

RESEARCH AND PUBLICATIONS

Annual Report 2011



भारतीय प्रबंध संस्थान बेंगलूर

INDIAN INSTITUTE OF MANAGEMENT
BANGALORE

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तेजस्वि साधनाम्

भारतीय प्रबंध प्रशासन संस्थान

ಭಾರತೀಯ ವ್ಯವಸ್ಥಾಪನಾ ಸಂಸ್ಥೆ ಬೆಂಗಳೂರು

Indian Institute of Management Bangalore



Preface

Research at Indian Institute of Management Bangalore (IIMB) covers all the functional areas of management. Faculty members at IIMB are involved in both theoretical and applied research with an aim to develop conceptual understanding as well as empirical study focusing on industry-specific issues.

This report provides details of research and publication activities at IIMB during the period April 2010 to March 2011. I am pleased to state that the research output including publications in academic journals, books, book chapters, case studies and editorial columns in newspapers by IIMB faculty members have significantly increased compared to the previous year. This year, IIMB faculty members have published 10 books and 78 articles in academic journals. IIMB faculty members initiated several research projects funded by both private and public sector companies.

IIMB became the first Indian institute to sign a contract to distribute case studies through Harvard Business Publishing (HBP). During the current academic year (2010–11), 12 cases along with their teaching notes were distributed through HBP. IIMB also signed an agreement with Richard Ivey School of Business to write cobranded cases, four cases and teaching notes were published by Ivey Publishing. IIMB also initiated research collaboration with the Richard Ivey School of Business, Canada and the University of Exeter, UK.

Research ambience at IIMB is enriched by seminars at which researchers from various academic institutes and research organizations share their research work. More than 40 researchers from across the globe visited IIMB and delivered research seminars that were conducted every week. Several conferences and open houses were conducted at IIMB to discuss many contemporary research themes at IIMB.

Most research publications listed in this report are in the public domain. Please contact individual authors for further details or for copies of the papers if they are not easily accessible.

U Dinesh Kumar

Chairperson, Research and Publications

Research Output 2010-11

Research Projects	78
Case Writing Projects	06
Case Studies and Teaching Notes	32
Articles in IIMB's A and B Category Journals	09
Articles in Academic Journals	78
Books	10
Chapters in Books	25
Working Papers	28
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Any other publications (monographs, web journals, working papers of other institutions, reports, etc.)	10
Conference/Seminar/Workshop Presentations	112
Invited Seminars/Colloquia	76
Doctoral Theses	13
Doctoral Presentation	12
Doctoral Research Presentations	48
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A Research Projects

Corporate Strategy and Policy

A1 Research on Creative Industries

Project Team: *J Ramachandran*

Summary: This research project on Creative or Cultural Industries, the umbrella under which a range of creative sectors are organized – performing arts (music/dance/theatre/visual arts), design (fashion/interiors), media and entertainment (film/television/media/publishing), architecture, digital (video/games/animation) and traditional crafts; seeks to understand the Indian creative industries and their challenges better. The project involves developing a series of case studies that will capture the journey and practices of successful firms in the Indian creative industries. Firms that will be studied as part of this engagement are Fabindia (crafts-based apparel), Hidesign (designer-leather), Mudra Communications (advertising) and Manish Arora (fashion design), among others.

Sponsor: British Council

Status: Ongoing

A2 Mapping the Innovation Landscape

Project Team: *Srinivasan R (CSP) and Anjula Gurtoo, IISc*

Summary: The research project is part of the FP7 project funded by the European Union. The Copenhagen Business School is the lead partner in the project that intends to foster EU–India collaboration through providing businesses in both EU and India an opportunity to understand each others' contexts and capabilities. The IIMB–IISc team is responsible for the south-western region, covering firms in and around Bangalore. The project is designed to be undertaken in multiple phases: (a) a historic module that tracks

the innovation by Indian ICT companies as reported by the technical and business media; (b) an expert vetting at the regional level, where experts fortify the data with their contextual understanding, checking the historical data for relevance, concurrence, and validity; (c) a survey designed to measure the firms' innovative potential and collaborative capacity; (d) in-depth interviews with companies identified as highly innovative by the study; and (e) a Delphi study to map the innovation trajectory of the region.

Sponsor: European Union

Status: **Completed**

A3 What Underpins Sustained Growth of Indian IT Companies?

Project Team: *S Raghunath*

Summary: Looking at growth options, the study aims at exploring and understanding the difference in the growth strategy relating to the dimensions of industry assumptions, strategic focus, customers assets and liabilities, product and service offerings, adopted by Indian IT companies who follow the conventional strategic logic and global IT companies who have adopted the value innovation logic.

Sponsor: Motorola

Status: Ongoing

A4 Role of Universities and Public Research Institutions as External Resources for Firms' Innovation: The Case of the Indian Automobile Industry

Project Team: *Rishikesh T Krishnan*

Summary: The aim of this study is to highlight the ways in which universities help local firms obtain innovative capabilities through a variety of technology transfer and knowledge sharing activities. The study will illustrate several cases of successful collaboration between universities and firms in the automotive sector across countries (India, Vietnam, Indonesia and Thailand) to allow for comparative analyses. In particular, any changes or variations of institutional structure affecting incentives and R&D environment of university researchers will be analysed extensively.

Sponsor: Economic Research Institute for ASEAN and East Asia through GRIPS, Japan

Status: Ongoing

A5 The Public Innovations that Changed India: Characteristics and Trajectories

Project Team: *Rishikesh T Krishnan*

Summary: India has hundreds of pressing social and economic challenges. Resource constraints prevent these challenges from being addressed through a process of imitation of the west. There is thus an urgent need for local public and social innovations that can address India's problems. At the same

time, since independence, India has seen several successful and impact-making innovations including the green revolution, the white revolution, and legislation to create the Right to Information for citizens. The objective of this project is to identify the common characteristics of such successful public and social innovations in India.

Sponsor: T V Mohandas Pai

Status: Ongoing

Economics and Social Sciences

A6 Making Common Services Sustainable in Rural Areas

Project Team: *Gopal Naik*

Summary: Following are the objectives:

1. Design sustainable common service centres at gram panchayat level in rural areas
2. Action research to show the sustainability of the design
3. Documenting learning for scale-up and handholding Government of Karnataka (GOK)

A successful design will encourage the GOK to scale-up throughout the state and will also be a significant demonstration to other states.

Sponsor: Supported by CPP as a part of commitment to GOK

Status: Ongoing (Initiated in 2009–2012)

A7 Service Level Benchmarking for Water Supply

Project Team: *Gopal Naik*

Summary: The broad objectives of the study are:

1. To assess the water supply service level in Hubli, Dharwad and Tumkur
2. To compare with benchmarks and identifying areas of improvement
3. Help the corporations develop action plan to improve the service level and handhold them

Sponsor: Ministry of Urban Development as a part of COE

Status: Ongoing

A8 Developing a Knowledge Base for Policy Making on India–EU Migration

Project Team: *Rupa Chanda*

Summary: This is a 2-year research project which is being done jointly by the IIM Bangalore, the European University Institute in Florence, Maastricht University, and the Indian Council for Overseas Employment under the Ministry of Overseas Indian Affairs. The project aims to develop the

evidence base on India–EU migration by bringing out several research papers, policy notes and briefs on various aspects India-EU mobility. Some of the topics include bilateral remittances; Indian diaspora contributions from the EU; ethnographic dimensions of the Indian diaspora in the EU; Indian student mobility to the EU; India–EU investment and labour mobility linkages; India–EU trade and labour mobility linkages; recognition barriers faced by Indian professionals in the EU; health worker migration from India to the EU; bilateral tourism flows; implications of EU enlargement for Indian migration.

Sponsor: European Commission, Brussels

Status: Ongoing

A9 Mapping the Universe of Services Disciplines in Asian PTAs

Project Team: *Rupa Chanda*

Summary: This paper was written under a larger project funded by Swiss National Science Foundation, which consisted of cross-country studies of preferential trade agreements (PTAs) involving services in different regions of the world. This paper analysed the relationship and dynamics between multilateral and regional or preferential trade rules and commitments in services in a sample of eight PTAs involving Asian countries. It examined the evolving rules and negotiating architectures in services and the extent to which PTAs have gone beyond the GATS.

Sponsor: World Trade Institute, Berne

Status: **Completed**

A10 India–UK Prospects for Medical Tourism and Telemedicine

Project Team: *Rupa Chanda and Richard Smith* (London School of Hygiene and Tropical Medicine)

Summary: This study examines the prospects for and challenges to telemedicine and medical value travel-based trade in health services between India and the UK. It is based on primary and secondary evidence on the subject.

Sponsor: British Council (UKIERI)

Status: **Completed**

A11 South Asia's Trade in Services: A Feasibility Study

Project Team: *Rupa Chanda*

Summary: This project examined trends and characteristics of the service sector in the countries of South Asia, focusing on the following:

- (a) Significance of services to the economies of this region;
- (b) Liberalization experience in the service sector for countries in this region;

- (c) Nature and extent of current intraregional trade and investment flows in services and future prospects for a more regionally integrated market for services; and
- (d) Implications of regional flows in services for human development and achievement of the MDGs in this region

The aim of the project was to inform the ongoing negotiations on services in the context of the South Asian Free Trade Area (SAFTA).

Sponsor: Asia-Pacific Trade and Investment Initiative, UNDP, Bangkok

Status: **Completed**

A12 Interstate Cooperation in Migration Management in Asia

Project Team: *Rupa Chanda and G Sasidaran* (George Mason University)

Summary: This paper examines the nature of migration flows within Asia. The objective is to understand how these flows have been addressed through intergovernmental MoUs, bilateral labour agreements, and regional or bilateral agreements that cover labour mobility issues. The strengths and weaknesses of these arrangements are evaluated, the evidence on their functioning is analysed, and policy recommendations made on how to better manage migration using intergovernmental cooperation frameworks and national policies.

Sponsor: International Organization for Migration, Geneva

Status: **Completed**

A13 Impact of Services Trade Liberalization on Employment and People Movement in South Asia

Project Team: *Rupa Chanda*

Summary: This paper examines how the growth of services output, trade and investment have affected service sector employment in South Asia and the extent to which countries in this region are pro-actively undertaking skill development, training, and human resource management policies that are targeted at the service sector.

Sponsor: Asian Development Bank Institute, Tokyo

Status: **Completed**

A14 Central Banks and Asset Bubbles

Project Team: *Vandana Singhvi Patel*

Summary: Most central banks have followed a minimalist approach in dealing with asset bubbles. The common belief among central bankers is that it is best to leave asset bubbles alone and act only if they affect inflation targets.

Sponsor: No Sponsor

Status: **Completed**

A15 The Exit Strategy: Challenges Facing Central Banks

Project Team: *Vandana Singhvi Patel*

Summary: The role of central banks in maintaining financial stability became very critical and urgent in the recent and ongoing financial crisis. Most major central banks provided support to the banking system using traditional and other extraordinary tools to infuse liquidity and confidence.

Sponsor: No Sponsor

Status: Ongoing

Finance and Control

A16 The Economic Impact of Quarterly Reporting in India

Project Team: *R Narayanaswamy and Bin Srinidhi*

Summary: The project is an evaluation and review of the usefulness of the economic role of quarterly reporting in India and its impact on stock prices, managerial and investor decision-making, looking at the major companies listed in the NSE and BSE.

Sponsor: The ICAI–Accounting Research Foundation

Status: **Completed**

A17 Adoption of US GAAP/IFRS in India

Project Team: *R Narayanaswamy*

Summary: It is a study of the voluntary adoption of accounting principles generally accepted in the US (GAAP) by some Indian companies.

Sponsor: Deloitte

Status: Ongoing

Marketing

A18 Scaling-up of Affordable Healthcare

Project Team: *Mithileshwar Jha and Nagadevara V*

Summary: Many projects delivering cost-effective and responsive healthcare to the masses have been functioning in India over decades. Some of these have also been replicated/expanded with different scales and different degrees of success. Many of these innovative projects have not been properly documented and analysed for possible replication/scaling-up. This study proposes to focus on three innovative projects using case study methodology to document their achievements, reasons for success, use of ICT in these projects and its impact and explore possibilities of their expansion using ICT.

Sponsor: SAP Labs India

Status: Ongoing

Organizational Behaviour and Human Resources Management

A19 CSR Practices among Indian and UK Retailers

Project Team: *Sourav Mukherji*

Summary: Following an in-depth qualitative research methodology; this research compared Corporate Social Responsibility (CSR) practices among six major retailers, three from India and three from the United Kingdom; and tried to analyse and explain the differences that were observed. CSR practices were found to be more mature in the UK than in the Indian retail industry. UK firms tended to be more open and sensitive towards CSR, appeared to be more proficient in their stakeholder relations, exhibited higher CSR transparency and structured CSR more consistently. In contrast, CSR practices by Indian retailers were in a formative stage, characterized by being unstructured, informal and sometimes, inconsistent. For example, none of the studied Indian retailers released CSR reports and only one of the retailers had dedicated personnel to drive CSR activities. These observed differences could be explained by developmental differences between the UK and Indian retail industries. Our analysis revealed that UK retailers seemed to be more interested global issues, while the studied Indian retailers focused on local issues. Overall, in the UK there seemed to be greater consciousness and more CSR activities pertaining to environmental sustainability (reduction of energy consumption and waste management) as opposed to economic well being of any disadvantaged groups, though all the companies studied had “support for communities” as one of the several objectives of their CSR initiatives. The CSR activities that we witnessed among the Indian retailers were focused more on inclusivity rather than on environmental management. This situation can be explained by the fact that environmental regulation is more prevalent in the UK than in India. This confirms observation in extant literature which suggests that CSR programmes tended to be heavily influenced by socio-economic priorities of different countries, which tend to be global issues in developed countries and the need for health care, infrastructure and education in developing countries (Blowfield and Frynas 2005; Frynas 2006).

Sponsor: Oxford Centre Corporate Responsibility

Status: Ongoing

A20 Evaluation of Intel's Entrepreneurship Promotion Initiatives

Project Team: *Mathew J Manimala and P D Jose*

Summary: To evaluate the effectiveness of two major entrepreneurship promotion initiatives of Intel Corporation in India – Global Faculty Colloquium and Business Plan Competition.

