



भारतीय प्रबंध संस्थान बेंगलूर  
INDIAN INSTITUTE OF MANAGEMENT  
BANGALORE

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# Research & Publications

ANNUAL REPORT 2017-2018

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# RESEARCH AND PUBLICATIONS

ANNUAL REPORT 2018

(April 2017 – March 2018)



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# Preface

*T*his report provides details of research and publication activities at IIMB from April 2017 to March 2018.

This year, IIMB faculty members have published 59 papers in peer-reviewed journals. In addition, faculty members have written 20 cases distributed by Harvard Business Publishing (HBP) and published 12 books.

IIMB continues to distribute case studies through HBP and Ivey Publishing. The research culture at IIMB is enriched by seminars at which researchers from various academic institutes and research organizations share their research work. Over 50 researchers from across the globe visited IIMB and delivered research seminars. Several conferences and open house meetings were conducted at IIMB to discuss many contemporary research themes at IIMB.

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

**Chairperson**

**Research and Publications**

# Research Output Tables

*R*esearch and publication activities undertaken by IIMB community during the academic year 2017–2018 (April 2017 to March 2018) in various forms namely books, peer-reviewed journal publications, cases, working papers, conference presentations, research projects, etc. can be found below.

## Research Output: 2017–2018

Research Projects	92
Articles in IIMB Journal List	19
Total Number of Publications	59
Books	12
Chapters in Books	14
Case Studies and Teaching Notes Distributed through HBP	40
Awards, Honors, and Achievements	11
Working Papers	22
Articles in Newspapers/Magazines, etc.	44
Other Publications (Monographs, Reports, etc.)	13
Seminar/Conference/Workshop Presentations/Invited Talks by Faculty	246
Conferences/Seminar Workshop Presentations by FPM Students	58
Total Number of Conferences/Seminar/Workshop Presentations/Invited Talks by IIMB Faculty and Students	304
Articles in Conference Proceedings	14
Doctoral Theses Completed	20
Research Seminars at IIMB	51

## Research Output for 2008–2018

The following table provides “Research Output” for the previous academic years: 2008–09; 2009–10; 2010–11; 2011–12; 2012–13; 2013–14; 2014–15; 2015–16; 2016–17 and 2017–18.

Sl. No.	Category	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
1	Total Number of Publications	59	45	78	61	69	62	58	56	60	59
2	Books	06	14	10	05	07	04	05	06	12	12
3	Chapters in Books	22	12	25	15	13	19	11	21	21	14
4	Total Number of Presentations in National and International Conferences	84	65	112	108	217	276	207	211	234	246
5	Research and Case Writing Projects	93	93	84	70	72	79	53	83	119	92
6	Cases and Teaching Notes Distributed through HPB and IVEY Publishing	-	-	16	22	56	19	40	48	62	40
7	Working Papers	17	20	28	28	39	54	30	21	40	22
8	Other Publications (Monographs, Reports, etc.)	15	21	10	21	18	18	24	25	19	13
9	Articles in Newspapers/ Magazines, etc.	70	80	93	71	94	121	121	114	97	44
10	Research Seminars at IIMB	37	38	24	42	40	38	37	54	38	51

## FPM Output for 2011–2018

Research output by FPM students during the academic years: 2011–12; 2012–13; 2013–14; 2014–15; 2015–16; 2016–17 and 2017–18.

Sl. No.	Category	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
1	Doctoral Theses Completed	13	13	6	18	20	20	20
2	Working Papers	1	2	5	2	3	5	3
3	Publications in Journal/Book Chapters/ Cases	9	4	7	11	7	7	3
4	Conference / Seminar / Workshop Presentations by FPM Students	43	25	49	37	36	46	58
5	FPM Workshops	2	15	14	-	6	7	4

# IIMB Cases Distributed by Harvard Business Publishing

IIMB was the first Indian business 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 has achieved success in the area of case writing and publishing in 2017–2018 by adding more cases to the Harvard collection. About 175 cases and teaching notes developed by IIMB faculty and scholars have been distributed by Harvard Business Publishing till date. The list of cases and teaching notes published and distributed through HBP in 2017–2018 is provided below.

Sl. No.	Author	Title
1	<b>S. Ramesh Kumar</b> , Mishita Jaiswal, and Shimee Gupta	Positioning and Behavioral Dimensions: Implications for Big Bazaar
2	<b>Chirantan Chatterjee</b> and Reechal Vardhan	Roposo.Com: Share Your Style Entrepreneurial Pivoting & Strategic Thinking in Indian Fashion Social Networking
3	<b>Abhoy K Ojha</b> and <b>Jishnu Hazra</b>	Dynamic Technologies (India) Limited: Strategic Integration into The Aviation And Aerospace Global Supply Chain
4	Rama Velamuri, <b>G Sabarinathan</b> , and Suhruta Kulkarni	GoCoop – Social Marketplace
5	<b>Manaswini Bhalla</b> , Koustav Dey and Pulkit Aggarwal	Combating the Yoga Guru: Dabur’s Dilemma

Sl. No.	Author	Title
6	Lovneet Tyagi and <b>S. Ramesh Kumar</b>	Behavioral Drivers of Brand Equity – Head & Shoulders in India
7	<b>S. Ramesh Kumar</b> , and Mithun Sivagurunathan	Sustaining an Ethnic Soft Drink: Brand Positioning and Consumer Behavior
8	Kumar Rahul, Sandhya Shenoy, and <b>U. Dinesh Kumar</b>	Predicting Net Promoter Score (NPS) to Improve Patient Experience at Manipal Hospitals
9	Raman Narasimhan, Amardep Sibia, Shirsha Ray Chaudhuri, S.R. Vigneshwaran and <b>Dinesh Kumar U</b>	Demand Forecasting for Perishable Short Shelf-life Homemade food at id Fresh Food
10	<b>Anshuman Tripathy</b> , Ramanath Pai and Vaibhav Jain	Warehouse Consolidation Project at Manipal Hospital Bangalore (A)
11	<b>M. S. Sriram</b>	Belstar India Finance
12	<b>Srinivasan R</b> , Samriddhi Bhattacharya and Sumanta Pal	Wipro BPO – Positioning Base))) Suite as Platform
13	<b>Ashis Mishra</b> and <b>Pulak Ghosh</b>	Retail Strategy at Spencer’s
14	Manoj Arkadi, Maya Nair, Rathnakar Samavedam, Chetna Sharma, Chhavi Lahoti and <b>Rejie George</b>	The Indian Sugar Industry Is It Sweet Enough?
15	<b>Srinivasan R</b> , Sandeep Lakshmipathy and Padmavathi Koride	Qwiksilver and Woohoo Developing a Complementary Platform
16	Aayush Agarwal, Chaitanya Kansal and <b>Pranav Garg</b>	Corporatization of Bollywood
17	<b>Seema Gupta</b> and Menaka Rao	Videocon d2h: In-Film Branding
18	<b>P D Jose</b> and Menaka Rao	Collaborative Commerce for Empowering Marginalized Communities: The Auto-rickshaw Community Empowerment (ACE) Ecosystem and t4u
19	<b>P D Jose</b> and Menaka Rao	The Water Wars: Colas and sustainability in the Twenty-First Century
20	<b>Haritha Saranga</b>	An ‘Inspire’-D Journey to Recover Tsunami-Hit Land

# Leading Journal Publications

IIMB 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 IIMB has been appearing in leading academic journals including journals listed in Financial Times 50, UT Dallas, etc. During the academic year 2017–2018, there were about 19 such prominent publications which are listed below.

Sl. No.	Authors	Title of the Article	Journal Name	Publication Details
1	Anirvan Pant and <b>J Ramachandran</b>	Navigating identity duality in multinational subsidiaries: A paradox lens on identity claims at Hindustan Unilever 1959–2015	<i>Journal of International Business Studies</i>	Vol. 48, Issue 6, August 2017, Pg. 664-692
2	Praveen Sugathana, Kumar Rakesh Ranjan and <b>Avinash G. Mulky</b>	An examination of the emotions that follow a failure of co-creation	<i>Journal of Business Research</i>	Vol. 78, September 2017, Pg. 43-52
3	Anand Srinivasan and <b>Ashok Thampy</b>	The effect of relationships with government-owned banks on cash flow constraints: Evidence from India	<i>Journal of Corporate Finance</i>	Vol. 46, October 2017, Pg. 361-373
4	David C Baldrige and <b>Mukta Kulkarni</b>	The shaping of sustainable careers post hearing loss: Toward greater understanding of adult onset disability, disability identity, and career transitions	<i>Human Relations</i>	Vol. 70, Issue 10, 2017, Pg. 1217–1236
5	Ram Mudambi, <b>Haritha Saranga</b> , and Andreas Schotter	Mastering the Make-in-India Challenge	<i>MIT Sloan Management Review</i>	Vol. 58, No. 4, 2017, Pg. 59-66
6	R. Sreedevi and <b>Haritha Saranga</b>	Uncertainty and Supply Chain Risk: The moderating role of Supply Chain Flexibility in Risk Mitigation	<i>International Journal of Production Economics</i>	Vol. 193, November 2017, Pg. 332-342
7	Sreelata Jonnalagedda and <b>Haritha Saranga</b>	Commonality Decisions when Designing for Multiple Markets	<i>European Journal of Operational Research</i>	Vol. 258, Issue 3, May 2017, Pg. 902–911

Sl. No.	Authors	Title of the Article	Journal Name	Publication Details
8	Tarun Jain and <b>Jishnu Hazra</b>	Sourcing strategies under agglomeration economies, capacity risks and retail competition	<i>International Journal of Production Economics</i>	Vol. 191, September 2017, Pg. 311-322
9	Tarun Jain and <b>Jishnu Hazra</b>	Dual Sourcing under Suppliers' Capacity Investments	<i>International Journal of Production Economics</i>	Vol. 183, Part A, January 2017, Pg. 103-115
10	<b>Rejie George</b> , Chitra Singla and Rajaram Veliyath	Ownership Structure and Internationalization of Indian Firms	<i>Journal of Business Research</i>	Vol. 8, December 2017, Pg. 130-143
11	Tiantian Gu, Nada R. Sanders and <b>Anand Venkateswaran</b>	CEO Incentives and Customer-Supplier Relations	<i>Production and Operations Management</i>	Vol. 26, Issue 9, September 2017, Pg. 1705-1727
12	Rajat Sharma and <b>Mithileshwar Jha</b>	Values influencing sustainable consumption behaviour: Exploring the contextual relationship	<i>Journal of Business Research</i>	Vol. 76, July 2017, Pg. 77-88
13	N. Berg, <b>Srinivas Prakhya</b> and K. Ranganathan	A satisficing approach to eliciting risk preferences	<i>Journal of Business Research</i>	Vol. 82, January 2018, Pg. 127-140
14	<b>Amar Sapra</b>	Dual sourcing in a serial system	<i>Production and Operations Management</i>	Vol. 26, Issue 12, December 2017, Pg. 2163-2174
15	Anirban Mitra and <b>Shabana Mitra</b>	Electoral Uncertainty, Income Inequality and the Middle Class	<i>The Economic Journal</i>	Vol. 127, Issue 602, June 2017, Pg. 1119-1152
16	Jian Ding, <b>Rishideep Roy</b> and Ofer Zeitouni	Convergence of the centered maximum of log-correlated Gaussian fields	<i>The Annals of Probability</i>	Vol. 45, Issue 6A, 2017, Pg. 3886-3928
17	Ketan Goswami, Rob Mitchell and <b>Suresh Bhagavatula</b>	Accelerator Expertise: Understanding the Intermediary Role of Accelerators in the Development of the Bangalore Entrepreneurial Ecosystem	<i>Strategic Entrepreneurship Journal</i>	Vol. 12, Issue 1, March 2018, Pg. 117-150
18	Kayleigh Barnes, <b>Arnab Mukherji</b> , Patrick Mullen and Neeraj Sood	Financial risk protection from social health insurance	<i>Journal of Health Economics</i>	Vol. 55, September 2017, Pg. 14-29
19	Ayona Bhattacharjee, Jong Kook Shin, <b>Chetan Subramanian</b> and Shailender Swaminathan	Healthcare investment and income inequality	<i>Journal of Health Economics</i>	Vol. 56, December 2017, Pg. 163-177

