Conference for mental health professionals, therapists, mindfulness practitioners	Creating Connections, Efteling, Netherlands	April 16-18, 2015
V-H29	Srinivasan, Vasanthi	Talk on Women and Careers	Walmart, Bengaluru	April 29, 2015
V-H30	Srinivasan, Vasanthi	Building an Ethical Culture, Ethics Workshop and Panel Discussion	XL Bangalore Alumni Association Workshop, Bengaluru	May 15, 2015
V-H31	Srinivasan, Vasanthi	Keynote speaker on Changing face of HRM	National HRD Network Conference, Pune	June 5, 2015
V-H32	Srinivasan, Vasanthi	Teaching business ethics	Globethics Forum, Geneva	June 24-26, 2015
V-H33	Srinivasan, Vasanthi	Reimagining HR	Thompson Reuters Conference, Bengaluru	September 4, 2015
V-H34	Srinivasan, Vasanthi	Plenary Speaker on Contextuality and HRM	National Institute of Personnel Management Annual Conference, Coimbatore	October 9, 2015
V-H35	Srinivasan, Vasanthi	Plenary speaker on Responsible Management Education	PRME Conference, Delhi	January 9, 2016

V-I Articles in Conference Proceedings

Sl. No.	Authors	Title of Paper	Details of the Conference Proceedings
V-I-1	Supriya Rakesh and Ranganathan, Ramya	Early career experiences and evolving meanings of work: A phenomenological study of young women professionals	Proceedings of the Conference on Spirituality and Management, 2015
V-I-2	Srinivasan, Vasanthi	Sources and effects of positive emotions in strategic alliances-A boundary spanning perspective Linh Nguyen HHL - Leipzig Graduate School of Management	Academy of Management Conference held in Vancouver, August 7-11, 2015
V-I-3	Supriya Rakesh and Srinivasan, Vasanthi	Breaking away or taking the plunge? Accounts of professionals from India making the transition out of corporate careers	EGOS Conference, Athens, July 2015

V-J IIMB Case Studies @ Harvard Business Publishing

- V-J1 Title:** Employee Provident Fund Scheme – Boon or Bane?
- Author:** Debolina Dutta and **Abhoy K Ojha**
- Summary:** The Employee Provident Fund Scheme (EPFS) had been established as a social security scheme for the Indian industry and has established a huge corpus through its 42 million contributors. At a relatively risk-free rate of nearly 8.75% return, EPFS is recommended as a good retirement product in the debt portfolio. However, administration of the scheme had come under considerable criticism, which had resulted in changes in the regulatory norms around the scheme. The government's interest in promoting a defined contribution approach to retirement benefits appears to work at cross-purposes with the interest of the low-income employees. With recent regulatory changes in the minimum contribution level, the effect on bottom-of-the-pyramid employees covered by this scheme further reduces their net income. The case discusses the impact of changes in the regulatory scheme on all employees, but more specifically on the lower income workforce, the financial impact for organizations. It debates the efficacy of the current social security scheme in India and the options for organizations to design and administer variable compensation structures adapted to individual and life-stage needs.

V-K Leading Publications in Journals

Journal articles which have appeared in leading academic journals, listed in Financial Times 45, Business Week 20, UT Dallas, etc.

- V-K1 Author's Name:** **Mukta Kulkarni** and Sommer, K.
- Title:** Language-based exclusion and prosocial behaviors in organizations
- Journal:** *Human Resource Management*
- Abstract:** Organizations can be seen as amalgams of languages that can serve as a source of divisive tensions among employees. In our conceptual model, we draw upon social identity and social exclusion research to propose that linguistic diversity increases the potential for language-based exclusion in multilingual work settings. Language may cue listeners to ethnic or cultural stereotypes as well as negatively affect perceptions of speakers' competence, leading listeners to exclude speakers of certain languages. We contend that when excluded, perception of oneself can be cast in an antagonistic relation to perceptions of others, with detrimental effects on prosocial behaviors. Perceptions of procedural unfairness, a weakened identity, and impaired mood serve to amplify the association between language-based exclusion and prosocial behaviors.

However, organizational factors such as positive diversity climate may mitigate experiences with language-based exclusion. We outline an agenda for future research and discuss implications for human resource practice.

- Listings:
- *Listed as A* in ABDC (Australian Business Deans Council)*
 - *Listed as 4 in ABS (Association of Business Schools, UK)*
 - *Listed in Financial Times 50*

V-K2 Author's Name: **Mukta Kulkarni** and Scullion, H.

Title: Talent management activities of disability training and placement agencies in India

Journal: *International Journal of Human Resource Management*

Abstract: This study seeks to outline activities of training and placement agencies in India aimed at employment of persons with a disability. We contend that persons with a disability are an underutilized human resource and that utilizing their abilities should be a key part of an inclusive approach to talent management. As there is little empirical research on this subject, our approach is exploratory and we seek to create a platform for further studies. A key finding of the study is the preference of agencies to engage in non-traditional and ad hoc approaches to build and showcase underutilized talent of those with a disability. Based on present findings and the contextual approach to talent management, a more comprehensive agenda for future research areas in inclusive talent management is outlined.

- Listings:
- *Listed as A in ABDC (Australian Business Deans Council)*
 - *Listed as 3 in ABS (Association of Business Schools, UK)*

V-L Awards, Honors, and Achievements

- V-L1** **Prof. Ramadhar Singh** Featured in a Website, Included among Top Thinkers on Mind, Brain, and Behavior <http://cognobytes.org/2015/06/07/ramadhar-singh/>.
- V-L2** **Prof. Ramadhar Singh** Featured as a Legend of HRD, in Business Manager (July 2015), 18, 40-43.
- V-L3** **Prof. Ravi Kumar R** Honorary Position, Visiting Professor, Institute of Public Enterprise, Hyderabad.
- V-L4** **Prof. Sari S A Mattila** Awarded grant to cover expenses for EGOS 2015 Conference in Athens by Liikesivistysrahasto (Foundation for Economic Education), Finland.
- V-L5** **Prof. Mukta Kulkarni**, Lengnick-Hall, M., & Martinez, P. Over qualification, Mismatched Qualification, and Hiring Decisions: Perceptions of Employers. Personnel Review, 44(4), 529-549, 2015. This paper was selected by Personnel Review's editorial team as Outstanding Paper in the 2016 Emerald Literati Network Awards for Excellence.

V-M Doctoral Theses Completed by FPM Students during 2015–2016

Sl. No.	Name of the Student	Dissertation Title	Name of DAC Chairman
V-M1	Caren Claret Rosanna Rodrigues	The Effects of Country-level Factors on Expatriate Outcomes	Mukta Kulkarni Abhoy K Ojha Shubhabrata Das
V-M2	Shefali Pinto	Social Entrepreneurial Traits and Social Enterprise Performance	Sourav Mukherji Ramachandran J Suresh Bhagavatula
V-M3	Janhavi Kote	Disability and Workplace Outcomes	Mukta Kulkarni Rishiksha T Krishnan Rajluxmi V Murthy Vasanthi Srinivasan

V-N Dissertation Proposal Presentation by FPM Students during 2015–2016

Sl. No.	Name of the Student	Topic	Date
V-N1	Balamurugan K	On the Construct of Public Service Motivation among Civil Servants	March 8, 2016
V-N2	K V Gopakumar	Stakeholder Discourse and Legitimation of Hybrid Organization: A Multi-level Perspective	July 13, 2015

V-O Papers Presented by FPM Students in Conference/Seminar during 2015–2016

Sl. No.	Name of the Student	Title of the Paper Presented	Details of the Conference/Seminar	Date
V-O1	K V Gopakumar	Organizational identity variations with institutional and competitive pressures	Indian Academy of Management Conference, IIM Lucknow, Noida Campus, NCR	December 11-13, 2015
V-O2	K V Gopakumar	Organizational strategic responses with variations in institutional and technical environment	Third PAN-IIM World Management Conference, IIM Indore, Madhya Pradesh, India	December 16-18, 2015
V-O3	K V Gopakumar	Employee voice and organizational learning	Third PAN-IIM World Management Conference, IIM Indore, Madhya Pradesh, India	December 16-18, 2015

Sl. No.	Name of the Student	Title of the Paper Presented	Details of the Conference/Seminar	Date
V-O4	K V Gopakumar	Process model of legitimation of hybrid organizations: role of stories, metaphors in media discourse	Academy of Management Meeting, Vancouver, Canada	August 9-11, 2015
V-O5	K V Gopakumar (co-authored by Prof. Mukta Kulkarni and Devi Vijay)	Institutional discourses and a scribed disability identities	Academy of Management Meeting, Vancouver, Canada	August 9-11, 2015
V-O6	Sweta Singh	The effect of national culture on two network mechanisms - structural holes and network closure and firm performance	4 th Biennial Indian Academy of Management Conference, IIM Lucknow (Noida Campus)	December 11-13, 2015
V-O7	Sweta Singh	Does providing mentoring functions always lead to career success of a woman mentor? A study on the role of gender composition of mentoring dyad	4 th Biennial Indian Academy of Management Conference, IIM Lucknow (Noida Campus)	December 11-13, 2015
V-O8	Sweta Singh	What gives industrial cluster a sustained growth? A network perspective explanation and resource dependence perspective explanation with special reference to Kanpur Saddlery Cluster	IMRA-IIMB International Conference, IIM Bangalore	December 16-18, 2015
V-O9	Supriya Rakesh	Meaning and identity implications of age thirty: Experiences of women professionals from India	31 st EGOS (European Group of Organizational Studies) Colloquium, Athens, Greece	July 2-4, 2015
V-O10	Supriya Rakesh (co-authored by Prof. Ramya Ranganathan)	Early career experiences and Evolving 'meanings of work': A phenomenological study of young women professionals	International Conference on Spirituality and Management: Indigenous Models of Sustainability, Good Governance and Spiritual Transformation, IIM Bangalore	January 3-6, 2015
V-O11	Ankur Jain	Morally dear and morally far issues leading to varying degrees of moral awareness	Organisational Behaviour Conference, ISB, Hyderabad	June 22, 2015

V-P Publications by FPM Students (Journal articles/Book chapters/Cases) during 2015–2016

Sl. No.	Name of the Student	Title of the Paper	Name of the Journal/ Book/Magazine	Publications Details
V-P1	Sweta Singh (co-authored by Pratyush Banerjee)	Managers' perspectives on the effects of online grapevine communication: A qualitative inquiry	The Qualitative Report, Nova Southeastern University, Fort Lauderdale, FL, USA	September 2015

Productions and Operations Management (P&OM)

*P*roduction & Operations Management Area in the Institute plays a leading role in addressing key and topical issues of concern to businesses. The faculty in Production & Operations Management brings together a diverse and a rich set of expertise in several areas pertaining to managing manufacturing, service and technology organizations. The area faculty conducts research and offers graduate-level courses in the areas of Logistics & Supply Chain Management, Reverse Logistics, Enterprise Resource Planning, E-Commerce, Services Management, Production Planning & Control, Design of Manufacturing Systems, and Project Management.

In addition to basic and applied research, the Area faculty is active in consulting and executive education programs. Over years, the faculty in Production & Operations Management Area has contributed to thought leadership in numerous ways including publications in international journals of repute, participation in national and international conferences, writing professional and textbooks and research monographs and regularly contributing to business dailies. The Area members also offer professional advice to business and academic institutions by serving as members of professionally constituted boards.

VI-A Research Projects

VI-A1 (a) Multi-crop Cultivation and Value Chain Management (b) Growing the Value Chain for Ground Nut Cultivation

Project Team: **Anshuman Tripathy**

Summary: While co-operatives have had a significant impact in the way farmers have approached their respective cultivations, these co-operatives continue to be challenged in many ways. In these two case studies, we look at two specific issues:

- a. When two crops with very different financial models are grown together, how do we prepare for swings in the prices of one or the other or both?
- b. Once the co-operative is working fine, how do you grow the value chain to enhance the business/margins?

Sponsor: IIM Bangalore

Status: Completed

VI-A2 Supply Chain Challenges Faced by Indian SMEs

Project Team: **Haritha Saranga**

Summary: Ninety percent of industrial organizations in India are categorized into micro, small and medium scale industries (IBEF Report). The small and medium scale enterprises (SMEs) contribute towards 17% of Indian GDP and account for 40% of India's total exports. SMEs in India generate millions of jobs, especially at the low-skill level, as they employ approximately 40% of India's workforce. SMEs also act as key channel partners in the industrial supply chains, as they contribute to 45% of India's manufacturing output.

Sponsor: IIM Bangalore

Status: Ongoing (2014–2017)

VI-A3 Facilitators of Cashless Transactions in Retail Supply Chains with Specific Reference to Convenience (kirana) Stores

Project Team: **Krishna Sundar D**

Summary: The objective of this study is to develop an understanding of the current nature of convenience stores (kirana market) and to suggest an experimental retail application model that facilitates micro-payments for retail transactions conducted at the kirana stores. It also examines viability of an acceptance network for cashless transactions at kirana stores, potential issues faced in the adoption of cashless retail transactions when a vast number of consumers at lower income levels acquire the means to make cashless purchases, benefits that could flow to kirana stores from the digitization of

their transactions and accompanying analytics, linkages with the supplier networks and the causal relationships between the kirana stores and their suppliers and credit flows to kirana stores through digital linkages with banks.

Sponsor: CDFI, New Delhi

Status: Ongoing (2015-2017)

VI-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Publication Details
VI-B1	Mehmet Önal, H. Edwin Romeijn, Sapra, Amar and Wilco van den Heuvel	The Economic Lot-Sizing Problem with Perishable Items and Consumption Order Preference	<i>European Journal of Operational Research</i>	Vol. 244, No. 3, August 2015, Pg. 881-891
VI-B2	Prashant Chintapalli and Hazra, Jishnu	Pricing and Inventory Management during New Product Introduction When Shortage Creates Hype	<i>Naval Research Logistics</i>	Vol. 63, No. 4, June 2015, Pg. 304-320
VI-B3	Tarun Jain and Hazra, Jishnu	Sourcing under Incomplete Information and Negative Capacity-cost Correlation	<i>Journal of the Operational Research Society</i>	Vol. 67, March 2016, Pg. 437-449
VI-B4	Omkar D. Palsule-Desai, Tirupati, Devanath and Janat Shah	Product Line Design and Positioning Using Add-On Services	<i>International Journal of Production Economics</i>	Vol. 163, May 2015, Pg. 16-33
VI-B5	Sirish Kumar Gouda, Jonnalagedda, Sreelata and Saranga, Haritha	Design for the Environment: Impact of Regulatory Policies on Product Development	<i>European Journal of Operational Research</i>	Vol. 248, Issue 2, 2015, Pg. 558-570
VI-B6	Saranga, Haritha, Mukherji, Arnab and Shah, Janat	Inventory Trends in Emerging Market Supply Chains: Evidence from the Indian Automotive Industry	<i>IIMB Management Review</i>	Vol. 27, (1), 2015, Pg. 6-18
VI-B7	V. S. S. Yadavalli, Sundar, D Krishna and Swaminathan Udayabaskaran	An Age-Dependent Branching Process Model of a Stochastic Renewable Resource and the Problem of Optimal Harvesting	<i>Indian Journal of Mathematics</i>	Vol. 57, No. 1, 2015, Pg. 121-133
VI-B8	Govindaraja Setty, A.G., Subramanya, P., and Mahadevan B	Effect of Yoga on Human Aggression and Violent Behaviour - A Review of the Indian Yoga Scriptures and Scientific Studies	<i>Social and Education History</i>	Vol. 5, No. 1, February 2016, Pg. 83-104

VI-F Articles in Periodicals, Financial Dailies, Magazine, etc.

Sl. No.	Authors	Title of Article	Name of the Newspaper/Magazine	Date of Publication
VI-F1	Mahadevan B	The consequences of not acquiring right knowledge	<i>Sadguru's Blessings</i>	April 2015
VI-F2	Mahadevan B	Right knowledge The means to cross our ocean of woes	<i>Sadguru's Blessings</i>	May 2015
VI-F3	Mahadevan B	Axioms of superior knowledge	<i>Sadguru's Blessings</i>	June 2015
VI-F4	Mahadevan B	The true spirit of renunciation	<i>Sadguru's Blessings</i>	July 2015
VI-F5	Mahadevan B	The acid test for reaching the state of worklessness	<i>Sadguru's Blessings</i>	August 2015
VI-F6	Mahadevan B	The secret behind detached attachment	<i>Sadguru's Blessings</i>	October 2015
VI-F7	Mahadevan B	The Yuktas and Ayuktas in life	<i>Sadguru's Blessings</i>	February 2016
VI-F8	Mahadevan B	The universal law of cause and effect	<i>Sadguru's Blessings</i>	March 2016

VI-H Seminars/Conferences/Workshop/Invited Colloquia, etc.