Sponsor: Intel Corporation

Status: **Completed**

A21 Entrepreneurship and New Venture Creation: A Study of the “Entrepreneurial Ecosystem” Facilitating New Venture Creation in the ICT Sector in BRIC Countries

Project Team: *Mathew J Manimala*

Summary: The study makes a comparative analysis of the “Entrepreneurial Framework Conditions” (EFCs) facilitating new venture creation in the ICT sector in Brazil, Russia, India and China.

Sponsor: Fondazione Cariplo of Italy through Milano Bicocca University

Status: Ongoing

A22 Human Resource Management: Innovations and Best Practices

Project Team: *Mathew J Manimala and J Philip*

Summary: The project was launched with a view to documenting the HR strategies during the economic downturn. Papers and cases prepared by several academics and practitioners on the theme will be edited and published as a book, which is already accepted by TMH for publication.

Sponsor: SAP Labs India

Status: Ongoing

Production and Operations Management

A23 Strategic-level Decisions in Sourcing: Competitiveness of the Indian Auto Component Industry

Project Team: *Haritha Saranga*

Summary: India has begun to attract significant attention as a manufacturing destination, following the ascent of China’s manufacturing industry. The next wave of off-shoring is likely to take place in the skill-intensive industries and India has a clear advantage over other Asian countries in the manufacturing segment. The changing demographics of the developed and developing world are the other important factors in favour of India. In this context, this study focuses on the Indian automotive industry, which is termed as “sunrise sector” and plays a pioneering role in the Indian industry and contributed to 5% of the GDP during 2005–2006. Most of the global MNC original equipment manufacturers (OEMs) and their follow sourcing Tier-1 suppliers have already established operations in India and are seriously exploring the options to increase the share of global sourcing from India in the near future.

Sponsor: EADS–SMI Chair

Status: Ongoing

A24 India's Industrial Capability Formation in Comparison to China: Automobile and IT Industries

Project Team: *Haritha Saranga*

Summary: With the economic slowdown coupled with reducing demand for automobiles in the developed economies such as the US, Japan and Europe has been shifting the focus of auto giants towards the emerging economies such as India and China and Brazil, where significant growth opportunities are still present. With the introduction of Tata Nano in India, many global OEMs have decided to introduce small cars to serve the Asian markets and are exploring ideal low-cost locations to establish their operations.

Sponsor: Institute of Developing Economies, Japan External Trade Organization

Status: **Completed**

Public Systems

A25 Evaluation of Centrally Sponsored Scheme for Upgradation of it into COEs

Project Team: *Nayana Tara S, N S Sanath Kumar and S Ramaswamy*

Summary: Following are the objectives:

- a. To examine methods adopted for identifying sectors based on local industry demand
- b. To assess the capacity levels of trainers (JTOs) through their qualifications and training experience
- c. To find out the existing basic infrastructure such as building and training equipment and assess operational requirement of training tools and equipment
- d. To find out the extent to which syllabi has been upgraded or revised to meet the required standards
- e. To examine the roles and responsibilities of IMC and State Steering Committee and their effectiveness in addressing programme goals and objectives
- f. To explore and suggest mechanisms for project monitoring and implementation at the state and lower levels

Sponsor: Directorate of Employment and Training, GOK

Status: **Completed**

A26 Monitoring and Evaluation of Sarva Shiksha Abhiyan, 17 Districts in Tamil Nadu State, sponsored by EDCIL, MHRD, New Delhi

Project Team: *Nayana Tara S, N S Sanath Kumar and S Ramaswamy*

Summary: Objectives of the study are:

1. Assessment and analysis of the implementation of the approved interventions and processes underlying these interventions at the habitation and school level, keeping in view the overarching goals of these schemes and the provisions under RTE Act, 2009

2. Identification of the social, cultural, linguistic or other barriers coming in the way of successful implementation of the schematic interventions and attainment of these goals.

Major results have shown that attendance, retention and achievement rates in the sample schools present a positive picture, especially with respect to girl students who have achieved higher rates of attendance and relatively lesser failure rates as compared to that of boys. Secondly overwhelming proportion of primary school teachers and all of upper primary schools have received in-service training. However, some of the recommendations are that civil works component needs to be addressed on a priority basis; school infrastructure with regard to playground, toilets and compound wall needs to be strengthened and MDM infrastructure needs strengthening.

Sponsor: Ministry of Human Resources Development, Government of India and Department of Elementary Education and Literacy

Status: **Completed**

A27 Evaluation of 6 JSS in Karnataka State

Project Team: *Nayana Tara S, N S Sanath Kumar and S Ramaswamy*

Summary: Following are the objectives:

1. To assess the extent to which the programmes of the JSS have benefited the disadvantaged sections of the society and specifically those clientele for whom the scheme is meant
2. To examine the administrative and financial aspects of JSS for the last three years
3. To obtain the opinion and suggestions of the community/key stakeholders on the functioning of JSS

Sponsor: Directorate of Adult Education, GOI

Status: **Completed**

Quantitative Methods and Information Systems

A28 Weapon System Acquisition and Management through Performance Based Logistics

Project Team: *U Dinesh Kumar and Haritha Saranga*

Summary: The study aims at developing:

- a. A framework for implementation of performance based logistics (PBL) within the Army for weapon system acquisition and management
- b. Mathematical models for estimation of various performance measures used in PBL such as:
 - i. Operational availability

- ii. Operational reliability
- iii. Total cost of ownership
- iv. Total operations and maintenance cost
- v. Logistics footprint for defense system measured in terms of weight and volume of the system and spare parts
- c. A framework for integration of all the performance measures and trade off strategy for all measures
- d. A spreadsheet-based decision support system for evaluation of various assets using PBL
- e. Audit of a existing major weapon system by applying the developed model

Sponsor: Army Management Study Board

Status: Draft Report Submitted

A29 Framework for Implementation Performance Based Logistics for HAWK MK 132 Aircraft

Project Team: *U Dinesh Kumar and Pulak Ghosh*

Summary: The primary objectives of the project are:

1. Developing a framework for implementation of PBL within HAL for management of PBL contracts in the future that will enable HAL to guarantee certain operational availability at the fleet level
2. Identification of key performance measures those are likely to have an impact on the operational availability of the aircraft
3. Developing mathematical models for estimation of various performance measures identified in item 2
4. Integration of various maintenance schedule (scheduled maintenance, anti-deterioration maintenance, out of cycle maintenance and unscheduled maintenance) for all the 321 LRUs of HAWK aircraft to evaluate the operational availability
5. Assist HAL team with development of software tool for implementation of PBL
6. Validation of the framework using HAWK data

Sponsor: Hindustan Aeronautics Limited

Status: Ongoing

A30 A Unified Joint Modeling of Multivariate Longitudinal Measurement and Time to Event Data Using a Bay

Project Team: *Pulak Ghosh*

Summary: Developing improved methods for jointly modeling more than one dependent variable and exploring the correlation between them.

Sponsor: Department of Science and Technology, GOI

Status: Ongoing

A31 IT for Improving Public Health Systems in Rural Karnataka

Project Team: *S Krishna; Dr. Shirin Madon and Dr. Edwin Michael*

Summary: The objectives of the study are:

1. To evaluate the use of the public health system in Karnataka for generating relevant rural health data
2. To extend the existing health management information system by developing capabilities based on epidemiological, policy analysis and decision making principles for improving resource allocation and health system planning
3. To develop capacity to use the developed information tools effectively
4. To evaluate how much of decision-making in health is based on the formal and structured HMIS

Sponsor: DFID/British Council

Status: Ongoing

A32 Improving Systems of Accountability of Primary Healthcare Delivery in Rural Karnataka, India

Project Team: *S Krishna and Dr. Shirin Madon*

Summary: India's primary healthcare system is acknowledged as poor in terms of meeting the needs and priorities of communities in rural areas. The current health information system at primary health centres accounts for patients treated and monies spent to higher authorities but provides little feedback or scope for local analysis and planning of healthcare. As a response to this situation, the community monitoring exercise was introduced by the National Rural Health Mission in 2007. However, so far there is lack of clarity regarding the social processes that underlie this exercise and how the data collected from citizens and health workers can be integrated with the existing health information system. This research collaboration aims to fill this knowledge gap by putting in place a programme of research, teaching and workshops providing an opportunity for cross-fertilization of expertise and approaches between the LSE and the Indian Institute of Management, Bangalore.

Sponsor: The British Academy

Status: Ongoing

A33 Next Generation Technology for Collaborative Global Software Development

Project Team: *S Krishna and faculty from Copenhagen Business School and IT University of Copenhagen*

Summary: This project aims at providing knowledge and tools for organizations to excel in software development on a global scale. The two core contributions of this project are (i) to view cultural diversity as an opportunity for increased innovation, and (ii) to build technologies that help practitioners to move from an outsourcing model to a collaborative model of global software development (GSD). The project consists of a strong interdisciplinary and international consortium of industrial and academic partners with substantial GSD experience – both from an industrial and a scientific point of view.

Sponsor: Danish Council for Strategic Research

Status: Ongoing

A34 Improving Effectiveness of Public Health Information Systems

Project Team: *S Krishna and Dr. Shirin Madon*

Summary: In this project, we plan to investigate the role of community monitoring systems in public health system in centres operated by Karuna Trust, a well-known NGO identified as the lead agency in Karnataka for pilot projects in community health monitoring systems supplementing the computer-based information reporting systems. Over the last few years, the authors have been closely associated with Karuna Trust in implementing computer-based health information systems. The current effort will continue this stream of research and assist in development of proposals for larger grant applications in addition to research publications.

Sponsor: CSITM

Status: Ongoing

A35 A Case on Text Mining

Project Team: *Nagadevara V*

Summary: Textual data mining is a rapidly growing application of knowledge discovery in databases (KDD) due to the ever-increasing volume of structured and unstructured documents produced by large organizations. It becomes more challenging when the databases contain both textual and fixed form numerical data. This case attempts to extract the knowledge from a database containing textual data as well as numerical ratings given by the customers. It uses text mining and data mining techniques to identify the categories and relate them to the ratings given by the customers.

Sponsor: CSITM

Status: **Completed**

Output: Case submitted to CSITM

A36 Strategic Impact of Free and Open Source SoftwareProject Team: *Rahul De'*

Summary: Open source software (OSS), by virtue of exposing its source code, lends itself to being a reusable repository available for external consumption. A review of literature on the strategic role of IT indicates that contemporary firms need to constantly upgrade their IT capabilities and maintain flexible IT systems to support the business agility required in today's hypercompetitive environment. In this paper, we argue that OSS lends itself well to this iterative process of capability development; providing firms with a strategic advantage through reuse of OSS. We conduct a qualitative case study-based research of commercial firms to assess the strategic imperatives in reusing OSS. Results indicate that the primary motivation for reusing OSS is the ability to innovate through the reuse of open source components along with its embedded knowledge, supported by independence from vendor lock-in. Specific advantages enjoyed by firms through the use of OSS include flexibility, interoperability, stability, security and time-to-market.

Sponsor: CS and ITM

Status: **Completed****Centre for Public Policy****A37 Evaluating the PRMPA Using a Synthetic Control Group**Project Team: *Arnab Mukherji and Hiranya Mukhopadhyay*

Summary: The Asian Development Bank (ADB) provided a programme loan to the Government of Assam in the early part of this decade to help stabilize its fragile finances. We evaluate the immediate short-term implications of this programme with a focus on own tax revenue generation and interest payments using a synthetic control method that not only allows us to take into account baseline levels of performance for Assam but also to model what would have happened in Assam in the absence of the ADB intervention. We find that the ADB programme led to an average 0.40% increase in the own tax to gross state domestic product (GSDP) ratio in the 3 post-intervention years than what would have happened in the absence of the programme. However, these gains do not extend to the interest payments to the GSDP ratio.

Sponsor: ADB

Status: **Completed****A38 In Her Name: Measuring the Gender Asset Gap a Pilot Study to Collect Sex-Disaggregated Asset Data in Ecuador Ghana and India**Project Team: *Hema Swaminathan*

Summary: It is increasingly recognized that ownership, access and control over productive assets is an important determinant of a woman's wellbeing.

Indeed, a woman's assets not only contribute to her individual wellbeing, but also that of the entire household, especially the future of her children. However, little data is available either as benchmarks or to understand the extent of women's lack of asset ownership. We address these gaps in three different countries and settings: Ecuador, India and Ghana, with an overarching goal of enabling sex-disaggregated asset data collection in national and international household surveys.

Sponsor: MDG3 Fund Dutch Government

Status: Ongoing

A39 Gender and Health Equity Project

Project Team: *Gita Sen*

Summary: The Gender and Health Equity (GHE) project is an action research project that has been implemented in Koppal, a very backward district of Karnataka state, via a partnership among the Indian Institute of Management Bangalore, Mahila Samakhya Karnataka, and the Department of Health and Family Welfare, Government of Karnataka. The principal aim of the project has been to reduce maternal mortality in the project villages by focusing on the following specific objectives: increasing awareness, improving access, and strengthening accountability. By leveraging the partnerships forged amongst the stake-holders, the project has attempted to reach its objectives through inter-related strategies, namely, community mobilization and institution building; increasing the responsiveness of the health service providers and policy research. The project's medium-term goal is to create a working model of social and systemic change to achieve better health equity through an intervention with a gendered perspective. The project has visualized a change where women demand their health rights from their families, communities, health service providers and government; and the respective families, communities, health service providers and government acknowledge and respond to their demands through better services, and greater accountability. The goal is for this working model to be adapted to other poor and backward districts in India, including those in very backward states of northern India.

