

RESEARCH AND PUBLICATIONS

Annual Report 2010



भारतीय प्रबंध संस्थान बेंगलूर
INDIAN INSTITUTE OF MANAGEMENT
BANGALORE

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Preface

Research at the 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, aimed at developing conceptual models, as well as in empirical studies, resulting in several new hypotheses on industry-specific issues.

This report provides details of research activities and publications of faculty members at IIMB during the period April 2009 through March 2010. 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, has significantly increased compared to the previous year. In the period under review, IIMB faculty members have published 14 books and 52 articles in academic journals. IIMB faculty members initiated several research projects funded by both private and public sector companies. IIMB signed a memorandum of understanding with the Richard Ivey School of business, University of Western Ontario, Canada for writing co-branded cases that will be published by Ivey Publishing. We expect the number of cases written by IIMB faculty to increase significantly in the coming years.

The 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 are 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 Committee



A Research Projects by Faculty

Corporate Strategy & Policy

A1 Study on Sustainability Initiatives of Indian Companies

Project Team: *P D Jose*

Studied the sustainability of firms in the Indian sector analysed over 180 companies.

Sponsor: Ministry of Environment & Forest

Status: Completed (initiated in 2008-09)

A2 What Underpins Sustained Growth of Indian IT Companies

Project Team: *S Raghunath*

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 (initiated in 2003)

A3 Developing Case Studies on Creative Industries

Project Team: *J Ramachandran*

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 of India

Status: Ongoing (initiated in 2007–2008). Work done so far

- Ramachandran, J., Pant, A. & Pani, S.K.. Forthoming. Building the BOP Producer Ecosystem: The evolving engagement of Fabindia with Indian handloom artisans.

Accepted for publication in Journal of Product Innovation Management

- Ramachandran, J; Mukherji, Sourav. 2010. Creating a successful cultural product: Interview with Raju Hirani, IIMB Management Review, Vol 22, No. 4,165-172
- Patvardhan, Shubha, & Ramachandran, J. 2009. "British Fashion Council: Shaping an Industry. Indian Institute of Management Bangalore Case
- Ramachandran, J; & Patvardhan, Shubha. 2008. In Conversation with Fashion Artiste Manish Arora, IIMB Management Review, Vol 20, No. 4, 374-391
- Ramachandran, J; & Patvardhan, Shubha. 2008. International by Design. In Conversation with Dilip Kapur, IIMB Management Review, Vol 20, No. 1, 34-46
- Ramachandran, J; Pani, Saroj; Patvardhan, Shubha. 2008. Ability to Compete: Creating Fortune for the Bottom of the Pyramid, Paper presented at the Strategic Management Society, India special conference, Hyderabad, December 12-14, 2008
- Ramachandran, J; & Patvardhan, Shubha. 2008. Hidesign: Designing an International Brand. Indian Institute of Management Bangalore Case. Best Case awards from the Association of Indian Management Schools and the Central and East European Management Development Association.
- Ramachandran, J; & Patvardhan, Shubha. 2008. Fabindia: Crafting Success. Indian Institute of Management Bangalore Case. Tata Steel – IIMB Award for the Best Case on Corporate Social Responsibility

A4 Compensation Committee Project

Project Team: *P Rejie George, Dana Hermanson, James Tompkins, Rajaram Veliyath, and Zhongxia Ye (Kennesaw State University, USA)*

Comparative assessment of compensation committee practices among Indian and US companies. 40 independent directors serving in compensation committees are being interviewed for this purpose.

Status: Ongoing

Sponsor: Kennesaw State University, USA

A5 Study on Estimating Air Travel Demand Phase 1

Project Team: *Rishiksha T Krishnan, Srinivas Prakhya, and Jayaram Holla*

As part of its civil aircraft development programme, National Aerospace Laboratories (NAL) wanted an approach to develop air traffic forecasts for small aircraft. The focus is on small cities and estimating latent demand that can be tapped if air travel were to be made more attractive. In this project, we are developing the methodology to estimate such demand and applying this methodology on a pilot basis at Rajamundhry.

Sponsor: National Aerospace Laboratories

Status: Completed (initiated in 2008–2009)

A6 GLOBINN

Project Team: *Rishiksha T Krishnan*

Scope and Objectives: This is a project on internationalization of R&D. We are conducting interviews with the European parents and Indian subsidiaries to study how and why the internationalization of R&D by large firms in automobiles, pharmaceuticals, and IT is changing.

Sponsor: European Union

Status: Ongoing (initiated in 2008–2009)

A7 Mapping ICT Innovation Trajectory in India

Project Team: *R Srinivasan (CSP) and Anjula Gurtoo (Indian Institute of Science, Bangalore)*

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: Ongoing (initiated in December 2008)

A8 Update on Chinese and Pakistani Missiles

China's Science & Technology Capabilities-Seen through the Development and Use of Single Crystal Superalloy Technology for Aircraft Turbine Blades – Innovation in China & the US – a Comparative Assessment

Iran's Space and Missile Capabilities – a Separate Study

Uranium Mining and Milling – Identifying them Using Satellite Imagery

Terrorism in India – Understanding and Modelling Terrorism Activities in India

Project Team: *S Chandrashekar, Rajaram Nagappa, N Ramani, Lalitha Sundaresan, and Manabrata Guha*

This project involves understanding the Chinese national science & technology system and its links with the economic, social, and political systems; trying to understand how innovative China really is through case studies in specific high technologies; trying to look for patterns in terrorist bomb attacks in India and see whether understanding can help fight or contain it; and after the Indo-US nuclear deal, trying to decipher the nature and structure of global uranium markets to understand how they may affect the nuclear power industry in the country.

Sponsor: DRDO

Status: Ongoing (initiated in 2008)

A9 Security of Pakistan's Nuclear Assets

Project Team: *S Chandrashekar, Rajaram Nagappa, N Ramani, Lalitha Sundaresan, and Manabrata Guha*

This project involves trying to understand whether terrorists in Pakistan can really get hold of and use their nuclear weapons? What are the risks – how can one make them less vulnerable?

Sponsor: Strategic Forces Command

Status: Completed report produced and presented to the funding agency 2008–2009

A complete report has been produced. It is however still classified. A summary has been cleared for public distribution. S Chandrashekar, Rajaram Nagappa, Lalitha Sundaresan, Ramani Narayanswamy, and Srinath Raghavan, "Security of Pakistan's Nuclear Assets". NIAS Report R4-09 (Restricted) International Strategic & Security Studies Programme, National Institute of Advanced Studies, (NIAS), August 2009, 84 p.

Economics & Social Sciences

A10 Foreign Reserves and Macroeconomic Volatility in Developing Countries

Project Team: *Anubha Dhasmana*

The project aims at studying the relationship between the macroeconomic volatility in the developing countries and the level of foreign exchange reserves. Policymakers in the developing countries, as elsewhere, often need to find an operational way to assess reserve adequacy. Assessing adequacy needs to be viewed in the broader context of macroeconomic policies. A specific level of reserves may be adequate when alternative sources of financing exist or adjustment can be quickly attained. The same level of reserves, however, may not be adequate if there are no alternative sources of financing, no exchange rate instrument, and/or there is a reluctance or inability to correct a current account deficit. In addition, a large number of economic fundamentals, besides international reserves, can amplify the impact of adverse shocks and render a country crisis-prone in the event of a shock. These include risky short-term financing structures; stock imbalances owing to maturity, currency, and interest rate mismatches; and high leverages in public and private sector balance sheets.

Status: Ongoing (initiated in 2008–2009)

A11 Alternative Economic Organizations in Development: A Comparative Analysis of the Impact and Sustainability of Selected Successful Initiatives in Canada and India

Project Team: *Chiranjib Sen, Darryl Reed, and Ananya Mukherjee Reed (York University, Canada)*

Sponsor: Shastri Indo- Canadian Institute

Status: Initiated in 2009–2010

A12 Making Common Service Centre Sustainable in Rural Areas

Project Team: *Gopal Naik*

1. Design Sustainable Common Service Centres at gram panchayat level in Rural Areas.
2. Initiate research to show the sustainability of the design.
3. Documenting learning for scale.

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

A paper prepared based on this has been accepted for publication in EGOV 2010 to be held during August 29–September 2, 2010 at Laussane, Switzerland.

Sponsor: Centre for Public Policy, IIM-Bangalore

Status: Initiated in 2009–2010

A13 Spatial Cluster in Organic Farming: A Case Study of Pulses Cultivation in Karnataka

Project Team: *Gopal Naik and V Nagadevara*

1. Examine how cluster approach in organic production of crops has helped to take advantage of potential competitive advantage in agriculture.

Sponsor: Centre for Public Policy, IIM-Bangalore

Status: Completed (initiated in 2009–2010)

A14 UKIERI – Risk and Regulation

Project Team: *Rajeev Gowda M V and Ian Scoones, University of Sussex*

The Government of United Kingdom launched a United Kingdom–India Education and Research Initiative (UKIERI) in 2005–2006. It included a grant competition aimed at promoting collaborative research between Indian and British academic institutions. It initiated a grant proposal in collaboration with Ian Scoones of the Institute for Development Studies, University of Sussex; formerly a visiting professor at IIM-Bangalore.

Sponsor: UK Government

Status: Ongoing (initiated in 2007)

A15 India–UK Prospects for Telemedicine and Medical Value Travel

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

This collaborative project examines the issues concerning expansion of bilateral relations between India and the UK in health services trade, focusing

specifically on telemedicine and medical tourism. The key objective is to assess the range of possible risks and opportunities presented by such trade for both India, as a likely exporter, and the UK, as a likely importer.

Sponsor: British Council

Status: Ongoing (initiated in January 2009)

Papers/Reports produced: Rupa Chanda, Pralok Gupta, Richard Smith, and Melissa Martinez-Alvarez, "Prospects for Telemedicine Trade between India and the UK", March 2010. Richard Smith, Rupa Chanda, and Melissa Martinez-Alvarez, "Medical Tourism: A Review of the Literature and Analysis of a Role for Bilateral Trade", March 2010, presented at FICCI Workshop, March 2010 and at Symposium on Globalization and Health, London School of Economics, July 2010.

Papers under preparation: Richard Smith, Rupa Chanda, and Melissa Martinez-Alvarez, "Prospects for telemedicine and medical tourism between India and UK: Is bi-lateral trade the way forward for trade in health services?" Richard Smith, Melissa Martinez-Alvarez, Rupa Chanda, "How is Medical Tourism Perceived? A Qualitative Study of Perspectives from India" Rupa Chanda, Richard Smith, and Melissa Martinez-Alvarez, "How is Telemedicine Perceived? A Qualitative Study of Perspectives from India".

A16 South Asia's Trade in Services: A Feasibility Study

Project Team: *Rupa Chanda*

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

- (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

Its aim 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: Ongoing in April 2010 (Initiated in September 2008)

Papers/Reports produced: Rupa Chanda, "Regional Integration in Services: Prospects and Challenges", UNDP Report, Bangkok (forthcoming), also presented at South Asia Economic Summit, New Delhi, December 11, 2009
Rupa Chanda, "Services Trade in South Asia", *Trade Insight*, Vol. 6, No. 1, 2010, pp. 15–17.

A17 Interstate Cooperation in Migration Management in Asia

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

These two chapters examine 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: Ongoing (Initiated in March 2010)

Papers/Reports produced: Rupa Chanda and G Sasidaran, "Managing Migration in Asia: Role of Interstate Cooperation in" in (eds.) Hansen, Koehler, and Money, *Immigration, Nation States, and International Cooperation*, Routledge, forthcoming 2011

Rupa Chanda, "Migration Management between South and Southeast Asia: Role of Interstate Cooperation", Institute of South Asian Studies, National University of Singapore, chapter in forthcoming book, 2011

A18 Integrating Services in South Asia: Trade, Investment, and Mobility

Project Team: *Rupa Chanda*

This forthcoming book examines the prospects for and challenges to trade, investment flows, and collaboration in the service sector in South Asia. It discusses opportunities and constraints in selected services, including telecommunications, energy, tourism, health, and education and cross cutting issues of labour mobility and investment. There are four broad objectives. The first is to highlight the role and performance of services within the region, taking a collective regional perspective, and to use this as a basis for identifying those services and areas which offer good and varied prospects for intraregional integration. The second objective is to highlight the status of liberalization and reforms and current levels of intraregional engagement in services in order to provide an overview of the policy environment as well as existing opportunities and interests in the regional market. The third objective is to provide an overview of multilateral as well as extra-regional/bilateral commitments made by the SAFTA member countries in services and their positions on key issues in order to assess their preparedness to commit under SAFTA. The fourth and final aim is to outline negotiating priorities in different services and on cross-cutting issues based on the earlier analysis of opportunities and constraints and to point out possible modalities for negotiation.

Sponsor: None

Status: Completed April 2010 (initiated in August 2008)

Papers/Reports produced: Rupa Chanda, "Integrating Services in South Asia: Trade, Investment, Mobility", Oxford University Press, New Delhi, forthcoming in 2009–2010 (published November 2010)

A19 "Services in Regional and Bilateral Trade Agreements"

Project Team: *Rupa Chanda*

This project examines the nature of preferential trade agreements in services in the South and Southeast Asian regions. It aims to understand the key

features of these services agreements, how they operate, the comparative dynamics of regional integration of services across different regions, and how these relate to disciplines on services under the WTO.

Sponsor: World Trade Institute, Berne

Status: Initiated in January 2010 (ongoing to be completed in June 2011)

Finance & Control

A20 Adoption of US GAAP and IFRS in India

Project Team: *R Narayanaswamy*

A study of the voluntary adoption of accounting principles generally accepted in the US (GAAP) by some Indian Companies.