Sl. No.	Authors	Title of Paper	Details of the Conference	Dates of the Conference
VI-H1	Sapra, Amar	A Continuous Time Analog to the Martingale Model for Forecast Evolution	Special session for IIE Transactions Best Papers at the ISERC (Industrial and Systems Engineering Research Conference), Nashville, TN	May 30- June 2, 2015
VI-H2	Tripathy, Anshuman	Putting the Genie to Work: Positioning Firms in the Value Chain to Profit from 3D printing	INFORMS Conference, Philadelphia	November 2015
VI-H3	Saranga, Haritha	India's Innovation Imperative	Guest of Honor, Foundation Day Lecture Aeronautical Development Establishment, Bengaluru	January 5, 2016
VI-H4	Saranga, Haritha	Pressure or Premium: What Works Best Where? - Antecedents and Outcomes of Sustainability	Annual Meeting of the Decision Sciences Institute, Seattle, USA	November 21-24, 2015

Sl. No.	Authors	Title of Paper	Details of the Conference	Dates of the Conference
VI-H5	Saranga, Haritha	Impact of Logistic Capabilities on Supply Chain Risk	Annual Meeting of the Decision Sciences Institute, Seattle, USA	November 21-24, 2015
VI-H6	Mahadevan B	Invited speaker, Message of Mahapuranas	Bengaluru	June 23-27, 2015
VI-H7	Mahadevan B	Presented a paper on Management Paradigms in Ancient Indian Wisdom Spiritual Religious Social Perspectives	International Conference on Contribution of Advaita Vedanta to Humanity, organized by Chinmaya International Foundation, Kolwan, Pune	November 20-22, 2015

VI-I Articles in Conference Proceedings

Sl. No.	Authors	Title of Paper	Details of the Conference Proceedings
VI-I-1	Tarun Jain and Hazra, Jishnu	Procurement Model under Suppliers Capacity Investments and Competition	Proceedings of IEEE International Conference on Industrial Engineering and Engineering Management (IEEM), December 6-9, 2015, Pg. 905-909
VI-I-2	Saideep Rathnam, Kiran K and Sundar, D Krishna	Counter Traditional Concepts in Lean Supply Chains Do They Impact Transformation Results?	SOM Conference 2015, December
VI-I-3	Mahadevan B	Management Paradigms in Ancient Indian Wisdom Spiritual Religious Social Perspectives	International Conference on Contribution of Advaita Vedanta to Humanity, Chinmaya Vibhooti, Kolwan, Pune, Maharashtra, November 18-21, 2015

VI-J IIMB Case Studies @ Harvard Business Publishing

VI-J1 Title: Sustaining The Akshaya Patra Foundation (A)

Author: Anshuman Tripathy and Tamojit Tarit Roy

Summary: The Akshaya Patra Foundation (TAPF), a Bangalore-based non-governmental organization (NGO), has been hailed globally for running the world's largest school meal program. It operated through 16 centralized and 3 decentralized kitchens across 9 states of India; it states its Mission 2020 as being able to reach out to 5 million children

by 2020. The challenge that the foundation faces in achieving its stated mission is not only of scaling up by 2020, but also of maintaining the economic sustainability of its operations in view of increased government spending on alternative social sector schemes such as Right to Food, which may reduce or limit allocations to the Mid-Day Meal (MDM) scheme. The case aims to study the critical challenges that Akshaya Patra faces in sustaining its operations and the several sustainability initiatives undertaken by the NGO to meet the various challenges it faces and the opportunities that it could further take to innovatively fulfil its mission of feeding 5 million children daily by 2020. It looks at the interrelations between the different dimensions of sustainability and uses frameworks to assess these sustainability initiatives at Akshaya Patra.

VI-J2 Title: Sustaining the Akshaya Patra Foundation (B)

Author: Anshuman Tripathy and Tamojit Tarit Roy

Summary: The Akshaya Patra Foundation (TAPF), a Bangalore-based non-governmental organization (NGO), has been hailed globally for running the world's largest school meal program. It operated through 16 centralized and 3 decentralized kitchens across 9 states of India; it states its Mission 2020 as being able to reach out to 5 million children by 2020. The challenge that the foundation faces in achieving its stated mission is not only of scaling up by 2020, but also of maintaining the economic sustainability of its operations in view of increased government spending on alternative social sector schemes such as Right to Food, which may reduce or limit allocations to the Mid-Day Meal (MDM) scheme. The case aims to look at the critical challenges that Akshaya Patra faces in sustaining its operations and the several sustainability initiatives undertaken by the NGO to meet the various challenges and the opportunities that it could further take to innovatively fulfil its mission of feeding 5 million children daily by 2020. It looks at the interrelations between the different dimensions of sustainability and uses frameworks to assess these sustainability initiatives at Akshaya Patra. The (B) case supplements the (A) case.

VI-J3 Title: Amagi: Creating Value in the TV Broadcasting Industry

Author: Anshuman Tripathy, Leela Krishna Annam and Mayur Agrawal

Summary: This case traces the growth of Amagi and the various challenges faced by it as it has grown to develop its own niche in the TV broadcasting industry in India, and is now slowly growing in markets outside India. Amagi, founded by three entrepreneurs, has come a long way from its initial days of trying to sell its standalone broadcast signal splitting technology to television (TV) broadcasting channels. From what was supposed to be a technology company, it has metamorphosed into a full-fledged media company managing advertising airtime for some of India's biggest broadcasting channels and advertisers. Outside of India, Amagi has positioned itself as a broadcast playout management company helping channels provide customized content to multiple

countries using a single stream. Although, the underlying technology of Amagi has not changed radically over the years, the innovations in Amagi's offerings to the market have helped it become the success that it is today.

The case outlines all the steps taken by Amagi to address each of the challenges that it has faced in its journey to success, clearly highlighting the various capabilities that it had to develop or acquire over the various time-periods. The case shows how while a firm may believe that it is providing a suitable value proposition; the customers may not see value in this value proposition. The case shows how the firm has to interject at various points of the value chain to establish its presence, and as a consequence of having established its presence and having developed various capabilities, what could be its growth strategy, and how its activities and capabilities will influence the same.

- VI-J4 Title: Groundnut Value Chain at Anantapur: A Case Study on Forward Integration**
- Author: Anshuman Tripathy, Manu Agarwal and Tabish Imam**
- Summary:** The case deals with the value chain of groundnuts, from the farm to the market, conducted through a system of cooperatives based in the district of Anantapur in Andhra Pradesh, India. The organization providing the necessary support and training to the cooperatives is the Centre for Collective Development (CCD). CCD is able to provide financing, training and other support required to the village-level cooperatives and the district-level federation of co-operatives. The case describes the different activities in the supply chain from the farm, to the mill to the final marketing. It further highlights the challenges from issues such as lack of irrigation, price fluctuations, etc. The key decisions to be made are whether the scope of the co-operatives should be expanded to include other products, and whether the federation should invest in forward integration and further value-adding activities.
- VI-J5 Title: TaxiForSure: Technical Innovation in the Radio Cab Industry**
- Author: Anshuman Tripathy, Piyush Tariyal and Vyom Charaya**
- Summary:** The "Taxi For Sure: Technological Innovation in the Radio Cab Industry" and "The Radio Cab Industry (August 2014)" cases present an example of the services industry arguably experiencing disruption owing to technological innovations. This case is set in the radio cabs industry in a developing nation (India). The case takes the perspective of the management of TaxiForSure, a Bangalore-based startup operating in the radio cab industry in India, whose management team has to chart its growth strategy as well as review the operating model in order to ensure that they maintain a competitive edge. Introduced in India in 2000, the concept of radio cabs took off only around 2006-2007 when Meru Cabs entered the industry. Since then, the industry has evolved rapidly with several startups entering the market owing to its huge potential for growth. The strategic and operational decisions made by these companies play a major role in deciding their future as they vie for the same set of customers and drivers in somewhat similar cities

across India (with some companies planning overseas expansion). There are two key operating models followed by companies in the radio cab industry – the “owner operator model” and the “aggregator model”. The cases explore the benefits and consequences of choosing either of the two models as well as trigger a debate on adoption of a “hybrid model”.

- VI-J6** Title: **The Radio Cab Industry in India**
- Author: **Anshuman Tripathy**, Piyush Tariyal and Vyom Charaya
- Summary: The “Taxi For Sure: Technological Innovation in the Radio Cab Industry” and “The Radio Cab Industry (August 2014)” cases present an example of the services industry arguably experiencing disruption owing to technological innovations. This case is set in the radio cabs industry in a developing nation (India). The case takes the perspective of the management of TaxiForSure, a Bangalore-based startup operating in the radio cab industry in India, whose management team has to chart its growth strategy as well as review the operating model in order to ensure that they maintain a competitive edge. Introduced in India in 2000, the concept of radio cabs took off only around 2006–2007 when Meru Cabs entered the industry. Since then, the industry has evolved rapidly with several startups entering the market owing to its huge potential for growth. The strategic and operational decisions made by these companies play a major role in deciding their future as they vie for the same set of customers and drivers in somewhat similar cities across India (with some companies planning overseas expansion). There are two key operating models followed by companies in the radio cab industry – the “owner operator model” and the “aggregator model”. The cases explore the benefits and consequences of choosing either of the two models as well as trigger a debate on adoption of a “hybrid model”.

VI-K Leading Publications in Journals

Journal articles which have appeared in leading academic journals, listed in Financial Times 45, Business Week 20, UT Dallas, etc.

- VI-K1** Author's Name: Mehmet Önal, H. Edwin Romeijn, **Amar Sapra** and Wilco van den Heuvel
- Title: The economic lot-sizing problem with perishable items and consumption order preference
- Journal: ***European Journal of Operational Research***
- Abstract: We consider the economic lot-sizing problem with perishable items (ELS-PI), where each item has a deterministic expiration date. Although all items in stock are equivalent regardless of procurement or expiration date, we allow for an allocation mechanism that defines an order in which the items are allocated to the consumers. In particular, we

consider the following allocation mechanisms: First Expiration, First Out (FEFO), Last Expiration, First Out (LEFO), First In, First Out (FIFO) and Last In, First Out (LIFO). We show that the ELS-PI can be solved in polynomial time under all four allocation mechanisms in case of no procurement capacities. This result still holds in case of time-invariant procurement capacities under the FIFO and LEFO allocation mechanisms, but the problem becomes NP-hard under the FEFO and LIFO allocation mechanisms.

- Listings:
- *Listed as A* in ABDC (Australian Business Deans Council)*
 - *Listed as 4 in ABS (Association of Business Schools, UK)*

VI-K2 Author's Name: Prashant Chintapalli and **Jishnu Hazra**

Title: Pricing and inventory management during new product introduction when shortage creates hype

Journal: *Naval Research Logistics*

Abstract: In this study, we analyze the joint pricing and inventory management during new product introduction when product shortage creates additional demand due to hype. We develop a two-period model in which a firm launches its product at the beginning of the first period, before it observes sales in the two periods. The product is successful with an exogenous probability, or unsuccessful with the complementary probability. The hype in the second period is observed only when the product is successful. The firm learns the actual status of the product only after observing the first-period demand. The firm must decide the stocking level and price of the product jointly at the beginning of each of the two periods. In this article, we derive some structural properties of the optimal prices and inventory levels, and show that (i) firms do not always exploit hype, (ii) firms do not always increase the price of a successful product in the second period, (iii) firms may price out an unsuccessful product in the first period if the success probability is above a threshold, and (iv) such a threshold probability is decreasing in the first-period market potential of the successful product.

- Listings:
- *Listed as B in ABDC (Australian Business Deans Council)*
 - *Listed as 3 in ABS (Association of Business Schools, UK)*

VI-K3 Author's Name: Tarun Jain and **Jishnu Hazra**

Title: Sourcing under incomplete information and negative capacity-cost correlation

Journal: *Journal of the Operational Research Society*

Abstract: In this study, we analyze the joint pricing and inventory management during new product introduction when product shortage creates additional demand due to hype. We develop a two-period model in which a firm launches its product at the beginning of the first period, before it observes sales in the two periods. The product is successful with an

exogenous probability, or unsuccessful with the complementary probability. The hype in the second period is observed only when the product is successful. The firm learns the actual status of the product only after observing the first-period demand. The firm must decide the stocking level and price of the product jointly at the beginning of each of the two periods. In this article, we derive some structural properties of the optimal prices and inventory levels, and show that (i) firms do not always exploit hype, (ii) firms do not always increase the price of a successful product in the second period, (iii) firms may price out an unsuccessful product in the first period if the success probability is above a threshold, and (iv) such a threshold probability is decreasing in the first-period market potential of the successful product.

- Listings:
- *Listed as A in ABDC (Australian Business Deans Council)*
 - *Listed as 3 in ABS (Association of Business Schools, UK)*

VI-K4 Author's Name: Sirish Kumar Gouda, **Sreelata Jonnalagedda** and **Haritha Saranga**

Title: Design for the environment: Impact of regulatory policies on product development

Journal: *European Journal of Operational Research*

Abstract: Globally automakers are facing pressure from their stakeholders to follow sustainable business practices and manufacture products that are less harmful to the environment. The introduction of gas guzzling automobiles in the US market despite the increasingly stringent emission norms highlights the widening gap between the goals of the regulators and the automakers, demanding a fresh outlook at the regulatory framework. We therefore propose a composite regulatory standard that not only allows the regulators to control various environmental standards, but also provides automakers with an opportunity to exploit scale economies and synergies in product development. Our results show that under composite regulations, sufficiently high economies of scale will ensure higher traditional and environmental qualities as well as higher profits for the automaker while operating in two markets as opposed to a single market. We also find under the composite regulations that, when more demanding norms are in place, despite positive synergies between traditional and environmental quality attributes, higher environmental quality is not guaranteed unless the scale economies are sufficiently high. Our work has implications for regulatory authorities in evaluating alternative policy design under heterogeneous market characteristics and technological synergies.

- Listings:
- *Listed as A* in ABDC (Australian Business Deans Council)*
 - *Listed as 4 in ABS (Association of Business Schools, UK)*

VI-K5 Author's Name: Omkar D. Palsule-Desai, **Devanath Tirupati** and Janat Shah

Title: Product line design and positioning using add-on services

Journal: ***International Journal of Production Economics***

Abstract: In this paper, we consider a generic product line design and positioning problem in the context of variety creation using a core product and add-on services. While the functional output of the core product is identical across the products, product variety is created using add-on services that do not alter the functionality of the core product. The motivation for our study comes from emerging for-profit private healthcare service providers in India. We consider two specific scenarios – simultaneous and sequential design – and focus on obtaining insights into the implications of the core product on design and positioning of add-on services. We show that for the core product cost below a threshold the firm does not cover the entire market. For the cost beyond another threshold, it does not introduce any product. The product quality increases in both the core product cost and the consumer valuation of the product relative to the cost of quality; however, the quality based distinction decreases (increases) in the cost parameters (product valuation). In the two-product sequential product design scenario, we show that both products are active only under certain situations. We derive conditions under which the second product has quality higher (lower) than that of the first product. When the firm initially enters the market with a product that corresponds to single product design scenario, we show that the firm introduces a lower quality product and increases profit by increasing the market share. By comparing our results in the two scenarios, we show that the gap between positive (and similarly negative) implications of the two scenarios decreases as the core product cost increases with respect to the cost of quality. In a duopoly setting, we also illustrate how the design and positioning of an incumbent's product impacts a new entrant's product. Our model and results may be seen as building blocks for obtaining managerial insights.

Listings: - ***Listed as A* in ABDC (Australian Business Deans Council)***
 - ***Listed as 3 in ABS (Association of Business Schools, UK)***

VI-L Awards, Honors, and Achievements

VII-L1 Prof. Amar Sapra Honorable Mention for Best Published Paper in Scheduling and Logistics Track in *IIE Transactions* during 2013-14 for his paper A Continuous Time Analog to the Martingale Model of Forecast Evolution.