Sponsor: MacArthur Foundation

Status: **Completed**

A40 Fostering Knowledge and Implementation Links

Project Team: *Gita Sen*

Summary: The "Fostering Knowledge-Implementation Links" is a unique and innovative project at the Centre for Public Policy at IIMB in collaboration with the Department of Health and Family Welfare Services (DHFWS), Government of Karnataka, as part of the Karnataka Health System Development and

Reform Project (KHSDRP). The project fosters partnerships between the academic and research community and the government and provides a forum where practitioners, researchers, policy makers and development agencies can share knowledge and experiences on health and health system issues of policy relevance. The specific objectives are:

- To promote research that is contextually relevant and more responsive to policy needs in selected areas; and
- To incorporate research findings in health policy and strengthen the evidence base for public health programmes in Karnataka

Sponsor: Karnataka State Health System Reform and Development Project (World Bank funding)

Status: Ongoing

A41 Legal and Institutional Perspective on Citizen Centric Urban Governance

Project Team: *Anil B Suraj*

Summary: This research study is based on the proposition that proximity to the governed, and their participation, is a defining feature of effective governance. With almost one-third of India's population residing in urban areas, it is imperative to explore legal, regulatory and institutional options to enable greater citizen participation in the planning and implementation of urban governance. While the 74th Amendment to the Constitution of India (in 1993) provides a common framework for the content and structure of urban local self-governance across the nation, this study is seeking to establish the pillars of accountability and autonomy on this constitutional foundation of participatory form of local governance. Accountability is in terms of the devolved powers being exercised by the urban local bodies to achieve the planned outcomes in the core functional domain. Autonomy is essential for the municipal bodies to collaborate with the private sector expertise and leverage the enormous economic synergy that is now associated with establishment and provision of urban infrastructure and public services. Specific deliverables are based on the objectives of the study, which are to: review the relevant aspects of the constitutional framework, propose the legislative support required to enable autonomous contracting by the municipal government, and suggest an agenda to enable an empowered form of participatory urban governance.

Sponsor: Union Ministry of Urban Development

Status: Ongoing

A42 Understanding Malnutrition in India

Project Team: *Hema Swaminathan and Arnab Mukherji*

Summary: Slums in our cities have become a regular feature of the urban landscape; NSSO estimates suggest that there were 52,000 slums in 2002 – notified

and otherwise across the entire country in urban areas. People of vastly different economic and social background live together in the slums with poor infrastructure and little ability to cope with economic and other shocks such as adverse health events (illness, short duration or chronic and even death). Interestingly, a number of research studies report that the correlation between incomes and staying in slums is nowhere near perfect suggesting that households who live in slums may actually be well above conventional standards of poverty as measured by urban poverty lines. The research plan is to examine the relationship between economic status, residing in a slum and health outcomes. We have begun look at multiple data sources such as the NFHS, DLHS and the IHDS to construct nationally representative estimates of costs of accessing healthcare in urban areas.

Sponsor: Housing and Poverty Alleviation

Status: Ongoing

A43 Urban Livelihoods

Project Team: *Rajalaxmi Kamath*

Summary: The current initiative was born out of a year-long study with 100 poor families in Ramanagara. Entitled the “Financial Diaries of the Poor”, the study tracked the daily financial inflows and outflows of these families. Unsurprisingly, the one strong need that was expressed by a majority of the participants was that of a regular source of livelihoods. There were Muslim women among the participants who were already skilled in hand embroidery, and hence was born the idea of upgrading this skill, and marketing it. A group of women have been trained to upgrade their skills in hand embroidery. The department of women and child development, Ramanagara has sanctioned funds to train more artisans. IIMB collaborated with the Srishti School of Design to develop a range of hand embroidered accessories brand named “Minchu”. Students of Srishti and IIMB helped test-market the products through sales at colleges and software firms. The initiative holds out the promise of sustaining itself thereby providing a livelihood to the artisans engaged in production since the response to the products has been encouraging. Revenues from sales helped pay wages of five artisans for a period of 2 months (ranging from Rs. 70–80/day depending on the number of hours of work put in). Marketing efforts therefore need to be stepped up.

Sponsor: CPP

Status: Ongoing

A44 Model Property Tax Regime

Project Team: *G Ramesh*

Summary: The project seeks to produce a model property tax regime which can be implemented by municipal corporations. The Property Tax Reforms in Municipal Corporations in India have so far concentrated on streamlining of rate fixation. It was observed that there are many relating to tax administration which undermine collection efficiencies. This paper addresses these issues. Once this is accepted by the Ministry of Urban Development, it will be recommended to the states for implementation.

Sponsor: Ministry of Urban Development, GOI

Status: **Completed**

A45 State of Municipal Finance

Project Team: *G Ramesh*

Summary: The project looks at financial status of select cities in India and raises questions about the framework for appraising municipal finances and conceptual issues about equity, debt equity structuring and borrowing capacity. The project also raises conceptual issues relating to financial appraisal of municipal finances. It will be useful for agencies involved in providing grants, loans and ratings.

Sponsor: Ministry of Urban Development, GOI

Status: **Completed**

A46 Financial Analysis of a City

Project Team: *G Ramesh*

Summary: The project looks at providing consolidated financials of all para-statal bodies that provide urban services and not just municipal bodies. Generally, we tend to equate municipal bodies with city level financing. The fact is that services are provided by other para-statal bodies as well. This explores looking at developing a consolidated financial picture of all concerned municipal and para-statal bodies of respective cities. It has developed a framework for consolidating the finances of municipal corporations and related agencies.

Sponsor: Ministry of Urban Development, GOI

Status: **Completed**

A47 Evaluation of Citizens' Charter of Union Ministries

Project Team: *G Ramesh, Vasanthi Srinivasan and Sanjeevan Kapshe*

Summary: The Cabinet Secretariat of Government of India has been instrumental in establishing Citizens' Charter in various Ministries of Government of India. The Project Team designed, evaluation template and evaluated the charters

submitted by these Ministries. It developed scores and gave a final tally of the scores and ranking of the Ministries. This was used as evaluation method by the Cabinet Secretariat and was also used to improve their template and submission.

Sponsor: Cabinet Secretariat, GOI

Status: **Completed**

Centre for Supply Chain Management

A48 Application of Game Theory to Supply Chain Management

Project Team: *Arnab Basu*

Summary: We study the applications of game-theoretic models to supply chain management. A supply chain system has multiple agents often with conflicting objectives which necessitates its analysis to be made in a game-theoretic framework. We particularly focus on stochastic differential games as this framework is most suited for real-time supply chain systems that are almost ubiquitous in all modern manufacturing and/or logistic setups. A notion of partial cooperation is also captured in a hierarchical game structure. Existence and uniqueness of equilibrium strategies are discussed under various frameworks. Real-life examples with optimal strategies are also discussed.

Sponsor: SCM Centre

Status: **Completed**

A49 Optimal Mechanism Design for Supply Chain Networks

Project Team: *Arnab Basu*

Summary: In this project, we propose to understand and formalize the notions of supply chain networks modelled as economic mechanisms and evaluate their structural and functional properties. Given specific assumptions on a particular supply chain network, we can analyse its efficiency for performing the specified activity. In this regard, we propose to study the generalized Vickrey auction in the light of our previous work. Issues of information asymmetry and information incompleteness of such systems will also be studied with reference to the design of efficient mechanisms. These ideas will help us in understanding the strategic stability of equilibria of the underlying Bayesian game induced by the corresponding mechanism.

Sponsor: SCM Centre

Status: Ongoing

A50 Determinants of Inventory Trends in the Indian Automotive Industry: An Empirical Study

Project team: *Haritha Saranga, Arnab Mukherji and Janat Shah*

Inventory management has emerged as one of the important tools to improve operational efficiency over the last 30–40 years across the globe. Japanese companies such as Toyota pioneered lean manufacturing, which emphasizes on the need to maintain low inventory levels across the supply chain through practices such as JIT, Kanban, vendor-managed inventory, etc. Anecdotal evidence suggests that, inventory levels in general have been falling in the Indian manufacturing industries too in the recent past. The Japanese influence on the Indian manufacturing industry began with the entry of Suzuki into the Indian automobile industry in the mid-eighties. Since then, the principles of lean manufacturing have permeated across many industries, especially the automotive sector in India. However, there is scant empirical research in the literature that documents the inventory trends and the determining factors in India. This study aims at filling this gap through a comprehensive inventory trend analysis in the Indian automotive industry during the 14-year-period, i.e., 1992–2005 with an objective to determine the inventory trends and identify the influencing factors. We use advanced econometric models to study the impact of various factors, such as the firm's cluster, tier, export and import intensity on inventory levels. The study finds that average inventory has been steadily declining, with all three inventory components, viz., raw material, work-in-process and finished goods inventory contributing to this decline. The results suggest that the efficient working capital management and the quality improvement efforts of Tier 1 firms have been one of the major contributions to the decline in average inventory levels in the Indian auto industry.

Sponsor: SCM Centre

Status: Ongoing

A51 Value of Information in a Serial Supply Chain under a Non-stationary Demand Process

Project Team: *Siddharth Mahajan and Omkar Desai*

Summary: We consider the two-level supply chain of Lee, So and Tang (2000) with a single manufacturer supplying a single retailer. The retailer faces non-stationary demand that follows an ARIMA (0,1,1) process, as opposed to an AR(1) process in Lee, So and Tang. Without information sharing in the supply chain, the retailer only conveys his order to the manufacturer. With information sharing, the retailer at the end of the period, in addition to conveying his order also conveys his demand level for the period. The use of a model of non-stationary demand becomes important, given empirical work that demand for a high percentage of SKUs at a supermarket can be autocorrelated. This is because of the repeat purchase behaviour of customers. We consider a periodic review system for both the retailer

and the manufacturer and derive expressions for the retailer's and the manufacturer's demand over their respective lead times. We also derive expressions for the manufacturer's optimal order upto level with and without information sharing. We investigate whether the reduction in manufacturer costs with information sharing increases, as the demands become more correlated over time. We would also consider the effects of a reduction in lead time from the manufacturer to the retailer, on retailer and manufacturer costs. We try to find, if a reduction in lead time reduces the retailer's costs more than the manufacturer's costs.

Sponsor: SCM Centre

Status: **Completed**

Indian Railway Accounts Service Platinum Jubilee Chair in Railway Finance

A52 Project Appraisal Practices in Indian Railways – A Review

Project Team: *Anand K Sharma*

Summary: Railway projects in India are appraised using the discounted cash flow method and through determination of FIRR which have been written many years earlier when modern project appraisal tools were not available. Considering that the area of financial management has seen drastic changes over the years, there is an urgent need to have a re-look at the existing project appraisal methodology that is followed in Indian Railways. The Chair Professor, Railway Finances, IIM Bangalore has been entrusted to study the present practices of project appraisal in Indian Railways and come out with suggestions for improving the same. The assignment titled as "Project Appraisal Practices in India Railways – A Review" will study the present practices, compare the same with other infrastructure development organizations, provide guidelines to arrive at economic rate of return, software recommendations and come up with a revised chapter for the Ministry of Railways for amending the finance code.

Sponsor: Ministry of Railways, Government of India

Status: **Completed**



B Research Projects Funded by IIMB

Sl. No.	Name of the Faculty	Title of the Project
1	Amar Sapra	Integrated Supply and Demand Management for Perishable Products
2	Amit Gupta	Development of Case Studies on Indian Organizations
3	Anubha Dhasmana; Rupa Chanda	Exchange Rates and India's Export Competitiveness in Manufacturing
4	Arnab Mukherji	Impact of Economic Growth on District Level Health Outcomes in India
5	Damodaran A; A K Ojha; K N Murthy	Assessing the Community Response to Climate Change in Rural Karnataka
6	Haritha Saranga	A Comparative Study of Best Practice in the Healthcare Sector in India and UK
7	Jayadev M	Commercial Bank Management Book Writing Proposal
8	Padmini Srinivasan	Discretionary Disclosures and Multinational Operations in Emerging Markets
9	Padmini Srinivasan; Balasubramanian N	Integrity of Corporate Communication
10	Patrali Chakrabatry; Sreelata Jonnalagedda	Alternative Models in Two-part Tariff Designs
11	P C Narayan	Cross-border Mergers and Acquisitions with Specific Reference to Emerging Economics
12	Pulak Ghosh; Young Hoon Park	Modeling Members Behaviors in User Generated Content Sites
13	Ravi Anshuman V; Vijaya Marisetty	Private Placements

14	Ravi Anshuman V; Vijaya Marisetty	Stock Splits
15	Ravi Anshuman	Sovereign Risk and Investing in Emerging Markets
16	Ramya Ranganathan	The Person–Work Relationship How Our Work Can Be Our Greatest Friend and Our Greatest Enemy
17	Ritu Tripathi	Cultural Perspective on Employee Motivation
18	Ritu Tripathi	Effects of Self-Regulatory Motives on the Well-being of Indians and Germans
19	Rupa Chanda; Anubha Dhasmana	Exchange Rates and Export Competitiveness in India
20	Seema Gupta	New Perspectives on Communicating Change in Corporate Identify: Case of Bosch India
21	Shainesh G; Shirish Srivasatva	IT Enabled Service Innovation in Indian Health Care Industry: From Digital Divide to Digitally Enable
22	Shankar Venkatagiri	Information Systems in the Indian Railways
23	Shankar Venkatagiri	Distributed Learning at IIM Bangalore
24	Shubhabrata Das	Auctions of Players in IPL: An Analysis of Design, Valuations and Bids
25	Soumyanetra Munshi	An Economic Analysis of Student Politics in India
26	U Dinesh Kumar	Analysis of Aerospace Supply Chain with Delivery Guarantees

C1 Case Writing Projects funded by IIMB

Sl. No.	Author	Title
1	Pulak Ghosh	Advanced Statistical Methods for Data Analysis
2	Amit Gupta	Cultural Indian Organizations
3	Haritha Saranga	Global Supply Chains with Local Logistics. A Case Study of Ford India
4	Sreelata Jonnalagedda	Titan Case Study
5	U Dinesh Kumar	Cases on Management and Supply Chain Issues at Bhagwan Mahaveer Viklang Sahavata Samiti (BMVSS) – Jaipur Foot
6	Trilochan Sastry	Collection of Cases on Social Entrepreneurship

C2 IIMB Case Studies Distributed through Harvard Business Publishing

IIM Bangalore is the first Indian B-School to be on the Harvard Business Publishing platform. On 5 April 2011, Harvard Business Publishing and IIMB entered into a distribution agreement and as a result, HBP shall distribute a collection of teaching cases developed by faculty of IIM Bangalore for an initial period of 3 years. Thus, IIMB joins 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 whose cases are also distributed through HBP. HBP has distributed 12 cases and their associated Teaching Notes developed by the IIMB faculty and is likely to add more every year. The list of cases distributed by HBP in the academic year 2010–11 is given below.