Sponsor: Deloitte, Haskins & Sells

Status: Ongoing (initiated in 2007–2008)

A21 The Economic Impact of Quarterly Reporting

Project Team: *R Narayanaswamy*

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: ICAI Accounting Research Foundation

Status: Ongoing (initiated in 2007–2008)

Marketing

A22 Case Study of Park Hotels

Project Team: *Seema Gupta*

On one hand there are chains like Taj Group, Welcome group and Oberoi, on the other hand there are boutique hotels like The Park which have built a niche positioning. The case would address the issue of how to build and defend the niche. The case would dwell upon the competitive strategy adopted by The Park for differentiating itself through products and services. The positioning of The Park as a hotel which is theme based and provides customer friendly services with superior IT infrastructure is unique in itself. The case will probe into issues of sustainability of the unique positioning. The implications of the capital intensive nature of the industry on The Park's growth plans on one side and the desire to tap the booming market on the other side pose interesting questions, for the case.

Sponsor: Park Hotels, Kolkata

Status: Ongoing (initiated in 2008–2009)

Organisational Behaviour & Human Resources Management

A23 Endeavour: Entrepreneurial Development as a vehicle to promote European Higher Education

Project Team: *Mathew J Manimala*

This study is for the promotion of EU entrepreneurial education outside the European Union and is aimed at increasing the interest in EU Universities as educational destinations of choice for academically talented students of third-world countries.

Sponsor: Erasmus Mundus Community Program (Universita Degli Studi del Sannio)

Status: Ongoing (initiated in 2007–2008)

A24 Evaluation of Intel’s Entrepreneurship Promotion initiatives

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

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: Ongoing

A25 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*

To make 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

A26 Corporate Social Responsibility

Project Team: *Vasanthi Srinivasan*

The CSR Education and Research project is intended to enhance, expand, and promote CSR education and research between Indian and UK business schools. One of the project outcomes is a resource website for academics and educators www.teachcsr.com interested in teaching courses on Responsible Business in India. Six roll out workshops were held across various business schools. Course outlines, slides and other academic and teaching resources are available for faculty to download. The next phase of the project includes documenting case studies of CSR and ethics in India.

Sponsor: The British Council, India

Status: Ongoing (initiated in 2007–2008)

A27 Comparing Canadian and Indian approaches to Managing Diversity in Society and Organizations

Project Team: *Abhoy K Ojha*

Canada and India easily rank among the most diverse societies in the world in terms of race, ethnicity, language, religion and culture. In addition, both countries experience issues of gender and class diversity, and India has a further dimension of diversity based on caste. Both countries have also tried to build inclusive societies even as they have allowed, and sometimes facilitated, different groups to maintain their separate identities. Canadians are proud to describe their society as a “mosaic” rather than a “melting pot”, and Indians like to refer to Vasudhaiva Kutumbakam, a Sanskrit phrase that suggests that all human beings and even other creatures are part of an extended family. Both countries have implemented government level policies and organizational level practices that have attempted to achieve the goal of a society that is ideally inclusive. It is fair to argue, that both countries have made significant progress but have yet to achieve the ideal state where every citizen experiences that he/she is treated equally in every aspect of term. The focus of the research is to understand (i) the concept of diversity as understood in the two countries, (ii) how the concepts have been operationalized into specific measurable indicators (iii) the policies and practices that have been adopted to implement them, and (iv) understand the experience, particularly the levels of success, of the various policies and practices. Based on a comparison of the experiences in the two countries, suggestions for the policies and practices in both countries will be made.

Sponsor: Indo-Canadian Shastri Institute, New Delhi

Status: Ongoing (initiated in 2008–2009)

Production & Operations Management

A28 A framework of the Next Generation Manufacturing Supply Chains

Project Team: *Janat Shah*

These days, senior managers and academics alike are increasingly concerned with supply chain design and operations in the UK and India with focus on performance excellence and associated costs. The next-generation supply chain is a network of all the entities in the extended supply chain, from product design and development to procurement and sourcing, supply and demand matching, logistics and distribution, sales force automation, and customer support. Therefore designing next generation supply chains requires attention to the dimensions such as configuring the right logistics network, engaging in the right alliances and partnerships, developing contingency plans against uncertainties and selecting the right production, inventory, and distribution strategies.

The NEX-GEMS project aims to create a collaborating environment for academics and industrial partners from diverse but complementary backgrounds in UK and India to share and exchange the latest and emerging developments in concepts, methodologies and tools to support

“next generation supply chains”. “The next generation supply chains” are typically characterized as: adaptive, digital, networked, integrated, knowledge intensive, and customer-oriented.

The NEX-GEMS project will utilize a range of research methods to generate an understanding of the issues affecting the “next-generation supply chains”. During the project, activities and the knowledge gained will be used for developing potential collaborative research proposals.

Sponsor: University of Hull Logistics Institute, UK

Status: Ongoing (initiated in 2008–2009)

A29 Study of Supply Chain of Mushroom Business & Development of Business Model for its Value Chain

Project Team: *D Krishna Sundar*

The proposed study would address the issues that encompass mushroom processing business, viz., overview of mushroom industry and its market analysis, supply chain management issues in mushroom processing business units, development of an indicative and economically viable business model.

Sponsor: National Horticulture Board, Ministry of Agriculture, Government of India

Status: Ongoing (initiated in 2009)

A30 Research Project in BPM

Project Team: *D Krishna Sundar*

The research objective is “BPM for effective business management with a specific focus on government services”. We will use Nimbus Control 2007 as the enabler from a technology perspective, during the period of research as and when deemed necessary. (Resource deployment: Control 2007 Software: Author Licenses: 25 nos, Change Management User License: 25 nos, End User License: 50 nos)

Sponsor: Nimbus India

Status: Initiated in 2009

A31 India’s Industrial capability formation in Comparison to China: Automobile and IT industries

Project Team: *Haritha Saranga*

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 like 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 (IDE), JETRO, Japan

Status: Ongoing (initiated in 2008–2009)

Public Systems

A32 Monitoring & Evaluation of Sarva Shiksha Abhiyan, 17 Districts in Tamil Nadu State, sponsored by EDCIL, MHRD, New Delhi

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

Objectives:

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.
 - The 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.
 - 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 the Department of Elementary Education & Literacy

Status: Ongoing – Renewed bi-annually. Two half yearly reports were submitted for the current year 2009–2010 (initiated in 2002)

A33 Study on Organizational Effectiveness of “ATI/SIUD/ANSSIRD”- Mysore

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

Objectives:

1. Study the organizational structure and processes
2. To study strengths and weaknesses in organizational management
3. Make suggestions and recommendations for improvement

A SWOT analysis of ATI, SIUD, and SIRD were studied and based on the findings, it was recommended that the three organizations should continue to function on the same campus and that adequate functional autonomy may be given to the centres/faculty coordinators to carry out their routine activities. A recruitment policy was also suggested in addition to many others.

Sponsor: Administrative Training Institute, Government of Karnataka

Status: Completed and report submitted (initiated in 2009)

A34 Study on Effectiveness of Training Programmes at “ATI/SIUD/ANSSIRD”- Mysore

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

Objectives:

1. Study the current training management practices in place
2. To assess the strengths and weaknesses in training management
3. To assess the quality of infrastructure and personnel in place to offer training
4. Make suggestions and recommendations for improvement

A feedback on the training programmes conducted by ATI, SIRD, and SIUD was collected from the faculty and participants of the various training programmes. The participants were of the unanimous opinion that the ambience of the institutions was very good and opined that the training duration be increased. However, they were of the view that more practitioners must be used as faculty. Many suggestions for improvement were made by the faculty and participants. The major recommendation was that all steps must be taken to see that the state government approves and implements the Draft State Training Policy submitted by ATI. Capacity building of all personnel in the three institutions was also recommended in addition to various other recommendations.

Sponsor: Administrative Training Institute, Government of Karnataka

Status: Completed and report submitted (initiated in 2009)

Quantitative Methods & Information Systems

A35 Weapon System Acquisition and Management through Performance-based Logistics

Project Team: *U Dinesh Kumar and Haritha Saranga*

The scope of the project is to develop a framework for the implementation of performance-based logistics (PBL) within the Indian defence services for effective acquisition and management of weapon systems. The Implementation of PBL strategy would require developing new mathematical models for evaluation of defence system performance and trade-off strategy between various performance measures.

Sponsor: Army Management Study Board

Status: Ongoing (initiated in 2008–2009)

A36 IT for Improving Public Health Systems in Rural Karnataka

Project Team: *S Krishna, Shirin Madon, London School of Economics and Edwin Michael, Imperial College London.*

The project is supported by the Department for International Development (DFID), UK through the British Council in India.

The project goals are:

1. To evaluate the use of the Public Health Centre (PHC) system in Karnataka for generating relevant rural health data by undertaking comparative assessment of key datasets at different administrative levels by Government PHCs versus NGO managed PHCs. This analysis will enable us to highlight possible gaps in data provision between the two systems and the factors underlying the differences pointing to possible incentives for improving PHC-based data provision.
2. To develop capacity to use the prototype information tools effectively. This will involve devising and running training workshops for district-level managers.
3. To evaluate how much of decision making in health is based on the formal and structured health management information system (HMIS). To extend the existing HMIS by developing capabilities based on epidemiological, policy analysis and decision-making principles for improving resource allocation and health systems planning.

Sponsor: DFID/British Council in India

Status: Ongoing (initiated in 2007–2008)

A37 Estimation of Residual Equity in Hierarchical Branding Structures

Project Team: *Pulak Ghosh and Sudhir Voleti*

Our proposed model uses readily accessible aggregate sales and product data and exploits structure inherent in the set of brand and product relations to estimate its effects on market response. We proposed that established brands in mature categories must be value-enhancing and that this translates into bounds on the domain of possible brand equity values.

Sponsor: Indian School of Business (ISB)

Status: Completed (initiated in 2009–2010)

Centre for Corporate Governance & Citizenship

A38 Corporate Board Interlocks in India and their Implications for Good Corporate Governance

Project Team: *N Balasubramanian, S K Barua, Rejie George, and Suresh Bhagavatula*

Are board interlocks widely prevalent in India and are they harmful or beneficial to investors? Do such interlocks lead to concentration of economic power (as observed in some of the developed markets) and how to harness the good effects of interlocks even while containing its potential for abuse in corporate governance?

Status: Ongoing

A39 Corporate Financial Communication – Trends and Practices of Business Groups in India

Project Team: *N Balasubramanian, S Sundararajan and Padmini Srinivasan*

This ambitious project researching the transparency and integrity levels in corporate communications through annual reports and accounts,

has recorded significant progress. Financial performance of some 375 companies for a period of five years has now been established on certain key parameters.

Status: Ongoing

A40 Corporate Governance Index

Project Team: N Balasubramanian, Bernard Black, and Vikram Khanna

This project seeks to assess the status of corporate governance in India and eventually lead to setting up of a possible index to assess governance standards in companies.

Status: Ongoing

A41 Governing of Institutions of Higher Learning

Project Team: *N Balasubramanian and Chiranjib Sen*

Literature survey and preliminary hypotheses formulation are currently underway

A42 Corporate Group in India

Project Team: *N Balasubramanian and M P Pillai*

A study of the origins, development and current status of corporate groups in the country an assessment of the regulatory regime applicable to governance of corporate groups, and some international comparisons – work has begun with a team of law school students carrying out literature and cases survey under the guidance of M P Pillai. This will be further pursued in 2009.

A43 Delisting & Buyback Shares

Project Team: *N Balasubramanian*

Governance implications for minority shareholders, seek to identify recent Indian experience with special reference to the treatment of minority shareholders. Later, it is proposed to extend the study to cover international best practices in terms of legislation and regulation and eventually recommend good governance measures for such situations in the country.

Status: Ongoing

A44 Directorial Compensation Trends in India

Project Team: *N Balasubramanian*

A study of compensation trends in the country pre-2000 and post-2000 with an assessment of legislative and regulatory provisions of ceilings, accounting and reporting requirements.

Status: Ongoing

A45 Market Response to Qualified Audit Reports

Project Team: *S Sundararajan and N Balasubramanian*

Do investors really care about independent auditors' qualified reports on annual accounts of companies? If not, is there a need to reassess the

need for such independent audits or at any rate, how could these reports, an essential instrument of corporate transparency and accountability in reporting, be made more meaningful to shareholders?

Status: Ongoing

A46 Minority Shareholder Protection

Project Team: *N Balasubramanian*

Are absentee shareholders in corporations vulnerable to expropriation of their rightful share of the wealth of the company by dominant shareholders in operational control? An assessment of the legislative and regulatory provisions and comparisons with selected countries.

Status: Ongoing

A47 Shareholder Returns in India – 2000 to 2007

Project Team: *N Balasubramanian*

An assessment of total returns to shareholders over a seven-year period from 2000 to 2007, covering the post-governance-reform era, including sectoral returns by industry segments.

Status: Ongoing

Centre for Public Policy

A48 Policy for Managing Societal Risks in India

Project Team: *A Damodaran*

This research project aims to profile, map and survey the typology of different forms of societal risks in India arising from environment-related problems with a view to assessing social and individual perceptions in items of risk taking and risk management abilities of communities with an attempt to assess the enormity of costs of managing risks in their Indian context.

Sponsor: The Ministry of Environment and Forests, Government of India

Status: Ongoing (initiated in 2007–2008)

A49 Environment Finance Project

Project Team: *A Damodaran*

A project that seeks to explore global and national systems and processes required to sustainably finance climate change, biodiversity, and land degradation.

Sponsor: Excess funds from International Conference on Environmental Financing of Global Public Goods transferred: Government of India, Royal Norwegian Embassy, GTZ, and the British High Commission.

Status: Ongoing – Follow up International Expert Group Round Table on Environmental Financial Architecture held in New Delhi from August 31 – September 1, 2009, in partnership with the Government of India, Royal

Norwegian Embassy, GTZ, and the British High Commission.

Reports prepared: Report and recommendations of International Conference of Environmental Financing of Global Public Goods – State-of-Art and Future Challenges, 2008

Papers under preparation:

1. Climate Financing Approaches and Systems: An Emerging Country Perspective; A Damodaran
2. Economic and Policy Dimensions of the Co-Benefit Principle in Adaptations Financing; A Damodaran

A50 Genders and Health Equity in Koppal, Karnataka

Project Team: *Gita Sen*

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.

