



भारतीय प्रबंध संस्थान बेंगलूर
INDIAN INSTITUTE OF MANAGEMENT
BANGALORE

ISSN 2320-2114



Research & Publications

ANNUAL REPORT 2013-2014



Prof. Srinivasan Rangan

Chairperson, Research and Publications

Members of Research and Publications Committee

Prof. Srinivasan Rangan

Prof. Rupa Chanda

Prof. R Srinivasan (CSP)

Prof. Srinivas Prakhya

Prof. Haritha Saranga

Prof. Vasanthi Srinivasan

Prof. Arnab Mukherji

Prof. Sreelata Jonnalagedda

Research and Publications Team

Dr. Deepthi Shanker

Manager, Research and Publications

Nirmala Manoj

Executive Secretary

Chitralkha A D

Copy Editor

Menaka Rao

Case Writer

Suhruta Kulkarni

Case Writer

Amala Niranjana

Project Assistant

RESEARCH AND PUBLICATIONS

ANNUAL REPORT 2014

(April 2013 – March 2014)



भारतीय प्रबंध संस्थान बेंगलूर

INDIAN INSTITUTE OF MANAGEMENT
BANGALORE

Contents

Preface	5
Research Output	6
IIMB Cases at HBP and IVEY Publishing	9
Leading Journal Publications	11
Area-wise Publications and Research Output	
I Corporate Strategy and Policy (CSP)	13
II Economics and Social Sciences (ESS)	29
III Finance and Control (F&C)	51
IV Marketing (M)	65
V Organizational Behaviour & Human Resource Management (OB&HRM)	77
VI Productions and Operations Management (P&OM)	95
VII Quantitative Methods and Information Systems (QM&IS)	105
VIII Centre for Public Policy (CPP)	121
IX N S Raghavan Centre for Entrepreneurial Learning (NSRCEL)	137
X Centre for Corporate Governance and Citizenship (CCGC)	141
XI Centre for Software and IT Management (CSITM)	143
XII Supply Chain Management Centre (SCMC)	147
XIII Data Centre and Analytics Lab (DCAL)	149
XIV Conferences and Workshops at IIMB (C&W)	151
XV IIMB Research Seminar Series (IRSS)	155
Author Index	159
Subject Index	161



तेजस्वि नावधीतमस्तु

भारतीय चर्बंध संस्थान बैंगलूर

ಭಾರತೀಯ ವ್ಯವಸ್ಥಾಪನಾ ಸಂಸ್ಥೆ ಬೆಂಗಳೂರು

Indian Institute of Management Bangalore



Preface



Research at Indian Institute of Management Bangalore (IIMB) covers all the functional areas of management. Faculty members at IIMB are involved in both theoretical and empirical research to increase our understanding of how economies, industries, firms, managers, and various stakeholders make decisions and take actions. This report provides details of research and publication activities at IIMB from April 2013 to March 2014.

This year, IIMB faculty members and research scholars have published four books and sixty-two articles in academic journals. In recent years, the number of articles in leading academic journals has steadily increased. Our faculty published thirteen articles in top journals – journals which have been listed in the Financial Times 45 list, the Business Week 20 list, or the UT Dallas list of top journals. IIMB continues to distribute case studies through Harvard Business Publishing (HBP) and Ivey Publishing. During the academic year (2013–2014), eighteen cases along with their teaching notes were distributed through HBP and one case was published by Ivey Publishing. The research culture at IIMB is enriched by seminars at which researchers from various academic institutes and research organizations share their research work. Close to forty researchers from across the globe visited IIMB and delivered research seminars. Several conferences and open house meetings were conducted at IIMB to discuss many contemporary research themes at IIMB.

Turning to awards and recognition, we received the top place among business schools in the Central Asia Region in the 'Eduniversal Awards' based on Deans Vote Survey in 2013. The Global Network for Advanced Management (GNAM) fosters substantive ties among the world's leading business schools, providing opportunities for faculty to exchange ideas. IIMB was only Indian business school in the GNAM list for 2013 that features prestigious universities such as Yale, LSE, and INSEAD. As we move forward on the path of internationalization, excellence in research, and innovation, these awards and the international recognition that it brings is timely. Another significant achievement is from our students: our student teams won the National Finals of CFA Institute Research Challenge 2013–2014 and represented India at the Asia Pacific Finals of the Investment Olympiad at Singapore in April 2013.

IIMB, in partnership with University of North Carolina, received the prestigious Obama–Singh 21st Century Knowledge Initiative award. This initiative is aimed at strengthening the collaboration and building partnerships between American and Indian institutions of higher education in priority fields. As part of this Initiative, Professor P. D. Jose and his team at IIMB will collaborate with the team at UNC (University of North Carolina) on the project 'Partnering for Success: Advancing Sustainability Research and Education in India'.

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

Srinivasan Rangan

Chairperson, Research and Publications

Research Output Tables

*R*esearch and publication activities undertaken by IIMB community during the academic year 2013–2014 (April 2013 to March 2014) in various forms namely books, peer-reviewed journal publications, cases, working papers, conference presentations, research projects, etc. can be found below.

Research Output: 2013–2014

Research Publications and Published Cases	79
Articles in Prestigious Journals Listed in FT 45, BW 20, UT Dallas 24, etc.	12
Refereed Articles in National Journals	10
Refereed Articles in International Journals	52
Total Number of Articles in National & International Journals	62
Books	4
Chapters in Books	19
Case Studies and Teaching Notes Distributed through HBP and IVEY Publishing	38
Working Papers	54
Articles in Newspapers/Magazines, etc.	124
Other Publications (Monographs, Reports, etc.)	19
Seminar / Conference / Workshop Presentations / Invited Talks by Faculty	207
Conferences /Seminar / Workshop Presentations by FPM Students	49
Total Number of Conferences / Seminar / Workshop Presentations / Invited Talks by IIMB Faculty and Students	256
Articles in Conference Proceedings	16
Doctoral Theses Completed	6
Research Seminars at IIMB	39

Research Output for 2008–2014

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

Sl. No.	Category	2008–09	2009–10	2010–11	2011–12	2012–13	2013–14
1	National Journals	27	7	17	29	15	10
2	International Journals	32	38	61	32	56	52
3	Total Number of National & International Journals	59	45	78	61	71	62
4	Books	06	14	10	05	07	04
5	Chapters in Books	22	12	25	15	10	19
6	Total Number of Presentations in National and International Conferences	84	65	112	108	217	256
7	Research and Case Writing Projects	93	93	84	70	72	79
8	Cases and Teaching Notes Distributed through HPB and IVEY Publishing	-	-	32	22	56	38
9	Working Papers	17	20	28	28	39	54
10	Other Publications (Monographs, Reports, etc.)	15	21	10	21	18	19
11	Articles in Newspapers/ Magazines, etc.	70	80	93	71	94	124
12	Research Seminars at IIMB	37	38	24	42	40	39

FPM Output for 2011–2014

Research output by FPM students in the academic years: 2011–12; 2012–13; 2013–14.

Sl. No.	Category	2011–12	2012–13	2013–14
1	Doctoral Theses Completed	13	13	6
2	Working Papers	1	2	5
3	Publications in Journal/Book Chapters/Cases	9	4	7
4	Conference / Seminar / Workshop Presentations by FPM students	43	25	49
5	FPM Workshop	2	15	14
6	Awards/Honors	8	12	-



भारतीय प्रबंध संस्थान
INDIAN INSTITUTE OF MANAGEMENT
BANGALORE



SCM
CONFERENCE 2014

"Socially Responsible Supply Chains"

Biennial Supply Chain Management Conference 2014

18 - 19 December 2014, Indian Institute of Management Bangalore

Jointly Organized By



EADS-SMI Endorsed Chair
for Sourcing and Supply Management



Supply Chain Management Centre
Indian Institute of Management Bangalore



IIMB Cases Distributed by Harvard Business Publishing

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

Research and Publications (R&P) team under the leadership of Prof. Dinesh Kumar U has achieved success in the area of case writing and publishing in 2013–2014 by adding more cases to the Harvard collection. About 72 cases and teaching notes developed by IIMB faculty and scholars were distributed by Harvard Business Publishing till date. The list of cases and teaching notes published and distributed through HBP in 2013–2014 is provided below.

Sl. No.	Author	Title	Year
1	Abhoy K Ojha	Shree Cement Limited: Cementing the People First Agenda	2013-14
2	Debolina Dutta and DVR Seshadri	CoCubes.com	2013-14
3	Haritha Saranga, Sourav Mukherji and Vidyanand Jna	RHCF: Reaching Primary Health Care to the Base of the Pyramid	2013-14
4	Jitendra Rudravaram, Naveen Bhansali, Swetha Murthy, Sutirtha Roy and U Dinesh Kumar	Breaking Barriers: Micromortgage Analytics	2013-14
5	K J Jeelson, Avadhoot Jathar and U Dinesh Kumar	Consumer Choice between House Brands and National Brands in Detergent Purchases at Reliance Retail	2013-14
6	R Srinivasan (CSP)	Suprajit Engineering Limited	2013-14
7	R Srinivasan (CSP) and Menaka Rao	Tally Solutions Pvt. Ltd.: Building the Platform	2013-14

Sl. No.	Author	Title	Year
8	Rishikesh T Krishnan	The Pune Power Model	2013-14
9	S Ramesh Kumar , Shilpa S and G Krishna Kumar	Raga and Tanishq – Symbolic Linkages between Brands (The Indian Context)	2013-14
10	Seema Gupta	Nielsen: Market Research for Pantene	2013-14
11	Seema Gupta	Volkswagen in India	2013-14
12	Seema Gupta , Kanchan Mishra and Ashish Maheshwari	Procter & Gamble India: Gap in the Product Portfolio?	2013-14
13	Sourav Mukherji	Rural Shores: Service Excellence at Indian Hinterland	2013-14
14	Sourav Mukherji , Milena Mueller and Kunal Basu	Reliance Retail: Creating Social Value through Banana Supply Chain	2013-14
15	Suhruta Kulkarni, Karthika A S and U Dinesh Kumar	1920 Evil Returns – Bollywood and Social Media Marketing	2013-14
16	Suhruta Kulkarni, Kripa Makhija and U Dinesh Kumar	Apollo Hospitals: Hospitality in Hospitals	2013-14
17	Tanmay Gupta, Abhishek Srivastav and U Dinesh Kumar	Central Parking Services Private Limited	2013-14
18	U Dinesh Kumar	Dosa King: A Standardized Masala Dosa for Every Indian	2013-14

IIMB–IVEY Partnership

IIMB's partnership with IVEY continued during 2013–2014. In May 2010, a MoU was signed between Richard IVEY School of Business, University of Western Ontario and IIM Bangalore to foster research collaborations between the two business schools. The partnership expanded the research network and encouraged joint research and co-authorship between faculty at IIMB and IVEY with the goal of jointly publishing articles and developing cases. As a result, the partnership has led towards developing India-specific case materials for use in business education around the world and support IIMB's emphasis on case-based teaching and writing, enhancing its focus on achieving its excellence in management education. Following are the details of cases published during 2013–2014.

IIMB Co-branded Cases with Richard Ivey School of Business

Sl. No.	Author	Title	Year
1	S Ramesh Kumar and S Venkatesh	Himalaya Shampoo: Building a Differentiated Brand Image	2013-14

Leading Journal Publications

IMB has nurtured the research culture of giving high priority to publications in refereed academic journals with high impact factor that are relevant to the current business and management scenario. Over the years, the knowledge generated by faculty at IMB has been appearing in leading academic journals including journals listed in Financial Times 45, Business Week 20, UT Dallas 24, etc. During the academic year 2013–2014, there were about twelve such prominent publications which are listed below.

Sl. No.	Authors	Title of the article	Journal Name	Publication Details
1	Amar Sapra and Peter Jackson	A Continuous-Time Analog of the Martingale Model of Forecast Evolution	<i>IIE Transactions</i>	Vol. 46, Issue 1, 2014, Pg: 23-34
2	Anshuman Tripathy and Steven D. Eppinger	Structuring Work Distribution for Global Product Development Organizations	<i>Production & Operations Management</i>	Vol. 22, Issue 6, Nov/Dec 2013, Pg: 1557-1575
3	Arnab Mukherji	Evidence on Community-Driven Development from an Indian Village	<i>The Journal of Development Studies</i>	Vol. 49, Issue 11, 2013, Pg: 1548-1563
4	Chitra Singla and Rejie George P	Internationalization and Performance: A Contextual Analysis of Indian Firms	<i>Journal of Business Research</i>	Vol. 66 Issue 12, Dec 2013, Pg: 2500-2506
5	J Ramachandran , K S Manikandan and Anirvan Pant	Why Conglomerates Thrive (outside the U.S.)?	<i>Harvard Business Review</i>	Dec 2013, Pg: 110-119
6	Jayant Kale , Costanza Meneghetti and Husayn Shahrur	Contracting with Nonfinancial Stakeholders and Corporate Capital Structure: The Case of Product Warranties	<i>Journal of Financial and Quantitative Analysis</i>	Vol. 48, Issue 3, Jun 2013, Pg: 699-727
7	Kausik Chaudhuri , Matthew Greenwood-Nimmo, Minjoo Kim and Yongcheol Shin	On the Asymmetric U-Shaped Relationship between Inflation, Inflation Uncertainty, and Relative Price Skewness in	<i>Journal of Money, Credit and Banking</i>	Vol. 45, Issue 7, Oct 2013, Pg: 1431-1449
8	Kriti Jain, Kanchan Mukherjee , J. Neil Bearden and Anil Gaba	Unpacking the Future: A Nudge toward Wider Subjective Confidence Intervals	<i>Management Science</i>	Vol. 59, No. 9, Sept. 2013, Pg: 1970-1987

Sl. No.	Authors	Title of the article	Journal Name	Publication Details
9	Li-Ming Chen and Amar Sapra	Joint Inventory and Pricing Decisions for Perishable Products with Two-Period Lifetime	<i>Naval Research Logistics</i>	Vol. 60, Issue 5, Aug 2013, Pg: 343-366
10	M. Concepción Ausín, Pedro Galeano and Pulak Ghosh	A Semiparametric Bayesian Approach to the Analysis of Financial Time Series with Applications to Value at Risk	<i>European Journal of Operational Research</i>	Vol. 232, Issue 2, Jan 2014, Pg: 350-358
11	Mukta Kulkarni and Caren Rodrigues	Engagement with Disability: Analysis of Annual Reports of Indian Organizations	<i>The International Journal of Human Resource Management</i>	Vol. 25, Issue 11, 2014 Pg: 1547-1566
12	Sudhir Voleti and Pulak Ghosh	A Non-Parametric Model of Residual Brand Equity in Hierarchical Branding Structures with Application to US Beer Data	<i>Journal of the Royal Statistical Society: Series A (Statistics in Society)</i>	Vol. 177, Issue 1, Jan 2014, Pg: 135-152

Corporate Strategy and Policy (CSP)

The Corporate Strategy & Policy Area (CSP) deals with issues related to the formulation and implementation of management and change strategies as organizations strive to remain successful and grow in an increasingly complex, competitive, and globalized world. It is therefore interdisciplinary by nature and requires an understanding of all functional areas. The area is well-endowed in terms of faculty resources for dealing with these complex problems. Apart from the core area of strategic management, research areas include international business, strategic alliances, new product development, and the management of technology & innovation. Research themes in this area cover the entire gamut of issues faced by the globalized businesses of today, and the institutions and policies that influence the performance of these businesses. Besides teaching, other activities include case writing, sponsored research projects and consultancy. Themes of current business form the basis of a number of research projects engaged by faculty members. Area members are on the boards of several companies and also serve on national committees dealing with strategic and policy issues. Research activities undertaken by the faculty and students in this area are captured in this section under different headings.

I-A Research Projects

I-A1 Regulation and Welfare: Evidence from Paragraph-IV Generic Entry in the Pharmaceutical Industry

Project Team: **Chirantan Chatterjee**, Lee Branstetter (CMU) and Matthew Higgins (Georgia Tech).

Summary: With increasing frequency, generic drug manufacturers in the United States are able to challenge the monopoly status of patent-protected drugs even before their patents expire. The legal foundation for these challenges is found in Paragraph IV of the Hatch–Waxman Act. If successful, these Paragraph IV challenges can generally lead to large market share losses for incumbents and sharp declines in average market prices. This paper estimates, for the first time, the welfare effects of accelerated generic entry via these challenges. Using aggregate brand level sales data between 1997 and 2008 for hypertension drugs in the U.S., we estimate demand using a nested logit model in order to back out cumulated consumer surplus, which we find to be approximately \$270 billion. We then undertake a counterfactual analysis, removing the stream of Paragraph IV facilitated generic products, finding a corresponding cumulated consumer surplus of \$177 billion. This implies that gains flowing to consumers as a result of this regulatory mechanism amount to around \$92 billion or about \$133 per consumer in this market. These gains come at the expense to producers who lose, approximately, \$14 billion. This suggests that net short-term social gains stand at around \$78 billion. We also demonstrate significant cross-molecular substitution within the market and discuss the possible appropriation of consumer rents by the insurance industry. Policy and innovation implications are also discussed.

http://ldihealtheconomist.com/media/chatterjee_generics.pdf

Sponsor: YFRC, Pfizer Research Grant, NSF SCISIP Grant

Status: Ongoing (2011–2016)

I-A2 How Do Incumbents Respond to Bottom-of-the-Pyramid Firm Entry?

Project Team: **Chirantan Chatterjee** and Ajay Bhaskarabhatla

Summary: Scholars argue that serving markets at the bottom of the pyramid (BOP), composed of consumers with low purchasing power, has been offered as a strategic business opportunity. Beyond serving low-end consumers, do BOP firms affect market prices and the strategic choices of incumbent firms? We examine the impact of a BOP firm's potential and actual entry on incumbent pricing behavior, particularly that of high-end firms. We find that the threat of a BOP firm's entry as well as its actual entry lowers high-end prices and raises low-end prices in the market. We document similar changes in package sizes revealing a potential mechanism through which this impact on prices is manifested. A BOP firm's entry lowers the package size offered by high-end firms, limits their ability to effectively price-discriminate, and leads to lower high-

end prices and an overall increase in the volume of sales. The anticipation of a BOP firm's entry increases low-end prices prior to actual entry, as low-end incumbents adjust their package-size strategy. We relate these results to recent theoretical models of mixed markets featuring high-end and low-end firm entry and reflect on what makes the BOP strategy sustainable.

Sponsor: YFRC-IIMB

Status: Ongoing (2012–2016)

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

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

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

Sponsor: United States - India Education Foundation (USIEF)

Status: Ongoing (August 2013–August 2016)

I-A4 A Comparison of Sustainability Reporting Practices of Fortune 100 Companies with Indian Firms

Project Team: **P D Jose**

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

In this study Corporate Sustainability Initiatives (CSIs) were defined to include:

- Any voluntary action taken by the company to ensure reduced impact of their operations on the environment or the society beyond legal compliance;

- Those initiatives that are embedded in the core or mainstream business or are carried out by an extended arm of the corporate; and
- All initiatives that depict that the company in general is concerned about the social and environmental aspects along with the economic aspects explicit in its strategic behaviour or planning.

An analysis of the reported CSIs for the top 100 firms in both the categories indicated significant overlaps as well as differences. In the global Fortune 500 sample more than 90 % of these firms had developed green operations, environment conservation as well as donations and sponsorships. This indicates that a strong emphasis is given to Operations and CSR activities. After Operations and part of CSR activities, the most reported initiatives were internal code of conduct, CSR-related (education, community livelihood, volunteering, healthcare, disaster relief and so on), operational efficiency driven (R&D, climate change, renewable energy, health & safety), or voluntary sustainability principles. A study of the CSIs that are mostly reported by top 25 and bottom 25 firms indicates that the same or similar CSIs were the most reported for both groups. However those in the top quartile were more likely to report on a great number of metrics when compared to those in the last quartile. In the top quartile, more than 80 % of the firms reported on all the top 12 CSIs; while at the bottom more than 70% of the firms from the bottom 25 firms reported all the top 12 CSIs.

Sponsor: (NFGC) National Foundation for Corporate Governance

Status: Ongoing (from 2013)

I-A5 Narrative Analysis of Annual Reports – Studies on Communication Efficiency and Integrity

Project Team: **Srinivasan R and Padmini Srinivasan**

Summary: Content analysis of annual reports has been a strong research theme in the fields of business communication and corporate governance. The study of annual reports has been used in a variety of disciplines including accounting and strategy. We intend to study the quality, efficiency, and integrity of corporate annual report disclosures in munificent environments. This study would be at the intersection of accounting, strategy and corporate governance disciplines.

Sponsor: IIM Bangalore

Status: Ongoing (from 2013)

I-A6 Institutional Determinants of Firm Behaviour: Influence on Firm-Level Productivity Changes

Project Team: **Deepak K Sinha, S Chandrashekar and Deepak Malghan**

Summary: The neoclassical assumptions of instrumental rationality and complete information, when relaxed along the lines of new institutional economics provide considerable insights into economic theory beyond the paradigm of Walrasian optimization. In

a world of positive transaction costs, North (1992) avers that institutions matter and “a set of political and economic institutions that provide low-cost transacting makes possible the efficient factor and product markets underlying economic growth”. Theoretical analysis of the relations governing institutions and its influence on a firm, its internal structure and processes is in early stages of development and scholars in the field emphasize on extensive and detailed empirical studies at this stage to guide theory development.

Sponsor: IIM Bangalore

Status: Ongoing (from 2013)

I-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
I-B1	Chatterjee Chirantan , Kensuke Kubo, and Viswanath Pingali	Crocin or Paracetamol: What Should the Doctor Prescribe?	<i>Economic & Political Weekly</i>	Vol. XLVIII, No. 41, October 2013, Pg: 20-22
I-B2	George P, Rejie and Singla, Chitra	Internationalization and Performance: A Contextual Analysis of Indian Firms	<i>Journal of Business Research</i>	Vol. 66, Issue 12, December 2013, Pg: 2500-2506
I-B3	Patibandla, Murali	Foreign Direct Investment in India's Retail Sector: Some Issues	<i>Productivity Journal</i>	Vol. 53, No. 2, September 2013, Pg: 103-111
I-B4	Patibandla, Murali	Macroeconomics Discipline at the Crossroads: A Comment	<i>Jindal Journal of Business Research</i>	Vol. 2, No. 1, 2014, Pg: 1-3
I-B5	Ramachandran J , K S Manikandan and Anirvan Pant	Why Conglomerates Thrive (outside the U.S.)?	<i>Harvard Business Review</i>	December 2013, Pg: 110-119
I-B6	Srinivasan R	Impact of Work Related Attitudes on Turnover Intention: A Study in Indian Context	<i>Indian Journal of Industrial Relations</i>	Vol. 49, No. 1, July 2013, Pg: 92-96
I-B7	Srinivasan R	Visioning: The Method and Process	<i>OD Practitioner</i>	Vol. 46, Issue 1, 2014, Pg: 34-41

I-E Working Papers

Sl. No.	Author	Title	IIMB Working Paper No.	Year
I-E1	Bhaskarabhatla, Ajay and Chatterjee, Chirantan	First-Mover Advantages Before and After TRIPS: Evidence from the Indian Pharmaceutical Industry	411	2013
I-E2	Bhaskarabhatla, Ajay and Chatterjee, Chirantan	How Do Incumbents Respond to Bottom-of-the-Pyramid Firm Entry?	410	2013
I-E3	Chatterjee, Chirantan, Joshi, Radhika and Sood, Neeraj	Health Insurance & Its Role in Spatially Diffusing Information: New Evidence from the Indian State of Karnataka	409	2013
I-E4	Chatterjee, Chirantan, Kubo, Kensuke and Pingali, Viswanath	The Welfare Implications of Patent Protection, Pricing, and Licensing in the Indian Oral Anti-Diabetic Drug Market	408	2013
I-E5	Jose P D and Saraf, Sourabh	Corporate Sustainability Initiatives Reporting: A Study of India's Most Valuable Companies	428	2013
I-E6	Patibandla, Murali	Divergence and Convergence: An Exploration	437	2013
I-E7	Patibandla, Murali	Macroeconomics Discipline at the Cross-Roads	422	2013
I-E8	Srinivasan, Vasanthi and George P, Rejie	Building the Women Directorship Pipeline in India: An Exploratory Study	427	2013

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

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
I-F1	Krishnan, Rishikesh T	Getting Value out of Innovation	<i>The Hindu Businessline</i>	May 9, 2013
I-F2	Krishnan, Rishikesh T	Indian Companies Need to Embrace Open Innovation	<i>The Hindu Businessline</i>	April 4, 2013
I-F3	Krishnan, Rishikesh T	India Continues to Grapple with the Challenges of New Drug Development	<i>The Hindu Businessline</i>	July 4, 2013
I-F4	Krishnan, Rishikesh T	Ranbaxy: The Fall of an Icon	<i>The Hindu Businessline</i>	June 6, 2013

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

Sl. No.	Authors	Title of Paper/Session/Invited Talk	Details of the Event and Venue	Dates of Conference
I-H1	Chatterjee, Chirantan	Faculty Invitee, 1st Google-India Faculty Summit 2013	Google-India, Hyderabad Office	June 28-29, 2013
I-H2	Chatterjee, Chirantan	First Mover Advantages & TRIPS	Academy of International Business, Istanbul	July 3-6, 2013
I-H3	Chatterjee, Chirantan	How do Incumbents Respond to BoP Entry?	INSEAD Strategy Research Seminar	November 7, 2013
I-H4	Chatterjee, Chirantan	Invited as a panelist; 'India as a Pioneer of Innovation: Constraints and Opportunities',	University of Pennsylvania and Penn Global 'India & Innovation' Bi-coastal Conference	November 14-15, 2013
I-H5	Chatterjee, Chirantan	Killing the Golden Goose or Just Chasing It around the Farmyard?: Generic Entry and Incentives for Early Stage Pharmaceutical Innovation	Bocconi Strategy Research Seminar	October 31, 2013
I-H6	Chatterjee, Chirantan	Regional Differences in First Mover Advantages	Israel Strategic Management Society Conference	March 9-11, 2014
I-H7	Garg, Pranav	Micro-motives of Employees and Product Creation	Lake Beuna Vista (Orlando), FL, USA	August 9-13, 2013
I-H8	Jose P D	Sustainability Reporting Practices of Indian Companies	NSE IIM Conference on Corporate Governance, IIMB	June 6, 2013
I-H9	Jose P D	The Anarchist Corporation: Rewriting Business Models for Sustainability	Presentation webinar at the Kenan Flagler Business School, University of North Carolina	September 25, 2013
I-H10	Patibandla, Murali	Divergence and Convergence	CESS Hyderabad	February 2, 2014
I-H11	Prabhu, Ganesh N	Designing Gurukuls for Entrepreneurial Aspirants in Creative Industries	Workshop on Asian Perspectives on Creative Industries, Singapore Management University, Singapore	June 7-8, 2013
I-H12	Prabhu, Ganesh N	Entrepreneur Day Panelist Talk on 'Common Mistakes in Business Plans'	JGI Ventures, Bangalore	January 19, 2013

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Details of the Event and Venue	Dates of Conference
I-H13	Prabhu, Ganesh N	On the Economic Efficiency of Ignoring Petty Corporate Corruption in Emerging Economies	Academy of Management 1st Management Theory Conference, San Francisco	September 27-28, 2013
I-H14	Prabhu, Ganesh N	Talk on 'Effective Business Planning for Entrepreneurs'	IIM Tiruchirapalli	July 12, 2013
I-H15	Ramachandran J	Engaged Scholarship	IIM Udaipur	April 23, 2013
I-H16	Ramachandran J and Shaleen Gopal	Informal Institutions vs. Competition: What Shapes Firm Behavior during Institutional Transitions?	Strategic Management Society, Special Conference, Mohali, India	December 17-18, 2013
I-H17	Ramachandran J and Shaleen Gopal	Interpreting Punctuations: Impact on Adaptive Response of Firms	Academy of Management Annual Meeting, Lake Buena Vista (Orlando), Florida, USA	August 9-13, 2013
I-H18	Ramachandran J	Leading Multinational Subsidiaries	Robert Bosch Leadership Meet, Bangalore	March 7, 2014
I-H19	Ramachandran J	Negotiating Inflection Points	Alumni Meet: Class of 2003, IIMB	December 29, 2013
I-H20	Ramachandran J, Anirvan Pant and K S Manikandan	Strategy on-the-go: Revisiting Strategic Choice and Strategic Leadership	Strategic Management Society, Special Conference, Mohali, India	December 17-18, 2013
I-H21	Ramachandran J and Anirvan Pant	The Many Worlds of Emerging Economies: Researcher Frames in International Management Research	Academy of Management Annual Meeting, Lake Buena Vista (Orlando), Florida, USA	August 9-13, 2013
I-H22	Srinivasan R	Case Method of Learning, Keynote Speech	Christ University Annual Conference: COGNOSCO	August 2, 2013
I-H23	Srinivasan R	Case Method of Teaching	Workshop for the faculty of Christ University, Department of Management, Bangalore	August 28, 2013
I-H24	Srinivasan R	Case Writing, Workshop	Workshop for the faculty of the National Institute of Fashion Technology (NIFT), Navi Mumbai	February 14, 2014
I-H25	Srinivasan R	Collaborating across the Value- chain	Essar Steel: Execution Strategy Meet, Hazira Gujarat	April 19, 2013

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Details of the Event and Venue	Dates of Conference
I-H26	Srinivasan R	Pricing, Subsidies, and Leveraging Cross-side Network Effects	Tarnea Technology Solutions, Bangalore	May 7, 2013
I-H27	Srinivasan R	Suguna Foods Limited: Entrepreneurial Growth through Inclusive Innovation	Strategic Management Society (SMS) annual meeting, Atlanta, GA, USA	September 28 – October 1, 2013
I-H28	Srinivasan R	Supply Chain Integration Solutions in the Context of Platform-mediated Networks	Pharmaceutical Distributors' Meet, Chennai	April 23, 2013

I-I Articles in Conference Proceedings

Sl. No.	Authors	Title of Paper	Details of the Conference Proceedings
I-I-1	Jose P D	The Anarchist Corporation: Business Models for Sustainability	Proceedings of the third Annual International Sustainability Conference (SUSCON III) March 6-8, 2013, Shillong
I-I-2	Raghunath S and Thomas Joseph	Business Model Innovation & Its Sustainability in International Strategic Alliances	Proceedings of AIB India Chapter Conference, April 15-17, 2013
I-I-3	Raghunath S, Bhagavatula, Suresh and Shukla, Priyanka	Institutions, Firm Heterogeneity & Private Returns to Science: New Evidence from Indian Pharmaceutical Industry	Proceedings of the Strategic Management Society India Conference, December 17-18, 2013
I-I-4	Raghunath S and Prasad V, Sathya	Multinational Semiconductor Design Companies: The Case of India	Proceedings of Strategic Management Society Annual International Conference in Atlanta, September 28–October 1, 2013

I-J IIMB Case Studies @ Harvard Business Publishing

I-J1 Title: Suprajit Engineering Limited

Authors: Srinivasan R

Summary: Suprajit Engineering Limited was set up by Ajith Kumar Rai, (who serves as its Managing Director), returned as a fresh graduate from Canada. Foreseeing a boom in the country's automobile market, Ajith decided to establish an automotive cable manufacturing unit. His clarity of vision convinced TVS Motors to invest in setting up Suprajit Engineering as a small, one-unit firm in Bangalore, a fast-growing Indian metro. Beginning in 1987 as a small-scale automotive cable manufacturer, Suprajit is

now a public listed company, with some of the world's biggest automobile companies as clients, products spanning a wide range of automotive and non-automotive parts, and eight manufacturing units. This case traces the inspiring story of Suprajit Engineering Ltd.; it aims to highlight the reasons behind Suprajit's success, and is intended to demonstrate rapid growth strategies of entrepreneurial firms.

I-J2 Title: Tally Solutions Pvt. Ltd.: Building the Platform

Authors: R Srinivasan and Menaka Rao

Summary: This case on Tally Solutions Pvt. Ltd. traces the evolution of the firm and highlights how the product has evolved from ubiquitous accounting software into an all-encompassing platform, with the launch of Tally.ERP.9. The case is poised at a time when the company has to consciously make the shift from being a product sales and service company to repositioning itself into an enterprise software company (with the product still being sold in the shrink-wrapped form), and therefore begin encountering the forces of network effects and platform dynamics.

I-J3 Title: The Pune Power Model

Authors: Rishikesh T Krishnan

Summary: In the early years of the new millennium, citizens of the growing industrial and commercial city of Pune, India, often faced power cuts as the state-run electricity utility struggled to meet the growing demand for electricity. Government projections suggested that this situation would continue for several years. Rather than take this situation for granted, a group of concerned industrialists met under the umbrella of the Confederation of Indian Industry and the leadership of Pradeep Bhargava to find solutions to this problem. They soon realized that each of the large companies residents in the city had huge back-up diesel generation sets that were often idle since the power supplied from the grid was cheaper, even after they paid a commitment charge to the utility for ensuring continuous power supply. Could this back-up resource be used to meet the shortfall of power faced by the city? A quick back-of-the-envelope calculation revealed that the city's shortfall and the captive generating capacity of the largest companies matched each other. Feeding this power into the grid was complex technically as well as from a regulatory perspective. Instead, the group realized, why not persuade the companies to use their diesel gensets for their own consumption during peak periods, thus freeing up grid power for use by the citizens and other businesses of the city? This proposal came to be known as the Pune Power Model. Different stakeholders such as the industry regulator, citizen groups, the government, political parties and the industry had different views on the feasibility as well as the desirability of pursuing this model. This case describes the challenges faced, and the change strategies used, by the proponents of the Pune Power Model in getting the model accepted and implemented. It raises questions regarding the appropriateness of such a model as well as the role of industry in solving social problems.

I-K Leading Journal Publications

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

I-K1 Authors Name: Chitra Singla and **Rejie George P**

Title: Internationalization and Performance: A Contextual Analysis of Indian Firms

Journal Name: *Journal of Business Research*

Abstract: This paper explores the nature of the relationship between a firm's internationalization and performance (I-P) and provides interesting evidence on the moderating role of the firm's characteristics on this relationship. First, the paper investigates two modes of internationalization by firms: exports and foreign direct investment (FDI). The study anticipates the I-P relationship to be different for these two modes owing to the differences associated with market-seeking and strategic asset/resource-seeking motivations among internationalizing Indian firms. Drawing on these differing motivations, the study theorizes a positive linear I-P relationship with export intensity and a negative linear I-P relationship with FDI activity and finds strong support for the latter. Second, the study argues for the contextual nature of the I-P relationship and attempts to integrate the role of organizational characteristics such as business group affiliation, firm size, and firm age in influencing the I-P relationship. The study finds that business group affiliation and firm age positively moderate the I-P relationships, which signifies deeper institutional, resource-based, and legitimizing effects. These results are indicative of the need for greater mid-range theorizing to forge a more robust understanding of the role various organizational characteristics play in influencing the I-P relationship.

Listings:

- *Listed as A in ABDC (Australian Business Deans Council)*
- *Listed as 3 in ABS (Association of Business Schools, UK)*
- *Listed as 1 ESS (ESSEC Business School of Paris)*
- *Listed as B in Hong Kong Business School List*

I- K2 Authors Name: **J Ramachandran**, K S Manikandan and Anirvan Pant

Title: Why Conglomerates Thrive (outside the U.S)?

Journal Name: *Harvard Business Review*

Abstract: Conglomerates may be regarded as dinosaurs in the developed world, but in emerging markets, diversified business groups continue to thrive. Despite the recent global economic slowdown, their sales rose rapidly during the last decade: by over 23% a year in China and India, and by 11% in South Korea. Business groups accounted for

45, 40, and 20 of the 50 biggest companies (excluding state-owned enterprises) in India, South Korea, and China, respectively, according to a recent McKinsey study.

- Listings:
- *Listed as A in ABDC (Australian Business Deans Council)*
 - *Listed as 4 in ABS (Association of Business Schools, UK)*
 - *Listed as 1 ESS (ESSEC Business School of Paris)*
 - *Listed in NUS as Tier 2 Leading*
 - *Listed as B in Hong Kong Business School List*
 - *Listed in Financial Times 45*
 - *Listed in Business Week 20*

I-L Awards, Honors, and Achievements

- I-L1 Prof. Chirantan Chatterjee**, Best Paper Award for ‘First Mover Advantages Before and After TRIPS: Evidence from Indian Pharmaceutical Industry’ at Atlanta Competitive Advantage Conference held from May 21-23, 2013.
- I-L2 Prof. Rishikesh T Krishnan**, on Thinkers 50 list, (currently Director of IIM Indore) was on the Thinkers50 distinction in 2013. Thinkers50 India selects the best of the foremost management thinkers every year in addition to thinkers in the area of arts, culture, entertainment and history.
- I-L3 Prof. Jose P D**, Obama–Singh Knowledge Initiative, Competitive Grant Award 2013, Jointly with Prof. Dinesh Kumar U and Prof. Vasanthi Srinivasan.
- I-L4 Prof. Murali Patibandla**, Fulbright Post-doctoral Selection Committee, 2013
- I-L5 Prof. Ramachandran J**, Selected as Bain Fellow, 2013. This professional recognition was granted in 2012 as well.