Sl. No.	Author	Title
1	Abhoy K Ojha	Bosch Group in India – Transition to a transnational organization
2	Abhoy K Ojha	ITC Ltd. towards a triple bottom-line performance
3	A Sachdeva, M Deep and R Srinivasan	Hindalco's acquisition of Novelis: The making of a giant
4	U Dinesh Kumar, A Manohar and G N Sripriya	Delivering doors in a window – Supply chain management at Hindustan Aeronautics Ltd.

5	James A Narus and DVR Seshadri	Infosys Technologies Ltd: Growing share of customer's business
6	James A Narus and DVR Seshadri	Value chain migration at Infosys
7	DVR Seshadri and K N Murthy	Kudramukh Iron Ore Company Ltd: The Sun sets on its mining operations
8	Janat Shah, Rahul Patil and Trilochan Sastry	Subhiksha: Managing store operations
9	Sourav Mukherji and P D Jose	Vaatsalya hospitals: Affordable healthcare in proximity
10	Haritha Saranga, Sulakshana, and Mario Gonsalves	Flow in a job shop – The story of Ace Designers
11	Padmini Srinivasan	Now you see it, Now you don't: The case of Jet Airways and its accounting policies
12	Sourav Mukherji and P D Jose	SELCO: Harnessing sunlight to create livelihood

C3 IIMB Cobranded Cases with Richard Ivey School of Business

IIMB and IVEY–Strategic Research Partnership

On 24 May 2010, Memorandum of Understanding (MoU) was signed between Richard IVEY School of Business at the University of Western Ontario (IVEY) and IIM Bangalore to foster research collaborations between the two business schools. The partnership shall expand the research network and encourage joint research and co-authorship between faculty at IIMB and IVEY with the goal of jointly publishing articles in top international academic journals. This partnership is expected to facilitate PhD training at IVEY and IIMB by providing support to doctoral students who want to pursue course work, field research, etc. in Canada or India. It also aimed at developing India-specific case materials for use in business education around the world and support IIMB's emphasis on case-based teaching and writing, enhancing its focus on achieving its excellence in management education. Following are the list of the cases.

Sl. No.	Author	Title
1	S Ramesh Kumar and Radhika Vishvas	Shiny Provision Store: Retailing challenges in the Indian context
2	S Ramesh Kumar, Nitya Guruvayurappan and Madhuriya Banerjee	Ethnic consumers consulting
3	S Ramesh Kumar and Nitya Guruvayurappan	Super shampoo products and the Indian mass market
4	Prasad L, G Ramesh and G S Goutham	Organization, Founder, and clientele transformation at VGKK

D1 Publication in Leading Academic Journals

In 2010–11, a number of articles were published in reputed journals. Some of these journal articles have been listed in Financial Times 45, Business Week 20, UT Dallas list, ABDC, ABS, ESS, NUS Tierings list, etc. The list of these publications with details is given below.

Faculty Name: **Amar Sapro;** *Van-Anh Truong and Rachel Q Zhang*

Title: How Much Demand Should Be Fulfilled?

Journal Name: *Operations Research*

Abstract: We study the inventory replenishment of a product whose demand can be manipulated by restricting the supply. This research is motivated by a novel marketing tactic employed by manufacturers of fashion and luxury items. Such a tactic combines innovative marketing with deliberate under stocking in an attempt to create shortages (i.e., waitlists) that add to the allure and sense of exclusivity of a product and stimulate its demand.

Listings:

- Listed in Financial Times 45
- Listed In Business Week 20
- Listed in UT Dallas List
- Listed as A* in ABDC (Australian Business Deans Council)

Faculty Name: **Mukta Kulkarni;** *Mark L Lengnick-Hall and Reimara Valk*

Title: Employee Perceptions of Repatriation in an Emerging Economy: The Indian Experience

Journal Name: *Human Resource Management*

Abstract: As employees' international mobility has increased, implementing repatriation processes has become a significant human resource (HR) issue. Through an exploratory study using a semi-structured interview method, we examine repatriated employees' views about HR activities that facilitate and hinder the repatriation process in the emerging economy of India.

Respondents described lack of formal repatriation assistance, no contact person in HR to help with repatriation, and lack of re-entry culture-related training as characteristic of the repatriation process.

- Listings:
- Listed in Financial Times 45
 - Listed as A* in ABDC (Australian Business Deans Council)
 - Listed as 4 (top Journal) in ABS (Association of Business Schools)
 - Listed as 1 in ESS (ESSEC Business School of Paris)

Faculty Name: **Haritha Saranga and Rajiv Banker**

Title: Productivity and Technical Changes in the Indian Pharmaceutical Industry

Journal Name: *Journal of the Operational Research Society*

Abstract: We study the productivity change and factors driving this change in the Indian pharmaceutical industry during 1994–2003, in the backdrop of economic liberalization and change in regulatory norms. We use a non-parametric data envelopment based-methodology to estimate productivity change and decompose it into technical and relative efficiency changes.

- Listings:
- Listed as A in ABDC (Australian Business Deans Council)
 - Listed as 3 in ABS (Association of Business Schools)
 - Listed as 1 in ESS (ESSEC Business of Paris)

Faculty Name: **Haritha Saranga and Roger Moser**

Title: Performance Evaluation of Purchasing and Supply Management Using Value Chain DEA Approach

Journal Name: *European Journal of Operational Research*

Abstract: Purchasing and supply management (PSM) today is increasingly becoming more important to senior management due to its potential to strategically influence both operational performance as well as financial performance outcomes. However, the cross-functional nature of many PSM activities has led to inadequate data collection and performance measurement resulting in weak performance evaluation methodologies and mixed results.

- Listings:
- Listed as A in ABDC (Australian Business Deans Council)
 - Listed as 3 in ABS (Association of Business Schools)
 - Listed as 1 in ESS (ESSEC Business of Paris)

Faculty Name: **U Dinesh Kumar; A B Roy; Haritha Saranga and K Singal**

Title: Analysis of Hedge Fund Strategies Using Slack-based DEA models

Journal Name: *Journal of Operational Research Society*

Abstract: Hedge funds have made a significant impact on the performance of world financial markets in recent times. Our objective in this paper is to develop

a robust framework for the evaluation of hedge funds by incorporating a maximum number of performance measures through public data sources. We analyse the hedge fund strategies (styles) using a variety of classical risk-return measures with the help of slack-based data envelopment analysis models to determine a unique performance indicator.

- Listings:
- Listed as A in ABDC (Australian Business Deans Council)
 - Listed as 3 in ABS (Association of Business Schools)
 - Listed as 1 in ESS (ESSEC Business of Paris)

Faculty Name: **Janat Shah; Rahul Patil and Balaram Avittathur**

Title: Supply Chain Strategies Based on Recourse Model for Very Short Life Cycle Products

Journal Name: *International Journal of Production Economics*

Abstract: Firms that sell very short life cycle products often receive quantity discounts from their suppliers and transporters for placing larger orders. Practitioners and researchers have begun to recognize the need to decide the end of the season markdowns by studying the sales pattern. The use of these options can affect supply chain mismatch risks and costs.

- Listings:
- Listed as B in ABDC (Australian Business Deans Council)
 - Listed as 3 in ABS (Association of Business Schools)
 - Listed as 1 in ESS (ESSEC Business of Paris)

Faculty Name: **Devanath Tirupati; Constantin A V and Ranga Ramasesh**

Title: Modeling Process Switching Decisions under Product Life Cycle Uncertainty

Journal Name: *International Journal of Production Economics*

Abstract: We address the process-switching decision of a firm that adopts a mixed process strategy with respect to a new product in the context of product life cycle uncertainty. A mixed process strategy uses a flexible process in the early stages of the product's life cycle and later switches to a dedicated process to gain cost economies. We present a model that captures uncertainty through alternative life-cycle demand functions to guide the process-switching decision.

- Listings:
- Listed as B in ABDC (Australian Business Deans Council)
 - Listed as 3 in ABS (Association of Business Schools)
 - Listed as 1 in ESS (ESSEC Business of Paris)

Faculty Name: **Narendra M Agrawal; Naresh Khatria; Alok Bavejab and Gordon D Browna**
 Title: HR and IT Capabilities and Complementarities in Knowledge-intensive Services

Journal Name: *The International Journal of Human Resource Management*

Abstract: The main premise of this article is that human resources (HR) and information technologies (IT) are central rather than support functions in knowledge-intensive services. By building management capabilities in both HR and IT, knowledge-intensive services can transform their business processes that, in turn, enable them to provide exemplary services to the customers. Our arguments are grounded in the three related theoretical frameworks of the resource-based view, organizational capabilities, and the theory of complementarities.

- Listings:
- Listed as A in ABDC (Australian Business Deans Council)
 - Listed as 3 in ABS (Association of Business Schools)
 - Listed as 1 in ESS (ESSEC Business of Paris)
 - Was Listed in Financial Times 45 journals (until 2010)

Faculty Name: **Suresh Bhagavatula; Tom Elfringd; Aad van Tilburgc and Gerhard G van de Bun**
 Title: How Social and Human Capital Influence Opportunity Recognition and Resource Mobilization in India's Handloom Industry

Journal Name: *Journal of Business Venturing*

Abstract: Small-scale firms in rural areas play an extremely important role in the development of any country, and especially in developing countries. To understand entrepreneurs who operate in a low-technology industry, we rely on the network perspective on entrepreneurship. In this paper, we investigate how the social and human capital of entrepreneurs (in this case master weavers in the handloom industry) influence their ability to recognize opportunities and mobilize resources.

- Listings:
- Listed In Financial Times 45
 - Listed as A* in ABDC (Australian Business Deans Council)
 - Listed as 4 in ABS (Association of Business Schools)
 - Listed as 0 in ESS (ESSEC Business of Paris)

D2 Articles in Academic Journals

- D1** Adhia H; Nagendra H R and **Mahadevan B**, (2010), "Impact of Adoption of Yoga Way of Life on the Emotional Intelligence of Managers", *IIMB Management Review*, Vol. 22, PP 32-41
- D2** Adhia H; Nagendra H R and **Mahadevan B**, (2010), "Impact of Adoption of Yoga Way of Life on the Reduction of Job Burnout of Managers", *Vikalpa*, Vol. 35(2), PP 21-33
- D3** Adhia H; Nagendra H R and **Mahadevan B**, (2010), "Impact of Yoga Way of Life on Organizational Performance", *International Journal of Yoga*, Vol. 3(2), PP 55-66
- D4** **Anshuman, V Ravi**; Martin, John and Titman, Sheridan, (2011), "Accounting for Sovereign Risk When Investing in Emerging Markets", *Journal of Applied Corporate Finance*, Vol. 23, PP 41-49
- D5** Bandyopadhyay, Dipankar; H Lachos, Victor; Valle, A Abanto and **Ghosh, Pulak**, (2010), "Linear Missed Models for Skew-Normal/Independent Bivariate Responses with an Application to Periodontal Disease", *Statistics in Medicine*, Vol. 29, PP 2643-2655
- D6** Bansal, Anand and **Nagadevara V**, (2010), "Understanding Expectations, Perceptions and Satisfaction Levels of Customers of Military Engineer Services in India", *International Journal of Information Systems in the Service Sector*, Vol. 2 (3), PP 53-73
- D7** **Bhagavatula, Suresh**; Elfringd, Tom; Tilburgc, Aad van and van de Bun, Gerhard G, (2010), "How Social and Human Capital Influence Opportunity Recognition and Resource Mobilization in India's Handloom Industry", *Journal of Business Venturing*, Vol. 25(3), PP 245-260
- D8** **Bhalla, Manaswini**, (2011), "Endogenous Order and Information Aggregation", *Research in Economics*, Vol. 65(4), PP 319-331
- D9** Bhati A and **Manimala, Mathew J**, (2011), "Talent Acquisition and Retention in Social Enterprises", *Journal of Security and Sustainability Issues*, Vol. 1(1), PP 39-53
- D10** **Chanda, Rupa**, (2010), "Constraints to FDI in Hospital Services in India", *Journal of International Commerce, Economics and Policy*, World Scientific Publishers, Vol. 1(1), PP 121-143
- D11** **Chanda, Rupa**, (2011), "India-EU Relations in Health Services: Prospects and Challenges", *Globalization and Health*, Vol. 7:1
- D12** Constantin A V; Ramasesh, Ranga and **Tirupati, Devanath**, (2010), "Modeling Process Switching Decisions under Product Life Cycle Uncertainty", *International Journal of Production Economics*, Vol. 126, PP 236-246