# Awards, Honors, and Achievements

1. **Prof. Ganesh N Prabhu**, Nominated as Quora Top Writer in 2018.
2. **Prof. Murali Patibandla**, Life time achievement award for contribution to economics by Venus International foundation November 2017.
3. **Prof. Jose P D**, Award from the President of India for support to digital education.
4. **Prof. Rejie George P**, Carolyn Dexter Award Finalist, Academy of Management, Atlanta, 2017. Eapen A., Yeo J., George R., Business Group Affiliation and FDI Spillovers, Annual Meeting of the Academy of Management, Atlanta, 2017.
5. **Prof. Charan Singh**, Dewang Mehta National Education Award 2017, Best Professor in Economics and Social Science, September 20, 2017.
6. **Prof. Mukta Kulkarni**, Mphasis Chair for Digital Accessibility and Inclusion.
7. **Prof. Mukta Kulkarni**, The Human Relations paper was nominated for the 2017 Saroj Parasuraman Award for the Outstanding Publication on Gender and Diversity at the Academy of Management. This annual award is given to the author(s) of the publication judged to have the highest potential to significantly impact our understanding of diversity within organizations. This paper was selected as among the top papers published in Human Relations in 2017.
8. **Prof. Sari S A Mattila**, Best Professors in Human Resource Management, Tribute World HRD Congress, Mumbai, 2018.
9. **Prof. Sari S A Mattila**, Outstanding reviewer award AOM-MSR for providing leadership as an MSR Associate Editor and for outstanding reviews of the papers submitted to the MSR Scholarly Program.
10. **Prof. Malay Bhattacharyya**. The Best Paper in the General Track category was given to Saswat Patra and Malay Bhattacharyya from IIM Bangalore for their paper—"First Passage Time Probabilities for Pearson Diffusion Process with Application to Options".
11. **Prof. Raghuram G.** Lifetime Achievement by the Mahindra Transport Excellence Awards 2017, supported by the Ministry of Road Transport and Highways in India, on March 07, 2018.

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

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

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

**I-A Research Projects**

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

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

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

Sponsor: USEFI

Status: Ongoing (August 2013–September 2018)

**I-A2 Are Technology Shocks Random? A Study of Time Series Properties of Technological Change**

Project Team: **Deepak Kumar Sinha**

Summary: The real business cycle (RBC) models attribute economic fluctuations to random technology shocks in a competitive economy (Kydland and Prescott, 1982, 1991). Kydland and Prescott’s RBC models are macro level models of the aggregate economy and their idea of random technology shocks is based on the observed random walk component in the aggregate time series data on total factor productivity (TFP) available for several economies. The RBC models do not usually employ statistical estimation and testing. The standard methodology in this stream comprises simulations of aggregate competitive economies with plausible parameters to calibrate models for the purpose of closely approximating the behaviour of real economies.

Sponsor: IIM Bangalore

Status: Ongoing (2016-2018)

**I-A3 Enhancing Performance of Healthcare Organizations in India**

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

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

Sponsor: IIM Bangalore

Status: Ongoing (September 2014–September 2018)

**I-A4 Studying the Relationship between Multi-Sided Platforms (MSPs) and Open Innovation (OI)**

Project Team: **Srinivasan R**

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

Sponsor: IIM Bangalore  
 Status: Ongoing (2014–2018)

**I-A5 Team Composition for Solving Complex Problems**

Project Team: **Sai Yayavaram**

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

Sponsor: IIM Bangalore  
 Status: Ongoing (September 2014–March 2019)

**I-A6 Construction of a Comprehensive Database of Director Interlocking in India Using Data from the Ministry of Corporate Affairs**

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

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

Sponsor: IIM Bangalore  
 Status: Ongoing (2015–2020)

**I-A7 Governance and Development: A Comparative Organization Approach**

Project Team: **Murali Patibandla**

Summary: India’s 2014 general elections can be considered a landmark for the evolution of India’s democracy. The Prime Ministerial candidate Narendra Modi of BJP pitched for his candidacy with the slogan of ‘Maximum Governance with

Minimum Government'. He was elected with a landslide majority by people belonging to different classes and castes. This is a major institutional change in terms of people demanding better governance rather than pure distributional politics. This paper develops a simple theoretical framework of governance and applies it qualitatively to China briefly and India in detail. The paper discusses the history of governance in these countries through comparative economic organization logic to understand improvements in governance. It will shed light on governance improving both at macro and micro levels in India.

Sponsor: IIM Bangalore

Status: Ongoing (2016–2018)

#### **I-A8 Unprincipled Principals: Strategic Communication and Organizational Performance**

Project Team: **Pranav Garg** and Sripad Devalkar, Indian School of Business

Summary: Extant research in the principal-agent paradigm has analyzed the implications of strategic communication from a better-informed agent to a principal. We invert this view to examine strategic communication from a principal who sets a goal for a better-informed agent. Central to our theory is the following tradeoff: while distorting information about a goal helps the principal hedge against a better-informed agent, distortion can also reduce the agent's willingness to exert effort to achieve the goal. We find that relative to the case of no information distortion, strategic communication by the principal reduces the range over which the agent exerts effort. The reduction in effort lowers firm performance. The results shed light on the limits of authority in organizations and the micro-foundations of firm performance.

Sponsor: IIM Bangalore

Status: Completed

#### **I-A9 Dancing with the Star: Benefits of a Star Employee's Temporary Absence for Organizational Performance**

Project Team: **Pranav Garg** and John Chen, University of Florida

Summary: While research has focused primarily on stars as individual contributors, we examine organizational situations where stars must work closely with non-stars. We argue that, in such situations, building teamwork around a star is an exercise in learning under complexity. In response, organizations prioritize interactions involving the star to simplify learning. This simplification, however, creates organizational myopia. We claim that a star's temporary absence helps the organization overcome myopia by triggering a search for new routines. When he returns, the organization may combine these new routines with pre-absence routines to improve teamwork and performance. We exploit injuries to

star players in the National Basketball Association as an exogenous shock and find that on average, teams perform better after a star’s return than before his absence.

Sponsor: IIM Bangalore

Status: Completed

#### **I-A10 Microfoundations of Organizational Growth**

Project Team: **J. Ramachandran and Pranav Garg**

Summary: Profitable growth is a key objective for organizations. In practice, however, the seemingly reasonable objective has been hard to achieve due to the potential tradeoff between profits and growth. Typically, one gets subordinated to the other. Strategy research is rich in terms of improving understanding of the drivers of growth (resources and routines) or the modes of growth (mergers, acquisitions and alliances). Despite these advances, the internal functioning of firms has remained a black box and we know little about how firms grow. Missing from our theoretical understanding of achieving profitable growth is the role of a firm’s internal processes, employees’ actions, and the interaction between processes and employees’ actions. Put differently, our understanding of the micro-mechanisms that underpin organizational growth is limited. Our study seeks to unpack the black box of the firm by understanding the interplay between routines and individual agency in effecting profitable growth. The context for our inquiry is the growth journey of Wipro Limited, the Bangalore-based software services behemoth. Wipro scaled up rapidly from around 4,000 people in the year 2000 to 130,000 people by 2012 and improved its operational performance. This achievement runs counter to conventional wisdom that when organizations scale up, operational performance suffers. Understanding Wipro’s growth journey will help us theorize about the micro-mechanisms of profitable growth. In conducting this inquiry, we plan to use econometric techniques on team- and employee-level data provided by Wipro.

Sponsor: VRSP, IIM Bangalore

Status: Ongoing (2017-2020)

#### **I-A11 Hindustan Unilever Limited**

Project Team: **J. Ramachandran, Pranav Garg and Bidhi Kashyap**

Summary: Hindustan Unilever Limited (HUL) is a prominent company in the Indian corporate sector. Not only has the company created significant wealth for its shareholders, it has also been an important source of managerial talent for firms across several industries. It is one of the few companies in India in which a foreign

company (Unilever) owns a majority stake and yet the company's identity among stakeholders is of an Indian firm. Despite the company's prominence, there are few case studies that have rigorously charted and analyzed the evolution of HUL's strategy and its relationship with Unilever. The proposed case study seeks to fill this gap.

Sponsor: IIM Bangalore

Status: Ongoing (2017-2018)

### I-A12 Asian Paints Limited

Project Team: **J. Ramachandran**, and Jalaj Garg

Summary: The case traces the growth of Asian Paints Limited ("APL") from being a small paint manufacturer in 1942 into the undisputed leader of the Indian paints industry.

It invites the students to consider the strategic decisions made by APL's management over its 75+ year journey and identify key factors that enabled the company to dominate this industry for the last five decades.

Set in September 2018, the case starts with a primer on India's paint industry that covers both the history as well as recent trends. The section "APL's Colorful Journey" discusses the choices APL made on its path to becoming India's largest paint company. The section "Sustaining Leadership" describes the strategic choices the company made during a high growth period. The sub-section "Battle for Control" details events around the "hostile" takeover bid for APL from ICI, then the largest paint company in the world. The penultimate section, "Consolidating Leadership", captures how APL revolutionized the industry by making bold strategic and investment moves, and presents the company's recent moves to diversify its product portfolio. Lastly, "The Final Coat" is a post-script that provides information about APL's most recent quarterly results, which beat the "predictions" of some analysts critical of the company's strategic moves

Sponsor: IIM Bangalore

Status: Ongoing (2017-2018)

### I-A13 BetterPlace: A Case Study of a Corporate Failure

Project Team: **PD Jose**, Gadi Ariav and Menaka Rao

Summary: The proposed study aims to explore the reasons for the failure of one of the best-funded startups of all times BetterPlace, a company that pioneered ([https://en.wikipedia.org/wiki/Better\\_Place](https://en.wikipedia.org/wiki/Better_Place)) battery charging and battery-swapping services for electric cars. BetterPlace was set up Shai Agassi, the

Israeli entrepreneur with strong support from the government, investors and politicians. In less than a year, BetterPlace burned through over 900 million dollars and was shut down. I have already written a draft case study on the failure and have had Shai Agassi speak to my class in the PGP course ‘Learning from Corporate Failures’.

Sponsor: IIM Bangalore

Status: Ongoing (2017-2018)

#### **I-A14 Building Strategic Capabilities in Emerging Market Firms**

Project Team: **S. Raghunath, P. D. Jose, Ashok Thampy, Ashis Mishra and Subhashish Gupta**

Summary: Emerging market firms have become an increasingly influential component of the global economy. Both scholars and firm managers are realizing that these firms possess a different mix of capabilities compared to their developed world counterparts that help them build new business models for global competition. However, as these firms expand globally and encounter increasingly sophisticated competitors, managers of emerging market firms realize that some of the capabilities that enabled their firms to succeed at home do not transfer well abroad, that their firms capabilities are new and in some cases more sophisticated to compete in a wide variety of countries, and that the firms suffer from relative disadvantages in their capabilities stemming from their country of origin.

Sponsor: IIM Bangalore

Status: Ongoing (2017-2019)

#### **I-A15 Artificial Intelligence-Based Learning Management Systems**

Project Team: **P. D. Jose**

Summary: The study aims to help create an approach for a AI-based Learning Management Platform for the Ministry of Human Resources Development.