I-N Proposal Presentation by FPM students during 2013–2014

Sl. No.	Name of the Student	Topic	Name of DAC Chairman	Date
I-N1	Anusha Ramesh	Behavioral Micro-Foundations of the Entrepreneur's Occupational Choice Decision: A Multi-Level Analysis	Prof. Rejie George P	April 3, 2013
I-N2	Priyanka Shukla	Institutions, Firm Heterogeneity & Private Returns to Science: New Evidence from Indian Pharmaceutical Industry	Prof. S Raghunath	May 15, 2013

I-O Papers Presented by FPM Students in Conference/Seminar during 2013–2014

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
I-O1	Shailen Kumar Dalbehera	Corruption: An Institution or Antithesis of One?	29th EGOS (European Group for Organizational Studies) Colloquium, Montréal, Canada	July 4-6, 2013
I-O2	Rupanwita Dash	International Joint Ventures (IJVs): Review of Literature and Theories	Academy of International Business India 2013 Annual Conference, IIM Bangalore	April 15-17, 2013
I-O3	Rupanwita Dash	Formal and Social Control vis-à-vis Learning in International Joint Ventures : Antecedents, Role and Design Preference	Academy of International Business India 2013 Annual Conference, IIM Bangalore	April 15-17, 2013
I-O4	Pavan Soni	Innovation and Entrepreneurship in the Informal Economy: Insights from Ground Zero	AIB India 2013 Annual Conference, IIM Bangalore	April 15-17, 2013
I-O5	Pavan Soni	Frugal Innovation: A Conceptual Framework	1st Pan-IIM World Management Conference, Goa	May 30-June 1, 2013
I-O6	Pavan Soni (Co-authored with Prof. Chirantan Chatterjee and Minyuan Zhou)	Institutional Environment and the Production of Science – The Case of Biopharmaceutical Research in India	IMR Doctoral Conference, IIM Bangalore, India	December 15, 2013
I-O7	Pavan Soni (Co-authored with Prof. Rishikesh T Krishnan)	Building a Capability for Radical Innovations in Resource Scarce Environments	SMS Special Conference India, Mohali, India	December 17–19, 2013
I-O8	Pavan Soni (Co-authored with Prof. Kumar K)	Building Capabilities for Radical Innovation in MNC Subsidiaries: A Dual Process Model	SMS Special Conference, Mohali, India	December 17–19, 2013
I-O9	Kshitij Awasthi	Corporate Governance in Emerging Economies: A Review of Developments in Principal– Principal Agency perspective	Academy of International Business, India, IIM Bangalore	April 15-17, 2013
I-O10	Kshitij Awasthi	Political Economy of Mandatory CSR in India and Resource-Pooling Model for Implementation	1st Pan-IIM World Management Conference, Goa	May 30–June 1, 2013

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
I-O11	Kshitij Awasthi	Bilateral Relations and Political Risk in Outward FDI: Evidence from Two Emerging Economies – India and China	Academy of International Business, IIM Bangalore	April 15-17, 2013
I-O12	Kshitij Awasthi	Petroleum Products Subsidy in India: The Case of All Losers!	Eighth International Conference on Public Policy and Management, IIM Bangalore	August 12-14, 2013
I-O13	Kshitij Awasthi (co-authored with K V Gopakumar and Sweta Singh)	Evolution of Network- Formation, Decay and Churning: Evidence from a Five Year Ph.D. Program in India	Third Indian Academy of Management Conference, Ahmedabad	December 12-14, 2013
I-O14	Kshitij Awasthi	A Validation of Agency Theory in Emerging Economies: Limits to and Extensions of Agency Perspectives	SMS Special Conference, Mohali, India	December 17-19, 2013
I-O15	Kshitij Awasthi	Corporate Governance in Emerging Economies: A Review of Developments in Principal Agency Perspective	SMS Special Conference, Mohali, India	December 17-19, 2013
I-O16	Vidhula Venugopal (co-authored with Evan J Douglas)	Specific Self-Efficacy Scales for Growth vs. Independence-oriented Entrepreneurs	Australian Centre for Entrepreneurship Research Exchange Conference 2014, Sydney, Australia	February 4-7 2014,
I-O17	Vidhula Venugopal (co-authored with Prof. R Srinivasan)	Growth Aspirations of Entrepreneurs – A Study in the Context of Indian Women Entrepreneurs	Strategic Management Society Special Conference, Mohali, India	December 17-19, 2013,
I-O18	Deepika R Gupta (co-authored with Prof. K Kumar, Rejie George P)	Influence of Corporate Governance Mechanisms on Use of IPO Proceeds by Indian Firms	Strategic Management Society Special Conference, Mohali, India	December 17-19, 2013,
I-O19	Deepika R Gupta (co-authored with Nai Wu, Michael Sartor and Stephanie Wang)	Synthesis of all the dissertation topics for Doctoral Consortium of AOM International Management Division (Poster Presentation)	International Management Division of Academy of Management at 73rd Annual, Lake Buena Vista, Orlando, Florida	August 7-14, 2013

I-P Publications by FPM Students (Journal articles/book chapters/cases) during 2013–2014

Sl. No.	Name of the Student	Title of the Paper	Name of the Journal/ Book	Publication Details
I-P1	Pavan Soni	Innovation in the Indian IT Industry: A Dynamic Capabilities View	<i>Servitization, IT-ization and Innovation Models: Two-Stage Industrial Cluster Theory</i>	Hirakawa, H., Lal, K., Naoko, S., and Tokumaru N. (Eds.), Book (Pg: 106-115). April 2013, Routledge
I-P2	Pavan Soni (co-authored with Prof. Rishikesh T Krishnan)	Frugal Innovation: Aligning Theory, Practice, and Public Policy	<i>Journal of Indian Business Research</i>	Volume 6, Issue 1, Pg: 29-47, Emerald Group

I-R FPM workshops during 2013–2014

Sl. No.	Name of the Student	Title of the Paper	Date
I-R1	Shailen Kumar Dalbehera	Corruption: An Institution or Antithesis of One	January 29, 2014
I-R2	Pavan Soni	Institutions and Production of Science: Study of Biopharmaceutical Research in China and India	January 29, 2014



Economics and Social Sciences (ESS)

The Economics and Social Sciences (ESS) Area covers the domains of Economics, Political Economy & Society and Business Law. The Faculty specializes in several areas such as:

- Micro-economics Monetary Policy, Econometrics, Industrial Organization, Agricultural Economics, Regulation and Privatization.
- Macro-economics, International Trade, World Trade Organizations, Intellectual Property Rights, Development, Health and Population, Gender
- Financial Economics, International Finance, International Monetary Economics
- Environment, Energy, and Infrastructure (electricity, telecommunications)
- Political Economy & Society, Ethics, Spirituality, Innovation and Creativity, Law, etc.

International research and consultancy experience of faculty include assignments with multilateral development agencies such as the World Bank, Asian Development Bank, various UN organizations (UNDP, UNEP, ESCAP, ILO, FAO, WHO, UNCTAD), DFID, GIZ, Ford Foundation, OECD, World Trade Institute, South Centre and IOM. Faculty is also involved in consultancy assignments with Indian organizations namely CUTS, CENTAD, TERI and RBI. Several faculty members have been on the advisory committees of various national bodies such as Ministry of Finance, Commerce, Environment, Forest, Planning Commission, Agriculture, Rural Development, Forward Markets Commission, Central Silk Board, ICAR, Competition Commission of India, RBI, ICAR, HSBC, DELL, Murugappa group, FSSAI, NDDB, ICRIER, NAFED, IIFT, CENTAD, etc. Few faculty members have also been present in international bodies such as WHO's International Roster of Health Experts, United Nations Conventions on Biological Diversity (CDB), etc. as experts and advisers. Publications by faculty and research scholars have received wide acclamation and faculty members have been on the editorial boards of several national and international journals. Research activities undertaken in this area are captured here under different headings.

II-A Research Projects

II-A1 A Behavioral Investigation of Inflation Expectations

Project Team: **Chetan Subramanian, Kanchan Mukherjee and Charan Singh**

Summary: Inflation expectations are at the center of understanding modern macro-economic theory and monetary policy. It has become imperative that in order to manage the overall goal of price stability it is crucial for central banks to manage inflation expectations through their policy actions. Further, almost all macroeconomic monetary models are based on the assumption that agents maximize expected utility under well-defined distribution representing their inflation beliefs. Inflation expectations play a critical role in labor, product and financial markets. Representatives of labor and management need reliable forecasts of inflation in negotiating wage contracts. Individuals employ inflation forecasts in computing real interest rates for the purpose of making an array of financial decisions. Firms, for example, use real interest rates to make decisions on investment expenditures while households use this information to make purchases of consumer durables. Movement of capital internationally is largely driven by differences in real rates of return across countries.

Sponsor: IIM Bangalore

Status: Ongoing (October 2014–April 2017)

II-A2 Biodiversity Financing for Implementing the CBD in Pursuance of Decision X/3 and S/44 of CoP-10

Project Team: **Damodaran A**

Summary: This exercise is being carried out to assess financing options for biodiversity conservation goals in India. A macro-assessment of India's Biodiversity Financial Flows was undertaken as part of the project and presented at the Quito Dialogue on Biodiversity Financing held in Ecuador in March 2012. A modified paper on the mentioned subject was presented at CBD-COP 11 Meeting at Hyderabad on October 9, 2012. A report was submitted to the Ministry of Environment and Forests, Government of India and the National Biodiversity Authority. The project continues to operate to enable additional follow-up.

Sponsor: National Biodiversity Authority, Government of India

Status: Ongoing (October 2011–2014)

II-A3 Biodiversity Conservation NBA India

Project Team: **Damodaran A**

Summary: Prepare negotiating position for Indian delegation to the UN Convention on Biological Diversity and also formulate resource assessment and biodiversity financing strategy for India.

Sponsor: National Biodiversity Authority, Government of India

Status: Ongoing (2011–2016)

II-A4 Information, Market Creation and Agricultural Growth

Project Team: **Gopal Naik**

Summary: Identification of direct and economy-wide impact of ICT on small holder agriculture. What impact does new information and market creation have on social network? Can households adequately plan for consumption? Do well-informed households make better economic decisions than less informed ones? What impact does access to information have on household consumption smoothing strategies? To what extent is caste, a barrier to information access?

Sponsor: ESRC (Economic and Social Research Council)

Status: Ongoing (February 2013–June 2015)

II-A5 Impact of Financial Inclusion on Rural Poor

Project Team: **Charan Singh and Gopal Naik**

Summary: Financial inclusion has been considered as major policy facilitation needed for livelihood improvement of rural people. Since 2005, the Reserve Bank of India and the Government of India, have been initiating a number of concerted measures to enhance financial inclusion. These measures are SHG-bank linkage program, use of business facilitators and correspondents, easing of 'Know-your-customer' norms, electronic benefit transfer, separate plan for urban financial inclusion, use of mobile technology, bank branches and ATMs, opening and encouraging 'no-frill accounts' and emphasis on financial literacy. Measures initiated by the government also include opening customer service centers, credit counseling centers, Kisan Credit Card, National Pension Scheme Lite, Mahatma Gandhi National Rural Employment Guarantee Scheme and Aadhaar scheme. These renewed efforts are more focused than the earlier measures such as nationalization of banks which were more general in nature having a much wider scope. After more than 5 years of these measures, we need to understand the impact made by these initiatives.

Sponsor: IIM Bangalore

Status: Ongoing (June 2013–December 2014)

II-A6 Tele-education and Impact on Government School Performance

Project Team: **Gopal Naik**

Summary: The project aims to assess whether there is any significant impact of tele-education in rural areas and whether this can be a method of bringing in substantial changes in school curriculum.

Sponsor: Government of Karnataka

Status: Ongoing (June 2015)

II-A7 Philanthropy and Social Networks

Project Team: Tushi Baul, **Manaswini Bhalla** and Tanya Rosenblat

Summary: Charitable giving is motivated by altruism towards others. We want to analyze to what extent social preferences are an intrinsic characteristic and to what extent they are acquired through social interaction. We distinguish between two acquisition channels: (1) Agents interact repeatedly with socially close neighbors; this creates directed altruism. For example, a few researchers observe that directed altruism raises giving by about 50% compared to baseline giving to strangers in dictator games. (2) Agents are influenced by and imitate the social preferences of those with whom they interact. For example, a few researchers find that greater interaction with an African-American roommate makes white students more supportive of affirmative action and related policies even after leaving college.

Sponsor: Iowa State University and IIM Bangalore

Status: Ongoing (September 2013–December 2014)

II-A8 Management Insights from Indian Spirituality: Investigations from the Epics for Managers

Project Team: **Ramnath Narayanaswamy**

Summary: An attempt is made to explore the relationship between two worlds, the world of spirituality and the world of management. By spirituality, I mean Indian spirituality or more precisely the traditions of Sanatana Dhama. The paper attempts to advance the view that there is an urgent need to contemporize the insights contained in our spiritual traditions so that they reflect a modern sensibility. The failure to do so will consign our traditions to decay and irrelevance when in fact they are powerfully pertinent, germane and connected. More than any discipline, it is spirituality that helps us make these connections and if for that reason alone, merits serious attention. Mahatmas attract us because their universe knows no sectarian boundaries. They are self-realized individuals who are intimately connected to their divinity. Caste, sex, color, nationality, region, community, race or ethnicity eludes them. In their exalted state, they are unable to see others apart from themselves because they dwell in the Supreme Consciousness. Their lives are living examples of selflessness, love, devotion and sacrifice. Our scriptures speak of four paths to self-realization including those of jnana, bhakti, karma and yoga. Yet, the life of a Realized Master illustrates the profound truth that these paths are actually one and the same!

Sponsor: IIM Bangalore

Status: Ongoing (January 2014–December 2014)

II-A9 Assessing the Health Equity Implications of Medical Value Travel

Project Team: **Rupa Chanda** and Researchers at Simon Fraser University, Canada, Mexico, Guatemala and India

Summary: This is a three-year multi-country study involving researchers in India, Canada, Mexico, Guatemala and Barbados. It aims to understand the nature of medical value travel between Canada and the selected countries and the health equity implications of such trade in health services, based on primary surveys in various field locations in these countries.

Sponsor: Canadian Institutes of Health Research

Status: Completed (July 2012–December 2013)

II-A10 Impact Analysis of India's Free Trade Agreements

Project Team: **Rupa Chanda** and Pralok Gupta, IIFT, New Delhi

Summary: This study covers five bilateral integration agreements signed by India and analyses their impact on India's trade flows in goods and services and on its investment flows. The analysis is done at the aggregate as well as sector-specific levels for selected product groups. The study also analyses the architecture of these FTAs and the concessions received and granted by India. Econometric analysis is conducted to understand the sectoral impact.

Sponsor: Department of Economic Affairs, Ministry of Finance, Government of India

Status: Completed (January–October 2014)

II-A11 Services Liberalization in South Asia: Prospects and Challenges for Regional Integration

Project Team: **Rupa Chanda**

Summary: This paper analyses the current status of intraregional trade in services in South Asia and the progress to date with regional services integration under the South Asian Trade in Services Agreement under SAFTA. It highlights opportunities for deepening services integration in the region across a range of services and also identifies sectoral and cross-cutting barriers affecting this process.

Sponsor: Asian Development Bank, Manila

Status: Completed (December 2013–June 2014)

II-A12 Trade in Professional Services between India and the US

Project Team: **Rupa Chanda**

Summary: This paper examines the current status of and future prospects for Indo-US bilateral relations in these services. The main objective is to outline the key barriers to trade in

professional services between the two countries for selected professions, namely legal, accountancy, architecture and health services and to identify the potential benefits from liberalizing these services and enhancing bilateral relations in professional services.

Sponsor: Peterson Institute for International Economics, Washington, DC

Status: Completed (May 2013–June 2014)

II-A13 Subsidies in Services

Project Team: **Rupa Chanda**

Summary: This study analyses the nature and mechanics of subsidies in five countries, namely, Canada, China, UK, US and India in selected services. It assesses whether these subsidies are discriminatory and distort trade and investment flows. The objective is to derive policy lessons for India from the cross-country experience with services subsidies and to inform India's position in the WTO on subsidy disciplines in services.

Sponsor: Indian Council for Research on International Economic Relations for the Ministry of Commerce

Status: Completed (June 2013–May 2014)

II-A14 Exchange Rates and Trade Competitiveness in India

Project Team: **Rupa Chanda**

Summary: The aim of this project is to assess the impact of exchange rate movement on India's exports of goods and services. This analysis is done at the aggregate and sectoral levels. The idea is to understand if exchange rate depreciation is beneficial to India's exports and what factors shape this impact.

Sponsor: IIM Bangalore

Status: Completed (August 2010–July 2014)

II-A15 Developing a Knowledge Base on India–EU Migration

Project Team: **Rupa Chanda** (in collaboration with researchers at the European University Institute, Maastricht University and the Indian Council for Migration-Ministry of Overseas Indian Affairs)

Summary: The aim of this project is to develop the evidence base on India–EU migration by bringing out a large number of research papers, policy notes and briefs on various aspects of mobility between India and the EU. These papers cover a wide range of topics pertaining to India–EU mobility (remittances diaspora, ethnicity, students, trade and investment linkages, and regulations).

Sponsor: European Commission, Brussels Project

Status: Completed (February 2011–June 2013)

II-A16 Strengthening Regulatory Frameworks and Enhancing Capacity in India's Legal and Accountancy Services Sectors: A Roadmap for Reforms

Project Team: **Rupa Chanda**

Summary: This project examines the current policy environment in India's legal and accountancy services sectors. It aims to lay the groundwork for future opening up of these services, by focusing on specific regulatory amendments that may be required to facilitate the liberalization of these sectors and by outlining forward looking measures such as harmonization with international standards, adoption of best practices from other countries, institution of new regulatory infrastructure, and redefining the role of existing regulatory bodies, to improve capacity and to help strengthen the regulatory framework in these services.

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

Status: Completed (October 2011–May 2013)

II-A17 Analyzing Recent Inflation and Growth Outcomes in India and Other Emerging Economies

Project Team: **Vivek Moorthy**

Summary: Over the last two years, growth has slowed down significantly in BRICS and other emerging economies. This decline in growth has been largely unanticipated, based on earlier optimistic forecasts. Accordingly, the explanations are varied, ad hoc and are not grounded in relevant macroeconomic theory. In India, in particular, the dominant and prevailing explanation is of policy paralysis.

Sponsor: IIM Bangalore

Status: Ongoing (September 2013–December 2015)

II-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Details of the Publication
II-B1	Chanda, Rupa	Globalization of Services: An Introduction to the Special Issue	<i>Journal of International Commerce and Economic Policy</i>	Vol. 5, No. 1, March 2014, Pg: 1-14
II-B2	Chanda, Rupa and Mukherjee, Shahana	Indian Student Mobility to Germany: Trends, Prospects and Implications for the Labour Market	<i>Journal of Education, Planning and Administration</i>	Vol. XXVIII, No. 1, January 2014, Pg: 5-38
II-B3	Chaudhuri, Kausik, Matthew Greenwood-Nimmo, Minjoo Kim and Yongcheol Shin	On the Asymmetric U-Shaped Relationship between Inflation, Inflation Uncertainty, and Relative Price Skewness in the UK	<i>Journal of Money, Credit and Banking</i>	Vol. 45, Issue 7, October 2013, Pg: 1431-1449
II-B4	Naik, Gopal, K.P. Basavaraj, V.R. Hegde, Vijay Paidi, and Arjunan Subramanian	Using Geospatial Technology to Strengthen Data Systems in Developing Countries: The Case of Agricultural Statistics in India	<i>Applied Geography</i>	Vol. 43, September 2013, Pg: 99-112
II-B5	Narayanaswamy, Ramnath	Inner and Outer Aspects of Transformational Leadership	<i>International Journal on Vedic Foundations in Management</i>	Vol. 1, Issue 1, June 2013
II-B6	Narayanaswamy, Ramnath	The Miracle of Self Realization: Why God, Guru and the Self are One and the Same?	<i>International Journal on Vedic Foundations in Management</i>	Vol. 1, Issue 2, December 2013, Pg: 21-48

II-C Books

II-C1 **Narayanaswamy, Ramnath.** *Living from the Inside*, Aridra Books, Om Sharavana Baba Seva Foundation, Bangalore, 2014.

II-D Chapters in Books

Sl. No.	Authors	Title of Chapter	Title of Book	Editor of Book	Details of the Publications
II-D1	Chanda, Rupa	Deepening Cooperation in Services among BRICS Members	Part C in <i>BRICS: Trade Policies, Institutions and Areas for Deepening Cooperation</i>	Sajal Mathur and Meghana Gupta	Centre for WTO Studies, IIFT, New Delhi, 2013, Pg: 209-318

Sl. No.	Authors	Title of Chapter	Title of Book	Editor of Book	Details of the Publications
II-D2	Chanda, Rupa and P. Gupta	Domestic Regulations and India's Trade in Health Services: A Study of Hospital and Telemedicine Services	Chapter 15 in WTO Domestic Regulation and Services Trade: Putting Principles into Practice	Aik Hoe Lim and Bart De Meester	Cambridge University Press, 2014, Pg: 254-69
II-D3	Chanda, Rupa, and D. Mukherjee	Investment and Skilled Mobility Linkages between India and the EU	<i>Chapter 3 in Indian Skilled Migration and Development: Dynamics of Asian Development</i>	Tejada et al.	Springer, 2014, Pg: 47-70
II-D4	Chanda, Rupa, and A. Bhattacharjee	International Movement of Capital in Health Services	<i>Encyclopedia of Health Economics</i>	A. J. Culyer	Vol. 2. San Diego: Elsevier; 2014, Pg: 108-118
II-D5	Chanda, Rupa	Medical Value Travel in India: Prospects and Challenges	Chapter 4 in <i>Traveling Well: Essays in Medical Tourism</i>	Labonte and Deonandan	Vol. 4 (1), Transdisciplinary Studies in Population Health Series, University of Ottawa, 2013 http://www.iph.uottawa.ca/eng/transdis/current.html
II-D6	Chanda, Rupa and P Gupta	Services Reforms in India: Update and Challenges	Chapter 11 in <i>Priorities and Pathways in Services Reform: Part II - Political Economy Studies</i>	R. Findlay	World Scientific, 2013, Pg: 269-305
II-D7	Damodaran A	Grand Narratives, Local Minds and Natural Disasters: Community Response to Tsunami in India	<i>Logic, Methodology and Philosophy of Science</i>	P. Schroeder-Heister, W. Hodges, G. Heinzmann and P. E. Bour	http://www.clmps2011.org/index.php?id=87&L=1
II-D8	Dhasmana, Anubha	International Symposia in Economic Theory and Econometrics	<i>Macroeconomic Analysis and International Finance</i>	Georgios Kouretas, Athanasios Papadopoulos	Emerald Group Publishing Limited, Vol. 23, 2014
II-D9	Kook Shin, Jong and Subramanian, Chetan	Global Imbalances and Financial Fragility	<i>Global Cooperation among G20 Countries- Responding to the Crisis and Restoring Growth</i>	M. Callaghan et al.	Springer 2014, Pg:109-117, http://www.springer.com/economics/macroeconomics/book/978-81-322-1658-2

Sl. No.	Authors	Title of Chapter	Title of Book	Editor of Book	Details of the Publications
II-D10	Martinez Alvarez, M., R. Smith and Chanda, Rupa	The Impact of Medical Tourism in Low- and Middle-Income Countries	Chapter 13 in <i>Medical Tourism and Transnational Healthcare</i>	Botterill et. al	Palgrave Macmillan, 2013, Pg: 208-222
II-D11	Narayanaswamy, Ramnath	Leading from the Inside: Self Transformation in Indian Spirituality	<i>Another State of Mind: Perspectives from the Wisdom Traditions on Management and Business</i>	Robert J Blomme and Bertine van Hoof	Palgrave/Macmillan, December 2014, Pg: 311-326

II-E Working Papers

Sl. No.	Author	Title	IIMB Working Paper No.	Year
II-E1	Damodaran A	The Locus of Creativity in Classical Performing Arts: Economics and Intellectual Property in Theatre Management	432	2013
II-E2	Dhasmana, Anubha	Real Effective Exchange Rate and Manufacturing Sector Performance: Evidence from Indian Firms	412	2013
II-E3	Dhasmana, Anubha	Transmission of Real Exchange Rate Changes to the Manufacturing Sector Performance	435	2013
II-E4	Masta, Dinesh Kumar, Naik, Gopal, and Mukherjee, Kanchan	The Challenge of Relocating Urban Slums The Impact of Program Governance on Its Acceptance	429	2013
II-E5	Narayanswamy, Ramnath	Management Insights from Indian Spirituality Insights from The Epics for Managers	440	2013
II-E6	Narayanswamy, Ramnath	The Miracle Of Self Realization: Why God, Guru and the Self Are One and the Same?	434	2013
II-E7	Singh, Charan	A Separate Debt Management Office	425	2013
II-E8	Singh, Charan	Ageing in India: Need for a Comprehensive Policy	421	2013
II-E9	Singh, Charan	Ageing Population in India: Select Economic Issues	442	2013
II-E10	Singh, Charan	Corporate Bond Markets in India: A Study and Policy Recommendations	450	2014
II-E11	Singh, Charan	Ethics and Business: Evidence from Sikh Religion	439	2013
II-E12	Singh, Charan	Housing Market in India: A Comparison with the US and Spain	406	2013

Sl. No.	Author	Title	IIMB Working Paper No.	Year
II-E13	Singh, Charan	Housing Markets in Spain and the US: Some Lessons for India	430	2013
II-E14	Singh, Charan	Impact of Foreign Banks on the Indian Economy	451	2014
II-E15	Singh, Charan	Independent Debt Management Office: Rationale, Scope and Structure	431	2013
II-E16	Singh, Charan	Inflation Targeting in India	449	2014
II-E17	Singh, Charan	Universal Pension Scheme in India	420	2013

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

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
II-F1	Moorthy, Vivek	Inflation is High, Not Just Food	<i>Financial Express</i>	May 14, 2013
II-F2	Moorthy, Vivek	Minting, Printing and Counterfeiting	<i>Financial Express</i>	January 27, 2014
II-F3	Narayanswamy, Ramnath	All Living Beings Are Manifestations of the Divine	<i>The Deccan Herald, Bangalore</i>	December 1, 2013
II-F4	Narayanswamy, Ramnath	Amma Explaining Karma	<i>The Deccan Herald, Bangalore</i>	May 23, 2013
II-F5	Narayanswamy, Ramnath	Balance Must be Restored in the Universe	<i>The Deccan Herald, Bangalore</i>	August 1, 2013
II-F6	Narayanswamy, Ramnath	Be Immersed in Purity	<i>The Deccan Herald, Bangalore</i>	January 5, 2014
II-F7	Narayanswamy, Ramnath	Corporate India Has Stake in AAP Politics	<i>The Deccan Herald, Bangalore</i>	January 2, 2014
II-F8	Narayanswamy, Ramnath	Eastern and Western Ways to Self Understanding	<i>The Deccan Herald, Bangalore</i>	February 1, 2014
II-F9	Narayanswamy, Ramnath	Faith and Belief	<i>The Deccan Herald, Bangalore</i>	February 6, 2014
II-F10	Narayanswamy, Ramnath	Heaven and Hell Are Not Physical	<i>The Deccan Herald, Bangalore</i>	March 16, 2014
II-F11	Narayanswamy, Ramnath	How Can One Be Established in Wisdom?	<i>The Deccan Herald, Bangalore</i>	March 28, 2014
II-F12	Narayanswamy, Ramnath	Learning from the Epics	<i>The Deccan Herald, Bangalore</i>	February 13, 2014

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
II-F13	Narayanswamy, Ramnath	Miracles and Mahatmas	<i>The Deccan Herald, Bangalore</i>	July 4, 2013
II-F14	Narayanswamy, Ramnath	Need to Transcend Duality	<i>The Deccan Herald, Bangalore</i>	March 6, 2014
II-F15	Narayanswamy, Ramnath	Popular Courses in Humanities	<i>The Times of India, Bangalore</i>	July 1, 2013
II-F16	Narayanswamy, Ramnath	Realize the Mahatma Within	<i>The Deccan Herald, Bangalore</i>	April 4, 2013
II-F17	Narayanswamy, Ramnath	Realize the Mahatma Within	<i>The Deccan Herald, Bangalore</i>	May 30, 2013
II-F18	Narayanswamy, Ramnath	Recognizing Mahatmas	<i>The Deccan Herald, Bangalore</i>	July 17, 2013
II-F19	Narayanswamy, Ramnath	Spirituality Must Rule Daily Life	<i>The Deccan Herald, Bangalore</i>	April 23, 2013
II-F20	Narayanswamy, Ramnath	The Beauty of Lourdes	<i>The Deccan Herald, Bangalore</i>	November 2, 2013
II-F21	Narayanswamy, Ramnath	The Four Ingredients of Happiness	<i>The Deccan Herald, Bangalore</i>	May 9, 2013
II-F22	Narayanswamy, Ramnath	The Significance of the Mahabharata	<i>The Deccan Herald, Bangalore</i>	December 10, 2013
II-F23	Narayanswamy, Ramnath	The Significance of the Ramayana	<i>The Deccan Herald, Bangalore</i>	December 29, 2013
II-F24	Narayanswamy, Ramnath	The Teachings of Shree Ma	<i>The Deccan Herald, Bangalore</i>	October 17, 2013
II-F25	Narayanswamy, Ramnath	The Wonder That is Shree Ma	<i>The Deccan Herald, Bangalore</i>	August 28, 2013
II-F26	Narayanaswamy, Ramnath	Understanding Karma	<i>The Deccan Herald, Bangalore</i>	June 13, 2013
II-F27	Narayanswamy, Ramnath	Uniqueness of Sanatana Dharma	<i>The Deccan Herald, Bangalore</i>	January 12, 2014
II-F28	Narayanswamy, Ramnath	Uniqueness of the Bhagavad Gita	<i>The Deccan Herald, Bangalore</i>	February 5, 2014
II-F29	Singh, Charan	A Case of Universal Pension	<i>Hindu Business Line</i>	February 19, 2014
II-F30	Singh, Charan	A Misnomer Called Food Security	<i>The Indian Express</i>	August 1, 2013
II-F31	Singh, Charan	Bring the Fund Down to Earth	<i>The Indian Express</i>	November 5, 2013

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
II-F32	Singh, Charan	Building It Brick by Brick	<i>Hindustan Times</i>	July 1, 2013
II-F33	Singh, Charan	China's Assertion of Power	<i>The Tribune</i>	May 14, 2013
II-F34	Singh, Charan	Depressed Indian Economy	<i>The Tribune</i>	August 5, 2013
II-F35	Singh, Charan	Disguising NPAs	<i>The Financial Express</i>	May 8, 2013
II-F36	Singh, Charan	Economics of Ageing	<i>Business Line</i>	March 28, 2014
II-F37	Singh, Charan	Economics of Food Security	<i>Business Line</i>	August 31, 2013
II-F38	Singh, Charan	Economy & Crime against Women	<i>The Tribune</i>	April 22, 2013
II-F39	Singh, Charan and Naik, Gopal	Financial Inclusion: an Institutional Perspective	<i>The Financial Express</i>	April 30, 2013
II-F40	Singh, Charan	Fixing Monetary Policy	<i>The Financial Express</i>	December 10, 2013
II-F41	Singh, Charan	Focus on the Fundamentals	<i>Deccan Herald</i>	August 19, 2013
II-F42	Singh, Charan	Food Bill – Not What the Stomach Ordered	<i>Business Line</i>	July 10, 2013
II-F43	Singh, Charan	Food Security and Empty Coffers	<i>Business Line</i>	August 6, 2013
II-F44	Singh, Charan	For Better Results, Evaluate Performance	<i>Hindustan Times</i>	June 4, 2013
II-F45	Singh, Charan	Getting RBI Communication Right	<i>The Financial Express</i>	May 17, 2013
II-F46	Singh, Charan	Girls Interrupted	<i>Business Line</i>	May 17, 2013
II-F47	Singh, Charan	Global Fiscal Situation Is Not Very Grim	<i>The Financial Express</i>	April 18, 2013
II-F48	Singh, Charan	Grim News on All Fronts for Indian Economy	<i>Deccan Herald</i>	July 15, 2013
II-F49	Singh, Charan	Home, but Not Yet Dry	<i>The Indian Express</i>	June 17, 2013
II-F50	Singh, Charan	How Monetary Policy Can Help India Retain Its Youth?	<i>Business Standard</i>	January 8, 2013
II-F51	Singh, Charan	IMF's New Prescriptions	<i>The Indian Express</i>	May 1, 2013
II-F52	Singh, Charan	Implications of Skewed Sex Ratio in India	<i>Business Line</i>	May 7, 2013
II-F53	Singh, Charan	Inflation Targeting – What's the Hurry?	<i>Business Line</i>	May 7, 2013
II-F54	Singh, Charan	Inflation-indexed Bonds Issued through Post Offices Can Dim the Shimmer of Gold	<i>The Economic Times</i>	July 19, 2013

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
II-F55	Singh, Charan	Inflation-targeting in India Is Premature	<i>The Financial Express</i>	March 18, 2014
II-F56	Singh, Charan	Infrastructure – a Grassroots Approach	<i>Business Line</i>	August 15, 2013
II-F57	Singh, Charan	Malnutrition among Children	<i>The Tribune</i>	January 4, 2014
II-F58	Singh, Charan	Malnutrition, Not Hunger, Ails India	<i>Live Mint</i>	September 22, 2013
II-F59	Singh, Charan	Multi-organ Failure	<i>The Tribune</i>	October 12, 2013
II-F60	Singh, Charan	Need for Universal Pension	<i>The Tribune</i>	September 2, 2013
II-F61	Singh, Charan	Need to Focus on Employment Generation	<i>The Financial Express</i>	July 19, 2013
II-F62	Singh, Charan	No Springtime for the World	<i>The Economic Times</i>	April 18, 2013
II-F63	Singh, Charan	Plotting the Recovery	<i>The Indian Express</i>	August 27, 2013
II-F64	Singh, Charan	Pricing Natural Resources	<i>The Tribune</i>	March 5, 2014
II-F65	Singh, Charan	Progress and Inequality	<i>Business Standard</i>	October 18, 2013
II-F66	Singh, Charan	RBI Alone Should Not Set Interest Rates	<i>Business Line</i>	January 28, 2014
II-F67	Singh, Charan	RBI and Transparency in Policies	<i>Deccan Herald</i>	October 28, 2013
II-F68	Singh, Charan	RBI Guv's Last Hurrah: Listen to FM, Slash Rates	<i>The Times of India</i>	July 5, 2013
II-F69	Singh, Charan	RBI Hunts Many Bears	<i>Deccan Herald</i>	September 23, 2013
II-F70	Singh, Charan	RBI's Overdrive to Tame Inflation May Backfire	<i>MoneyControl.com</i>	October 29, 2013
II-F71	Singh, Charan	Should the Economics Nobel Be Done Away With?: No	<i>Business Line</i>	October 18, 2013
II-F72	Singh, Charan	Some Lessons from the US and Spain	<i>The Financial Express</i>	June 13, 2013
II-F73	Singh, Charan	State of Indian Economy	<i>AIEFS Newsletter</i>	November 15, 2013
II-F74	Singh, Charan	Tackling the Eventual Taper	<i>The Financial Express</i>	September 24, 2013
II-F75	Singh, Charan	Tackling Under-nutrition Challenges	<i>The Financial Express</i>	August 14, 2013