Sponsors: MacArthur Foundation, Swedish International Development Agency (Sida), Rockefeller Foundation, Ford Foundation

Status: Initiated in 2002. Ongoing action-research project, now in its third phase

A51 Social Protection in India: Policies, Experiences, and Challenges

Project team: *Gita Sen*

Social policy is like a pendulum that swings between three points, each representing a distinct rationale for action - a "welfarist" notion of benevolence, a public goods instrumentality, or a rights/solidarity-based approach. Each rationale embeds a different understanding of the causes of poverty and deprivation, and consequent implications for who should be responsible to address the problem – the individual, household, market, or

the state. In development policy debates, the need for social protection to address long-standing vulnerabilities and deprivation and to ameliorate the consequences of growing informalization of labour (consequent to economic globalization) came nearer the centre of the agenda in the late 1990s and 2000s. Social protection in its current incarnation (and as a successor to the heavily criticized social safety nets of the previous period) prioritizes moving people out of dependency, and has champions of new methods and tools among both instrumentalists and rights advocates. Social protection in India has evolved through four phases and currently faces multiple challenges in the era of economic reforms. The project, which is part of a larger multi-partner project on poverty, welfare regimes and social policy, evaluates policies and experiences and alternative ways forward.

Sponsor: United Nations Research Institute for Social Development (UNRISD)

Status: Initiated in 2007. Final paper submitted; the project is in the final stages of synthesis and completion

A52 Women and Gender Equity as Social Determinants of Health

Project team: *Gita Sen*

This project is part of the work of the Knowledge Network on Women and Gender Equity coordinated by Gita Sen for the World Health Organisation's Independent Commission on Social Determinants of Health. It involved coordinating a series of background research, managing a global multi-country knowledge network, writing a major report, and a number of other publications.

Its outputs are available on multiple websites globally. They have been discussed in a number of national, regional and global forums, and have been published in journals and are forthcoming in collected volumes.

Sponsor: World Health Organization

Status: Initiated in 2005. Final report submitted in September 2007; currently being disseminated through a number of international and national seminars and meetings, as well as journal and book publications.

A53 Cotton Quality in India-Problems, Economics and Implications for Trade

Project Team: *Gopal Naik and Maurice R Landes*

India's recent emergence as a large importer of quality cotton, plus the potential demand for quality cotton after the phasing out of textile trade restrictions under the multi-fibre arrangements in 2005 raises questions about the future Indian cotton trade. The study aims at understanding quality problems and reasons thereof to evaluate the medium term prospects for meeting the demand for cotton quality with domestic vis-à-vis foreign cotton.

Sponsor: US Department of Agriculture, Economics Research Service

Status: Ongoing (initiated in 2004)

A54 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*

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 (initiated in 2008–2009)

Centre for Supply Chain Management

A55 Application of Game Theory to Supply Chain Management

Project Team: *Arnab Basu*

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.

A56 Optimal Mechanism Design for Supply Chain Networks

Project Team: *Arnab Basu*

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.

A57 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 like 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 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.

Status: Ongoing (initiated in 2007)

A58 Strategic Level Decisions in Sourcing: Competiveness of the Indian Auto Component Industry

Project Team: *Haritha Saranga*

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.

Status: Ongoing

N S Raghavan Centre for Entrepreneurial Learning (NSRCEL)

A59 Technology Incubation and Development of Entrepreneurs (TIDE)

Project Team: *K Kumar and Suresh Bhagavatula*

With a view to strengthen the technology incubation centres at the institutions of higher learning, the Department of Information Technology, Government of India has launched a scheme for Technology Incubation and Development of Entrepreneurs (TIDE) in the area of electronics, ICT and management. It is expected that this would nurture technology innovation and enable local development of electronics and ICT products and packages in the long run.

The scheme provides financial support for nurturing the techno-entrepreneurs as well as for strengthening the technology incubation activity at the institutions.

Sponsor: Department of Information Technology, Government of India

Status: Ongoing (initiated in 2008–2009)

Indian Railway Accounts Service Platinum Jubilee Chair in Railway Finance

A60 Project Appraisal Practices in Indian Railways – A Review

Project Team: *Anand K Sharma*

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: Initiated (2008–2009)

B Institute Funded Research Projects

Sl. No.	Name of the Faculty	Title of the Project
1	Balasubramaniam Shekar	Scope and Success angles to Cultural Entrepreneurship on the basis of Online Social Networks
2	Haritha Saranga/ U Dinesh Kumar	Optimal selection of obsolescence management strategies
3	Hema Swaminathan/Divya Rajaraman/Arnab Mukherji	OBCT: Redefining malnutrition in India
4	Kumar K/ Mathew J Manimala	Enterprise support in India: Benchmarking with international best practices
5	Mathew J Manimala	An empirical investigation into the concept & practice of deontic motivation
6	Murty L S	Management control systems at project level
7	Narayan P C	Cross-board M&A with specific reference to emerging economics
8	Pulak Ghosh	Bayesian approach to marketing data with application to modelling member behaviours in user-generated content sites
9	Rajalaxmi Kamath/ Arnab Mukherjee	Ramanagaram Financial Diaries
10	Ravi Anshuman/ Vijaya B Marisetty	Wealth effects of preferential allotment of equity in the Indian stock market
11	Ravi Anshuman/ Vijaya B Marisetty	Order flow dynamics around stock splits and the role of market microstructure

12	Seshadri DVR	Orchestrating a web of integrative institutional relationships: DHAN Foundation
13	Seshadri DVR	Impact assessment of an audacious entrepreneurial venture: Friends of Tribals Society (a movement for education children in the remote hinterlands of India)
14	Shainesh G	Customer-based, cost-effective service enhancement using ASEMAP
15	Siddarth Mahajan	A quantity flexibility contract in a supply chain with price-dependent demand
16	Shankar Venkatagiri	Productization of the SPLINE e-learning platform
17	Sourav Mukherji	CSR innovation and corporate reputation: a cross-cultural perspective
18	Sourav Mukherji	CSR Innovation and corporate reputation: a cross-cultural perspective



C Case Writing Projects

Cases

- C1 Hazra, Jishnu;** Singh, Sandeep and Tyagi, Saransh “Humayun Exotica: Service Challenges in Luxury Hotel Industry”.
- C2 Krishnan, Rishiksha T,** “Transformation of ICICI from DFI into Financial Conglomerate”.
- C3 Moser, Roger,** “Cross Roads Inc.: Entering the Indian Retail Market”.
- C4 Ramachandran J,** “Texas Instruments India Pvt. Ltd – The Strategic Evolution of the First Technology MNC in India”.
- C5 Ranganathan V,** “Pune Power Model”.
- C6 Seshadri, DVR,** “Aurolab: Excellence in Sight and Beyond”.
- C7 Seshadri, DVR,** “SOAIS – on the Path to Success?”.
- C8 Shah, Janat,** “Infosys: Operations as Competitive Advantage”.
- C9 Sharma, Anand K,** “Kutch Railway Company”.
- C10 Srinivasan R,** “Suguna Poultry”.
- C11 Srinivasan, Vasanthi,** “Phenomenal Semiconductor Integration Progress”.

Case Writing Projects

	Name of the Faculty	Title of the Case
C12	Rajluxmi Kamath	The Charaka Women’s Multipurpose Cooperative
C13	Seshadri DVR	Channel Management at Auro Lab
C14	Seshadri DVR	Impact Assessment of an Audacious Entrepreneurial Venture: Friends of Tribal’s Society
C15	Seshadri DVR	Orchestrating a Web of Integrative Institutional Relationships: DHAN Foundation

D Books

- D1 Apte, Prakash G**, *International Financial Management* (5th edition), Tata-McGraw Hill Publishing Co., New Delhi, 2009.
- D2 Apte, Prakash G**, *International Finance – A Business Perspective* (2nd Edition), Tata-McGraw Hill Education Pvt. Ltd., New Delhi, p.365.
- D3 Balasubramanian N**, *Corporate Governance and Stewardship*, Tata McGraw-Hill, New Delhi, February 2010.
- D4 Gupta, Amit**, *Route to Customer Satisfaction Is through Employees: Impact of Management Practices*, LAP Lambert Academic Publishing, 2010.
- D5 Hull, John C and Basu, Sankarshan**, *Options, Futures, and other Derivatives* (7th edition), Pearson Education, India, 2009.
- D6 Krishnan, Rishiksha T**, *From Jugaad to Systematic Innovation: The Challenge for India*, The Utpreaka Foundation, Bangalore, India, 2010.
- D7 Kumar, S Ramesh**, *Consumer Behavior and Branding – Concepts, Cases and Readings*, Pearson Publishers, 2009.
- D8 Kumar, R Ravi, and Ramanayya T V**, *Organizational Growth and Success: A Case Research Study of PTC India Ltd.*, 2009.
- D9 Manimala, Mathew J**, Kalliath Brough; O’Driscoll; and Siu, *Organizational Behaviour: A Psychological Perspective for the Asia-Pacific*, McGraw-Hill Australia, Sydney, 2010.
- D10 Manimala, Mathew J**, *Enterprise Support Systems: An International Perspective*, Response Books (Division of Sage Publications), New Delhi, 2009.
- D11 Muckstadt, J and Sapra, Amar**, *Principles of Inventory Control: When You Are down to Four Order More*, Springer, December 2009.
- D12 Munshi, Soumyanetra**, *An Alternative Paradigm of Democratization: A Game-Theoretic Model and Empirical Evidence*, VDM Publishers, Germany, 2010.
- D13 Patibandla, Murali**, *Evolution of Markets and Institutions*, Routledge Paperback, New York.
- D14 Thampy, Ashok**; Berk, J; and DeMarzo P, *Financial Management*, Dorling Kindersley (India), 2010 (Indian adaptation of United States edition of Corporate Finance by Berk, J DerMarzo, P).

E Chapters in Books

- E1 Balasubramanian N**, “Governing the Socially Responsible Corporation: A Gandhian Perspective”, in *Ethics, Business and Society: Managing Responsibility*, Ananda Das Gupta, 2010, pp. 157–180.
- E2 Chandrashekar S**, “The Emerging World Space Order and Its Implications for India’s Security” in *South Asia at a Crossroads: Conflict or Cooperation in the Age of Nuclear Weapons, Missile Defense, and Space Rivalries* (325 pages), Subrata Ghoshroy, Götz Neuneck (eds), Baden Baden, Nomos Shop, 2010, pp 217–228.
- E3 Iyer, Aditi; Sen, Gita; and Ostlin, Piroška**, “Inequalities and Intersections in Health: A Review of the Evidence”, in *Gender & Health Equity; the Shifting Frontiers of Evidence and Action*, Routledge (Taylor & Francis Group), New York, 2009.
- E4 Jayadev M**, “Project Finance: A Risk Mitigating Approach for Financing PPPs”, in *Public Private Partnerships*, Ramesh G et al., Routledge, Taylor and Francis Group, 2010, pp. 162–179.
- E5 Krishnan, Rishiksha T**, “The Indian Innovation system”, *Encyclopedia of Technology & Innovation*, V K Narayanan and Gina O’ Connor, 2010.
- E6 Kulkarni, Mukta and Mathian, Osicki**, “Recruiting a Global Workforce”, in *Going Global: Practical Applications and Recommendations for HR and OD Professionals in the Global Workplace*, (eds) Kyle Lundby and Jeffrey Jolton, Society for Industrial and Organizational Psychology (SIOP), Professional Practice Series Book, 2010, pp. 113–142.
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- E8 Prabhu, Ganesh N**, “Pradesh Milk Federation”, teaching case published in D Mishra, P S Roy, and S K Sarma (eds.), *Rural Management Cases*, Institute of Rural Management, Anand, 2010, pp. 155–172.

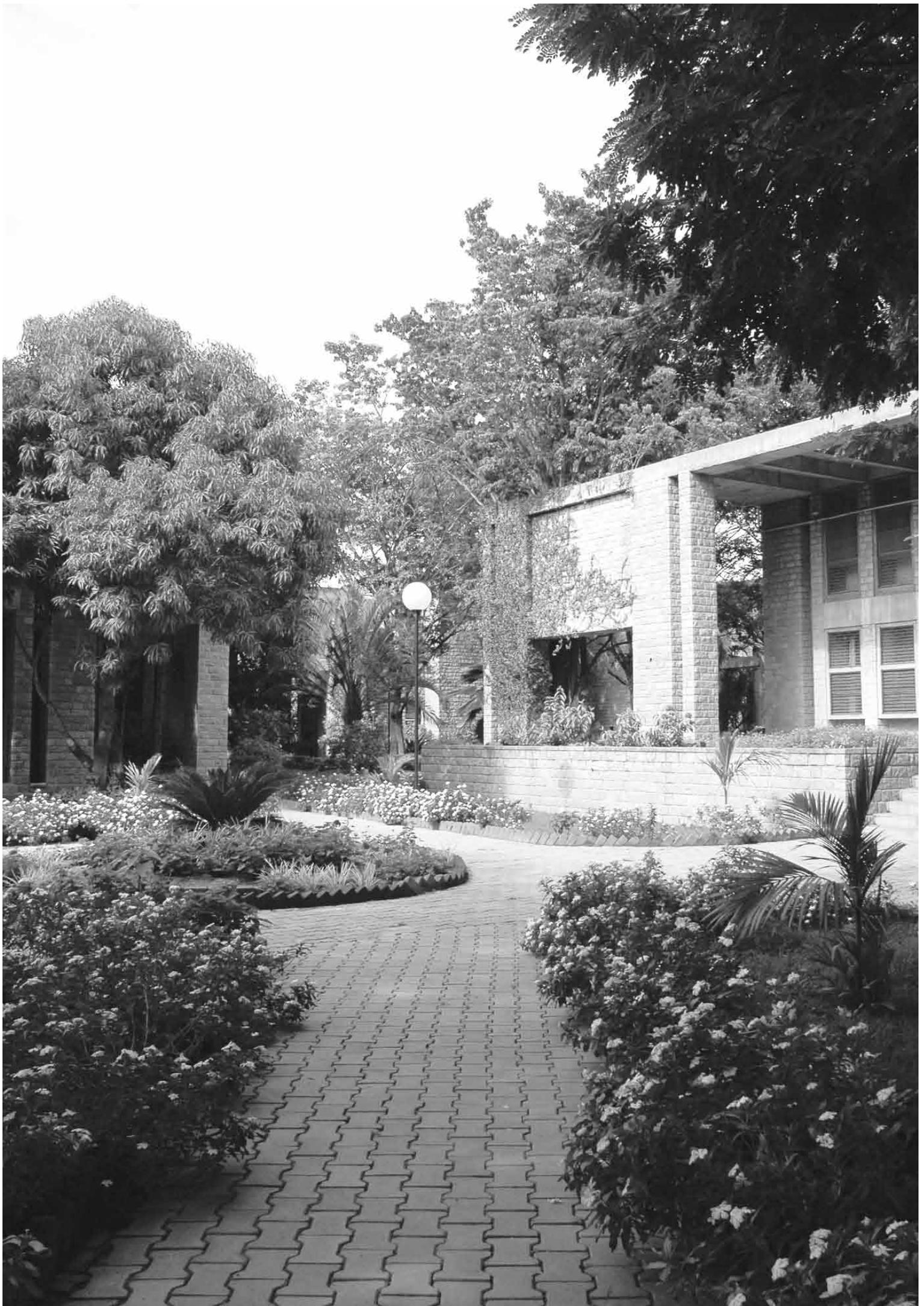
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G Working Papers