Sponsor: MHRD

Status: Ongoing (2018-2019)

## I-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
I-B1	Anirvan Pant and <b>J Ramachandran</b>	Navigating identity duality in multinational subsidiaries: A paradox lens on identity claims at Hindustan Unilever 1959–2015	<i>Journal of International Business Studies</i>	Vol. 48, Issue 6, August 2017, Pg. 664-692
I-B2	<b>Rejie George P</b> , Chitra Singla and Rajaram Veliyath	Ownership Structure and Internationalization of Indian Firms	<i>Journal of Business Research</i>	Vol. 81, December 2017, Pg. 130-143
I-B3	Anish Sugathan and <b>Rejie George P</b>	How the Quality of Macro-Institutions and Corporate Governance Influence International Profit Shifting?	<i>Rutgers Business Review</i>	Vol. 2, Issue 2, 2017, Pg. 240-250
I-B4	Alexander Thomas, <b>Raghunath S</b> , BK Rana and Somil Nagpal	An Exploratory Study on the Benefits of Quality Accreditation: Financial Impact and Chief Executive Officer Perspectives	<i>International Journal of Research Foundation of Hospital and Healthcare Administration</i>	Vol. 5(2), July-December 2017, Pg. 60-67

## I-E Working Papers

Sl. No.	Author	Title	IIMB Working Paper No.	Year
I-E1	<b>Srinivasan R</b> and Sandeep Lakshmiopathy	Where do my first users come from? Network Mobilization Strategies for Multi-Sided Platforms	559	2017
I-E2	<b>Patibandla, Murali</b> and Rupal Sethi	An Analysis of Public-Private Partnerships in Infrastructure of Provision of Public Goods through E-Governance in India	564	2018

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

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
I-F1	<b>Raghunath S</b>	Digital Dash	<i>Business Today</i>	November 2017

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

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
I-H1	<b>Prabhu, Ganesh N</b>	Empowering Teaching Excellence through E-Learning Platforms	Andhra University, Kakinada	July 8, 2017
I-H2	Mundra Manali and <b>Prabhu, Ganesh N</b>	Khushi Baby: Origins Teaching Case Presentation	FLAME Case Conference 2017, Pune	June 29-30, 2017
I-H3	Mundra Manali and <b>Prabhu, Ganesh N</b>	Banyan Roots Teaching Case Presentation	FLAME Case Conference 2017, Pune	June 29-30, 2017
I-H4	<b>Prabhu, Ganesh N</b>	Talk on Using Video Cases	FLAME Case Conference 2017, Pune	June 29-30, 2017
I-H5	<b>Prabhu, Ganesh N</b>	Invited talk on Strategy Jaipur	FICCI FLO Event in Jaipur	January 29, 2018
I-H6	<b>Patibandla, Murali</b>	Keynote Speaker on Institutional Economics	Xavier Institute of Management, Bhubaneswar	November 27, 2017
I-H7	<b>Patibandla, Murali</b>	Keynote speaker on Globalization	Tripade Management University, Nagpur	November 2, 2017
I-H8	<b>Jose P D</b>	Panellist at the 14 <sup>th</sup> Indian Innovation Summit	CII, Bangalore	July 12-13, 2018
I-H9	<b>Jose P D</b>	Panellist at the Future of Learning Conference	IIM Bangalore	January 2018
I-H10	<b>Jose P D</b>	Higher Education in India: Need for New Models at the AWS: Education in the Age of the Cloud:	Amazon, Bangalore	March 15, 2018
I-H11	Devalkar, Sripad and <b>Garg, Pranav</b>	Unprincipled principals: Strategic communication and firm performance	Academy of Management Annual Meeting, Atlanta, USA	August 4-8, 2017
I-H12	Pradhan, Diptiprakash and <b>Garg, Pranav</b>	Interactions of learners and competitors with stars and the implications for organizational performance	BYU-Utah Winter Strategy Conference 2018, Salt Lake City, Utah, USA	March 8-10, 2018
I-H13	<b>R Srinivasan and Suresh Bhagavatula</b>	Entrepreneurial ecosystem in India	Global leadership team of Nokia networks, IIM Bangalore	October 5, 2017

Sl. No.	Authors	Title of Paper/Session/Invited Talk	Name of Conference and Venue	Dates of Event
I-H14	<b>R Srinivasan</b>	Corporate training through the case method, and writing effective cases	Aditya Birla Group (Gyanodaya), Bangalore	February 16, 2018
I-H15	Awasthi, K., Yayavaram, S., <b>George P, Rejie</b> and Sastry, T	Role of political connections in strategy execution: Project announcements and project costs	Annual meeting of the Academy of Management, Atlanta, Georgia	August 4-8, 2017
I-H16	Awasthi, K., and <b>George P, Rejie</b>	Determinants of Selection of Ex-Bureaucrats as Board Members: A Study of Firms in India	Annual meeting of the Academy of Management, Atlanta, Georgia	August 4-8, 2017
I-H17	Snigdha Manukonda and <b>Ramachandran J</b>	Governance through Relative Ownership: Enabling Better Decisions through Engagement	Annual meeting of the Academy of Management, Atlanta, Georgia	August 4-8, 2017

### I-I Articles in Conference Proceedings

Sl. No.	Authors	Title of Paper	Details of the Conference Proceedings
I-I-1	Manali Mundra and <b>Prabhu, Ganesh N</b>	Banyan Roots	Management Cases in the Indian Context, FLAME International Case Conference, Pune, Pg. 1-10, June 29-30, 2017
I-I-2	Manali Mundra and <b>Prabhu, Ganesh N</b>	Khushi Baby: Origins	Management Cases in the Indian Context, FLAME International Case Conference, Pune, Pg. 11-23, June 29-30, 2017
I-I-3	<b>Raghunath S</b> and Jaykumar Padmanabhan	How Do New Technology Based Firms Gain Legitimacy Globally Using Standards Creation Processes?	Academy of international Business Conference, Dubai, July 2-5, 2017
I-I-4	Eapen A., Yeo J., and <b>George P, Rejie</b>	Business Group Affiliation and FDI Spillovers	Best paper proceedings, Annual meeting of the Academy of Management, Atlanta, Atlanta, Georgia, August 4-8, 2017

## I-J IIMB Case Studies @ Harvard Business Publishing

**I-J1 Title: Roposo.com: Share your style Entrepreneurial Pivoting & Strategic Thinking in Indian Fashion Social Networking**

**Author: Chirantan Chatterjee** and Reechal Vardhan

**Summary:** Roposo founders from their original days as founders of Giveter learnt about sustainable ways of doing business in the e-commerce world and therein lay the roots of Roposo. Over time, they acquired new knowledge about user behavior and exhibited agility in acquiring new functionalities and setting up of new teams to respond to evolving user behavior on the internet both using product development skills and by creating network effects. In doing so, they seem to be stepping on new competitive realms with existing competitors from the Silicon Valley or even from Asian entrepreneurial firms. The question now arises for Roposo founders on what to do and what not to do so that the firm can continue creating competitive advantage both in its original niche space of fashion social networking and more in fashion social e-commerce going forward. At a broad level, this case is ideal to teach MBA students: 1) How firms dynamically acquire capabilities over time responding to the market and external conditions and build competitive advantage. 2) In addition, it also addresses the issue of entrepreneurial pivoting that is essential to entrepreneurial survival. 3) Finally, the case also raises the issue of focus as a key construct in strategy – where a firm need to decide whether it wants to build and/or acquire new capabilities keeping in mind anticipated competitive responses from the market.

**I-J2 Title: Wipro BPO – Positioning Base))) Suite as Platform**

**Author: Srinivasan R,** Samriddhi Bhattacharya and Sumanta Pal

**Summary:** The case on Wipro BPO’s Base)))TM highlights the critical decisions faced by service businesses as they develop products and platforms. This case elucidates the evolution of the Indian business process outsourcing (BPO) industry, Wipro’s competitive position in the industry, and the architecture of the Base))) Suite of products. As Base))) began contributing to Wipro BPO’s competitive advantage, the company had to make a few key decisions regarding product integration, verticalization, and network management in the context of Base))) Suite of products.

**I-J3 Title: The Indian Sugar Industry: is it Sweet Enough?**

**Author: Manoj Arkadi,** Maya Nair, Rathnakar Samavedam, Chetna Sharma, Chhavi Lahoti, and **Rejie George P**

**Summary:** This case discusses the evolution and dynamics of the Indian sugar industry. It provides a detailed analysis of various factors that impact the structure

and attractiveness of the industry in India. It further explains how the global industry scenario is developing and has an influence on the advancement of the industry in India. It throws light on various aspects, such as government regulations, geographical differences, technological trends, availability of substitutes, barriers for exit, lack of sufficient focus on by-products, demand and supply forces, change in global practices and guidelines from international agencies such as WHO, that influence the elevation and future of this industry. In a scenario where sugar producers persistently face high inventory situation, high cost of production, exit restrictions and stiff government regulations, along with other global factors such as excess supply and stagnant consumption growth, innovative players are also struggling to maintain profitability, can Indian sugar manufacturers find ways to sustain their business? Would complete deregulation, backward or forward integration, further diversification into by-products, moving into multiple geographies, changing the source of sugar or strategic partnerships with other global companies be good enough options to turnaround the situation?

- I-J4** Title: **Qwikcilver and Woohoo Developing a Complementary Platform**
- Author: **R Srinivasan**, Sandeep Lakshmiopathy and Padmavathi Koride
- Summary: This case on Qwikcilver and Woohoo analyses the development of the Qwikcilver gift card processing business, its various challenges in evolving the primary B2B business model and how the firm has introduced the Woohoo platform to help with direct customer connect. It begins with the efforts of the founders in identifying a green field opportunity, how they go about bringing in the initial customer base and then the case delves into the different developments that have shaped the firm's evolution. The case helps develop an understanding of the gifting market in India, the challenges of building a sustainable business in this sector and how the firm compares with the rest of the competition worldwide. It highlights how a Software-as-a-Service (SaaS) business model could increase resilience to competition by bringing in a new side in the form of direct connect with customers who buy or redeem gift cards, thus transforming from a pipeline business to a two-sided platform business model. The case is used to teach the basics of pipeline and multi-sided platform business models, the different actors in the platform business and the concept of network effects. It should help the students appreciate the differences between the pipeline and platform business models, and how a platform business model can bring in additional competitive differentiation as compared to a pure SaaS approach by increasing switching and multi-homing costs for the customers.

- I-J5** Title: **Corporatization of Bollywood**  
 Author: **Pranav Garg**, Aayush Agarwal, and Chaitanya Kansal  
 Summary: Set in 2016-17, the case describes the evolution of the Hindi movie industry, popularly called Bollywood, in India. Specifically, the case focuses on an exogenous shock that occurred in 2000 when the Government of India formally recognized Bollywood as an ‘industry’ through a policy change. This change ushered in the corporatization of Bollywood which, in turn, affected the industry’s structure. Keeping production companies at center stage, students must analyze whether and how corporatization changed the bargaining power of different stakeholders vis-à-vis production companies. The analysis also helps evaluate how the industry might evolve in the future.
- I-J6** Title: **Collaborative Commerce for Empowering Marginalized Communities: The Auto-rickshaw Community Empowerment (ACE) Ecosystem and t4u**  
 Author: **P D Jose** and Menaka Rao  
 Summary: The case as the title reveals is about a collaborative program called ACE which combines technology, with a social need through a creative business model to empower the autorickshaw driver community to improve their livelihoods. Launched in Bangalore, South India, the empowerment of the auto driver community is through paid advertising panels fixed at the back panel of the autos. The autos are monitored with real time feeds and forwarded to advertisers. With traditional advertising media fast losing credibility and patronage by big brands, ACE aimed at providing advertisers visibility, transparency and capabilities to plan and predict campaign outcomes better. The case details how the unique and novel initiative provided a non-disruptive, cross-sector ecosystem for the auto community.
- I-J7** Title: **The Water Wars: Colas and Sustainability in the Twenty-First Century**  
 Author: **P D Jose** and Menaka Rao  
 Summary: This case elucidates the need for water by businesses, with a focus on beverage companies. The global scarcity of water as a resource and the conflicts that surround its usage is elaborated. The water footprint of the cola companies and two other major companies of Nestle and Unilever are highlighted along with the strategies they have used to try and circumvent the problem, since they rely extensively on water as it is the main ingredient in their final products. The case also provides rich data to discuss and analyze the risks associated with water usage be it financial social, reputational, etc.