- D13 Dhasmana, Anubha**, (June-2010), "Welfare Effects of Aid Indexation in Small Open Economies", *The Developing Economies*, Vol. 48(2), PP 247-276
- D14 George R; R Kabir and Qian J**, (2011), "Investment–Cash Flow Sensitivity and Financing Constraints: New Evidence from Indian Business Groups", *Journal of Multinational Financial Management*, Vol. 21, PP 69-88
- D15 Ghosh, Pulak and Khattree, Ravindra**, (2010), "A Bayesian Approach to Evaluation of Individual and Population Bioequivalence", *Journal of Statistics and Applications*, Vol. 4(12), PP 1206-1219
- D16 Ghosh, Pulak and Hanson Timothy**, (2010), "A Semiparametric Bayesian Approach to Multivariate Longitudinal Data", *Australian & New Zealand Journal of Statistics*, Vol. 52(3), PP 275-288
- D17 Ghosh, Pulak; Gill, Paramjit; Muthukumarana, Saman and Swartz, Tim**, (2010), "A Semiparametric Bayesian Approach to Network Modeling Using Dirichlet Process Prior Distributions", *Australian & New Zealand Journal of Statistics*, Vol. 4(1), PP 81-93
- D18 Ghosh, Pulak; Ghosh, Kaushik and C Tiwari, Ram**, (2011), "Bayesian Approach to Cancer-trend Analysis Using Age-stratified Poisson Regression Models", *Statistics in Medicine*, Vol. 30, PP 127-139
- D19 Ghosh, Pulak; Ghosh, Kaushik and C Tiwari, Ram**, (2011), "Joint Modeling of Longitudinal Data and Informative Dropout Time in the Presence of Multiple Change Points", *Statistics in Medicine*, Vol. 30, PP 611-626
- D20 Gupta, Amit and Prabhu, Ganesh N** (2011), "Governance of IIMs: A Critique of the Bhargava Committee Report", *Economic and Political Weekly*, Vol. 46(17), PP 156-162
- D21 Hemalatha M; Moorthi Y L R and Sivakumar V J** (2011), "A Neural Network Model for Clearance Sales Outshopping Behavior", *International Journal of Business Excellence*, Vol. 4(3), PP 263-282
- D22 H Lachos, Victor; Labra F V; Bolfarine H and Ghosh, Pulak**, (2010), "Multivariate Measurement Error Models Based on Scale Mixtures of the Skew-Normal Distribution", *Statistics*, Vol. 44(6), PP 541-556
- D23 Jha P C; Arora, Ritu; Kapur P K; and U Dinesh Kumar**, (2010), "Optimal Component Selection of COTS based Software System under Recovery Block Scheme Incorporating Execution Time", *International Journal of System Assurance Engineering and Management* Vol. 1(1), PP 77-83
- D24 Jha P C; Kapur P K; Bali, Shivani and U Dinesh Kumar**, (2010), "Optimal Component Selection of COTS based Software System under Consensus Recovery Block Scheme Incorporating Execution Time", *International Journal of Reliability, Quality & Safety Engineering*, Vol. 17(3), PP 1-14
- D25 Kamath, Rajalaxmi; Mukherji, Arnab and Maria Sandstrom**, (2010), "Accessing Institutional Finance: A Demand Side Story for Rural India", *Economic and Political Weekly*, Vol. 45(37), PP 56-62
- D26 Kamath, Rajalaxmi; Mukherji, Arnab and Ramanathan, Smita**, (2010), "Ramnagaram Financial Diaries: Cash Patterns and Repayments of Microfinance Borrowers", *Enterprise Development and Microfinance*, Vol. 21(2), PP 101-117

- D27 Kanagal, Nagasimha B**, (August-2010), "Issues in Internal Analysis for Competitive Marketing Strategy", *Academy of Taiwan Business Management Review*, Vol. 6(3), PP 35-42
- D28 Khatra, Naresh; Bavejab, Alok and Agrawal, Narendra M**, (2010), "HR and IT Capabilities and Complementarities in Knowledge-intensive services", *The International Journal of Human Resource Management*, Vol. 21(15), PP 2889-2909
- D29 Krishnan, Rishiksha T** and Vallabhaneni, Swarna Kumar, (2010), "Catch-up in Technology-driven Services: The Case of the Indian Software Services Industry", *Seoul Journal of Economics*, Vol. 23, PP 263-281
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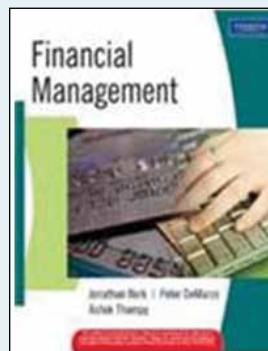
E Books

Ashok Thampy; J Berk and P DeMarzo

Financial Management

Pearson, 2010 PP-984

Using a unifying valuation framework based on the Law of One Price, this book sets a new standard for corporate finance textbooks. *Financial Management* blends coverage of time-tested principles and the latest advancements with the practical perspective of the financial manager. With this ideal melding of core content (with modern topics and innovation) with proven pedagogy, the text establishes a new canon in finance. The book offers coverage of the major areas for introductory-level MBA students as well as the depth required in a reference textbook for upper-division courses. It aims at equipping students with a solid grounding in the core financial concepts and tools needed to make good decisions. Pedagogical features include common mistakes boxes, step-by-step examples, and concept check focus on modern research and practice, use of Indian examples such as RBI, ICICI, TATA Motors, Infosys, CRISIL and TATA Nano Excellent instructors' and students' support package in the form of solution manual, instructors' manual, PowerPoint presentations, My Finance Lab, and a study guide contents.



Damodaran A

Encircling the Seamless: India, Climate Change and Global Commons

Oxford University Press, Delhi, 2010

The book "*Encircling the Seamless – India Climate Change, and the Global Commons*" maps India's multifaceted nationhood, the diversity of its rural scene and the challenges of seamlessness brought in the power of its information technology; finally reaching across the borders to the world of industrial complexes in the North that produce and spew chemicals for disposals and re-use in the South. Viewing global environmental movements, the book discusses the pattern of global negotiations from the

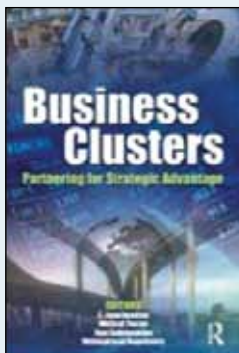
environmental summit capitals of the world Rio, Kyoto, Cartagena, Bonn, Stockholm, Montreal, Geneva, Basel, and Copenhagen among other graphically portray the plight of a post-modern world that grapples with the problems of climate, land degradations, chemical transfers and biodiversity.

Gita Sen and Ostlin Pirooska

Gender Equity in Health: the Shifting Frontiers of Evidence and Action

Routledge, New York, 2010

This volume brings together experts from a variety of disciplines such as medicine, biology, sociology, epidemiology, anthropology, economics and political science; who focus on three areas: health disparities and inequity due to gender, the specific problems women face in meeting the highest attainable standards of health, and the policies and actions that can address them. Highlighting the importance of intersecting social hierarchies (e.g. gender, class and ethnicity) for understanding health inequities and their implications for health policy, contributors detail and recommend policy approaches and agendas that incorporate, but go beyond commonly acknowledged issues relating to women's health and gender equity in health.



Jayachandran C; Micheal Thorpe; Ram Subramanian and **Vishnuprasad Nagadevara**

Business Clusters – Partnering for Strategic Advantage

Routledge India, 2010

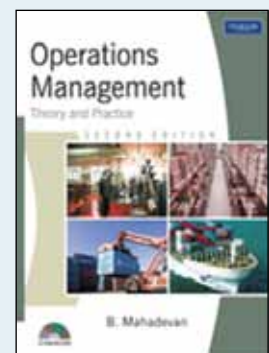
The book contains a selection of papers on business clusters in its multiple perspectives. It has evolved from the research symposium organized by The Society for Global Business and Economic Development, an international group of academicians, at Dubai during January 2009. It begins with an introduction to the concept of clusters, and then examines their link to a host of strategic issues, such as their nexus to competitive advantage, their performance vis-à-vis their competitors who are not similarly agglomerated, and the challenges in measuring the performance of clusters. Regional economic clusters have serious policy implications. Governments, local as well as national, have used clusters as the unit for investment and infrastructure upgrading policies. It focuses on the normative aspects as well as practices and provides pointers on how public policies can help the development and growth of regional economic clusters.

Mahadevan B

Operations Management: Theory & Practice

Pearson Education, New Delhi, 2010

“*Operations Management: Theory and Practice*” by B Mahadevan is a new book on the subject and a part of ongoing effort by the Indian Academic community to explain key operations management (OM) concepts in the Indian context. As the author says in the preface that “While several books on the subject by international authors are available, students find



it difficult to relate to examples used in them... The basic motivation for the book... by preserving all the salient features one normally finds in the international books and at the same time populate the book with contextually relevant examples". The key tool used by the author to achieve this objective is to use "Ideas at Work". They are mostly short anecdotes drawn from the business press, leading Indian management journals and the author's own research. This is an important contribution in bringing Indian context into OM teaching in the classroom and the author should be congratulated for that.



G Ramesh; Vishnuprasad Nagadevara; Gopal Naik and Anil B Suraj

Public Private Partnerships

Routledge India, 2010

This collection of papers brings out the complexities in public private partnerships (PPP) in terms of types, conceptualization, structure, institutions, and financing. It covers a broad sweep ranging from infrastructure to services and utilities; from global to Indian states. The methodology is primarily empirical, but the thrust is on conceptualization of PPP in its various forms and frameworks. PPP is still a practitioner's field but is growing in size and significance; and is a solution to failures of public system and the consequent privatization. It is a major attraction to policy

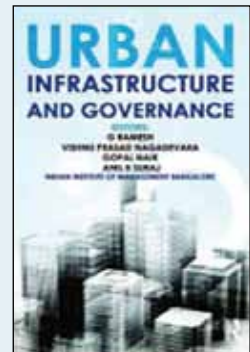
makers and funding agencies given its middle of the road approach. The papers in the books were selected from a conference on PPP held at the Indian Institute of Management Bangalore in 2008. It seeks to raise several important conceptual issues and addresses some of them.

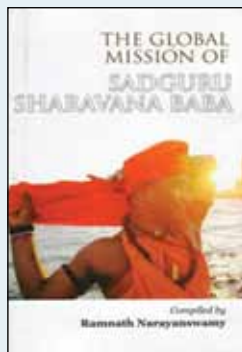
G Ramesh; Vishnuprasad Nagadevara; Gopal Naik and Anil B Suraj

Urban Infrastructure and Governance

Routledge India, 2010

The book contains a selection of papers presented at the Third International Conference on Public Policy and Management held in 2008 at IIM Bangalore, on Urban Governance in its multiple perspectives. The papers are grouped into sub-themes of Urban Growth and Plan, Governance through Partnership and Participation, and Financing Urban Infrastructure. These papers are written in the context of providing for urban growth and infrastructure through better governance and financial reforms. With several cases from developing nations, the book dwells into policy as well as implementation, and the governance of the same in terms of institutional processes, partnerships and participation, and financial reforms. It brings in fresh insights on partnerships and participation in relation to governance. One of the highlights of the book is that it looks at financial mobilization and reform as a strategy for governance and how these itself can be an instrument of governance.





Ramnath Narayanswamy

The Global Mission of Sadguru Sri Sharavana Baba

Books for Change, Bangalore, PP-254, October 2010

By the grace of Swamiji, Ramnath Narayanswamy has put together this extraordinary inspirational book. Beginning with the beautiful photographs of Swamiji; the one on the front cover looks quite simply ethereal and magical, showing Him in a state of blissful happiness! In contrast, the photograph on the back cover is one of compassion and patience, displaying a visage of infinite wisdom! His photograph in the first chapter compellingly radiates the power of His eyes and His smile, embodying beautiful perfect love! It keeps you staring at the photograph forever!

I started reading the book and kept on promising myself to stop at the turn of the page, but it was impossible to execute! It had too much power, like a magnet! Each of us will find what we need in it and as we reread it, we will discover new and deeper meanings. It is like a water spring, pouring constantly to quench the thirst of those who go to it.

It is a guide for our daily life, to help us perform our duties sincerely, following Swamiji's teachings, carefully thinking with a positive mind and love in the heart before acting. We are advised to always doing our best and pray regularly to have a positive outcome. It reminds us to use our time to repeat the sacred Name and so purify ourselves to get closer to Him. The book touches the heart and illuminates the path that we ought to follow. It takes you very much within that inner space of silence. It is far more than my words can express! It radiates an immense, almost overwhelming feeling like an extraordinary perfume that permeates everything! It is Sadguru Sri Sharavana Baba at His best! May He bless us to receive His gift and take advantage of the opportunity He has offered us to further our spiritual journey.

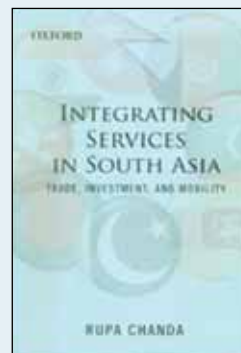
Rupa Chanda

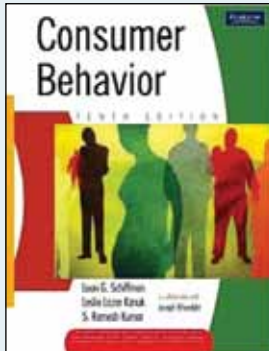
Services Integration in South Asia: Trade, Investment and Mobility

Oxford University Press, New Delhi, 2011

Identifying trends in performance, policy issues, and the status of intra-regional trade and investment initiatives, the book argues the case for services integration under the South Asian Free Trade Area. It also stresses the need to address cross-cutting issues of regional mobility of service providers, taxes, transport, trade, research and development, and regulatory cooperation. Expanding the existing work on South Asian integration to cover services from an intra-regional perspective, this book is an important reference for future academic and policy work in South Asia.

The industry, country and regional level statistics provided by the book serve as a useful resource for taking stock of output, employment, trade and investment in services in this region.





Schiffman Leon; Lasar Kanuk and **S Ramesh Kumar** in collaboration with Joseph Wisenblit

Consumer Behavior

Pearson Education, 2010

Some of the unique features of the book are:

- New and extensive coverage on the use of new media in creating more effective targeting strategies and customized promotional messages
- New discussions on the role of consumer behaviour in advancing marketers' social responsibility and ethics
- Greater emphasis on applying the knowledge of consumer behaviour in the development of marketing strategies
- Enhanced coverage of the global dimensions of consumer behaviour throughout the book
- Learning objectives are stated at the beginning of each chapter and identified at the start of the corresponding sections in each chapter
- Many of the cases in this edition are brand new, with two cases appearing at the end of each chapter

Revised exercises focus on critical thinking and the application of material to real world situations. Belonging to the domain of Marketing, Professor Ramesh Kumar joined IIMB in 1995. His key areas of interests include exploring the application of marketing/consumer behaviour concepts in the Indian context. His specific research interests include branding-consumer-behaviour interface, relationship marketing and combining online and offline marketing strategies.