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
II-F76	Singh, Charan	The Cost of Crime against Women	<i>The Tribune</i>	December 16, 2013
II-F77	Singh, Charan	The Global Economic Situation and India	<i>The Financial Express</i>	October 31, 2013
II-F78	Singh, Charan	The Lows of High Finance	<i>Business Standard</i>	March 11, 2014
II-F79	Singh, Charan	The Ship is Not Sinking	<i>The Financial Express</i>	July 4, 2013
II-F80	Singh, Charan	The Wrong Target	<i>The Financial Express</i>	February 4, 2014
II-F81	Singh, Charan	Uncertainty in Unwinding of Unconventional Monetary Policy	<i>The Financial Express</i>	June 25, 2013
II-F82	Singh, Charan	Uneasy Exit from Easy Money Policy	<i>The Financial Express</i>	May 29, 2013
II-F83	Singh, Charan	We Need the Will and the Skill	<i>Hindustan Times</i>	April 8, 2013
II-F84	Singh, Charan	Where Are Our Economists?	<i>Business Line</i>	October 15, 2013
II-F85	Singh, Charan	Why India Should Steer Clear of Sovereign Wealth Funds?	<i>Business Standard</i>	October 29, 2013
II-F86	Singh, Charan	Why Indian Should Reward Honest, Rich Taxpayers	<i>The Economic Times</i>	May 1, 2013
II-F87	Singh, Charan	Why We Should Rethink Our Monetary Policy?	<i>Business Today</i>	November 21, 2013

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

Sl. No.	Authors	Title of Publication	Year	Type of Publication
II-G1	Chanda, Rupa	India–Portugal Relations: Leveraging the Goan Diaspora, in <i>Diplomatist: Opportunities and Threats in Indian Ocean Region</i> , Special Supplement Portugal and Slovenia	June 2013	Vol. 1, No. 3, Pg: 71-73, LB Associates Pvt. Ltd, New Delhi
II-G2	Chanda, Rupa, P Gupta and K Balasubramaniam	Strengthening Regulatory Frameworks and Enhancing Capacity in India's Legal and Accountancy Services Sectors: A Roadmap for Reforms	2013	Vol. 1, Accountancy Services and Vol. 2, Legal Services, Report for the British High Commission
II-G3	Damodaran A	Four Sectoral Studies on Interface of IPRs with Corporate Strategies, Global Public Goods and Local Communities	2013	Technical Paper: 1-4 / 2013 MHRD IPR / IIMB

Sl. No.	Authors	Title of Publication	Year	Type of Publication
II-G4	Damodaran A	WTO-TRIPS, Global Public Goods and Financing and Strategy Issues Related to International Technology Transfer (Peer Reviewed-WIPO Geneva)	2013	Technical Paper: 1/2014 MHRD IPR/ IIMB
II-G5	Naik, Gopal, Hegde V R, and Basavarajappa K P	Crop Inventory & Updation: Technological Intervention	June 2013	Monograph
II-G6	Naik, Gopal, Prasanna Rashmi K K and Basavarajappa K P	Service Level Benchmarking of Water Supply, Sewerage, Solid Waste Management and Storm Water Drain by Urban Local Bodies in Karnataka, Report, Indian Institute of Management	2013	Monograph and Technical Report
II-G7	Singh, Charan	Interview: Economic Growth Cannot Be Taken for Granted: Need for Urgent Reforms – an interview with Dr. A. Virmani : Former Executive Director, International Monetary Fund and Former Chief Economic Advisor, Government of India	December 2013	<i>IIMB Management Review</i> Vol. 25, Issue 4, Pg: 240-248

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

Sl. No.	Authors	Title of Paper	Details of the Event and Venue	Dates of Event
II-H1	Chanda, Rupa	Demographic Changes, Services Exports and Trade Policy: Opportunities and Challenges for India	Roundtable on Future Contours for India's Trade Policy, Centre for WTO Studies, Indian Institute of Foreign Trade, New Delhi	December 17, 2013
II-H2	Chanda, Rupa	India's Service Sector: Can It Be a Growth Driver?	India in the Asian Century, NCAER Research Workshop, New Delhi	August 26-27, 2013
II-H3	Chanda, Rupa	Liberalising India's Legal Services Sector: Issues and Concerns	IGIDR Silver Jubilee Conference, Mumbai	October 24-25, 2013
II-H4	Chanda, Rupa	Opportunities and Challenges in Services Trade for India: Multilateral and Regional Strategies	National Services Conclave, organized by Ministry of Commerce, CII, Centre for WTO Studies, FIEO, New Delhi	November 12-13, 2013

Sl. No.	Authors	Title of Paper	Details of the Event and Venue	Dates of Event
II-H5	Chanda, Rupa	Services Liberalization in South Asia: Prospects and Challenges for Regional Integration	Roundtable Meeting for SAARC Study on Roadmap for Achieving South Asia Economic Union (second phase), Asian Development Bank, Manila, (in-absentia)	March 18, 2014
II-H6	Chanda, Rupa	Services Negotiations and South Asia: Priorities and Concerns, at Regional Consultation on "Road to Bali: South Asian Priorities for the 9th WTO Ministerial	Institute of Policy Studies, Sri Lanka	July 2-3, 2013
II-H7	Damodaran A	Agro-systems Types, Biodiversité Conservation and Adaptation: Lessons from India	Conference of Gestion Environnementale des Ecosystemes et Forêts Tropicales, AgroParisTech, Grandes Ecoles Paris, Paris, France	June 12, 2013
II-H8	Damodaran A	Comparative Study of FDI Policies and Competitiveness of India, China and Russia for Select Sectors	Lomonosov MSU Business School, Moscow, Russia	November 22, 2013
II-H9	Damodaran A	Resource Assessment and Resource Flows for Biodiversity Conservation: The Case of India	German Development Institute, Bonn, Germany	June 7, 2013
II-H10	Dhasmana, Anubha	Operational Currency Mismatch	17th International Conference In Macroeconomic Analysis and International Finance, Rethymno, University of Crete, Greece	May 28-30, 2013
II-H11	Masta, D. K., Naik, Gopal, and Mukherjee, K	Relocation of Urban Slums: The Role of Program Governance	Indian Academy of Management 2013 Annual Conference. Indian Institute of Management Ahmedabad	December 12-14, 2013
II-H12	Moorthy, Vivek	Understanding India's Stagflation: A Labour Supply Approach	Research Seminar Series, IIMB	July 26, 2013
II-H13	Moorthy, Vivek	Where Does the RBI Go from Here?	Keynote address at RBI Annual Retreat, Agra	September 7, 2013

Sl. No.	Authors	Title of Paper	Details of the Event and Venue	Dates of Event
II-H14	Naik, Gopal	Information and Public Service Delivery for Value Chain Development in India	International Symposium and Workshop on Agri-food Value Chain Financing and Energy in Bangladesh, Brazil, China, India and Cambodia, Renmin University, Beijing	April 10-11, 2013
II-H15	Naik, Gopal	Methodological Approach: Emerging Opportunity for Indian Manufacturing Exports in the Light of New Unfair Competition Act	Study Release by ASSOCHAM, New Delhi	December 3, 2013
II-H16	Naik, Gopal	Overview of Potato and Other Agri-food Value Chain Financing in India: Review of Earlier Research and Policies, and Specific Hypotheses for the New Research	International Symposium and Workshop on Agri-food Value Chain Financing and Energy in Bangladesh, Brazil, China, India and Cambodia, Renmin University, Beijing	April 10-11, 2013
II-H17	Naik, Gopal	Strategic Vision for Indian Commodity Market	Workshop for Senior Officers of Ministry of Finance, Mumbai	October 31, 2013
II-H18	Naik, Gopal, Mukherjee, K and Masta D K	Relocation of Urban Slums: Does Program Governance Matter?	International Conference on Economics Aspects of Public Policy. Jadavpur University, Kolkata	January 2-3, 2014
II-H19	Narayanaswamy, Ramnath	Management Insights from Indian Spirituality Some Observations on Leadership, Creativity and Spirituality	Second International Conference on Vedic Foundations of Indian Management (VFIM 2013) Hanlon Center for International Studies, Edwards Business School, Canada. Venue: India International Center, New Delhi	November 25-27, 2013
II-H20	Narayanaswamy, Ramnath	The Miracle of Self Realization	International Conference on Miracles and Management, University of Bordeaux, Lourdes, France	May 16-19, 2013
II-H21	Singh, Charan	Association of Indian Economic & Financial Studies (AIEFS)	Keynote talk in the 20th Biennial Meeting at IGIDR	June 14, 2013
II-H22	Singh, Charan	Banking Reform for Financial Inclusion	Bharat Ram Memorial Seminar panelist in the Session at FICCI, New Delhi	January 15, 2014

Sl. No.	Authors	Title of Paper	Details of the Event and Venue	Dates of Event
II-H23	Singh, Charan	Challenges Facing Indian Economy	Third International Conference on Business and Economic Issues, Indian Journal of Economics and Business (IJEB), Pune	December 19, 2013
II-H24	Singh, Charan	Competition and Regulation Reforms in Financial Sector in India	Panelist in the Seminar, held in Mumbai organized by CUTS (Centre for Competition, Investment & Economic Regulation)	December 16, 2013
II-H25	Singh, Charan	Conclave on Budgeting Economics – 2014	Keynote address in the inaugural session, Christ University, Bangalore	January 28, 2014
II-H26	Singh, Charan	Delivered the Dr. Mrs. Yasodha Shanmugasundaram Endowment Lecture	Ethiraj College For Women, Chennai	December 6, 2013
II-H27	Singh, Charan	Discussant to the topic - Real Interest Rate Impact on Investment and Growth – What the Empirical Evidence for India Suggests?	2nd DEPR Annual Research Conference on Money and Inflation, Mumbai	May 30, 2013
II-H28	Singh, Charan	Evolution of Global Monetary System: Are We at a Major Cusp of Transformation?	Panel discussion at TCS, Bangalore	October 9, 2013
II-H29	Singh, Charan	Food Price Volatility: Cause and Changes – First panel discussion on Macro Policy Response to Food and Fuel Shocks – Morocco	IMF-OCP Conference, Morocco	February 25, 2014
II-H30	Singh, Charan	Housing Market in India: A Comparison with the US and Spain	AIB India 2013 Annual Conference at IIMB	April 5, 2013
II-H31	Singh, Charan	Housing Markets in India: A Comparison with the US and Spain	Paper presented at RBI DEPR Conference for RBI Chairs, Mumbai	May 31, 2013
II-H32	Singh, Charan	India's Monetary Policy and the Related Context of Our Financial Sector	The India CFO Forum session, Bangalore	February 6, 2014
II-H33	Singh, Charan	Macro Policy Environment, IPRs and Competition Policy	National Workshop, IIM Bangalore	February 18, 2014

Sl. No.	Authors	Title of Paper	Details of the Event and Venue	Dates of Event
II-H34	Singh, Charan	Macro-Policy Response to Food and Fuel Price Fluctuation – A Perspective from India	IMF-OCP Conference, Morocco Keynote Address	February 26, 2014
II-H35	Singh, Charan	Monetary & Fiscal Policy	Workshop) for PGPMX Mumbai Batch 2012-14 at IIM Indore	March 22-23, 2014
II-H36	Singh, Charan	Speaker on the topic: The Rupee Weakening from Central Bank Perspective	Panel Discussion on Dollar65. organized by the Center of Public Policy (CPP) of IIM Bangalore	October 11, 2013
II-H37	Singh, Charan	The Current Economic Scenario—Implications for Governance	3rd ATI-APU Program on Public Policy at Mysore	September 2, 2013
II-H38	Singh, Charan	The Current Economic Scenario—Implications for Governance	Organized by the Administrative Training Institute (ATI) Mysore and the Azim Premji University (APU), Mysore	January 13, 2014
II-H39	Subramanian, Chetan	Monetary Policy Under Labor Market Frictions	7th Economic Theory and Policy Conference at JNU Delhi, in collaboration with National Institute of Public Finance and Policy, and Kagawa University	February 20-13, 2013
II-H40	Subramanian, Chetan	Tobin Tax	Macroeconomics Workshop, ISI Delhi	September 27, 2013

II-J Leading Journal Publications

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

II-J1 Authors Name: **Kausik Chaudhuri**, Matthew Greenwood-Nimmo, Minjoo Kim and Yongcheol Shin

Title: On the Asymmetric U-Shaped Relationship between Inflation, Inflation Uncertainty, and Relative Price Skewness in the UK

Journal Name: *Journal of Money, Credit and Banking*

Abstract: We investigate the asymmetric relationships between aggregate inflation and the second and third moments of the cross-sectional distribution of relative prices using a modified Calvo pricing model with regime-dependent price rigidities. Calibration

experiments reveal that the inflation-standard deviation and inflation-skewness relationships exhibit U-shaped asymmetries around the historical mean inflation rate. UK sectoral data support our results. We conclude that monetary policy should target an inflation rate proximate to the (common) minima of these nonlinear relationships and that core inflation measures should not be used for policy purposes as they exclude much of the information contained in the higher moments.

- Listings:
- *Listed as A* in ABDC (Australian Business Deans Council)*
 - *Listed as 4 in ABS (Association of Business Schools, UK)*
 - *Listed as 1 ESS (ESSEC Business School of Paris)*
 - *Listed in NUS Tier 1 Premium*

II-N Proposal Presentation by FPM Students during 2013–2014

Sl. No.	Name of the Student	Topic	Name of DAC Chairman	Date
II-N1	Subhadip Mukherjee	Impact of Trade Liberalization on the Performance of Indian MSMEs	Rupa Chanda	August 5, 2013
II-N2	Tanaka Tabassum	Political Economy of International Organizations: Analyzing the Dynamics of the United Nations Environment Program	A Damodaran	September 5, 2013

II-O Papers Presented by FPM Students in Conference/Seminar during 2013–2014

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
II-O1	Dinesh K Masta (co-authored with Gopal Naik, Kanchan Mukherjee)	Relocation of Urban Slums: The Role of Program Governance	Indian Academy of Management Annual Conferences, IIM Ahmedabad	December 12-14, 2014
II-O2	Dinesh K Masta (co-authored with Gopal Naik, Kanchan Mukherjee)	Relocation of Urban Slums: The Problem of Governance	Conference on Economic Aspects of Public Policy, Jadavpur University, Kolkata 700 032	January 2-3, 2014



HOSTEL BLOCKS

HOSTEL
RECEPTION

For each new horizon,
for each new ocean call

III

Finance and Control (F&C)

*F*aculty in the Finance and Control (F&C) Area has research, teaching, and consulting expertise in financial accounting, managerial accounting and control, corporate governance, corporate finance, capital markets (including equity, fixed-income securities, and derivatives), and financial institutions and services (including banking and insurance). Faculty is also involved in a number of research and case writing projects. Publications of some of the faculty have appeared in leading academic journals listed in FT 45, BW 20, etc. Several faculty members of this area influence firm-level and economy-level policy-making through positions on the boards of corporate, regulatory, and standard-setting organizations. Significant contributions have been made by the faculty to IIMB Research centers such as Public Policy, NSRCEL, Centre for Software & Information Technology Management and Centre for Financial Markets and Risk Management. Research activities undertaken by the faculty and students in this area are captured here under different headings.

III-A Research Projects

III-A1 Investment by Firms and the Role of Bank Ownership

Project Team: **Ashok Thampy**

Summary: This project examines the role played by banks, particularly the ownership of banks, on the investments by firms. Specifically, this project examines: (1) whether the ownership of banks, i.e., whether the firm's bank is a public sector banks, private, or foreign-owned bank, impacts the investment decisions of the firms, and (2) impact of expansionary and recessionary phases of the economy.

Sponsor: IIM Bangalore

Status: Ongoing (2013–2014)

III-A2 Handelsbanken

Project Team: **Ashok Thampy**

Summary: This project studies the practices of Handelsbanken that has enabled it to manage its risks well and provide above average returns to shareholders, by following practices that are not common in the industry.

Sponsor: Svenska Handelsbanken

Status: Ongoing (February 2013–June 2015)

III-A3 Understanding Strategy Process: Framing Strategic Issues through Interaction

Project Team: **Padmini Srinivasan, Nayak Ajit and R Srinivasan**

Summary: The aim of the research is to understand how top managements collectively engage in framing, shaping and deciding on strategy. The main focus of this research is on the dynamic interaction between key actors and its implications for strategy formation over time. Complexities of strategy making and insights into how senior managements frame strategic issues that are approved finally by the board of directors would be the key focus.

Sponsor: IIM Bangalore

Status: Ongoing (2012–2015)

III-A4 GARP Research Fellowship

Project Team: **Narayan PC**

Summary: Paper submitted to 10th Conference of the Asia Pacific Association of Derivatives, Busan, Korea, Optimizing Risk Weighted Assets for OTC Derivatives through Central

Clearing and Portfolio Compression. This study examines whether posting collateral to a central counter party (CCP) to mitigate counterparty risk is less costly for a bank than holding capital as per Basel II and III guidelines. It further investigates the process of 'portfolio compression' which helps to reduce outstanding notional and consequently provide capital relief.

Sponsor: Global Association of Risk Professionals (GARP)

Status: Ongoing (2013–2014)

III-A5 Black Money and Tax Havens

Project Team: **Vaidyanathan R**

Summary: This issue of tax havens have occupied the centre stage in the discussions on global financial architecture particularly in the context of the global meltdown in financial markets and 9/11 terror attacks. There exist more than seventy tax havens or secretive tax jurisdictions and all of them are facing pressures from G-20 and OECD type organizations to become transparent and cooperative in finding tax evaders.

Sponsor: IIM Bangalore

Status: Ongoing (2014–2016)

III-A6 Creating a Survivorship-Bias-Free Data on Indian Mutual Funds

Project Team: **Venkatesh Panchapagesan**

Summary: Institutional investors, in particular, mutual funds are major players in most established financial markets. However, in India, they are relatively a newer phenomenon with the regulator opening up the market only in the late 1980s. Currently, they own about 3–5% of the overall equity market capitalization but account for 12–15% of the daily trading activity in Indian markets. A mutual fund (MF) serves an important role in the development of financial markets by providing a channel through which many investors, including small investors, can invest in corporate securities.

Sponsor: IIM Bangalore

Status: Ongoing (April 2012–2014)

III-A7 Studying Home Foreclosures in India

Project Team: **Venkatesh Panchapagesan**

Summary: Foreclosures are an important mechanism by which mortgage lenders take control of the property after the borrowers have defaulted on their housing loans. Without this credible threat, lenders have little bargaining power to get their money back. In large countries such as the US, foreclosures are quite common, especially following the

burst of housing price bubbles, and governments have intervened, both directly and indirectly, to help low income borrowers avoid foreclosures through debt restructuring and loan write-offs. Foreclosed properties are typically auctioned off at below market prices and can have a significant impact on valuation of nearby properties. Data on foreclosures are also used as indicators for the strength of the housing market.

Sponsor: IIM Bangalore

Status: Ongoing (April 2012–2014)

III-A8 Impact of Algorithmic Trading in Indian Financial Markets

Project Team: **Venkatesh Panchapagesan**, Nidhi Aggarwal (IGIDR), Susan Thomas (IGIDR) and Sugato Chakravarty (Purdue University)

Summary: The goal of this project is to characterize in detail the nature and architecture of Algorithmic Trading (AT) in the Indian stock markets. AT involves the use of computer programs to buy and sell securities based on a pre-determined set of rules. Such algorithms have gained widespread use among institutional investors in major markets around the world; for instance, AT accounts for almost three-fourths of all trading activity on US-based exchanges. Even in an emerging market such as India, AT accounts for more than *half* of all trading in equity derivatives, and a *fifth* of all trading in the equity cash market.

Sponsor: IIM Bangalore, NSE-NYU Grant for Study of Indian Capital Markets

Status: Ongoing (February 2013–June 2015)

III-A9 Do Indian Business Group Owned Mutual Funds Maximize Value for Their Investors?

Project Team: **Jayant Kale, Pulak Ghosh** and **Venkatesh Panchapagesan**

Summary: The manager of an Indian business group (BG) fund can have access to private information on its own BG firms and their industries. However, since the fund belongs to a BG, the fund manager may also have incentives to undertake investments that benefit the BG firm managers and not its fund investors. In this paper, we examine the relation between a business group (BG) mutual fund's return performance and its ownership levels in its own BG firm.

Sponsor: IIM Bangalore, NSE-NYU Grant for Study of Indian Capital Markets

Status: Ongoing (2012–2014)

III-A10 Foreign Fund Flows and Stock Returns: Evidence from India

Project Team: **V Ravi Anshuman**, Viral Acharya and Kiran Kumar

Summary: We study the impact of foreign institutional investor (FII) flows on stock returns in India. We exploit stock-level daily trading data for FII purchases and FII sales during

2006–2011 to separate stocks into those experiencing abnormally high and low FII flow innovations. We find that stocks with high innovations are associated with a coincident price increase that is permanent, whereas stocks with low innovations are associated with a coincident price decline that is in part transient, reversing itself within two weeks. The differential abnormal return between high and low innovation stocks is nevertheless significant, both statistically and economically (relative to stock return volatility), largely unrelated to firm characteristics and risk loadings, and largest during period of market stress. Our findings are robust in out-of-sample tests. The results are consistent with a price “pressure” on stock returns induced by FII sales, as well as information being revealed through FII purchases and FII sales.

Sponsor: India Growth Central (IGC)

Status: Ongoing (December 2013–January 2015)

III-A11 Valuation of IPOs around the World

Project Team: **Srinivasan Rangan** and Sanjai Bhagat

Summary: Over US\$ 2 trillion was raised by over 19,000 firms that completed an IPO between 1998 and 2009 (Source: Thomson SDC Global New Issues database). Thus, IPOs are an economically significant contributor to the amount of capital raised by firms around the world. Further, IPO firms are also considered the drivers of innovation and employment in the economy and hence their success is critical to economic growth.

Sponsor: IIM Bangalore

Status: Ongoing (2012–March 2015)

III-A12 Value Relevance of Production and Sales Quantity Disclosures

Project Team: **Srinivasan Rangan** and **Padmini Srinivasan**

Summary: Until recently (2011), Indian disclosure regulations required that listed manufacturing companies provide annual information on the quantity of production and sales at the product-segment levels. Interestingly, India is the only country in which such a disclosure was mandatory. In other countries, companies report data on sales, and one can infer the cost of production; but the bifurcation of these two numbers into the quantity of sales and production, and per unit selling price and per unit costs is unavailable.

Sponsor: IIM Bangalore

Status: Ongoing (2012–2015)

III-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Publication Details
III-B1	Huang, Lixin and Kale, Jayant	Product Market Linkages, Manager Quality, and Mutual Fund Performance	<i>Review of Finance</i>	Vol. 17, No. 6, 2013, Pg: 1895-1946
III-B2	Kale, Jayant, Costanza Meneghetti and Husayn Shahrur	Contracting with Nonfinancial Stakeholders and Corporate Capital Structure: The Case of Product Warranties	<i>Journal of Financial and Quantitative Analysis</i>	Vol. 48, Issue 3, 2013, Pg: 699-727
III-B3	M.V. Lakshman, Basu, Sankarshan and Vaidyanathan R	Market-wide Herding and the Impact of Institutional Investors in the Indian Capital Market	<i>Journal of Emerging Market Finance</i>	Vol. 12, No. 2, August 2013, Pg: 197-237

III-C Books

III-C1 Vaidyanathan R

India Uninc.

Westland

While the nation's newspapers, journals, business magazines, TV channels and the internet continue to churn out reams, airtime and gigabytes of information about India's business houses—India Inc.—in this one-of-its kind book, Prof. R.

Vaidyanathan delves deep into India Uninc. and presents a persuasive case for why the latter is really what is at the heart of our economy, and why any growth story about India is incomplete if that real engine of our growth is ignored. The author argues that the real India story, over generations, lies with the many proprietorship and partnership firms, small manufacturing units, kirana stores, single entrepreneurs and household enterprises. That they are being finally given their due, in this important study, is the result of many years of cutting-edge research, which lays bare the lopsided viewpoints of policy-makers and 'experts', and urges a broader vision of the country's economy. The small entrepreneur, says Prof. Vaidyanathan, should prevail over crony capitalism. Scholarly yet accessible, and offering a wealth of information on an uncharted territory, India Uninc. is a must-read for anybody who aspires to understand the Indian economy—as well as India itself.



III-D Chapters in Books

Sl. No.	Authors	Title of Chapter	Title of Book	Editors of Book	Publication Details
III-D1	Vaidyanathan R	Caste as Social Capital	<i>Handbook of Hindu Economics and Business</i>	Hrishikesh D Vinod	Create space independent publishing platform, April 13, 2013

III-E Working Papers

Sl. No.	Author	Title	IIMB Working Paper No.	Year
III-E1	Narayanaswamy R	Political Connections and Earnings Quality: Evidence from India	433	2013
III-E2	Sabarinathan G	Angel Networks in an Emerging Economy – The Case of Indian Angel Network	453	2014
III-E3	Sabarinathan G	Understanding Angel Investing in India – An Exploratory Study Based on Publicly Available Data	448	2014
III-E4	Srinivasan R	Shareholder Wealth Enhancement through Outsourcing Strategies That Increase the Total Cost but Leave Revenues Unchanged	424	2013
III-E5	Srinivasan, Padmini	An Analysis of Related-Party Transactions in India	402	2013

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

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
III-F1	Sabarinathan G	Whatsapp on the Asset Valuation Front	<i>Hindu BusinessLine</i>	March 5, 2014
III-F2	Vaidyanathan R	Art of Giving: Warren Buffet to Be Told	<i>Niticentral.com</i>	January 11, 2014
III-F3	Vaidyanathan R	Chit Funds Explained: Facts vs. Fiction	<i>Niticentral.com</i>	May 21, 2013
III-F4	Vaidyanathan R	Congress Won't Crack Down on Illegal Money – Part 2	<i>Niticentral.com</i>	April 10, 2013
III-F5	Vaidyanathan R	Dealing with Domestic Black Money Is the Need of the Hour	<i>Niticentral.com</i>	January 2, 2014
III-F6	Vaidyanathan R	Dealing with Tax Havens	<i>Center Right India</i>	August 20, 2013
III-F7	Vaidyanathan R	Don't Kill the Chit Fund; Saradha Wasn't a Chit Anyway	<i>First Post</i>	May 23, 2013
III-F8	Vaidyanathan R	Global Conflicts – Why Islamists Are Angry?	<i>Center Right India</i>	July 8 2013
III-F9	Vaidyanathan R	Gold Drives Our Traditional Economy, Must Not Be Curbed	<i>Niticentral.com</i>	May 6, 2013
III-F10	Vaidyanathan R	How UPA Killed Engines of Economic Growth?	<i>Niticentral.com</i>	August 21, 2013

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
III-F11	Vaidyanathan R	India UNINC.: Predatory State Pauperizes Families and Small Business	<i>First Post</i>	January 9, 2014
III-F12	Vaidyanathan R	Is Congress Serious about Illegal Money in Tax Havens? – Part 1	<i>Niticentral.com</i>	April 10, 2013
III-F13	Vaidyanathan R	Leveraging on the Mobile Phone Revolution	<i>Center Right India</i>	January 10, 2014
III-F14	Vaidyanathan R	Our Distorted Secular vs. Communal Debate	<i>Niticentral.com</i>	April 25, 2013
III-F15	Vaidyanathan R	Sri Lanka in the Middle of a Civilizational Conflict	<i>Niticentral.com</i>	March 30, 2013
III-F16	Vaidyanathan R	Strong Leadership is the Solution to Our Ills	<i>Niticentral.com</i>	April 18, 2013
III-F17	Vaidyanathan R	The FM Should Woo Domestic Savers, not FIIs and Markets	<i>First Post</i>	April 13, 2013
III-F18	Vaidyanathan R	Why Growth Has Stalled – and It's Not What the FM Is Telling Us?	<i>First Post</i>	May 15, 2013
III-F19	Vaidyanathan R	Without a Strong Database, Strong Policies Are Useless	<i>Niticentral.com</i>	May 3, 2013

III-G Other Publications (Monographs, Reports, Roundtable, Interviews etc.)

Sl. No.	Authors	Title of Publication	Details of Publications
III-G1	Jayadev M	Round Table on 'Basel III Implementation: Issues and Challenges for Indian Banks'	Vol. 25, Issue 2, June 2013, <i>IIMB Management Review</i> , Pg: 115-130

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

Sl. No.	Authors	Title of Paper	Details of the Event and Venue	Dates of Conference
III-H1	Acharya, Viral Anshuman, V Ravi, and Kumar, Kiran	Foreign Fund Flows and Stock Returns: Evidence from India	NSE-NYU Symposium on Indian Capital Markets, Mumbai	July 29-30, 2013

Sl. No.	Authors	Title of Paper	Details of the Event and Venue	Dates of Conference
III-H2	Anshuman, V Ravi, Chakrabarty, Rajesh and Kumar, Kiran	Institutional Trading Strategies	International Risk Management Conference, Copenhagen	June 24, 2013
III-H3	Basu, Sankarshan	Development of Financial Markets and Systems in the Wake of the Global Financial Crisis	Gaedu College of Business, Bhutan	April 4, 2013
III-H4	Basu, Sankarshan and Rao, Vandana	A Study on the Impact of Liquidity Risk on the Modeling of Hedging Strategies	APRIA Conference 2013, New York	July 31, 2013
III-H5	Jayadev M	PPP Projects: Application of Real Options,	Invited lecture at International Conference on 'Public Private Partnership – The Need of the Hour	January 23-24, 2014
III-H6	Murthy, Shashidhar	Aggregating Default Risk Information from Equity and Debt Markets: Cross-sectional and Time-Series Implications	2nd Delhi Macroeconomics Workshop, Indian Statistical Institute, New Delhi	September 27, 2013
III-H7	Murthy, Shashidhar	Investment Growth Options – A Simple Model of Endogenous Stochastic Volatility	9th Annual Conference on Economic Growth and Development, New Delhi,	December 19-21, 2013
III-H8	Narayan, P C	Emerging Technologies: Prospects and Challenges	South Asia Business Critical Dialogue Conference organized by Hewlett Packard, Bangalore	October 4, 2013
III-H9	Narayan, P C	How Do Indian Firms Negotiate International Acquisitions – A case study	Seminar on 'Profitable Growth through Acquisitions' organized by the Department of Management Studies, IIT-Madras	January 6, 2013
III-H10	Narayan, P C	Understanding Macro Economics and Implications on Business	WIPRO Consumer Care Global Leadership Program, Bangalore	August 19, 2013
III-H11	Narayan, P C M Thenmozhi and Chamu Sundaramurthy	Impact of Emerging Markets' Corruption Index on Cross-border Acquisitions	Academy of International Business-India Conference, IIM Bangalore	April 15-17, 2013

Sl. No.	Authors	Title of Paper	Details of the Event and Venue	Dates of Conference
III-H12	Narayanaswamy R	Framework for Responsible Management Education	IILM International Conference on Responsible Management Education and Practice, New Delhi	January 10-11, 2014
III-H13	Narayanaswamy R	Political Connections and Earnings Quality: Evidence from India	India Finance Conference 2013, Ahmedabad, India	December 18-19, 2013
III-H14	Panchapagesan, Venkatesh	Affordable Housing	IHS-UC Berkeley Conference on the 21st Century Indian City, Bangalore	March 26-27, 2013
III-H15	Panchapagesan, Venkatesh	Digital Media in Real Estate	Economic Times 'Real Estate & Digital Conclave', Bangalore	December 6, 2013
III-H16	Panchapagesan, Venkatesh, Ghosh, Pulak, and Kale, Jayant	Do Indian Business Group Owned Mutual Funds Maximize Value for their Investors?	NSE-NYU Symposium on Indian Capital Markets, Mumbai	July 29-30, 2013
III-H17	Panchapagesan, Venkatesh, Ghosh, Pulak, and Kale, Jayant	Do Indian Business Group Owned Mutual Funds Maximize Value for Their Investors?	ISI Conference on Macroeconomic Policy, New Delhi	February 14, 2014
III-H18	Rangan, Srinivasan	Causes and Consequences of Share Pledge Loans	India Finance Conference, IIM Ahmedabad	December 18-20, 2013
III-H19	Rangan, Srinivasan	Discussant of paper on Mandatory Auditor Rotation	Annual ISB Accounting Conference, Hyderabad	December 20-21, 2013
III-H20	Srinivasan, Padmini	Code for Independent Directors and Remuneration under the Companies Act, 2013	Institute of Chartered Accountants of India, Bangalore	March 21, 2014
III-H21	Srinivasan, Padmini	Company Management, Corporate Governance and CSR under Companies Act, 2013	Bangalore Chamber of Commerce and Industry & ICSI, Bangalore	September 14, 2013
III-H22	Srinivasan, Padmini	Emerging Opportunities for Women CA's Arising Out of the Companies Act, 2013	Institute of Chartered Accountants Women Conference, Bangalore	March 8, 2014
III-H23	Srinivasan, Padmini	Holistic Business Education to Overcome Inequality	International Conference on Equal in an Unequal World: The Values of Value in Responsible Business, Bangalore	January 4, 2014

Sl. No.	Authors	Title of Paper	Details of the Event and Venue	Dates of Conference
III-H24	Srinivasan, Padmini	Sustainable Governance	International Conference on Balancing Sustainability and Profitability, New Opportunities for a New Era, IIM Bangalore	April 18, 2013
III-H25	Thampy, Ashok , George Alexandrou, Sanjay Banerji and Hardy M. Thomas	Indian Multinationals and the Goldilocks Debate	AIB India Conference, Bangalore	April 15-17, 2013
III-H26	Vaidyanathan R	Dealing with Tax Havens: Lessons for Emerging Markets	Asia Pacific Risk And Insurance Association [Apria], New York	July 31, 2013
III-H27	Vaidyanathan R and Akanksha Jalan	Tax Havens: Conduits for Corporate Tax Malfeasance	Asia Pacific Risk And Insurance Association [Apria], New York	July 31, 2013

III-I Articles in Conference Proceedings

Sl. No.	Authors	Title of Paper	Details of Conference Proceedings
III-I-1	Jayadev M and Bipin Kumar Dixit	Do Indian Acquisitions Create Long-term Shareholder Value	India Finance Conference (IFC) 2013, IIM Ahmedabad, December 18-20, 2013.

III-K Leading Journal Publications

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

III-K1 Author's Name: **Jayant Kale**, Costanza Meneghetti and Husayn Shahrur

Title: Contracting with Nonfinancial Stakeholders and Corporate Capital Structure: The Case of Product Warranties

Journal Name: *Journal of Financial and Quantitative Analysis*

Abstract: We investigate the relation between a firm's product warranty level and its leverage. We find that leverage relates negatively to the warranty level and that this relation is robust to controls for endogeneity and self-selection into offering warranties. The negative warranty-leverage relation obtains only in the subsample of firms in the manufacturing industries. We also show that firms with warranties have the lowest

debt levels; firms without warranties but operating in industries where other firms offer warranties on average carry higher debt. Firms in industries where no firm offers a warranty have the highest debt levels.

- Listings:
- *Listed in Financial Times 45*
 - *Listed as A in Hong Kong Business School List*
 - *Listed as A* in ABDC (Australian Business Deans Council)*
 - *Listed in NUS Tier 1 Premium*
 - *Listed as 4 in ABS (Association of Business Schools, UK)*
 - *Listed as 0+ in ESS (ESSEC Business School of Paris)*

III-L Awards, Honors, and Achievements

- III-L1 Prof. Narayan P C** received 2013 Emerald/EFMD Outstanding Doctoral Research Award in the Management and Governance category, 'Cross-Border Acquisitions Involving Emerging Market Firms: A Study on the Impact of Country and Deal Characteristics in 2013.
- III-L2 Prof. Narayan P C** led the team that won the 2013 Grant from the CFA Institute Research Challenge.
- III-L3 Prof. Srinivasan Rangan** received 2013 Grant from the NSE-NYU Stern Initiative for the Study of Indian Capital Markets for the study of earnings management around share pledge loans in December 2013.
- III-L4 Prof. Venkatesh Panchapagesan** was the member of ICCL Board Risk Management Committee and ICCL Board Member Oversight Committee from June 2013 to present.
- III-L5 Prof. Venkatesh Panchapagesan** received 2013 Grant from the NSE-NYU Stern Initiative for the Study of Indian Capital Markets for the study of regulatory tax on algorithmic trading in December 2013.
- III-L6 Dr. R Vaidyanathan** was appointed by Ministry of Finance as a member of a committee to suggest ways to enhance credit to MSMC sector during 2013–2014.