G1 Balasubramanian N, “Governing the Socially Responsible Corporation: A Gandhian Perspective” (IIM Bangalore Working Paper # 298, November 2009)

There is increasing evidence of migration towards an integrated model of governance which is sensitive to the needs of the society even as it emphasizes the imperatives of shareholder wealth creation, its accounting and reporting, and equitable distribution. Although much of this transformation is usually credited to initiatives from the developed markets of the West, there is in fact a large measure of such wisdom and counsel available in the Indian tradition, and Gandhi has been among its foremost exponents and interlocutors in modern times. Gandhian concepts of trusteeship, truth, non-violence, and satyagraha or truth-force are in perfect sync with, but go much farther than, the modern expectations of corporate stewardship that stands for caring for other peoples’ money and resources entrusted to the care of corporate directors and executive management, transparency and accountability, eschewing physical and emotional violence at the work place as well as against natural and environmental resources, and for upright and conscientious behaviour on the part of directors in doing what they are convinced to do in the best interest of all shareholders and other stakeholders. If corporations would seriously consider adapting and living up to these principles in their governance structures and systems, there would indeed be little need for punitive regulation on the part of the State.

G2 Balasubramanian N, “Addressing Some Inherent Challenges to Good Corporate Governance” (IIM Bangalore Working Paper # 299, November 2009)

Are corporations, in general, amenable to good governance? Are there inherent incompatibilities between good governance and the corporate format of organizations? How can these be addressed satisfactorily without over-regulation that might impair entrepreneurial potential? These are some of the nagging issues this paper explores and offers some radical suggestions for consideration.

- G3 Gupta, Seema, Maity, Moutusi and Pandey, C Satish, "Ambushers vs. Sponsors: Does the Mouse Bite the Guarded Cheese?" (Working Paper # 293, October 2009)**

In this study, we use the resource advantage theory of competition to understand the competitive interplay among three sets of firms: sponsors, ambushers and others (those who undertake neither strategy). We find that sponsors achieve greater communication effectiveness compared to ambushers, who fare better than others. Ambushers often impart false impressions in the hope of being mistaken as sponsors. In such a market situation, consumer cognition, affect and purchase intention regarding perceived sponsors are of paramount interest. As an exploratory investigation, we test the hierarchy of effects model to investigate consumer response towards brands that they perceive as sponsors. We find that consumers evince a significant positive effect towards these brands, but do not display a significant purchase intention towards them. Financial data available from publicly accessible sources are analysed that further support our findings. Possible reasons for such findings are discussed along with managerial implications, limitations, and future research directions.

- G4 Gupta, Seema and Chaudhuri, Molly, "BOSCH Ltd. – Migrating and Building the Brand" (Working Paper # 294, October 2009)**

"It is very positive for our future in India and a clear commitment to this market that all our business activities are now known under the BOSCH name," said Albert Hieronimus, Chairman, BOSCH Ltd. "Our customers will see the entire value chain of BOSCH in our products and services fully backed by our global know-how network," said V K Viswanathan, the newly appointed managing director of BOSCH Ltd. BOSCH had been working towards the migration of name from MICO to BOSCH and building of the BOSCH brand since the last three years. It all started with the Project B3 (BOSCH Brand Building) launched in mid-2004 which culminated in the legal name change in February 2008.

- G5 Gupta, Seema, "Corporate Communications: A Practice-Oriented Approach" (IIM Bangalore Working Paper # 295, Oct 2009)**

The function of corporate communication is increasing in importance day by day. The evolutionary nature of the profession necessitates an investigation into the way it is practised. The study aims at identifying the important themes, issues and challenges facing the field. This study is a qualitative research done using in-depth interviews with heads of Corporate Communications of 13 organizations from diverse sectors. It identified the roles and activities, structural organization, strategic contribution, cultural factors and training issues in the corporate communication function. It also identified the hindrances to the growth of the profession, its evolution and the likely future. In the end, the paper identifies the strategic issues, challenges and interventions required to catapult the profession into the big league as marketing or finance.

- G6 Kamath, Rajalaxmi and Srinivasan R, "Microfinance in India: Small, Ostensibly Rigid and Safe" (IIM Bangalore Working Paper # 288, June 2009)**

Grameen replicators in India, using a for-profit non-banking finance company legal form, have grown rapidly in terms of client numbers. Loan sizes are relatively small compared to per capita income, while portfolio quality was until recently very high. There is evidence in field of multiple borrowing, with clients borrowing simultaneously from multiple sources

including micro-finance institutions. We build a model of the microfinance sector that explains why such multiple borrowings result optimally in small loan sizes and high portfolio quality.

- G7 Mahajan, Siddharth**, “A Revenue Sharing Contract with Price Dependent Demand” (IIM Bangalore Working Paper # 287, April 2009)

We consider a revenue-sharing contract in a supply chain, under price-dependent demand. The demand is random and follows a multiplicative model. We show that the retail price that maximizes expected retailer profits is higher than the price that would maximize profits if there was no demand uncertainty. We then show that if the wholesale price is sufficiently low, there is a positive revenue-sharing fraction that the manufacturer would prefer. This preference is in comparison to not entering into a revenue-sharing contract at all.

- G8 Mahajan, Siddharth**, “A Quantity Flexibility Contract in a Supply Chain with Price Dependent Demand (IIM Bangalore Working Paper # 304, February 2010)

We consider a quantity flexibility contract in a supply chain, under price-dependent demand. The demand is random and follows a multiplicative model. We show that the retail price that maximizes expected retailer profits is higher than the price that would maximize profits if there was no demand uncertainty. We then show that if the wholesale price lies in a certain range, there is a positive buyback fraction that the manufacturer would prefer. This preference is in comparison to not entering into a quantity flexibility contract at all. Finally, through numerical work we find that the contract results in a win-win situation for both the manufacturer and the retailer in the case of price-dependent demand.

- G9 Mahadevan B and Gupta, Seema**, “Indcoserve: Challenging Times Literatures” (IIM Bangalore Working Paper #296, October 2009)

Better marketing practices would improve the profitability of INDCOSERVE. The key issue to discuss in the meeting would be how to improve the marketing of INDCO tea. Should they focus on primary marketing (selling tea through auctions) or should they venture into a higher margin but fraught with risk path of secondary marketing by launching their own brands. Improving secondary marketing would mean launching of newer brands and focusing on brand building. INDCO’s only branded tea “Ooty Tea” had succeeded to some extent in covering up the losses incurred by 13 of the 15 factories of INDCOSERVE.

- G10 Mukherji, Arnab, Rajaraman, Diya, and Swaminathan, Hema**, “Economic Development, Inequality and Malnutrition in India” (IIM Bangalore Working Paper # 301, January 2010)

Economic development and inequality is known to have an impact on health outcomes. We show this to be true in India, where we study the effect of economic status on under and over nutrition. Inequality is measured using income or assets and we show that both matter for malnutrition. We find women are at much higher risk of being malnourished and this risk increases with age. Our results suggest that while undernutrition should remain a policy priority, rising over nutrition in the population cannot be ignored by nutritional planners.

- G11 Naik, Gopal, Basavarajappa K P, Sultana, Nageena, and Rashmi K Prasanna**, “Public Value Creation through Private Partnership” (IIM Bangalore Working Paper # 290, September 2009)

This paper examines the extent of public value delivery through citizen service centres or one-stop-shops in Karnataka. The main public values listed in past studies include financial benefits, time efficiency, and better quality services and provision of services previously unavailable. These components of public value are measured through analytical frameworks taking into account direct and indirect values delivered by different players of PPP.

- G12** Pannu H S, **Kumar U Dinesh**, and Farooque A Jamal, “Impact of Innovation on the Performance of Indian Pharmaceutical Industry using Data Envelopment Analysis” (IIM Bangalore Working Paper # 302, February 2010)

In this paper, we have used data envelopment analysis (DEA) and econometric models to analyse the impact of research and development and innovation on relative efficiency and productivity change and firm performance in Indian pharmaceutical industry (IPI) between 1998 and 2007 which covers the post-TRIPS (1995) and post Indian Patent Act Amendment (2005) period. Output-oriented BCC DEA model and Malmquist productivity index are used to estimate the relative efficiency and productivity change of Indian pharmaceutical companies over the 10-year period. Using econometric models, we have proposed and tested several hypotheses for the IPI and found a positive impact of innovation represented by R&D investment and patents on productivity (sales), market share, exports and ability to attract contract manufacturing among Indian pharmaceutical companies. We also found that the sales growth is additionally driven by DEA efficiency, size, age which have a positive impact on productivity (sales). Export revenue is additionally driven by sales. Within the limitations of the model discussed, contract manufacturing was additionally driven by innovation, size and sales. The company sales growth was additionally driven by export growth and DEA efficiency. The DEA efficiency having a positive impact on sales and sales growth is a new finding as there appears to be no previous investigation to explore this relationship.

- G13** **Rajeev S** and Rajendran P G, “Food security: The Challenges of Agricultural Management in India” (IIM Bangalore Working Paper # 303, February 2010)

Historically, Indian rulers were able to ensure that adverse weather conditions – such as periodic drought – did not lead to famines. This was done by husbanding water and other resources through wise practices. However, this system was thrown out of equilibrium during the age of European imperialism, because the new rulers had mercantile agendas, and because they used techniques that had an adverse impact on the land and on the people. Today’s prevailing western-style agricultural management is based on intensive cultivation that degrades the land, wastes water, depends heavily on fossil fuels without adequate use of organic matter, and makes indiscriminate use of newly evolved high-yielding varieties, all of which are unsustainable. India suffers periodic and punishing droughts due to the El Niño phenomenon. Roughly once every 12–15 years, India suffers from erratic and below-average monsoons, as in 2009. As El Niño-related trouble was anticipated, Indian society adapted through the centuries – the kings and other local rulers built up stockpiles, evolved mechanisms of employment and cash payment in times of drought-induced stress, and thereby avoided famine. The result of proper management is starkly evident from the data: during the imperial era of 200 years, there were 31 major famines, as compared to only 17 in the preceding 2,000 years!

G14 Rajeev S, “India’s Energy Security” (IIM Bangalore Working Paper # 305 February 2010)

The story of India’s search for energy security may be summarized as: a late start, lots of catching up to do. India’s planners have realized that rapid economic growth, which has begun to be taken for granted by the public, depends on the availability of energy. Coupled with the single-minded and successful efforts of the other big emerging nation, China, in locking up energy supplies, the realization dawned that India needed to redouble its own efforts. The result has been a number of efforts to tie up supplier relationships around the globe in a variety of areas: oil, natural gas, nuclear, and also hydro-electric power from neighbours. Unfortunately, these efforts have not been as successful as China’s efforts.

G15 Ransbotham, Sam, Murthy, Ishwar, Mitra, Sabyasachi, and Narasimhan, Sridhar, “Sequential Grid Computing: Models & Computational Experiments” (IIM Bangalore Working Paper # 292, September 2009)

Through recent technical advances, multiple resources can be connected to provide a computing grid for processing computationally intensive applications. In this paper, we build on an approach termed sequential grid computing that takes advantage of idle processing power, by routing jobs that require lengthy processing through a sequence of processors. We present two models that solve the static and dynamic versions of the sequential grid scheduling problem for a single job. In both static and dynamic versions, the model maximizes a reward function tied to the probability of completion within service level agreement parameters. In the dynamic version, the static model is modified to accommodate real-time deviations from the plan. We then extend the static model to accommodate multiple jobs. Extensive computational experiments highlight situations where (a) the models provide improvements over scheduling the job on a single processor, and b) the factors that affect the quality of solutions obtained.

G16 Roy, Subhadip and Moorthi Y L R, “Celebrity Endorsements & Brand Personality” (IIM Bangalore Working Paper # 289, September 2009)

Celebrity endorsement is a highly researched field in marketing. Having its roots in psychology and the source credibility of communication (Hovland and Weiss, 1952; McCroskey and Young, 1981) it has come up a long way since the early research was done in the seventies (Friedman, et al., 1976 & Kamen et al., 1975). Researchers have delved into various issues of celebrity endorsements such as source credibility of the celebrity, celebrity-brand congruence and meaning transfer model (McCracken, 1989). Research in brand personality is relatively new. The works of Aaker and Fournier (1995), Aaker (1997) and Durgee (1998) initiated the interest which ultimately resulted in the construction of a brand personality scale by Aaker (1997). However, researchers have not looked into the issue of celebrity personality affecting the brand personality even in congruence studies. In this paper, we try to address the issue of celebrity personality affecting brand personality. Based on an empirical study, we try to find out whether the same personality dimensions exist for the celebrity and the brand endorsed, respectively. Following which we have tried to see whether celebrity personality has an effect of brand personality. The study is supposed to generate research interest because of its novelty of idea.