## I-K Leading Journal Publications

Journal articles which have appeared in leading academic journals, listed in Financial Times 50, UT Dallas.

- I-K1** Authors: Anirvan Pant and **J Ramachandran**
- Title: **Navigating Identity Duality in Multinational Subsidiaries: A Paradox Lens on Identity Claims at Hindustan Unilever 1959–2015**
- Journal: ***Journal of International Business Studies***
- Abstract: Multinational subsidiaries do not merely seek legitimacy within their dual institutional contexts; they also strive to articulate an organizational identity by drawing on institutional resources embedded in these dual contexts. We draw attention to the subsidiary's identity duality and conceptualize it as a paradox, i.e., as the juxtaposition of the contradictory, interdependent, and persistent characteristics of the 'global' and the 'local' in the subsidiary's identity. Using 57 years of archival data from Hindustan Unilever, the Indian subsidiary of Anglo-Dutch multinational Unilever, we observe changing patterns in the articulation of identity claims by subsidiary leaders and develop a process model of how subsidiaries navigate identity duality over time. We find that subsidiary leaders may use two modes of organizational identity work for this purpose – logic ordering (the articulation of identity claims that respond to contradictory institutional demands by privileging one and subordinating the other) and logic bridging (the articulation of identity claims that respond to contradictory institutional demands by effecting a Janusian integration of the said demands). Over time, and employing these modes of identity work, leaders at Hindustan Unilever sustained a dynamic balance between the dual cores of the subsidiary's espoused identity.
- Listings: - ***Financial Times 50***  
- ***UT Dallas***
- I-K2** Authors: **Rejie George P**, Chitra Singla and Rajaram Veliyath
- Title: **Ownership Structure and Internationalization of Indian Firms**
- Journal: ***Journal of Business Research***
- Abstract: We examine the longitudinal relationship between ownership structure and firm internationalization, in a sample of Indian firms. Drawing on principal-principal (PP) agency theory and the resource-based-view (RBV) of the firm, we argue that divergent preferences (motivations) of a firm's owners affect the firm's propensity to internationalize, while resource heterogeneity among these owners (owners' capability to access and provide resources) affects the firm's

capability to internationalize. We argue that both motivation and capability are required for firms to pursue internationalization and that when either of these is missing in an owner, that owner's shareholding will be negatively associated with internationalization. Additionally, our results uncover an interesting dichotomy. While family owners with lower levels of ownership favor their firms' internationalization, they do not favor it at higher levels of ownership. Our results indicate that foreign owners appeared to adjust their roles to accommodate the preferences of the dominant family owners.

## I-L Awards, Honors, and Achievements

- I-L1 Prof. Ganesh N Prabhu**, Nominated as Quora Top Writer in 2018
- I-L2 Prof. Murali Patibandla**, Life time achievement award for contribution to economics by Venus International foundation November 2017
- I-L3 Prof. Jose P D**, Award from the President of India for support to digital education.
- I-L4 Prof. Rejie George P**, Carolyn Dexter Award Finalist, Academy of Management, Atlanta, 2017. Eapen A., Yeo J., George R., Business Group Affiliation and FDI Spillovers, Annual Meeting of the Academy of Management, Atlanta, 2017.

## I-M Doctoral Theses Completed by FPM Students during 2017–2018

Sl. No.	Name of the Student	Dissertation Title	Members of the DAC Committee
I-M1	Rajkumar Upadhyay	Three Essays on Evolution of the Indian Cellular Industry	Deepak K Sinha, S Chandrashekhar, Subhashish Gupta
I-M2	Jaykumar Padmanabhan	Essays on Standards Creation, Modularity & Firm Performance	Raghunath S, Ganesh Prabhu, Pulak Ghosh

## I-N Dissertations Proposal by FPM Students during 2017–2018

Sl. No.	Name of the Student	Topic	Date
I-N1	Shobha Tewari	Impact of Organizational Slack on Strategic Decisions	August 18, 2017
I-N2	Ravi Shankar Pandey	Essays on Time Series Analysis of Google Search Trends	August 21, 2017
I-N3	Rajani Singh	The King is Dead, Long Live the King: Reconceptualizing Distance in International Business	September 11, 2017

Sl. No.	Name of the Student	Topic	Date
I-N4	Diptiprakash Pradhan	Essays on the Peer effects of star employees and their implications for the creation and division of firm surplus	September 11, 2017
I-N5	Priyatam Anurag	Essays on strategies of commercial banks in a developing economy	January 3, 2018

### I-O Papers Presented by FPM Students in Conference/Seminar during 2017-2018

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
I-01	Ravi Shankar Pandey	Knowledge Worker Mobility & its impact on Regional Clusters	Academy of International Business(AIB), India Chapter, Pune	April 19-20, 2017
I-02	Ravi Shankar Pandey (co-authored by Ravi Prakash Ranjan)	Dyadic Experience, Influence and Creative Outcome – Evidence from Bollywood Networks	5 <sup>th</sup> PANIIM World Management Conference, IIM Lucknow	December 14-16, 2017
I-03	Ravi Shankar Pandey (co-authored by Jothsna Rajan)	Impact of Eponymy on Academic Output-Spillover from Academic Rewards	5 <sup>th</sup> PANIIM World Management Conference, IIM Lucknow	December 14-16, 2017
I-04	Ravi Shankar Pandey	Acqui-hiring: A Human Resource Acquisition Strategy	SMS Special Conference on Strategic Human Capital Milan	April 2, 2017
I-05	Ravi Shankar Pandey (co-authored by Prof. S. Raghunath)	Collaborative Strategies: Internationalization of Start-Ups from Emerging Economies	SMS Special Conference on Collaborative Strategies in Costa Rica	December 14-16, 2017
I-06	Snigdha Manukonda (co-authored by Ramachandran J)	Governing the corporation: relative ownership matters	Academy of Management conference	August 6-8, 2017
I-07	Sachidananda B S (co-authored by Ajay Bhaskarabhatla (Erasmus University Rotterdam), Shivram Devarakonda (Tilburg University))	When Are Busy Directors Bad for Firm Performance - Evidence from Publicly Listed Firms in India	International Corporate Governance Society Annual Conference – 2017, Luiss University Rome Italy	September 1-3, 2017

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
I-08	Shobha Tewari	The balancing act: Acquisition led innovation in high technology family firms – Evidence from Indian Pharmaceutical Industry	Strategic Management Society Annual Conference Houston 2017	October 28-31, 2017
I-09	Shobha Tewari	Beyond Problemistic Search: Unravelling the Slack Innovation Relationship in Family Firms	Strategic Management Society Annual Conference Houston 2017	October 28-31, 2017
I-010	Ashwin Iyengar (co-authored by Prof. Sai Yayavaram)	Heterogeneity in knowledge flows of regions: Impact on invention quality	Strategic Management Conference, Houston, Texas, USA	October 28-31, 2017

### I-P Publications by FPM Students (Journal articles/book chapters/cases/book reviews) during 2017–2018

Sl. No.	Name of the Student	Title of the Paper	Name of the Journal/Book	Publications Details
I-P1	Ravi Shankar Pandey	Book Review “The Broken Ladder – The Paradox and Potential of India’s One billion”	<i>IIMB Management Review Journal</i>	Online Publication December 20, 2017, Elsevier

### I-R Working Papers FPM Students during 2017–2018

Sl. No.	Author	Title	IIMB Working Paper No.	Year
I-R1	Subhashish Gupta, Kalpana Tyagi and Rajkumar Upadhaya	Twilight of Voice, Dawn of Data: The Future of Telecommunications in India	563	2018

# Economics and Social Sciences (ESS)

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

*Economics:*

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

*Social Sciences:*

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

## II-A Research Projects

### II-A1 Financial and Economic Aspects of Solid Waste Management in India and Its Relevance to Climate Change

Project Team: **Damodaran A**

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

Sponsor: GIZ-ASEM, Germany-India

Status: Ongoing (December 2011–2020)

### II-A2 Financing Strategies for Implementing State Action Plans on Climate Change: Follow-up Research

Project Team: **Damodaran A**

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

Sponsor: DFID and Ministry of Finance, Government of India

Status: Ongoing (2012–2020)

### II-A3 Prosperity Fund Project on Climate Financing

Project Team: **Damodaran A**

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

Sponsor: DFID Project, British High Commission

Status: Ongoing (August 2011–2020)

### II-A4 Marketing Campaign Strategies for International Trade Mark Registration under the Madrid Protocol, World Intellectual Property Organization (WIPO)

Project Team: **Damodaran A**

Summary: This project aims to study the trade mark strategy for India's Make in India companies.

Sponsor: WIPO, Geneva

Status: Ongoing (2015–2018)

**II-A5 Economics of IP and International Technology Transfer's World Intellectual Property Organization (WIPO), Geneva**Project Team: **Damodaran A**

Summary: The project aims to conduct three economic studies on Intellectual property with reference to the WIPO Treaties and transfer of technology.

Sponsor: WIPO, Geneva and DIPP

Status: Ongoing (2013–2020)

**II-A6 Management Frameworks for Creative Industries: State of Art and New Paradigms**Project Team: **Damodaran A**

Summary: In the international context, the focus on Intellectual Property Rights (IPRs) has generated interest in the capital formation potential of creative industries. Indeed the economic and institutional crisis faced by performing arts theatres in advanced and affluent countries has been explored by Baumol and Bowen (1957), Throsby (2009), Rizzo and Throsby (2006), Mulcahy (1991) and Frey (2000). Though literature abounds on the policy and aesthetic essence of arts that belong to developing and emerging countries, there is scant, in-depth information on current management practices, the methods and tools of financing arts organizations. Information on the scale and predictability of government financing of art organizations and the role of these organizations in contributing to the GDP and capital formation process in developing countries is scanty. In the absence of information on these aspects, it is difficult for one to assess the role of new technologies (including digital technologies) in improving existing operational systems in art-based organizations based on modern management systems. In India where academic attention on the management and economic dimensions of arts organizations has remained unexplored, there have been efforts to lay down policy approaches towards art and culture. These policy statements do not highlight the management dimensions of art organizations. In recent times, Damodaran and Chavis (2017) have explored the economic and institutional crisis faced by Classical Performing Arts in India with reference to the theatre form, Kutiyattom. The tools and techniques employed in this study include consumer behaviour approaches that involve the application of the stated preference approach. A similar approach is called for in the case of other art organizations.

Sponsor: IIM Bangalore

Status: Ongoing (2017–2019)

#### **II-A7 Information, Market Creation and Agricultural Growth**

Project Team: **Gopal Naik**

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

Sponsor: ESRC and IIM Bangalore

Status: Ongoing (January 2013 – December 2017)

#### **II-A8 Tele-education in 1000 Rural Schools in Karnataka**

Project Team: **Gopal Naik**

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

Sponsor: Government of Karnataka

Status: Ongoing (November 2014 – March 2019)

#### **II-A9 Digital Krishi in Karnataka**

Project Team: **Gopal Naik and Vidhya Soundararajan**

Summary: The objective is to find out how intensive information delivery to farmers will help in reducing cost, increasing yield and getting better prices in the market.