III-M Doctoral Theses Completed by FPM students during 2013–2014

Sl. No.	Name of the Student	Topic	Name of DAC Chairman
III-M1	Tapsi Narang	CEO Compensation in a Concentrated Ownership Setting: The Case of India	V Ravi Anshuman, Vijaya B Marishetty, Shashidhar Murthy
III-M2	Narahari H S	A Study of Business Groups in an Institutional Voids Setting	Padmini Srinivasan, Vijaya B Marisetty, Shashidhar Murthy

III-N Dissertation Proposal Presentation by FPM students during 2013–2014

Sl. No.	Name of the Student	Topic	Date
III-N1	Akanksha Jalan	Corporate Tax Aggressiveness and the Role of Debt	July 9, 2013
III-N2	Shobhit Aggarwal	Dividend Tax Effects – Evidence from India	January 7, 2014

III-O Paper Presentation by FPM Students in Conferences/Seminars during 2013–2014

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference/Seminar	Date
III-O1	Bipin Kumar Dixit (co-authored with Jayadev M)	Do Emerging Market Acquirers Create Long-term Shareholder Value: Evidence from India	India Finance Conference (IFC) 2013, IIM Ahmedabad	December 18-20, 2013

III-P Publications by FPM Students (Journal articles/book chapters/cases) during 2013–2014

Sl. No.	Name of the Student	Title of the Paper	Name of the Journal/Book	Publications details
III-P1	Anish Shankar Menon (co-authored with Prof. P. Krishna Prasanna)	Speed of Information Adjustment in Indian Stock Indices	<i>IIMB Management Review</i>	Vol. 25, Issue 3, September 2013, Pg: 150-159, Elsevier

III-R FPM Workshops during 2013–2014

Sl. No.	Name of the Student	Topic	Date
III-R1	Rohit Gupta	Understanding the Response of Indian Banks to Macro-economic Shocks	February 5, 2014
III-R2	Aishwarya Krishna	Aggregating Default Risk Information from Equity and Debt Markets: Time-Series and Cross-Sectional Implications	February 19, 2014



IV

Marketing

Faculty members in this area possess a combination of both industrial and rich academic experience. They are actively involved in consulting, teaching and research, targeting both domestic and international clientele. The books, cases and journal articles written by the area faculty have received wide acclaim and awards. Publications of some of the faculty have appeared in leading academic journals and cases written by them are frequently published by HBP and IVEY Publishing. The members are also actively involved in various industry and corporate forums through participation in seminars, workshops, and as professional members on Corporate Boards. Faculty members in the area have expertise in research areas of Brand Management, Product Management, Business to Business Marketing, Competitive Marketing Strategy, Consumer Behavior, Global Branding, International Business Negotiations, Marketing Theory, Customer Relationship Marketing and Services Marketing. Research outputs in this area are given here under different headings.

IV-A Research Projects

IV-A1 Measuring Consumer Empowerment and Its Usage as a Strategic Tool in Retail

Project Team: **Ashis Mishra**

Summary: Consumer empowerment can be defined as a mental state usually accompanied by a physical act which enables a consumer or a group of consumers to put into effect their own choices through demonstrating their needs, wants and demands in their decision-making with other individuals or organizational bodies in the marketplace” (Len Tiu Wright 2006). According to Luc Wathieu et al. (2002), consumer empowerment is a subjective experience of an individual aroused as a result of three specific elements viz., control of choice set composition, progress cues and information about other consumers. Empowered consumers are further studied as more satisfied and value creators to the retailers. It is vital to the marketers to understand that ‘Consumer Empowerment’ has a beneficial effect in the short and long terms, leading to improved business results (Wright et al. 2006). Hence, the concept of empowerment finds an important place in the marketing arena.

Sponsor: IIM Bangalore

Status: Ongoing (2013–2014)

IV-A2 Consumer Preferences for Market-Based Healthcare Models: Leveraging Innovations for Low Income Families in India

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

Summary: The key objective of our research is to design conceptual healthcare models which leverage innovations in technology and service delivery to improve access for low income families in India. Healthcare costs, mainly hospitalization and surgery, have been identified as one of the major reasons for bankruptcy among poor families. However, several developments and success stories in telemedicine, micro-health insurance, low-cost diagnostic devices and mobile applications encourage us to believe that we can address some of the long persisting problems related to transaction costs, affordability and availability of healthcare among poor. We propose to test alternative models by combining some of the features of existing successful healthcare organizations in the public, private and not-for-profit sectors which leverage technology, namely telemedicine and low-cost diagnostic devices to improve access and emerging payment mechanisms to lower transaction costs and make healthcare affordable. Consumer preferences for these alternative models will be tested through choice-based conjoint analysis. The research will involve collection of inputs from experts and leading practitioners in the health sector through Delphi panels, consumer preferences for different features of alternative healthcare models and analysis of operational and financial viability of scalable and sustainable delivery models. The research project is spread over 2 years from September 2013 to August

2015. They recently conducted workshop on affordable healthcare <http://www.iimb.ernet.in/node/4033> and the Delphi panel with 30 experts helped us obtain meaningful insights.

Sponsor: ICSSR and University of Lausanne's Research Program

Status: Ongoing (September 2013–August 2015)

IV-A3 Customer Engagement

Project Team: **Shainesh G, Seema Gupta** and Mala Raj (Cartesian Consulting)

Summary: The research project investigates the role of different marketing initiatives in customer engagement. The impact of different modes of communication (intrusive and non-intrusive) and different types of communication (offers, new product launch, and feedback) is investigated on communication effectiveness and also to what extent communication effectiveness influences brand loyalty. Data has been collected from loyalty program members of a leading apparel brand through structured questionnaire and analyzed using structural equation modeling.

Sponsor: Cartesian Consulting

Status: Ongoing (2012–2014)

IV-A4 IT Enabled Service Innovation in Indian Health Care Industry: From Digital Divide to Digitally Enabled Inclusion

Project Team: **Shainesh G**, and Shirish Srivastava (HEC Paris)

Summary: Unlike the economically developed world, developing countries have a number of institutional voids (Khanna, et al., 2005). These voids are related to market creation, market functioning and market participation. Market creation and market functioning are generally catered to by businesses, whereas market participation is facilitated by social entrepreneurs. In this paper, we focus on the market participation void. From a production-centric logic, market participation void is also the result of digital divide (access to ICT tools, ICT capability and ICT-enabled outcomes). Developing countries are often viewed as places where differences in the level of digital resources (computer access and also related knowledge and skills) lead to a digital divide, which eventually results in difference in impact across different segments. Hence, digitally challenged segments lose out on the possible benefits from the transformational power of IT. By integrating ideas from 'institutional void as spaces of opportunity' with 'bottom of pyramid marketing strategy' (Prahalad and Hart, 2002) for emerging economies, we explicate how IT-enabled innovation can create a space for better customer access and service; thereby including the traditional digitally challenged sections of the society.

Sponsor: IIM Bangalore and HEC Paris

Status: Ongoing (2012–2015)

IV-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Publication Details
IV-B1	Anand Vinekar, Clare Gilbert, Mangat Dogra, Mathew Kurian, Shainesh G , Bhujang Shetty and Noel Bauer	The KIDROP Model of Combining Strategies for Providing Retinopathy of Prematurity Screening in Underserved Areas	<i>Indian Journal of Ophthalmology</i>	Vol. 62, No. 1, January 2014, Pg: 41-49
IV-B2	Balakrishna Kanagal, Nagasimha	Cross Section Pooling As Against Time Series Pooling in Market Analysis	<i>Academy of Taiwan Business Management Review</i>	Vol. 9, No. 3, December 2013, Pg: 147-152
IV-B3	Balakrishna Kanagal, Nagasimha	Promotions as Market Transactions	<i>Journal of Management and Marketing Research</i>	Vol. 12, May 2013, Pg: 135-147
IV-B4	Gupta, Seema and Ramachandran J	The Park Hotels: Designing Communications	<i>Asian Case Research Journal</i>	Vol. 17, No. 2, 2013, Pg: 199-224
IV-B5	Gupta, Seema , Moutusy Maity, and Satish C Pandey	Sponsor, Ambusher, and Other: Consumer Response to Three Strategies	<i>Vikalpa</i>	Vol. 39, No. 1, January-March 2014, Pg: 75-86
IV-B6	Lyndem, Preeti Krishnan	None of Us Is as Good as All of Us: How McDonald's Prospers by Embracing Inclusion and Diversity	<i>Equality, Diversity and Inclusion: An International Journal</i>	Vol. 33, No. 3, 2014, Pg: 309-314
IV-B7	Mishra, Ashis and Javeed Ansari	A Conceptual Model for Retail Productivity	<i>International Journal of Retail & Distribution Management</i>	Vol. 41, No. 5, 2013, Pg: 348-379
IV-B8	Mulky, Avinash G	Corporate Social Responsibility of the 100 Largest Indian Companies – An Analysis of Website Communication	<i>Acta Universitatis Agriculturae Et Silviculturae Mendelianae Brunensis</i>	Vol. LXI, No. 7, 2013, Pg: 2555-2560
IV-B9	Ranganathan, Kavitha and Prakhyha, Srinivas	Global Shapes of Preference Scaling Functions	<i>Journal of Interdisciplinary Economics</i>	Vol. 24 No. 2, June 2012-13, Pg: 145-172

IV-D Chapters in Books

Sl. No.	Authors	Title of Chapter	Title of Book	Editors of Book	Publication Details
IV-D1	Shainesh G	Written 'Foreword'	<i>Innovations in services marketing and management: strategies for emerging economies</i>	Goyal, A.	Business Science Reference (an imprint of IGI Global), Hershey, PA, 2014

IV-E IIMB Working Papers

Sl. No.	Author	Title	IIMB Working Paper No.	Year
IV-E1	Moorthi, Y L R	Value Proposition of Banking Brands in India	443	2013
IV-E2	Moorthi, Y L R Roy, Subhadip and Pansari, Anita	The Changing Roles Portrayed by Women in Indian Advertisements: A Longitudinal Content Analysis	446	2014

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

Sl. No.	Authors	Title of Publication	Details of Publication
IV-G1	Mishra, Ashis	Interview: Business Model for Indian Retail Sector: The Café Coffee Day Case: In conversation with V.G. Siddhartha, Chairman, Coffee Day	<i>IIMB Management Review</i> , Vol. 25, Issue 3, September 2013, Pg: 160-170
IV-G2	Mulky, Avinash G	Roundtable: Distribution Challenges and Workable Solutions	<i>IIMB Management Review</i> , Vol. 25, Issue 3, September 2013, Pg: 179-195

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

Sl. No.	Authors	Title of Paper	Details of the Conference / Event and Venue	Dates of Conference
IV-H1	Bhattacharyya Arun and Kumar, S Ramesh	Network Effects, Reference Groups and Brands – Emerging Market Context	2014 Annual Conference of the Emerging Markets Conference Board, IIM Lucknow	January 9-11, 2014

Sl. No.	Authors	Title of Paper	Details of the Conference / Event and Venue	Dates of Conference
IV-H2	Chandwani, R., Vasanthi, Srinivasan, Jha, Mithileshwar , and Nagadevara V	Does the Big Idea Drive the Social Enterprises? The Role of Mission and Vision in Scaling Up	Indian Academy of Management, Ahmedabad, India	December 12-14, 2013
IV-H3	Chandwani, R., Vasanthi, Srinivasan, Jha, Mithileshwar , and Nagadevara V	HR System for Scaling Up of Social Enterprises: A Case of Affordable Healthcare Organization	Academy of Management Meeting, Orlando, Florida	August 9-13, 2013
IV-H4	Chandwani, R., Vasanthi, Srinivasan, Jha, Mithileshwar , and Nagadevara V	Leadership for Social Enterprises: Moving Beyond Socially Responsible Leadership through Indian Philosophical Perspective	29th EGOS Colloquium, Montreal, Canada	July 4-6, 2013
IV-H5	Chandwani, R., Vasanthi, Srinivasan, Jha, Mithileshwar , and Nagadevara V	Politics of Social Enterprises: The Role of Influential People in Scaling Up	Academy of Management Meeting, Orlando, Florida	August 9-13, 2013
IV-H6	Chatterjee, Swagato, Garg, Giriraj and Shainesh G	Drivers of Retailers' Sales: Exploring the Role of Value, Satisfaction and Loyalty	7th Great Lakes NASMEI Marketing Conference, Chennai	December 27-28, 2013
IV-H7	Chatterjee, Swagato, Shainesh G and C N Sai Sravanan	Impact of Quality, Value, Satisfaction and Loyalty on Future Buying Behavior	2014 Annual Conference of the Emerging Markets Conference Board, IIM Lucknow	January 9-11, 2014
IV-H8	Mulky, Avinash G	Marketing Education in India: Aligning Curriculum with Emerging Market Characteristics	2013 Annual Conference of the Marketing Educators' Association, Portland, Oregon, USA	April 19-20, 2013
IV-H9	Prakhya, Srinivas	Strategic Market Opportunities and the Role of Marketing in Qatar's Development	Carnegie Mellon University, (Panel Discussion)	February 2, 2014
IV-H10	Shainesh G	Affordable Healthcare in India, Young Professionals Network	Swiss-Indian Chamber of Commerce (SICC), Zurich	October 31, 2013
IV-H11	Shainesh G	Invited Talk on Prospects in Healthcare in India	Swiss Indian Round Table, St Gallen, Switzerland	April 3, 2013
IV-H12	Shainesh G	Marketing in Emerging Markets	Marketing Association of Sweden, Goteborg University	October 4, 2013 (15:00-16:30 hours)

Sl. No.	Authors	Title of Paper	Details of the Conference / Event and Venue	Dates of Conference
IV-H13	Shainesh G	Marketing in Emerging Markets	Volvo Corporate Office, Goteborg	October 4, 2013 (10:00 -11:30 hours)

IV-I Articles in Conference Proceedings

Sl. No.	Authors	Title of Paper	Details of the Conference Proceedings
IV-I-1	Moorthi Y L R	Relevance and Affordability – the Key to Indian Markets	Conference Proceedings of “Changing Global Economic Perspectives: Managing Sustained and Inclusive Growth”, Jaipuria Institute of Management, Ghaziabad, February 8-9, 2014, proceedings no. ISBN no. 978-93-8326-307-3, Orange Books International
IV-I-2	Mulky, Avinash G	Marketing Education in India: Aligning Curriculum with Emerging Market Characteristics	Proceedings of the 2013 Annual Conference of the Marketing Educators’ Association, April 19-20, 2013, Pg: 18-30, http://www.marketingeducators.org/proceedings/20130001.pdf
IV-I-3	Swagato Chatterjee, Garg, Giriraj, and Shainesh G	Drivers of Retailers’ Sales: Exploring the Role of Value, Satisfaction and Loyalty	7th Great Lakes NASMEI Marketing Conference, Chennai, December 27-28, 2013
IV-I-4	Swagato Chatterjee, Shainesh G, and C N Sai Sravanan	Impact of Quality, Value, Satisfaction and Loyalty on Future Buying Behavior	2014 Annual Conference of the Emerging Markets Conference Board, IIM Lucknow, January 9-11, 2014

IV-J IIMB Case Studies @ Harvard Business Publishing and IVEY

IV-J1 Title: **Cocubes.com Connecting. Colleges. Companies**

Author: Debolina Dutta and DVR Seshadri

Summary: The case describes an entrepreneurial firm, CoCubes, which has instituted a paradigm change in the way campus recruitment is done in India. In a paradoxical environment of high availability of formally educated, yet not readily employable talent pool in a growing economy and a concomitant challenge faced by all recruiting firms in being able to identify and attract high quality talent, CoCubes offers unique value propositions to a dual set of customers (viz., the colleges and the companies that are recruiting from campuses), only one of which is a paying customer (colleges).

Within such an environment, it is critical for CoCubes to effectively manage the engagement with the recruiting companies and try and change their mindset to recruit from non-established non-premier institutes. On the other hand, the colleges have conventionally never paid to get their students placed. Getting colleges to pay is critical for CoCubes to succeed and grow. This necessitates colleges to see value in CoCubes' offerings. In this context, one of the challenges for CoCubes is to find ways to increase the value of its offerings, especially given the emergence of significant competition that is attempting to mimic the CoCubes business model. CoCubes also partners with various companies in enhancing skills of the candidates. With these partners, CoCubes faces the additional challenge of managing partner relationships and developing new product offerings, in order to stay ahead of the competition. All this calls for continual innovation and flawless execution in order to maintain its initial lead over current and emerging competition. The case is ideal for elective courses on Business-to-business Marketing, Entrepreneurship and Product & Services Marketing.

IV-J2 Title: Raga and Tanishq – Symbolic Linkages between Brands (The Indian Context)

Author: S Ramesh Kumar, Shilpa S and G Krishna Kumar

Summary: There is an emergence of a new segment in the Indian context – Young women in urban India, who are educated, independent, driven towards professional goals adopting a modern lifestyle, even while retaining their ethnic cultural values. This segment is enthusiastic about using brands whose symbolic meanings are aligned with their self-concepts, as it would enhance their very unique self-expression. Raga was the first ever watch brand in the world that was exclusively launched for women, by Titan Industries Limited. Raga was positioned as an ethnic watch for the sophisticated Indian woman, embellished with striking symbolism from the culture of India. Beauty, Sensuality and Femininity were the core values of Raga that were reflected in the brand's positioning. Tanishq was another pioneering brand from the same company that entered as a branded player in a context where the Indian jewelry market was highly unorganized. Tanishq offered professional work-wear jewelry as well as traditional jewelry that women wore for Indian rituals, capturing the evolving women who wore professional as well as traditional jewelry based on the context. Women associated appropriate as well as beautiful looks with Tanishq jewelry. The case explores if the application of psychographics to brands could be taken to the next level – how can a company with similar symbolic brands (Raga watches and Tanishq jewelry) in different categories appeal to the target segment that may have a similar psychographic profile. Some of these challenges include – Should similar appeals be sustained and strengthened? Would such an appeal be favorable to both the brands? Should the positioning of either brand be modified? How do the appeals impact the formation of groups (reference groups) involved with these brands? Can behavioral theories be useful for such challenges of synergizing the appeals of Raga and Tanishq?

IV-J3 Title: Nielsen: Market Research for Pantene

Author: Seema Gupta

Summary: Garnier which was launched in the United States in 2003 acquired a market share of 5.1% within a year. Pantene, which was the market leader in the United States in the shampoo category, saw its market share decline from 22% to 20.5% during the same period. The steep decline in the market share worried Procter & Gamble, the owner of the Pantene brand. It wondered whether the decline was because of lack of distribution, or higher pricing or unfavorable consumer perception. It hired leading market research agency – Nielsen, to identify the cause of decline in market share and to suggest a marketing strategy. This case elaborates on the research findings of Nielsen. It also traces the evolution of market research industry and in particular Nielsen. It describes the various research offerings of Nielsen.

IV-J4 Title: Volkswagen in India

Author: Seema Gupta

Summary: The case traces the entry of Volkswagen (VW) in India at a time when India will play a key role in fulfilling VW's global ambitions. The case describes the consumer research conducted by VW to identify consumer insights which pave the way for designing products to meet local needs and aspirations. The case describes VW's segmentation, targeting and positioning strategy for India against the background of its global brand values. The case traces the launch strategy of each of the models – Passat, Jetta, Touareg, Phaeton, Beetle, Polo and Vento. The case invites students to review the marketing and communication strategy of VW to enable it to fulfill its vision of being among the top three brands in India by 2018. The vision is challenging, particularly because VW is a very late entrant in the Indian market. The rich data in the case enables full-blown discussion on whether VW is differentiating itself enough in the competitive market place; or if it is giving a compelling reason to the consumer to buy its brands.

IV-J5 Title: Procter & Gamble India: Gap in the Product Portfolio?

Author: Seema Gupta

Summary: The case traces the evolution of laundry detergent market in India. Although the entry of Lever brothers was the starting point, Nirma made detergents a product of the masses by targeting the economy segment. When P&G entered the market in 1985, the market was already well-entrenched by existing players. P&G started Project 2-3-4 to crack open the Indian market by 2015, P&G wanted to double the number of Indians who used its products, treble per capita spending by Indians and quadruple net sales of its India operations. The case analyzes a series of marketing innovations – product line expansion, product line pricing to brand expansion – that the competing

players resorted to. With a host of little differentiated products in the market, the companies had to think through positioning the offerings well. The era of price wars and increased marketing spends to obtain customer attention and garner increased market share significantly strained profitability. After making successful inroads in the mid-segment with Tide and Tide Naturals, P&G wondered if it should launch a brand for the economy segment too. P&G was lagging behind in capturing the Indian growth story. How could it realistically play catch-up with HUL when it operated in far lesser categories than HUL? Does it have a choice but to take HUL head-on in big categories such as detergents?

IV-J6 Title: Himalaya Shampoo: Building a Differentiated Brand Image

Author: S Ramesh Kumar and S Venkatesh

Summary: In recent years, the Indian shampoo market has been growing at an exponential rate, with several categories and brands of personal care products showing significant growth. Similar to consumers in several emerging markets, Indians had begun to place a heightened degree of importance on physical appearance, perhaps as an outcome of Westernization and exposure to media. Traditionally, Indians were known to use herbs to nurture their hair and enhance its growth. However, Indian consumers were caught between the propositions of “synthetic” hair-care brands versus the “natural benefits of the herbal” brands, despite the fact that some degree of processing was required for both types. Amid this dichotomous culture of hair-care products, how could the Himalaya brand establish itself as a differentiated herbal offering?

IV-M Doctoral Theses Completed by FPM Students during 2013–2014

Sl. No.	Name of the Student	Dissertation Title	Name of DAC Chairman
IV-M1	Rajat Sharma	Values and Sustainable Consumption Behaviour: Exploring the Link in the Indian Context	Mithileshwar Jha, Srinivas Prakhya, L Prasad
IV-M2	Kumar Rakesh Ranjan	Value Co-creation: Conceptualization, Theory of Nested States, Measurement and Implications	G Shainesh, Srinivas Prakhya, Mithileshwar Jha, John Stuart Read (Ex. Member)

IV-N Dissertation Proposal Presentation by FPM Students during 2013–2014

Sl. No.	Name of the Student	Topic and Date	Date
IV-N1	Sonali Hiremath	Consumption and Identity : A Study of Low-Income Consumers	May 27, 2013
IV-N2	Ashwani Singh	Essays on Application of Dual Processes in Reasoning, and Consumer Judgment and Decision Making	February 24, 2014

IV-O Papers Presented by FPM Students in Conference/Seminar during 2013–2014

Sl. No.	Name of the Student	Title of the Paper Presented	Details of the Conference/Seminar	Date
IV-O1	Raj Dash	Market Segmentation of Facebook Users	Business Analytics & Intelligence Conference, IIMB	December 11-13, 2013
IV-O2	Swagato Chatterjee (co-authored with Giriraj Garg, and Shainesh G)	Drivers of Retailer Sales: Exploring the Role of Value, Satisfaction and Loyalty	7th Great Lakes–NASMEI Marketing Conference, Great Lakes Institute of Management, Chennai	December 27-28, 2013
IV-O3	Swagato Chatterjee (co-authored with Shainesh G and C N Sai Sravanan)	Impact of Quality, Value, Satisfaction and Loyalty on Future Buying Behavior	Annual Conference of the Emerging Markets Conference Board, IIM Lucknow Noida Campus	January 8-9, 2014

IV-R FPM Workshops during 2013–2014

Sl. No.	Name of the Student	Title of the Paper Presented	Date
IV-R1	Raj Dash	The Structure and Dynamics of Co-authorship Networks: Review and Propositions	February 12, 2014
IV-R2	Swagato Chatterjee	Look Ahead or Look Back: Impact of Queue Attributes on Consumer Abandoning decisions	February 26, 2014
IV-R3	Aruna Divya	Individual Level Durable Goods Replacement Decisions: A Mental Accounting Perspective	February 26, 2014



Organisational Behaviour & Human Resources Management (OBHRM)

Faculty members in this area are drawn from among the best minds in the country, especially in the fields of Strategy, Finance, Economics, Marketing and Operations, and share among themselves a wealth of industry experience. Faculty specializes in several research areas which include leadership and change management, managing knowledge workers, organizational structure, change and development, organizational diversity, cross-cultural management, social exclusion, decision-making, inclusive business models, corporate social responsibility, social entrepreneurship, etc. Faculty has received several academic honors and recognitions from prestigious international agencies. The books and journal articles written by the area faculty have received wide acclamation and awards. They have also undertaken several consulting assignments with government organizations, public, private sectors, and multinational companies in India and abroad. Research activities undertaken by the faculty and students in this area are captured here under different headings.

V-A Research Projects

V-A1 Understanding How Types of Knowledge, Relational Factors and Vendor Characteristics Impact the Evolution and Control of Outsourcing Relationships in the BPO Sector

Project Team: **Abhoy K Ojha** and Shanthi Gopalakrishnan, NJIT

Summary: We analyze vendor–client relationships in terms of longevity of relationships, the structural and process mechanisms in place and the types of knowledge contained in the work that the vendor firms perform for the client. We attempt to identify the impact of these factors on the governance mechanisms chosen to manage the relationship, the overall performance of the alliance in terms of partner satisfaction, growth in revenues and profitability.

Sponsor: Centre for Software & IT

Status: Ongoing (January 2014–January 2015)

V-A2 Decongesting India's Transportation Networks Using Mobile Devices

Project Team: **Kanchan Mukherjee** and Collaborating institutions: IIT Madras, IMSc

Summary: This proposal envisages the use of mobile phones to estimate congestion and traffic patterns on urban roads. Based on the congestion metrics thus obtained, the proposal aims to develop algorithms and tools for traffic planning and management, using the mobile phone as a service platform.

The proposed solution strategy consists of two distinct focus areas. The first focus area deals with the problem of estimating mobile phone densities to measure prevailing congestion and traffic patterns. The second focus area involves developing algorithms for traffic routing, control and prediction, based on the estimated congestion. The proposed work has enormous potential for applications such as dynamic route planning, peak hour rush control, routing of emergency vehicles to and from disaster affected areas, evacuation planning, and traffic prediction. In addition, this work is expected to shed new conceptual insights into the general problem of control of complex networks with strategic agents, by bringing together ideas from several technical disciplines.

Sponsor: Information Technology Research Academy (ITRA)

Status: Ongoing (January 2014–December 2017)

V-A3 New Light on the Mechanisms Underlying the Attitude Similarity and Attraction Link

Project Team: **Ramadhar Singh**

Summary: People are drawn to those with whom they share attitudes and values. To demonstrate this similarity effect on interpersonal attraction, participants first complete an attitude

survey. When they arrive for a later interaction session, they are provided with another survey that includes responses surreptitiously made similar to or dissimilar from the participant's own responses to the first attitude survey (i.e., the independent variable (IV) of attitude similarity manipulated by the experimenter). Participants examine the survey and rate the partner along attraction items (i.e., dependent variable: DV). Participants typically report being attracted to the stranger to the extent they share attitudes. Nevertheless, the similarity-attraction link (SAL) remains far from being fully understood and is still a topic of great interest. In this project, data from a number of studies are to be analyzed with regard to the variables (1) that mediate the SAL and (2) those who turn attitude into a mediator of the effect of a number of categorical variables (e.g., gender, race) on leadership evaluations.

Sponsor: IIM Bangalore

Status: Ongoing (January 2014–December 2016)

V-A4 A Cultural Perspective on Autonomy and Employee Motivation

Project Team: **Ritu Tripathi**

Summary: The question I address is one which HR professionals need good answers: What motivates employees? In the past, OB researchers and HR professionals have, in fact, attempted one-size-fits-all-answers. Researchers in Western industrialized nations formulated theories, developed measures, and applied them to the non-Western world. Recent advances in cultural psychology reveal the limits of this approach. People of non-Western cultures may possess psychological qualities that are obscured by Western theories and methods. In particular, there may exist cultural variations not only in the *level* of a given psychological quality but also in the *nature* of that quality.

Sponsor: IIM Bangalore

Status: Ongoing (from August 2014)

V-A5 Social Enterprises in the Agriculture Sector

Project Team: **Sourav Mukherji**

Summary: The study aims to develop a series of short cases on social enterprises in the agriculture sector and then come up with a report that has insights for social entrepreneurs and policy makers.

Sponsor: Access Development

Status: Ongoing (March–December 2014)

V-A6 Entrepreneurship Facilitation in BRIC Countries: Comparing the Perceptions of ICT and Non-ICT Entrepreneurs

Project Team: Mathew J Manimala and four partners from BRIC countries and Italy

Summary: The purpose of this research was to compare the perceptions of ICT and Non-ICT entrepreneurs in these five countries and understand the role of the entrepreneurial ecosystem in facilitating entrepreneurship and new venture creation. This was a multi-country research project involving the four BRIC countries and Italy, initiated by the Milano Bicocca University, Italy, and funded by Fondazione Cariplo, Italy. The research partners of the project were: (1) Prof. Fabio Corno, Milano-Bicocca University, Italy; (2) Prof. Renata Lebre La Rovere, Instituto de Economia (UFRJ), Brazil; (3) Prof. Elena Pereverzeva, Moscow International Higher Business School (MIRBIS), Russia; (4) Profs. Daniel Lund/ Zhao Youzhen, School of Management, Fudan University, China; and (5) Prof Mathew J Manimala, Indian Institute of Management Bangalore, India. The findings of the study were disseminated at different stages of completion through three academic conferences – the first one in Bangalore in 2011, the second in Moscow, and the third in Rio de Janeiro. Selected papers from the Bangalore conference and the Rio conference are being published as edited volumes by Springer.

Sponsor: Sponsored by Fondazione Cariplo, Italy

Status: Completed (January 2010–2013)

V-A7 Antecedents and Glocalized Networks of Indian Transnational Entrepreneurs (TEs) in the UK

Project Team: Mathew J Manimala and UK partners

Summary: This was a two-country (UK and India) research project to understand the antecedents of Indian Transnational Entrepreneurs (TEs) with special reference to the way they utilize their networks for promoting the growth of their ventures. The focus of this project was the entrepreneurs of Indian origin operating in the UK and their growth and expansion into their home country (India) using their local networks. The project was financially sponsored by the ISBE-ESRC-RAKE Funds, operated by King's College, London, UK. The project team consisted of: (1) Dr Sarika Pruthi of King's College, London, UK; (2) Prof. Mike Wright of Imperial College, London, UK; and (3) Prof. Mathew J Manimala of Indian institute of Management Bangalore, India. A paper based on this research project ("Social Ties, Social Capital and Managing Transnational Venture in the Home Country", with all the three partners as authors) was presented at the ISBE Conference in Cardiff in November 2013 and a revised version of it is submitted to *International Journal of Human Resource Management* (IJHRM). One dissemination event was held at King's College, London, UK, and another (an academic conference) will be held at IIMB during 21-22 May 2015.

Sponsor: ISBE-RAKE Funds, operated by King's College, London

Status: Completed (2012–2014)

V-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Publication Details
V-B1	Christopher R. Langford, Mark L. Lengnick-Hall and Kulkarni, Mukta	How Do Social Networks Influence the Employment Prospects of People with Disabilities?	<i>Employee Responsibilities and Rights Journal</i>	Vol. 25, No. 4, December 2013, Pg: 295-310
V-B2	Kriti Jain, Mukherjee Kanchan , J. Neil Bearden and Anil Gaba	Unpacking the Future: A Nudge Toward Wider Subjective Confidence Intervals	<i>Management Science</i>	Vol. 59, No. 9, September 2013, Pg: 1970-1987
V-B3	Kulkarni, Mukta and Caren Rodrigues	Engagement with Disability: Analysis of Annual Reports of Indian Organizations	<i>The International Journal of Human Resource Management</i>	Vol. 25, No. 11, 2014, Pg: 1547-1566
V-B4	Kulkarni, Mukta and Nithyanand, Siddharth	Social Influence and Job Choice Decisions	<i>Employee Relations</i>	Vol. 35, Issue 2, 2013, Pg: 139-156
V-B5	Manimala, Mathew J. and Kishinchand Poornima Wasdani	Distributed leadership at Google: Lessons from the Billion-Dollar Brand	<i>Ivey Business Journal</i>	Vol. 77, Issue 3, Pg: 12, May/June 2013
V-B6	Manimala, Mathew J. and Sudhir Kumar	Training Needs of Small and Medium Enterprises: Findings from an Empirical Investigation	<i>IIM Kozhikode Society & Management Review</i>	Vol. 1, No. 2 2012, Pg: 97-110
V-B7	Niharika Garud and Prasad L	Managerial Cognition in R&D Processes Within Indian Hi-Tech Firms: A Conceptual Framework	<i>Journal of Entrepreneurship and Innovation Management</i>	Vol. 2, No. 3, December 2013, Pg: 79-98
V-B8	Ojha, Abhoy K	MNCs in India: Focus on Frugal Innovation	<i>Journal of Indian Business Research</i>	Vol. 6, No. 1, 2014, Pg: 4-28
V-B9	Ranganathan, Ramya and Godhwani, Rakesh	Experiments in Career Reinvention	<i>South Asian Journal of Management</i>	Vol. 20, No. 3, July-September 2013, Pg: 164-190
V-B10	Srinivasan, Vasanthi, Murty L S and Monisha Nakra	Career Persistence of Women Software Professionals in India	<i>Gender in Management</i>	Vol. 28, No. 4, 2013, Pg: 210-227

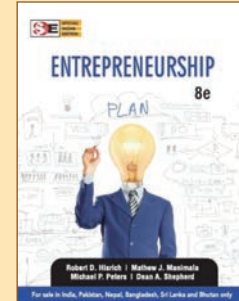
V-C Books

V-C1 Robert D Hisrich, **Mathew J Manimala**, Michael P Peters and Dean A Shepherd

Entrepreneurship

McGraw-Hill Education, India Edition, 2013

Entrepreneurship is recognized as an indispensable driver of economic growth, productivity and employment. This new Special Indian Edition continues to provide information on the process of formulating, planning and implementing a new venture. The text addresses the dynamics of today's entrepreneurial challenges and acutely balances modern theory and practice. With a single goal of injecting fresh perspectives and supplementing set standards, the book compliments students and teachers alike. The special highlights of this edition (8th in the US and 1st in India) are the inclusion of topics such as Green and Clean Energy, Organic Orientation, Economic and Social Entrepreneurship, and Entrepreneurial Entry Strategies. Besides, the book contains several case studies including two 'Entrepreneurial Profiles' (one US and the other Indian) in the beginning of each chapter, 17 comprehensive cases at the end of the book, and 20 Indian cases on the companion website for instructors.



V-C2 Thomas Kalliath, Paula Brough, Michael O'Driscoll, **Mathew J Manimala**, Oi-Ling Siu and Sharon K Parker

Organisational Behaviour A psychological perspective for the Asia Pacific

McGraw-Hill Education, India Edition, 2014

Organisational Behaviour, 2e (Kalliath et al. 2014) continues to combine the strength of organisational behaviour's practical application approach with organisational psychology's basis in research scholarship. This text is written by a truly authentic global and regional author team, and reflects on their varied cultural and theoretical backgrounds and extensive teaching and research experience across Australia, New Zealand, Hong Kong and India. Organisational Behaviour, 2e has a number of pedagogical enhancements that help students to conceptualise practical applications through real-world examples, features and hypothetical case studies. The enhancements include Streamlined Learning Objectives, New Feature boxes titled 'Reflective Practitioner' in each chapter and Focus Questions with model answers in the Instructor's Manual. This new edition also features a new chapter focusing on research methods in organisational behaviour and half chapter inclusions for Job Design and Occupational Health.