F Chapters in Books

- F1** **Bhattacharyya, Malay** and Chaudhuri, Atanu, “A Combined QFD and Fuzzy Integer Programming Framework to Determine Attribute Levels for Conjoint Study”, in N R Srinivasa Raghavan and John A Casefo (Eds.), *Product Research*, Springer, 2010, PP 245-258
- F2** Iyer A; Koudal P; **Saranga, Haritha**, and Seshadri S, “Indian Manufacturing: Strategic and Operational Decisions and Business Performance”, in Jayashankar M Swaminathan (Eds.), *Indian Economic Superpower: Fiction or Future?*, World Scientific Publishing Company, 2010, PP 79-100
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- F4** **Kulkarni**, Mukta and Osicki M, “Recruiting a Global Workforce”, in Kyle Lundby and Jeffrey Jolton (Eds.), *Going Global: Practical Applications and Recommendations for HR and OD Professionals in the Global Workplace*, Pfeiffer, 2010, PP 113-142
- F5** **Mukherji, Arnab** and Mukherji, Anjan, “Do Public Funds Increase Days of Instruction in Primary Schools?”, in M Govinda Rao and M Rakshit, (Eds.), *Public Economics, Theory and Policy, Essays in Honor of Amaresh Bagchi*, Sage and NIPFP, Delhi, Thousand Oaks, London and Singapore, 2011, PP 228-258
- F6** **Naik, Gopal**; Basavarajappa K P and Rashmi K K “Public Value Creation through Private Partnership: Lessons from Public Service Delivery in Karnataka, India”, in G Ramesh *et al* (Eds.) *Public Private Partnerships*, Routledge, New Delhi, 2010 PP 226-265
- F7** **Naik, Gopal** and Nagadevara V, “Spatial Clusters in Organic Farming – A Case Study of Pulses Cultivation in Karnataka”, in C Jayachandran, Micheal Thorpe, Ram Subramanian and Vishnuprasad Nagadevara (Eds.), *Business Clusters – Partnering for Strategic Advantage*, Routledge India, 2010, PP 342-361

- F8 Narayanswamy, Ramnath**, “Some Reflections on the Interface between Management, Spirituality and Design Thinking”, in Jane Woodilla, (Ed.), *New Perspectives on Design Management*, Business and Design Lab, Gothenburg, 2010, PP 189-213
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- F13 Ramanayya T V and Nagadevara V**, “Reshaping Urban Transport Services through Voice of Commuters”, in G Ramesh, et al (Eds.), *Urban Infrastructure and Governance*, Routledge India, 2010, PP 161-175
- F14 Ranganathan V**, “Issues in Energy Security for India”, in R K Mishra, Ranjit Sinha and R B Rybakov (Eds.), *India and Russia: Problems in Ensuring Energy Security*, IPE, ICSSR and Russian Academy of Sciences, Academic Foundation, New Delhi, 2011
- F15 Raghunath S**, “Managing Core Outsourcing to Address Fast Market Growth”, in Farok J contractor et al (Eds.), *Global Outsourcing and Offshoring*, Cambridge University Press, UK, PP 379-402, 2011
- F16 Richter C; Miscione G; Pfeffer K and De’ Rahul**, Enlisting SDI for Urban Planning in India: Local Practices in the Case of Slum Declaration, in Z Nedovic-Budic, J Cromptvoets and Y Georgiadou (Eds.), *Spatial Data Infrastructures in Context*, CRS Press (Taylor and Francis Group), 2011
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- F22 Srinivasan, Padmini**, “Chapter 22 Tax Implications of International Activities”, in Apte Prakash (Ed.), *International Financial Management*, Tata Mcgraw Hill, 2010
- F23 Srinivasan, Vasanthi**, “India: CSR and Ethics in MSME’s in India”, in Spence LJ, Painter-Morland M, (Eds.), *Ethics in Small and Medium Sized Enterprises: A Global Commentary*, Springer, 2010
- F24 Sundar D, Krishna** and Garg, Shashank, “The Role of Mobile Computing and Communication Technologies in Mobile Governance” in Elliot Bendoly, Sanjay Kumar and Jose Esteves (Eds.), *Handbook of Research on Enterprise Systems*, Sage Publications, New York, London, Singapore and New Delhi, 2010
- F25 Venkateswaran, Ramya T and Prabhu, Ganesh N**, “Taking Stock of Research Methods in Strategy-as-Practice”, in Antony Bryant (Ed.), *Leading Issues in Business Research Methods, Vol. 1*, Academic Publishing International Ltd, Reading, UK, 2011, PP 180-191



G Working Papers

Sl. No.	Authors Name	Title of the Working Paper	IIMB Working Paper Number
G1	Balasubramanian N; Black, Bernard S and Khanna, Vikramaditya	The Relation between Firm-level Corporate Governance and Market Value: A Study of India	Working Paper # 308, Apr. 2010
G2	Basu, Sankarshan; Deepthi D and Reddy Jyothsni	Country Risk Analysis in Emerging Markets: The Indian Example	Working Paper # 326, Jan. 2011
G3	Basu, Sankarshan; Lakshman M V and Vaidyanathan R	Market-wide Herding and the Impact of Institutional Investors in the Indian Capital Market	Working Paper # 327, Jan. 2011
G4	Bhagavatula, Suresh and Elfring, Tom	The Structure of Content in Multiplex Ties: Exploring the Advantages for Entrepreneurs in Rural India	Working Paper # 319, Oct. 2010
G5	Bhagavatula, Suresh and Baken, Robert Jan	Some Reflections on Tourism and Tourism Policy in India	Working Paper # 320, Oct. 2010
G6	Bhagavatula, Suresh	The Working of Entrepreneurs in a Competitive Low Technology Industry: The Case of Master Weavers in Handloom Industry	Working Paper # 321, Oct. 2010
G7	Bhalla, Manaswini and Mukherji, Arnab	Firm Size Distribution of Indian Medium, Small and Micro Enterprises	Working Paper # 310, July 2010
G8	Bhati, Abhishek and Manimala, Mathew J	Talent Acquisition and Retention in Social Enterprises: Innovations in HR Strategies	Working Paper # 328, Feb. 2011

G9	Bhushan, Sanjay and Shah, Janat	System Dynamics Integrative Modeling in the Diffusion Dynamics of Indian Telecom Sector	Working Paper # 313, Sept. 2010
G10	Chandrashekar S and Muralidharan K	Women Power in Corporate India Women Directorships on India Corporate Boards 1995–2007 Trends	Working Paper # 324, Dec. 2010
G11	Das, Shubhabrata and Kratz, Marie	On Devising Various Alarm Systems for Insurance Companies	Working Paper # 322, Nov. 2010
G12	Dhasmana, Anubha	Threshold Effects of Foreign Reserve Holdings in Development Countries	Working Paper # 311, Aug. 2010
G13	Kamath, Rajalaxmi and Ramanathan, Smita	MFIs and Informal Businesses of Women	Working Paper # 332, Mar. 2011
G14	Kamath, Rajalaxmi and Ramanathan, Smita	Charaka Women's Multipurpose Cooperative Society	Working Paper # 333 Mar. 2011
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- J68 Rakesh Erazuth Mohandas and Nagadevara V**, “Knowledge Extraction from Call Center Data: Application of Text Mining”, 7th International Conference on Knowledge Management, October 22–23, 2010, Pittsburgh, Pennsylvania, USA
- J69 Rakshit, Krishanu; Mukherji, Arnab and Prakhya, Srinivas**, “Uncertain Consumption and Quantity Surcharges in Consumer Non-Durables: An Analytical Model”, 32nd INFORMS Marketing Science Conference, June 17–19, 2010, Cologne, Germany
- J70 Rangan, Srinivasan**, “Inventory Write Downs in the Semiconductor Industry”, Accounting Research Conference, Indian School of Business, Hyderabad, December 19-20, 2010
- J71 Ranganathan V**, “Strengthening Regional Cooperation in Energy in South Asian Region”, IABE Conference, October 2010
- J72 Prabhu, Ganesh N**, Joint Mentor (Guru) for Product Development Team (6 members) in USID Gurukul 2010 at Indian Institute of Technology Kanpur, August 21–28 (online), August 28–September 4, 2010 (on site)
- J73 Prabhu, Ganesh N**, “Mini Track Chair on Research Methods in Strategy-as-Practice”, European Conference on Research Methodology, Madrid, June 23–25, 2010
- J74 Prabhu, Ganesh N**, Participant in Conference on “Research into Design: Supporting Sustainable Product Development”, Bangalore, India, January 10–12, 2011
- J75 Prabhu, Ganesh N** and Participant in LeNs Conference on “Sustainability in Design: NOW! Challenges and Opportunities for Design Research”, Education and Practice in the XXI Century Bangalore, India, September 29–October 1, 2010
- J76 Ramachandran J** and Manikandan K S, “Opening the Black Box: Growth of Business Groups”, Academy of Management Annual Meeting, August 6–10, 2010, Montreal, Canada
- J77 Saranga, Haritha; Mukherji, Arnab, and Shah, Janat**, “Inventory Trends and their Determinants in the Indian Auto Industry”, Joint Conference of The 4th International Conference on Operations and Supply Chain, July 25–31, 2010, Asia Pacific Decision Sciences Institute, Hong Kong, China

- J78 Sen, Gita**, “Addressing Critical Health Sector Challenges in China and India: Convergence or Divergence?”, China–India–US Symposium on Development and Governance, January 22–23, 2011, Indian Institute of Management, Bangalore
- J79 Sen, Gita**, “Contextualizing International Experience for Policy Makers and Programme Managers” at the National Consultation on ‘Repositioning Family Planning for Maternal and Child Health in addition to Population Stabilization’, Ministry of Health and Family Welfare, Govt. of India, Vigyan Bhavan, New Delhi, May 5, 2010
- J80 Sen, Gita**, “From Bio-power to Rights: the Transformation of the Population and Development Agenda”, XVII National Conference on Population Studies 2010, Brazilian Association for Population Studies (ABEP), September 20–23, 2010, Brazil
- J81 Sen, Gita**, “Frontline Messages and Ways Forward” at the National Conference on ‘Population, Health and Development’ (XXV Ranbaxy Science Foundation Round Table Conference), Jansankhya Sthirata Kosh/Ranbaxy Science Foundation, New Delhi, July 13, 2010
- J82 Sen, Gita**, “Globalization and Global Public Health”, at the Conference on The Changing Landscape of Global Public Health, Columbia University, Mailman School of Public Health, October 24–26, 2010
- J83 Sen, Gita**, “Half Full or Half Empty: Population Changes and Human Rights in Today’s Asia”, Asian Population Conference, November 19, 2010, New Delhi
- J84 Sen, Gita**, “Health Inequalities in India before and after Economic Reforms: Evidence from the National Sample Survey”, International Research Seminar on Understanding Health Inequalities in India & Brazil: Measurement, Evidence & Policy, January 11, 2011, Population Research Centre, Institute for Social & Economic Change, Bangalore
- J85 Sen, Gita**, “Incentives and Disincentives in the Family Welfare Programme: Old Wine in Old Bottles?”, Roundtable on Contemporary Challenges and Opportunities, January 12, 2011, National Coalition on Population Stabilisation, Family Planning, and Reproductive Rights, New Delhi
- J86 Sen, Gita**, “Knowledge Translation: Getting Research into Policy” at the National Conference on Bringing Evidence into Public Health Policy, Bangalore, December 11, 2010
- J87 Sen, Gita**, “Maternal Health and Development: Getting off the Roller Coaster”, Global Maternal Health Conference 2010, August 30, 2010, New Delhi
- J88 Sen, Gita**, “Maternal Health – An Issue of Social Justice, Gender Equity and Human Rights”, Public Dialogue on the Report of the Mission to India of the UN Special Reporter on the Right to Health, August 13, 2010, New Delhi
- J89 Sen, Gita**, “Structures of Poverty and Health Inequality – the Koppal Experience”, Third National Bioethics Conference, November 18, 2010, New Delhi

- J90 Sen, Gita**, “Sustainability, Human Development and Growth: A Gendered Look”, Global Gender Forum, COP 10, UN Convention on Biodiversity, October 21, 2010, Nagoya
- J91 Singh, Ramadhar**, “Joys of Research”, Indian Institute of Management Indore, August 20–22, 2010
- J92 Singh, Ramadhar**, “Research I Do”, Indian Institute of Technology, Kanpur, October 18–22, 2010
- J93 Singla C and George, P Rejie**, “Internationalization and Performance: An Analysis of Indian Firms”, Strategic Management Society Research Workshop, December 10–12, 2010, IIM Bangalore
- J94 Singla C; Veliyath R and George, P Rejie**, “Internationalization, Family Business and Corporate Governance: An Emerging Market Perspective”, Academy of Management Conference, August 6–10, 2010, Montreal, Canada
- J95 Singla C and George, P Rejie**, “Ownership Structure, Board Structure and Internationalization: A Multi-theoretic Perspective”, Academy of Management Conference, August 6–10, 2010, Montreal, Canada
- J96 Srinivasan R (CSP); Shukla A and Shahid S**, “Strategic Thinking and Its Impact on Performance: An Upper Echelons Perspective”, Strategic Management Society, Finland Special Conference, Levi, Finland, March 17–20, 2010
- J97 Srinivasan, Vasanthi and Valk, Reimara**, “Early Career Transitions of Women Professionals, AOM PDW in the GDO section”, August 3–5, 2010, Montreal
- J98 Srinivasan, Vasanthi**, “Teaching Business Ethics in India, Academy of Management, PDW in Social Issues in Management Section”, August 3–5, 2010, Montreal
- J99 Srinivasan, Vasanthi** “Multi Generations in the Workplace: Implications for Indian Organizations” at the National Conference on Workforce Diversity, XIM Bhubaneswar, February 18–20, 2011
- J100 Suchitra J Y and Swaminathan, Hema**, “Asset Acquisition among Matrilineal and Patrilineal Communities: A Case Study of Coastal Karnataka”, International Association for Feminist Economics, July 22–24, 2010, Buenos Aires, Argentina
- J101 Suresh DN**, “Indo-German Logistics Workshop”, organized by the Indo-German Advisory Board, December 7, 2010 at New Delhi
- J102 Swaminathan, Hema; Caren Grown, and Marya Hillesland**, “Property Rights and Household Income Diversification in Rural Malawi”, International Association for Feminist Economics, July 22–24, 2010, Buenos Aires, Argentina
- J103 Swaminathan, Hema; Lahoti, Rahul and Suchitra J Y**, “Gender Asset Gap: Evidence from Urban Karnataka”, National Seminar on Urban Poverty and Social Exclusion, February 11–12, 2011, Christ University Bangalore