G17 Sen, Chiranjib, “Are Gandhi’s Precepts Relevant in the Era of Globalization” (IIM Bangalore Working Paper # 300, November 2009)

This paper has argued that despite profound economic and social changes that have taken place since Gandhi's lifetime, his economic ideas continue to be relevant today. The need for a re-orientation of economic ideology is keenly felt. The failure of market fundamentalism has revealed very starkly the necessity of re-establishing an ethically grounded ideology for both business and for policy. Gandhi's economic thought was deeply rooted in ethics. Gandhi had developed an integrative ethos that helped Indians unite purposefully to dislodge colonial rule. He had also discovered a powerful method for non-violent contestation of opposing ideas. We have discussed the essential principles of his approach, which was based on a goal of freedom that transcended material gratification and individualism, and upheld the principle of collective well-being as a desirable motivation for economic activity. These principles can contribute towards mainstreaming ethical and responsible corporate behaviour, as well as that of consumers. Gandhi's ideas and methods of non-violent persuasion can also help in transforming economic and social attitudes towards a culture that can bring about inclusive patterns of growth, and help in curbing environmental damage.

G18 Srinivasan, Padmini and Narasimhan M S, "An Evaluation of Value Relevance of Consolidated Earnings and Cash Flow Reporting in India" (IIM Bangalore Working Paper #306, March 2010)

This study examines the value relevance of consolidated financial statements and cash flow statements in the Indian stock market. In the recent years, several new disclosures have been mandated in India including the cash flow statement and the preparation of consolidated financial statements. The motivation for the additional disclosures has been internationalization of accounting standards as well as better transparency. Very few countries provide information on both stand alone as well as consolidated financial statements, which makes it unique in the Indian context to study the relative importance of these statements. This study provides evidence on consolidated financial statements and the preparation of cash flow statement.

Our findings show that consolidated accrual earnings and cash flows statements have no significant association with market adjusted stock return. On the contrary, the parent-only earnings show significant positive relationship with the stock returns. Our results are quite contrary to the existing literature on value relevance from other countries and throws light on the way markets react to the information in an emerging market like India. These results have a policy implication for the regulators especially as we are moving towards adopting the international financial reporting standards.

G19 Swami, Sanjeev and Shah, Janat, "Channel Coordination in a Green Supply Chain in the Presence of Demand Expansion Effects" (IIM Bangalore Working Paper #297, October 2009)

We consider the problem of a single manufacturer who sells its products to a single retailer. The manufacturer puts in some effort for greening its operations, and the retailer also puts in a corresponding greening effort in retailing the product. Their respective greening efforts are considered to have "expansion" effects on the retail demand. The manufacturer makes decisions on the wholesale prices and its greening efforts, while the retailer makes decisions on the retail price and its corresponding greening efforts.

Our results show that: (i) the ratio of the optimal greening efforts put in by the manufacturer and retailer is equal to the ratio of their green sensitivity ratios and greening cost ratios. This result holds irrespective of whether it is an integrated or a decentralized channel, (ii) profits are higher and efforts are higher in the integrated channel as compared to the case of the decentralized channel. This is consistent with the earlier research in the channels literature, (iii) interestingly; however, we find that, under certain conditions, optimal prices are higher in the integrated channel as compared to the case of the decentralized channel. This is not consistent with the usual “double marginalization” explanation given in the channel’s literature, (iv) By and large, the above results replicate themselves in the cases in which only one of the two channel members (i.e., either manufacturer or retailer) puts in the greening effort, (v) A two-part tariff contract from the manufacturer to the retailer, which takes into account the relevant parameters of prices and greening efforts, can produce the desired effect of channel coordination in this problem. A numerical example illustrates some of these results.

G20 Wai Ho – Man; **Ghosh, Pulak**; Elashoff R M; and Tiwari R C “Assessing Treatments Effects in Multi-centre Clinical Trials with Application to Scleroderma Lung Study” (IIM Bangalore Working Paper # 291, September 2009)

In this article, we explore the testing of non-inferiority and equivalence hypotheses arising from multiple centres when the assumption of normality is violated. In a multicentre study, the trials are typically conducted at different centres which vary in terms of location, environment, demographics among others, leading to substantial amount of heterogeneity in the patient population. This unexplained variation in a multi-centre clinical study is usually modelled using a random effects model, where the centres are assumed to be a random sample from the population of centres. Most research in this direction uses a parametric normal distribution which can be restrictive and may lead to biased result if the actual distribution is non-normal. In this article, we overcome this parametric assumption by considering a broader class of random effects distribution for the centres. In particular, we develop a novel nested Dirichlet process (nDP) model to explore the sensitivity of the fixed treatment effects under various hypotheses, in the presence of non-normality. Additional advantage of our proposed method is that it facilitates a hierarchical clustering structure. On the one hand, it clusters the centres according to their effects, and hence outlying centres can be identified. Simultaneously, subjects from the clustered centres are again clustered together enabling a borrowing of information across similar centres. Further, we present the methodology to test between the models with nDP vs. a normal random centre effects models. We discuss the results of our proposed methodology in a real example of a multi-centre clinical trial on Scleroderma lung study. The results of the analysis along with the extensive simulation study show the advantage of our method, when the centre effects distribution is not normal.

H Articles in Periodicals, Financial Dailies, and Newspapers

- H1 Anshuman, Ravi**, “Field Hockey Time to Go Green”, *Wall Street Journal Online*, January 2010.
- H2 De’, Rahul**, “The Question of Open Source”, *MINT*, 29 October, 2009.
- H3 Gowda, M.V. Rajeev**, “Multilingualism is the Key”, *DNA*, July 27, 2009.
- H4 Gowda, M.V. Rajeev**, “What They Don’t Teach You at the IIMs”, *Outlook*, September 9, 2009.
- H5 Gowda, M.V. Rajeev**, “From Green Revolution to Evergreen Revolution”, *Outlook*, September 20, 2009.
- H6 Gowda, M.V. Rajeev**, “Education Bill”, *Deccan Herald*, May 19, 2010.
- H7 Krishnan, Rishiksha T**, “Restructuring Higher Education”, *Edu Tech*, November 2009, 10–11.
- H8 Krishnan, Rishiksha T**, “Learning How to Innovate from Stanford”, *Edu Tech*, December 2009, 54–55.
- H9 Krishnan, Rishiksha T**, “Ethics Should be Taught in Professional Courses”, *Edu Tech*, January 2010, 48–49.
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I Other Publications

(Monographs, Web Journals, Working Papers of other Institutions, Reports, etc.)

- I1 **Balasubramanian N**, “Governing the Socially Responsible Corporation – A Gandhian Perspective”, IIMB-CCGC Working Paper.
- I2 **Balasubramanian N**, “Addressing some Inherent Challenges to Good Corporate Governance”, IIM-CCGC Working Paper.
- I3 **Balasubramanian N**, “Corporate Governance Issues in Executive Compensation – The Case of India”, IIMB-CCGC Working Paper.
- I4 **Balasubramanian N; Srinivasan, Padmini and Sundararajan S**, “Corporate Financial and Narrative Reporting: Does It Really Matter?” (Title provisional) IIMB-CCGC Working Paper.
- I5 **Bhagavatula, Suresh**, “Weaving Social Networks: Performance of Small Rural Firms in India as An Outcome of Entrepreneurs’ Social and Human Capital”, VU University, Amsterdam, 2009, VU Dare Access No. 15589.
- I6 **Chanda, Rupa**, “Global Economic Crisis and Protectionism in Services for India’s IT-ITeS Exports and the GATS”, ICRIER Policy Brief, September 2009, Vol.1, No.1.
- I7 **Chanda, Rupa**, Book Review, “Getting a Dial Tone: Telecommunications Liberalisation in Malaysia and the Philippines”, Asian Pacific Economic Literature, Blackwell Publishers, May 2009, pp. 118–119.
- I8 **Damodaran, A**, and Vel, Senthil, “Valuing Ecosystem Services of Coastal Zones – Challenges for India”, Environment Matters, 2009, The World Bank, Washington D.C.
- I9 **Damodaran A**, “Climate Financing Approaches and Systems: An Emerging Country Perspective”, Working Paper No. 8(E)-2009, Graduate School of Management, St. Petersburg State University, Russia.
- I10 **De’, Rahul**, “Economic Impact of Free and Open Source Software – A Study in India”, Report.

- I11 **Gupta S**, “Bosch Ltd: Migrating and Building the Corporate Brand”, Proceedings of the 13th Conference on Corporate Reputation, Brand, Identity and Competitiveness, May 29, 2009.
- I12 Nagappa Rajaram; **Chandrashekar S**; Sundaresan, Lalitha; and Ramani N, “Iran’s Safir Launch Vehicle,” NIAS Technical Report – Report No.R1-09, July 2009, Report produced for public dissemination by the International Strategic and Security studies programme, National Institute of Advanced Studies, Bangalore.
- I13 Patvardhan, Shubha and **Ramachandran J**, “British Fashion Council: Shaping an Industry”, case.
- I14 **Saranga, Haritha; Mukherji A**; and **Shah J**, “Determinants of Inventory Trends in the Indian Automotive Industry: An Empirical Study”, IIMB working paper series.
- I15 **Sen, Gita**; Ostlin, Pirooska, and George, Asha, “Unequal, Unfair, Ineffective and Inefficient: Gender Inequity in Health. Why it exists and how we can change it”, Report of the knowledge network on women and gender equity of the WHO commission on social determinants of health, this is major report of the global knowledge network that was coordinated by Gita Sen.
- I16 Shukla, UK and **Thampy A**, “Analysis of Competition and Market Power in Wholesale Electricity Market in India”, CPP Monograph.
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- I18 **Srinivasan, Padmini** and **Narasimhan M S**, “An Evaluation of Value Relevance of Consolidated Earnings and Cash Flow Reporting in India”, IIMB Working Paper.
- I19 Sundaresan Lalitha; **Chandrashekar S**; Nagappa, Rajaram, and Ramani N, “Image Measurement Errors and Missile Performance”, NIAS Technical Report –Report No.R2-09, July 2009, Report produced for public dissemination by the International Strategic and Security Studies Programme, National Institute of Advanced Studies, Bangalore.
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- I21 **Swaminathan, Hema** and **Mukherji, Arnab**, “Does Living in Slums Increase the Risk of Malnutrition?” mimeo.



J Seminar/ Conference Presentations

- J1 Basu, Arnab and Hazra, Jishnu**, “Dual Sourcing with Learning, Process Improvements and Supplier Competition”, SOM Conference, IIT Madras, November 2009.
- J2 Basu, Sankarshan**, “Pricing Reinsurance Contracts Using a Cox Process with Log – Normal Intensity”, 13th Conference of Asia Pacific Risk and Insurance Association (APRIA), July 21, 2009, Peking University, Beijing, China.
- J3 Bhagavatula, Suresh, George, P Rejie, Balasubramanian N**, and Barua, Sameer, “The Letter and Spirit of Corporate Governance and Elite Director Networks: A Longitudinal Analysis of Director Interlocks in India”, Two-Mode Social Network Analysis, The Network Institute, Amsterdam, September 30–October 1 2009.
- J4 Chandrashekar S**, “The Andaman & Nicobar Islands and the Future of India”, Security and Development of Andaman & Nicobar Islands, September 4 and 5, 2009, Port Blair.
- J5 Chandrashekar S**, “The Emerging World Space Order and its Implications for National Space Policies”, Symposium on Earth Observation System, Abu Dhabi, March 23, 2010, pp. 34–42.
- J6 Das S**, “Generalized Geometric Distribution for Modeling Scores in Cricket and Adjustment in Product Limit Estimates in Light of Not Out Innings”, 57th Conference of International Statistical Institute at Durban, SA, August 16–22, 2009.
- J7 Das S**, “Impact of Fuzziness in Measurement Scale on Basic Statistical Inference”, ERCIM 2009 Conference (Second Workshop of the ERCIM Working Group on Computing & Statistics, October 29–31, 2009, Limassol, Cyprus).
- J8 Das, S**, Mandal PK and Ghosh D, “On Homogeneous Skewness for Unimodal Distributions”, 7th Triennial Conference, Calcutta, December 28–31, 2009.
- J9 De’, Rahul**, “Caste Structures and eGovernance in a Developing Country”, International Conference on Electronic Government EGOV 2009, August 31 to September 4, 2009, Johannes Kepler University, Linz, Austria.

- J10 Dhasmana, Anubha**, “Foreign Reserve Adequacy in Sub-Saharan Africa”, Economic Society of South Africa, Port Elizabeth, South Africa, September 7–9, 2009.
- J11 Ghosh, Pulak**, “A Bayesian Semi-parametric Multivariate Joint Model for Multiple Longitudinal Outcomes and a Time-to-event”, Calcutta, December 28–31, 2009.
- J12 Ghosh, Pulak**, “A Bayesian Approach to Meta Analysis”, Vizag, December 14–18, 2009.
- J13 Ghosh, Pulak**, “A Bayesian Approach to Term Structure Modelling”, IIMC, December 2009.
- J14 Gopal, Sahaleen; George, P Rejie; and Ramachandran J**, “Research of Firm Diversification Behaviour: Past Trends and Future Direction”, Strategic Management Research in India: Roadmap for the Future, 12th Annual Convention of the Strategic Management Forum of India, IIM Bangalore, May 27–29, 2009.
- J15 Gunta, Srinivas and Ramachandran J**, “The Sustained Search for Advantage: Resources, Capabilities and Routines”, Strategic Management Research in India: Roadmap for the Future, 12th Annual Convention of the Strategic Management Forum of India, May 27–29, 2009, Bangalore.
- J16 Gupta, Amit**, and John William Sunil, “Coping with the Economic Downturn: Strategic & Organizational Directions”, AIMS Conference, IIM Bangalore.
- J17 Gupta, Pralok and Chanda, Rupa**, “Trade Liberalization in Producer Services: Case Study of India”, Trade Economists’ Conference Organized by UNESCAP Asia Research Network, November 2–3, 2009, Bangkok.
- J18 Krishnan, Rishiksha T**, “Catch-up in Technology-driven Services: The Case of the Indian Software Services Industry”, Tenth World Knowledge Forum, October 13–15, 2009, Seoul, Republic of Korea.
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- J20 Kulkarni, Mukta**, and Dorantes C A, “Performance Feedback and Organizational Citizenship Midwest Academy of Management”, Chicago, Illinois, 2009.
- J21 Kulkarni, Mukta**, “Building Reputation through Organizational Structure. Ensuring Business Continuity through Impactful Reputation Management”, Reputation Institute, Amsterdam, The Netherland, 2009.
- J22 Mahajan S and Shah, Janat**, and Swami, S, “Retail Shelf Space Allocation with a Green Manufacturer”, XIII Annual Conference of the Society of Operations Management, IIT Madras, December 20–22, 2009.
- J23 Malghan, Deepak**, “A Framework for Consistent Biophysical Metrics”, Proceedings of United States Society for Ecological Economics, 2009, May 30 to June 3 2009, Washington, DC, USA.
- J24 Malghan, Deepak**, “Ends, Means, and Economics: Celebrating Herman Daly’s Contribution to Ecological Economics”, United States Society for Ecological Economics, 2009, May 30 to June 3 2009, Washington, DC, USA.
- J25 Mishra, Ashis**, and Vishvas Radhika, “Classification and Store affiliation of Indian Retail Consumers: A Case Study with Bangalore Women”, Proceedings of 5th Conference on Retailing in Asia Pacific, Hong Kong, August 25 to 27, 2009.