V-E Working Papers

Sl. No.	Author	Title	IIMB Working Paper No.	Year
V-E1	Masta, Dinesh Kumar, Naik, Gopal, and Mukherjee, Kanchan	The Challenge of Relocating Urban Slums The Impact of Program Governance on Its Acceptance	429	2013
V-E2	Ranganathan, Ramya	Influence of Multiple Perspective Taking on Nested Identities of the Self	418	2013
V-E3	Singh, Ramadhar, Bell, Paul A, Ran Narayan Sinha, Bijay, Singh, Sweta and Sankaran, Krithiga	Crime against Woman and Punishment Goals: Social Order and Country Moderate Public Protest Effect	452	2013
V-E4	Singh, Ramadhar, Chen, Fuwei and Wegener, Duane T.	The Similarity-Attraction Link: Sequential versus Parallel Multiple-Mediator Models Involving Inferred Attraction, Respect, and Positive Affect	455	2014
V-E5	Srinivasan, Vasanthi and George, P Rejie	Building the Women Directorship Pipeline in India: An Exploratory Study	427	2013

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

Sl. No.	Authors	Title of Publication	Details of Publication
V-G1	Bhatnagar, Jyotsna and Srinivasan, Vasanthi	Building Sustainability through People Capability: A Case Study of Wipro Ltd.	<i>NHRD Network Journal</i> , Vol. 6(4), 2013, Pg: 36-45
V-G2	Kanchan, Mukherjee	Leading in Troubled Times	<i>Indian Management Magazine</i> , February 2014, Pg: 84-87
V-G3	Srinivasan, Vasanthi and George P, Rejie	Women on Boards: Where HR Meets Corporate Sustainability	<i>NHRD Network Journal</i> , Vol. 6(4), 2013, Pg: 72-79

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

Sl. No.	Authors	Title of Paper	Details of the Event and Venue	Dates of Conference
V-H1	Agrawal N M	Acquiring Firm-Specific Advantages: Organizational Innovation and Internationalization at Indian Multinational Corporations	Indian Academy of Management – Bi-Annual Conference, IIM Ahmedabad	December 12-14, 2013
V-H2	Agrawal N M	Plenary Speaker for the release of book 'Inclusiveness, Sustainability and Human Resource Development'	NHRD Network Annual Conference, Kolkata	November 21, 2013
V-H3	Chandwani, R., Vasanthi, Srinivasan, Jha, Mithileshwar, and Nagadevara V	Does the Big Idea Drive the Social Enterprises? The Role of Mission and Vision in Scaling Up	Indian Academy of Management, Ahmedabad, India	December 12-14, 2013
V-H4	Chandwani, R., Vasanthi, Srinivasan, Jha, Mithileshwar, and Nagadevara V	HR System for Scaling Up of Social Enterprises: A Case of Affordable Healthcare Organization	Academy of Management Meeting, Orlando, Florida	August 9-13, 2013
V-H5	Chandwani, R., Vasanthi, Srinivasan, Jha, Mithileshwar, and Nagadevara V	Politics of Social Enterprises: The Role of Influential People in Scaling Up	Academy of Management Meeting, Orlando, Florida	August 9-13, 2013
V-H6	Kulkarni, Mukta	Invited as a panel member for the 'International Panel on Disability and Employment', Society for Industrial and Organizational Psychology	Houston, USA	April 11-14, 2013
V-H7	Kulkarni, Mukta	Invited as a speaker at the Kalam Scholars Conference for Indian Business and Economic Research at the Gatton College of Business and Economics	University of Kentucky, USA	May 6, 2013
V-H8	Kulkarni, Mukta	Invited as a speaker at the Social Media Research Workshop organized by UK Science & Innovation Network British Deputy High Commission	IIIT Bangalore, Electronic City	February 5-6, 2014

Sl. No.	Authors	Title of Paper	Details of the Event and Venue	Dates of Conference
V-H9	Kulkarni, Mukta and Scullion, H	Talent Management Activities of Disability Training and Placement Agencies in India	European Institute for Advanced Studies in Management (EIASM) 2nd Workshop on Talent Management, Brussels, Belgium	October 7-8, 2013
V-H10	Kumar R, Ravi	Business and Government: Cultural Dimensions	Chaired a session in the International Conference on Cross Cultural Management in Global Business, Acharya Bangalore B-School, Bangalore	December 27, 2013
V-H11	Kumar R, Ravi	Capacity Building for Cutting Edge Organization in New Business Order	Participated in the 42nd IFTDO World Conference, New Delhi	April 23-26, 2013
V-H12	Kumar R, Ravi	Chaired a session “MBA as an Option”	Ambition Education and Career Conference, Vijayawada	June 8-9, 2013
V-H13	Kumar R, Ravi	Continuing Professional Development	Research Society for the Study of Diabetes in India, Delhi (International Conference)	November 8, 2013
V-H14	Kumar R, Ravi	Continuing Professional Development	DEBATE, Bangalore	January 5, 2014
V-H15	Kumar R, Ravi	How to Write Research Paper?	Keynote address at FDPCMR Institute of Management Studies, Bangalore	November 22, 2013
V-H16	Kumar R, Ravi	Retailing in India	Keynote address in the National Conference, School of Management Studies, JNTU, Hyderabad	August 13-14, 2013
V-H17	Kumar R, Ravi	Sustaining Quality in Management Education: Challenges and Imperatives	Keynote Address in the National Seminar, Gayatri Vidya Parishad, Visakhapatnam	February 21, 2014
V-H18	Kumar R, Ravi	Young Leadership Program of Accenture	Valedictory address, Bangalore	July 26, 2013
V-H19	Manimala, Mathew J	Inauguration of their Academic Programme (Parichay)	Guest of Honour at AMC Engineering College, Bangalore	October 1, 2013
V-H20	Manimala, Mathew J	National Conference on Excellence in Human Resource Practices	Key-note speaker, held at Bharatha Matha Institute of Management, Thrikkakara, Kochi, Kerala	August 26, 2013

Sl. No.	Authors	Title of Paper	Details of the Event and Venue	Dates of Conference
V-H21	Manimala, Mathew J, Thomas P and Thomas P K	Perception of Entrepreneurial Ecosystem in India: Influence of Industrial versus Personal Context of Entrepreneurs	Paper presented at the 3rd ICIER-BRIC International Conference on Policies to Support Entrepreneurship, Rio de Janeiro, Brazil	November 21-22, 2013
V-H22	Manimala, Mathew J	Revisiting Contemporary Business Issues Using Competing Methodological Approaches	Keynote speaker for the 8th International Research Conference on Management & Finance, Faculty of Management & Finance, University of Colombo, Sri Lanka	December 13, 2013
V-H23	Manimala, Mathew J	Special address to the ISTD Southern Regional Conference	XIME, Kochi, Kerala	October 25, 2013
V-H24	Manimala, Mathew J	The Essence of Success	Seminar: Special address to the Kanara Entrepreneurs Association, Hotel Park Plaza, Marathahalli, Bangalore	August 31, 2013
V-H25	Mathew, Jossy and Srinivasan, Vasanthi	HRM Configurations in Project Based Organizations	3rd Biennial Conference of the Indian Academy of Management, Ahmedabad	December 12-14, 2013
V-H26	Mukherji, Sourav	Affordable Healthcare and Access to Clean Water	Workshop, IIM Bangalore,	November 11, 2013
V-H27	Mukherji, Sourav	BOP Business Model – a Reality Check	CPP Conference – Balancing Sustainability and Profitability, Bangalore	April 18, 2013
V-H28	Mukherji, Sourav	Inclusive Business Models	Guest Speaker at Social Entrepreneurship course at Exeter Business School conducted through video conferencing	December 13, 2013
V-H29	Mukherji, Sourav	Inclusive Business Models in the Education Sector	IBM India Research Laboratory, Bangalore	June 3, 2013
V-H30	Mukherji, Sourav	Inclusive Business Models: Experience of Developing and Electing Course at IIM Bangalore	FICCI QUPRAC Conference, New Delhi	February 3-4, 2014
V-H31	Mukherji, Sourav	Keynote speaker at FICCI Sustainability Conference	FICCI, Bangalore	June 26, 2013
V-H32	Mukherji, Sourav	Keynote speaker at Re-Lead Conference for the Youth	IIM Bangalore	May 29, 2013

Sl. No.	Authors	Title of Paper	Details of the Event and Venue	Dates of Conference
V-H33	Mukherji, Sourav	Scholl Foundation Research Colloquium on Social Entrepreneurship – Social Entrepreneurs as Institutional Entrepreneurs: The Case of RuralShores	SAID Business School, Oxford	July 22-24, 2013
V-H34	Naresh Khatri and Ojha, Abhoy K	A Study of HR and IT Capabilities in US Hospitals	Academy of Management Annual Meeting, Lake Buena Vista (Orlando), Florida, USA	August 9-13, 2013
V-H35	Ojha, Abhoy K and Ravi Anand Rao	The Emergence of an Organizational Field: The Case of Open Source Software	Indian Academy of Management Conference, Ahmedabad	December 12-14, 2013
V-H36	Prasad L	High Impact Leadership	Invited talk at RNSIT, Bangalore	October 7, 2013
V-H37	Prasad L	Leadership	Invited talk for PGP students at IIM Ranchi	November 4-5, 2013
V-H38	Prasad L	Organizational Culture	National Conference on Higher Education Policy, Leadership and Practices Organized by Conference of Catholic Colleges of Karnataka (CCCK) and Christ University, Bangalore	November 22-23, 2013
V-H39	Rajesh Chandwani, Agrawal N M and Ben Kedia	Mindfulness: Nurturing Global Mindset and Global Leadership	Indian Academy of Management Bi-Annual Conference, IIM Ahmedabad	Decemeber 12-14, 2013
V-H40	Ranganathan, Ramya	IIMB, Keynote speaker for the Relead Program	Conducted by Blue Ribbon Movement, IIM Bangalore	June 1, 2013
V-H41	Rodrigues C and Kulkarni, Mukta	Indian Organizations and Their CSR Disclosures: Interesting Patterns and Their Implications	Academy of Management Meeting, Orlando, Florida	August 9-13, 2013
V-H42	Singh, Ramadhar	Birds of a Feather Flock Together because of Trust	Invited Colloquium at Indian Institute of Technology, Guwahati	February 10, 2014
V-H43	Singh, Ramadhar	How Do Similar Attitudes Determine Attraction?	Invited talk at Indian Institute of Technology, Kanpur	April 11, 2013
V-H44	Singh, Ramadhar	What a Surprise! My Results Are Nonsignificant	Invited talk at Indian Institute of Technology, Kanpur	April 14, 2013

Sl. No.	Authors	Title of Paper	Details of the Event and Venue	Dates of Conference
V-H45	Singh, Ramadhar	Why Do Similar Attitudes Determine Attraction?	Invited talk at Indian Institute of Technology, Kanpur	April 12, 2013
V-H46	Srinivasan, Vasanthi	Corporate Responsibility in a Globalized World	STEER, Bangalore	March 21, 2014
V-H47	Srinivasan, Vasanthi	Women and Careers	Siemens India Ltd., Bangalore	December 8, 2013
V-H48	Srinivasan, Vasanthi, Konrad, A M and Stickney, L	Pathways to Board Directorship among Women in India: An Exploratory Study	Academy of Management Meeting, Orlando	August 9-13, 2013
V-H49	Tatachari, Srinivasan and Ojha, Abhoy K	Changes in Organizational and Professional Identifications during Socialization of Newcomers	Presentation at EURAM, 13th Annual Conference, Istanbul	June 26-29, 2013
V-H50	Tripathi, Ritu	Autonomy and Work Motivation: Contrasting Effects among Indians and Americans	Stanford University (Culture and Cognition Lab), USA	June 5, 2013
V-H51	Tripathi, Ritu Savani, K, and Cervone D	Value of Autonomy and the Norm of External Control: Contrasting Effects on the Motivation of Indians and Americans	25th Annual Convention of the Association for Psychological Science, Washington D.C., USA	May 23-26, 2013
V-H52	Vijay D and Kulkarni, Mukta	Distributed Agency and Emergence of an Organizational Field	Academy of Management Meeting, Orlando, Florida	August 9-13, 2013

V-I Articles in Conference Proceedings

Sl. No.	Authors	Title of Paper	Details of the Conference Proceedings
V-I-1	Mukherji, Sourav and Pushpak U	Inclusiveness through Social Business Models: Two Cases from Unorganized Labour Sector in India	Proceedings, 17th NHRDN National Conference, Kolkata, November 2013

V-J IIMB Case Studies @ Harvard Business Publishing

- V-J1 Title: Shree Cement Limited: Cementing the People First Agenda**
- Author: Abhoy K Ojha**
- Summary:** Shree Cement Limited (SCL) is a unique company that has combined traditional Indian management practices and innovative initiatives based on emerging trends in contemporary management. SCL has always practised a “people first” policy that was informed by the ethos of a joint family and community, which is so integral to Indian society. By 2012, SCL was experiencing heady business growth and the top management was very keen to “cement” the culture of employee happiness and meaningfulness at the core of its human resource practices to avoid any people-related issues becoming a bottle-neck in the journey of growth. It hired Ernst and Young to conduct an employee perception survey which showed very high levels of engagement and also some areas of concern. Based on an analysis of the responses, and further focus group discussions, 18 improvement projects were initiated under the leadership of senior managers and volunteers from among the employees. Mahendra Singhi, Executive Director (ED) and Vikas Rai Bhatnagar, Chief People and Wellness Officer (CPWO) were examining the recommendations of the improvement project teams. They had to be careful to ensure that they took a holistic look at the implications of all the recommendations and implemented an integrative set of initiatives that re-enforced each other’s positive effects rather than proceed with a potpourri of recommendations that could potentially undermine each other’s influences and worsen rather than improve the existing organizational climate.
- V-J2 Title: RuralShores: Service Excellence at the Indian Hinterland**
- Author: Sourav Mukherji**
- Summary:** The case describes the inception and early stage evolution of RuralShores – a business process outsourcing organization established in rural India (Rural BPO). RBPO was a unique business model that involved the rural poor in delivering remote services such as transaction processing via telecommunication links. Although India had a thriving BPO business, all BPO organizations were located in urban centers. The founders of RuralShores conceptualized the rural BPO model so that it could be inclusive, empower rural women and solve problems of large-scale migration. Locating a BPO organization in rural India enabled significant savings in cost. However, it had its attendant challenges such as dealing with poor quality infrastructure and a lower level of skills among the employees. RuralShores not only overcame these challenges but also ensured that its service levels were on par with those of urban BPO organizations. In the process, it was able to create positive impact in the lives of its employees as well as give a boost to the local economy. This motivated it to embark on an aggressive plan of scaling that involved geographic expansion through a franchisee model and increasing the scope of RuralShores’ activities.

V-J3	Title:	Reliance Retail: Creating Social Value through Banana Supply Chain
	Author:	Sourav Mukherji , Milena Mueller and Kunal Basu
	Summary:	The case describes the efforts of Reliance Retail in establishing a dedicated supply chain for sourcing bananas directly from farmers and selling them through Reliance's retail outlets in urban India. Reliance intervened at multiple points in the supply chain, educating the farmers about better ways of planting, growing and harvesting bananas, introducing hygienic techniques of ripening and bypassing several layers of middlemen. This resulted in greater income for farmers, lesser wastage in the supply chain and better quality of fruits for the consumers. While Reliance's efforts with bananas seem to be a success; there were various challenges in scaling the model and leveraging the supply chain to source other fruits and vegetables. By describing the challenges and various tradeoffs that Reliance had to make, the case highlights how a large commercial organization such as Reliance can establish a viable business model that makes a positive impact on the lives of poor farmers and traders.

V-K Leading Publications in Journals

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

V-K1	Author's Name:	Kriti Jain, Kanchan Mukherjee , J. Neil Bearden and Anil Gaba
	Title:	Unpacking the Future: A Nudge toward Wider Subjective Confidence Intervals
	Journal Name:	<i>Management Science</i>
	Abstract:	Subjective probabilistic judgments in forecasting are inevitable in many real-life domains. A common way to obtain such judgments is to assess fractiles or confidence intervals. However, these judgments tend to be systematically overconfident. Further, it has proved particularly difficult to debias such forecasts and improve the calibration. This paper proposes a simple process that systematically leads to wider confidence intervals, thus reducing overconfidence. With a series of experiments, including professionals, we show that unpacking the distal future into intermediate more proximal futures systematically improves calibration. We refer to this phenomenon as the time unpacking effect, find it robust to different elicitation formats, and address the possible reasons behind it. We further show that this results in better overall forecasting performance when improved calibration is traded off against less sharpness, and that substantive benefits can be obtained even from just one level of time unpacking.
	Listings:	<ul style="list-style-type: none"> - Listed in Financial Times 45 - Listed in UT Dallas 24

- *Listed as A in Hong Kong Business School List*
- *Listed as B in ABDC (Australian Business Deans Council)*
- *Listed in NUS Tier 1 Premium*
- *Listed as 3 in ABS (Association of Business Schools, UK)*
- *Listed as 1 in ESS (ESSEC Business School of Paris)*

V-K2 Author's Name: **Mukta Kulkarni** and Caren Rodrigues

Title: Engagement with Disability: Analysis of Annual Reports of Indian Organizations

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

Abstract: Anchored in institutional theory, our aim was to understand how large and economically successful organizations in India engage with the issue of disability within and outside of their organizational boundaries, and communicate such engagements through their annual reports. Based on a qualitative content analysis of the organizations' annual reports for the year 2009–2010, we examined if these organizations spoke about recruitment and other organizational treatment of people with disabilities (internal focus), and if they engaged with issues related to disability in the realm of corporate social responsibility (external focus). We found that, despite absence of institutional pressures, organizations engaged with disability-specific issues both internally and externally. While we found differences with respect to organizational age and sector (public and private sectors), we did not find any differences in the engagement and communication of activities based on organizational industry type and global presence. We discuss implications for research and practice.

- *Listed as C in Hong Kong Business School List*
- *Listed as B in ABDC (Australian Business Deans Council)*
- *Listed in NUS Tier 1 Premium*
- *Listed as 3 in ABS (Association of Business Schools, UK)*
- *Listed as 1 in ESS (ESSEC Business School of Paris)*

V-L Awards, Honors, and Achievements

V-L1 **Prof. Ramadhar Singh** was included among the *Faces and Minds of Psychological Science*, a website of the Association for Psychological Science (APS), USA in December 2013.

V-L2 **Prof. Ramadhar Singh** was Member of the Advisory Board, South East Asia CEO Association, Indonesia in 2014.

- V-L3 Prof. Ramadhar Singh** was honoured with the Sir J. C. Bose Memorial Award by the Indian Science Monitor (ISM), in Bangalore on January 9, 2014 for his contributions to organizational behavior, human resource management, and cognitive psychology.
- V-L4 Prof. Ritu Tripathi** was conferred with the Dewang Mehta Foundation Award for Best Professor in Human Resource Management, 2013.
- V-L5 Prof. Mukherji, Sourav** won the Best Paper Award: FICCI QUPRAC Conference, New Delhi – Inclusive Business Models: Experience of Developing and Electing Course at IIM Bangalore, February 2014.

V-M Doctoral Theses Completed by FPM Students during 2013–2014

Sl. No.	Name of the Student	Dissertation Title	Name of DAC Chairman
V-M1	Rajesh Kumar Chandwani	Factors for Scaling-up for Growth of Affordable Health Care Service Organizations	Vasanthi Srinivasan, Mithileshwar Jha, V Nagadevara

V-N Dissertation Proposal Presentation by FPM Students during 2013–2014

Sl. No.	Name of the Student	Topic	Name of DAC Chairman	Date
V-N1	Caren Claret Rosanna Rodrigues	The Effects of Country-level Factors on Expatriate Outcomes	Mukta Kulkarni	March 11, 2014

V-O Papers Presented by FPM Students in Conference/Seminar during 2013–2014

Sl. No.	Name of the Student	Title of the Paper Presented	Details of the Conference/Seminar	Date
V-O1	Niharika Garud (co-authored with Jill Kickul, Sophie Bacq)	Catalyzing Social Innovation: Is Entrepreneurial Bricolage Always Good	Babson College Entrepreneurship Research Conference, Lyon, France	June 5-8, 2013
V-O2	Niharika Garud	Disparity in Access to Learning: Knowledge & Technological Flows in Emerging Economies	Brown International Advanced Research Institutes, Rhode Island, USA	June 19, 2013

Sl. No.	Name of the Student	Title of the Paper Presented	Details of the Conference/Seminar	Date
V-O3	Niharika Garud (co-authored with Lakshmanan Prasad)	Managerial Cognition in Innovation and R&D processes within Indian Hi-Tech Firms	Globelics Annual International Conference, Ankara, Turkey	September 11-13, 2013
V-O4	Niharika Garud (co-authored with Rakesh K Pati, Nandakumar MKV)	Entrepreneurial Orientation, Business Model Innovation and Firm Performance: Evidence from India	Globelics Annual International Conference, Ankara, Turkey	September 11-13, 2013
V-O5	Divya Upadhyay (co-authored with Kanchan Mukherjee)	A Construal Level Perspective of Conflict Management Styles	Indian Academy of Management Annual Conferences, IIM Ahmedabad	December 12-14, 2013
V-O6	Divya Upadhyay (co-authored with Kanchan Mukherjee)	A Construal Level Perspective of Conflict Management Styles	IMR Doctoral Conference, IIM Bangalore	December 13-14, 2013
V-O7	Niharika Garud (co-authored with Lakshmanan Prasad)	Behavioral Microfoundations of R&D Managers: Evidence from New Product Development Processes in Indian Firms	SMS Special Conference, Mohali, India	December 17-19, 2013
V-O8	Niharika Garud (co-authored with Rakesh K Pati)	Entrepreneurial Orientation and Business Model Innovation: Impact of SME Performance	SMS Special Conference, Mohali, India	December 17-19, 2013

V-P Publications by FPM students (Journal articles/book chapters/cases) during 2013–2014

Sl. No.	Name of the Student	Title of the Paper	Name of the Journal/Book/Magazine	Publications Details
V-P1	Supriya Rakesh	Creating an Organizational Context for Meaningful Work	<i>Inclusiveness, Sustainability and Human Resource Development</i>	2013, Pg: 125-135, NHRD Network, McGraw Hill
V-P2	Niharika Garud (co-authored with Lakshmanan Prasad)	Managerial Cognition in Innovation and R&D Processes within Indian Hi-Tech Firms	<i>Journal of Entrepreneurship & Innovation Management</i>	Vol. 2, Issue 3, December, 2013, Pg: 79-98
V-P3	Kulkarni, Mukta and Caren Rodrigues	Engagement with Disability: Analysis of Annual Reports of Indian Organizations	<i>The International Journal of Human Resource Management</i>	Vol. 25, No. 11, 2014, Pg: 1547-1566



Productions and Operations Management (P&OM)

*P*roduction & Operations Management Area plays a leading role in addressing key and topical issues of concern to businesses. The faculty in Production & Operations Management brings together a diverse and a rich set of expertise in several areas pertaining to managing manufacturing, service and technology organizations. The area faculty conducts research in the areas of Logistics & Supply Chain Management, Reverse Logistics, Enterprise Resource Planning, E-Commerce, Services Management, Production Planning & Control, Design of Manufacturing Systems, and Project Management. Faculty is also involved in a number of research and case writing projects. Publications of some of the faculty members have appeared in leading academic journals. In addition to basic and applied research, the area faculty is active in consulting and offering professional advice to business and academic institutions by serving as members in professionally constituted boards. Research activities undertaken by the faculty and students in this area are captured here under different headings.

VI-A Research Projects

VI-A1 3D Printing at Imaginarium

Project Team: **Anshuman Tripathy**

Summary: In recent months, there has been much discussion on 3D printing and the kind of impact that it is expected to have on manufacturing. However, there does not seem to be any case study which has studied the topic from a total business perspective or looked at 3D printing beyond manufacturing.

Sponsor: IIM Bangalore

Status: Ongoing (2013–2015)

VI A2 Offshoring of R&D Work

Project Team: **Anshuman Tripathy**

Summary: Subsequent to the success of offshore software development, offshore product development is gaining prominence. In the first wave (in the early 2000s), a number of companies tried to offshore product development and except a few, most of them retraced their steps. Currently, the second wave is in progress. In this wave, most firms have managed to get some amount of “commodity” engineering/development work offshored but are still challenged on how to proceed to the next step: offshore complete development of parts.

Sponsor: IIM Bangalore

Status: Ongoing (2012–2015)

VI-A3 Rural Healthcare Foundation

Project Team: **Haritha Saranga and Sourav Mukherji**

Summary: The Indian healthcare system suffers from a paradox – while 67% of the Indian population lives in villages and close to 70% of ailments belong to the category of “primary care”, 80% of functional healthcare facilities are located in urban India, majority of which are privately owned and focused on secondary and tertiary care (Mukherji & Jose, 2010). As a consequence, the poor, especially from rural India do not have easy access to health care that is affordable. Most government-owned hospitals in rural India are either defunct or derelict while market forces encourage the private providers to gravitate towards the urban tertiary sector where they can make maximum profit. The adverse impact of this twin failure of the government and the markets is mostly borne by the poor and health-related expenses have been shown as the single largest cause of families becoming poor in India (Krishna 2006). While the overall situation is grim, there have been innovative models of healthcare

provision, largely in the not-for-profit sector that are both inclusive and financially viable. Aravind Eye Care, Narayana Hrudayalaya and Vaatsalya Hospitals are prime examples of such models. While each of these institutions performs commendable work in providing affordable health care, given the magnitude of the problem and the complexities involved, there is need for many such institutions and different models of service delivery if India as a nation is to provide good quality health care to its citizens. It is also important that success stories (as well as stories of failures to deal with these challenges) be disseminated far and wide so that the best practices and insights can be adopted (and mistakes can be avoided) by social entrepreneurs, the government as well as the commercial entrepreneurs who are keen to solve healthcare challenges.

Sponsor: IIM Bangalore

Status: Completed (2012–2014)

VI-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Publication Details
VI-B1	John P Wentzel, Sundar, D Krishna and VSS Yadavalli	A Comparison of Financial Service Adoption Propensity across Three Channels at the Bottom of the Pyramid in South Africa	<i>Management Dynamics</i>	Vol. 22, No. 1, 2013, Pg: 26-37
VI-B2	John P Wentzel, Sundar, D Krishna and VSS Yadavalli	An Application of the Extended Technology Acceptance Model in Understanding Technology-enabled Financial Service Adoption in South Africa	<i>Development Southern Africa</i>	Vol. 30, No. 4-5, September 2013, Pg: 659-673
VI-B3	Mahadevan B , Sivakumar, S, Kumar, D. Dinesh and Ganeshram, K.	Redesigning Midday Meal Logistics for the Akshaya Patra Foundation: OR at Work in Feeding Hungry School Children	<i>Interfaces</i>	Vol. 43, No. 6, 2013, Pg: 530-546
VI-B4	Mahajan, Siddharth	Determining Sampling Plans in Acceptance Sampling to Reduce Producer and Consumer Risks	<i>International Journal of Industrial and Systems Engineering</i>	Vol. 15, No. 4, 2013, Pg: 462-474
VI-B5	Malcolm Brady and Saranga, Haritha	Innovative Business Models in Healthcare: A Comparison between India and Ireland	<i>Strategic Change</i>	Vol. 22, No. 5-6, August 2013, Pg: 339-353
VI-B6	Seethamraju R and Sundar, D Krishna	Influence of ERP Systems on Business Process Agility	<i>IIMB Management Review</i>	Vol. 25, No. 3, September 2013, Pg: 137-149

Sl. No.	Authors	Title of Paper	Name of Journal	Publication Details
VI-B7	Shashank Garg and Sundar, D Krishna	A Mobile Solution for an Inclusive Public Distribution System in India	<i>Electronic Journal of e-Government</i>	Vol. 11, No. 2, December 2013, Pg: 210-228
VI-B8	Srinivasan, Vasanthi, Murty L S and Monisha Nakra	Career Persistence of Women Software Professionals in India	<i>Gender in Management</i>	Vol. 11, No. 2, December 2013, Pg: 210-228
VI-B9	Sundar, D Krishna and K Ravikumar	An Actor–Critic Algorithm for Multi-agent Learning in Queue-based Stochastic Games	<i>Neurocomputing</i>	Vol. 127, March 2014, Pg: 258-265
VI-B10	Tripathy, Anshuman and Steven D. Eppinger	Structuring Work Distribution for Global Product Development Organizations	<i>Production & Operations Management</i>	Vol. 22, No. 6, November–December 2013, Pg: 1557-1575

VI-D Chapters in Books

Sl. No.	Authors	Title of Paper/Chapter	Title of Book	Editors of Book	Publication Details and Year
VI-D1	Mahadevan B	Inspirational Leadership: Perspectives from Gītā	<i>Sanskrit and Development of World Thought</i>	Kutumba Sastry V.	D K Print World, New Delhi, Pg: 201–212

VI-E IIMB Working Papers

Sl. No.	Author	Title	IIMB Working Paper No.	Year
VI-E1	Bhushan, Sanjay and Tirupati, Devanath	System Dynamics Investigation of Capacity Building by Humanitarian Supply Chain in Disaster Prone Eco-Communities of India	416	2013
VI-E2	Bhushan, Sanjay, Tirupati, Devanath and Suresh D N	System Dynamics Modeling Based Analysis to Combat Counterfeit Drugs Supply Chain in India	417	2013

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

Sl. No.	Authors	Title of Article	Name of the Newspaper/Magazine	Date of Publication
VI-F1	Mahadevan B	A Sensible Approach to Discovering Peace of Mind	<i>Sadguru's Blessings</i>	Vol. 10(8), Pg: 19-21, April 2013
VI-F2	Mahadevan B	Being Alert in Life	<i>Sadguru's Blessings</i>	Vol. 11(3), Pg: 19-21, November 2013
VI-F3	Mahadevan B	Decision Making Dilemmas in Life	<i>Sadguru's Blessings</i>	Vol. 10(11), Pg: 19-20, July 2013
VI-F4	Mahadevan B	Developing a Steady Mind	<i>Sadguru's Blessings</i>	Vol. 11(1), Pg: 20-21, September 2013
VI-F5	Mahadevan B	Evolving Oneself through Work	<i>Sadguru's Blessings</i>	Vol. 11(4), Pg: 19-21, December 2013
VI-F6	Mahadevan B	Reality of Difficult Decision Making Situations	<i>Sadguru's Blessings</i>	Vol. 10(10), June 2013
VI-F7	Mahadevan B	The Principle of Peaceful Co-existence	<i>Sadguru's Blessings</i>	Vol. 11(5), January, 2014, Pg: 14-16
VI-F8	Mahadevan B	The World of Duality - Relevance to Our Work	<i>Sadguru's Blessings</i>	Vol. 10(9), Pg: 26-27, May 2013
VI-F9	Mahadevan B	Traits of Inspirational Leaders	<i>Sadguru's Blessings</i>	Vol. 11(7), Pg: 19-21, March, 2014,
VI-F10	Mahadevan B	Walking the Talk	<i>Sadguru's Blessings</i>	Vol. 11(6), Pg: 15-17, February 2014

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

Sl. No.	Authors	Title of Paper	Details of the Event and Venue	Dates of Conference
VI-H1	Mahadevan B	Business Model Innovation Strategies for Competing in an Emerging Competitive Market	Young Indians CII, Madurai Chapter, Madurai	May 24, 2013
VI-H2	Mahadevan B	Innovation & Sustainability the Twain Shall Meet	International Conference on Sustainable Innovation and Successful Product Development for a Turbulent Global Market, IIT, Madras	December 16-17, 2013

Sl. No.	Authors	Title of Paper	Details of the Event and Venue	Dates of Conference
VI-H3	Mahadevan B	Operational Excellence for World Class Manufacturing	CII Conclave on Operational Excellence, Hotel Sandesh The Prince: Mysore, CII Mysore, Mysore	October 23, 2013
VI-H4	Mahadevan B	Operational Excellence for World Class Manufacturing	Taegutec India Pvt. Ltd., Bangalore	December 31, 2013
VI-H5	Mahadevan B	Value Migration Understanding the Rules of the Game	Taegutec India, Pvt. Ltd., Bangalore	January 8, 2014
VI-H6	Mahadevan B	World Class Manufacturing a Tool for Operational Excellence	CII-IQ Manufacturing Summit, Bangalore	August 24, 2013
VI-H7	Saranga, Haritha	Microfoundations Underlying the Innovative Capabilities of Indian Auto Component Firms	Ryukoku University, Kyoto, Japan	November 30, 2013
VI-H8	Sundar, D Krishna	Big Data Analytics in Public Health	Key Note Address, Computer Society Of India's 42nd National Convention, Visakhapatnam	Decemembr 13-15, 2013
VI-H9	Tripathy, Anshuman	Offshoring Product Development Tasks for Complex Engineered Systems	POMS Conference, Denver, USA	May 3-6, 2013
VI-H10	Tripathy, Anshuman	Offshoring Product Development Tasks for Complex Engineered Systems	MSOM Conference, INSEAD Fontainebleu, France	July 28-30, 2013

VI-I Articles in Conference Proceedings

Sl. No.	Authors	Title of Paper	Details of the Conference Proceedings
VI-I-1	Sundar D, Krishna	Production & Equipment Scheduling in Opencast Mines Using Shovel-Truck Allocation & Hourly Dispatching Policy	Proceedings of 24th POMS Conference, Denver, CO, USA, May 3-6, 2013, ISBN-10:0-615-78489-5; ISBN-13:978-0-615-78489-2

VI-J IIMB Case Studies @ Harvard Business Publishing

- VI-J1** Title: **RHCF: Reaching Primary Healthcare to the Base of the Pyramid**
- Author: **Haritha Saranga, Sourav Mukherji** and Vidyanand
- Summary: This case describes the evolution of Rural Health Care Foundation (RHCF), which provides primary healthcare services to the economically underprivileged in rural India, its various alliances with non-governmental organizations (NGOs) and for-profit organizations. RHCF centers attract large number of patients every day from as far away as 100 km, due to low charges (INR 40, which is less than 1 USD, for consultation and a week's supply of medicine) and availability of reliable doctors. The case discusses the scale-up challenges RHCF is facing to expand its centers to other locations as well as to provide other services within each center. The case also highlights the role various alliances, between NGOs and for-profit organizations, play in delivering healthcare services to the bottom of the pyramid, especially those living in rural localities and can neither access nor afford proper medical facilities.

VI-K Leading Journal Publications

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

- VI-K1** Author Name: **Anshuman Tripathy** and Steven D. Eppinger
- Title: Structuring Work Distribution for Global Product Development Organizations
- Journal Name: ***Production and Operations Management***
- Abstract: This study describes (through an application) a novel approach toward organizing work distribution across globally distributed design and development centers of a product development (PD) organization. While there exist several studies (and modeling applications) on work distribution and allocation for manufacturing and supply chain networks; those related to product development organizations are limited to qualitative suggestions such as offshoring of modular tasks. However, most PD efforts are characterized by significant complexity in information sharing and information dependency among PD tasks (represented by coupling in the system architecture of the firm), thus preventing the identification of modular tasks. Also, redesigning the architecture to introduce modularity has associated risks of costs and product integrity. We demonstrate a methodology to organize work distribution globally in an industrial setting, utilizing the design structure matrix to quantify the system architecture of the firm. Our optimization results show significant cost savings through a restructured PD organization. On analysis of the results, we make two significant observations: (a) while offshoring based on modularity is generally

appropriate, it is not the whole answer, as there exists a trade-off between the efficiency of performing specific PD tasks at the offshore location and the modularity of the task; and (b) firms should successively increase work allocation to the offshore location, benefiting from capability improvements through learning effects.

Listings:

- *Listed in Financial Times 45*
- *Listed in Business Week 20*
- *Listed in UT Dallas 24*
- *Listed as B in ABDC (Australian Business Deans Council)*
- *Listed as Tier 2 Leading in NUS*
- *Listed as 3 in ABS (Association of Business Schools, UK)*
- *Listed as 0 in ESS (ESSEC Business School of Paris)*
- *Listed in Hong Kong Business School List*
- *Listed in Maryland Smith School List*

VI-N Proposal Presentation by FPM Students during 2013–2014

Sl. No.	Name of the Student	Topic	Date
VI-N1	Sirish Kumar Gouda	Essays in Sustainable Operations	September 23, 2013
VI-N2	T S Krishnan	Design and Analysis of Public Policies to Manage Electronic Waste	January 13, 2014

VI-O Papers Presented by FPM Students in Conference/Seminar during 2013–2014

Sl. No.	Name of the Student	Title of the Paper Presented	Details of the Conference/Seminar	Date
VI-O1	Prashant Chintapalli	Simultaneous Pricing and Inventory Management for Perishable Products with Two-period Lifetime	24th Annual POM Conference, Denver, USA	May 3-6, 2013,
VI-O2	T S Krishnan	Currency Demand Method for Measuring Informal Economy Size: Some Extensions	CPP 8th International Conference on Public Policy and Management, IIM Bangalore	August 12-14, 2013,

Sl. No.	Name of the Student	Title of the Paper Presented	Details of the Conference/Seminar	Date
VI-O3	T S Krishnan (Co-authored with Shubham Singh)	Integrating Operations Management and Public Policy	17th Annual Conference of the Society of Operations Management, IIT Madras	December 5-8, 2013
VI-O4	Tarun Jain	Sourcing Relationships in Context of Drug Procurement Industry	XVII Annual International Conference of the Society of Operations Management, IIT Madras, Chennai	December 20-22 2013

VI-P Publications by FPM Students (Journal articles/book chapters/cases) during 2013–2014

Sl. No.	Name of the Student	Title of the Paper	Name of the Journal/Book	Publications Details
VI-P1	S. Sivakumar (co-authored with Prof. B. Mahadevan)	Redesigning Midday Meal Logistics for the AkshayaPatra Foundation: OR at Work in Feeding Hungry School Children	INTERFACES	Vol. 43, Issue 6, November-December 2013, Pg: 530-546, INFORMS

VI-R FPM Workshops during 2013–2014

Sl. No.	Name of the Student	Title of the Paper	Date
VI-R1	Vinay Kumar Kalakbandi	Mere-choice Effect: Improving Supply Chain Performance Using Contract Choice	February 19, 2014



Quantitative Methods and Information Systems (QM & IS)

The faculty includes acclaimed scholars and award winning professors drawn from all management disciplines, especially in the fields of Strategy, Finance, Economics, Marketing and Operations. Faculty members have undertaken research in the areas of Defence and Aerospace Logistics, Biostatistics, Bayesian Statistics, Survival Analysis, Quantitative Marketing, Quantitative Finance, Reliability and Maintainability, Six Sigma and Stochastic Models, Analytical Finance, Fuzzy Logic, Artificial Intelligence, Business Forecasting, Educational Statistics, Discrete and Stochastic Optimization, Data Mining Techniques, etc. Faculty members in the area have claimed international reputations for conducting research in the areas of E-governance, Information Technology Applications, and Inventory Management. Besides being on boards of several governmental bodies, they have been consultants to various national and international corporations. Books and journal articles written by the area faculty have received wide acclamation and awards. Publications of some of the faculty members frequently appear in leading academic journals listed in FT 45 and BW 20, while the cases written by them are often published by HBP, IVEY Publishing, etc. The overall research output in this area can be found here under different headings.