VI-M Doctoral Theses Completed by FPM Students during 2015–2016

Sl. No.	Name of the Student	Dissertation Title	Members of the DAC Committee
VI-M1	Sirish Kumar Gouda	Essays on Sustainable Operations	Haritha Saranga Sreelata Jonnalagedda Jishnu Hazra

VI-N Proposal Presentation by FPM Students during 2015–2016

Sl. No.	Name of the Student	Topic	Date
VI-N1	Annapureddy Rama Papi Reddy	Effect of Contingency Factors and Devolution of HR Practices on Project Performance	November 12, 2015
VI-N2	Deepika Jain	Effect of Entry on Incumbent's Long-run Market Share and Pricing Strategy	March 29, 2013
VI-N3	R Sreedevi	Essays in Supply Chain Risk Management	July 15, 2015

VI-O Papers Presented by FPM Students in Conference/Seminar during 2015–2016

Sl. No.	Name of the Student	Title of the Paper Presented	Details of the Conference/Seminar	Date
VI-O1	Kiran K (co-authored by Saideep Rathnam, Prof. Diatha Krishna Sundar)	Counter Traditional Concepts in Lean Supply Chains – Do they Impact Transformation Results?	Society of Operations Management (SOM) Conference, IIM Calcutta	December 11-13, 2015
VI-O2	Sivakumar S (co-authored by Prof. B Mahadevan)	Configuring and Pricing Customized Coproductive Services	Society of Operations Management (SOM) Conference, IIM Calcutta	December 11-13, 2015
VI-O3	Sivakumar S (co-authored by Prof. B Mahadevan)	A Comparative Study Of Implementation Strategy Alternatives for Coproductive Services	Pan IIM World Management Conference, IIM Indore	December 16-18, 2015
VI-O4	Sivakumar S (co-authored by Prof. B Mahadevan)	Configuring and Pricing Coproductive Services	IMR Doctoral Conference 2015, IIM Bangalore	December 22-23, 2015
VI-O5	Sivakumar S (co-authored by Prof. B Mahadevan)	Implementation Strategy Alternatives for Coproductive Services – A Comparative Study	Manufacturing and Service Operations (MSOM) Conference, Rotman School of Business, Toronto, Canada	June 29-30, 2015
VI-O6	Tarun Jain (co-authored by Prof. Arnab Basu, Prof. Jishnu Hazra)	Sourcing under Production Learning and Process Improvements	XIX Annual International Conference of Society of Operations Management, IIM Calcutta	December 14, 2015

Sl. No.	Name of the Student	Title of the Paper Presented	Details of the Conference/Seminar	Date
VI-O7	Tarun Jain (co-authored by Prof. Jishnu Hazra)	Sourcing under Capacity Investments and Production Cost Asymmetry	3 rd PAN-IIM World Management Conference, IIM Indore	December 16-18, 2015
VI-O8	Tarun Jain (co-authored by Prof. Jishnu Hazra and Jayashankar Swaminathan)	Excess Procurement Strategies under Competition	IMR Doctoral Conference 2015, IIM Bangalore	December 21-22, 2015
VI-O9	Tarun Jain (co-authored by Prof. Jishnu Hazra)	Supplier Capacity Competition under Production Cost Uncertainties	POMS 26 th Annual Conference, Washington DC	May 2015
VI-O10	Tarun Jain (co-authored by Prof. Jishnu Hazra)	Supplier Development Investments under Competition	INFORMS Annual Meeting 2016, Philadelphia	November 2015

VI-P Publications by FPM Students (Journal articles/Book chapters/Cases) during 2015–2016

Sl. No.	Name of the Student	Title of the Paper	Name of the Journal/Book	Publications Details
VI-P1	Tarun Jain (co-authored by Prof. Jishnu Hazra)	Sourcing under Incomplete Information and Negative Capacity-Cost Correlation	<i>Journal of Operational Research Society</i>	Palgrave Macmillan, September 16, 2015
VI-P2	Kiran K (co-authored by Kshitij Awasthi)	High Returns from Higher Education: Effect on Agricultural Income	<i>Economic and Political Weekly</i>	Sameeksha Trust, February 13, 2016
VI-P3	Prashant Chintapalli	Pricing and Inventory Management during New Product Introduction When Shortage Creates Hype	<i>Naval Research Logistics</i>	Wiley June 2015

VI-Q Awards, Honors and Achievements by FPM Students in 2015-16

Sl. No.	Name of the Student	Details of the Award	Date
VI-Q1	Tarun Jain	Airbus Sourcing Group, Bengaluru on February 3, 2015, duration of scholarship is April 1, 2015 to March 31, 2017	2015
VI-Q2	Tarun Jain (co-authored by Prof. Jishnu Hazra and Prof. Hema Swaminathan)	Canara Bank Award, Excess Procurement Strategies under competition, IMRDC	December 22, 2015
VI-Q3	Tarun Jain (co-authored by Prof. Arnab Basu and Prof. Jishnu Hazra)	Emerald Best Research Paper Award, Sourcing under Production Learning and Process Improvements, Society of Operations Management, India	December 14, 2015

Decision Sciences and Information Systems (DS & IS)

*T*he faculty members, well-known and highly respected among their respective academic fraternities, is really what distinguishes IIMB from the other business schools. They are drawn from among the best minds in the country, especially in the fields of Strategy, Finance, Economics, Marketing and Operations, and share among themselves a wealth of industry experience.

This affords the Institute an extensive network of contacts which are instrumental in securing consultancy assignments, live student projects and industry inputs so essential to quality management education.

The faculty includes acclaimed scholars and award winning professors drawn from all management disciplines. The eclectic blend of faculty, academicians, researchers, and professionals drawn from India and abroad, with their fund of managerial expertise, gives IIMB a unique professional standing in the country.

VII-A Research Projects

VII-A1 Healthcare Analytics at Manipal Health Enterprises Pvt. Ltd.

Project Team: **U Dinesh Kumar**

Summary: The aim of the project is to advise Manipal Health Enterprises Pvt. Ltd. on various data-driven strategic, tactical and operational decisions.

Sponsor: Manipal Health Enterprises

Status: Ongoing (2014–2017)

VII-A2 Impact Assessment Model

Project Team: **U Dinesh Kumar**

Summary: The aim of the project is to design a model that can be used for impact assessment of programmes conducted by Agastya Foundation.

Sponsor: Agastya Foundation

Status: Ongoing (2014–2017)

VII-A3 HR Analytics - Early Warning System for Job Offer Decline

Project Team: **U Dinesh Kumar**

Summary: The project aims to advise ScaleneWorks on various data-driven strategic, tactical and operational decisions in the field of human resource management.

Sponsor: ScaleneWorks, Bangalore

Status: Ongoing (2014–2017)

VII-A4 Partnering for Success: Advancing Sustainability Research and Education in India

Project Team: **P D Jose, U Dinesh Kumar and Vasanthi Srinivasan**

Summary: The project promotes collaboration between IIM Bangalore and University of North Carolina on sustainability-related education. The project received the prestigious ‘Obama–Singh 21st Century Knowledge Initiative Awards’. The initiative strengthens collaboration and builds partnerships between American and Indian institutions of higher education in priority fields. IIM Bangalore is one of the eight institutions that are the recipients of the prestigious award. Each project will receive an award of approximately \$250,000 that can be utilized over a three-year period, with the objectives of cultivating educational reform, fostering economic growth, generating shared knowledge to address global challenges, and developing junior faculty at Indian and American institutions of higher learning. As part of the project, Indian

Institute of Management Bangalore and the UNC Kenan-Flagler Business School in collaboration with Wipro organized the Symposium on “*Advancing Sustainability Research and Education*” in January 2015.

Sponsor: USEFI

Status: Ongoing (August 2013–September 2017)

VII-A5 Product Roadmap Strategies for Software Startup Firms Using Versioning

Project Team: **Ishwar Murthy** and Giri Tayi, University of Albany-SUNY NY

Summary: To devise a strategy for learning about the true level of consumer response, as well as to counter the response of competitors to the startup firms’ upgrade, we develop and present two dynamic programming models: one that models learning alone and the other that incorporates competitor response as well. We use this model to gain managerial insights on factors that impact the firm bottom line in introducing product upgrades.

Sponsor: CSITM, IIM Bangalore

Status: Ongoing (2014-2017)

VII-A6 Bayesian Demand Forecasting in Big Data – Application to the Perishable Goods in India

Project Team: **Pulak Ghosh**

Summary: The value of fruits, vegetables and grains wasted in India has recently been valued at Rs. 44,000 crore annually (see *Economic Times*, November 28, 2013). Fruits and vegetables account for the largest portion, Rs. 13,300 crore – accounting for 18 percent of India’s fruit and vegetable production. Two of the biggest contributors to food losses are the lack of refrigerated transport and the lack of high quality cold storage facilities for food manufacturers and food sellers. While largely an issue of infrastructure, one can think of ways of mitigating wastage at the retail level. Doing so requires a careful management of inventory as well as a forecasting method that can be used to manage that inventory. In addition, how retailers manage promotions in these categories will also affect the amount that is left at the end of the day and becomes unusable. Our objective in this paper is to attempt making some progress on the pernicious problem of wastage at the retail level. We use data from a large retailer of fruits and vegetables with over 300 stores in India to first understand the extent of the problem at the retailer. Managing inventory of perishable items with only a few days of shelf life, is especially challenging. Ordering too many or too few of these items directly impacts sales, profits and increases wastage. Product proliferation and high variability in daily sales makes forecasting sales difficult, leading to ad hoc and gut-feel inventory ordering.

Sponsor: IIM Bangalore

Status: Ongoing (December 2014–2017)

VII-A7 Generalized Pólya Urns

Project Team: **Arnab Basu**

Summary: Random processes with reinforcement have been studied mathematically since the beginning of the twentieth century. Such processes have deep connections with business problems such as design of medical trials, neural networks and formation of networks such as the Internet and social networks. One of the most simple and elegant of these models is known as Pólya's urn: starting with one black and one red ball in an urn, select a ball at random from the urn, replace it in addition to another ball of the same colour. The interest is to study the proportion of black balls X_t in the urn after t balls have been added. In the last hundred years or so, various generalizations have been studied. One direction of generalization of Pólya's urns is to modify the selection probability. A further generalization involves having multiple interacting urns, where colours may be present in more than one urn and where multiple balls may be added to one or more urns depending on what colour is selected.

Sponsor: IIM Bangalore

Status: Ongoing (January 2015)

VII-A8 Analysis of Shapley Games with One-sided Incomplete Information

Project Team: **Arnab Basu**

Summary: The author and his collaborator Prof. Dr. Hab. Lukasz Stettner have made the following fundamental contributions to the theory of asymmetric partially observed games through the present study.

1. Construct an asymmetric class (for the first time in the literature) of filters parameterized by the control (functions) of the maximizer and prove that they indeed characterize the conditional distribution of the state process $\{X_t\}$.
2. Provide recursive algorithms to estimate the upper and lower value functions of the finite-horizon cost game and prove that these algorithms indeed characterize the corresponding value functions.
3. Provide a simple counterexample for which the upper value is strictly greater than the lower value.
4. Non-trivially extend all of these results to the infinite-horizon discounted cost case.

Sponsor: IIM Bangalore

Status: Ongoing (2014-2017)

VII-A9 Customer Analytics in the Banking Sector: Improving the Quality of Credit Rating and Identifying Fraud Symptoms Using Big Data Algorithms

Project Team: **U Dinesh Kumar and Jayadev M**

Summary: The following are the objectives of the study.

1. Develop customer segmentation for better service.
2. Design credit rating models that can assist the banks to quantify risks associated with retail loans under big data context.
3. Develop statistical models to predict probability of default (PDF)
4. Develop models for predicting different types of frauds within the banking sector.
5. Design and develop web-enabled software that will assist the banks to easily adopt the models

Sponsor: Department of Electronics and Information Technology

Status: Ongoing (August 2015–2017)

VII-A10 Demand and Inventory Prediction for Perishable Goods in the Indian Market

Project Team: **Pulak Ghosh**, Pradeep Chintagunta and Bhuvanesh Pareek

Summary: It is of great importance for suppliers and retailers to properly forecast the demand for perishable products, so the right quantity of perishable products with the right level of quality at the right time can be obtained; shortages or over-stocking can be reduced; and total operational costs can be minimised consequentially. We develop advanced machine learning algorithm to predict the demand and inventory of perishable goods.

Sponsor: University of Chicago Booth School

Status: Ongoing

VII-A11 Housing, Household Leverage and Consumption of Durable Goods: Analysis of the Indian Automobile Market

Project Team: **Pulak Ghosh**, Sriraman Venkataraman, Bhuvanesh Pareek, and Pradeep Chintagunta

Summary: In most developed nations, household consumption is the largest component of a country's GDP. Not surprisingly, there is a rich body of research in economics and marketing studying household consumption. "The Great Recession" affords researchers exciting new avenues to understand household consumption and the corresponding impact it has on the national economy. For example, there is an emerging body of research investigating the effect of historically unprecedented booms and busts in the housing market on household consumption and how these consumption decisions in turn impact recovery from the recession. These studies are unified in their focus

on identifying key mechanisms that link house prices with household consumption, and the appropriate policy response to conditions in the housing market. Three key mechanisms have thus far been proposed.

Sponsor: IIM Bangalore

Status: Ongoing (2015)

VII-A12 RARE (Risk Analysis Ruins and Extremes)

Project Team: **Shubhabrata Das**

Summary: The project aims at developing the theoretical side of the analysis of ruin probabilities in case of disasters or extreme shocks for insurance such as risk pools, by the introduction and analysis of new risk measures, and by (asymptotic) quantification of aggregated risk, central topics of interest for the prediction of financial disasters and more generally for risk management. It investigates risk modeling, new development on extreme rare events, etc.

Within the broad scope of this project, two specific research problems have been undertaken. The first is on 'Forecasting Mortality Rates and Population Pyramid for India Using the Lee-Carter Model'; the work was undertaken jointly with two PGP students from the 2014-16 batch and completed in early December 2016; subsequently it has been submitted for journal publication.

The second problem is on 'Ultimate and Finite Horizon Ruin in Cramer-Lundberg model with Pareto Severity'; this is done in part collaboration with other researchers receiving this RARE grant from partner institutes. The work is in closing stages and is expected to be submitted for Journal publication in the coming months.

Sponsor: Marie Curie International Research Staff Exchange Scheme, FP7

Status: Ongoing (2016)

VII-A13 Big Data for Government and Policy: Research Opportunity and Roadmap

Project Team: **Pulak Ghosh**

Summary: Current decision-making processes are far from optimal to represent best interests of the public and stakeholders as contemporary policy domains are very complex, high dimensional and include a large dose of uncertainty. The massive amounts of data captured in our physical world through sensors, social media, blogs, and electronic devices (big data) provide substantial potential to aid these processes. Efficient procedures to draw links between large-scale data-processing technologies and expert knowledge in major policy domains would make policy development processes more citizen-focused. They could take into account public needs and preferences and be supported by their actual experiences of public services.

The aim of this proposal is twofold: (a) write a white paper on some of the important and challenging aspect on how Big Data can help policy makers and the government in making decision with much more insight; and (b) to explore and publish research findings on the use of big data in policy making in areas such as financial inclusion, health, rural development, etc.

Sponsor: IIM Bangalore

Status: Ongoing (2015)

VII-A14 Customer Segmentation at Spencer Retail

Project Team: **Ashis Mishra and Pulak Ghosh**

Summary: Cases for teaching marketing research are always in short supply. Most of the available cases provide the problem as well as the solution; but not the process of arriving at the solution which is the crux of any marketing research course. A case in point would be Ontela Pick Dec (Ivey – 2008) or Harvard graduate student housing survey (HBS – 2005). In this case, we intend to provide a step by step approach to segment consumer markets through cases.

Sponsor: IIM Bangalore

Status: Ongoing (2015-2017)

VII-A15 Strategy Development at Spencer Retail

Project Team: **Ashis Mishra and Pulak Ghosh**

Summary: Spencer's Retail Limited is one of the leading retailers in India. They operate in the food and grocery segment that is most unorganized in the country. Currently, the F&G segment is about 98% unorganized while Indian consumers spend about 70% of their income on F&G. So, there is a significant need to critique and suggest sustainable business models and strategy frameworks for F&G retail. There is an IVEY case on Spencer's Retail (2014). But firstly, it is based on 2011 scenario and data (which has changed drastically now); and secondly, it is more of a generic case rather than a retail strategy case.

Sponsor: IIM Bangalore

Status: Ongoing (2015- 2017)

VII-A16 Robustness of Equilibria in Stochastic OLG Economies

Project Team: **Arnab Basu**

Summary: The overlapping-generations (OLG) model was first introduced by Allais and Samuelson. It is one of the major developments for dynamic modelling of economies.

This OLG model has also been extended to stochastic economies with incomplete markets and economies with production. In general, the notion of competitive equilibria in dynamic economies as propounded by Arrow and Debreu allows for prices and allocations to depend on histories of arbitrary length which disrupts the notion of rational expectations equilibria as well as approximation of solutions for real-life applications. To address these issues, Duffie et al. proposed a general theorem for the existence of stationary Markov equilibria for OLG economies. We refer the reader to for a general treatment of recursive equilibria in stochastic OLG economies. For our purposes, we examine a canonical stochastic OLG model with dynamically complete markets along the lines of, i.e. with dynamically complete markets and all agents having log-utility. Under these assumptions, there exists recursive equilibrium with linear consumption policies and linear pricing functions, i.e. there exist linear functions that map the state of the economy to current prices and choices made as well as a transition function Π that maps the current state to a probability distribution over the states in the subsequent periods.