- J26 Mishra, Ashis**, “Development of Indian Lifestyle Sector: A Strategic Analysis,” Proceedings of 5th Conference on Retailing in Asia Pacific, Hong Kong, August 25 to 27, 2009.
- J27 Moser, Roger** and Meise, Saxena, “Supply Chain Transparency in the Indian Retail Industry”, Academy of Management Conference, India, December 28-30, 2009, Jamshedpur.
- J28 Mukherji, Arnab**, “A Survey of Innovation in the SME Sector”, in Elizabeth D Brown, Amy Coombe, Fred Kipperman, Krishna B Kumar, Tewodaj Mengistu, Arnab Mukherji, Neeraj Sood, and Joanne K Yoong (2009), Catalysts of Entrepreneurship – Policies for Growth, International Conference on Entrepreneurship, RAND CF-265-KRI, Santa Monica, available online: <http://www.rand.org/pubs/>
- J29 Mukherji, Sourav**, “Creating a Successful Software Product: The Case of Infosys Finacle”, Proceedings of the 11th International Conference on Global Business and Economic Development, Bratislava, Slovak Republic, May 27–30, 2009.
- J30 Mukherji, Sourav**, “Loose Coupling as Means of Overcoming Product Development Challenges in Indian Software Services Organizations”, Proceedings of 1st Indian Academy of Management Conference, Jamshedpur, December 2009.
- J31 Munshi, Soumyanetra**, “On Existence of Pure-Strategy Equilibrium with Endogenous Income”, Eastern Economic Association Meeting, February 26–28, 2010, Philadelphia, PA, USA.
- J32 Munshi, Soumyanetra**, “Partisan Competition and Women’s Suffrage in the United States”, Eastern Economic Association Meeting, February 26–28, 2010, Philadelphia, PA, USA.
- J33 Murthy A S N; Nagadevara V; and De’, Rahul**, “Predictive Models in Cybercrime Investigation –An Application of Data Mining Techniques”, 11th International Conference of the Society of Global Business and Economic Development, May 27–30, 2009, Bratislava, Slovakia.
- J34 Nagadevara V; Ramanayya T V; and Roy, Shyamal**, “Role and Effectiveness of Local Governing Organizations in Efficient Use of Common Resources-Case Study of Water Users Associations in India”, 11th International Conference of the Society of Global Business and Economic Development, May 27–30, 2009, Bratislava, Slovakia.
- J35 Pant, Anirvan and Ramachandran J**, “The Role of Context in International Business: A Decade of Research on Emerging Economies”, Strategic Management Research in India: Roadmap for the Future, 12th Annual Convention of the Strategic Management Forum of India, Indian Institute of Management Bangalore, May 27–29, 2009, Bangalore.
- J36 Pant, Anirvan; Kulkarni, Mukta; and Ramachandran J**, “For Whose Sake the Nation, the Corporation, or the Self?” Agency Theory and the Country Manager, Academy of Management Annual Meeting, August 8–13, 2009, Chicago, USA.
- J37 Patel, Vandana Singhvi**, “Central Banks and Asset Bubbles”, International Finance Conference, IIM Calcutta, December 3–5, 2009.
- J38 Prabhu, Ganesh N** and Anjana Vivek, “Management Program for Women Entrepreneurs in India: Business Plans and Group Processes as Catalysts for Enterprise Creation by Women”, International Conference of Business and Industrial Research, Bangkok, March 17–18, 2010.
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- J41 Prakhya, Srinivas** and Holla, Jayaram, “Profitability Scoring and Optimal Decisions”, 1st IIMA International Conference on Advanced Data Analysis, Business Analytics and Intelligence, June 6–7, 2009, Ahmedabad, India.
- J42 Ramachandran J** and Manikandan K, “The Underexplored Dimensions of Business Groups: New Opportunities for Research”, Strategic Management Research in India: Roadmap for the Future, 12th Annual Convention of the Strategic Management Forum of India, May 27–29, 2009, Bangalore.
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- J44 Saranga, Haritha**, “The Electric Vehicle Industry in India”, International Symposium on China and India – The Divergent Dynamics of Industrial Development, IDE-JETRO, Osaka, Japan, December 21, 2009.
- J45 Sharma, Deepali; Sundar, D Krishna;** and Garg, Shashank, (September 4–6, 2009), “Mode of Entry by MNO s in 3G Mobile Telephony Space in India International Conference”, International Conference on Mobile Governance, Euro MGov 2009 – MGCL, Barcelona, <http://www.m4life.org/proceedings/2009/mLife2009.pdf>
- J46 Singla, Chitra and George, P Rejie** (2009), “Internationalization and Performance: An Analysis of Indian Firms”, Academy of Management Conference, Chicago USA, August 2009.
- J47 Srinivasan, Padmini and Ramachandran J**, “Fairness to Society: A Search for Non-discriminatory Disclosure Regime”, Fourth International Conference on Public Policy and Management, August 9–12, 2009, Bangalore.
- J48 Srinivasan, Padmini and Narasimhan M S**, “An Evaluation of Value Relevance of Consolidated Earnings and Cash Flow Reporting in India”, 2nd International Conference on Corporate Governance, Sydney, Australia, February 9, 2010.
- J49 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.
- J50 Srinivasan R** (CSP) and Chandrashekhar G R, “Conceptualizing Sheltering for New Ventures Research”, Society for Entrepreneurship Scholars (SES) Annual Conference and Manuscript Boot Camp, Johns Hopkins University, Washington DC, USA.
- J51 Srinivasan R,** (CSP) “CavinKare Private Ltd.: Sustaining Rapid Growth in Serving BOP Markets”, European Conference on Entrepreneurship and Innovation (ECEI 2009), September 10–11, 2009, Antwerp, Belgium.
- J52 Srinivasan V;** Mathew J, Muller; Camen M, and Hartog M, “State of Indian HRM Research in International Journals”, Indian Academy of Management Conference, Jamshedpur, December 2009.
- J53 Srinivasan V,** and Valk R, “Early Career Transitions of Women Software Professionals”, Indian Academy of Management Conference, Jamshedpur, December 2009.
- J54 Swaminathan, Hema; Mukherji, Arnab** and Rajaraman, Divya, “Distribution of Malnutrition in India: Effects of Socio-Economic Characteristics and Economic Development on Being

- Underweight and Overweight”, Population Association of America Conference, April 2010, Dallas, USA.
- J55 Swaminathan, Hema**, “Land Holdings and Income Diversification”, (with Caren Grown) International Conference for Agricultural Economists, Beijing, China, August 16–22, 2009.
- J56 Tara, S Nayana**; Kumar, N S Sanath; and Ramaswamy S, “Effectiveness of Academic Support Structures for Elementary Education in Two Southern States of India,” 7th Annual Conference of IABE, October 18–21, 2009, Las Vegas, USA.
- J57 Seenu, V Srinivasan**; **Shainesh G**; and **Sharma, K Anand**, “An Approach to Customer-based, Cost-effective Service Enhancement: An Application to the Indian Railways Passenger Service” Great Lakes-NASMEI Conference, Chennai, December 2009.
- J58 Vaidyanathan R**, “Global Meltdown-Managing Risks by IT Industry”, Testing Confluence Conference, April 20, 2009, Wipro Ltd., Bangalore.
- J59 Vaidyanathan R**, “Tax Havens and Illegal Funds of India”, Talk at Indian Liberal Group and Rajaji Centre for Public Affairs, May 1, 2009, Chennai.
- J60 Vaidyanathan R**, “Pension Reforms: Lessons from India”, 13th Conference of Asia Pacific Risk and Insurance Association (APRIA), July 19–22, 2009, Peking University, Beijing, China.
- J61 Vaidyanathan R**, “How to Get Back Indian Illegal Wealth Abroad”, Chambers of Commerce, August 8, 2009, Coimbatore.
- J62 Vaidyanathan R**, “Tax Havens and Indian Illegal Money Abroad”, talk at FAPCCI, August 22, 2009, Hyderabad.
- J63 Vaidyanathan R**, “India’s Real Engines of Growth”, Sri Howri Shankar Memorial Lecture, August 22, 2009, Osmania University, Hyderabad.
- J64 Vaidyanathan R**, “Tax Havens and Illegal Wealth of India”, Palkivala Memorial Lecture, August 29, 2009, Chennai.
- J65 Vijay D**, and **Kulkarni, Mukta**, “Community Mobilization and Palliative Care: A Social Movement Perspective”, Fifth Organizations Studies Summer Workshop on Social Movements, Civil Societies and Corporations, Margaux, France, 2010.

K Invited Seminars/ Colloquia

- K1 Anshuman, Ravi**, Discussant, “Price Limits,” NISM Conference November 2009.
- K2 Bhagavatula, Suresh**, “Shaping the Future, Business Plan Competition”, National Geographic Channel, Delhi, January 5, 2010.
- K3 Bhagavatula, Suresh**, “Converting Ideas to Venture,” IEEE Gold Congress, Bangalore, December 5, 2009.
- K4 Chandrashekar S**, “Chinese and Other Regional Power Interest”, Seminar on Security and Development of Andaman and Nicobar Islands, Port Blair, September 2009.
- K5 Chandrashekar S**, “The Emerging World Space Order and Its Implications for National Space Policies”, International Symposium on Earth Observation System, Policy and Coordination Framework, Abu Dhabi, March 23, 2010.
- K6 Chanda, Rupa**, “Regional Integration in Services in South Asia”, 2nd South Asia Economic Summit, New Delhi, December 10–12, 2009.
- K7 Chanda, Rupa**, “GATS, Mode 4 and Intermodal Linkages,” WTO Training Workshop, organized by Islamic Development Bank, Istanbul, May 19–21, 2009.
- K8 Chanda, Rupa**, “Global Economic Crisis and Protectionism: Implications for services trade and GATS”, WTO Seminar Series, Indian Council for Research International Economic Relations, New Delhi, May 29, 2009.
- K9 Chanda, Rupa**, “Prospects for Bilateral Trade in Health Services between India and the UK: An Overview of Telemedicine”, London School of Hygiene and Tropical Medicine, London, June 23, 2009.
- K10 Chanda, Rupa**, “Trade in Services: India’s Opportunities and Constraints”, Services Science and Automation Workshop, IEEE, Bangalore, August 22, 2009.
- K11 Chanda, Rupa**, “Prospects for Bilateral Trade in Health Services between India and the UK: Synthesis of Findings”, FICCI, New Delhi, March 4, 2010.

- K12 Das S**, “On Improved Estimation of Batting Average in Light of Notout Innings using Generalized Geometric Distribution”, IIMB Seminar Series September 4, 2009.
- K13 De’, Rahul**, “Research Issues on e-Government and ICT for Development,” University of Agder, Kristiansand, Norway, 8–10 March, 2010.
- K14 De’, Rahul**, “Is Open Source the Game Changer for Hardward Industry?” Panelist on the Executive/CTO Panel, at the 23rd International Conference on VLSI Design, NIMHANS Conference Centre, Bangalore, India, January 5, 2010.
- K15 De’, Rahul**, “Caste Structure and e-Governance in a Developing Country,” National Institute of Advanced Studies, Indian Institute of Science Campus, Bangalore, December 16, 2009.
- K16 De’, Rahul**, “Economic Impact of Free and Open Source Software – A Study in India,” INTEROP Mumbai 2009, Bombay Exhibition Centre, Mumbai, October 7–9, 2009.
- K17 De’, Rahul**, “Quantitative Modeling,” Singapore Internet Research Centre Workshop, Nanyang Technological University, Singapore, July3–4, 2009.
- K18 George, P Rejie** and Singla, Chitra, “Ownership Structure Board Structure and Internationalization of Indian Firms”, Indian School of Business (ISB), March 25, 2010.
- K19 Ghosh, Pulak**, “Modeling Member Behaviours in User-generated Content Sites: a Semiparametric Bayesian Approach”, Hyderabad, November 20, 2009.
- K20 Ghosh, Pulak**, “A Tow-part Modeling for Acupuncture Clinical Trials”, Thailand, November 2009.
- K21 Ghosh, Pulak**, “A Tutorial on Nonparametric Bayes”, Germany, October, 2009.
- K22 Ghosh, Pulak**, “Bayesian Joint Modeling”, United Arab Emirates, October 2009.
- K23 Ghosh, Pulak**, “Bayesian Joint Modeling”, UK, June 2009.
- K24 Gupta P and Chanda, Rupa**, “Trade Liberalization in Producer Services: Case Study of India”, Asia-Pacific Trade Economists’ Conference, UNESCAP, Bangkok, November 2–3, 2009.
- K25 Jha M**, “Developing Service Culture,” Vellore Institute of Management, December 18, 2009.
- K26 Kumar, R Ravi**, “Transforming Organizations through Team and Leadership Development,” May 30,2009, ONGC, Dehradun.
- K27 Kumar, R Ravi**, “Strategies for Managerial Success,” Invited presentation at the seminar, Department of Management, PG Siddarth College, Vijayawada, August 13, 2009.
- K28 Kumar K**, “The World is Your Market”, CII Karnataka SME Conclave, February 5, 2010.
- K29 Kumar K**, “India @ 2120 – Opportunities and Challenges”, Bharthidasan Institute of Management, Trichy, February 2010.
- K30 Kumar K**, “Asia Pacific Symposium on Entrepreneurship & Innovation Research Conference”, University of Sydney, January 2010.
- K31 Kumar K**, “Innovation and Entrepreneurship in India”, CIP Forum, Sweden, University of Gothenberg, September 6–9, 2009.
- K32 Kumar K**, “Business History Round Table”, IIMB Campus, August 28, 2009, Organizer and Moderator of the Round Table Discussion.
- K33 Malghan, Deepak**, “Biophysical Foundations of Economic Growth”, CELAP Pudong, PRC, October 16, 2009.