VII-A Research Projects

VII-A1 Life-time Sustenance of Weapons Systems and Equipment Being Procured Ex-import

Project Team: **Dinesh Kumar U**

Summary: To determine the methodology for exploiting the provisions in Defence Procurement Procedure (DPP) so as to evolve processes and procedures for smooth life-time sustenance and upgrades of weapon systems and equipment being procured for modernisation of Indian Army ex-import with Transfer of Full Technology (ToT) or with Transfer of Technology for Maintenance (MToT) only or without any type of transfer of technology.

Sponsor: Army Management Studies Board

Status: Completed (April 2013–2014)

VII-A2 Developing Under Writing and Early Warning Systems for Financial Services

Project Team: **Dinesh Kumar U**

Summary: The scope of the project is to develop two mathematical models. The data required for model building shall be provided by BCG (Boston Consulting Group) and all model building activities including developing, validation and back testing shall be performed by IIMB.

Sponsor: The Boston Consulting Group

Status: Completed (September 2013–2014)

VII-A3 Tail Assignment Model for Large Airline

Project Team: **Dinesh Kumar U**

Summary: The objective is to formulate the tail assignment problem for a large airline and provide solution procedure.

Sponsor: Wipro Limited

Status: Completed (October 2013–2014)

VII-A4 Relative Performance of Business Group Mutual Funds Using Survivorship Bias Free Database of Indian Mutual Fund Returns

Project Team: **Pulak Ghosh, Venkatesh Panchapagesan and Jayant Kale**

Summary: Institutional investors, in particular, mutual funds are major players in most established financial markets. However, in India they are relatively a newer phenomenon with the regulator opening up the market only in the late 1980s. Currently, they own

about 3–5% of the overall equity market capitalization but account for 12–15% of the daily trading activity in Indian markets. A mutual fund serves an important role in the development of financial markets by providing a channel through which many investors, including small investors, can invest in corporate securities.

Sponsor: IIM Bangalore

Status: Ongoing (August 2014)

VII-A5 A United Joint Modeling of Multivariate Longitudinal Measurement and Time to Event Data Using a Bayesian Approach

Project Team: **Pulak Ghosh**

Summary: In this project, we develop models which investigate and extend the existing models in various directions, including (1) developing multivariate joint model that relates multiple longitudinal outcomes to a time-to-event, (2) to allow for greater flexibility, key components of the model will be modelled nonparametrically using a spline-based approach, (3) allowing the presence of more than one single cause of failure, and (4) the latent terms are modelled using a Dirichlet process prior to formulation. Thus, the general framework for developing the proposed semiparametric multivariate joint model is based on several extensions incorporating different sets of practical assumptions and environment. We will use a Bayesian method of estimation, which will facilitate to account for any available prior information regarding the study.

Sponsor: Department of Science and Technology, Government of India

Status: Ongoing (2011–2014)

VII-A6 Economic Impact of FOSS in Government

Project Team: **Rahul De'**

Summary: The scope of this study includes assessing the economic impact of FOSS across four representative states in India. The target population within each of these states will be a diverse set of government departments across multiple functions and with a stated adoption of FOSS. The economic impact computed will be as follows: direct benefits in terms of software license costs savings; perceived benefits of other direct and indirect costs savings.

Sponsor: ICFOSS, Kerala

Status: Completed (October 2012–December 2013)

VII-A7 Open Standards/Open Source/Open API for e-Governance and m-Governance Initiatives

Project Team: **Rahul De'**

Summary: The objective of the proposed project is to develop a comprehensive document on the need for adopting Open Standards, Open Source and Open APIs for the e-Governance and m-Governance projects executed by the government departments.

Sponsor: CSITM

Status: Ongoing (October 2012–December 2014)

VII-A8 Risk Analysis, Ruin and Extremes (RARE)

Project Team: **Shubhabrata Das**

Summary: The project aims at developing the theoretical side of the analysis of ruin probabilities in case of disasters or extreme shocks for insurance such as risk pools, by the introduction and analysis of new risk measures, and by (asymptotic) quantification of aggregated risk, central topics of interest for the prediction of financial disasters and more generally for risk management. It investigates Risk Modeling, New Development on Extreme Rare Events, etc. University of Liverpool IFAM, together with a consortium of 11 other international higher education institutions including IIM Bangalore, has been awarded this four-year EU Framework 7 project, within the Marie Curie People Action on International Research Staff Exchange (IRSES).

Sponsor: Marie Curie International Research Staff Exchange Scheme Fellowship

Status: Ongoing (January 2013–December 2016)

VII-A9 Default Correlations

Project Team: **Pulak Ghosh and Shashidhar Murthy**

Summary: While correlation (and diversification) is important to all investments, it is especially important to credit-sensitive securities as evidenced by the role of correlated defaults in the recent credit crisis. Correlation in the context of credit is a difficult issue because of sparse historical data on individual, and especially multiple, defaults. Hence, researchers and market participants have used market prices to construct forward-looking estimates of correlation. However, the only known ways of doing so are from *multi-name* securities (such as indexes, or collateralized debt obligations). Such instruments are far fewer in number than possible pairs of single-names (i.e., individual stocks, bonds, etc.) – they are non-existent for most pairs. For these reasons, the modeling of correlations is termed by many as an extremely important problem in credit risk pricing.

Sponsor: IIM Bangalore

Status: Ongoing (June 2012–2014)

VII-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Publication Details
VII-B1	Karthik Sriram, R.V. Ramamoorthi and Ghosh, Pulak	Posterior Consistency of Bayesian Quantile Regression Based on the Misspecified Asymmetric Laplace Density	<i>Bayesian Analysis</i>	Vol. 8, No. 2, 2013, Pg: 479-504
VII-B2	Li-Ming Chen and Sapra, Amar	Joint Inventory and Pricing Decisions for Perishable Products with Two-period Lifetime	<i>Naval Research Logistics</i>	Vol. 60, No. 5, August 2013, Pg: 343-366
VII-B3	M. Concepción Ausín, Pedro Galeano and Ghosh, Pulak	A Semiparametric Bayesian Approach to the Analysis of Financial Time Series with Applications to Value at Risk Estimation	<i>European Journal of Operational Research</i>	Vol. 232, No. 2, January 2014, Pg: 350-358
VII-B4	P C Jha, Shivani Bali, U Dinesh Kumar and Hoang Pham	Fuzzy Optimization Approach to Component Selection of Fault-tolerant Software System	<i>Memetic Computing</i>	Vol. 6, No. 1, March 2014, Pg: 49-59
VII-B5	Saman Muthukumarana and Ghosh, Pulak	A Semiparametric Bayesian Approach for Mark-recapture Estimation	<i>Model Assisted Statistics and Applications</i>	Vol. 8, No. 1, 2013, Pg: 29-39
VII-B6	Sapra, Amar and Peter Jackson	A Continuous-time Analog of the Martingale Model of Forecast Evolution	<i>IIE Transactions</i>	Vol. 46, 2014, Pg: 23-34
VII-B7	Shastry, Trilochan	Towards Decriminalisation of Elections and Politics	<i>Economic & Political Weekly</i>	Vol. XLVIII, No. 15, April 2013, Pg: 40-50
VII-B8	Sudhir Voleti and Ghosh, Pulak	A Non-parametric Model of Residual Brand Equity in Hierarchical Branding Structures with Application to US Beer Data	<i>Journal of the Royal Statistical Society: Series A (Statistics in Society)</i>	Vol. 177, No. 1, January 2014, Pg: 135-152
VII-B9	Sudhir Voleti and Ghosh, Pulak	A Robust Approach to Measure Latent, Time-Varying Equity in Hierarchical Branding Structures	<i>Quantitative Marketing and Economics</i>	Vol. 11, No. 3, 2013, Pg: 289-319

VII-D Chapters in Books

Sl. No.	Authors	Title of Paper/ Chapter	Title of Book	Editors of Book	Publication Details & Year
VII-D1	Bandi, Rajendra and Vikas Mehra	Knowledge Sharing in Repository-Based KM Systems: A Study in the IT Services Enterprises in India	<i>Knowledge Management for Development</i>	Kweku-Muata Osei-Bryson, Gunjan Mansingh and Lila Rao	New York, Springer, 2014, Pg: 157-191
VII-D2	De', Rahul	IFIP Advances in Information and Communication Technology	<i>Grand Successes and Failures in IT: Public and Private Sectors</i>	Dwivedi, Y.K., Henriksen, H.Z., Wastell, D. and De', R.	Vol. 402, Springer, 2013
VII-D3	Gunupudi, L and De', Rahul	Market Separations Perspective of Agricultural Markets and Successful AMIS: Beyond Technical Rationality	<i>Grand Successes and Failures in IT: Public and Private Sectors</i>	Dwivedi, Y.K. et al.	Vol. 402, Springer, 2013, Pg: 105-120
VII-D4	Rao, R.A and De', Rahul	Organizational Assimilation of Technology in a Sunrise Industry – A Story of Successes and Failures	<i>Grand Successes and Failures in IT: Public and Private Sectors</i>	Dwivedi, Y.K. et al.	Vol. 402, Springer, 2013, Pg: 538-554

VII-E IIMB Working Papers

Sl. No.	Author	Title	IIMB Working Paper No.	Year
VII-E1	Das, Shubhabrata	Impact of Fuzziness in Measurement Scale on Basic Statistical Inference	423	2013
VII-E2	Gadi, Harsha Deepth. Murthy, Rajluxmi V , Shankar M, Ravi, Nagadevara V	Antennae Location Methodology for a Telecom Operator in India	454	2014
VII-E3	Sastry, Trilochan	Towards the De-Criminalization of Elections and Politics	436	2013

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

Sl. No.	Authors	Title of Paper	Details of the Conference / Event and Venue	Dates of Conference
VII-H1	Bandi, Rajendra	Knowledge Management: Managerial and Information Systems Perspectives	Keynote speaker at the National Conference on Recent Trends in Knowledge Management - 2014 (NCRTKM-2014), Cochin University of Science and Technology	February 7, 2014
VII-H2	Bhattacharyya, Malay	A Comparison of VaR Estimation Procedures for Leptokurtic Index Returns	Invited Speaker, National Conference on Recent Advances in Statistics and Their Applications to Finance, Actuarial Science and other areas, Central University of Rajasthan, Jaipur	February 14-15, 2014
VII-H3	Gadi H D, Murthy R V, Nagadevara V and Shankar M R	Base Station Location Methodology for Indian Telecom Operator	International Conference on Business Analytics and Intelligence, Bangalore, India	December 11-13, 2013
VII-H4	Ghosh, Pulak	Business Analytics, Big Data and Consumer	Invited Seminar, MYRA Business School, Mysore	February 16, 2014
VII-H5	Ghosh, Pulak	Business Analytics, Big Data and Consumer	Invited Seminar, IIM Lucknow	February 28, 2014
VII-H6	Ghosh, Pulak	Business Analytics, Big Data, Consumer and Statistics	Invited Seminar, IIT, Kanpur	March 2, 2014
VII-H7	Ghosh, Pulak	Real Time Inference, Prediction and Parameter Learning Using Sequential Posterior Simulation: Application to Big Data	Science and Engineering Research Board, Government of India, New Delhi	October 15, 2013
VII-H8	Miscione, G., Pfeffer, K., Martinez, J. and De', Rahul	Openness May Not Mean Democratization – e-Grievance Systems in Their Consequences	14th N-AERUS/GISDECO Conference. Enschede, The Netherlands	September 12-14, 2013
VII-H9	Murthy, Ishwar and Nalini Guhesh	Optimal Customer Life Time Value Decisions in Situations of Social Influence	INFORMS Conference: Minneapolis, USA	October 6-9, 2013
VII-H10	Murthy, Ishwar and Sumit Sarkar	On-line Scheduling Algorithms for Maximizing Throughput with Advance Information	INFORMS Conference, Minneapolis, USA	October 6-9, 2013
VII-H11	Sastry, Trilochan	Invited Talk	World Presidents Organization, Mumbai	December 14, 2013

VII-I Articles in Conference Proceedings

Sl. No.	Authors	Title of Paper	Details of the Conference Proceedings
VII-I-1	Chandwani R and De', Rahul	Doctor–Patient Interaction in Telemedicine: Linking the Structural Aspects to Institutionalization	ICTD '13, Proceedings of the Sixth International Conference on Information and Communications Technologies and Development: Notes, Vol. 2, Pg: 17-20
VII-I-2	Das, Shubhabrata	Breaking the Barrier of Likert Scale in Statistical Inference	Proceedings of EUROFUSE 2013 Workshop on Uncertainty and Imprecision Modeling in Decision Making, Pg: 99-106
VII-I-3	Venkatagiri, Shankar	Constructive Statistics: Feeding off Your Own Dataset	Proceedings of the 2013 International Conference on Collaborative Technologies and Systems, San Diego, May 2013, Pg: 594-598

VII-J IIMB Case Studies @ Harvard Business Publishing

VII-J1 Title: Breaking Barriers: Micromortgage Analytics

Author: Jitendra Rudravaram, Naveen Bhansali, Swetha Murthy, Sutirtha Roy and **U Dinesh Kumar**

Summary: Providing affordable housing to a rapidly increasing low income group population in urban–semi-rural India remains one of the biggest challenges as well as opportunities faced by the housing finance sector. Several new housing finance companies such as Shubham Housing Finance have pioneered a “small ticket” loan product to address the market gap. They recognize that these customers are not “high-risk” as perceived by conventional financiers, but “unknown risk”. To assess this “unknown risk”, they rely on detailed, field-based verification rather than formal financial documentation. The primary objective of this case is to analyze the past data from these field-level interactions and the eventual credit evaluation decision to determine the factors which result in a favorable decision. The application scoring model is expected to deliver a competitive edge to Shubham’s operations by enabling faster decisions earlier in the assessment phase, targeting applicants more likely to pass through to the creditworthy status, standardize applicant evaluation across the nation and enable Shubham to offer competitive products. The objective of the case is to predict the probability of loan sanction using the socio-economic attributes of prospective loan applicants by employing techniques such as chi-squared automatic interaction detection (CHAID) and binomial logistic regression.

VII-J2 Title: **Consumer Choice between House Brands and National Brands in Detergent Purchases at Reliance Retail**

Author: K J Jeesson, Avadhoot Jathar and U Dinesh Kumar

Summary: The case analyzes the consumer choice behavior in the case of detergents sold in an Indian retail store, Reliance Retail. The protagonist, Parul Khanna, the house brand (private label) manager at Reliance Retail wanted to know whether promotions have any short-term or long-term impact on brand switching and customer retention. Sudz, the house-brand detergent sold by Reliance Retail, was envisioned as a cost-effective detergent, giving comparable wash results as some of the established national brands such as Surf, Rin, Ariel, and so on. The questions nagging Parul were: Could customers who had been habitually purchasing a certain brand for many years really consider a house brand and make that switch? Is there a need to interfere in the market and create a “catalyst” effect? Students are expected to evaluate the impact of promotion on brand switching and brand loyalty among detergent purchasers. The case may be used in advanced statistics, stochastic process, and business analytics courses of MBA or Executive MBA programs as well as in a Ph.D. program on Statistics and Business Analytics.

VII-J3 Title: **1920 Evil Returns – Bollywood and Social Media Marketing**

Author: Suhruta Kulkarni, Karthika A S and U Dinesh Kumar

Summary: Ami Shah, founder of IntelliAssist, helped clients to create social media marketing strategies for their products or services and assisted them in the execution of these campaigns. In 2012, Shah had designed the social media marketing campaign for the Bollywood movie “1920 Evil Returns”, which was a sequel to the movie 1920 that was released in 2008. The next movie in the 1920 franchise was expected to be released in 2014. She was analyzing the impact of the campaign and wondered whether the right social media mix had been used. The social media campaign for 1920 Evil Returns was very successful and she had the numbers to show for it. Active fan engagement and positive word-of-mouth also validated the success of the social media campaign. However, Shah wondered whether she could have done it differently. Was the spending-mix effective? What strategy should she adopt for the next movie in the franchisee tentatively titled, “1920 London”? Ami had used a mix of social media for running the 1920 Evil Returns campaign which ran for 45 days. Facebook and YouTube were primarily used for the social media campaign. Google Ads were used on popular Bollywood websites such as Bollywood Hungama and SantaBanta along with news websites such as Indiatimes, Hindustan Times and Rediff.com. The total social media spend was INR 0.95 million. Ami had to decide on the next movie’s (1920 London) digital marketing strategy based on the analysis of 1920 Evil Returns.

VII-J4 Title: Apollo Hospitals: Differentiation through Hospitality**Author:** Suhruta Kulkarni, Kripa Makhija and **U Dinesh Kumar**

Summary: Dr. Ananth Rao, who heads the Quality Department at Apollo Hospitals, Bangalore, had undertaken initiatives to measure and benchmark the hospitality services at the hospital. In-patients spend around 80% of their time under the care of the staff from different departments such as nursing, housekeeping, food & beverages, operations, and so on. The Quality team at Apollo Bangalore received 1,434 complaints from the 1,38,600 in-patients treated between March 2011 and December 2012. The feedback was generally open-ended, in the form of patients' comments, opinions, or suggestions. Of the 1,434 complaints received, the housekeeping department received the maximum number of complaints, while the dietary service had the least number. Some of the complaints were genuine concerns, while some were related to minor discomfort. Some of the complaints were very specific, while some were generic. All of these were analyzed, which would enable the hospital to work towards reducing the overall number of complaints. Text analytics was used to analyze the open-ended complaints. In order to gain deeper insights, "Defect-Defective" techniques were used to identify the processes that caused the defects. The processes were re-engineered to eliminate all the defects and a pilot study was done using the "Define Measure Analyse Improve and Control" (DMAIC) cycle. Dr. Rao and his team have developed benchmarks for several common complaints with three levels of service by adopting the Kano model. Critical to Quality (CTQ) metrics have been defined and Sigma levels were calculated for each CTQ. Dr Rao is pondering on what is a good Sigma score target given the importance of hospitality in Apollo Hospitals.

VII-J5 Title: Central Parking Services Private Limited**Author:** Tanmay Gupta, Abhishek Srivastav and **U Dinesh Kumar**

Summary: Central Parking Services (CPS) with headquarters located in Bangalore, India provided parking solutions at various malls, office buildings, airports, residential apartments, hospitals and so on throughout India. In 2013, Poornima, Director of new initiatives at CPS, wanted the company to take a strategic direction toward using analytics to strengthen its operational decisions. The company was growing exponentially and with that came the challenge of managing the high pressure of growing demand, clients' expectations as well as driving end-customer satisfaction. The company was struggling with operational issues such as demand supply gap and waiting time at the entry and exit gates of the parking lot. Pricing and manpower planning are two important decisions CPS has to make to ensure profitability of the company.

VII-J6 Title: **Dosa King: A Standardized Masala Dosa for Every Indian**

Author: **U Dinesh Kumar**

Summary: Indian Foods Fermentation Limited (IFFL) was established in 1992 by Narayanan to develop an expert dosa maker that will be used in fast food restaurants, “Dosa King”. According to market research carried out by IFFL in 1992, on any given day, 20 million dosas were consumed in India. Narayanan and his colleagues at IFFL decided to develop an automatic dosa delivery system that would deliver standardized dosa at an interval of 30 seconds. The system requirement was that the dosa should have the same size, color, crispiness, and taste. The project was funded by venture capitalists and Narayanan had to take several decisions during the design and development of automatic dosa delivery system. The Dosa King was intended to be a mass-distributed item, and the number of retail points across the country was meant to be in excess of 10,000 within 5 years from its launch in 1992. The IFFL realized that their largest stakeholder would therefore inevitably be the retailer or franchisee who invested in dosa machines, batter, and masala, and also interfaced with the customer. The IFFL conducted a market survey to capture the “voice of the customers” for the dosa delivery system and identified various system requirements. At various stages of product development, Narayan had to take several key decisions related to the design and development of machine, decision on inputs for preparation of dosa batter and other accompaniments, etc. In 1992, India did not have any western fast food chains. India went through a period of major economic reforms in 1991 and the economy started growing much faster after the nineties. Narayanan expected the demand for fast food to grow in all major cities of India. Equipped with his experience at Coca-Cola and Nestlé, Narayanan was confident that he could change the restaurant industry in India.

VII-K Leading Journal Publications

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

VII-K1 Faculty Name: **Amar Sapra** and Peter Jackson

Title: A Continuous-time Analog of the Martingale Model of Forecast Evolution

Journal Name: *IIE Transactions*

Abstract: In many practical situations, a manager would like to simulate forecasts for periods whose duration (e.g., week) is not equal to the periods (e.g., month) for which past forecasting data are available. This article addresses this problem by developing a continuous-time analog of the Martingale model of forecast evolution, called the Continuous-Time Martingale Model of Forecast Evolution (CTMMFE). The

CTMMFE is used to parameterize the variance–covariance matrix of forecast updates in such a way that the matrix can be scaled for any planning period length. The parameters can then be estimated from past forecasting data corresponding to a specific planning period. Once the parameters are estimated, a variance–covariance matrix can be generated for any planning period length. Numerical experiments are conducted to derive insights into how various characteristics of the variance–covariance matrix (for example, the underlying correlation structure) influence the number of parameters needed as well as the accuracy of the approximation.

- Listings:
- *Listed as 1 (top Journal) in ABS (Association of Business Schools, UK)*
 - *Listed as 2 in ESS (ESSEC Business School of Paris)*
 - *Listed in NUS list as Tier 1 Premium*
 - *Listed in Hong Kong Business School List*

VII-K2 Faculty Name: Li-Ming Chen and Amar Sapra

Title: Joint Inventory and Pricing Decisions for Perishable Products with Two-period Lifetime

Journal Name: *Naval Research Logistics*

Abstract: We consider a periodic review model over a finite horizon for a perishable product with fixed lifetime equal to two review periods. The excess demand in a period is backlogged. The optimal replenishment and demand management (using price) decisions for such a product depend on the relative order of consumption of fresh and old units. We obtain insights on the structure of these decisions when the order of consumption is first-in, first-out and last-in, first-out. For the FIFO system, we also obtain bounds on both the optimal replenishment quantity as well as expected demand. We compare the FIFO system to two widely analyzed inventory systems that correspond to nonperishable and one-period lifetime products to understand if demand management would modify our understanding of the relationship among the three systems. In a counterintuitive result, we find that it is more likely that bigger orders are placed in the FIFO system than for a nonperishable product when demand is managed.

- Listings:
- *Listed as B in ABDC (Australian Business Deans Council)*
 - *Listed as 3 (top Journal) in ABS (Association of Business Schools, UK)*
 - *Listed as 1 in ESS (ESSEC Business School of Paris)*
 - *Listed in NUS list as Tier 1 Premium*
 - *Listed in Hong Kong Business School List*

VII-K3 Faculty Name: M. Concepción Ausín, Pedro Galeano and **Pulak Ghosh**

Title: A Semiparametric Bayesian Approach to the Analysis of Financial Time Series with Applications to Value at Risk Estimation

Journal Name: *European Journal of Operational Research*

Abstract: GARCH models are commonly used for describing, estimating and predicting the dynamics of financial returns. Here, we relax the usual parametric distributional assumptions of GARCH models and develop a Bayesian semiparametric approach based on modeling the innovations using the class of scale mixtures of Gaussian distributions with a Dirichlet process prior on the mixing distribution. The proposed specification allows for greater flexibility in capturing the usual patterns observed in financial returns. It is also shown how to undertake Bayesian prediction of the Value at Risk (VaR). The performance of the proposed semiparametric method is illustrated using simulated and real data from the Hang Seng Index (HSI) and Bombay Stock Exchange index (BSE30).

- Listings:
- *Listed as A in ABDC (Australian Business Deans Council)*
 - *Listed as 3 in ABS (Association of Business Schools, UK)*
 - *Listed as 1 in ESS ((ESSEC Business School of Paris)*
 - *Listed in NUS as Tier 1 Premium*

VII-K4 Faculty Name: Sudhir Voleti and **Pulak Ghosh**

Title: A Non-parametric Model of Residual Brand Equity in Hierarchical Branding Structures with Application to US Beer Data

Journal Name: *Journal of the Royal Statistical Society: Series A (Statistics in Society)*

Abstract: Product offerings in many grocery product categories in supermarkets display varied branding structures built around a discernible branding hierarchy typically comprising brands, sub-brands and stock-keeping units. Firms often want to know what contribution each layer in the brand hierarchy brings to overall product value, and precisely how much of this contribution comes from unique branding associations. (We term this value contribution the ‘residual equity’ of that branding layer.) We make the economic argument that, in mature product categories, profit maximizing firms would retain the upper levels of the branding structure only if they were value enhancing. Using only aggregate sales and product data, we develop a semiparametric Bayesian method for a market response model to estimate jointly the residual equity of each layer in the branding structure while accommodating certain *a priori* restrictions on the equity values. Our proposed model is simple yet flexible and avoids common drawbacks in extant approaches. We implement our model on AC Nielsen beer category data from US supermarkets. We find the residual equity that exists, to be sizable in magnitude and sales impact, heterogeneous in occurrence

across the branding structure, yields realistic brand valuations and bears managerially relevant insights and implications.

- Listings:
- *Listed as A in ABDC (Australian Business Deans Council)*
 - *Listed as 3 in ABS (Association of Business Schools, UK)*
 - *Listed as 0+ in ESS (ESSEC Business School of Paris)*
 - *Listed in NUS as Tier 1 Premium*
 - *Listed in Maryland Smith School*

VII-L Awards, Honors, and Achievements

VII-L1 Prof. Amar Sapra Young Faculty Research Chair, August 2013 – present.

VII-L2 Prof. Rajendra Bandi Invited as a Visiting Faculty at the University of Cologne, Germany (Department of Information Systems and Systems), 2013.

VII-L3 Prof. Trilochan Sastry was honored with National Award for Public Service in Improving Elections and Democracy, NDTV Indian of the Year 2013–2014. Prof. Sastry, founder-trustee of the Association for Democratic Reforms (ADR), received the ‘CNN-IBN Indian of the Year 2013 – Public Service’ award in New Delhi on December 20, 2013. The forum works to improve governance and strengthen democracy by continuous work in the area of Electoral and Political Reforms and strives to improve governance and strengthen democracy. CNN-IBN selected ADR in public service category for piloting the PIL which led to the amendment of law which prevents convicted politicians from contesting polls. ‘CNN-IBN Indian of the Year’ is an award that recognizes those remarkable Indians whose contribution to the nation in the calendar year has strengthened the foundation of Indian society and has helped build Brand India in the process.

VII-L4 Prof. Trilochan Sastry Award for Best Innovation in Public Service, Marico Innovation Foundation 2014.

VII-L5 Prof. Trilochan Sastry, Satyendra K Dubey Memorial Award 2013 from IIT Kanpur for pioneering work in electoral and democratic reforms.

VII-L6 Prof. U Dinesh Kumar has been recognized as one of the Top 10 Most Prominent Analytic Academicians in India for his extensive research in big data analyses by *Analytics India Magazine* in 2014. He is the president of the Analytics Society of India (ASI).

VII-L7 Prof. Pulak Ghosh has been appointed as Associate Editor (AE) to the board of the *Journal of the Royal Statistical Society: Series (A)*. It is a Tier-A journal in the IIMB list.

VII-L8 Prof. Pulak Ghosh has been appointed as an External Advisory Board member, Institute for Economic Analysis of Decision Making, University of Sheffield.

VII-L9 Prof. Pulak Ghosh's paper “Do Household TV Viewing Patterns Demonstrate Efficiency and Concentration?” was selected as the Best paper at the 7th China Summer Workshop on Information Management (CSWIM) in 2013.

VII-M Doctoral Theses Completed by FPM Students during 2013–2014

Sl. No.	Name of the Student	Dissertation Title	Name of DAC Chairman
VII-M1	Sujay Kumar Mukhoti	Essays on Generalized Stochastic Volatility Model for Financial Returns with Sparse Jumps	Pulak Ghosh, U Dinesh Kumar, Shashidhar Murthy

VII-N Proposal Presentation by FPM Students during 2013–2014

Sl. No.	Name of the Student	Topic	Date
VII-N1	Vinu C T	Three Essays on Volatility	November 8, 2013
VII-N2	Bhuvanesh Pareek	Some Innovation and Application of Multinomial Choice Models	August 8, 2013
VII-N3	Gunupudi Surya Venkata Laxmi	Cloud Computing: Adoption and Diffusion	January 3, 2014

VII-O Papers Presented by FPM Students in Conference/Seminar during 2013–2014

Sl. No.	Name of the Student	Title of the Paper Presented	Details of the Conference/Seminar	Date
VII-O1	Neha Advani	Single Period Inventory Model for Stochastic and Shelf Space Dependent Demand	EURO/INFORMS 2013, Rome, Italy	July 1-4, 2013
VII-O2	Bhuvanesh Pareek (co-authored with Prof. Pulak Ghosh, Prof. Qiang Liu)	Interplay between Direct-to-Consumer-Advertisement and Detailing Visits: Insights from Pharmaceutical Market	BCSI-2013, SMU, Singapore	August 3-5, 2013
VII-O3	Jyoti M Bhat	Adoption of Cloud Computing by SMEs in India: A Study of the Institutional Factors	19th Americas Conference on Information Systems, 2013, Chicago, Illinois, USA	August 15-17, 2013
VII-O4	Ravi Anand Rao (co-authored with Prof. Abhoy K Ojha)	Institutional Change and Emergence of a New Organizational Field	Indian Academy of Management Annual Conferences, IIM Ahmedabad	December 12-14, 2014

Sl. No.	Name of the Student	Title of the Paper Presented	Details of the Conference/Seminar	Date
VII-O5	Lewin Sivamalai	Using the Lens of 'Social Construction of Technology' to Understand the Design and Implementation of Aadhaar (UID) Project	IFIP WG 8.6 International Working Conference on Transfer and Diffusion of IT, TDIT 2013, Bangalore, India	June 27-29, 2013
VII-O6	Ravi Anand Rao (co-authored with Prof. Rahul De')	Organizational Assimilation of Technology in a Sunrise Industry – A Story of Successes and Failures	IFIP WG 8.6 International Working Conference on Transfer and Diffusion of IT, TDIT 2013, Bangalore, India	June 27-29, 2013,
VII-O7	Jyoti M Bhat	Legitimation of E-Government Initiatives: A Study of India's Identity Project	IFIP WG 8.6 International Working Conference on Transfer and Diffusion of IT, TDIT 2013, Bangalore, India,	June 27-29, 2013

VII-P Publications by FPM Students (Journal articles/book chapters/cases) during 2013–2014

Sl. No.	Name of the Student	Title of the Paper	Name of the Journal	Publication Details
VII-P1	Ravi Anand Rao (co-authored with Prof. Rahul De')	Open Source Reuse and Strategic Imperatives	<i>Finding Source Code on the Web for Remix and Reuse</i>	April 2013, Pg: 187-204, Springer Science & Business, New York

VII-R FPM Workshops during 2013-2014

Sl. No.	Name of the Student	Title of the Paper Presented	Date
VII-R1	Shailen Kumar Dalbehera	Corruption: An Institution or Antithesis of One?	January 29, 2014
VII-R2	Sumit Singh	Analysis of Two-Stage Perishable Items	February 26, 2014

Centre for Public Policy (CPP)

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

VIII-A Research Projects

VIII-A1 Legal and Institutional Perspective on Citizen-Centric Urban Governance

Project Team: **Anil B Suraj**

Summary: This is an inquiry into the appropriate texture of local self-governance and decentralization in India; and an evaluation of the applicability of best practices in urban governance from comparative international legal systems, and a comprehensive evaluation of different forms of mayoral systems and related concerns of accountability.

Sponsor: Union Ministry of Urban Development, Government of India

Status: Ongoing (May 2009–2014)

VIII-A2 Examining the Impact of Social Policies on Health Equity

Project Team: **Arnab Mukherji** and **Hema Swaminathan** with collaborators in McGill University, HSRC South Africa, University of Bristol, and Universidad Peruana Cayetano Heredia.

Summary: The negative impact of poverty, economic and gender inequality on health and health equity are well-documented. However, a little research investigates how social policies may provide pathways to improve population health. This research proposes to rigorously examine the population health effects of differing social policy approaches taken around the world to address poverty, economic, and gender inequality. The specific objectives of this research program are to examine how policies aimed at reducing poverty, income and gender inequality in high- and low-income countries impact major causes of morbidity and mortality in children, women under 50 years of age and its impacts on HIV/AIDS, tuberculosis, and other major diseases. In many areas of medical and public health research, the public and private sectors have substantial experience translating research into public health action; this was the case with immunizations. Moreover, in the case of many other public health initiatives such as those related to physical activity, individual action can make a large difference. In contrast, the actions that follow from the evidence that poverty and gender inequality lead to poorer health outcomes cannot be taken by individuals or practitioners alone. This research program is designed to begin to examine potential policy approaches to these substantial drivers of health. Moreover, as a clearer understanding of what works is by itself not enough to improve health and health equity, this program combines research with knowledge mobilization strategies.

Sponsor: Canadian Institute of Health Research

Status: Ongoing (2012–2016)

VIII-A3 Evaluation of Vajpayee Arogyashree Health Insurance Scheme

Project Team: **Arnab Mukherji**

Summary: Paper 1 of this project seeks to document the effect of access to the Karnataka government's health insurance program for households below the poverty line on utilization of healthcare facilities, on health indicators and on out-of-pocket payments. This work has been presented at the International Health Economics Association meetings in 2013 and is currently under review after we responded to the second revise and resubmit request from the *British Medical Journal*. Paper 2 is in early draft phase where we are seeking to quantify the financial value of the altered risk of out-of-pocket healthcare costs due to insurance coverage.

Sponsor: World Bank

Status: Ongoing (2012–2015)

VIII-A4 Effects of Community Inequality on Individual Malnutrition

Project Team: **Arnab Mukherji**

Summary: In this proposal, we seek to understand the role of community level wealth inequality on individual health outcomes. Thus, we are interested in the effect of community level measures of wealth on individual health outcomes, after accounting for individual economic/wealth status.

Sponsor: IIM Bangalore

Status: Ongoing (2014–2015)

VIII-A5 Minchu – A Livelihoods Intervention Project

Project Team: **Rajalaxmi Kamath**

Summary: The fairly long period of the study and the constant engagement with study participants gave the study team an opportunity to explore livelihood options for the participants. Fifty percent of the households were Muslims who possessed the skill of hand embroidery and it was decided that a venture based on this skill should be established. Funds from the CPP were used to upgrade skills and linkages were established with various outlets for marketing these skills. Students from the Srishti School of Design, Art and Technology worked with the newly trained artisans to develop fashion accessories based on hand embroidery as new products (other than saris and dress materials which the artisans traditionally embroidered). The Karnataka State Women's Development Corporation funded the training of a bigger group of artisans.

Sponsor: IIM Bangalore

Status: Ongoing (2012–2014)

VIII-A6 The Crucible Years: 1930s and the Making of Modern India

Project Team: **Deepak Malghan**

Summary: As indicated in the preamble to the course-outline (appendix), there are huge gaps in our understanding of the 1930s India. However, some of the most important social, political, and economic conundrums facing contemporary India first came to the fore in the 1930s. I hope to fill the following two specific gaps through this case-writing exercise. Both these themes have an important bearing on business, government, and society in contemporary India.