Sponsor: Government of Karnataka

Status: Ongoing (November 2016 – December 2017)

#### **II-A10 Assessing the APMC reforms in Karnataka**

Project Team: **Gopal Naik**

Summary: The objective is to assess the extent to which the reforms have been implemented and impact of these reforms on market participants.

Sponsor: Government of Karnataka

Status: Ongoing (August 2016 – 2017)

**II-A11 Financial Inclusion after Pradhan Mantri Jan Dhan Yojana**

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

Summary: The Government of India along with the Reserve Bank of India and National Bank for Agriculture and Rural Development has been initiating a number of concerted measures to enhance financial inclusion in India. These measures include Self-Help Group-bank linkage program, use of business facilitators and correspondents, easing of 'Know-your-customer' norms, electronic benefit transfer, use of mobile technology, opening 'no-frill accounts' and emphasis on financial literacy. Other measures initiated by the Government to support financial inclusion 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.

Sponsor: IIM Bangalore

Status: Ongoing (2017-2018)

**II-A12 Implications of Demonetization on the Economy: An Analysis One Year Later**

Project Team: **Charan Singh**

Summary: The Prime Minister announced on November 8, 2016 that high denomination value notes of Rs. 500 and Rs. 1,000 would be demonetized with immediate effect. The policy initially started with two-fold objective of counter terrorism and fighting corruption. Later, the prime focus of the policy changed to striving towards a less cash and digitalized economy.

Sponsor: IIM Bangalore

Status: Ongoing (2017-2018)

**II-A13 Study on Municipal Financing**

Project Team: **Charan Singh**

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

Sponsor: IIM Bangalore

Status: Completed

**II-A14 Debt Management in India**Project Team: **Charan Singh**

**Summary:** Debt management in India has been a concern for more than five decades and the focus since 1971 has been on domestic debt and not on external debt, partially because of geo-political reasons, besides standard textbook economic reasons. In the post-crisis period, given the difficult economic situation and blurring of debt management objectives with those of monetary policy resulted in a debate to bring the two functions under the same agency. In India, fiscal domination of monetary policy left very little flexibility for the Reserve Bank of India, to pursue a monetary policy conducive to the overall objective of development of financial markets, price stability and economic growth. However, several countries with liberalized financial markets opted for a separate debt management office to focus on reducing cost of raising resources and providing effective policy signals to the market.

Sponsor: IIM Bangalore

Status: Completed

**II-A15 Workshop on SMEs in Developing Asia**Project Team: **Charan Singh**

**Summary:** Abstract finance for micro, small, and medium-sized enterprises (MSMEs) has been a concern for all stakeholders including entrepreneurs, financial institutions, and government organizations. The key objective of the study was to identify various challenges faced by MSMEs in sourcing of finance during different stages of their life cycle. This study is a first-of-its-kind attempt to focus on these aspects. The study further explores whether the financial awareness of MSME entrepreneurs is a major limitation in the identification and utilization of sources of finance. Data was collected through personal interviews using a structured questionnaire from a sample of 85 MSMEs. The survey was conducted mainly in the city of Bangalore covering a wide spectrum of sectors such as precision tools, weavers, jewelers, food retailers, metal works, textiles, and book shops. The results reinforce the findings of other studies that utilization of formal sources such as banks is significantly small compared with informal sources such as personal and family wealth. The study found that the main challenges faced in underutilization of formal sources were inadequacy of collateral assets and lack of financial awareness of entrepreneurs. Based on the conclusion that requirement of finance differs from the life-cycle stage of the MSME; recommendations have been proposed for entrepreneurs, financial institutions, and policy makers.

Sponsor: ADBI, Tokyo

Status: Completed

**II-A16 Metal Gold Loans: A Study of the Issues and Challenges**

Project Team: **Charan Singh** and S Ananth

Summary: This study attempts to understand the dynamics of the gold business as it operates at the everyday level. Among others, this study attempts to capture the gold retailing trends in urban and rural areas.

Sponsor: World Gold Council

Status: Completed

**II-A17 Services Growth and Globalization in India and China**

Project Team: **Rupa Chanda**

Summary: The aim is to assess the service sector's growth and liberalization in India and China and to compare the two countries in terms of their strategic approach and performance in this sector.

Sponsor: IIM Bangalore

Status: Ongoing (2015-2019)

**II-A18 International Trade and Firms – Exploring Relationships between Firm Performance and International Trade**

Project Team: **Rupa Chanda**, Rahul Singh and Ankita Dash

Summary: The past few years have witnessed major flux in trade literature with the focus shifting from trading nations to trading firms. The next generation “New” New Trade Theory has enriched analysis of micro trade with active use of firm-level data since it is firms who actually engage in exchange of goods and services. The traditional trade theories and New Trade Theory have limitations in predicting international trade patterns involving firms since their basic assumption of representative firms within an industry is essentially fallacious as in reality all firms are not qualitatively equal in terms of productivity.

Sponsor: IIM Bangalore

Status: Ongoing (2017)

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

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

Summary: The project aims to understand the determinants of the spatial heterogeneity and temporal changes in resource allocation and expenditure patterns across Gram Panchayats (GPs). We focus on two important aspects that may explain

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

Sponsor: IIM Bangalore  
 Status: Ongoing (2015 – 2018)

#### **II-A20 Does Decentralized Management of Irrigation Ensure Efficient Use of Water? Theory and Evidence from India**

Project Team: **Souvik Dutta** and Sabyasachi Das

Summary: In this project, we propose to determine whether and how decentralized management of irrigation system may help achieve efficient extraction and distribution of water in agriculture. We plan to use the staggered constitution of locally elected irrigation management bodies, known as “Pani Panchayats” (PP), in the state of Orissa in India to determine if decentralization leads to better use of water in agriculture. Decentralization may lead to improved (static) distribution of water since farmers in a locality are presumably better aware of their local water requirements than the central planner; i.e., in our case, the state government. However, the central planner may have a better understanding of the inter-temporal trade-off of using a scarce natural resource such as water. This is especially true if the local agencies are elected bodies, as is in our context of study, since they will be subjected to reelection concerns. Since election would incentivize the members of PP to ensure short run water availability, high level of reelection incentive may distort inter-temporal efficiency of water use by increasing current extraction. Following this logic, we hypothesize that extending the tenure of the elected PP members may improve inter-temporal allocation of water. We plan to test this hypothesis using an amendment of the relevant Act that increased the tenure of a random half of the PP members from three to six years before the second round of elections.

Sponsor: IIM Bangalore  
 Status: Ongoing (2017 – 2018)

**II-A21 Evaluating the Impact of Self-Help Groups (SHGs): Evidence from India**

Project Team: **Souvik Dutta**

Summary: Microfinance has become a central part of poverty alleviation and women empowerment in India and across the globe. In India, villages are faced with problems related to poverty, illiteracy, lack of skills health care, etc. because of low income. Credit constraints among the poor are one of the key reasons for absence of income generating activities. This has been well-documented in the literature. The Reserve bank of India issued guidelines to all nationalized commercial banks encouraging them to lend to informal groups without collateral, which came to be called Self-Help Groups (SHGs). Though SHG has become an integral part of the Indian microfinance sector, there has not been enough evidence to look into the returns of joining a SHG as compared to other women in the same village who are not part of SHGs.

Sponsor: IIM Bangalore

Status: Ongoing (2017 – 2018)

**II-A22 Role of Indian Information Technology Firms in “Factory Asia”**

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

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

Sponsor: IIM Bangalore

Status: Ongoing (2015 – 2018)

**II-A23 Building Strategic Capabilities in Emerging Market Firms**

Project Team: **S. Raghunath, P. D. Jose, Ashok Thampy, Ashis Mishra, and Subhashish Gupta**

Summary: IIMB has entered into a partnership with CEIBS, Shanghai. Currently, CEIBS is conducting a study on the capabilities of emerging market multinationals

(EMM). The study is being conducted by global institutional partners (GIP) in many emerging markets. IIMB has joined the study as the only Indian GIP.

Sponsor: IIM Bangalore

Status: Ongoing (2017 – 2019)

#### **II-A24 Intergenerational Correlation in Earnings: The Role of the Private Share in Total Health Expenditure**

Project Team: **Chetan Subramanian** and Shailender Swaminathan

Summary: This project contributes to the growing debate on whether the delivery of health care should be public or private by examining the link between the shares of public and private health expenditure in an economy and intergenerational mobility of income. Although the total spending on public and private health care has been rising in most countries, there are considerable differences in the mixture of public and private health spending both within and across countries. Our objective is to examine both theoretically and empirically the role that the mix of health expenditure between public and private plays in explaining the intergenerational transmission of income. We examine this issue in a two-period overlapping generations growth model in which mortality is endogenous and is determined by both public and private investment in health care.

Sponsor: IIM Bangalore

Status: Ongoing (2017 – 2019)

#### **II-A25 Dynamic Income Tax Enforcement**

Project Team: **Manaswini Bhalla**, and Parimal Bag

Summary: In this paper, we are concerned with one simple objective: how should income tax enforcement be designed when people's incomes evolve over time stochastically? This we formalize with a two-period model. Income tax audit can condition not only the current period's reported income; it can also go back to past income reports. As there is likely to be correlation of incomes across periods, it makes sense to enrich audit strategies. But then, the tax payer's reporting strategy will also alter; it must be a best response, in an inter-temporal manner, to the audit strategy.

Sponsor: IIM Bangalore

Status: Ongoing (2017 – 2018)

**II-A26 Foundations of Applied Macroeconomics: A Policy Rate Approach**

Project Team: **Vivek Moorthi**

Summary: The mini-book with the above title, for which a basic project grant is sought, comprises the most important Module III of a comprehensive macro text..

Sponsor: IIM Bangalore

Status: Ongoing (2015 – 2018)

**II-A27 Understanding Exchange Rate Movements: Role of Equity Investors**

Project Team: **Vivek Moorthi**

Summary: Capital flows play an increasingly dominant role in determining exchange rates at present in most economies, relative to the current account or trade balance. The role of equity investment in these movements has been completely neglected in research journals and texts.

Sponsor: IIM Bangalore

Status: Ongoing (2017 – 2018)

**II-B Articles in Academic Journals**

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
II-B1	Ayona Bhattacharjee, Jong Kook Shin, <b>Subramanian, Chetan</b> and Shailender Swaminathan	Healthcare investment and income inequality	<i>Journal of Health Economics</i>	Vol. 56, December 2017, Pg. 163-177
II-B2	<b>Narayanswamy, Ramnath</b>	Leadership is not a destination but a place to come from Gandhi’s contribution to evolutionary excellence	<i>International Journal of Complexity and Leadership in Management</i>	Vol. 3, Issue 4, 2016, Pg. 278-283
II-B3	<b>Banerjee, Ritwik</b> Nabanita Datta Guptab and Marie Claire Villeval	The Spillover Effects of Affirmative Action on Competitiveness and Unethical Behavior	<i>European Economic Review</i>	Vol. 101, January 2018, Pg. 567-604

<b>II-B4</b>	K Kanagasabapathy, <b>Singh, Charan</b> and Sharada Shimpi	Need to Rationalise Rising Interest Burden on Central Government Public Debt	<i>Economic and Political Weekly</i>	Vol. 53, Issue 4, January 2018
<b>II-B5</b>	Alexandre de Freitas Barbosa, Gerry Rodgers and <b>Soundararajan, Vidhya</b>	Regional Inequality Compared: The Cases of India and Brazil	<i>Indian Journal of Economics</i>	Vol. XCVI, Issue 383, April 2016
<b>II-B6</b>	<b>Damodaran A</b> and Larry Chavis	Nurturing UNESCO's 'Aged' Infants in India: Lessons in Heritage Policy	<i>International Journal of Cultural Policy</i>	Vol. 23, Issue 1, 2017, Pg. 1-16

## II-C Books

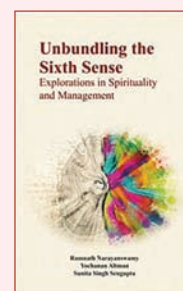
### II-C1 Ramnath Narayanaswamy

*Unbundling the Sixth Sense: Explorations in Spirituality and Management*

Sampada Publications, Bangalore, 2018

The book offers an insight into the link between spirituality and management in a cross-cultural context. With authors hailing from across Asia, Europe and the United States of America, as well as dealing with a range of topics from workplace spirituality and corporate leadership, to business education and individual accounts of spiritual journeys, this compendium offers a spectrum of views, ideas and approaches towards imagining and practicing spirituality in management.