Sponsor: IIM Bangalore

Status: Ongoing (2015-2017)

VII-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Publication Details
VII-B1	Basu, Arnab and Lukasz Stettner	Finite and infinite horizon Shapley games with nonsymmetric partial observation	<i>SIAM Journal on Control and Optimization (SICON)</i>	Vol. 53, No. 6, December 2015, Pg. 3584-3619
VII-B2	Hyokyung Grace Hong, Yu Yue and Ghosh, Pulak	Bayesian estimation of long-term health consequences for obese and normal-weight elderly people	<i>Journal of the Royal Statistical Society: Series A</i>	Vol. 178, No. 3, June 2015, Pg. 725-739
VII-B3	Karthik Sriram, Peng Shi and Ghosh, Pulak	A Bayesian quantile regression model for insurance company costs data	<i>Journal of the Royal Statistical Society: Series A</i>	Vol. 179, No. 1, January 2016, Pg. 177-202
VII-B4	Sudhir Voleti, Praveen K. Kopalle and Ghosh, Pulak	An interproduct competition model incorporating branding hierarchy and product similarities using store-level data	<i>Management Science</i>	Vol. 61, No. 11, February 2015, Pg. 2720-2738
VII-B5	Sarah Brown, Ghosh, Pulak, Li Su and Karl Taylor	Modelling household finances: A Bayesian approach to a multivariate two-part model	<i>Journal of Empirical Finance</i>	Vol. 33, September 2015, Pg. 190-207

Sl. No.	Authors	Title of Paper	Name of Journal	Publication Details
VII-B6	Ko, Stanley I. M., Chong, Terence T. L., and Ghosh, Pulak	Dirichlet process hidden Markov multiple change-point model	<i>Bayesian Analysis</i>	Vol. 10, No. 2, 2015, Pg. 275- 296
VII-B7	Jakob Stöber, Hyokyoung Grace Hong, Claudia Czado and Ghosh, Pulak	Comorbidity of chronic diseases in the elderly: Patterns identified by a copula design for mixed responses	<i>Computational Statistics and Data Analysis</i>	Vol. 88, August 2015, Pg. 28–39
VII-B8	Alessio Farcomeni, Bhuvanesh Pareek and Ghosh, Pulak	Discussion on 'Joint modeling of survival and longitudinal non-survival data' by Gould et al.	<i>Statistics in Medicine</i>	Vol 34, 2015, Pg. 2198-2199
VII-B9	Rajesh Chandwani and De', Rahul	Analyzing multimedia data: Exploring the dimensions of context in ICT for development research	<i>The Electronic Journal of Information Systems in Developing Countries</i>	Vol. 69, No. 6, 2015, Pg. 1-15
VII-B10	B Shekar	Analysis of the Indian art industry: An organizational perspective	<i>Dharana - An International Journal</i>	Vol 9, July- December 2015, Pg. 17-25

VII-D Chapters in Books

Sl. No.	Authors	Title of Paper/Chapter	Title of Book	Editors	Publication Details
VII-D1	Chandwani, R. and De', Rahul	The institutional dynamics perspective of ICT for health initiatives in India	<i>Impact of Information Society Research in the Global South</i>	Chib, A., May, J. and Barrantes, R. (eds)	Springer Open, Pg. 167-185, 2015
VII-D2	Bandi, Rajendra K and Vishal Shah	Future of work and work skills in knowledge intensive services: Impact of new media and technologies'	<i>The Impact of ICT on Work</i>	Jungwoo Lee (Ed.)	Springer, New York, 2015, Pg. 95-107
VII-D3	Sastry, Trilochan	Clean elections are doable through participation and intervention: civil society	<i>Indian Elections and Democracy Today in Claiming India from Below</i>	Vipul Mudgal	Routledge, 2016

VII-F Articles in Periodicals, Financial Dailies, and Newspapers

Sl. No.	Authors	Title of Article	Name of the Newspaper/Magazine	Date of Publication
VII-F1	Venkatagiri Shankar	The MOOC Revolution: Education on Tap	<i>Business Today</i>	November 22, 2015
VII-F2	Sastry, Trilochan	Why political parties should be under RTI Under the title Chunavi funding Hai Badi Chinta	<i>Dainik Jagran</i>	August 30, 2015
VII-F3	Sastry, Trilochan	Simultaneous elections for Lok Sabha and state assemblies under the title Lok Tantra Ko Milega Oxygen	<i>Dainik Jagran</i>	August 2, 2015
VII-F4	Sastry, Trilochan	Mat Data Sudharenge Bigda Tantra or voters will reform democracy	<i>Hindi Daily Dainik Jagran</i>	July 26, 2015
VII-F5	Sastry, Trilochan	From farmer to businessman	<i>The Hindu</i>	August 21, 2015
VII-F6	Sastry, Trilochan	IIM Bill: More than control vs autonomy, it's about expanding quality management education	<i>Economic Times</i> in ET Commentary	June 30, 2015
VII-F7	Sastry, Trilochan	NGOs' foreign funds and a trust deficit	<i>The Hindu</i>	June 29, 2015
VII-F8	Ghosh, Pulak and Soumya Kanti Ghosh	How big data can help central banks with real-time policy analytics	<i>The Economic Times</i>	May 28, 2015
VII-F9	Ghosh, Pulak and Soumya Kanti Ghosh	Big data for commercial banks	<i>Mint</i>	May 4, 2015
VII-F10	Soumya Kanti Ghosh and Ghosh, Pulak	Public Provident Fund: The unknown known	<i>Business Standard</i>	December 28, 2015
VII-F11	Soumya Kanti Ghosh and Ghosh, Pulak	Janata likes Jan Dhan: The past year has seen a rapid growth of active PMJDY accounts across all geographies	<i>The Times of India</i>	October 30, 2015

VII-H Seminars/Conferences/Workshop/Invited Colloquia, etc.

Sl. No.	Authors	Title of Paper	Details of the Conference	Dates of the Conference
VII-H1	Ghosh, Pulak	Big data for smart policy making	Niti Aayog, Government of India	February 16, 2016
VII-H2	Ghosh, Pulak	Big data for central banks	Reserve Bank of India	February 18, 2016
VII-H3	De', Rahul	Impact of FOSS use in government departments	IIT Bombay	October 5, 2015
VII-H4	Bandi, Rajendra K	Panel member	2 nd International Workshop on The Changing Nature of Work: Working Smarter with ICT. This workshop is affiliated with the European Conference on Information Systems (ECIS) 2015, Münster, Germany	May 26, 2015
VII-H5	Venkatagiri, Shankar	Teaching Skills for 21 st Century Students	Faculty Development Program at T. Johns, Bangalore	June 12, 2015
VII-H6	Venkatagiri, Shankar	Analytics using R. Invited talk	CIT Gubbi, Tumkur District	September 9, 2015
VII-H7	Lynn, T., Kilroy, S., van der Werff, L., Healy, P., Hunt, G., Venkatagiri, Shankar and Morrison, J.	Towards a general research framework for social media research using big data	Proceedings of the IEEE International Professional Communication Conference, University of Limerick Limerick, Ireland	July 12-15, 2015
VII-H8	Healy, P., Hunt, G., Kilroy, S., Lynn, T., Morrison, J.P., Venkatagiri, Shankar	Evaluation of peak detection algorithms for social media event detection	Proceedings of the 10 th International Workshop on Semantic and Social Media Adaptation and Personalization, University of Trento in Trento, Italy	November 5-6, 2015
VII-H9	Das, Shubhabrata	Forecasting high frequency data with complex multi-layer seasonality using covariates	60 th ISI World Statistics Congress-ISI2015, Rio de Janeiro, Brazil	July 26-31, 2015
VII-H10	Das, Shubhabrata	On ultimate and finite horizon ruin in Cramer Lundberg model with pareto severity	19 th International Congress on Insurance: Mathematics and Economics, Liverpool, UK	June 2015
VII-H11	Das, Shubhabrata	Selected problems in sports analytics	Big data public lecture, Indian Institute of Science, Bengaluru	November 2015

VII-I Articles in Conference Proceedings

Sl. No.	Authors	Title of Paper	Details of the Conference Proceedings
VII-I-1	Bandi, Rajendra K , Anik Bose and Akshay Saxena	Exploring green IT awareness and adoption among Indian students	SIGMIS-CPR 2015 Proceedings of the 53 rd ACM Conference on Computers and People Research, June 4-6, 2015, Newport Beach, CA, USA. Pg. 87-96
VII-I-2	Laxmi Gunupudi, Bandi, Rajendra K , and Rajiv Kishore	Governance choice: Integration of capability differential with transaction costs	Academy of Management (AoM) Annual Meeting Proceedings, Vancouver, BC, Canada, August 7-11, 2015

VII-J IIMB Case Studies @ Harvard Business Publishing

VII-J1 Title: **HR Analytics ScaleneWorks Behavioral Modeling to Predict Renege**

Author: Kumar Rahul and **U Dinesh Kumar**

Summary: ScaleneWorks People Solutions LLP (ScaleneWorks), is a Bangalore-based talent management company, which commenced its operations in the summer of 2010 with a vision to build an organization of great value and be among the most respected talent acquisition solution providers globally. Sanjay Shelvankar, CEO of ScaleneWorks was considering the use of an analytical approach to predict renege. Past data from Indian IT companies revealed that 30% of the candidates did not join the company after offer acceptance, which significantly increased the overall cost of recruitment. Sanjay wondered if Analytics could possibly help in identifying the key drivers that influence a candidate in either joining/not-joining a company after accepting the offer, as it would largely help clients save both cost and time. However, there was a risk involved: any error in this prediction could turn out to be a costly affair, as the client could “wrongly” reject a potential candidate even without interviewing him/her.

VII-J2 Title: **Marketing Head’s Conundrum**

Author: Maneesh Bhandari, Pramod Kumar Bagri and **U Dinesh Kumar**

Summary: We Sell Everything in Software (WSES) Inc. dealt with innovative off-the-shelf products and had a high growth trajectory. They had a healthy pipeline and their annual marketing spend of \$500 million was allocated on the basis of conversion probabilities at flat 6% of the expected sales value. WSES did not have a structured approach for calculating sales conversion probabilities – it followed the gut feelings of its marketing and sales team. Therefore, it incurred high marketing cost including travel costs, client visits, time spent by the sales team/technical experts/support staff, and logistics costs. Jack, the CEO of WSES, was worried that despite having such a huge expenditure list, the sales conversion possibilities based on the pipeline was at best ancillary information, as there was no substance in justifying the “gut feeling”. Thus, Jack was not too convinced of

this method and was exploring multiple options with Ben, Vice President - Marketing. Considering that WSES pursued around 1,000 opportunities every year, which they either won or lost, Jack felt the need to have these data that they had collated over the years validated and thereby interpreted. Thus, WSES engaged Mark with a Ph.D. in statistics to understand if they could determine a structured approach to compute conversion probabilities and devise an optimal way to allocate marketing spend such that even with significant reduction in marketing spend, the objectives on expected values on sales and profits were met.

VII-J3 Title: Customer Analytics at Flipkart.Com

Author: Naveen Bhansali, Jitendra Rudravaram, Shailaja Grover and U **Dinesh Kumar**

Summary: Flipkart, the poster child of Indian e-commerce, was an early entrant in the nascent Indian e-commerce market and quickly established itself as the leading company in this space. Flipkart has grown into an online retail giant, valued at over USD 15.2 billion as of 2015. Flipkart has been selling over 30 million products from more than 50,000 sellers in 70+ categories as well as has 30 exclusive brand associations with in-a-day guarantee in 50 cities and same-day guarantee in 13 cities. Flipkart was 33,000 people strong and had over 50 million registered users with over 10 million daily visits and 8 million shipments per month. Flipkart has been putting in much effort and emphasis on the use of Analytics in every aspect of decision making. Headed by Ravi Vijayaraghavan, the analytics team had over 100 data scientists in 2015. Customer churn is a major concern for Flipkart since it has direct impact on Customer Lifetime Value (CLV). CLV is an important measure to differentiate customers, which can further help the organization to manage them effectively. The main challenge in calculating the lifetime value of customers of e-commerce companies such as Flipkart is that the exact life of the customer is unknown owing to data truncation, that is, the actual point in time of customer churn, which may not be identified in e-commerce, since there would be no prior communication from the customer about the churn. Hence, traditional models of CLV calculation may not be appropriate for e-commerce companies such as Flipkart.

VII-J4 Title: Package Pricing at Mission Hospital

Author: Sriram T K, Shailaja Grover, Satyabala Hariharan and U **Dinesh Kumar**

Summary: Mission Hospital started its operations on April 2, 2008 with the aim of providing highest quality patient care facilities to all individuals at affordable rates. This super specialty hospital located in Durgapur, West Bengal, India, specializes in cardiac surgeries. Many of its patients are from nearby states and neighboring countries, and are covered under different health schemes. Among hospitals in India, flat rate for different treatments is becoming popular, mainly owing to healthcare tourism and government schemes. Dr. Satyajit Bose, chairman of Mission Hospital, was considering adoption of a package pricing (flat fee) strategy under which patients would be provided a fixed price for their treatment at the time of admission. This would imply that the package price should be

calculated by the hospital on the basis of patient's clinical and non-clinical information available at the time of admission. Flat fee (or package pricing) can result in a loss to the hospitals if they do not accurately estimate the treatment cost for a patient. The hospital faces the challenge of identifying the key factors that drive the total cost of treatment so that it can quote an appropriate price to the patient.

VII-J5 Title: Science of Social Influence: HP Brandclout

Author: Srujana, H.M., Sudip Chatterjee, Kratika Shakya and **U Dinesh Kumar**

Summary: Hewlett-Packard (HP) has been a 75-year-old technology leader with operations across 170 countries and an employee strength of over 3,20,000 employees. In 2013, HP launched Actionable Analytics Services (HAVEn), a Big Data analytics platform, leveraging the capabilities of Hadoop, Autonomy, Vertica, Enterprise Security, and n applications. HP enterprise wanted to mobilize the prospective and existing customer base to embrace the HAVEn offering. Historically, large organizations had a fair coverage and influence on the entire sales cycle with them driving need identification all the way through to influencing the purchase decision and purchase. However, recent studies started showing that this was changing, and nearly 70% of the purchase decision was made before engaging a sales representative independent of the offering. The HAVEn team was aware of this shift in trend, and for an enterprise class product, with high initial investment needs and relatively new outlook to how businesses could extract value; the need to influence sales cycle right from stage-one to drive adoption was an important task. Pramod Singh, Director of HP digital analytics and Ayush Jain, manager of HP social media analytics were approached by the HAVEn team to help them identify the most relevant influencers in the Big Data space and help devise a strategy of engagement with the same. Topic relevant influencer identification was tough considering the volume, velocity, and complexity of social media content. Quantifying the influence of the brands, thereby enabling comparison and competitive benchmarking was even more difficult. The problem of firstly defining influence, and then identifying influencers relevant to a topic of interest, in real time, using a data source that was high volume, high velocity with little or no structure, was a challenge that enticed Pramod and Ayush to group their best talent pool together.

VII-K Leading Journal Publications

Articles which have appeared in leading academic journals, listed in Financial Times 45, Business Week 20, UT Dallas 24, etc.

VII-K1 Author's Name: Hyokyoung Grace Hong, Yu Yue and **Pulak Ghosh**

Title: Bayesian estimation of long-term health consequences for obese and normal-weight elderly people

Journal: *Journal of the Royal Statistical Society: Series A*

Abstract: Obesity is a rapidly growing public health problem even among the elderly. Understanding the disabling consequences of obesity in the elderly will help us to design better effective intervention management guidelines for the elderly obese. To examine the long-term health consequences of the obese elderly, we present a joint model consisting of two bivariate ordered responses observed at successive time points. The bivariate ordered response model corresponds to the subject's self-reporting health status outcomes including self-rated health and functional status. Although the joint model that we propose is generally suited for use in health and disease research, where the ordered value responses are observed at successive time points, we further extend it by addressing some of the challenges by incorporating the semiparametric features in the ordinal logistic model, by modelling the underlying latent states of health that are associated with self-rated health, by jointly modelling the bivariate ordinal outcomes to mitigate the variability of the single response and by accounting for the non-ignorable missing data due to different reasons through a multinomial logit model. The motivating data were obtained from the Second Longitudinal Study of Aging, which are longitudinal survey data from 1994–2000 providing various useful information on the health status of elderly people. Parameter estimation of our joint model was performed in a Bayesian framework via Markov chain Monte Carlo methods. Analytical results demonstrate the difference in longitudinal patterns of the health outcomes between the two weight groups, validating our hypothesis that different management strategies for the obese elderly should be employed.