Sponsor: IIM Bangalore

Status: Ongoing (January 2014)

VIII-A7 Urban Water Metabolism

Project Team: **Deepak Malghan**

Summary: The project attempts to estimate the first-ever source-disaggregated domestic water demand equation for any Indian city. The water demand equation will be used to build a deliberative modeling platform to help water planners in the city. The model will combine social, economic, and demographic variables with physical variables.

Sponsor: COE, Ministry of Urban Development, GOI

Status: Ongoing (2012–2016)

VIII-A8 Gender Asset Gap Project

Project Team: **Hema Swaminathan**

Summary: This study aims to analyse: (1) Impact of shocks on economic vulnerability of men and women, (2) Participation in credit market and debt burdens of men and women, and (3) Inheritance and gender distribution of wealth.

Sponsor: UN Women (via University of Florida)

Status: Ongoing (2013–2015)

VIII-A9 Development of Municipal Finance Database

Project Team: **G Ramesh** and Shahana Sheikh

Summary: As part of the Center of Excellence funded by the Ministry of Urban Development, we are developing a database of municipal finances on the lines of corporate finance databases. We have developed a prototype and ported the data of Karnataka ULBs into it. This is now proposed to be extended to an all-India level. The prototype took into cognizance the accounting structure of the National Municipal Accounting Standards.

Sponsor: Ministry of Urban Development
 Status: Ongoing (June 2012–December 2014)

VIII-A10 Study of the Functional Diagnosis of Panchayat Raj Institutions and Rural Development and Panchayat Raj Secretariat

Project Team: **S Nayana Tara**

Summary: This study aims:

1. To examine the functioning of the offices of Taluk Panchayat, Zilla Panchayat and Rural Development and Panchayat Raj Secretariat in order to assess the quantum of existing work load vis-à-vis the administration of various schemes and programmes
2. To assess the feasibility of alternative service delivery systems through participation of NGOs and other community-based agencies/institutions.

Sponsor: Department of RDPR, GOK
 Status: Ongoing (July 2012–2014)

VIII-A11 Mid-Term Review of Saakshar Bharat in Tamil Nadu

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

Summary: So far as management structures are concerned, since its launch in 2010, the Saakshar Bharat Programme in Tamil Nadu has taken off in right earnest and is reasonably well-established. Almost all the programme functionaries at district, block and GP levels have been filled in the study districts. The learning competencies of the learners were found to have achieved a reasonably high level with an overwhelming majority reportedly being able to read, write and perform simple calculations. Further, such skills were used well in their day-to-day lives is another highlight and indicates learners motivation to learn to improve their life skills. The opinion leaders covered in the study were found to be well aware of the programme and expressed their total support to the cause of the programme. Preraks and VTs who are the backbone of the programme implementation at the GP level need due recognition from the administration in order to enhance their job satisfaction. Given its present 'project' status, the programme might suffer due to lack of sustainability.

Sponsor: National Literacy Mission Authority of India, MHRD, GOI
 Status: Completed (September 20, 2013)

VIII-A12 Mid-Term Review of Saakshar Bharat in Andhra Pradesh

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

Summary: Setting up of new Adult Education Centres (AECs) is complete against the targets set. The programme has achieved a progress of 76.3% in learner assessment which indicates significant strides in programme implementation. The fact that Andhra Pradesh has a full-fledged Department of Adult Education is an advantage for effective programme implementation. The organizational structure of the programme has provided for convergence of departments of Social Welfare, Tribal Welfare, School Education among others is a positive aspect of sharing of ownership of the programme. The findings indicate that learners covered in the study have a high level of awareness of various government programmes including SBP. It is noted that Preraks formed a critical link between the programme and the community and there was a definite social connect between programme functionaries and the people which is a positive aspect of the programme implementation. This has been instrumental in elevating the awareness and support for the programme by the community at large. It is noted that there were some bottlenecks and barriers experienced by the learners including livelihood issues, poverty and other circumstances which might come in the way of active participation of learners in the programme. Though professed in the programme guidelines, the programme has not provided for financial autonomy on the part of state implementing agency. To this extent, it must be mentioned that programme needs to be have a more decentralized and flexible approach with respect financial budgeting and appropriations.

Sponsor: National Literacy Mission Authority of India, MHRD, GOI

Status: Completed (September 20, 2013)

VIII-A13 Mid-Term Review of Saakshar Bharat in Karnataka

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

Summary: Saakshar Bharat Programme in Karnataka has established a robust convergence with different departments and is a positive beginning and reflects the extent of sharing ownership of the programme. The findings indicate that learners covered in the study have a high level of awareness of various government programmes including SBP. It is noted that Preraks formed a critical link between the programme and the community and there was a definite social connect between programme functionaries and the people which is a positive aspect of programme implementation. This has been instrumental in elevating the awareness and support for the programme by the community at large. The learning competencies of the learners were found to have been achieved reasonably well with an overwhelming majority reportedly being able to read, write and perform simple calculations. Further, such skills were used well in their day-to-day lives is another highlight and indicates learners motivation to learn to improve their life skills. Inadequate infrastructure facilities in AECs are a

major area of concern. It must be mentioned here that Preraks and VTs who are the backbone of the programme implementation at the GP level need due recognition from the administration and in order to enhance their job satisfaction. It is important to mention that SBP is a social movement and must be an ongoing activity maintaining absolute continuity.

Sponsor: National Literacy Mission Authority of India, MHRD, GOI

Status: Completed (September 20, 2013)

VIII-A14 Regional Report of Mid-Term Review of Saakshar Bharat Programme in Andhra Pradesh, Karnataka and Tamil Nadu

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

Summary: Since its launch in 2010, the Saakshar Bharat Programme in Karnataka, AP and Tamil Nadu has taken off in right earnest and is reasonably well-established as almost all the programme functionaries at district, block and GP levels have been filled in the study districts. The requisite management structures and processes have been put in place at all levels, however, lack of adequate staff, especially Preraks, is an area of concern. While the programme is implemented by full-fledged and well-established Department of Adult Education in Karnataka and AP is a major strength of the programme, Tamil Nadu lacks such an advantage. The findings indicate that learners covered in the study have a high level of awareness of various government programmes including SBP. It is noted that Preraks formed a critical link between the programme and the community. The learning competencies of the learners were found to have been achieved to a reasonable level with an overwhelming majority reportedly being able to read, write and perform simple calculations. It is noted that there were some bottlenecks and barriers experienced by the learners including livelihood issues, poverty and other circumstances which might come in the way of active participation of learners in the programme. In this light, the need for higher level of convergence with other departments is apparent. Web-PMIS system is yet to fully take off in an effective manner due to the fact that the system is not user-friendly especially at the sub-district levels, lack of adequate training for user functionaries, and difficulties of connectivity and power shortage in remote regions. Although FAMS system is a well thought out funds management system, there is still a considerable delay in the release of approved grants from the Government of India and a difference between approved grant and actual sanctioned grant. This has reportedly led to inordinate delays in payment of honorariums to functionaries, especially at the GP and Block levels in turn affecting smooth programme administration. More importantly, there is no financial autonomy whatsoever as only NLMA finalizes the budget indicating the need for more decentralized approach with respect to financial management of the programme. Poor capacity building of functionaries at different levels was noted and is a definite lacuna.

Sponsor: National Literacy Mission Authority of India, MHRD, GOI

Status: Completed (February 25, 2014)

VIII-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publications
VIII-B1	Carmen Diana Deere, Abena D. Oduro, Swaminathan, Hema and Cheryl Doss	Property Rights and the Gender Distribution of Wealth in Ecuador, Ghana and India	<i>The Journal of Economic Inequality</i>	Vol. 11, Issue 2, June 2013, Pg: 249-265
VIII-B2	Dwarakanath Ravikumar and Malghan, Deepak	Material Constraints for Indigenous Production of CdTe PV: Evidence from a Monte Carlo Experiment Using India's National Solar Mission Benchmarks	<i>Renewable and Sustainable Energy Reviews</i>	Vol. 25, September 2013, Pg: 393-403
VIII-B3	Mukherji, Arnab	Evidence on Community-Driven Development from an Indian Village	<i>The Journal of Development Studies</i>	Vol. 49, No. 11, 2013, Pg: 1548-1563
VIII-B4	Ramya M. Vijaya, Rahul Lahoti and Swaminathan, Hema	Moving from the Household to the Individual: Multidimensional Poverty Analysis	<i>World Development</i>	Vol. 59, 2014, Pg: 70-81
VIII-B5	Sriram M S	Remembering Baviskar, Revisiting Co-operation	<i>Economic and Political Weekly</i>	Vol. XLVIII, No. 28, July 2013, Pg: 22-24,
VIII-B6	Vishal K Mehta, Rimi Goswami, Eric Kemp-Benedict, Sekhar Muddu and Malghan, Deepak	Social Ecology of Domestic Water Use in Bangalore	<i>Economic & Political Weekly</i>	Vol. XLVIII, No. 15, April 2013, Pg: 40-50
VIII-B7	Vishal K. Mehta, Muddu Sekhar, Sören Gebbert and Malghan, Deepak	Groundwater Impacts of Water Consumption Patterns in Bengaluru, India	<i>Journal of Groundwater Research</i>	Vol. 2, Issue 1, June, 2013, Pg: 143-154

VIII-D Chapters in Books

Sl. No.	Authors	Title of Paper/ Chapter	Title of Book	Editors of Book	Publication Details and Year
VIII-D1	Sriram M S	The Bumpy Ride of Indian Microfinance: Some Reflections	<i>Crests and Troughs: Microfinance in India</i>	Harper, Malcolm; Sharma, Vipin and Arya, Vibhu (Eds)	D K Print World, New Delhi, Pg: 201–212

VIII-E Working Papers

Sl. No.	Author	Title	IIMB Working Paper No.	Year
VIII-E1	Lahoti, Rahul and Swaminathan, Hema	Economic Growth and Female Labour Force Participation in India	414	2013
VIII-E2	Malghan, Deepak and Swaminathan, Hema	On the Normalization of Dimensioned Variables	441	2013
VIII-E3	Swaminathan, Hema	Moving from the Household to the Individual: Multidimensional Poverty Analysis	404	2013

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

Sl. No.	Authors	Title of Article	Name of the Newspaper/Magazine	Date of Publication
VIII-F1	Sriram M S	A Fresh Start for Microfinance	<i>Indian Express</i>	February 11, 2014
VIII-F2	Sriram M S	A Hundred Small, Considered Steps	<i>Mint</i>	October 5, 2013
VIII-F3	Sriram M S	Structuring Populism	<i>Deccan Herald</i>	July 7, 2013
VIII-F4	Sriram M S	Why the Nachiket Mor Committee Report Disappoints?	<i>Mint</i>	January 10, 2014

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

Sl. No.	Authors	Title of Publication	Details of Publication
VIII-G1	Sriram M S	Review of Conscious Capitalism: Liberating the Heroic Spirit of Business	Book Reviews: <i>Business Standard</i> , April 26, 2013
VIII-G2	Sriram M S	Review of Floating City	Book Reviews: <i>Business Standard</i> , December 25, 2013
VIII-G3	Sriram M S	Review of Global Tilt: Leading Your Business through the Great Economic Power Shift	Book Reviews: <i>Business Standard</i> , June 1, 2013
VIII-G4	Sriram M S	Review of Mass Flourishing: How Grassroots Innovation Created Jobs, Challenge and Change	Book Reviews: <i>Business Standard</i> , December 6, 2013
VIII-G5	Sriram M S	Review of the Locust and the Bee: Predators and Creators in Capitalism's Future	Book Reviews: <i>Business Standard</i> , April 12, 2013

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

Sl. No.	Authors	Title of Paper	Details of the Event	Dates of Event
VIII-H1	Krishna, Anirudh; Sriram M S and Prakash Purnima	Slum Types and Adaptation Strategies: Identifying Policy-Relevant Differences in Bangalore	International Workshop on 'Living in Low-income Urban Settlements in an Era of Climate Change: Processes, Practices, Policies and Politics', Manchester	September 9-10, 2013
VIII-H2	Lahoti, Rahul and Swaminathan, Hema	Economic Development and Women's Labor Force Participation	XXVII IUSSP International Population Conference, Busan, South Korea	August 26-31, 2013
VIII-H3	Mukherji, Arnab	Financial Risk Implications of Social Insurance	7th Conference on Economic Theory and Policy, JNU, NIPFP and Kagawa University, New Delhi	February 20-22, 2013
VIII-H4	Mukherji, Arnab, S. Roychoudhury, P Ghosh and S Brown	Estimating Healthcare Demand for an Aging Population: A Flexible and Robust Bayesian Joint Model	Joint Statistical Meetings, American Statistical Association, Montreal, QC, Canada	August 8, 2013

Sl. No.	Authors	Title of Paper	Details of the Event	Dates of Event
VIII-H5	Mukherji, Arnab, Swaminathan, Hema and B. Thomas	Role of Mahila Samkshya in Empowering Women?	Human Sciences Research Council. Cape Town, South Africa	September 9-11, 2013
VIII-H6	Neeraj Sood, Mukherji, Arnab and A. Ugargol	Providing Catastrophic Health Insurance to the Poor: Effects on Unmet Need, Health Care Utilization and Health	The 9th World Congress of the International Health Economics Association, Sydney, Australia	July 6-10, 2013
VIII-H7	Suraj, Anil B	Appreciation of Scientific/ Expert Evidence: Professional 'Standard of Care' and 'Due Process'	Paper Presented and Published as part of the Proceedings of Conference on Forensic Civil Engineering, Bangalore, India	August 23-24, 2013
VIII-H8	Suraj, Anil B	Constitutional Foundations of Decentralization in India	Mid-Career Training Programme in Field Administration for Civil Servants of Bangladesh, National Institute of Administrative Research, Lal Bahadur Shastri National Academy of Administration, Government of India, Mussoorie	March 5, 2014
VIII-H9	Suraj, Anil B	Principles of International Economic Law and Antidumping	Orientation Program for Indian Economic Service Officers, organized by the National Law School of India University, Bangalore	November 26, 2013
VIII-H10	Suraj, Anil B	Strengthening Legal and Constitutional Basis of Policymaking and Governance	Public Policy Programme for Officers of Odisha Administrative Service, National Institute of Administrative Research, Lal Bahadur Shastri National Academy of Administration, Government of India, Mussoorie	January 23, 2014
VIII-H11	Suraj, Anil B	Understanding PPP Contracts	Public Policy Programme for Government of Karnataka State Officers, organized by the Administrative Training Institute, State of Karnataka, Mysore	February 5, 2014

Sl. No.	Authors	Title of Paper	Details of the Event	Dates of Event
VIII-H12	Swaminathan, Hema, Rahul Lahoti and Suchitra J Y	Individual Wealth Inequality in Karnataka	The International Conference on Public Policy and Management, IIM Bangalore	August 12-14, 2013
VIII-H13	Tara, S Nayana	Infrastructure:Hard and Soft	International Conference on Public Policy and Management, IIM Bangalore	August 12-14, 2013
VIII-H14	Tara, S Nayana	Observations on Implementation of Sakshar Bharat in Three Southern States	International Conference on: Achieving Literacy for All: Effective, Innovative Approaches to Scale Up Literacy, Reduce Gender Disparities and Create a Literate World. Organized by UNESCO, Sakshar Bharat and Institute for Literacy, New Delhi	July 18-20, 2013
VIII-H15	Tara, S Nayana	To Explore Possibilities of Taking up Joint Research Programmes in the Area of Vocational Education and Training	Invited by University of Cologne, Germany	September 9-22, 2013

VIII-I Articles in Conference Proceedings

Sl. No.	Authors	Title of Paper	Details of the Conference Proceedings
VIII-I-1	Malghan, Deepak, V Mehta, S Muddu, and E Kemp-Benedict	The Water Energy Nexus in Urban Water Supply: A Computable Model for Bangalore, India	American Geophysical Union 2013, December, 9-13, 2013
VIII-I-2	Suraj, Anil B	Appreciation of Scientific/Expert Evidence: Professional 'Standard of Care' and 'Due Process'	Paper Presented and Published as part of the Proceedings of Conference on Forensic Civil Engineering, August 23-24, 2013, Bangalore, India

VIII-K Leading Journal Publications

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

VIII-L1 Author Name: **Arnab Mukherji**

Title: Evidence on Community-Driven Development from an Indian Village

Journal Name: *The Journal of Development Studies*

Abstract: This article examines the functioning of a community-driven development (CDD) project that, unlike most CDDs, was set in a homogeneous community, consisted of simple tasks, had a year-long pre-intervention planning period, and maintained records of its decisions. To identify the impacts of the intervention on agricultural outcomes, and on strategies to manage risk, we use a semi-parametric difference-in-difference model that collected retrospective panel data on programme participants and non-participants over multiple seasons. Our findings suggest that the CDD project led to greater exposure to risk and no gains in productivity for the community.

- Listings:
- *Listed as A in ABDC (Australian Business Deans Council)*
 - *Listed in NUS Tier 2 Leading*
 - *Listed as 3 in ABS (Association of Business Schools, UK)*
 - *Listed as 0 in ESS (ESSEC Business School of Paris)*
 - *Listed in Hong Kong Business School List*

VIII-L Awards, Honors, and Achievements

VIII-L1 **Prof. Deepak Malghan** received the Internationally Competitive Visiting Faculty Award, Fung Global Fellowship, Princeton University, 2013.

VIII-N Dissertation Proposal Presentation by FPM Students during 2013–2014

Sl. No.	Name of the Student	Topic	Name of DAC Chairman	Date
VIII-N1	S. Rajeshwaran	Information Asymmetry	Prof. Gopal Naik	January 23, 2014

VIII-O Papers Presented by FPM Students in Conference/Seminar during 2013–2014

Sl. No.	Name of the Student	Co-authors	Title of the Paper	Details of the Conference	Date
VIII-O1	Sneha Thapliyal	Arnab Mukherji, Deepak Malghan	Erosion of Common Pool Land Resources in India: Role of Socio-economic Inequalities	14th Global Conference of the International Association for the Study of Commons, Mt. Fuji, Japan	June 3-7, 2013
VIII-O2	Anjana Dube	Rajalaxmi Kamath	Micro-finance Group Processes: Effect of Threat Perception, Peer Pressure and Joint Liability	Third European Research Conference on Microfinance, Kristiansand, Norway	June 10-12, 2013
VIII-O3	Anjana Dube	Rajalaxmi Kamath	Micro-finance Group Processes: Effect of Threat Perception, Peer Pressure and Joint Liability	CPP 8th International Conference on Public Policy and Management, IIM Bangalore	August 12-14, 2013
VIII-O4	Sneha Thapliyal	Arnab Mukherji, Deepak Malghan	Erosion of Common Pool Land Resources in India: Role of Socio-economic Inequalities	7th Biennial Conference of Indian Society for Ecological Economics (INSEE) on Global Change, Ecosystem and Sustainability, Tezpur	December 5-8, 2013
VIII-O5	Sneha Thapliyal	Arnab Mukherji, Deepak Malghan	Erosion of Common Pool Land Resources in India: Role of Socio-economic Inequalities	9th Annual Conference on Economic Growth and Development at Indian Statistical Institute, New Delhi	December 19-21, 2013

VIII-R FPM Workshops during 2013–2014

Sl. No.	Name of the Student	Title of the Paper Presented	Date
VIII-R1	Rajeshwaran S	Opportunities for Growth of the Indian Dairy Sector	February 5, 2014
VIII-R2	Anjana Dube	Group Processes in Micro-finance: Effect of Joint Liability, Fear of Reprisal and Peer Pressure	February 5, 2014
VIII-R3	Ajit Phadnis	Election Manifestos Presented for Karnataka Assembly Elections 2014	February 12, 2014
VIII-R4	Sneha Thapliyal	Do Inequalities Drive Erosion of Commons? Evidence for a Causal Mechanism from Common Pool Land Resources in India	February 19, 2014

VIII-S Seminars/Conferences/Workshops Organized By CPP at IIMB during 2013–2014

Sl. No.	Details of the Conference/Workshop/Lecture	Dates of Conference
VIII-S1	Workshop on “Balancing Sustainability and Profitability: New Opportunities for a New Era”	April 18, 2013
VIII-S2	Workshop on “Agricultural Marketing Reforms” organized jointly with Department of Agricultural Marketing, KSAMB	May 2, 2013
VIII-S3	VIII Annual International Conference on Public Policy and Management	August 12-14, 2013
VIII-S4	Workshop on Dollar 65	October 11, 2013
VIII-S5	Training Programme for the students of University of Mandalay, Myanmar “The India Experience 2013	November 15-30, 2013
VIII-S6	Seminar on Industry as Faculty - “Making the Industry Institute Partnership Work Better in Collaboration with BCIC	March 19, 2014



NS Raghavan Centre for Entrepreneurial Learning (NSRCEL)

NSRCEL undertakes research on entrepreneurship in the Indian context, as the entrepreneurial challenges in an emerging economy setting are different from those of the developed world. The Centre has eminent academicians and practitioners on its Advisory Council to guide its activities. The activities of NSRCEL are varied and encompass areas such as teaching, research, short-term programs, seminars/panel discussions, entrepreneurship facilitation initiative and the most important of all the incubation facility for entrepreneurs. The center has undertaken several international research projects in the areas of “Global Entrepreneurship Monitor”, “Innovations in the Petroleum Sector”, “Education and Training”, “Technology transfer among the SMEs”, etc.

IX-A Research Projects

IX-A1 Developing Women Entrepreneurship Cases

Project Team: **Suresh Bhagavatula**

Summary: There is a need to develop cases on entrepreneurship within the Indian context, especially on ventures that are established and run by women. These cases can then be taught in a normal entrepreneurship class as well as in a class for nurturing women entrepreneurship. The teaching notes will be developed so that clear instructions will be provided for the usage in these respective classes. In this initiative, I would like to explore using video and develop video cases along with paper cases. These video cases would be useful in EEP (MPEFB/MPWE) sessions where the participants do not prefer reading long paper cases.

Sponsor: IIM Bangalore

Status: Ongoing (September 2013)

IX-A2 Understanding the New Incubation Model–Startup Accelerators – through Organizational Learning and Social Networking Perspectives

Project Team: **Suresh Bhagavatula**

Summary: Since the 1990s, new ventures have become significant sources of innovations, especially in the high technology domains. Their success in developing new technology notwithstanding; these new ventures have a very high rate of business failure. Therefore, there have been attempts by various stakeholders – governmental, academic and private – to nurture these ventures in order to increase their rates of survival and hasten exploitation of technology (Grimaldi and Grandi, 2005). One of the most popular nurturing mechanisms is the incubation model. Here, ventures are supported through a variety of services such as developing business plans, helping build management teams, mentoring, build networks, and provide seed funding. In addition to these services, incubators also provide flexible space, shared facilities and administrative support. Incubation model has been popular and can be found in all parts of the world but has been more popular in Europe and Asia.

Sponsor: IIM Bangalore

Status: Ongoing (September 2013)

IX-A3 Work–Life Balance for Entrepreneurs

Project Team: **Kumar K, Ravi Sarathy and Kim Eddleston**

Summary: The objective of the project is to study and compare the work–life balance issues faced by entrepreneurs across different countries. This is survey-based research carried out

simultaneously in North America, Brazil and Europe. Our project addresses the India part of the study.

Sponsor: NSRCEL

Status: Ongoing (April 2012–December 2015)

IX-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Publication Details
IX-B1	Sarasvathy, Saras, K Kumar, Jeffrey G. York and Bhagavatula, Suresh	An Effectual Approach to International Entrepreneurship: Overlaps, Challenges and Provocative Possibilities	<i>Entrepreneurship Theory and Practice</i>	Vol. 38, Issue. 1, January 2014, Pg: 71-93

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

Sl. No.	Authors	Title of Publication	Publication Details	Year
IX-G1	Kumar K	Feeling Good to Doing Great	Invited article in the magazine of CREDAI (Confederation of Real Estate Developers of India)	April-June 2012-2013

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

Sl. No.	Authors	Title of Paper	Details of the Conference	Dates
IX-H1	Bhagavatula, Suresh	Conducting Social Network Analysis	University of Nottingham, Ningbo Campus, China	May 22, 2013
IX-H2	Bhagavatula, Suresh	The Structure of Content in Multiplex Ties: Exploring the Advantages for Rural Entrepreneurs	Strategic Management Society's Special Conference, Mohali, India	December 17-19, 2013
IX-H3	Gupta, Deepika R, Kumar K and George P, Rejie	Influence of Corporate Governance Mechanisms on Use of IPO Proceeds by Indian Firms	Strategic Management Society Special Conference, Mohali, India	December 17-19, 2013

Sl. No.	Authors	Title of Paper	Details of the Conference	Dates
IX-H4	Kumar K	Ecosystem Dynamics in Bangalore–Evolving Trends in the Panel Discussion on The Emergent Born Global in Bangalore: Pathways for International New Ventures via MNE Networks	AIB India Chapter Conference, IIM Bangalore	April 16, 2013
IX-H5	Kumar K	Ecosystem Dynamics in Bangalore–Evolving Trends in the Panel Discussion on The Emergent Born Global in Bangalore: Pathways for International New Ventures via MNE Networks	Strategic Management Society Special Conference, Mohali, India	December 17-19, 2013
IX-H6	Kumar K	Educating the Next Wave of Leaders and Innovators	Eduniversal World Convention, Bangalore	October 10, 2013
IX-H7	Kumar K	Enabling Start-Up Ecosystem: The Role of Incubators	CII's Ninth India Innovation Summit, Bangalore	August 7-8, 2013
IX-H8	Kumar K	Inaugural Address	Indian Academy Centre for Entrepreneurial Learning, Bangalore	September 27, 2013
IX-H9	Kumar K	The Influence of Firm, Entrepreneur and Family Characteristics on Firm Performance: A Study of Indian Entrepreneurs	University of Nottingham, Ningbo, China	May 22, 2013
IX-H10	Shukla P, Raghunath S, and Bhagavatula, Suresh	Institutions, Firm Heterogeneity and Private Returns to Science: New Evidence from Indian Pharmaceutical Industry	Strategic Management Society's Special Conference, Mohali, India	December 17-19, 2013
IX-H11	Soni, Pavan and Kumar K	Building Capabilities for Radical Innovation in MNC Subsidiaries: A Dual Process Model	Strategic Management Society Special Conference, Mohali, India	December 17-19, 2013

IX-L Awards, Honors, and Achievements

IX-L1 Prof. Kumar K was awarded the Apeejay Surrendra Chair Professorship in Family Business and Entrepreneurship for 3 years effective from August 2013.

Centre for Corporate and Governance and Citizenship (CCGC)

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

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

Sl. No.	Title of Paper	Date
X-1	Paper Presentation Conference on Corporate Governance in collaboration with the National Stock Exchange	June 6, 2013
X-2	A Capacity Building Workshop on “Identifying Elements of Business Responsibility in Pharmaceutical and Private Healthcare Sector in India” was organized by CCGC, in collaboration with CUTS International (Consumer Unity & Trust Society, under the project entitled “Exploring Interplay between Business Regulation and Corporate Conduct in India”.	December 5-6, 2013
X-3	An Outreach Meeting on Rethinking Business Responsibility in the Healthcare and Pharmaceutical sector, in collaboration with Consumer Unity & Trust Society (CUTS) Bangalore (IIM-B), as part of its strategy to publish a final report “Rethinking Business Responsibility in India” under the project “Exploring Interplay between Business Regulation & Corporate Conduct in India”	December 6, 2013
X-4	A seminar on Voluntary Sustainability Standards (VSS) in collaboration with the Centre for Responsible Business New Delhi (CRB). Voluntary Sustainability Standards (VSS) as a mechanism and tools for businesses/industry self-regulation are increasing in use and scope, and standards’ setting as a trend is gaining momentum in India.	December 10, 2013
X-5	The Globethics Global Conference on ‘Equal in an Unequal World: The Value of Values in Responsible Business’ in collaboration with Globethics.net Switzerland.	January 3-5, 2014
X-6	The 10th CCGC Anniversary lecture titled ‘Corporate Behavior Cannot Be What It Used To Be’ was delivered by Judge and Professor Mervyn King of South Africa, an internationally recognized expert on corporate governance and sustainability.	January 6, 2014

X-II Working Papers on Corporate Governance in Collaboration with the National Stock Exchange

Sl. No.	Title of Paper	Authors
X-1	An Analysis of Related Party Transactions in India	Padmini Srinivasan
X-2	Executive Compensation	N Balasubramanian, Samir Barua and D Karthik
X-3	Sustainability Reporting in India	Jose P D
X-4	Women Directors on Corporate Boards in India	Vasanthi Srinivasan and Rejie George P

Centre for Software and IT Management (CSITM)

*T*he Centre for Software and Information Technology Management (CSITM) at IIM Bangalore consolidates research, consulting, teaching and training efforts on management issues concerning the Indian and global software industry, while fostering close links with the software industry. The software industry is characterized by swift and continual changes. Individuals and organizations have to be able to learn, change and adapt constantly or risk obsolescence. The Centre through its research programs and other academic activities sustains the leading edge character of the institute's long and short duration programs for the IT industry.

XI-A Research Projects

XI-A1 Product Roadmap Strategies for Software Startup Firms Using Versioning

Project Team: Ishwar Murthy and Giri Kumar Tayi (University of Albany-SUNY, New York)

Summary: Introduction of versions is an important element in any software product development strategy. Versioning allows the startup companies to learn better about the needs of the customer and therefore appropriately modify the product. So, a key challenge facing the startup company is to determine the optimal time to introduce a version of its software product. To devise a strategy for learning about the true level of consumer response, as well as to counter the response of competitors to the startup firm's upgrade, we develop and present two dynamic programming models: one that models learning alone and other that incorporates competitor response as well. We use this model to gain managerial insights on factors that impact the firm's bottom line in introducing product upgrades. We also wish to characterize the 'optimal' strategy. The interesting questions are: (1) When does the firm stop learning about the market via versioning? and (2) When does the firm start cashing in based on what it has learnt? We hope to answer these questions using the two dynamic programming models developed. Finally, we wish to validate our findings with real life data on software products that have been launched by startups in the past.

Sponsor: CSITM

Status: Ongoing (2014–2015)

XI-A2 Understanding How Types of Knowledge, Relational Factors and Vendor Characteristics Impact the Evaluation and Control of Outsourcing Relationships in the BPO Industry.

Project Team: Abhoy K Ojha and Shanti Gopala Krishnan (School of Management, NJIT, NJ)

Summary: Studies that have examined the outsourcing relationships have largely analyzed it from the client's perspective (Rai, Maruping & Venkatesh, 2009; Rai, Keil, Hornyak, Weilmuller, 2012). Here, the plan is to survey vendors to understand the evolution of the relationship from their perspective and examine how vendors perceive the structural mechanisms and the processes that are in place. The focus of this study is on vendors in the IT/BPO section in India. We analyze vendor–client relationships in terms of longevity of relationships, the structural and process mechanisms in place and the types of knowledge contained in the work that the vendor firms perform for the client. We attempt to identify the impact of these factors on the governance mechanisms chosen to manage the relationship, the overall performance of the alliance in terms of partner satisfaction, growth in revenues and profitability for the vendor.

Sponsor: CSITM

Status: Ongoing (2013)

XI-A3 Social Media, Big Data and Innovation

Project Team: Pratyush Bharati (Fulbright Senior Researcher and Visiting Professor at IIM Bangalore and Associate Professor, Management Science and Information Systems, University of Massachusetts, Boston) and **Narendra M Agrawal**

Summary: The research project focuses on understanding the impact of social media and big data on knowledge creation and innovations. The project looks at internal and external innovations. The study also strives to understand the intervening variable which facilitates linking innovation through social media. A combination of case method and in-depth interviews is being used for the research project.

Sponsor: CSITM

Status: Ongoing (2014)

XI-A4 Business Models and Strategies for Cloud Computing – Work Study Group

Project Team: **S Raghunath**, Susan Philipose, Nidhi Ravindra and CCICI team

Summary: Cloud computing adoption rates are picking up. However, there is not much clarity on business models and strategies related to cloud computing. A work group has been created at IIMB to study the best practices in this area to ease out cloud adoption in India and publish a white paper in this regard. This project is an initiative of the Cloud Computing Innovation Council of India (CCICI).

Sponsor: CSITM

Status: Ongoing (2014)

XI-H Seminars/Conferences/Workshops Organized by CSITM

XI-H1 CITM Annual Conference – May 25, 2013

The annual conference focused on the challenges of managing growth in the Indian IT industry. It also examined the human challenges being experienced by the Indian IT industry. The conference was attended by about 150 participants. The panel on ‘Challenges of Managing Growth in IT Industry’ was anchored by Prof. Narendra M Agrawal. The second panel on ‘Human Challenges and Learning Needs of Indian IT Industry’ was anchored by Prof. Sourav Mukherji.

XI-H2 Global Supply Chain Strategy in India – November 23, 2013

The conference was a joint initiative of the EADS-SMI Endowed Chair for Sourcing and Supply Management, Supply Chain Management Center and CSITM. This one-day forum on Global Supply Chain Strategy in India was conducted on Saturday, November 23, 2013 in collaboration with the Wharton School, University of Pennsylvania, USA and Massachusetts Institute of Technology (MIT), USA. The forum tried to explore the trends and practices in global supply chains, drivers behind those strategy decisions and building a sustainable ecosystem.

XI-H3 Social Media, Big Data and Innovation – March 15, 2014

The conference was organized in collaboration with K-Community, NASSCOM, NHRD Network Bangalore Chapter and PGSEM participants. It was jointly organized by Prof. N M Agrawal and Prof. Pratyush Bharati from University of Massachusetts, Boston. The conference was attended by about 200 participants..

XI-H4 IFIP 8.6: Grand Successes and Failures in IT – June 2013

The aim of this conference was to move forward the understanding of the success and failure of technology-based innovation and on the factors influencing the uptake of research knowledge in the practitioner community.

XI-H5 Career Transition: Challenges and Opportunities – February 15, 2014

The panel discussion was organized by PGSEM participants. The objective of the seminar was to invite the PGSEM alumni to provide guidance on career transition for PGSEM students. Alumni panel consisted of Haragopal M, Senior VP, Global head of Finacle @ Infosys; Anup Uppadhayay, Senior VP & Head – Business IT Services for Financial Services at Infosys and Ashish Sinha, Founder – NextBigWhat.com. The alumni members shared their valuable experience and guidance with PGSEMers.

XII

Supply Chain Management Centre

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

XII-E Working Papers

Sl. No.	Author	Title	IIMB Working Paper No.
1	Sanjay Bhushan and Devanath Tirupati	System Dynamics Investigation of Capacity Building by Humanitarian Supply Chain in Disaster Prone Eco-Communities of India	416
2	Sanjay Bhushan, Devanath Tirupati and D. N. Suresh	System Dynamics Modeling Based Analysis to Combat Counterfeit Drugs Supply Chain in India	417

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

XII-H1 Global Supply Chain Strategy in India

The One-day Forum on “Global Supply Chain Strategy in India” jointly organized by EADS-SMI Endowed Chair for Sourcing and Supply Management, Supply Chain Management Centre (SCMC), and Center for Software and IT Management (CSITM), IIMB in collaboration with the Wharton School, University of Pennsylvania, USA and Massachusetts Institute of Technology (MIT), USA was held on November 23, 2013 at IIM Bangalore. The Forum comprised about 200 participants which included industry leaders from India and abroad articulating their point of view. Professionals from several leading organizations such as AIR Works India, Amazon, Dell, HP, IBM, Tech Mahindra, TCS, UTC Aerospace systems, Oracle India Pvt Ltd, and JDA Software participated in the forum.

XII-H2 Corporate Partner Relations

Corporate Sponsors Best Practices Exchange was jointly organized by Supply Chain Management Centre, EADS Chair and Supply Chain Professional Council, a professional network of SCM professionals in and around Bangalore on February 21, 2014 at IIMB for sharing Unique Supply Chain Management Processes, Best Practices & Problems. The Best Practice Presentations were followed by a Panel Discussion “Enhancing Contribution of Supply Chain Management” by a panel of senior executives. The audience included about 180 SCM professionals from several leading organizations in and around Bangalore and students of IIMB.

XII-H3 Dr. D N Suresh (CEO of Supply Chain Centre) attended the Following Events:

- Supply Chain Practitioners’ Council Meeting at Dell on August 23, 2013.
- NASSCOM Industry Conference BANGALORE ITE.BIZ 2013 on October 22-24, 2013.
- Delivered Invited Talk on “Research in Supply Chain Management and Opportunities to Enhance Professional Skills” at IIMM monthly lecture program on Friday, July 26, 2013
- Delivered Keynote Talk at the Conference on “Driving Business Performance through Supply Chain Management” held on December 20, 2013 at CII-Mysore.
- Delivered Keynote Talk at the National Convention & Supply Chain & Logistics Exposition (NATCOM–SCALE) of Indian Institute of Materials Management (IIMM) on December 27, 2013 on “Creating a Winning Organization through Supply Chain Excellence”.