- J104 Swaminathan, Hema;** Grown, Caren, and Hillesland, Marya, “Property Rights and Household Income Diversification in Rural Malawi”, Eastern Economic Association, February 25–27, 2011
- J105 Tirupati, Devanath** and O Palsule-Desai, “Product Inline Design and Positioning in the Presence of Quality Sensitive Consumers MSOM Conference”, Haifa, Israel, June 2010
- J106 Vaidyanathan R,** “Indian Financial Markets: Convergence and Integration”, World Risk and Insurance Economics Congress, July 25–29, 2010, Singapore
- J107 Venkatagiri, Shankar,** “Teach Project Management; Pack an Agile Punch”, 24th IEEE-CS Conference on Software Engineering Education & Training, May 22–24, 2011, Hawaii, USA
- J108 Venkateswaran, Ramya T and George, P Rejie,** “Explaining Home Country Effects on Entry Mode: A Nuanced Account from a Transaction Cost Perspective”, Strategic Management Society Research Workshop, December 10–12, 2010, IIM Bangalore
- J109 Venkateswaran, Ramya T and Prabhu, Ganesh N,** “Taking Stock of Research Methods in Strategy-as-Practice”, European Conference on Research Methods in Business and Management, June 24–25, 2010, Madrid, Spain
- J110 Venkateswaran, Ramya T and George, P Rejie,** “Unraveling Cultural distance Afresh: Fundamental Host Country Effects on the Entry Mode of Indian Firms”, Strategic Management Society Research Workshop, December 10–12, 2010, IIM Bangalore
- J111 Vijay D, and Kulkarni, Mukta,** “Community Mobilization and Palliative Care: A Social Movement Perspective”, Organization Studies Summer Workshop on Social Movements, Civil Societies and Corporations, May 26–28, 2010, Margaux, France
- J112 Vijay D, and Kulkarni, Mukta,** “Emergence and Evolution of Frames of the Palliative Care Movement in Kerala”, Strategic Management Society Workshop on Emerging India, December 10–12, 2010, Bangalore, India



K Invited Seminars/ Colloquia

- K1 Agrawal, Narendra M**, “Challenges of Research and Growing up as a Researcher”, the seminar was attended by 22 doctoral students of Symbiosis University, January 10, 2011
- K2 Bhalla, Manaswini**, “Waterfall versus Sprinkler Strategy: Influencing the Herd”, IGDRI Mumbai, May 2011
- K3 Chanda, Rupa**, “Domestic Regulation and Services Liberalization: Opportunities and Complementary Strategies”, High Level Consultations on the Doha Development Agenda, UNESCAP, IIFT and WTO, New Delhi, December 6-10, 2010
- K4 Chanda, Rupa**, “Global Trade and Migration Challenges: International Cooperation and Regulatory Coordination”, Yale–Jindal International Conference on Globalization in India and the US, New Delhi, October 21-30, 2010
- K5 Chanda, Rupa**, Paper discussant, “Impact of Non-resident Keralites Remittances for Kerala Economy and Society”, presented by Rajan and Zachariah, ICSSR-NOW International Seminar on Global Relationships in Indian Perspective, ISEC, Bangalore, June 22-23, 2010
- K6 Chanda, Rupa**, “Integrating Services in South Asia: Trade, Investment and Mobility”, Conference on Empirical Issues in International Trade and Finance, Indian Institute of Foreign Trade, New Delhi, December 16-17, 2010, Indian Institute of Foreign Trade, New Delhi
- K7 Chanda, Rupa**, “Migration Management in South and Southeast Asia: Role of Interstate Cooperation”, Trade Policies in South and Southeast Asia: Encouraging Regionalism, October 20, 2010, ISAS, National University of Singapore, Singapore
- K8 Chanda, Rupa**, Session Chair, “Political Economy of Medical Biotechnology Sector in India: Implications for Health”, Symposium of Health Systems, Health Economies, and Globalization, JNU, New Delhi, November 3-4, 2010
- K9 Chanda, Rupa**, Discussant, “Services Growth in India: A Look inside the Black Box”, presented by Panagariya and Dehejia at Columbia-NCAER Conference on Trade, Poverty, Democracy and Inequality, New Delhi, March 31, 2011

- K10 Chandrashekar S**, “A View from India Towards Geneva”, Space, Science & Security Conference, organized by Secure World Foundation (SWF), Stockholm International Peace Research Institute (SIPRI), Observer Research Foundation (ORF), Jawaharlal Nehru University (JNU), New Delhi, January 19-21, 2011
- K11 De’ Rahul**, “Economic Impact of FOSS”, at IBM Bangalore, June 2010
- K12 Gupta, Seema**, “Enhancing the Role of Corporate Communications”, Bangalore Chapter of Indian Forum of Corporate Communicators, February 16, 2011
- K13 Gupta, Seema**, “Role Value: Measuring Success in the New Normal World? India PR & Corporate Communication Conference 2011”, New Delhi, March 16, 2011
- K14 Jayadev M**, “Contemporary Issues and Challenges in Banking and Financial Services Sector”, RNS Institute of Technology, Bangalore, April 29, 2010
- K15 Jayadev M**, “Micro Finance and Inclusive Growth”, December 15, 2010 at National Seminar on Microfinance and Sustainable Livelihood Promotion in India, SIT Tumkur, December 15 & 16, 2010
- K16 Jayadev M** and Santhosh, John, “Value Creation through Risk Management”, Computer Society of India, Bangalore, January 29, 2011
- K17 Jha, Mithileshwar**, “Marketing – Yesterday – Today – Tomorrow” Keynote address at marketing conference, organized by Asia Pacific Institute of Management Delhi, January 13, 2011
- K18 Jha, Mithileshwar**, “Responsible Branding”, CII Cochin October 23, 2010
- K19 Krishna S**, “Research in Globally Distributed Work: An Overview”, presented at the International Workshop on Global Software: Collaboration & Collaborative Technologies, IT-University of Copenhagen, Denmark, October 2011
- K20 Kumar K**, “Building and Developing Entrepreneurship Skills”, St. Joseph’s College of Commerce, Bangalore, September 16, 2010
- K21 Kumar K**, “Emerging Stronger from a Crisis: The Indian Experience”, Athens University of Economics and Business, May 19, 2010
- K22 Kumar K**, “Entrepreneurship Development in Bhutan”, Panel Discussion on Bhutan Television, December 6, 2010
- K23 Kumar K**, “Knowledge Based Business – An Incubator’s Perspective” Workshop on Knowledge Based Business, IIMB, October 5, 2010
- K24 Kumar K**, “Technology Innovation in India”, GE-IP Symposium, August 25, 2010
- K25 Mahadevan B**, “Strategic Transformation of Sanskrit Institutions in India”, Sanskrit Promotion Foundation, New Delhi, September 12, 2010
- K26 Manimala, Mathew J**, “Asian Entrepreneurship Round Table”, Hong Kong University of Science and Technology (HKUST), Hong Kong, March 1, 2011

- K27 Manimala, Mathew J**, Inaugural function of the National Conference on “Role of Higher Education Entrepreneurship Development in India”, at Mangalore University on January 19, 2011
- K28 Manimala, Mathew J**, “Human Resources Practices” at Berchman’s Institute of Management, Changanassery, Kerala, on January 24, 2011
- K29 Manimala, Mathew J**, “Management Education and the Case Method” at the Aegis Global Academy’s Institute of Customer Experience Management, Coimbatore, February 19, 2011
- K30 Manimala, Mathew J**, “Quality Management in Higher Education – the Role of IQAC”, at Kristu Jayanti College, Hennur, Bangalore, November 12, 2010
- K31 Moorthi Y L R**, “Building High Performance Work Culture”, CII Conference, March 4, 2011
- K32 Mukherji, Sourav**, “Combating Poverty in a Market Driven World”, International Conference, held by Creative Handicrafts in Mumbai, 2011
- K33 Mukherji, Sourav**, “Reserve Bank of India’s Knowledge Management Strategy”, at meeting of RBI Governors and Deputy Governors, November 2010
- K34 Munshi, Soumyanetra**, “Enfranchisement from a Political Perspective”, Seminar, Department of Management Studies, IISc, March 4, 2011
- K35 Munshi, Soumyanetra**, “Enfranchisement from a Political Perspective”, Hotelling Seminar, École normale supérieure (ENS), Cachan, February 8, 2011
- K36 Naik, Gopal**; Basavaraj K P and Joshi S, “Designing a Sustainable Rural CSC: A PPP Pilot Project”, 7th International Conference on E-Government, Bangalore April 22-24, 2010
- K37 Naik, Gopal**; MacDonald S and M Landes Markets, “Institutions and the Quality of Agricultural Products: Cotton Quality in India”, Agricultural and Applied Economics Association, Annual Meeting, Denver, CO, July 25-27, 2010
- K38 Naik, Gopal**, “Policy Support for Commodity Futures Trading, Panel Member”, National Conference on Managing Agri-Food Supply Chain, Lucknow, April 9-11, 2010
- K39 Narayan P C**, “Risk in Today’s Board Room: The CFO”, the Auditor, The Director, The Chairman”, 31st National Conference, Institute of Chartered Accountants of Sri Lanka, Colombo, October 29, 2010
- K40 Narayan P C**, “How Do We Value Technology: Return on Technology Investment”, Microfinance Leadership Summit, New Delhi, organized by Grameen Foundation, Washington, DC, November 17, 2010
- K41 Narayan P C**, “Thought Leadership Forum”, hosted by Leo Apothekar, Worldwide CEO of HP, January 31, 2011
- K42 Narayanaswamy R**, “IFRS and Governance”, T A Pai Management Institute, Manipal, at the 1st International Conference on Economics, Accounting and Finance, March 12, 2011

- K43 Prabhu, Ganesh N**, “Referee for Case on Greening of Industry”, September 2010
- K44 Prabhu, Ganesh N**, Session Chair, Working Conference on PURA (Dr. Abdul Kalam initiative), at Indian Institute of Management Indore, June 10, 2010
- K45 Prabhu, Ganesh N**, Technical Program Committee of the IEEE Conference on Management of Innovation and Technology Singapore, June 2-5, 2010
- K46 Prasad L**, “Impact of Organizational Learning Disabilities”, University of Akron, OH, September 2010
- K47 Prasad L**, “Leadership for HP Retreat”, Dehra Dun, March 2011
- K48 Prasad L**, “Leadership for School Superintendents and Principals”, National University, San Jose, CA, August 2010
- K49 Ramachandran J**, Panel discussant, “Managing Risks in the Board Room”, CII Risk Management Summit 2010, Bangalore September 17, 2010
- K50 Ram, V Anand**, “Managing Innovation”, Intel India, March 2011
- K51 Ranganathan, Ramya**, “Exploring Entrepreneurship as a Career Choice”, MBA Department, RNS Institute of Technology, March 29, 2010
- K52 Saranga, Haritha**, “Innovative Healthcare Models in India”, Dublin City University Business School, Dublin, Ireland, May 19, 2011
- K53 Saranga, Haritha**, “Productivity and Technical Changes in the Indian Pharmaceutical Industry”, School of Business, University of Exeter, UK, May 16, 2011
- K54 Sapra, Amar**, “Dual Sourcing in a Serial System”, IIT Kanpur, December 2, 2010
- K55 Sapra, Amar**, “What Does it Take to Publish in a Top-tier Journal?” IIMB Management Review Doctoral Conference, 2010
- K56 Sen, Anindya**, “The Role of Credit Derivatives in the Financial Crisis of 2008” – SIBM Pune, April 2010
- K57 Sen, Gita**, “Equity and Health in the Era of Reforms”, The 4th Krishna Raj Memorial Lecture on Contemporary Issues in Health and Social Sciences, Anusandhan Trust/University of Mumbai, April 9, 2010
- K58 Sen, Gita**, “Deciphering Rashomon: Experience with Verbal Autopsies of Maternal Deaths in Koppal, Karnataka”, Harvard School of Public Health, Department of Global Health and Population, Department Faculty Seminar, October 2010
- K59 Sen, Gita**, “Maternal Mortality through a Human Rights Lens: Lessons from Recent Indian Experience”, Harvard Center for Population and Development Studies, Lunch Seminar, October 2010

- K60 Sen, Gita**, “Promoting Gender Equality at the International Level: Critical Concerns and Lessons”, Harvard Women’s Law Association & Harvard Law Students for Reproductive Justice, November 2010
- K61 Srinivasan R (CSP)**, “IT Strategy: the Executing (Dis)Advantage, C-Change” Annual Conclave of CIOs, Bangalore, February 18, 2011
- K62 Srinivasan, Vasanthi**, “Cultural diversity – Strengthening Commonalities for Sustainable Human Development” at Infosys on May 25, 2010
- K63 Srinivasan, Vasanthi**, “Games in Global Office: Insults, Compliments and Edge of Violence “ in a virtual mode at the School of Social Work & Marshall School of Business, University of Southern California (USC) on October 6, 2010
- K64 Srinivasan, Vasanthi** “CIOs as People Managers” at the CIO leadership Summit, January 29, 2011 at Bangalore
- K65 Subramanian, Chetan**, “Booms, Busts and Education Spending”, Conference on Globalization and the Politics of Inequality, hosted by University of Pittsburgh and IIMB, January 5, 2011
- K66 Subramanian, Chetan**, “Importing Institutions for Development: The Political Economy of Bilateral Investment Treaties”, Conference on Globalization and the Politics of Inequality, hosted by University of Pittsburgh and IIMB, January 5, 2011
- K67 Subramanian, Chetan**, “International Reserve Management”, Conference on International Reserve Accumulation by Emerging Countries, jointly hosted by the International Monetary Fund and University of Pondicherry, March 28, 2011
- K68 Suraj, Anil B**, “Corporate Law and Governance”, Phase III Mid Career Programme of IAS officers, LBSNAA, Mussoorie, June 28, 2010
- K69 Suraj, Anil B**, “Intellectual Property Tools for Branding: Protection of Trademarks and Designs”, Biotech Consortium India Limited (BCIL), Chennai, December 9, 2010
- K70 Suraj, Anil B**, “Intellectual Property in Information Technology”, NLSIU, Bangalore, February 26, 2011
- K71 Suraj, Anil B**, “Legal and Constitutional Basis for Policy Making”, National Institute of Administrative Reforms, LBSNAA, Mussoorie, March 9, 2011
- K72 Suraj, Anil B**, “Strengthening Local Self Governance and a Constitutional Response to Hyper Urbanization”, 5th Conference on Public Policy and Management, IIM Bangalore, August 9, 2010
- K73 Suraj, Anil B**, “Trademarks Management and Competitive Advantage, Brain League Intellecture”, Open Seminar on IPRs and Business Advantage, Bangalore, September 11, 2010
- K74 Swaminathan, Hema**, “Gender Asset Gap Project: Evidence from Karnataka”, University of Ghana, Accra, Ghana, January 2011