- *Listed as A in ABDC (Australian Business Deans Council)*

- *Listed as 3 in ABS (Association of Business Schools, UK)*

VII-K2 Author's Name:: Karthik Sriram, Peng Shi and **Pulak Ghosh**

Title: A Bayesian quantile regression model for insurance company costs data

Journal: *Journal of the Royal Statistical Society: Series A*

Abstract: We examine the average cost function for property and casualty insurers. The cost function describes the relationship between a firm's minimum production cost and outputs. A comparison of cost functions could shed light on the relative cost efficiency of individual firms, which is of interest to many market participants and has been

given extensive attention in the insurance industry. To identify and to compare the cost function, current practice is to assume a common functional form between costs and outputs across insurers and then to rank insurers according to the centre of the cost distribution. However, the assumption of a common cost–output relationship could be misleading because insurers tend to adopt different technologies that are reflected by the cost function in their production process. The centre-based comparison could also lead to biased inference especially when the cost distribution is skewed with a heavy tail. To address these issues, we model the average production cost of insurers by using a Bayesian quantile regression approach. Quantile regression enables the modelling of different quantiles of the cost distribution as opposed to just the centre. The Bayesian approach helps to estimate the cost-to-output functional relationship at a firm level by borrowing information across firms. In the analysis of US property–casualty insurers, we show that better insights into efficiency are gained by comparing different quantiles of the cost distribution.

- *Listed as A in ABDC (Australian Business Deans Council)*
- *Listed as 3 in ABS (Association of Business Schools, UK)*

VII-K3 Author's Name: Sudhir Voleti, Praveen K. Kopalle and **Pulak Ghosh**

Title: An interproduct competition model incorporating branding hierarchy and product similarities using store-level data

Journal: *Management Science*

Abstract: We develop and implement a Bayesian semiparametric model of demand under interproduct competition that enables us to assess the respective contributions of brand-SKU (stock-keeping unit) hierarchy and interproduct similarity to explaining and predicting demand. To incorporate brand-SKU hierarchy effects, we use Bayesian hierarchical clustering inherent in a nested Dirichlet process to simultaneously partition brands, and SKUs conditional on brands, into groups of “similarity clusters.” We examine cluster memberships and postprocess the Markov chain Monte Carlo output to infer cluster properties by accounting for parameter uncertainty. Our proposed approach lends to a spatial competition interpretation in latent attribute space and helps uncover the extent to which competition across SKUs in the latent attribute space is local or global. In a related vein, we discuss the implications of well-defined groups of similar SKUs as subcategory or submarket boundaries in latent attribute space. We empirically test our model using aggregate beer category sales data from a midsize U.S. retail chain. We find that branding hierarchy effects dominate those from product similarity. We find that the model partitions the 15 brands in the data into 4 brand clusters and the 96 SKUs into 25 SKU clusters conditional on brand cluster membership. In estimating a set of models of spatial interproduct competition, we find that SKU competition is more local than global in that only subsets of products compete within groups of comparable products. Finally, we discuss the substantive implications of our results.

- *Listed as A* in ABDC (Australian Business Deans Council)*
- *Listed as 4* in ABS (Association of Business Schools, UK)*
- *Listed in Financial Times 50*
- *Listed in Business Week 20*
- *Listed in UT Dallas 24*

VII-K4 Author's Name: Sarah Brown, **Pulak Ghosh**, Li Su and Karl Taylor

Title: Modelling household finances: A Bayesian approach to a multivariate two-part model

Journal: *Journal of Empirical Finance*

Abstract: We contribute to the empirical literature on household finances by introducing a Bayesian multivariate two-part model, which has been developed to further our understanding of household finances. Our flexible approach allows for the potential interdependence between the holding of assets and liabilities at the household level and also encompasses a two-part process to allow for differences in the influences on asset or liability holding and on the respective amounts held. Furthermore, the framework is dynamic in order to allow for persistence in household finances over time. Our findings endorse the joint modelling approach and provide evidence supporting the importance of dynamics. In addition, we find that certain independent variables exert different influences on the binary and continuous parts of the model thereby highlighting the flexibility of our framework and revealing a detailed picture of the nature of household finances.

- *Listed as A in ABDC (Australian Business Deans Council)*
- *Listed as 3 in ABS (Association of Business Schools, UK)*

VII-K5 Author's Name: **Arnab Basu** and Lukasz Stettner

Title: Finite and infinite horizon Shapley games with nonsymmetric partial observation

Journal Name: *SIAM Journal on Control and Optimization (SICON)*

Abstract: We consider asymmetric partially observed Shapley-type finite-horizon and infinite-horizon games where the state, a controlled Markov chain $\{X_t\}$, is not observable to one player (minimizer) who observes only a state-dependent signal $\{Y_t\}$. The maximizer observes both. The minimizer is informed of the maximizer's action after (before) choosing his control in the MINMAX (MAXMIN) game. A nontrivial open problem in such situations is how the minimizer can use this knowledge to update his belief about $\{X_t\}$. To address this, the maximizer uses off-line control functions which are known to the minimizer. Using these, novel control-parameterized nonlinear filters are constructed which are proved to characterize the conditional distribution of the full path of $\{X_t\}$. Using these filters, recursive algorithms are developed which show that saddle-points exist in both behavioral and Markov strategies for the finite-horizon case in both games. These algorithms are extended to prove saddle-points in Markov strategies for both games of the infinite-horizon case.

A counterexample shows that the finite-horizon MINMAX value may be greater than the MAXMIN value. We show that the asymptotic limits of these values converge to the corresponding MINMAX and MAXMIN saddle-point values in the infinite-horizon setup. Another counterexample shows that the uniform value need not exist.

VII-L Awards, Honors, and Achievements

VII-L1 Prof. Pulak Ghosh, Prof. P. C. Mahalanobis Medal for outstanding contribution to Econometrics-January 2016 by the Indian Econometric Society.

VII-L2 Prof. Pulak Ghosh, Professor C.R. Rao National Award in Statistics 2015, for outstanding contribution in the field of Statistics presented by the Ministry of Planning & Programme Implementation, Government of India.

VII-L3 Prof. Trilochan Sastry, Bharat Asmita Award 2015 and Acharya Sheshtha Award.

VII-L4 Prof. Trilochan Sastry, International Electoral Awards 2015, London.

VII-M Doctoral Theses Completed by FPM Students during 2015–2016

Sl. No.	Name of the Student	Dissertation Title	Name of DAC Chairman
VII-M1	Neha Advani	Single Period Inventory System With Shelf Space Dependent Demand: Implications on Inventory Policy and Design of Coordination Mechanisms	Devanath Tirupati U Dinesh Kumar Ishwar Murthy
VII-M2	Gunupudi Surya Venkata Laxmi	Understanding Cloud Adoption: Integration of TCE, Capabilities and Modularity	Rajendra K Bandi Rahul De' Sourav Mukherji Ex: Rajiv Kishore
VII-M3	Ravi Anand Rao	Agile Software Development: Adaptations Undertaken by Global Software Services Engagements	Rahul De' Rajendra K Bandi Suresh Bhagavatula
VII-M4	Pradipta Patra	Analysis of Performance-Based Contracts for Capital Equipment and Manufacturing Systems	U Dinesh Kumar Jishnu Hazra Rajluxmi VMurthy
VII-M5	Akshay Kumar Singh	Comparative Judgement Incorporating Prior Rank: Extension of Bradley-Terry Models for Repeated Measurements	Shubhabrata Das, U Dinesh Kumar, Murali Agastya

VII-N Proposal Presentation by FPM Students during 2015–2016

Sl. No.	Name of the Student	Topic	Date
VII-N1	Jyoti M Bhat	Examining As a Service- The Duality of Software-as-a-Service (SaaS)	July 15, 2015
VII-N2	Praveen S	Understanding the Consequences When Co-created Products Fail	September 4, 2015
VII-N3	Tushar	Analysis of Fixed Pricing in Healthcare Services	November 3, 2015

VII-O Papers Presented by FPM Students in Conference/Seminar during 2015–2016

Sl. No.	Name of the Student	Title of the Paper Presented	Details of the Conference/Seminar	Date
VII-O1	Prasenjit Mandal (co-authored by Prof. Ishwar Murthy)	Valid Inequalities for the Workforce Planning Problem	27 th European Conference on Operational Research, University of Strathclyde, Glasgow, UK	July 12-15, 2015
VII-O2	Praveen S (co-authored by K.R Ranjanand A. Rossmann)	Turning Complainers into Fans: Customer Complaint Handling in Multi-Channel Marketing	Academy of International Business (AIB), Bengaluru	June 27-30, 2015
VII-O3	Anik Bose (co-authored by Vidushi Pandey)	Networking in Creative Industry – The Bollywood Story	IAM, Noida	December 11-13, 2015
VII-O4	Ravi Prakash Ranjan (co-authored by Prof. Malay Bhattacharyya)	Dynamics and Implications of Online Information Diffusion Based on Internet Search Trends	ICTS Winter School on Modern Finance and Macroeconomics, ICTS - TIFR, Bengaluru	December 22, 2015 – January 2, 2016

VII-P Publications by FPM Students (Journal articles/Book chapters/Cases) during 2015–2016

Sl. No.	Name of the Student	Title of the Paper	Name of the Journal	Publication Details
VII-P1	Praveen S (co-authored by Prof. Avinash G Mulky)	Impact of Failed Co-created Services on Future Motivation to Cocreate	Academy of Management Best Paper Proceedings	Academy of Management, 2015



Centre for Public Policy (CPP)

*T*he Centre for Public Policy (CPP) has evolved into a leading policy thinktank engaged in cutting-edge research, teaching, training and capacity-building and works on improving development outcomes across the region. The CPP pioneered the application of management disciplines for better public services and governance in India. Its strong evidence-based research has focused on government innovations, regulation, policy-making, administrative and organizational reform, public-private partnerships and IT in government. The faculty in the area includes acclaimed scholars and award-winning professors drawn from various management disciplines. The eclectic blend of faculty, academicians, researchers, and professionals drawn from India and abroad, with their fund of managerial expertise, gives IIMB a unique professional standing in the country. CPP faculty members work in a range of domains, which includes Health, Development, Poverty Alleviation, Environment, Urban, Agriculture, and Education Policy. The CPP has been designated as a Centre of Excellence by the Ministry of Urban Development.

VIII-A Research Projects

VIII-A1 The Great Indian Conservation Debate: Contextualizing Poverty

Project Team: **Arnab Mukherji**

Summary: Protected Areas (PAs) have witnessed a proliferation in recent decades with approximately 13% of the world's terrestrial surface classified as some form of PA1 by 2010 (WDPA, 2011). However, the impact of this preferred conservation policy on the economic well-being of populations inhabiting the region surrounding PAs is unclear. It is particularly crucial to assess the linkages between poverty and conservation as there is a significant overlap between global biodiversity hotspots and the incidence of poverty (Sachs, 2009). Moreover, conservation and poverty alleviation are two of the most crucial yet long-standing global challenges. If these two are indeed complementary, then policy recommendations to increase conservation efforts would hold serious merit. We propose to address two fundamental questions that arise from creation of PAs – does poverty influence their creation, and how, subsequently, do PAs affect poverty? Inferences on these relationships (or lack thereof) would have significant bearings on conservation and development policies, especially for the developing nations rich in biodiversity but poor in public welfare outcomes. We explore these questions in the Indian context – a country that has varied ecological zones with 10% of the world's species, abundant PAs, and is battling poverty.

Sponsor: IIM Bangalore

Status: Ongoing (October 2014-2017)

VIII-A2 Peoples' Appraisal: Dialogues on the Anna Bhagya Scheme of Government of Karnataka

Project Team: **M S Sriram**

Summary: There are several welfare schemes that the Government of Karnataka runs. Most of the welfare schemes are evaluated through independent research, commissioned research studies by the Karnataka Evaluation Authority, and through social audits. All these studies tell us a particular story on how well the programmes are designed, and possibly what are the larger impacts. In addition to this, we could capture individual narratives of people, and abstract these individual stories into a larger critique of the design and delivery of the scheme and also provide a feedback loop for the government. These narratives are expected to be unencumbered, telling a small nuance here, and celebration there, a failure of the design elsewhere, and possibly a story of a corruption or an ingenious misuse (using machines for NREGA work and still distributing wages as per the muster!). The idea is that these stories carry nuances that cannot be built into the design of the programme, but is necessary for any designer of welfare schemes to be aware of, and possibly might provide a feedback loop.

Sponsor: IIM Bangalore
 Status: Ongoing (December 2014-2017)

VIII-A3 Mapping Typologies of Low Income Settlements (slums) in Bangalore City

Project Team: **M S Sriram**

Summary: We have seen a process of rapid urbanization. This process is caused by distress in agriculture, fragmentation of land holdings, and opportunities in the growing service sector. With the articulated policy of the Government of India of “Make in India” which is expected to give a fillip to local manufacturing sector and the focus on developing 100 smart cities, the policy is moving towards making, accelerating and facilitating the process of urbanization. The process of urbanization involves a large number of poor people who migrate from rural areas in search of meaningful livelihoods into the cities. However, we have seen that rapid urbanization has resulted in the emergence of several low income settlements – usually unfit for human habitation, they spring up near railway lines, drains and in open lands and lake beds. When we look at the studies on poverty and the poor, we find a significant part of the academic and policy work focused on the rural areas and related to agriculture. Understanding urban poverty and its dimensions is much more complex. The complexity starts with finding the poor in a large city and then understanding the complex factors of their livelihoods which in turn could inform the policy discourse on urban poor.

Sponsor: IIM Bangalore
 Status: Ongoing (December 2014-2017)

VIII-A4 Spatial Index of Health Services Provisioning

Project Team: **Ramesh G**

Summary: This study seeks to develop saturation index or index of inclusivity of health service. This plotted all the doctors and nursing home of an area with GIS and the spread of population in the area. It tries to capture the dispersal of facilities across the area with reference to the people.

Sponsor: Ministry of Urban Development, Government of India
 Status: Ongoing (April 2014-2017)

VIII-A5 Maternal and Child Health Equity

Project Team: **Arnab Mukherji and Hema Swaminathan**

Summary: The specific objectives of this research program are to examine how policies aimed at: (1) reducing poverty, income and gender inequality impact major causes of morbidity and mortality in children; (2) reducing poverty, income and gender inequality in

high- and low-income countries impact major causes of morbidity and mortality in women under 50 years of age; and (3) reducing poverty and income and gender inequality impact major diseases.

Sponsor: Canadian Institute of Health Research

Status: Ongoing (2013-2017)

VIII-A6 Water Metabolism in Bengaluru, India

Project Team: **Deepak Malghan**

Summary: The key policy tool that we will develop is a deliberative modeling framework – the metabolism framework – that will treat cities as living entities, that use energy and resources to generate useful products and waste. What are the material and energy inputs that keep the city running? What are the waste products of the city? A pedagogical computer model will be built for Bangalore city – India’s burgeoning software capital that serves as a poster-child of these problems – that will integrate diverse aspects of the urban environmental problem, and the diverse actors involved in crafting solutions. We bring together a strong, multidisciplinary team of ecological economists and environmental scientists from SEI and the Indian Institute of Management (IIM). Consumption data will be compared with social, economic and demographic information. Current and future development scenarios will be gauged against dimensions of economic efficiency, social equity and environmental sustainability.

Sponsor: United Nations (Principal Donor)

Status: Ongoing (2015-2017)

VIII-A7 Gender Asset Gap

Project Team: **Hema Swaminathan**

Summary: The study focuses on lessons learnt from collecting sex disaggregated data and analysis of women’s wealth accumulation and its impact on welfare. Additionally, we have undertaken analysis on methodological aspects of individual interviews, impact of savings and credit on asset accumulation.

Sponsor: Vanguard Foundation

Status: Ongoing (2012-2017)

VIII-A8 CTEP: Cycle to Empowerment

Project Team: **Shabana Mitra** and Kalle Moene (University of Oslo)

Summary: This project aims to investigate how empowerment of girls through the Mukhyamantri Cycle Yojana may improve earnings and living conditions via the influence on aspirations as they filter into the society at the local level. We want to investigate

under what conditions better opportunities may lead to more gender equality. What are the long-term effects of conditional reforms to stimulate higher participation in educational programmes? Can such reforms help the local community to escape aspiration induced poverty traps with a clear gender bias?

Given the success of the cycle programme to increase enrollment to secondary school, we plan to follow up on the initial beneficiaries to assess the long-term impacts of the scheme. This would provide a fuller assessment of the benefits of the scheme and would be useful if the scheme was to be implemented in other states in India or in other developing countries.

Sponsor: International Growth Center, UK

Status: Ongoing (2015-2017)

VIII-A9 Criminalization, Caste and Political Outcomes in India. Evidence from Uttar Pradesh

Project Team: **Shabana Mitra**

Summary: It is commonplace to view political markets in terms of the principal-agent paradigm. Voters (principals) attempt to discipline elected representatives (agents) using the mechanism of periodic elections. When this mechanism is deemed to function well, then despite the divergence between the innate interests of the electorate and elected politicians, the threat of electoral defeat provides sufficient incentives for the latter to broadly comply with popular demand. But, something is clearly amiss in India.