- K34 Malghan, Deepak**, “Ordinal and Cardinal Variables”, ISEC, Bangalore, February 2010.
- K35 Malghan, Deepak**, “Contingent Valuation of Public Goods: Asking the Right Question”, Tufts University and SEI, Somerville, MA, USA, June 5, 2009.
- K36 Malghan, Deepak**, “One-handed Economist”, American University (USSEE), June 2, 2009.
- K37 Manimala, Mathew J**, “Technology Business Incubators: A Perspective for the Emerging Economies” (with Devi Vijay), paper presented at the 9th International Entrepreneurship Forum Conference, Sabanci University, Istanbul, Turkey, 16–18 September 2009.
- K38 Mishra, Ashis and Prabhu, Ganesh N** “Retailing Strategy Models in India”, Asia Pacific Retailing Conference, Hong Kong, Oxford Institute of Retailing, August 25–27, 2009.
- K39 Moorthi YLR**, Talk on “Innovation, Technology and Customer” delivered in the “Thought Leader” series at SAP Labs, Bangalore Campus, March 11, 2010.
- K40 Mukherji, Arnab**, “Innovation Survey in the SME Sector,” ISB-RAND International Conference on Entrepreneurship, June 5–6 2009, ISB, Gachibowli, Andhra Pradesh.
- K41 Mukherji, Sourav**, “Impact of Inclusive Ventures Serving the BoP”, Keynote address at BoP Impact Conference, University of Delft (Netherlands), November 16, 2009.
- K42 Mukherji, Sourav**, “Managing Knowledge and Creating a Learning Organization”, ANZ Technology and Operations, Bangalore, January 2010.
- K43 Mukherji, Sourav**, “Value Creation through Outsourcing”, IBM India, Bangalore, June 2009.
- K44 Naik, Gopal**, and Mathew A, “Interventions in the Food Value Chain to Improve Quality and Competitiveness: A Case Study of Dairy Cooperative in India,” International Food and Agribusiness Management symposium 2009, June 19–23, Budapest.
- K45 Naik, Gopal**, and Mathew A, “Information Asymmetry in Cotton Market in India,” International Food and Agribusiness Management Symposium 2009, June 19–23, Budapest.
- K46 Naik, Gopal**, “Developing an Effective Model for Food Safety for Karnataka,” Invited presentation, XX Indian Convention of Food Scientists and Technologists, December 12–13, 2009, Bangalore.
- K47 Naik, Gopal**, “An Integrated Approach to Commodity Marketing and Financing,” Seminar on Commodity Futures, Forward Market Commission and Multi-commodity Exchange, December 17, 2009, Kolkata.
- K48 Narayanaswamy R**, Bangalore Cantonment CPE Study Circle, “Recent Modifications to Accounting Standard 11”, Bangalore, May 9, 2009.
- K49 Narayanaswamy R**, Karnataka State Chartered Accountants Association, Panel Discussion on IFRS, Bangalore, May 30, 2009
- K50 Narayanaswamy R**, SDM Institute of Management, Budget 2010, Mysore, July 7, 2009.
- K51 Narayanaswamy R**, CII Seminar on Value Engineering, Keynote Speaker, Bangalore, October 15, 2009.
- K52 Narayanaswamy R**, Bangalore Cantonment CPE Study Circle, IFRS, Bangalore, November 21, 2009.
- K53 Prabhu, Ganesh N and Mishra, Ashis**, Multi-brand Retail Failures in India Asia Pacific Retailing Conference Hong Kong, Oxford Institute of Retailing, August 25–27, 2009.
- K54 Prabhu, Ganesh N** Melton Foundation India Symposium, Bangalore, Panelist on Business Innovation, August 6, 2009.

- K55 Prabhu, Ganesh N** 21st Karnataka Chartered Accountants Annual Conference, Bangalore, Invited Talk, “Strategy, Leadership and Innovation: Lessons from Alexander”, May 29–30, 2009.
- K56 Sabarinathan G**, Lecture at a seminar organized by REVA Institute of Management, “Regulatory Architecture of Securities Market in India,” on August 21, 2009.
- K57 Saranga, Haritha**, “Competitiveness of the Indian Auto Component Industry,” Institute of Developing Economies, Japan External Trade Organization, Chiba, Japan, December 2009.
- K58 Sen, Gita**, “Making Gender Matter”, Expert Round Table 2 – MDGs 4 & 5 – Maternal and Child Health, Agenda 2010: The Turning Point on Poverty – DFID MDGs Conference, London, March 11, 2010.
- K59 Sen, Gita**, “Implementing the Internationally Agreed Goals and Commitments in Regard to Gender Equality and Empowerment of Women”, Experts Panel in Preparation for the 2010 Annual Ministerial Review of the Economic and Social Council, United Nations, 54th Session of the UN Commission on the Status of Women, March 9, 2010.
- K60 Sen, Gita**, “The Rights Deficit”, Interactive Panel organized by the Permanent Mission to the UN of the Government of Denmark and UNFPA, United Nations, New York, March 9, 2010.
- K61 Sen, Gita**, “Human Rights and Economic Policies,” Colloquium on Human Rights in the Global Economy, International Council on Human Rights Policy & Realizing Rights, Geneva, January 11–13, 2010.
- K62 Sen, Gita**, “Moving Forward to Realize SRR”, Nordic Governments’ Technical Meeting toward a joint SRHR/GE agenda Oslo, November 12–13, 2009.
- K63 Sen, Gita**, “Equity, PPPs and Ways Forward for the NRHM”, Keynote Speech at the National Conference on Emerging Health Care Models: Engaging the Private Health Sector, CEHAT, September 25–26, Mumbai.
- K64 Sen, Gita**, “Turning the Financial Crisis into Opportunity for SRHR – Key Steps”, EuroNGOs Conference on Investing in Sexual and Reproductive Health in Times of Economic Crisis, September 7–8, 2009, Riga, Latvia.
- K65 Sen, Gita**, “SRHR and Global Finance – Crisis or Opportunity”, Panel on SRHR and the Global Economic Climate at Global Partners in Action – NGO Forum on SRH and Development: Invest in Health, Rights and the Future, September 2–4, 2009, Berlin.
- K66 Sen, Gita**, “Family Planning and SRHR: the Past as Prologue?”, Technical Meeting on Reducing Inequities: Ensuring Universal Access to Family Planning in the Context of Sexual and Reproductive Health, UNFPA, New York, June 30–July 2, 2009.
- K67 Sen, Gita**, “Health inequalities in the Era of Reforms: the Case of India”, DFID, South Asia Social Development Office, London, March 12, 2010.
- K68 Sen, Gita**, “Are Development Alternatives Necessary? Possible?”, Bloomfield College, October 7, 2009.
- K69 Srinivasan, Padmini**, “Fundamental Analysis”, Investors Meet, Stock Exchange, September 27, 2009.
- K70 Srinivasan, Vasanthi**, “Intergenerational Challenges in Rapid Growth”, Nasscom Leadership Summit, November 9–10, 2009.
- K71 Venkatagiri S**, “The Business of Free Software,” FSM Karnataka Conference, Bangalore, March 22, 2010.

- K72 Venkatagiri S**, “New Directions in IT-mediated Education”, Big 3 IT in Education, Goa, November 16, 2009.
- K73 Venkatagiri S**, “Challenges to New Product Development”, Honeywell, Bangalore, May 8, 2009.
- K74 Venkatagiri S**, “Feeling Chicken at the Crossroads of Technology”, Affairs Conference for School Heads, October 24, 2009.
- K75 Venkatagiri S**, “The e in eCommerce”, Department of Income Tax, Karnataka, October 20, 2009.

L Seminars/ Conferences Organised by IIMB

Public Policy & Management

- L1** The Fourth Annual Conference on Public Policy and Management was held during August 9-12, 2009.
- L2** “Workshop on Food Safety & Standards Act”: The Centre for Public Policy organized a consultation workshop on May 25, 2009
- L3** A Seminar on “Conscious Capitalism” by Dr. Rajendra S. Sisodia, Professor of Marketing at Bentley University, and previously Trustee Professor of Marketing and the Founding Director of the Center for Marketing Technology, was organized on June 17, 2009.
- L4** The Workshop on “Centre of Excellence in Urban Development” was held on July 25, 2009.
- L5** “Consultation Workshop on Rural Kiosks” was held on October 1, 2009.
- L6** An interactive lecture titled “Governing the Commons: The Indian Experience” by Prakash Kashwan, one of Professor Elinor Ostrom’s (Nobel Prize awarded in economics for this year) advanced doctoral students was held on October 23, 2009.
- L7** A talk by Dr. Sanjay Panth, Senior Resident Representative in India, International Monetary Fund on The IMF’s “The World Economic Outlook 2009” was held on November 4, 2009.
- L8** The “Workshop on Special Economic Zone Policy” was held on November 9, 2009. Ms. Aruna Roy and Ms. Medha Patkar participated in the workshop.
- L9** Talk by Himanshu Kumar on “The War Within: The Maoists, The Tribals, and The State”, on November 10, 2009.
- L10** Consultative meeting on “Investment Opportunities in Agribusiness in Karnataka” on January 8, 2010.
- L11** Consultative discussion on “Urban Development Policy for Karnataka” on February 11, 2010.



Centre for Corporate Governance & Citizenship

- L12** Subash Menon, Founder & CEO, Subex “Entrepreneurship & Mergers & Acquisitions”, June 23, 2009.
- L13** Harish Kapadia, “Managing Himalayan Mountains Exploration, War, Politics and Environment”, July 9, 2009.
- L14** Ramadoss, P M Kumar, Balachander,. Preeti and Prashant, “HR Panel Discussion”, July 10, 2009.
- L15** Neil Wilkoff, IP Specialist, “IP as a Management Tool: Promise and Limitations”, July 4, 2009. Shobit Sengupta, “Brand Management”, September 9, 2009.
- L16** Willi Brammertz, “Risk Management and Regulatory Compliance”, September 23, 2009.
- L17** Alagu Balaraman, VP, Britannia Industries Ltd., “Practical Challenges in Bringing about Large Scale Change in Organizations”.
- L18** Abhay Gupte, GSB Bindra, Ajay Nanavati and Prof. Sourav Mukherjee, “Riding the Innovation Wave – the Key Differentiator for Organisation’s Success”, December 22, 2009.
- L19** Subroto Bagchi, “Leadership Challenges during Economics Crisis and the Way Forward”, February 7, 2010.
- L20** Subhash Dhar, “New Product Launch Strategy”, February 11, 2010.

Supply Chain Management Centre (SCMC)

- L21** “Aerospace Supply Chain Symposium” was organized jointly by IIMB Management Review, the Supply Chain Management Centre, and the EADS-SMI Endowed Chair for Sourcing and Supply Management on October 10, 2009.

M Doctoral Theses

Doctoral Theses Completed during 2009–2010

Student	Dissertation Title	Area of Specialisation
Ananya Upadhyaya	Knowledge Sharing and Team Performance in Distributed Teams: Impact of Communication and Task Characteristics	Quantitative Methods and Information Systems
Anirvan Pant	Essays on Organisational Legitimacy and Organisational Identity in International Business	Corporate Strategy and Policy
Anuj Paul Gosain	Consequences of Service Recovery Justice Perceptions: An Equity Theory Perspective	Marketing
Krishanu Rakshit	An Analytical Model for Pricing Line-extensions of Consumer Non-durables	Marketing
Lakshman Vijay Muddu	Impact of Institutional Investors on the Indian Capital Market	Finance and Control
Madalasa Venkataraman	Reverse Mortgage : Indian Context	Finance and Control
Puja Guha	Macroeconomic Transmission Channel of International Remittance Flows Labour Market Adjustments and Dutch Disease Effect	Economics and Social Sciences
Sumit Bakshi	The Impact of Globally Distributed Virtual Organising on the Flexibility of Software Development Project Teams	Quantitative Methods and Information Systems

Students at Theses Stage in the Doctoral Programme during 2009-2010

Student	Dissertation Title	Area of Specialisation
Anirvan Pant	Organizational Legitimacy and Organizational Identity in International Business: Three Essays	Corporate Strategy and Policy
Ashutosh Kumar Sinha	Emerging Markets Cross Border M&A: Three Essays on the Determinants of Premia, and Short Term and Long Term Abnormal Returns	Corporate Strategy and Policy
Chitra	Internationalization, Governance and Firm Performance: An Analysis of Indian Firms	Corporate Strategy and Policy
Debabrata Ghosh	Channel Coordination Mechanisms in Green Supply Chain	Production and Operations Management
Jayaram Holla	Profitability Scoring and Optimal Decisions	Quantitative Methods and Information Systems
Jang Bahadur Singh	Evaluating Information and Communication Technology (ICT) Projects: A Development Perspective	Quantitative Methods and Information Systems
Kalpana Gopalan	Shifting Perspectives and the Kernels of Policy: Governance and Design in Infrastructure Public Private Partnerships, The Indian Experience with the Bangalore International Airport Ltd.	Public Policy
Lakshman Vijay Muddu	Volatility Modeling and Impact of Institutional Trade on Indian Capital Markets	Corporate Strategy and Policy
Mahesh MV	A Contingency Theoretic Framework for Supply Chain Disruption Risk Management	Production and Operations Management
Manikandan K S	Growth of Diversified Business Groups: Peering into the Black Box	Corporate Strategy and Policy
Naveen S	Behavioural Dynamics in Supply Chain Contract Design	Production and Operations Management
Nalini Guhesh	Optimal CLV-based Decisions or Existing Customer Management in Situations of Asymmetric Social Influence	Quantitative Methods and Information Systems
Puja Guha	Macroeconomic Transmission Channel of International Remittance Flows Labour Market Adjustments and Dutch Disease Effect	Economics and Social Sciences
Saroj Kumar Pani	The Effect of Economic and Social Embeddedness of Firms: Value Appropriation and Competitive Advantage	Corporate Strategy and Policy

Shaleen Gopal	Contextual Embeddedness of Firm Diversification Behaviour	Corporate Strategy and Policy
Shrikant Kolhar	Selected Issues in Inflation Measurement for Monetary Policy Rules	Economics and Social Sciences
Shalu Kalra	Systematic Liquidity, Investor Sentiment and Market Behaviour	Finance and Control
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
Smita Chattopadhyay	Communities of Practice (CoP): Drivers of Effectiveness	Organisational Behaviour and Human Resource Management

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 2009–March 2010.