Chapters of this book present current debates on spirituality and deal with the workplace, employee engagement, leadership and organizational sustainability. Concepts such as 'spiritual leadership' are explored to gain insight into "blind spots" that leaders should address in their managerial capacity. Experiential accounts of spiritual journeys and transformation are recounted. The perceived conflict between rational, moral and spiritual approaches to life and leadership are fleshed out. Attempts to integrate western and Indian views of workplace spirituality as well as to understand the ancient roots of modern business practices in India are made in order to develop robust paths towards organizational sustainability. This collection also explores the 'how' part of setting objectives, going about obtaining these objectives, and harnessing suitable resources in the process – physical, monetary and human.

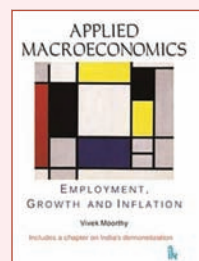


**II-C2 Vivek Moorthy**

*Applied Macroeconomics: Employment, Growth and Inflation*

IK International Publishing House Pvt. Ltd., New Delhi, 2017

Unlike traditional textbooks, this book develops a conceptual framework, historically and theoretically, for a growing economy. Based on simple models with numerical examples, it applies concepts from classical macroeconomics to interpret economic events and data in USA and India over several decades, and some other Asian economies also.



**II-D Chapters in Books**

Sl. No.	Authors	Title of Chapter	Title of Book	Editors	Publication Details
II-D1	Chanda, Rupa	Services for Manufacturing	<i>India Development Report 2017</i>	S. Mahendra Dev	Oxford University Press, New Delhi, Pg. 209-223, 2017
II-D2	Chanda, Rupa	Trade in Health Services and Sustainable Development	<i>Win-Win: How International Trade can help meet the SDG</i>	M. Helble, B. Shepherd, and G. Wan	Asian Development Bank Institute, Tokyo, Pg. 400-436, 2017
II-D3	Chanda, Rupa	Brains, Capital, Charity, Soft Power: The Skilled South Asian Diaspora in Developed Countries	<i>South Asia Migration Report</i>	I. Rajan	Routledge Press, Pg. 77-119, 2017
II-D4	Narayanswamy, Ramnath	My Guru as I know Him	<i>Unbundling The Sixth Sense - Explorations In Spirituality and Management</i>	Ramnath Narayanaswamy, Yochanan Altman and Sunita Singh Sengupta	Sampada Books, Bangalore, 2018

**II-E Working Papers**

Sl. No.	Author	Title	IIMB Working Paper No.	Year
II-E1	<b>Gupta, Subhashish,</b> Deeparghya Mukherjee and	Indian IT Industry in Factory Asia	547	2017
II-E2	<b>Singh, Charan</b>	Reviving the Punjab Economy	548	2017
II-E3	<b>Singh, Charan and Naik,</b> <b>Gopal</b>	Financial Inclusion in India: A Case Study of Gubbi	549	2017
II-E4	<b>Singh, Charan,</b> Devi Prasad, K.K. Sharma and Shivakumara Reddy K	A Review of the FRBM Act	550	2017
II-E5	<b>Dhasmana, Anubha</b>	Impact of Exchange Rate Volatility on Investment: Evidence from India	553	2017
II-E6	<b>Singh, Charan</b>	Financial Inclusion of the Disabled	556	2017
II-E7	<b>Dutta, Souvik,</b> Arpita Mukherjee and Avantika Kapoor	Understanding the Opportunities and Risks in Organic Food Businesses Case Studies of Companies in India and the UK	561	2017
II-E8	<b>Damodaran A and</b> Mariappan S	Royalty Payments on Intellectual Property: A Preliminary Analysis of the Principal Policy Issues facing India	562	2017
II-E9	<b>Gupta, Subhashish,</b> Kalpana Tyagi and Rajkumar Upadhaya	Twilight of Voice, Dawn of Data: The Future of Telecommunications in India	563	2018
II-E10	<b>Singh, Charan</b>	India since Demonetisation	567	2018
II-E11	<b>Singh, Charan and Naik,</b> <b>Gopal</b>	Financial Inclusion after PMJDY: A Case Study of Gubbi Taluk, Tumkur	568	2018

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

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
II-F1	Singh, Charan	Last mile issues in digitisation drive	<i>The Hindu-Business Line</i>	April 17, 2017
II-F2	Singh, Charan	Steps to revive Punjab economy	<i>The Tribune</i>	April 5, 2017
II-F3	Singh, Charan	Starting with demonetisation, prime focus on corruption has now moved to issue of digitising India	<i>Financial Express</i>	April 27, 2017
II-F4	Singh, Charan	How to make India tax compliant?	<i>The Hindu-Business Line</i>	May 6, 2017
II-F5	Singh, Charan	Monetary Policy of June 2017	<i>Bloomberg</i>	June 7, 2017
II-F6	Singh, Charan	Is it better for India to have bigger but fewer banks?	<i>Quartz India</i>	June 20, 2017
II-F7	Singh, Charan	How farm loan waivers can actually benefit the economy	<i>The Financial Express</i>	June 22, 2017
II-F8	Singh, Charan	Less transparency in economic policy	<i>The Hindu-Business Line</i>	June 26, 2017
II-F9	Singh, Charan	SBI's Interest Rate Cut A Long Overdue Measure	<i>Quartz India</i>	August 8, 2017
II-F10	Singh, Charan	Financial Inclusion for the Challenged	<i>Business Line</i>	August 11, 2017
II-F11	Singh, Charan	Jan Dhan at Three: Need for Linking Financial Inclusion to Socioeconomic Development	<i>The Wire</i>	September 1, 2017
II-F12	Singh, Charan	Addressing issues of workforce diversity	<i>The Hindu-Business Line</i>	November 16, 2017
II-F13	Singh, Charan	RBI can do with some glasnost	<i>Business Line</i>	January 12, 2018
II-F14	Singh, Charan	Of recapitalisation and resolution of NPAs	<i>The Hindu-Business Line</i>	December 13, 2017
II-F15	Singh, Charan	Why India shouldn't use the ordinary depositor's money to rescue banks	<i>Quartz India</i>	December 20, 2017
II-F16	Singh, Charan	How to revitalise Indian economy? Answer is here	<i>Business News</i>	December 21, 2017

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
II-F17	Singh, Charan	Why each state of India needs an MSME university	<i>Financial Express</i>	February 26, 2018
II-F18	Banerjee, Ritwik	Nobel for a Behavior Influencer - Lessons from the work of Thaler	<i>The Indian Express</i>	October 11, 2017
II-F19	Dutta, Souvik	Ensuring Nutrition Security: What the government can do?	<i>Forbes India</i>	September 15, 2017
II-F20	Dutta, Souvik	Facilitating Investment in Organic Food Business through Right Policy: The Indian Experience	<i>Forbes India</i>	August 9, 2017
II-F21	Dutta, Souvik	Facilitating investment in organic food business through the right policies	<i>Ideas for India</i>	September 25, 2017
II-F22	Moorthy, Vivek	'Who's to Blame for Cryptomania?'	<i>Mint</i>	March 20, 2018
II-F23	Damodaran A	When Gandhi met Spinoza	<i>Forbes India</i>	February 12, 2018

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

Sl. No.	Authors	Title of Publication	Type of Publication
II-G1	Dutta, Souvik and Arpita Mukherjee	Framing Organic Policy in India	Article: Business Expert Press, Expert Insights, Pgs. 10, 2017 <a href="https://www.busessexpertpress.com/expert-insights/global-business">https://www.busessexpertpress.com/expert-insights/global-business</a>
II-G2	Singh, Charan, S Ananth and CL Dadhich	Credit as a Contributor to Doubling of Farmers' Incomes	<i>Kurukshetra</i> Vol. 65, Issue 7, June 2017, Pg. 18
II-G3	Singh, Charan, Devi Prasad and KK Sharma	Should Revenue and Capital Account be show separately in the Union Budget?	FPI Journal of Economics and Governance Vol. 2, Issue.1, January-June 2017, Pg. 29-36
II-G4	Singh, Charan	Financing Affordable Housing	<i>YOJANA</i> Vol. 61, September 2017, Pg. 20-23
II-G5	Singh, Charan	Facilitating Financial Inclusion	<i>YOJANA</i> Vol. 62, January 2018, Pg. 24-29

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

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
II-H1	Damodaran A	Panelist in Sustainable Economic Growth: Implementing SDG 8 and SDG 12	National Seminar on SDGs and Integral Humanism, Research and Information System for Developing Countries (RIS), India Habitat Centre, New Delhi	September 23-24, 2017
II-H2	Damodaran A	Panelist in Round Table on Information and Communication Technology: Licensing of Patents and Standard Essential Patents (SEPs) CUTS-CIRC	Fifth Biennial Conference on Competition, Regulation and Development, CUTS International, Jaipur	November 9-11, 2017
II-H3	Damodaran A	Panelist in Biodiversity Finance Initiative - Novel Economic Instruments and Sustainable Production and Consumption	BIOFIN International Workshop on Sustainable Production and Consumption and Novel Economic Instruments for Biodiversity Conservation, IIM Bangalore	November 17-18, 2017
II-H4	Damodaran A	Presentation on Strategic Policy Directions for ensuing BIOFIN phase	BIOFIN International Workshop on Sustainable Production and Consumption and Novel Economic Instruments for Biodiversity Conservation, IIM Bangalore	November 17-18, 2017
II-H5	Damodaran A	Presentation on Creative sustainability, SDGs are Business as Usual	Srishti Institute of Art, Design and Technology, Bangalore	November 21, 2017

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
II- H6	Damodaran A	Presentation on Technology, Time and Trust: Incipient Economics?	Second International Conference on Issues in Economic Theory and Policy, Department of Economics, Presidency University, Kolkata, Presidency University	December 14, 2017
II- H7	Damodaran A	Panelist in Roundtable on Emerging Development Experiences: Way Forward for South-South Cooperation, Workshop on Development Finance in South Asia and Emerging Development Experiences	Research and Information System for Developing Countries (RIS), New Delhi at Hotel Leela, Thiruvananthapuram, Kerala	December 17-18, 2017
II- H8	Damodaran A	Presentation on Circular Economies, Workshop on Environmental Economics	Presidency University, Kolkata	February 27, 2018
II- H9	Damodaran A	Talk on The Changing Philosophy of Curation and Museum Management in the Current Century	Victoria Memorial Hall, Kolkata	February 28, 2018
II-H10	Damodaran A	Paper presented on Biofin Rhombus	3 <sup>rd</sup> Global Biofin Conference, Chennai	March 6-8, 2018
II- H11	Singh, Charan	The Associated Chambers of Commerce & Industry of India	New Delhi National Conference on Bond Market at Hotel Taj Vivanta, MG Road, Bangalore	April 7, 2017
II- H12	Singh, Charan	The School of Social Sciences	Guru Nanak Dev University, Amritsar - Annual lecture in the memory of S. Jagta Singh Dhesi	April 11, 2017
II- H13	Singh, Charan	External Expert Member NIAS	IISc Campus, Bangalore	April 13, 2017
II- H14	Singh, Charan	First meeting of the Independent Governing Council	BC Certification Indian Banks' Association, Mumbai	April 21, 2017