Sponsor: IIM Bangalore

Status: Ongoing (2015-2017)

VIII-A10 Financial Practices of the Family-firm in the Informal Sector: Home-based Silk Production Units at Ramanagaram, Karnataka

Project Team: **Rajalaxmi Kamath**

Summary: In business literature, there is very little documentation of how home-based business in the informal sector is being organized and run. Since the boundary lines here between production and consumption, capital and labour and the firm and household, are often blurred – making it a very complex organisation to study. Apart from the informal nature of most of their activities, what makes this task even more complicated is the intermingling of finances between the firm and the home (production and consumption). To this end, this project proposes the study of financial practices in home-based silkreeling units in Ramnagaram, Karnataka, towards understanding the ways in which firm and family finances are related to each other, and to the ability of the family-firm to accumulate a surplus on production, especially following post-liberalisation reforms in the silk industry. The intention is to understand the organisation of production and reproduction in this cluster through an examination of the ways in which the post-reform policies – both specific policy impacting the silk

industry and broader changes in the local economy – have impacted the everyday financial transactions of firms in this cluster.

Sponsor: IIM Bangalore

Status: Ongoing (2015-2017)

VIII-A11 In Her Name: Measuring the Gender Asset Gap in Karnataka, Ghana, and Ecuador

Project Team: **Hema Swaminathan**

Summary: Data sources on individual asset ownership and wealth patterns are few and far between in India as well as globally. The Karnataka Household Asset Survey (KHAS), 2010-11, headed by Hema Swaminathan at the Centre for Public Policy, a component of the Gender Asset Gap Project, was the first state representative survey which collected such information in India. This survey interviewed around 7,200 individuals from over 4,000 households across nine districts in Karnataka. The data collection was undertaken through face-to-face interviews with the respondents and information was recorded in paper questionnaires. The data was subsequently entered in CS Pro, and exported to Stata for analysis. The project team has brought out several technical reports, working papers, journal articles, and advocacy material using the KHAS data.

Sponsor: IIM Bangalore

Status: Ongoing (2015-2017)

VIII-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publications
VIII-B1	Dattasharma, A., Kamath, Rajalaxmi and Ramanathan, S	The Burden of Microfinance Debt: Lessons from the Ramanagaram Financial Diaries	<i>Development and Change</i>	Vol. 47, No. 1, January 2016, Pg. 130-156
VIII-B2	Kamath, Rajalaxmi and Ramanathan, S	Informal Businesses And Micro-Credit – Evidence from Financial Diaries: A Study in Ramanagaram, India	<i>IIMB Management Review</i>	Vol. 27, No. 3, September 2015, Pg. 149-158
VIII-B3	Mitra, Shabana	Synergies among Monetary, Multidimensional and Subjective Poverty: Evidence from Nepal	<i>Social Indicators Research</i>	Vol. 125, No. 1, January 2016, Pg. 103-125
VIII-B4	Swaminathan, Hema , Rahul Lahoti and Suchitra JY	Not in Her Name. Women's Property Ownership in India	<i>Economic and Political Weekly</i>	Vol. 51 (5), January 2016, Pg. 17-19

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publications
VIII-B5	Saranga, Haritha, Mukherji, Arnab and Shah, Janat	Inventory Trends in Emerging Market Supply Chains: Evidence from the Indian Automotive Industry	<i>IIMB Management Review</i>	Vol. 27, (1), 2015, Pg. 6-18
VIII-B6	Krishnan, S., Mukherji, Arnab, F. M. Knaul	Report from a symposium on Catalyzing Primary and Secondary Prevention of Cancer in India.	<i>Cancer Causes & Control</i>	Vol. 26, (11), 2015, Pg. 1671-1684

VIII-C Books

VIII-C1 M S Sriram

Inclusive Finance India Report 2015

Sage Publishers, New Delhi

With the Government of India and Reserve Bank of India taking several bold initiatives for financial inclusion in the country, it is important to analyze the factors that advance or impede India's progress. *Inclusive Finance India Report 2015* reviews and traces the advancement of financial inclusion in India. Moreover, the report brings together varying perspectives, policy prescriptions and practices around financial inclusion, along with a critical appraisal of the emerging financial inclusion architecture in India. This involves customer-facing and back-end technology solutions as well as a range of different stakeholders such as banks, regional rural banks, cooperative banks, the postal network, microfinance institutions, self-help groups and the players solving the last mile problem.



VIII-D Chapters in Books

Sl. No.	Authors	Title of Chapter	Title of Book	Editors	Publication Details
VIII-D1	Tara, S Nayana	Primary & Upper Primary (1-8): Initiative for the World of Work at the Primary & Upper Primary Education in India	<i>India: Preparation for the World of Work, Education System and School to Work Transition</i>	Matthias Pilz	Springer VS, Germany, 2016, Pg. 25-39
VIII-D2	Mukherji, Arnab and Anjan Mukherji	Section II: Bihar, Chapters 8, 9, 10, 12 and 13	<i>The Making of Miracles in Indian States: Andhra Pradesh, Bihar and Gujarat</i>	Arvind Panagariya and M. Govinda Rao	Oxford University Press, USA

VIII-E Working Papers

Sl. No.	Author	Title	IIMB Working Paper No.	Year
VIII-E1	Malghan, Deepak and Swaminathan, Hema	Intrahousehold Wealth Inequality and Welfare: Evidence from Karnataka, India	487	2015

VIII-F Articles in Periodicals, Financial Dailies, and Newspapers

Sl. No.	Authors	Title of Article	Name of the Newspaper/Magazine	Date of Publication
VIII-F1	Swaminathan, Hema	Getting a fix on wealth inequality	<i>Business Line, The Hindu</i>	June 2015
VIII-F2	Sriram M S	Getting the lending priorities right	<i>Mint</i>	May 4, 2015
VIII-F3	Sriram M S	Battling the downturn. Case analysis	<i>Business Today</i>	August 30, 2015
VIII-F4	Sriram M S	Formal banking comes to the fore	<i>Mint</i>	December 9, 2015
VIII-F5	Sriram M S	Cashless transactions and the poor	<i>Mint</i>	December 26, 2015
VIII-F6	Sriram M S	Murmurs of a fresh crisis in the microfinance sector	<i>Mint</i>	January 26, 2016

VIII-G Other Publications (Monographs, Reports, Working Papers of Other Institutes, etc.)

Sl. No.	Authors	Title of Publication	Details of Publication
VIII-G1	Sriram M S	Review of <i>Beyond the call of duty</i>	Book Review, published in <i>Business Standard</i> , November 19, 2015
VIII-G2	Sriram M S	Review of <i>Frugal innovation how to do better with less</i>	Book Review, published in <i>Business Standard</i> , April 9, 2015
VIII-G3	Sriram M S	Review of <i>How to help an elephant make a U turn</i>	Book Review, published in <i>Business Standard</i> , June 11, 2015
VIII-G4	Sriram M S	Review of <i>Rebooting India: Realizing a billion aspirations</i>	Book Review, published in <i>Business World</i> , March 21, 2016
VIII-G4	Sriram M S	How to Fix India	Book Review of <i>Rebooting India: Realising a billion aspirations</i> by Nandan Nilekani and Viral Shah. Published in <i>Business World</i> , March 21, 2016 http://businessworld.in/article/Book-Review-How-To-Fix-India/09-03-2016-91796/

VIII-H Seminars/Conferences Presentations/Invited Colloquia, etc.

Sl. No.	Authors	Title of Paper	Details of the Conference	Dates of the Conference
VIII-H1	Suraj, Anil B	Delivered a session on ispute Resolution in PPP Contracts	Training programme organized by the Fiscal Policy Institute for senior-level bureaucrats of the Government of Karnataka	January 8, 2016
VIII-H2	Suraj, Anil B	Delivered a session on Legal Dimensions of Policy Implementation	Programme on Public Policy organized by the Administrative Training Institute, Mysore for the bureaucrats of Government of Karnataka	December 16, 2015
VIII-H3	Pragya Bhuwania, J. Heymann, Mukherji, Arnab, A. Nandi, and Swaminathan, Hema	Public Work Programs and Social Capital: An Exploration of NREGA in India	Third Annual India Human Development Survey User Conference	March 16-18, 2016
VIII-H4	Pragya Bhuwania, Mukherji, Arnab, and Swaminathan, Hema	Mahila Samakhya: A Pathway to Delay Women's Marriage in India?	Population Association of America Annual meeting Washington, D.C.	March 31, 2016
VIII-H5	Mukherji, Arnab, N. Sood, P. Mullen, and K. Barnes	Reduction in Financial Risk Due to Health Insurance: Evidence from Karnataka, India	11 th World Congress: De Gustibus Disputandum Non Est! Health Economics and Nutrition: An iHEA World Congress, Bocconi University, Milan, Italy	July 12-15, 2015
VIII-H6	Malghan, Deepak	Contingent Valuation with Scale Constraints	Azim Premji University, Bengaluru	March 30, 2016
VIII-H7	Malghan, Deepak	Why all Hydrology is Social Hydrology?	University of Chicago (Delhi Center)	March 8, 2016
VIII-H8	Malghan, Deepak	History of Efficiency	IIM Ahmedabad	March 9, 2016
VIII-H9	Malghan, Deepak	Water Demand Without Marginal Prices	ATREE, Bengaluru	March 11, 2016

Sl. No.	Authors	Title of Paper	Details of the Conference	Dates of the Conference
VIII-H10	Swaminathan, Hema	Invited speaker at National Workshop on Data Gaps in Gender Statistics	Ministry of Statistics and Programme Implementation, Government of India	November 30, 2015
VIII-H11	Swaminathan, Hema and Ramya Vijay	Gender Relations Within Households: Evidence from India	International Conference on Public Policy and Management, IIM Calcutta	January 2016
VIII-H12	Kamath, Rajalaxmi	Discussant for the “Citizenship and Law” panel	AJEI Workshop Pondicherry (India) French Institute of Pondicherry	March 29-31, 2015
VIII-H13	Ramesh G	Presented to the Secretaries of States on Smart City Framework	Organized by the Ministry of Urban Development, Vigyan Bhavan, Delhi	February 22, 2016
VIII-H14	Mitra, Shabana	Electoral Uncertainty, Income Inequality and the Middle Class	SERI (Society for Economics Research in India) Conference, ISB Hyderabad	July 17-18, 2015
VIII-H15	Mukherji, Arnab	Mahila Samakhyas: A Path to Empower Women?, Mahila Samakhyas’ Impact on Social and Economic Change: Building on the Evidence	India International Centre, New Delhi	January 16, 2016

VIII-L Awards, Honors, and Achievements

VIII-L1 Prof. Hema Swaminathan, Visiting Scholar, Center for the Advanced Study of India, May and June, 2015 at CASI, University of Pennsylvania.

VIII-L2 Prof. Deepak Malghan, Dr. V.K.R.V. Rao Award in Social Sciences. The prize takes note of his original research and recognizes his contributions to the development of knowledge in the field of Human Geography and Ecology, 2015.

VII-M Doctoral Theses Completed by FPM Students during 2015–2016

Sl. No.	Name of the Student	Dissertation Title	Name of DAC Chairman
VIII-M1	Anjana Dube	Micro-Finance Group Processes: Effects of Psychological Threat & Economic Threat	Rajalaxmi Kamath Ramadhar Singh R Srinivasan (F&C)
VIII-M2	Sneha Thapliyal	Relationship Between Inequality and Sustainability: Micro and Macro Evidence on Natural Resources and Economic Growth from India	Deepak Malghan Arnab Mukherji Kanchan Mukherjee

VIII-N Dissertation Proposal Presentation by FPM Students during 2015–2016

Sl. No.	Name of the Student	Topic	Date
VIII-N1	Siddharth Joshi	Resisting History Farmers Mobilization in Western Uttar Pradesh 1985-2015	April 23, 2015
VIII-N2	Naveen Bharath	Social Stratification and Spatial Clustering – Caste, Diversity, and Segregation in Karnataka, India	March 21, 2016

VIII-O Papers Presented by FPM Students in Conference/Seminar during 2015–2016

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
VIII-O1	S Rajeshwaran (co-authored by Prof. Gopal Naik)	Determinants of Milk Price in India: An exploratory Study	Tenth Annual International Conference on Public Policy and Management, IIM Bangalore	August 3-5, 2015
VIII-O2	Vivek	Are Ground water Laws in Bangalore Adequate? Lessons for Sustainable Groundwater Management	10 th Annual International Conference on Public Policy & Management, IIM Bangalore	August 3-5, 2015
VIII-O3	Vivek	Water Conflicts in India: Legal and Institutional Framework for Conflict Prevention and Resolution	Organized by Forum for Policy Dialogue on Water Conflicts in India, National Law University, New Delhi and National Green Tribunal	September 6-7, 2015

VIII-P Publications by FPM Students (Journal articles/book chapters/cases) during 2015–2016

Sl. No.	Name of the Student	Title of the Paper	Name of the Journal	Publication Details
VIII-P1	Vivek	Rainwater Harvesting in Chennai: What Made It Work?	<i>IIM Kozhikode Society and Management Review</i>	Sage Publications, January 2016

VIII-S Seminars/Conferences/Workshops Organized by CPP during 2015–2016

Sl. No.	Details of the Conference/Workshop/Lecture	Dates of Conference	Venue
VIII-S1	X Annual International Conference on Public Policy and Management	August 3-5, 2015	IIM Bangalore
VIII-S2	Workshop on RE-THINK Empowering communities through replication	December 1-2, 2015	IIM Bangalore
VIII-S3	Talk on Skills, Education and Growth in India and China by Shang-Jin Wei	December 15, 2015	IIM Bangalore
VIII-S4	Workshop on ENABLE Makeathon Ideation to Impact, Business Bootcamp and Maker Days	December 18, 2015	IIM Bangalore
VIII-S5	Meeting with faculty & students of University of Maryland	January 13, 2016	IIM Bangalore
VIII-S6	Hosted 2 nd ITU Asia Pacific Centres of Excellence Steering Committee Meeting in collaboration with Department of Telecommunications	January 28-29, 2016	IIM Bangalore
VIII-S7	Quest 2 Learn Annual Summit Academic Partnership	February 10-12, 2016	IIM Bangalore

NS Raghavan Centre for Entrepreneurial Learning (NSRCEL)

NSRCEL's approach to entrepreneurship is highly integrative, attempting to create a close connection between the theory and practice of entrepreneurship. NSRCEL supports academic research to promote a better understanding of the entrepreneurial context and entrepreneurial strategies in the Indian context. The centre also supports development of cases based on entrepreneurial ventures in India.

NSRCEL is one of the few entrepreneurship centers with its faculty members focused exclusively on teaching and research relating to entrepreneurship. NSRCEL's faculty members collaborate extensively with counterparts elsewhere in the world and are among the most research active faculty members in entrepreneurship in the country.

In addition to offering courses on entrepreneurship in the long duration programs at IIM Bangalore, the faculty members offer two specialized programs for entrepreneurs – Management Programme for Entrepreneurs and Family Businesses (MPEFB) and Management Programme for Women Entrepreneurs (MPWE).

IX-A Research Projects

IX-A1 Developing a Homophily Index (a Fuzzy Blau Index) for Networks of Indians Based on Caste and Language Identified through Their Last Names

Project Team: **Suresh Bhagavatula**, Balagopal Vissa and Leena Kinger Hans

Summary: The propensity of human to make connections based on social similarities also known as homophily has been well-documented in social sciences. Vissa (2010) identifies these inclinations to form ties with similar other due to two reasons:

- Similarity improves the likelihood of creating a relationship that works due to trust developing from similarities in race, gender, ethnic backgrounds, etc.
- Ease of communication due to common vocabulary, attitudes and world views

Sponsor: IIM Bangalore

Status: Ongoing (December 2014-2017)

IX-A2 Comparing the Accelerator Phenomenon in Israel and in India

Project Team: **Suresh Bhagavatula**

Summary: Since 1990s, new ventures have become significant sources of innovations, especially in the high technology domains. Their successes in developing new technology notwithstanding, these new ventures have a very high rate of business failure. Therefore, there have been attempts by various stakeholders – governmental, academic and private – to nurture these ventures in order to increase their rates of survival and hasten exploitation of technology. One of the most popular nurturing mechanisms is the incubation model. Here, ventures are supported through a variety of services such as developing business plans, helping build management teams, mentoring, build networks, and provide seed funding. In addition to these services, incubators also provide flexible space, shared facilities and administrative support. Incubation model has been popular and can be found in all parts of the world but has been more popular in Europe and Asia.