July 23, 2009

Speaker: Manikandan K S – Presenter, Srinivas Gunta – Co-Author
Topic: What Keeps Business Group Affiliated Firms Ticking? A View through the Absorptive Capacity Lens

July 23, 2009

Speaker: Kalpana Gopalan
Topic: What are the Characteristics of a Successful Public Private Partnership: A Study of the Indian Experience with Reference to Bangalore International Airport Ltd.

July 30, 2009

Speaker: Rejie George P and Chitra Singla (presented by Chitra Singla)
Topic: Relationship between Internationalization and Firm Performance

July 30, 2009

Speaker: Rajkumar Upadhyaya
Topic: Entry in Indian Cellular Industry and Early Mover Advantage

August 6, 2009

Speaker: Puja Guha
Topic: Macroeconomic Responses to Remittances: The Real Channel

August 13, 2009

Speaker: Narahari HS
 Topic: Stock Market Reaction to Capital Expenditure Announcements: Evidence from India

August 20, 2009

Speaker: Debabrata Ghosh
 Topic: Determining the Economics of Remanufacturing under Limited Component Durability Using Non-linear Cost Functions

August 27, 2009

Speaker: Pralok Gupta
 Topic: The Services Sector in International Trade

September 3, 2009
 Speaker: Anirvan Pant
 Topic: For Whose Sake – The Nation, the Corporation, or the Self? Agency Theory and the Country Manager

September 10, 2009

Speaker: Ramya TV
 Topic: National Culture as Informal Institution in Comparative Economic Organisation: A Study of Multinational Entry Mode

September 17, 2009

Speaker: Saroj Kumar Pani
 Topic: Why Do Some Firms Gain from CSR Actions, while Others Do Not? A Case Survey on CSR Actions, CSR Process Institutionalization, and Competitive Advantage

September 24, 2009

Speaker: Dinesh K Masta
 Topic: New Economic Geography: The Empirical Challenge

October 1, 2009
 Speaker: Nivedita Sinha
 Topic: Impact of Clause 49 of Listing Agreement (a Governance Reform) on Information Asymmetry – Indian Context

October 8, 2009

Speaker: Jayaram Holla
 Topic: Profitability Scoring and Optimal Decisions

October 15, 2009

Speaker: Ashwin AS
 Topic: Determinants of Mode of Technology Acquisition: A Transaction Cost and Technology Familiarity Perspective

October 22, 2009

Speaker: Samir Kagalkar
 Topic: Imitation and Performance: A Study of the Indian Public Sector Bank

October 22, 2009	Speaker: Arun Kumar Tripathy	Topic: Making the Presentation Some Other Day
October 29, 2009	Speaker: Mahesh MV	Topic: Managing Disruption Risks in Supply Chains: A Contingency Theory Framework
October 29, 2009	Speaker: Deepali Sharma	Topic: Introduction of 3G Services in India: An Institutional Perspective
November 5, 2009	Speaker: Nalini Guhesh	Topic: Customer Equity – A Network-based Approach
November 12, 2009	Speaker: Bipin Kumar Dixit	Topic: Explaining Mergers and Acquisitions (M & A) Decisions When CEOs Are Overconfident
November 19, 2009	Speaker: Naveen S	Topic: Behavioral Dynamics in Optimal Contract Design: An Analysis of Revenue Sharing Contract
November 26, 2009	Speaker: Jang Bahadur Singh	Topic: Evaluating Information and Communication Technology (ICT) Projects: A Development Perspective
December 3, 2009	Speaker: Ashutosh K Sinha	Topic: A Study of Premia Paid by Firms Undertaking Cross Border Acquisitions
December 10, 2009	Speaker: Shaleen Gopal	Topic: Evolution of Labour Market Contracts in India's Software Industry: An Explorative Study
December 10, 2009	Speaker: Vishwesh Mehta	Topic: Empirical Examination of Herding in Indian Capital Market
December 24, 2009	Speaker: Shalu Kalra	Topic: Systematic Liquidity, Investor Sentiment and Market Behaviour

December 31, 2009	
Speaker:	Deepika R Gupta
Topic:	Transaction Cost Economics and International Business

January 7, 2010	
Speaker:	Anish S
Topic:	A Routine Based Process Model of Organizational Change and Renewal

January 14, 2010	
Speaker:	Devi Vijay
Topic:	Community Based Organizations for Palliative Care: A Social Movement Perspective

January 14, 2010	
Speaker:	Chinmay Vasudev Tumble
Topic:	New States or New Districts?: The Evolution of Administrative Units in Independent India

January 20, 2010	
Speaker:	Smita Joshi
Topic:	Firm Characteristics and Segment Disclosure

January 20, 2010	
Speaker:	Indu Rayadurgam
Topic:	Public Organizations, Mainstream Organizational Research and the New Public Management: Conceptualizing the Dynamics Using Institutional Theory

January 28, 2010	
Speaker:	Hardajit Ajit Singh
Topic:	IPO Under Pricing and Underwriter Reputation Characteristics: An Empirical Study

January 21, 2010	
Speaker:	AR Papi Reddy
Topic:	Operations Strategy Alignments: A State-of-the-art Literature Review

February 04, 2010	
Speaker:	Tanaka
Topic:	Children in Armed Conflict Understanding the Child Soldier

February 04, 2010	
Speaker:	Avadhoot Jathar
Topic:	Structuration Theory to Understand Job Popping/Job Switches – Process and Context Study

February 11, 2010	
Speaker:	Niharika
Topic:	Linkages between Organizational Rewards and Individual Creativity

February 11, 2010

Speaker: Rajesh Chandwani

Topic: A Study of the Impact of ICT Interventions in Health Care Delivery on “Health behaviour and Practices” in a Community

February 18, 2010

Speaker: Rimi Goswami

Topic: Water Governance in Indian Cities: A Critique

February 25, 2010

Speaker: Damini Gupta

Topic: Is Virtue Rewarding? – An Indian Experience

March 04, 2010

Speaker: Rajat Sharma

Topic: Supplier’s Application of Power in Supplier-Retailer Relationship: Role of Product Importance Level and the Customer Perceived Service Quality of Retailer

March 11, 2010

Speaker: Priyanka Shukla

Topic: Standards War in Hi-tech Industry: The Need for Collective Strategy

March 11, 2010

Speaker: Saurabh K Pandya

Topic: Upper Echelons Characteristics as a Distinctive Resource and Their Impact on Firm Performance in the Entrepreneurial Phase

March 18, 2010

Speaker: Vidhyla Venugopal

Topic: Entrepreneurship and the Network Paradigm

March 18, 2010

Speaker: Archisman Majumdar

Topic: Modeling Social Computing Technology Adoptions in the Presence of Network Externalities and Information Cascades

March 25, 2010

Speaker: KN Murthy

Topic: Political Economy of Global Climate Change

March 25, 2010

Speaker: Vandana Rao

Topic: Review of Levy Processes

O Faculty Seminar Series

Seminars Held during 2009–2010

Friday, May 29, 2009

Dr. Shameen Prashantham, University of Glasgow Business School

Exploring SME's Local Links with Foreign MNCs

Friday, June 12, 2009

Prof. Sourav Mukherji, IIM, Bangalore

Creating a Software Product from Software Service Business: The Case of Infosys' Finacle

Friday, June 19 2009

Lakshman S Thakur, University of Connecticut, USA

Technology Adoption in India: Important Variables

Tuesday, June 30, 2009

Prof. S Raghavan, The Robert H. Smith School of Business, University of Maryland, USA

Bid Optimization in Sponsored Search Auctions

Thursday, July 9, 2009

Prof. Krishna Pendakur, Simon Fraser University, Canada

Measuring Inequality When Individuals Live in Households

Friday, July 10, 2009

Dr. Piyush Sharma, The Hong Kong Polytechnic University, Hong Kong

Counterfeit Proneness: Conceptualization and Scale Development

Friday, July 24, 2009

Prof. Narayandas Das, Harvard Business School, USA
Managing Customer Relationships in Business Markets

Wednesday, August 5, 2009

Dr. Prokriti Mukherji, Carlson School of Management, University of Minnesota, USA
Behemoths at the Gate: How Incumbents Take on Acquisitive Entrants

Friday, August 7, 2009

Dr. Harish Krishnan, University of British Columbia, Canada
Inventory Dynamics and Supply Chain Coordination

Friday, August 14, 2009

Dr. Rakesh Gupta, Fidelity Business Services India Ltd.,
Improving Linkage of Web Pages

Wednesday, August 19, 2009

Vrinda Kadiyali, Cornell University, USA
The Impact of Emotional Product Attributes on Consumer Demand: An Application to the US Motion Picture Industry

Friday, August 21, 2009

Dr. Deepak Iyengar, University of Kentucky, USA
A 6R-based Approach to Next Generation Sustainable Supply Chain Management

Tuesday, August 25, 2009

Dr. Ernest Johnson, University of Regina, Canada
Privacy and Security Concerns Related to Internet Use

Friday, August 28, 2009

Dr. Iritch Ben-Arroyo Hartman, Indian Institute of Science, Bangalore
On Path Partition and Colouring in Digraphs

Friday, September 4, 2009

Prof. Shubhabrata Das, IIM, Bangalore
On Improved Estimation of Batting Average in Light of Notout Innings using Generalized Geometric Distribution

Friday, September 11, 2009

Dr. Rajeeva L Karandikar Cranes Software International Ltd.
On Merton's Paradigm for Assessing Credit Risk via Option Pricing Theory

Friday, September 18, 2009

Prof. Ramadhar Singh, National University of Singapore
Consequences of Dissimilar and Similar Attitudes

Thursday, September 24, 2009

Willi Brammertz, University of Zurich, Switzerland
Risk and Regulation

Friday, October 9, 2009

Prof. Vijaya B Marisetty, IIM, Bangalore
Emerging Markets, Business Groups and the Wealth Effects of Corporate Acquisition Decisions

Wednesday, November 11, 2009

Prof. Jeremy Moon, Nottingham University Business School
Corporate Social Responsibility and Government

Tuesday, November 17, 2009

Prof. Dirk Matten, York University, Canada
'Implicit' and 'Explicit' Corporate Social Responsibility: A Conceptual Framework for Understanding Comparative CSR

Monday, November 30, 2009

Prof. Xiaobo Wu, Zhejiang University, China
China's Manufacturing and Innovation Strategies

Friday, December 4, 2009

Prof. Dhinu Srinivasan, Katz School of Business, University of Pittsburgh
An Empirical Examination of the Impacts from Termination of a Performance-Based Incentive Plan

Tuesday, December 8, 2009

Duara, National University of Singapore
Chinese Reforms in Historical and Comparative Perspective

Thursday, December 17, 2009

Krishna Kummmamuru and Alan Hartman, IBM Research
Engineering and Management Innovations in Services

Friday, December 18, 2009

Dr. Indranil Bose, The University of Hong Kong
Do Phishing Alerts Influence Market Value? An Analysis of Global Firms

Tuesday, December 22, 2009

Prof. Pradip H Sadarangani, IIM Bangalore

Interrelations among a Channel Entity's Power Sources – Exploratory Study in Indi Context

Friday, January 1, 2010

V Seenu Srinivasan, Graduate School of Business, Stanford University

An Approach to Customer-based, Cost-effective Service Enhancement: An application to the Indian Railways Passenger Service

Friday, January 8, 2010

Saras D Sarasvathy, Darden School, University of Virginia

Effectuation: Elements of Entrepreneurial Expertise

Friday, January 15, 2010

Kaustav Sen, Lubin School of Business, Pace University, NY

Is Alignment of Executive Incentives Mispriced by the Market

Friday, January 29, 2010

Mathew Kurian, UNESCO-IHE – Institute for Water Education

Institutions and Economic Development: A Framework for Understanding Water Services

Thursday, February 11, 2010

Dr. Sanjay Banerji, University of Essex, UK

Collusion, Incentives and Design of CEO Compensations

Tuesday, February 16, 2010

Dr. Bin Srinidhi, City University of Hong Kong

Auditor Concentration and Audit Fee: International Evidence from Arthur Andersen's Demise

Friday, February 26, 2010

Dr. Judith Hollows, The Hong Kong Polytechnic University

Brand development: Institutional Constraints on Chinese Business

Tuesday, March 2, 2010

Prof. K Sudhir, Yale School of Management, USA

Do Bonuses Enhance Sales Productivity? A Dynamic Structural Analysis of Bonus-Based Compensation Plans

Friday, March 5, 2010

Prof. Nirvikar Singh, University of California, Santa Cruz

The Innovator's Dilemma Revisited

Friday, March 19, 2010

Prof. Sudhir Gupta, Simon Fraser University, Canada

Environmental Considerations in Operations and Supply Chain Management

Friday, March 26, 2010

Dr. Satish Raghavendran and Priti S Rajagopalan; Deloitte Research, India

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