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
II- H15	Singh, Charan	Fiscal Policy Institute Theory & Concepts of Public Debt, Meaning, and Role of RBI in Managing Public Debt	Public Finance for Karnataka State Audit & Accounts Dept officers	April 26, 2017
II- H16	Singh, Charan	Chief Guest for Institute Day Bangalore	Institute of Legal Studies	April 26, 2017
II- H17	Singh, Charan	IIMB Alumni, Kolkata chapter Anusmaran - Talk	Kolkata	May 13, 2017
II- H18	Singh, Charan	NHB RESIDEX Technical Advisory Committee (TAC) meeting	Delhi	May 17, 2017
II- H19	Singh, Charan	Financial Inclusion and social change	National Conclave on Financial inclusion of persons with disabilities in India organised by Society for Disability and Rehabilitation Studies, New Delhi	May 24, 2017
II- H20	Singh, Charan	India: Socio-Economic Challenges and Opportunities	LSE delegation to IIMB	June 12, 2017
II- H21	Singh, Charan	Panel discussion Theme of the book Dialogue of the Deaf: The Government and the RBI authored by TCA Srinivasa Raghavan	BIC, IIM-Bangalore	July 7, 2017
II- H22	Singh, Charan	Make in India & its implications on Defence Manufacturing	Defence Institute of Quality Assurance, Bangalore	July 28, 2017
II- H23	Singh, Charan	A Review of the FRBM Act	22 <sup>nd</sup> Biennial Conference, AIEFS, Bhubaneswar	August 1, 2017
II- H24	Singh, Charan	Panel discussion on Financial InclusionNIAS	IISc campus, Bangalore	August 16, 2017
II- H25	Singh, Charan	Panellist-GST: Towards a Unified Common Indian Market?	Indian Institute of Science, Bangalore	September 15, 2017

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
II- H26	Singh, Charan	Impact of Macro Policies in Planning and Budgeting & Prudent Financial Decision Making for Public Policy Makers	National Academy of Customs, Indirect Taxes & Narcotics (NACIN), Bangalore	October 23, 2017
II- H27	Singh, Charan	Financial Inclusion in India MCM	IMF Washington DC	October 31, 2017
II- H28	Singh, Charan	The Global Financial Cycle	Annual Research Conference, IMF Washington DC	November 2, 2017
II- H29	Singh, Charan	Panel Discussion on Financial Inclusion in India	Christ University, Bangalore	November 16, 2017
II- H30	Singh, Charan	Panelist for the discussion on 'Discretion vs. Directive: How autonomous is RBI?'	Christ University, Bangalore	November 17, 2017
II- H31	Singh, Charan	Bangalore Role of RBI in Public Debt Mgt. & Demonetization	Fiscal Policy Institute	November 23, 2017
II- H32	Singh, Charan	Chief Guest, National Seminar on Empowering Indian Society towards Cashless Economy	MS Ramaiah Institute of Technology, Bangalore	November 24, 2017
II- H33	Singh, Charan	Panel Discussion on Advice and Dissent - YV Reddy	IIM Bangalore	December 19, 2017
II- H34	Singh, Charan	International Conference on Business and Economic Issues	Holiday Inn Hotel, Mumbai	December 22, 2017
II- H35	Singh, Charan	India: Future of World TEDx event	NITK, Surathkal	January 10, 2018
II- H36	Singh, Charan	A Panel discussion on GST as part of the pre-budget exercise	FICCI, Bangalore	January 18, 2018
II- H37	Singh, Charan	Panel Discussion on Union Budget 2018	IIM Bangalore	February 1, 2018
II- H38	Singh, Charan	Lecture on Monetary and Fiscal Policy	SGGS College of Commerce Pitam Pura, Delhi	February 15, 2018
II- H39	Singh, Charan	A program on Nation Building Ideas	BEL Kuvempu Kalakshetra, Jalahalli	February 17, 2018
II- H40	Singh, Charan	Panellist on Housing Market in India	ADFIAP meeting - New Delhi	February 21, 2018

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
II- H41	Singh, Charan	Interactive session Budget 2018	Garden City University Bangalore	February 23, 2018
II- H42	Singh, Charan	Vision India 2025 - In Students Perspective	Seshadripuram Academy of Business Studies, Kengeri	March 3, 2018
II- H43	Singh, Charan	Panellist Indian banking Scenario	NJSA Government college – Kapurthala	March 8, 2018
II- H44	Singh, Charan	UGC National Seminar - Key Note Address, Punjab school of economics	Guru Nanak Dev University, Amritsar	March 9, 2018
II- H45	Singh, Charan	Budget and Beyond: What Next for Indian Economy	Harvard Business School Club, Bangalore	March 16, 2018
II- H46	Singh, Charan	Judging panel for the final round of the Social B-Plan competition	St. Stephen’s College, University of Delhi	March 17, 2018
II- H47	Singh, Charan	Monetary Fiscal Nexus	Indian Institute of Astrophysics, Bangalore	March 20, 2018
II- H48	Singh, Charan	Frauds in Indian Banking Industry	HAL Bangalore	March 27, 2018
II- H49	Singh, Charan	Indian Banks in ICU	BIC Bangalore	March 29, 2018
II- H50	Bhalla, Manaswini	Invited talk Role of Business and Caste in India	Indian School of Business, Hyderabad	May 14, 2017
II- H51	Bhalla, Manaswini	Invited talk Role of Business and Caste in India	Indian Statistical Institute, Delhi	April 24, 2017
II- H52	Banerjee, Ritwik	Personality and Labor Market Outcomes in Bertinoro	IZA conference, Italy	October 6-7, 2017
II- H53	Chanda, Rupa	Presented report on Lowering Trade Costs and Improving the Business Environment in India	World Bank, New Delhi	September 20, 2017
II- H54	Chanda, Rupa	Presentation on “India- ASEAN Services Trade and Investment, Identifying Prospects and Strategies	5th roundtable of the ASEAN-India Network of Think Tanks, RIS, Jakarta	January 6-7, 2018
II- H55	Chanda, Rupa	Panelist, Building Competitiveness in the Indian Services Sector	Services Conclave, organized by CII, New Delhi	December 19, 2017

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
II- H56	Chanda, Rupa	Presentation on Services Linkages with Manufacturing: The case of India	ADB workshop on Services, Tokyo	December 18, 2017
II- H57	Chanda, Rupa	Presentation on Trade Facilitation and Ease of Doing Business: Overview of Challenges and Initiatives in India Unlocking US-India Trade Potential	US Consulate Chennai, Bangalore	November 6-8, 2017
II- H58	Chanda, Rupa	Panelist at India-EU Dialogue on Migration and Mobility	ILO, New Delhi	September 26, 2017
II- H59	Chanda, Rupa	Presentation on Market Access Opportunities and Challenges in Services Trade	CII Training workshop for SMEs, New Delhi	September 20, 2017
II- H60	Chanda, Rupa	Presentation on Market Access Opportunities and Challenges in Services Trade	SME Training Workshop, New Delhi	September 20, 2017
II- H61	Chanda, Rupa	Presentation on Development Dimensions of Migration and Diaspora Policy in India	Migration Institute of Finland, Tampere, Finland	September 5, 2017
II- H62	Chanda, Rupa	Presentation on Services Negotiations and Outcomes: A South Asian Perspective and Services Trade and Interface with other Issues	Training Course on Trade in Services Negotiations, GIZ and Govt of Nepal Kathmandu	July 27, 2017
II- H63	Chanda, Rupa	Panelist on Impact of Preferential Trade Agreements on India and Trade Facilitation in Services	World Trade Centre, Mumbai	May 18, 2017
II- H64	Chanda, Rupa	Panelist, Trade in Service	hink20 Mumbai, at Gateway House Goeconomic Dialogue: Where Politics meets Business, Mumbai	March 12-13, 2018
II- H65	Chanda, Rupa	Panelist, National and Multinational Approaches to Foster GVCs	7 <sup>th</sup> Global Economic Summit, World Trade Centre, Mumbai	February 22-24, 2018

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
II- H66	<b>Dutta, Souvik, Bhalla, Manaswini</b> and Kalyan Chatterjee	Social Reform as Path to Political Leadership: A Dynamic Model	Stony Brook Game Theory Festival, Stony Brook, NY	July 17-21, 2017
II- H67	Suraj Shekhar, Abhirup Sarkar and <b>Dutta, Souvik</b>	Self Help Groups: Evidence from India	ISI Kolkata, West Bengal Growth Conference	December 26-27, 2017
II- H68	<b>Dutta, Souvik</b>	Political Economy of Third Party Interventions: Evidence from a World Bank Program in India	Workshop in Economics Research 2017, IIM Bangalore	December 22, 2017
II- H69	<b>Dutta, Souvik, Bhalla, Manaswini</b> and Kalyan Chatterjee	Social Reform as Path to Political Leadership: A Dynamic Model	Delhi Theory Workshop, Delhi	August 2017
II- H70	<b>Das, Tirthatanmoy</b> and Kabir Dasgupta	Evaluating the impact of Mothers' self-esteem on Early Childhood Home Environment - Evidence from NLSY	14 <sup>th</sup> International Conference, Western Economic Association International, Newcastle, Australia	January 11-14, 2018
II- H71	<b>Das, Tirthatanmoy</b> and Kabir Dasgupta	Evaluating the impact of Mothers' self-esteem on Early Childhood Home Environment - Evidence from NLSY	Econometrics Workshop, Victoria University of Wellington	December 1, 2017
II- H72	<b>Narayanaswamy, Ramnath</b>	The Search for Self Awakening Must Accompany Secular Education	International Conference on Economics from Chanakya to Adam Smith, IIC New Delhi	May 2017
II- H73	<b>Soundararajan, Vidhya</b>	Political Activism as a Determinant of Clientelistic Transfers: Evidence from an Indian Public Works Program	Society for Economics Research in India	July 28-29, 2017
II- H74	<b>Soundararajan, Vidhya</b>	Political Activism as a Determinant of Clientelistic Transfers: Evidence from an Indian Public Works Program	International Food Policy Research Institute, Washington D.C	November 14, 2017
II- H75	<b>Soundararajan, Vidhya</b>	Preliminary findings on the project Contract work and firm performance	Workshop in Economics Research in India, IIM Bangalore	December 22, 2017

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
II- H76	Soundararajan, Vidhya	Heterogeneous Effects of Imperfectly Enforced Minimum Wages in Monopsonistic Labour Markets	Annual Conference on growth and development, ISI New Delhi	December 18-20, 2017
II- H77	Moorthy, Vivek	Ease of Doing Business	Institute of Excellence in Management Sciences (IEMS), Hubli	November 28, 2017
II- H78	Moorthy, Vivek	Links Between Ease of Doing Business and Growth	Acharya Business School, Bangalore	August 17, 2017
II- H79	Moorthy, Vivek	Spirit of 1776 Adam Smith	Christ University Economics Association, Bangalore	November 16, 2017
II- H80	Moorthy, Vivek	Special Lecture on Demonetization based on last Chapter of the author's 2017 book	Gokhale Institute of Politics and Economics, Pune	April 21, 2017

## II-I Articles in Conference Proceedings

Sl. No.	Authors	Title of Paper	Details of the Conference Proceedings
II-I-1	Damodaran A	Sustainable Production and Consumption and Novel Economic Instruments for Biodiversity Conservation	Proceedings of Biofin International Workshop, Chennai, February 6-8, 2018

## II-J IIMB Case Studies @ Harvard Business Publishing

II-J1	Title:	Combating the Yoga Guru: Dabur's Dilemma
	Author:	Manaswini Bhalla, Koustav Dey and Pulkit Aggarwal
	Summary:	The case intends to introduce the reader to a disruption in the Indian FMCG industry. A single new entrant, Patanjali entered the FMCG industry in 2006, combating incumbents and attacking them on all fronts. Within a short span of time, it was able to produce results and exceed industry expectations. The case starts with the evolution story of Dabur, the world's largest Ayurvedic and natural healthcare company. It indicates the major milestones of the company and how it has been able to combat all sorts of threats but retain the top spot in many of the segments it operates in, over the years. The case then discusses

a potential threat to Dabur from the new entrant, Patanjali. Building on its Ayurveda brand, Patanjali launched a foray of FMCG products and, drastically reduced prices. Using the power of a Yoga guru that made the product so widely accepted among the Indian masses, Patanjali is threatening every FMCG giant in the country. The case then goes on to depict how Patanjali seems to have gone on a direct frontal attack against all existing big players. The case is written from the perspective of Dabur to understand the nature of competition it faces from Patanjali.