Sponsor: VRSP, IIM Bangalore

Status: Ongoing (2016-2017)

IX-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publications
IX-B1	Shameen Prashantham, Charles Dhanaraj and Kumar K	Ties That Bind: Ethnic Ties and New Venture Internationalization	<i>Long Range Planning</i>	Vol. 48, No. 5, October 2015, Pg. 317-333
IX-B2	Srivardhini K Jha , Ishwardutt Parulkar, Rishiksha T Krishnan, and Charles Dhanaraj	Developing New Products in Emerging Markets	<i>MIT Sloan Management Review</i>	Special Collection, Spring 2016, Pg. 17-24

IX-D Chapters in Books

Sl. No.	Authors	Title of Paper/Chapter	Title of Book	Editors	Publication Details
IX-D1	Ravi Sarathy, Kumar K and Kim Eddleston	Strategies and motives of family and non-family firms in India: Unexpected differences and similarities	<i>Firms within Families: Enterprising in Diverse Country Contexts</i>	Jennifer E. Jennings Kimberly A. Eddleston P. Devereaux Jennings Ravi Sarathy	Published in print, Chapter 5, July 2015, Pg. 95-116
IX-D2	Ravi Sarathy, Kumar K and Kim Eddleston	Enterprising families in India: Are their businesses and families enemies?	<i>Firms within Families: Enterprising in Diverse Country Contexts</i>	J.E. Jennings, K.J. Eddleston, P.D. Jennings and Ravi Sarathy (Eds)	Published in print, Chapter 12, July 2015, Pg. 213-236
IX-D3	Kumar K	ITIs/ITCs: Industrial Training Institutes / Industrial Training Centres	<i>India: Preparation for the World of Work Education System and School to Work Transition</i>	Matthias Pilz (Ed)	Springer, Pg. 65-80

IX-H Seminars/Conferences Presentations/Invited Colloquia, etc.

Sl. No.	Authors	Title of Paper	Details of the Conference	Dates of the Conference
IX-H1	Kumar K	Panelist, Technology and Science Based Innovation in Emerging Economies	Academy of International Business (AIB) Annual Conference, Bengaluru	June 28, 2015
IX-H2	Kumar K	Panelist, The MNE-INV Interface: Future Directions	Academy of International Business (AIB) Annual Conference, Bengaluru	June 29, 2015
IX-H3	Kumar K	Making Growth Happen	Presentation to the Ismaili Entrepreneurs Organization, Mumbai	November 21, 2015
IX-H4	Kumar K	High Growth Entrepreneurship in Emerging Economies	Presented at BITS Goa Economic Conclave	March 13, 2016
IX-H5	Kumar K	Entrepreneurship and Society	M. G. R. Endowment Lecture, Gandhigram Rural Institute, Gandhigram	March 18, 2016
IX-H6	Bhagavatula, Suresh	Accelerators Work Independent Of Regional Knowledge Spillover and Entrepreneurial Absorptive Capacity? A Case Of Bounded Human And Social Capital	Indian Academy of Management Conference, IIM Lucknow (Noida Campus)	December 11-13, 2015

IX-L Awards, Honors, and Achievements

IX-L1 Prof. Kumar K, Appejay Surrendra Chair in Family Business in August 2013.

Centre for Corporate and Governance and Citizenship (CCGC)

The Centre for Corporate and Governance and Citizenship (CCGC) has established itself as a repository of knowledge and commitment in the field of corporate governance and corporate responsibility under the umbrella of Responsible Business. The Centre is guided by an Advisory Committee, comprising senior and experienced institute faculty from different disciplines such as finance and control, marketing, strategy, economics and organization behavior. The Centre focuses on the five broad areas of (a) Advocacy, (b) Education, (c) Training, (d) Research and (e) Dissemination. It aims to improve the understanding of systems of corporate governance in theory as well as in practice, both in India and elsewhere, through conceptual and empirical research. It also provides policy support to governments, regulatory agencies, industry associations, and civic society bodies, based on independent research and study of topics bearing upon the Centre's field of activity. It aims at enhancing awareness of the imperatives of globally acceptable standards of corporate governance and issues in their actual implementation, through teaching and training initiatives at various levels of business and management education, faculty development programs and directorial and executive development for the corporate as well as for the not-for-profit sectors. The Centre also offers a website www.teachcsr.com as a resource for academia as well as practitioners covering the entire canvas of responsible business, which includes ethics and good governance, leading to corporate sustainability. Besides collaborative research on the Centre's fields of activities, it encourages dissemination of research and other information, and provides faculty development support through publications including journals and papers, resources websites, and other channels of communication. The Centre has been provisionally accredited as a Centre of Excellence by the National Foundation for Corporate Governance, a trust sponsored by the Government of India, Ministry of Company Affairs, for promotion of improved corporate governance in India.

X-I Seminars/Conferences/Workshops, etc. Organized by CCGC

Sl. No.	Details of the Event	Dates of the Event
X-1	Leaderspeak dialogues – Ethics and Governance: Discussion on "Ethics and Governance" with a panel featuring Pradip Bajjal, Chiranjeev Singh, both former senior bureaucrats and Sri Sri Ravi Ravi Shankar. Discussion was anchored and moderated by Prof. Charan Singh.	August 12, 2015
X-2	Leaderspeak dialogues – Dr. Mukund Rajan, Tata Brand Custodian/Chief Ethics Officer and member of the Group Executive Council spoke on organizational sustainability.	December 15, 2015
X-3	National Participatory Workshop towards policy reforms in education for democratic citizenship jointly organized with Children's Movement for Civic Awareness.	October 7, 2015
X-4	Consultation on National Action Plan on Business & Human Rights in India in collaboration with Ethical Trading Initiative	October 26, 2015
X-5	CCGC and its members regularly collaborate with the Indian Institute of Corporate Affairs in conducting workshops and seminars and CCGC was selected by IICA to judge the NgO Box Awards.	October 2015
X-6	Dr.Vasanthi Srinivasan is conducting a national survey on 'Climbing the Technical Ladder' in collaboration with the Anita Borg Institute. The study focuses on the current scenario of gender diversity among technology companies in India and how organizations can retain and advance technical women in their workforce.	Work in Progress
X-7	Dr.Vasanthi Srinivasan is conducting a National Survey on 'Business Ethics' in collaboration with Globethics.net.	Work in Progress
X-8	Prof. M Jayadev worked on the research project 'Debts, Defaults and Corporate Governance, supported by the National Foundation for Corporate Governance.	Project completed
X-9	The National Foundation for Corporate Governance supported a research on Corporate Governance and Organizational Performance by Prof. Mathew Manimala and Dr. Poonam Wasdani.	Project completed
X-10	'TeachCSR' (www.teachcsr.com) website is a comprehensive resource for academia and practitioners of Responsible Business. It has around 1,330 global members from academia, corporates, the student community and civil society representing six continents and 54 countries. It reaches around 357 global academic institutes, 265 corporations and 106 not-for-profit organizations in India. Indian members are spread across the geographical locations of India representing 157 cities from 22 Indian states. Its Talk section has 41 short subject videos. "What did they say" section includes 28 motivational quotes from global and Indian thought leaders. Regular updation of the content is undertaken across sections.	Website fully operational. Continuous improvements and upgradation on-going
X-11	The Centre hosted a Fulbright scholar from the Graduate School of Business San Diego University. The scholar is researching governance issues in the boards of Indian Companies, with an emphasis on board evaluation.	August 2015 –May 2016
X-12	The Centre has submitted the work plan to NFCG for 2016-2017.	

Data Centre and Analytics Lab (DCAL)

*D*ata Centre Analytics Lab (DCAL) at the Indian Institute of Management Bangalore (IIMB) represents the institute's guiding principle: Excellence in education comes through high-quality research. In its short history, ever since DCAL was founded in October 2012, it has remained true to IIMB's original vision of a Centre of Excellence. Research with a focus on topics related to Business Intelligence and Analytics has remained its core activity. The center strives to provide services, support, and a venue for analytics research design and experimentation in data-intensive sciences. The center has published several case studies and publications in international journals. It has organized Analytics and BAI conferences, knowledge dissemination workshops and has focused in training next generation professionals and researchers. The faculty in the center is conducting original research in data-intensive settings in a number of emerging areas such as how to measure and improve non-clinical services in healthcare domain and how social media analytics plays a big part in building brand and achieving higher return on investment (ROI) for movie franchises. The center aims to be a worldwide hub for analytics and business intelligence research in India.

XI-A Research Projects

XI-A1 Customer Analytics in Banking Sector: Improving the Quality of Credit Rating and Identifying Fraud Symptoms Using Big Data Algorithms

Project Team: **U Dinesh Kumar** and **Jayadev M**

Summary: The project aims to study customer behavior with respect to retail loan in banking domain and develop big data analytics algorithms to obtain a 360-degree view of individual customers with respect to profitability, risk (creditworthiness), propensity to buy new products and what is required to keep them satisfied and loyal. And also develop analytical models that can assist banks, especially small and medium sized banks in managing the banking operations effectively. Specific objectives include:

1. Develop customer segmentation for better service.
2. Design credit rating models that can assist the banks to quantify risks associated with retail loans under big data context.
3. Develop statistical models to predict probability of default (PDF)
4. Develop models for predicting different types of frauds within the banking sector.
5. Design and develop web-enabled software that will assist banks to easily adopt the models for credit rating, non-performing assets (NPA) and fraud.
6. Validate the analytical models using data collected from banks and credit rating agencies.

Sponsor: Department of Electronics and Information Technology, Government of India

XI-A2 Impact Assessment Model for Teachers Training Program Conducted by Agastya Foundation

Project Team: **U Dinesh Kumar**

Summary: The objectives of the study are as follows.

- * To design a model that can be used for impact assessment of teachers training programs conducted by Agastya Foundation.
- * To identify key performance indicators that can be used to measure the impact.
- * Modify the existing impact assessment framework (used for assessing impact of scientific exposure on children) to meet the needs of assessment of teachers training on constructivism.

XI-H Conferences/Workshops Organized by DCAL

XI-H1 Workshop on Business Analytics through “R” December 15-16, 2015

This pre-conference workshop on Business Analytics through R was attended by executives from various companies and academies.

XI-H2 Workshop on Business Analytics through “Python” December 15-16, 2015

This pre-conference workshop on Business Analytics through R was attended by executives from various companies and academies.

XI-H3 Business Analytics and Intelligence Conference, December 17-19, 2015

DCAL jointly organized the second international conference on Business Analytics and Intelligence with Department of Management Studies, Indian Institute of Science, Bengaluru. More than 350 participants attended the conference.

XI-J IIMB Case Studies @ Harvard Business Publishing

XI-J1 H M Srujana, S Chatterjee, Kratika Shakya and **U Dinesh Kumar**, “The Science of Social Influence – HP Brand Clout”, May 2015

XI-J2 T K Sriram, S Grover, S Hariharan and **U Dinesh Kumar**, “Package Pricing at Mission Hospital”, July 2015

XI-J3 M Bhandari, P K Bagri and **U Dinesh Kumar**, “Marketing Head’s Conundrum”, October 2015

XI-J4 Rahul Kumar and **U Dinesh Kumar**, “HR Analytics at ScaleneWorks: Behavioral Modeling to Renege”, January 2016

XI-J5 N Bhansali, J Rudravaram, S Grover and **U Dinesh Kumar**, “Customer Analytics at Flipkart”, January 2016.

XI Academic Collaborations & Partnerships

The center has formed meaningful partnerships with leading government agencies and industry partners such as:

- Department of Census Operations, India (DCO) has partnered with DCAL to form a Census Studies Laboratory. Approved researchers can access and analyze otherwise unavailable microdata collected by the Census Bureau.

SMNetServ and DCAL partnered to work on analytics projects in the domains of education and media.



Supply Chain Management Centre

Supply Chain Management Centre (SCMC) is a strategic multi-disciplinary Centre of Excellence within IIMB dedicated towards carrying out specialized theoretical and applied research on Supply chain management and to promote closer and enduring industry-institute collaboration.

XII-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publications
XII-B1	Mehmet Önal, H. Edwin Romeijn, Sapra, Amar and Wilco van den Heuvel	The Economic Lot-Sizing Problem with Perishable Items and Consumption Order Preference	<i>European Journal of Operational Research</i>	Vol. 244, No. 3, August 2015, Pg. 881-891
XII-B2	Prashant Chintapalli and Hazra, Jishnu	Pricing and Inventory Management during New Product Introduction When Shortage Creates Hype	<i>Naval Research Logistics</i>	Vol. 63, No. 4, June 2015, Pg. 304-320
XII-B3	Tarun Jain and Hazra, Jishnu	Sourcing under Incomplete Information and Negative Capacity–cost Correlation	<i>Journal of the Operational Research Society</i>	Vol. 67, March 2016, Pg. 437-449
XII-B4	Omkar D. Palsule-Desai, Tirupati, Devanath and Janat Shah	Product Line Design and Positioning Using Add-on Services	<i>International Journal of Production Economics</i>	Vol. 163, May 2015, Pg. 16-33
XII-B5	Sirish Kumar Gouda, Jonnalagedda, Sreelata and Saranga, Haritha	Design for the Environment: Impact of Regulatory Policies on Product Development	<i>European Journal of Operational Research</i>	Vol. 248, Issue 2, 2015, Pg. 558-570

XII-H Seminars/Conferences/Corporate Partner Relations/Visitors/ Conference/Projects to SCM Centre

- UGC-UKIERI-sponsored collaborative study project with Hull University, UK – “Building Sustainable Agricultural Supply Chains in India” is continuing for the second year. Prof. Gopal Naik visited Hull University Business School (HUBS), UK during October 2016 and reviewed with Dr. Ashish Dwivedi and Prof. Yasmin Merali, the progress of the jointly executed project. On our request, UGC has extended the project period till the end of December 2016.

The following events were organized as a part of the UGC-UKIERI Research Project:

1. Indian Institute of Management Bangalore and Hull University Business School organized a half-day seminar on Challenges in Building Sustainable Agri-Food Supply Chains in India on December 18, 2015 at IIMB, as a part of the 2015 IMRA-IIMB International Conference.

The following distinguished panel of experts were the speakers at the seminar:

- Prof. Gopal Naik, Professor, IIM Bangalore spoke on “Challenges in building sustainable agri-food supply chains in India”.
- Manoj Rajan, Additional Secretary, Co-Operation Department, Government of Karnataka & Managing Director & CEO, Rashtriya e-Market Services Private Limited spoke on “Unified Agricultural Market - Karnataka Model”.
- Prof. Yasmin Merali, Hull University Business School, UK spoke on “Climate change and fragility of the agri-food supply chain: The quest for a logic of sustainability”.
- Dr. Chandramouli, Vice President, Global Green Group, Bengaluru spoke on “Challenges in building sustainable gherkin supply chains in India”.
- K.Y. Udayakumar, Sri Sri Institute of Agricultural Sciences & Technology Trust spoke on “Organic farming and sustainable agriculture”.

The audience of over 60 persons included international academic delegates of the conference, professionals from several leading organizations, students, faculty and researchers from IIMB and UAS, Bengaluru.

2. Indian Institute of Management Bangalore and Hull University Business School organized a one-day “Workshop on Building Sustainable Agri-Food Supply Chains in India” on December 16, 2016 at IIMB (part of 2016-17 activity).

The following distinguished panel of experts were the speakers at the seminar:

- Krishna Byre Gowda, Hon’ble Minister for Agriculture, Government of Karnataka delivered the inaugural address.
- Prof. Ramesh Chand, Member, Niti Aayog delivered the keynote address.
- Prof. G. Raghuram, Professor, IIM Ahmedabad spoke on “Issues in building sustainable agri-food supply chains”.

- In the session on natural resources – Land and Water, and Climate Change, Prof. A. Damodaran spoke on “Supply chain practices in plantation crops”.
- Prof. K.V. Raju, Theme Leader, ICRISAT spoke on “State of Water Resources in India”.
- Prof. Gopal Naik, IIM Bangalore spoke on “Role of information in building sustainable agri-food supply chains in India”.
- In the session on Achieving Sustainable Production, Sunil Awari, GM, Namdhari’s Fresh, spoke on “Agri-retail supply chain management in Namdhari’s Fresh”.
- K.Y. Udaykumar, Sri Sri Institute of Agricultural Sciences & Technology Trust spoke on “Organic farming and sustainable agriculture”.
- In the session on Role of Agri-Markets in Making Agri-Food Supply Chains Sustainable, Manoj Rajan, Additional Secretary, Co-Operation Department, Government of Karnataka & Managing Director & CEO, Rashtriya e-Market Services Private Limited spoke on “Unified agricultural market - Karnataka model”.
- Vikram Ogale, Director – National Supply Chain & Quality Assurance, McDonald’s India, spoke on “Building supply chains for fresh lettuce in India”.
- Ganesh K Sundararaman, COO, Staples/Snacks Business, ITC Foods, spoke on “ITC’s corporate initiatives and initiatives in Foods Division in building sustainability in supply chains”.
- Dr. Ashish Dwivedi, Hull University Business School, UK explained the role of systems studies in studying the complex agri-supply chains and summarized the day’s discussions.

The audience of over 100 persons included professionals from several leading organizations, students, faculty and researchers from IIMB and UAS, Bengaluru. The above event was the third of discussions on “Building sustainable agri-food supply chains in India”, jointly organized by IIMB and Hull University Business School.



Seminars/Conferences/ Workshops/ Panel Discussions, etc. Organized by IIMB

*D*uring the academic year 2014–2015, IIMB undertook the initiative to organize and host several important conferences, seminars, workshops, panel discussions, etc. Details of some of the events are provided here.