XII-H4 Visitors to SCM Centre

From	Name	Designation	Purpose	Date
Bosch	Kumar	General Manager, Commercial, Bosch Auto Electronics	Invited Talk “SCM at Bosch Auto Electronics” Article for SCMC Digest	February 26 & October 23, 2013
TEConnectivity Accenture WIPRO	Sanjay Handu Srikant J Rao Harsha Kestur	Managing Director MD – Procurement General Manager	Panel Discussion at EEP “Procurement Challenges in India” for EADS	May 30, 2013
L&T	U. Vittal Mallya	Country Manager–China	Invited Talk “Doing Business in China”	July 16, 2013
Accenture	H N Subba Rao	Ex-Project Director of Mahindra Scorpio	Discussion on Student Project	July 25, 2013
BPCL	Sathiyarayanan V Khobragade	Manager SCO, BPCL Manager, SCO, BPCL	Discussion on Student Project “Refinery LP Formulation”	September 11, 2013
BPCL	Sanjay Bhargava Kiran Varhade Gopalakrishnan	DGM, SCO Sr. Manager, SCO Sr. Manager, SCO	Discussion on Student Project “Oil Procurement”	October 17-18, 2013
Titan Industries	J Murali	GM - Supply Chain and Logistics	Invited Talk on “Sales and Operations Planning”	October 29, 2013
Titan Industries	R Rajagopalan,	GM & Head ISCM, Watches & Accessories	Panel Discussion “Global Supply Chain Strategy”	November 23, 2013

Data Centre and Analytics Lab (DCAL)

*D*ata Center Analytics Lab (DCAL) at the Indian Institute of Management Bangalore (IIMB) represents IIMB's guiding principle: Excellence in education comes through high-quality research. In its short history, ever since DCAL was founded in October 2012, it has remained true to IIMB's original vision of a Centre of Excellence. Research with a focus on topics related to Business Intelligence and Analytics has remained its core activity. The center strives to provide services, support, and avenue for analytics research design and experimentation in data-intensive sciences. The center has published several case studies and articles in international journals. It has organized Analytics conferences, knowledge dissemination workshops and has focused in training next generation professionals in Analytics and Big Data.

XIII-H Conferences/Workshops Organized by DCAL

XIII-H1 International Conference on Business Intelligence and Analytics was held at IIMB campus on December 11-13, 2013

The aim of the conference was to create a platform and facilitate knowledge sharing on advanced data analysis, business analytics and business intelligence for distinguished academicians, practitioners and researchers. The inaugural conference was a huge success with an active participation by 400+ participants from academia and industry.

XIII-H2 Big Data & Hadoop 2013-14

Introduction to big data; sources of big data; big data technologies: Hadoop distributed file system.

XIII-H3 Programming with R 2013-14

Hands-on workshop to demonstrate the fundamental steps in data analysis, manage and transform data

XIII-H4 Bayesian Networks 2013-14

Introduction to Bayesian statistics and application to a specific context

XIII-H5 Data Visualization with Qlikview 2013-14

Create a data story with powerful visualization techniques using Qlikview

XIII Academic Collaborations & Partnerships

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

- Department of Census Operations, India (DCO) has partnered with DCAL to form a Census Studies Laboratory. Approved researchers can access and analyze otherwise unavailable microdata collected by the Census Bureau.
- SAS Institute, Qlikview Inc. and Tableau Software are DCAL's academic and research partners. They have generously provided state-of-the-art data visualization, decision modeling and optimization tools for DCAL's researchers.
- Asia Connect Center University of St. Gallen has signed a Memorandum of Understanding (MoU) to facilitate joint research and publication by faculty, researchers at both institutions in areas of mutual interest.
- DCAL is part of the Teradata University Network: a web-based portal that provides teaching and learning tools used by more than 45,000 students around the world.

Seminars/Conferences/ Workshops/ Panel Discussions, etc. Organized by IIM Bangalore

*D*uring the academic year 2013–2014, IIMB undertook the initiative to organize and host several important conferences, seminars, workshops, panel discussions, etc. Details of some of the events are given here.

XIV-1 Academy of International Business–India Chapter Annual Conference held at IIMB

IIMB hosted the ‘The Academy of International Business (AIB) India Chapter Conference’ from April 15-17, 2014. The three-day conference with a central theme of ‘International Business: The Emerging Economies Context’ brought together scholars from multiple disciplines and countries to understand and examine international business in the context of emerging economies. The event saw the participation of academics, business scholars, students and representatives from 72 institutions across 6 countries. A doctoral consortium where PhD students in international business were given a chance to interact and receive high quality feedback on their research works from experienced research scholars in international business was the highlight of the conference.

XIV-2 IFIP WG 8.6 International Conference

The 2013 Conference of the International Federation for Information Processing Working Group 8.6 (IFIP WG 8.6) was organized from June 27-29, 2013 at IIMB. The theme of the conference was ‘Grand Successes and Failures in IT: Private and Public Sectors’.

XIV-3 IIMB hosted International Conference on ‘Hard and Soft Infrastructure’, August 12-14, 2013 and Policy Hackathon, August 10-12, 2013

The Centre for Public Policy (CPP), IIMB, organized its Eighth Annual International Conference on Public Policy and Management from August 12-14, 2013 and the Second Policy Hackathon

from August 10-11, 2013. Themed 'Infrastructure: Hard and Soft', the conference attracted over 95 research papers being presented by academicians, policy makers, bureaucrats, NGOs, members of parliaments, etc., from across India and the US, Britain, Europe, Africa, Afghanistan and Iran. In addition to this, there were four roundtable discussions on creating a world-class infrastructure, a key priority and a necessary condition for sustaining growth in the economy.

XIV-4 IIMB hosted 6th Eduniversal World Convention

IIMB hosted the sixth edition of the Eduniversal World Convention 2013 from October 9-12, 2013. The four-day convention provided a unique opportunity to exchange knowledge with participants from every corner of the world. The convention brought together deans, business educators, academics and professionals in the field of education. It provided an opportunity to interact and exchange views with academics and administrators from all over the world, discuss how business, government and society are engaging to move this historical civilization of India towards development and growth, and savor its multicultural heritage.

XIV-5 Global Ethics Forum 2014

IIMB hosted the Global Ethics Forum 2014 from January 3-5, 2014 at the Institute. The topic of the conference was 'Equal in an Unequal World – The Value of Values in Responsible Business'. The forum focused on showcasing best practices in ethical business and corporate responsibility, promoting values in responsible leadership and their role in addressing inequality to transform business and society. It was organized by Globethics.net in collaboration with the Centre for Corporate Governance and Citizenship, IIMB, and the Centre for International Business Ethics (CIBE), China.

XIV-6 Arts Management Conclave at IIMB

IIMB organized the Arts Management Conclave at IIMB on March 22 and 23, 2014. The two-day conclave was hosted by IIMB, Ministry of Culture, Government of India, and Bangalore Little Theatre (BLT) Foundation. As a part of the conclave, Bangalore Little Theatre presented a play titled '*The Prophet and the Poet*', a play based on letters and articles exchanged between Rabindranath Tagore and Mahatma Gandhi over a period of 25 years, with the Indian freedom struggle as the backdrop, at the IIMB Auditorium on Friday (March 22) evening.

XIV-7 IIMB hosts round table on Agri-Business Banking in India

Centre for Public Policy, IIMB, in collaboration with ACCESS Development Services, New Delhi, organized a roundtable discussion on Agri-Business Banking in India at IIMB on April 5, 2014. The discussion covered current opportunities and challenges faced by agri-business banking in India and exchange of ideas on innovative financial products in meeting agri-financing needs. It also included how to pilot new financial products for start-ups and customize the existing products

and practices. The day-long discussion saw participation from agri-banking organizations such as NABARD, IFHD, and Basix.

XIV-8 NASSCOM Workshop

IIMB organized the CSITM-NASSCOM Workshop on 'CSR: Rules, Legal Implications and Opportunities' on May 13, 2014

XIV-9 National Workshop on Macro Policy Environment, IPRs and Competition Policy

IIMB organized the national workshop on 'Macro Policy Environment, IPRs and Competition Policy' on February 17 and 18, 2014. The workshop has also organized Research Scholars Colloquium and IIMB's Fellow Programme in Management (FPM) students presented their papers.

XIV-10 Panel Discussion on 'Gold and India'

Indian Institute of Management Bangalore (IIMB) hosted a panel meet on 'Gold and India' on January 24, 2014. The panel analyzed how gold can be mobilized and monetized for the benefit of the Indian economy.

XIV-11 IMR Doctoral Conference 2013

IIMB Management Review (IMR) jointly with Fellow program in Management (FPM) office organized the Fifth Annual Doctoral Students Conference (IMRDC) in Management Studies on December 13 and 14, 2013. Award winners include Abdul Quadir of the Indian Statistical Institute, New Delhi, for the paper "Mechanism Design over Matroids", Arnab Bhattacharya of IIM Calcutta for the paper "Role of Retail Investor Participation in Developing Secondary Market Liquidity for Indian IPOs, Divya Upadhyay of IIMB for the paper "A Construal Level Perspective of Conflict Management Style" and Soham Sahoo of the Indian Statistical Institute, New Delhi for the paper "Female Labour Force Participation and Child Education in India: Evidence from the National Rural Employment Guarantee Scheme".

Guest Seminar Speakers



Prof. Utpal
Bhattacharya



Prof. Sudheer
Chava



Prof. Murugappa
Krishan



Prof. Avaniidhar
Subrahmanyam



Prof. Rajesh
Aggarwal



Prof. Vivek
Moorthy



Prof. KR
Subramanyam



Prof. Ana Marques



Prof. Partha
Mohanram



Prof. Milind Sohoni



Prof. N R
Bhanumurthy



Prof. Amlan Mitra



Prof. Rajeeva
Karandikar



Prof. Aadhaar
Chaturvedi



Dr. Masayuki
Kondo



Prof. Abhay
Abhyankar



Prof. Harry
Garretsen



Prof. Santosh
Mahapatra



Prof. S. Ramakrishna
Velamuri



Prof. Bas Karreman



Prof. Suman
Banerjee



Prof. Aniruddha
Bagchi



Prof. Carol Hee



Prof. Saif Benjaafar



Prof. Joshua Felman



Prof. Philippe
Monin



Prof. Jayanth
Jayaram



Prof. Raghavendra
Rau



Prof. Rakesh
Sambharya



Prof. Zinat Alam



Prof. Rituparna Sen



Prof. A V
Muthukrishnan



Prof. Anna Lamin



Prof. H.R.Rao



Prof. Prithwiraj
Choudhury



Prof. Deepak Hegde



Prof. Mausumi Das



Prof. Kiranmoy Das

IIMB Research Seminar Series

The Research and Publications (R&P) team at IIMB organizes regular research seminars, in which scholars from various national and international management schools and centers of excellence are invited to present their on-going or recently completed research. The audience mainly comprises the faculty and doctoral students providing enthusiastic and intellectual discussions on research topics. Details of the research seminars during the academic year 2013–2014 are provided here.

Sl. No.	Speaker Name and Institution	Institution Affiliated	Title of the Talk	Date
XV-1	Prof. Utpal Bhattacharya	Kelley School of Business, Indiana University	The Dark Side of ETFs and Index Funds	June 28, 2013
XV-2	Prof. Karthik Balakrishnan	The Wharton School, University of Pennsylvania	Product Market Competition and Financial Accounting Misreporting	July 3, 2013
XV-3	Prof. Sudheer Chava	Georgia Tech University, Georgia	Control Rights and Creditors' Simultaneous Equity Holdings	July 12, 2013
XV-4	Prof. Murugappa Krishan	Yeshiva University, NYC	A Simple Measure of Liquidity, with Estimates From India's National Stock Exchange	July 17, 2013
XV-5	Prof. Avanidhar Subrahmanyam	UCLA Anderson Graduate School of Management, California	Financial Market Shocks and the Macroeconomy	July 18, 2013
XV-6	Prof. Rajesh Aggarwal	University of Minnesota, Minneapolis	Unrelated Acquisitions	July 19, 2013
XV-7	Prof. Vivek Moorthy	IIM Bangalore	Understanding India's Stagflation: A Labour Supply Approach	July 26, 2013
XV-8	Prof. KR Subramanyam	Marshall School of Business, University of Southern California	Affiliated Banker on Board and Conservative Accounting	August 2, 2013
XV-9	Prof. Ana Marques	Nova School of Business and Economics, Lisboa, Portugal	Impression Management and Non-GAAP Disclosure in Earnings Announcements	August 16, 2013

Sl. No.	Speaker Name and Institution	Institution Affiliated	Title of the Talk	Date
XV-10	Prof. Partha Mohanram	The University of Toronto, Ontario, Canada	Doing a PhD in Accounting or Finance in the US	August 21, 2013
XV-11	Prof. Milind Sohoni	Indian School of Business, Hyderabad	Optimal Decentralization of Early Infant Diagnosis of HIV in Resource-Limited Settings	September 25, 2013
XV-12	Prof. N R Bhanumurthy	National Institute of Public Finance and Policy, New Delhi	Fiscal-Monetary Nexus in the Context of Growth Revival	September 25, 2013
XV-13	Prof. Amlan Mitra	Purdue University, Calumet	Sustainability Practices and Challenges in US Business Schools	September 27, 2013
XV-14	Prof. Rajeeva Karandikar	Director, Chennai Mathematical Institute, Chennai	Opinion Polls in the Context of Indian Parliamentary Democracy	September 27, 2013
XV-15	Prof. Aadhaar Chaturvedi	University of Namur, Belgium	Split-award Auctions: Insights from Theory and Experiments	November 11, 2013
XV-16	Dr. Masayuki Kondo	Senior Researcher from Japan	Creating Value from Technology – The Case of Japan	November 8, 2013
XV-17	Prof. Abhay Abhyankar	University of Exeter, UK	Dividend Growth Predictability: Isn't IT there?	November 29, 2013
XV-18	Prof. Harry Garretsen	University of Groningen, Netherlands	The Geography of Economic Development: Urban and Regional Implications for Emerging Economies	November 29, 2013
XV-19	Prof. Santosh Mahapatra	Clarkson Univ, NY	Sustainability and Business: Complements or Trade-offs?	December 3, 2013
XV-20	Prof. S. Ramakrishna Velamuri	China Europe International Business School, Shanghai	Seizing the Ethical High Ground: Ethical Reputation Building in Corrupt Environments	December 6, 2013
XV-21	Prof. Bas Karreman	Erasmus University, Rotterdam	Regional First Mover Advantages, Drug Distribution, and Retail Unionization: Evidence from the Indian Pharmaceutical Market	December 12, 2013
XV-22	Prof. Suman Banerjee	Nanyang Business School, Singapore	Destabilizing Commodity Market Speculation	December 16, 2013
XV-23	Prof. Aniruddha Bagchi	Kennesaw State University, Georgia	Information Gathering and the Optimal Standard of the C-TPAT Program in Port Security	December 17, 2013
XV-24	Prof. Carol Hee	University of North Carolina, Chapel Hill	The European versus American Perspectives on Social Entrepreneurship	December 18, 2013
XV-25	Prof. Saif Benjaafar	Singapore University of Technology and Design and University of Minnesota	On the Effectiveness of Emission Penalties in Decentralized Supply Chains	December 19, 2013

Sl. No.	Speaker Name and Institution	Institution Affiliated	Title of the Talk	Date
XV-26	Prof. Joshua Felman	International Monetary Fund, (IMF), New Delhi	Is the BRICS' Party Over?	December 19, 2013
XV-27	Prof. Philippe Monin	Emlyon Business School, France	Publishing Qualitative Research. Some Thoughts on the 'Gioia' Methodology and Underlying Normalization Process	December 20, 2013
XV-28	Prof. Jayanth Jayaram	Darla Moore School of Business, University of South Carolina, Columbia	Antecedents and Consequences of Product Variety on New Venture Performance	December 27, 2013
XV-29	Prof. Raghavendra Rau	Judge Business School, University of Cambridge, UK	Limited Attention, Horizon Effects, and the Uninformative Persuasion of Mutual Fund Investors	December 27, 2013
XV-30	Prof. Rakesh Sambharya	Rutgers School of Business, Camden, New Jersey	Renewing Dynamic Capabilities Globally: An Empirical Study of the World's Largest MNCs	January 3, 2014
XV-31	Prof. Zinat Alam	Florida Atlantic University, Florida	Board Structure Mandates, Director Location and Monitoring	January 8, 2014
XV-32	Prof. Rituparna Sen	Indian Statistical Institute, Chennai	Testing Contagion in Financial Time Series	January 9, 2014
XV-33	Prof. A V Muthukrishnan	Hong Kong University of Science and Technology, Hong Kong	Behavioral Research in Marketing and Experimental Designs	January 10, 2014
XV-34	Prof. Anna Lamin	Northeastern University, Boston	R&D Investment Dynamics in Agglomerations under Weak Appropriability Regimes: Evidence from Indian R&D Labs	January 17, 2014
XV-35	Prof. H.R.Rao	State University of New York (SUNY) at Buffalo, USA	Beyond Confidentiality, Integrity, Availability - Social and Behavioral Approaches to Information Assurance	January 17, 2014
XV-36	Prof. Prithwiraj Choudhury	Harvard Business School, Boston	The Role of Firms in Fostering within Country Migration Evidence from a Natural Experiment in India	January 22, 2014
XV-37	Prof. Deepak Hegde	Stern School of Business, New York University, NYC	Entrepreneurship – New Theory and Evidence	February 14, 2014
XV-38	Prof. Mausumi Das	Delhi School of Economics, New Delhi	Education and Development: Moving beyond Labour Productivity	March 21, 2014
XV-39	Prof. Kiranmoy Das	Presidency University, Kolkata	A Semiparametric Approach to Simultaneous Covariance Estimation for Bivariate Sparse Longitudinal Data	March 24, 2014



Author Index

- Agrawal, Narendra M, 84, 87, 145-146
- Anshuman, V Ravi, 54, 58-59, 62
- Bandi, Rajendra, 110-111, 118
- Basu, Sankarshan, 56, 59
- Bhagavatula, Suresh, 21, 138-140,
- Bhalla, Manaswini, 32
- Bhattacharyya, Malay, 111
- Chanda, Rupa, 33-38, 43-45, 49
- Chandrashekar S, 16
- Chatterjee, Chirantan, 14, 17-19, 24-25
- Damodaran A, 30, 38, 43-45, 49
- Das, Shubhabrata, 108, 110, 112
- De' Rahul, 107-108, 110-112, 120
- Dhasmana, Anubha, 37-38, 45
- Garg, Pranav, 19
- George P, Rejie, 11, 17-18, 23-24, 26, 83, 142
- Ghosh, Pulak, 109, 111, 117-119, 130
- Gupta, Seema, 10, 67-68, 73
- Jayadev M, 58-59, 61, 63
- Jha, Mithileshwar, 17, 74, 84, 92
- Jose P D, 18-19, 21, 24, 50, 142
- Kale, Jayant R, 11, 54, 56, 60-61, 106
- Kamath, Rajalaxmi, 123, 134
- Kanagal N B, 68
- Krishnan, Rishiksha T, 10, 18, 22, 24-25, 27
- Kulkarni, Mukta, 12, 81, 84-85, 87-88, 91-93
- Kumar K, 25, 138-140
- Kumar R, Ravi, 85
- Kumar, S Ramesh, 10, 69, 72, 74
- Lyndem, Preeti Krishnan, 68
- Mahadevan B, 97-100, 103
- Mahajan, Siddharth, 97
- Malghan, Deepak, 16, 124, 128-129, 132-134
- Manimala, J Mathew, 80-82, 85-86
- Mishra, Ashis, 66, 68-69
- Moorthi, Y L R, 69, 71
- Moorthy, Vivek, 35, 39, 45, 155
- Mukherjee, Kanchan, 11, 13, 38, 49, 78, 81, 83, 90, 93
- Mukherji, Arnab, 11, 122-123, 128, 130-131, 133-134
- Mukherji, Sourav, 9-10, 79, 86-90, 92, 96, 101, 145
- Mulky, Avinash G, 68-71
- Murthy L S, 81, 98
- Murthy, Rajluxmi V, 110
- Murthy, Ishwar, 111, 144
- Murthy, Shashidhar, 59, 62, 108, 119
- Nagadevara V, 70, 84, 92, 110-111,
- Naik, Gopal, 31, 36, 38, 41, 44-46, 49, 83, 133

- Narayanaswamy R, 57, 60
- Narayanswamy, Ramnath, 32, 36, 40, 46
- Ojha, Abhoy K, 9, 78, 81, 87-89, 119, 144
- Panchapagesan, Venkatesh, 60, 62, 53-54, 106
- Patibandla, Murali, 17-19, 24
- Prabhu, Ganesh N, 19-20
- Prakhya, Srinivas, 68, 70, 74
- Prasad L, 87
- Raghunath S, 21, 24, 140, 145
- Ramachandran J, 11, 17, 20, 23-24, 68
- Rangan, Srinivasan, 5, 55, 60, 62
- Ranganathan, Ramya, 81, 83, 87
- Sabarinathan G, 57
- Sapra, Amar, 11-12, 109, 115-116, 118
- Saranga, Haritha, 9, 96-97, 100-101
- Sarasvathy, Saras, 139
- Sastry, Trilochan, 109-111, 118
- Seshadri DVR, 9, 71
- Shainesh G, 66-71, 74-75
- Singh, Charan, 30-31, 38-44, 46-48
- Singh, Ramadhar, 78, 83, 87-88, 91-92
- Sinha, Deepak Kumar, 16
- Srinivasan R (CSP), 16-17, 20-21
- Srinivasan, Padmini, 16, 52, 55, 60-62, 142
- Srinivasan, Raghavan, 57
- Srinivasan, Vasanthi, 15, 18, 24, 17, 81, 83-84, 86, 88, 92, 98, 140
- Sriram, M S, 128-130
- Subramanian, Chetan, 30, 37, 48
- Sundar, D Krishna, 97-98, 100
- Suraj, Anil B, 122, 131-132
- Swaminathan, Hema, 122, 124, 128-132
- Tara S, Nayana, 125-127, 132
- Thampy, Ashok, 52, 61
- Tirupati, Devanath, 98, 147
- Tripathi, Ritu, 79, 88, 92
- Tripathy, Anshuman, 11, 96, 98, 100-101
- U Dinesh Kumar, 9-10, 15, 18, 24, 106, 109, 112-115, 118-119
- Vaidyanathan R, 53, 56-58, 61-62
- Venkatagiri, Shankar, 112

Subject Index

3D Printing at Imaginarium, 96
1920 Evil Returns, 10

A

A Behavioral Investigation, 30
A Case of Universal Pension, 40
A Case Study of Wipro Ltd, 83
A Conceptual Framework, 81
A Conceptual Model for Retail Productivity, 68
A Contextual Analysis of Indian Firms, 11
Advancing Sustainability Research and Education in India, 15
Advantages & TRIPS, 19
Affordable Housing, 60
A Fresh Start for Microfinance, 129
Ageing in India, 38
Agricultural Growth, 31
Akshaya Patra Foundation, 97
Amma Explaining Karma, 39
Analysis of Annual Reports, 12
Analyzing Recent Inflation, 35
Angel Networks in an Emerging Economy, 57
A Non-Parametric Model, 12
A psychological perspective for the Asia Pacific, 82
A Semiparametric Bayesian, 12
A Separate Debt Management Office, 38
A Study in Indian Context, 17

A Study on the Impact of Liquidity Risk, 59
Asymmetric U-Shaped Relationship, 36
Autonomy and Employee Motivation, 79

B

Bayesian Quantile Regression, 109
Be Immersed in Purity, 39
Being Alert in Life, 99
Big Data Analytics in Public Health, 100
Biodiversity Conservation NBA India, 30
Biodiversity Financing for Implementing, 30
Birds of a Feather Flock, 87
Black Money and Tax Havens, 53
BOP Business Model, 86
Breaking Barriers, 9

C

Capital in Health Services, 37
Case Method of Learning, 20
Case of Agricultural Statistics in India, 36
Caste as Social Capital, 56
Central Parking Services, 10
Challenge of Relocating Urban Slums, 38
Challenges Facing Indian Economy, 47

Challenges for Indian Banks, 58
Challenges for Regional Integration, 33
Changes in Organizational and Professional, 88
Chit Funds Explained: Facts vs. Fiction, 57
Citizen-Centric Urban Governance, 122
CoCubes.com, 9
Common Mistakes in Business Plans, 19
Comparative Study of FDI Policies, 45
Competing Methodological Approaches, 86
Context for Meaningful Work, 93
Corporate Bond Markets in India, 38
Crime against Woman and Punishment Goals, 83
Crocins or Paracetamol, 17
Crop Inventory & Updation, 44
Customer Engagement, 67

D

Dealing with Tax Havens, 57
Decision Making Dilemmas in Life, 99
Decongesting India's Transportation Networks, 78
Default Correlations, 108
Demographic Changes, 44

- Depressed Indian Economy, 41
 Developing a Smallholder Ecosystem, 17
 Developing a Steady Mind, 99
 Developing Women Entrepreneurship Cases, 138
 Development of Financial Markets and Systems, 59
 Development of Municipal Finance Database, 124
 Digital Media in Real Estate, 60
 Distributed leadership at Google, 81
 Distribution Challenges and Workable Solutions, 69
 Divergence and Convergence, 19
 Dosa King, 10
 Driven Development, 11
 Driven Development from an Indian Village, 128
 Drivers of Retailers' Sales, 70
- E**
 Economic Efficiency, 20
 Economic Growth and Female Labour Force, 129
 Economic Impact of FOSS in Government, 107
 Economics and Intellectual Property, 38
 Economics of Food Security, 41
 Effective Business Planning for Entrepreneurs, 20
 Emerging Technologies, 59
 Endogenous Stochastic Volatility, 59
 Entrepreneurship, 82
 Entrepreneurship Facilitation in BRIC Countries, 80
 EU Migration, 34
- Executive Compensation, 142
 Experiments in Career Reinvention, 81
 Exploring the Advantages for Rural Entrepreneurs, 139
- F**
 Faith and Belief, 39
 Feeling Good to Doing Great, 139
 Financial Fragility, 37
 Financial Service Adoption in South Africa, 97
 Fixing Monetary Policy, 41
 Foreign Direct Investment, 17
 Foreword, 69
 Frugal Innovation, 27
 Fuzzy Optimization Approach, 109
- G**
 GARP Research Fellowship, 52
 Gender Asset Gap Project, 124
 Getting Value out of Innovation, 18
 Girls Interrupted, 41
 Globalization of Services, 36
 Global Product Development Organizations, 98
 Groundwater Impacts of Water Consumption Patterns, 128
 Gurukuls for Entrepreneurial Aspirants, 19
- H**
 Handelsbanken, 52
 Health Equity Implications, 33
 Health Insurance & Its Role, 18
 Heaven and Hell Are Not Physical, 39
- High Impact Leadership, 87
 Himalaya Shampoo, 10
 Holistic Business Education, 60
 Hospitality in Hospitals, 10
 Housing Market in India, 38
 How Do Similar Attitudes Determine Attraction, 87
 How McDonald's Prospers, 68
- I**
 IMF's New Prescriptions, 41
 Impact of Algorithmic Trading, 54
 Impact of Emerging Markets, 59
 Impact of Financial Inclusion, 31
 Impact of Foreign Banks, 39
 Impact of Fuzziness, 110
 Inclusive Business Models, 86
 Indian Capital Market, 56
 Indian Firms, 15
 Indian Health Care Industry, 67
 Indian Hi-Tech Firms, 93
 Indian Mutual Fund Returns, 106
 Indian Mutual Funds, 53
 Indian Pharmaceutical Industry, 18
 Indian Spirituality, 32
 Indian Stock Indices, 63
 India–Portugal Relations, 43
 India's Free Trade Agreements, 33
 India's Legal and Accountancy, 35
 India's National Solar Mission Benchmarks, 128
 India Uninc, 56
 Individual Malnutrition, 123
 Inflation Targeting, 41
 Inflation Targeting in India, 39
 Influence of ERP Systems, 97
 Information and Public Service, 46

Innovation in the Indian IT Industry, 27

Innovative Business Models in Healthcare, 97

Inspirational Leadership, 98

Institutional Determinants of Firm Behaviour, 16

Institutional Trading Strategies, 59

International Entrepreneurship, 139

International Symposia, 37

J

Joint Inventory and Pricing Decisions, 12, 109

K

Knowledge Sharing in Repository, 110

L

Labour Market, 36

Leading in Troubled Times, 83

Leading Multinational Subsidiaries, 20

Learning from the Epics, 39

Leveraging on the Mobile Phone Revolution, 58

Liberalising India's Legal Services Sector, 44

Livelihoods Intervention Project, 123

Living from the Inside, 36

Low Income Families in India, 66

M

Macroeconomics Discipline, 17, 18

Macro Policy Environment, 47

Making of Modern India, 124

Malnutrition among Children, 42

Market Research for Pantene, 10

Market Separations Perspective, 110

Measuring Consumer Empowerment, 66

Methodology for Indian Telecom Operator, 111

Miracles and Mahatmas, 40

MNCs in India: Focus on Frugal Innovation, 81

Model of Forecast Evolution, 11

Monetary & Fiscal Policy, 48

Moving from the Household to the Individual, 128

Multidimensional Poverty Analysis, 129

Multi-organ Failure, 42

N

Narrative Analysis of Annual Reports, 16

Negotiating Inflection Points, 20

Nudge toward Wider Subjective, 11

O

Offshoring of R&D Work, 96

Open Source Reuse and Strategic Imperatives, 120

Operational Currency Mismatch, 45

P

Perception of Entrepreneurial Ecosystem in India, 86

Pharmaceutical Innovation, 19

Philanthropy and Social Networks, 32

Pioneer of Innovation, 19

Plotting the Recovery, 42

Political Connections and Earnings Quality, 60

Politics of Social Enterprises, 70

Procter & Gamble India, 10

Producer and Consumer Risks, 97

Production and Sales Quantity Disclosures, 55

Product Market Linkages, 56

Progress and Inequality, 42

Promotions as Market Transactions, 68

Pyramid Firm Entry, 14

Pyramid in South Africa, 97

R

Ranbaxy: The Fall of an Icon, 18

RBI Hunts Many Bears, 42

Reaching Primary Health Care, 9

Real Effective Exchange Rate, 38

Recognizing Mahatmas, 40

Regulation and Welfare, 14

Reliance Retail, 9

Relocation of Urban Slums, 45

Resource Flows for Biodiversity Conservation, 45

Retailing in India, 85

Review of Floating City, 130

Review of Saakshar Bharat in Tamil Nadu, 125

Risk Analysis, Ruin and Extremes (RARE), 108

Role of Bank Ownership, 52

Role of Mahila Samkshya in Empowering Women, 131

Rural Healthcare Foundation, 96

Rural Shores, 10

S

Shareholder Wealth Enhancement, 57

Shree Cement Limited, 9

Social Enterprises in the Agriculture Sector, 79

Social Influence and Job Choice Decisions, 81

Social Policies on Health Equity, 122

State of Indian Economy, 42

Story of Successes and Failures, 110

Strategic Vision for Indian Commodity Market, 46

Strategies for Software Startup, 144

Strengthening Regulatory Frameworks, 43

Structuring Populism, 129

Structuring Work Distribution, 11

Studying Home Foreclosures in India, 53

Study of Hospital and Telemedicine Services, 37

Subsidies in Services, 34

Suguna Foods Limited, 21

Suprajit Engineering Limited, 21

Sustainability Reporting in India, 142

Sustainable Governance, 61

Symbolic Linkages, 10

System Dynamics Investigation, 98

T

Tail Assignment Model for Large Airline, 106

Tally Solutions, 9

Tele-education and Impact, 31

The Anarchist Corporation, 19

The Beauty of Lourdes, 40

The Bumpy Ride of Indian Microfinance, 129

The Café Coffee Day, 69

The Case of Product Warranties, 11

The Cost of Crime against Women, 43

The Lows of High Finance, 43

The Miracle of Self Realization, 46

The Park Hotels, 68

The Pune Power Model, 10

The Role of Mission and Vision, 70

The Water Energy Nexus in Urban Water Supply, 132

The Welfare Implications, 18

Time Series Pooling in Market Analysis, 68

Tobin Tax, 48

Trade Competitiveness in India, 34

Trade in Professional Services, 33

Traits of Inspirational Leaders, 99

Transformational Leadership, 36

Tsunami in India, 37

U

Understanding Karma, 40

Understanding Macro Economics, 59

Understanding PPP Contracts, 131

Understanding Strategy Process, 52

Universal Pension Scheme in

India, 39

Urban Water Metabolism, 124

U-Shaped Relationship, 11

V

Vajpayee Arogyashree Health Insurance Scheme, 123

Valuation of IPOs around the World, 55

Value Proposition of Banking Brands in India, 69

Visioning: The Method and Process, 17

Volkswagen in India, 10

W

Walking the Talk, 99

Water Use in Bangalore, 128

Weapons Systems and Equipment, 106

Whatsapp on the Asset Valuation Front, 57

Where Does the RBI Go from Here, 45

Why Conglomerates Thrive, 11

Women and Careers, 88

Women Directorship Pipeline, 18, 83

Women Directors on Corporate Boards in India, 142

Women Software Professionals in India, 81

Work–Life Balance for Entrepreneurs, 138

Y

Young Leadership Program of Accenture, 85

For further details, including copies of reports or reprints and papers, please refer contact details available on the IIMB website, or write to the following address:

Research and Publication

Indian Institute of Management Bangalore

Bannerghatta Road

Bangalore – 560 076, India

randp@iimb.ernet.in, caseaids@iimb.ernet.in

Ph: 26993657/ 26993156

<http://www.iimb.ernet.in/research/>

Managing Editor:

Dr. Deepthi Shanker

Editorial Team:

Nirmala Manoj

Chitralekha A D

Design and Production:

Jwalamukhi Mudranalaya Private Limited, Bangalore

www.jwalamukhipress.com

The Indian Institute of Management Bangalore (IIMB) was registered in 1972 and formally inaugurated in 1973. The Institute offers a wide range of Doctoral, Post-Graduate, and Executive Education programmes. Long- duration, diploma-granting programmes offered by the Institute are the Fellow Programme in Management (FPM), the Post Graduate Programme in Management (PGP), the Executive Post Graduate Programme in Management (EPGP), the Post Graduate Programme in Software Enterprise Management (PGSEM) and the Post Graduate Programme in Public Policy & Management. IIMB's Executive Education is aimed at broadening the outlook and strengthening the skills of practicing middle level and senior managers across the globe to make them more effective in a fast-changing world scenario. The Executive Education Programmes comprise short and long duration Open Programmes, Customized Programmes that are designed to meet the specific needs of organizations and International Programmes offered in collaboration with leading international business schools and universities for global practicing managers. IIMB Centres of Excellence are engaged in adding value to their communities in the areas of Public Policy, Financial Management & Risk Management, Corporate Governance & Citizenship, Entrepreneurship, Software & IT Management and Supply Chain Management, to name a few. IIMB has established academic exchange partnership arrangements extend to 101 Business Schools and Universities around the world. Faculty and students from IIMB visit these partner schools every year, and foreign students and faculty visit IIMB.

IIMB's focus on research and education in the area of management is enabled by faculty who are actively engaged in research, teaching, consulting and pedagogy development. IIMB is the first B-School in Asia to sign an agreement with Harvard Business Publishing (HBP) to distribute teaching cases developed by IIMB faculty. Around 248 universities across more than 300 countries have purchased the IIMB cases. In February 2013 IIMB has been re-accredited by the European Quality Improvement System (EQUIS) for the next three years. Managed by the European Foundation for Management Development (EFMD), this quality assessment builds on existing national accreditation associations working in the field of management research and provides an accreditation framework at an international level. Stanford University study on Indian Social Science Research ranked IIMB's as No. 1 in research in the 'Business and Management' category, among Indian Institutions, confirming IIMB's status as a premier research institute in the nation.

For more information on research at IIMB, visit: www.iimb.ernet.in/research/



भारतीय प्रबंध संस्थान बेंगलूर
बन्नरघट्टा रोड, बेंगलूर 560 076, भारत

INDIAN INSTITUTE OF MANAGEMENT BANGALORE
Bannerghatta Road, Bangalore 560 076, India.
Tel : +91 80 2658 2450 | Fax : +91 80 2658 4050
Website: www.iimb.ernet.in