- K75 Swaminathan, Hema;** Suchitra J Y and Rahul Lahoti, "Gender Asset Gap Project: Evidence from Karnataka", ISI Kolkata, March 22, 2011
- K76 Swaminathan, Hema;** Suchitra J Y and Rahul Lahoti, "Disaggregated Asset Ownership within Households: Preliminary Results from Karnataka", FLACSO Ecuador, July 26, 2010

L Seminars/ Conferences/ Workshops

Centre for Public Policy

- L1** A Round Table Discussion on **“The Challenges of Rapid Urban Growth: Readiness of Critical Infrastructure Institutions in Urban Mega-centres”** was held by the Forum for Industrial Interaction and the Centre for Public Policy at IIM Bangalore, in association with Harvard Business Review, EMC2 and Metro held at IIMB on July 14, 2010
- L2** Lecture on **“An Integrated Framework for Analysis of Water Supply in a Developing World City”** by Veena Srinivasan from Stanford University at IIMB held on August 3, 2010
- L3** The Fifth Annual Conference on Public Policy and Management (2010) held from August 8–11, 2010 at IIMB. The theme of this conference was *Beyond the Macroeconomic Crisis—Towards Inclusive Growth and Sustainability* with sub-themes being *Inclusive Growth—Strategies and Experiences Regulation, Institutions and Market Governance and Social Sectors and Sustainability*.
- L4** A lecture titled **“Achieving Universal Quality Primary Education in India: Lessons from the Andhra Pradesh Randomized Evaluation Studies”** was delivered by Prof. Karthik Muralidharan, Assistant Professor in Economics, University of California, San Diego at IIMB on September 6, 2010
- L5** A panel discussion on **“Towards Excellence in Public Services”** was co-organized by CPP with the Centre for Leadership and Management in Public Services (C-LAMPS), Bangalore and the Public Affairs Centre, Bangalore on September 25, 2010 at Bharatiya Vidya Bhavan, Bangalore
- L6** Consultative Workshop on **Maternal Health – Fostering Knowledge – Implementation Links Project** held on November 26, 2010 at IIMB
- L7** Public Screening of **“Blood & Iron: A Story of the Convergence of Crime, Business and Politics in Southern India”** produced and directed by award-winning senior journalist, Paranjy Guha Thakurta on December 10, 2010 at IIMB

- L8** Designing of Food Safety Implementation Plan and Pilot Implementation in Rural and Urban Areas of Karnataka, Inception workshop organized by Centre for Sustainable Development and CPP on December 22, 2010 at IIMB
- L9** A workshop on **'Land Title Bill for Karnataka'** held on December 24, 2010 at IIMB
- L10** An International Conference on **'Globalization and the Politics of Poverty and Inequality'** held on January 5 and 6, 2011 at IIMB. It was sponsored by the University of Pittsburgh Graduate School of Public and International Affairs, Yale University's Leitner Program in International & Comparative Political Economy, and the Centre for Public Policy of Indian Institute of Management Bangalore (IIMB)
- L11** A **China-India-US-Symposium** was held during January 21-24, 2011 at IIMB
- L12** Workshop on **"Advancing Strategies to Deliver Welfare & Livelihood Development Services to India's Informal Sector Workers"** jointly organized by CHF International and CPP on February 3-4, 2011
- L13** A seminar on **"Failures of Measurement and Failures of Evaluative Judgment: The Example of the Poverty Debate in India and in the World"** by Prof. Sanjay Reddy, The New School for Social Research on February 8, 2011
- L14** International Conference on **"Risk Management in India"** held on February 15-16, 2011 at IIMB

Centre for Corporate and Governance and Citizenship

- L15** Workshop on "Decentralized Energy Conversation: Does CSR have a Role?" For Solar Light Private Limited, was held on November 2, 2010 at IIM Bangalore.
- L16** Workshop on "Corporate Governance" for Directors and Senior Management of THDC India Limited Dehradun was held on January 22, 2011 at IIM Bangalore
- L17** Workshop on "Corporate Codes of Conduct" for Nasscom members was held at ITC Gardenia, Bangalore on August 18, 2010
- L18** An International Conference on "Global and Contextual Ethics" was held at Infosys Mysore from April 25-27, 2011. It was organized by Globethics.net Foundation Switzerland and Centre for Corporate Governance and Citizenship of IIM Bangalore.
- L19** As a part of the "Leaders Speak Series Seminar" organized by the Centre for Corporate Governance and Citizenship, a talk on "Ethics and Individual Responsibility" was delivered by the Lokayukta Justice Santosh Hegde on December 14, 2010 at IIM Bangalore.
- L20** Subroto Bagchi, Co-Founder, MindTree spoke on January 19, 2011 on "Ethics and Leadership" at IIM Bangalore as a part of the "Leaders Speak Series Seminar". These series intend to showcase and highlight role models in the field of ethics, governance and responsibility.

- L21** “IBM Centennial lecture” was held at IIM Auditorium on March 3, 2011. Ms. Mary Garrett, IBM’s Global Head, Marketing addressed the audience on “Inclusive Leadership.” It was organized by the Centre for Governance and Citizenship.
- L22** Centre for Governance and Citizenship of IIM Bangalore in collaboration with British Council, International Centre for CSR of Nottingham University Business School has created a website ‘www.teachers.com’ to facilitate access to research material on Ethics, Governance and Responsible Business to scholars, educators and practitioners. It was developed in 2007 and in 2011 had over 300 users.

Supply Chain Management Centre

- L23** “**Biennial Supply Chain Management Conference**” was jointly organized by Supply Chain Management Centre of IIM Bangalore and EADS-SMI Endowed Chair for Sourcing and Supply Management from January 7 to 8, 2011 at IIM Bangalore. The theme of the conference was ‘**Opportunities and Challenges in Service Supply Chains**’.
- L24** Supply Chain Management Centre organized the **Corporate Sponsors “Best Practice Exchange Meet”** at IIMB on Friday, April 1, 2011. The event gave an opportunity for the corporate sponsors and a few invited companies to showcase their Supply Chain Management best practices.
- L25** **Scenario Building Workshops** for Automotive, Aerospace and Defense Industries was conducted from August 5 to 6, 2010 by Dr. Roger Moser of EBS, Germany at IIM Bangalore.

NS Raghavan Centre for Entrepreneurial Learning (NSRCEL)

- L 26** A Research Development Workshop on ‘Strategic Entrepreneurship’ was held from 10–12 December, 2010 at IIM Bangalore by NSRCEL in collaboration with Strategic Management Society (SMS).



M Doctoral Theses

Doctoral Theses Completed during 2010–2011

Sl. No.	Name of the Student	Dissertation Title	Area of Specialization
1	Suren Sista	The impact of tacit knowledge on relationship strength and relationship continuity in business-to-business relationships between p-KIBS and their clients	Marketing
2	Srinivas Gunta	Managing the flexibility – stability dialectic in organizational routines: emergence and evolution of firm capabilities in a large Indian software services enterprise	Corporate Strategy and Policy
3	Annapurna N	Evolution of strategic orientation of microfinance institutions: Case studies of Grameen replicators in India and Bangladesh	Finance
4	Saroj Kumar Pani	The effect of economic and social embeddedness of firms: Value appropriation and competitive advantage	Corporate Strategy and Policy
5	Chitra	Internationalization, governance and firm performance: An analysis of Indian firms	Corporate Strategy and Policy
6	Shaleen Gopal	Environmental discontinuity and firm diversification behavior	Corporate Strategy and Policy
7	Padmaja P Palekar	Evolution of human resource practices in large rapid employee growth organisations	Organizational Behaviour and
8	Vishwesh Darshan Mehta	Institutional trading strategies and stock returns	Finance
9	Pralok Gupta	Regulatory barriers affecting factor mobility in international trade in services: Measurement and implications	Economics and Social Sciences

10	Samir Kagalkar	Essays on competition in the Indian banking industry	Corporate Strategy and Policy
11	Shalu Kalra	Systematic liquidity, investor sentiment and market behaviour	Finance
12	Ashutosh K Sinha	Essays on mergers and acquisitions in emerging economy context: Prime, motives and valuation consequences	Corporate Strategy and Policy
13	Arun Kumar Tripathy	Implementation of expansion strategy – impact of industry and firm context	Corporate Strategy and Policy

Doctoral Presentation during 2010–2011

Sl. No.	Name of the Student	Topic and Date
1	Pralok Gupta	Regulatory barriers on factor mobility in international trade in services: Measurement and welfare implications, April 12, 2010
2	Srinivasa Tatachari	The dynamics of organisational and group identifications in newcomers, July 6, 2010
3	Ramya T V	The influence of national culture on transaction costs: evidence from multinational entry mode, July 7, 2010
4	Nivedita Sinha	Diversified business groups and efficient allocation of funds – an empirical examination, August 10, 2010
5	K N Murthy	An assessment of the vulnerability, coping and adaptive capacity of rural households to the impacts of climate change in the dry zone of southern India, August 24, 2010
6	Bipin Kumar Dixit	Three essays on emerging market corporate acquisitions: a case of Indian capital market, October 25, 2010
7	Narahari H S	A study of business groups in an institutional voids setting, October 28, 2010
8	Devi Vijay	Emergence and diffusion of collective action frames in community based organizations: The case of palliative care societies in Kerala, November 4, 2010
9	Tapsi Narang	CEO compensation and growth strategies of firms in a concentrated ownership setting, November 18, 2010
10	Deepali Sharma	Creation and co-evolution of institutions: Evidence from the Indian mobile telecommunications industry, December 16, 2010
11	Rajkumar Upadhyay	Essays on competitive dynamics in the Indian cellular industry, February 28, 2011
12	Ashwin A S	Corporate governance and technology innovation: A study of Indian Pharmaceutical Industry, March 14, 2011

N Doctoral Research Presentations

Doctoral Research Workshops

Presentations by Fellow Programme in Management (FPM) students are held on most Thursdays at IIMB. Doctoral students share details of their on-going research studies with faculty and colleagues. Given below are the details of the workshops held during April 2010–March 2011.

Sl. No.	Name of the Student	Topic and Date
1	Chitra	Internationalization, corporate governance and the influence of family firms among Indian public companies: A contextual analysis, July 15, 2010
2	Deepali Sharma	Human capital and social capital – understanding the concepts and their inter-linkages, July 22, 2010
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2	Prof. Marie Kratz ESSEC Business School, Paris	On alarm systems applications for health surveillance institute and for insurance companies, Friday, May 21, 2010
3	Prof. Anand Srinivasan National University of Singapore	Relationship bank behavior during borrower distress and bankruptcy, Thursday, June 10, 2010
4	Dr. Piyush Sharma The Hong Kong Polytechnic University	Doing research, getting published, and building an academic career: Some insights, Tuesday, June 15, 2010
5	Prof. W Glenn Rowe Richard Ivey School of Business, University of Western Ontario	Senior leaders as a source of competitive advantage and above normal performance: An empirical examination, Monday, June 21, 2010
6	Prof. Partha Mohanram Columbia Business School	The role of analysts' cash flow forecasts in the decline of the Accruals anomaly, Friday, June 25, 2010
7	Prof. Bin Srinidhi City University of Hong Kong	Incompleteness in contracts and conservative reporting, Friday, July 2, 2010
8	Prof. Kalyan Chatterjee Pennsylvania State University	Word of mouth advertising, credibility and learning in networks, Friday, July 16, 2010
9	Prof. Bharat Sarath Rutgers University	Short-sales constraints, investor disagreement, and the asymmetric market reaction to earnings news, Friday, July 23, 2010
10	Prof. Paul Hansen University of Otago, New Zealand	A new method and software for multi-criteria decision making, Friday, August 13, 2010

11	Prof. Kumar Muthuraman McCombs School of Business, University of Texas at Austin	Moving boundary approaches for solving free-boundary problems, Thursday, August 19, 2010
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13	Prof. Gautam Hazarika The University of Texas, Brownville	The effect of early childhood developmental program attendance on future school enrollment and grade progression in rural North India, Friday, October 01, 2010
14	Ramasubramanian Sundararajan & Tarun Bhaskar GE Global Research, Bangalore	Marketing optimization in retail banking, Friday, December 10, 2010
15	Viral V Acharya Stern School of Business, New York University	Regulating Wall Street: The Dodd–Frank Act and the new architecture of global finance, Thursday, December 23, 2010
16	Prof. Pranab Kumar Sen University of North Carolina at Chapel Hill, USA	Development and management of national health plans: Health economics and statistical perspectives, Thursday, January 06, 2011
17	Prof. Michael Troege ESCP-EAP, Paris, France	The strategic effects of creditworthiness tests, Friday, January 07, 2011
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23	Prof. Roland Böttcher University of Applied Science Bochum, Germany	Business simulation “Fort Fantastic”, Monday, March 07, 2011
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