XIII-1 Panel Discussions on Opportunities of Swiss Technology in India

The Indian Institute of Management Bangalore, in collaboration with the University of St. Gallen Switzerland, conducted a rather interesting panel discussion on May 16, 2015, on the opportunities of Swiss technology in India

XIII-2 Transnational Entrepreneurs and International SMEs in Emerging Economies Conference 2015

The Indian Institute of Management Bangalore in collaboration with San Jose State University, California, USA organized International Conference on Transnational Entrepreneurs and International SMEs in Emerging Economies: Drivers and Strategies during May 20-22, 2015. The theme of the conference was “Transnational Entrepreneurship and Internationalization of SMEs”.

XIII-3 56th AIB Conference 2015

Indian Institute of Management Bangalore (IIMB), and Academy of International Business hosted 56th Annual AIB Conference during June 27-29, 2015 at IIMB.

XIII-4 Tenth Annual International Conference on Public Policy and Management, August 3-5, 2015

The X Annual International Conference on Public Policy and Management was held during August 3-5 2015. It was well-received and had participation from academicians as well as policy makers from government. There were 436 abstracts from India and abroad and finally about 94 papers were selected for presentation at the conference. Over 302 participants attended the conference including paper presenters, invited speakers, scholars, practitioners, policy makers, NGOs and experts.

XIII-5 Panel Discussion on Ethics and Governance

The Centre for Corporate Governance and Citizenship (CCGC) at Indian Institute of Management Bangalore hosted a distinguished panel to discuss “Ethics and Governance” on August 12, 2015. The panel comprised Pradip Baijal, a career bureaucrat, Chiranjiv Singh, former ambassador of India to UNESCO, Sri Sri Ravishankar, humanitarian and spiritual leader, and Prof. Charan Singh, RBI Chair Professor of Economics at IIMB. The panel discussion was hosted as part of the Leaderspeak dialogue series – an engagement that the Centre for Corporate Governance and Citizenship at IIM Bangalore has with distinguished thought leaders to debate issues on business and corporate responsibility.

XIII-6 The 1st India Conference on Innovation, Intellectual Property and Competition

The 1st India Conference on Innovation, Intellectual Property and Competition, on December 7-8, 2015 at IIM Bangalore aimed at reinvigorating innovation conversations and re-igniting Schumpeterian forces of creative destruction in the Indian economy. Bringing together innovation scholars, policy makers and practitioners from around the world and India; this conference sought to contribute to these emerging discourses around innovation happening in India and its transformative impact on Indian economic growth in the long run. In doing so, the conference aspired to provide momentum to recent policy mandates by the Government of India around Create in India and Make in India.

XIII- 7 2015 IMRA-IIMB International Conference

IIMB hosted the IMRA-IIMB International Conference during December 16-18, 2015. It was jointly organized by Management Research Academy (IMRA), London, UK in collaboration with Indian Institute of Management Bangalore. The main theme of this conference was ‘Inclusive Growth & Profits with Purpose: New Management Paradigm’.

XIII-8 Third International BAI Conference

DCAL jointly organized the second international conference on Business Analytics and Intelligence with Department of Management Studies, Indian Institute of Science, Bengaluru. More than 350 participants attended the conference, during December 17-19, 2015

XIII-9 IMR Doctoral Conference 2015

IIMB organized the seventh annual Doctoral Students' Conference (IMRDC) on December 22 and 23, 2015 at IIM Bangalore. As many as 13 papers were presented by researchers and a total of 125 draft submissions were made at the event. The two-day IMR Doctoral Conference, organized by IIMB Management Review (IMR) and the Office of the Fellow Programme in Management at IIM Bangalore.

XIII-10 International Spirituality Conference 2016

Indian Institute of Management Bangalore in collaboration with the Vedic Foundations of Indian Management in New Delhi organized an International Conference on Indigenous Models on Sustainability, Good Governance and Spiritual Transformation on January 4-6, 2016 at IIMB.

XIII-11 IIMB's CSITM Workshop on Internet Governance: India's Perspective

The Centre for Software & Information Technology Management (CSITM) at Indian Institute of Management Bangalore hosted a panel to discuss "The future of internet governance policies: the stakeholders' perspective" on January 7, 2016.

XIII-12 IIMB's Women in Management Club hosts 2nd Annual Women Leadership Summit

IIMB organized the 2nd Annual Women Leadership Summit on January 9, 2016. Rama Bijapurkar, (Consultant; Member of Board of Governors, IIMA) and Sanjaya Sharma (Founder-CEO, Tata Interactive Systems and Tata ClassEdge) delivered the keynote address. It was followed by a panel discussion on 'Ascent to the pinnacle'.

Guest Seminar Speakers



Prof. Chakravarthy
Narasimhan



Prof. K.K. Raman



Prof. Priyanka
Jayashankar



Prof. Sabyasachi Das



Prof. Klaus E Meyer



Prof. Deepak Somaya



Prof. Niina Nummela



Prof. Anoop Madhok



Prof. Mariko Sakakibara



Prof. Madhu
Vishwanathan



Prof. Kalyan
Chatterjee



Prof. Ramesh Shankar



Prof. Murali
Patibandla



Prof. Massimo
Warglien



Prof. Debopam
Bhattacharya



Prof. K. Ponnuramg



Prof. Subodha Kumar



Prof. Praksh Kashwan



Prof. Deepak
Malghan



Prof. S. Vinayak
Deshpande



Prof. H. Raghav Rao



Prof. Madhu
Kalimipalli



Prof. Isabelle Guérin



Prof. Deepa
Srikantaiah



Prof. Abhiman Das



Prof. Jayanth
Narayanan



Prof. Marie Kratz



Prof. Rajiv Kozhikode



Prof. David Teece



Prof. Kamal Saggi



Prof. Rahul Telang



Prof. Shobita
Parthasarathy



Prof. Raja Velu



Prof. Dipak Dey



Prof. Joan Martinez
Aliev



Prof. Rajiv
Basaiaawmoit



Prof. Revathy Kumar



Prof. Lars Heide



Prof. Amiya K.
Chakravarty



Prof. Manish Kacker



Prof. T.E.S. Raghavan



Prof. James Avis



Prof. Rajeev Batra



Prof. Aparajit
Ramnath



Prof. David Parthiban



Prof. Gopal Guru



Prof. Parikshit Ghosh



Prof. Raghavendra
Rau



Prof. Vadake
Narayanan

IIMB Research Seminar Series

The Research and Publications (R&P) team at IIMB organizes regular research seminars, in which scholars from various national and international management schools and centres of excellence are invited to present their on-going or recently completed research. The audience mainly comprises the faculty and doctoral students providing enthusiastic and intellectual discussions on research topics. Details of the research seminars during the academic year 2014–2015 are provided here.

Sl. No.	Speaker Name	Institution Affiliated	Title of the Talk	Date
XIV-1	Prof. Chakravarthy Narasimhan	Olin Business School at Washington University in St. Louis	Advertising and Price Competition in a Manufacturer-Retailer Channel	April 3, 2015
XIV-2	Prof. K.K. Raman	University of Texas at San Antonio, USA	Does the PCAOB's International Inspection Program Improve Audit Quality for Non-US-listed Foreign Companies?	May 26, 2015
XIV-3	Prof. Priyanka Jayashankar	Iowa State University, USA	Exploring New Complementarities to the Global Microfinance Sector: The Case of Social Investment in US Agriculture and Communities	May 29, 2015
XIV-4	Prof. Sabyasachi Das	ISI Delhi	Efficacy of "Town Hall" Meetings in Electoral Democracy: Theory and Evidence from Indian Village Councils	June 17, 2015
XIV-5	Prof. Klaus E Meyer	China Europe International Business School (CEIBS), China	The Theoretical Foundations of Emerging Economy Business Research	June 24, 2015
XIV-6	Prof. Deepak Somaya	College of Business, University of Illinois at Urbana Champaign, USA	The Impact of Emerging Market Firms' International Engagement on Product and Process Innovation	June 26, 2015
XIV-7	Prof. Niina Nummela	International Business at the School of Economics, University of Turku, Finland	Contextualising International Business Research – A Mixed-Method Approach	June 26, 2015
XIV-8	Prof. Anoop Madhok	Schulich School of Business, York University, Toronto, Canada	Think Globally, Act Cooperatively: Exploring Internationalization and Innovation Strategies at the MNE-INV Interface	July 2, 2015

Sl. No.	Speaker Name	Institution Affiliated	Title of the Talk	Date
XIV-9	Prof. Mariko Sakakibara	UCLA Anderson School of Management, USA	Enforcing Covenants Not to Compete: The Life-Cycle Impact on New Firms	July 2, 2015
XIV-10	Prof. Madhu Vishwanathan	University of Arizona, USA	Money-Back Guarantees and Service Quality: The Marketing of In-Vitro Fertilization	July 3, 2015
XIV-11	Prof. Kalyan Chatterjee	Department of Economics, The Pennsylvania State University, USA	Bilateral Trading and Incomplete Information: The Coase Conjecture with Endogenous Outside Options	July 6, 2015
XIV-12	Prof. Ramesh Shankar	University of Connecticut, MIS Department, USA	Online Reputational Loss Aversion: Empirical evidence from StackOverflow.com	July 7, 2015
XIV-13	Prof. Murali Patibandla	IIM Bangalore	Technological Change, Labor Markets Dynamics, Organizational Response and Competitiveness: The Case of India's Software Industry	July 10, 2015
XIV-14	Prof. Massimo Warglien	Ca Foscari University, Department of Management, Italy	Attention Allocation and Learning in Hierarchical Organizations: Experiments and Models	July 21, 2015
XIV-15	Prof. Debopam Bhattacharya	University of Oxford, Department of Economics, UK	Welfare Analysis for Discrete Choice: Some New Results	July 22, 2015
XIV-16	Prof. K. Ponnurangam	IIT Delhi	Privacy and Security Issues in Online Social Networks	July 24, 2015
XIV-17	Prof. Subodha Kumar	Texas A&M University, USA	Impact of Recommender System on Competition Between Personalizing and Non-Personalizing Firms	July 30, 2015
XIV-18	Prof. Praksh Kashwan	University of Connecticut, USA	Inequality, Democracy, and the Protection of Nature: A Cross-National Analysis	August 5, 2015
XIV-19	Prof. Deepak Malghan	IIM Bangalore	Citius, Altius, Fortius: A Global History of Efficiency	August 14, 2015
XIV-20	Prof. S. Vinayak Deshpande	University of North Carolina at Chapel Hill, USA	Two Strategies for Environmental and Social Responsibility: Servicization and Vertical Integration	August 19, 2015
XIV-21	Prof. H. Raghav Rao	University at Buffalo (SUNY)	ICT Mediated Rumor Spread and Resulting Community Behaviors during a Social Crisis	August 25, 2015
XIV-22	Prof. Madhu Kalimipalli	Wilfred Laurier University	Private or Public Debt? Effect of Crisis on Financial Intermediation	September 9, 2015
XIV-23	Prof. Isabelle Guérin	Institute of Research for Development, Paris	Microfinance: Empowering, Disciplining, or Exploiting the Poor?	September 23, 2015
XIV-24	Prof. Deepa Srikantiah	Fulbright-Nehru US Scholar at IIM Bangalore	Fostering Foundational Skills in Mathematics at the Early Years and Implications for STEM in School and Beyond	September 28, 2015

Sl. No.	Speaker Name	Institution Affiliated	Title of the Talk	Date
XIV-25	Prof. Abhiman Das	Indian Institute of Management, Ahmedabad	Measuring Inflationary Expectations from Cross-Sectional Surveys: Households vs. Experts	September 30, 2015
XIV-26	Prof. Jayanth Narayanan	NUS Business School, Singapore	Neighborhood Diversity Increases Prosocial Behavior	October 5, 2015
XIV-27	Prof. Marie Kratz	ESSEC Business School, France	Risk Measure in Practice, How to Choose It, How to Test It	November 2, 2015
XIV-28	Prof. Neelanjan Sircar	Columbia University, USA and University of Pennsylvania	Analyzing Randomized Experiments with Spillovers	November 25, 2015
XIV-29	Prof. Rajiv Kozhikode	Simon Fraser University, Canada	Acquisition Spree of New CEOs: A Consequence of Social Comparison with Predecessors	November 27, 2015
XIV-30	Prof. David Teece	Haas School of Business, UC Berkeley and Institute for Business Innovation, USA	The Foundations of Enterprise Performance: Dynamic and Ordinary Capabilities in an (economic) Theory of Firms	December 9, 2015
XIV-31	Prof. Kamal Saggi	Department of Economics, Vanderbilt University, Nashville, TN USA	Compulsory Licensing and Patent Protection: A North-South Perspective	December 10, 2015
XIV-32	Prof. Mandir Oak	University of Adelaide, Australia	Access, Agenda Constraint and Informational Lobbying	December 16, 2015
XIV-33	Prof. Rahul Telang	Carnegie Mellon University, USA	What is a Digital Cookie Worth?	December 21, 2015
XIV-34	Prof. Shobita Parthasarathy	Michigan University, USA	Patently Political: Life, Markets, and Morality in Europe and the United States	December 23, 2015
XIV-35	Prof. Debajyoti Chakrabarty	Australian National University, Australia	Taxation and Human Capital Accumulation with Endogenous Mortality	January 6, 2016
XIV-36	Prof. Raja Velu	Syracuse, University of Wisconsin-Madison, USA	Multiple Time Series: Robust Modeling and Forecasting	January 8, 2016
XIV-37	Prof. Dipak Dey	University of Connecticut, USA	Investigating the Impact of Customer Stochasticity on Firm Price Discrimination Strategies Using a New Bayesian Mixture Scale Heterogeneity Model	January 8, 2016
XIV-38	Prof. Joan Martinez Alier	Autonomous University of Barcelona, Spain	Urban Metabolism and Urban Ecological Distribution Conflicts	January 13, 2016
XIV-39	Prof. Rajiv Basaiawmoit	Aarhus University, Denmark	To Game or Not to Game – A Pilot Study on the use of gamification for team allocation in entrepreneurship education and its impact on team collaboration	January 13, 2016
XIV-40	Prof. Revathy Kumar	University of Toledo, USA	Cultural Interpretations of Motivational Constructs: Implications for the Workplace Context	January 22, 2016

Sl. No.	Speaker Name	Institution Affiliated	Title of the Talk	Date
XIV-41	Prof. Lars Heide	Copenhagen Business School, Denmark	Punched-Card Systems and the Early Information Explosion, 1880-1945	January 25, 2016
XIV-42	Prof. Stacey Fitzsimmons	Simon Fraser University, Canada	From Crossing Cultures to Straddling Them: An Empirical Examination of Outcomes for Multicultural Employees	January 27, 2016
XIV-43	Prof. Amiya K. Chakravarty	Northeastern University, USA	Humanitarian Response in a Disaster Relief Chain: Integrating Risk Mitigation with Procurement and Funding	January 29, 2016
XIV-44	Prof. Manish Kacker	McMaster University, Canada	Marketing Channel Structure and Shareholder Value	February 2, 2016
XIV-45	Prof. T.E.S. Raghavan	University of Illinois at Chicago, USA (Professor Emeritus)	An Algorithm for Finding the Nucleolus of Assignment Games	February 3, 2016
XIV-46	Prof. James Avis	University of Huddersfield, UK	Workplace Learning, Knowledge, Practice and Transformation	February 10, 2016
XIV-47	Prof. Rajeev Batra	University of Michigan, Ann Arbor, USA	Positioning Multi-country Brands: The Impact of Variation in Cultural Values and Competitive Set	February 11, 2016
XIV-48	Prof. Aparajit Ramnath	IIM Kozhikode	International Networks and the Birth of Aircraft Manufacture in India: Hindustan Aircraft Limited, c. 1940-55	February 12, 2016
XIV-49	Prof. Manish Kacker	McMaster University, Canada	Ex Ante Voluntary Information Disclosure in “Take It or Leave It” Contracts in Distribution Channels: Evidence from Franchising	February 23, 2016
XIV-50	Prof. David Parthiban	American University, USA	Who Appropriates the Value Created by Cash in Supply Chain Relationships? The Moderating Role of Relational Ties	March 12, 2016
XIV-51	Prof. Gopal Guru	Jawaharlal Nehru University, New Delhi	Imagining a Nation in Contemporary India	March 22, 2016
XIV-52	Prof. Parikshit Ghosh	Delhi School of Economics, New Delhi	Fluctuating Fortunes and Persistent Policies: A Dynamic Theory of Political Failure	March 22, 2016
XIV-53	Prof. Raghavendra Rau	University of Cambridge, UK	Are Serial Acquirers Born or Made?	March 23, 2016
XIV-54	Prof. Vadake Narayanan	Drexel University and Fulbright Fellow, USA	The Battle for Dominant Designs: The Role of Competitive Dynamics, Startups and Complementary Products	March 30, 2016

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