### II-K Leading Journal Publications

Journal articles which have appeared in leading academic journals, listed in Financial Times 50, UT Dallas.

- II-K1** Authors: Ayona Bhattacharjee, Jong Kook Shin, **Chetan Subramanian** and Shailender Swaminathan
- Title: **Healthcare investment and income inequality**
- Journal: *Journal of Health Economics*
- Abstract: This paper examines how the relative shares of public and private health expenditures impact income inequality. We study a two period overlapping generation's growth model in which longevity is determined by both private and public health expenditure and human capital is the engine of growth. Increased investment in health, reduces mortality, raises return to education and affects income inequality. In such a framework we show that the cross-section earnings inequality is non-decreasing in the private share of health expenditure.

### II-L Awards, Honors, and Achievements

- II-L1** **Prof. Charan Singh**, Dewang Mehta National Education Award 2017, Best Professor in Economics and Social Science, September 20, 2017.

## II-M Doctoral Theses Completed by FPM Students during 2017–2018

Sl. No.	Name of the Student	Dissertation Title	Members of the DAC Committee
II-M1	Tanaka Tabassum	Political Economy of International Organization: Analyzing the Dynamics of Environmental Organizations, Negotiations and Policy Formulation in International Diplomacy	Damodaran A, Rupa Chanda, Anil B Suraj
II-M2	Kalyan Kolukuluri	Essays on Social Health Insurance in Developing Countries: Evidence from Indonesia	Chetan Subramanian, A Damodaran, Chirantan Chatterjee, Shailender Swaminathan (External Member)
II-M3	Amol Agrawal	History of Banking in South Canara District (1906-69)	Vivek Moorthy, M S Sriram, R Srinivasan (F&A)

## II-N Dissertations Proposal by FPM Students during 2017–2018

Sl. No.	Name of the Student	Topic	Date
II-N1	Chetan Vikas Chitre	Use of Technology in School Education	April 17, 2017
II-N2	Kartik Yadav	Trade-offs Investment in Human Capital	September 18, 2017
II-N3	Rahul Singh	Essays in International Trade in Post Liberalization India	December 21, 2017

**II-O Papers Presented by FPM Students in Conference/Seminar during 2017-2018**

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
II-01	Kalpana Tokas	New' Age Preferential Trade Agreements : Implications for Value Added Trade	CoRE: IGIDR PhD Colloquium, IGIDR, Mumbai	November 7-10, 2017
II -02	Kalpana Tokas	New Age Preferential Trade Agreements : Implications for Value Added Trade	17 <sup>th</sup> COSMAR (International Consortium of Students in Management Research), Department of Management Studies, Indian Institute of Science (IISc), Bangalore	November 20-21, 2017
II -03	Kalpana Tokas	New Age Preferential Trade Agreements : Implications for Value Added Trade	Conference on "International Trade, Specialization and Growth - David Ricardo and the Contemporary Perspectives", Jadavpur University, jointly organized by Centre for Studies in Social Sciences, Calcutta and Department of Economics, Jadavpur University.	December 28-29, 2017
II -04	Kalpana Tokas	Macro Policy vs Micro Hurdles: Case of Indian IT Services Trade with Japan and Korea	5 <sup>th</sup> AIMS International Conference on Management, IMT Ghaziabad	January 6-8, 2018
II -05	Kalpana Tokas	New Age Preferential Trade Agreements : Implications for Value Added Trade	PhD Consortium, Shailesh J. Mehta School of Management (SJSOM), IIT Bombay	February 23-24, 2018
II -06	Kalpana Tokas	Preferential Trade Agreements : Evolving Trends and Implications for Value Added Trade	Singapore Economic Review Conference, Singapore	August 2-4, 2017

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
II -07	Kartik Yadav	Does the Early Bird Get the Worm? Examining the Impact of School Entry Age on Academic Performance	Conversations on Research (CoRe): IGIDR PhD. Colloquium, IGIDR, Mumbai	November 2017
II -08	Kartik Yadav	Does the Early Bird Get the Worm? Examining the Impact of School Entry Age on Academic Performance	5 <sup>th</sup> Biennial Conference of the Indian Academy of Management, IIM Indore	December 2017
II -09	Kartik Yadav	Does the Early Bird Get the Worm? Examining the Impact of School Entry Age on Academic Performance	4 <sup>th</sup> SITES-IDEAs Annual Conference on Development Topics, University of Roma Tor Vergata, Rome, Italy	September 2017
II -010	Rahul Singh	Technical Regulations, Intermediate Inputs and Productivity of Firms: Evidence from India	European Trade Study Group (ETSG), Florence, Italy	September 14-16, 2017

## II-Q Awards, Honors and Achievements by FPM Students in 2017-2018

Sl. No.	Name of the Student	Details of the Award	Date
II-Q1	Kartik Yadav	Best Paper Award: Does the Early Bird Get the Worm? Examining the Impact of School Entry Age on Academic Performance, Shailesh J. Mehta School of Management, IIT Bombay	February 24, 2018
II-Q2	Kalpana Tokas	Best Paper Award: New Age Preferential Trade Agreements: Implications for Value Added Trade, Department of Management Studies, Indian Institute of Science (IISc) Bangalore	November 21, 2017

## Finance and Accounting (F&A)

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

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

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

*F&C Area faculty is affiliated to the Centre for Banking and Finance Technology, the Centre for Capital Markets and Risk Management ([www.ccmrm.org](http://www.ccmrm.org)) and the Centre for Corporate Governance and Citizenship. Area faculty is also involved in the activities of other IIMB Centres and Research initiatives such as Public Policy, Real Estate, Entrepreneurship, and Software Management.*

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

### III-A Research Projects

#### III-A1 Capital Standards of Banks and Loan Supply – Evidence from India

Project Team: **Ashok Thampy**

**Summary:** This research proposal aims to analyze the impact of risk-based capital allocation rules on the asset allocation decision of banks and the consequent impact on supply of bank loans. Risk-based capital standards link capital requirement to the risk of the assets held by the financial institution. The risk weights for risky assets such as loans would be higher than the risk weights for low risk assets such as treasury securities. This leads to a higher capital requirement for high risk weighted assets and lower capital requirement for low risk weighted assets. The difference in capital requirements for different assets may provide an incentive for banks to shift from high risk weight to low risk weight assets with the consequence that the supply of high risk weight assets such as loans may be lower with risk-based capital standards. This research aims to examine the impact of capital standards on banks loan supply in the Indian context. India is an interesting country to study for the following reasons: (1) it provides an opportunity to examine the impact of capital standards in the country with less developed capital markets with presence of capital constraints, and (2) the presence of the large government-owned banks along with the presence of private banks provides us the opportunity to examine if capital constraints are different for the two ownership groups.

Sponsor: IIM Bangalore

Status: Ongoing (January 2017 – December 2018)

#### III-A2 Building Strategic Capabilities in Emerging Market Firms

Project Team: **S. Raghunath, P. D. Jose, Ashok Thampy, Ashis Mishra and Subhashish Gupta**

**Summary:** Emerging market firms have become an increasingly influential component of the global economy. Both scholars and firm managers are realizing that these firms possess a different mix of capabilities than their developed world counterparts that help them build new business models for global competition. However, as these firms expand globally and encounter increasingly sophisticated competitors, managers of emerging market firms realize that some of the capabilities that enabled their firms to succeed at home do not transfer well abroad, that their firms new and in some cases more sophisticated capabilities to compete in a wide variety of countries, and that the firms suffer from relative disadvantages in their capabilities stemming from their country of origin.

Sponsor: IIM Bangalore

Status: Ongoing (2017-2019)

**III-A3 Motivations for and Consequences of Related Party Transactions around Initial Public Offerings**Project Team: **Srinivasan Rangan**

Summary: Our objective in this paper is to examine the use of related party sales to manage earnings in the year before an initial public offering. We conduct our analysis with a sample of 253 Indian IPOs from the years 1999-2009. We find that IPO firms use related party sales to avoid earnings declines.

Sponsor: NSE-IGIDR Corporate Governance Initiative

Status: Ongoing (2016–2018)

**III-A4 Motives for and Consequences of Disclosures Related Financial Statement Line Items**Project Team: **Srinivasan Rangan**

Summary: Firms around the world provide three or four financial statements (FS) and disclose a wealth of textual and tabular information in the footnotes and in the management discussion section (FN\_MDA) of their annual reports. FN\_MDA information is provided to explain and clarify the information contained in the financial statements. While prior research has extensively studied both FS and FN\_MDA information, the links between these two types of information are not well understood. In this project, I expect to use text-mining tools to link each line item in the financial statements to the disclosures related to these items, and then characterize the information in these disclosures in terms of readability and tone. Thus, I will be able to rank items in terms of amount and quality of the disclosure. I can then study the consequences of each line item interacted with the amount and quality of its disclosures for firm valuation and risk. Prior research has examined these questions for line items separately or for the readability and tone of the entire annual report. I am unaware of research that conducts such analysis at the line item level. The results would be of interest to regulators, audit firms, investors, and academics.

Sponsor: IIM Bangalore

Status: Ongoing (2018–2019)

**III-A5 Expected Returns and Idiosyncratic Volatility**Project Team: **V Ravi Anshuman**

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

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

Sponsor: IIM Bangalore

Status: Ongoing (2014–2019)

### **III-A6 Regulatory Redundancy or Impact: A Study of a Regulatory Intervention to Increase Public Ownership of Indian Stocks**

Project Team: **V Ravi Anshuman** and **Venkatesh Panchapagesan**

Summary: The study aims to assess whether the regulatory mandate to ensure minimum public shareholding was effective in increasing liquidity and price discovery in Indian listed stocks.

Sponsor: IIM Bangalore

Status: Ongoing (2017–2019)

### **III-A7 Can Governments Increase Revenues by Lowering Taxes? A Study of Competing Policies to Reduce Tax Evasion during House Purchase in India**

Project Team: **Venkatesh Panchapagesan**

Summary: The study examines, through a natural experiment, the impact of competing government policies to reduce under-reporting in property transactions.

Sponsor: International Growth Centre (IGC from LSE), UK

Status: Ongoing (2016)

### **III-A8 Effectiveness of E-Auctions in Emerging Economies**

Project Team: **Venkatesh Panchapagesan**

Summary: The study examines whether e-auctions of land result in better price discovery for government agencies.

Sponsor: International Growth Centre (IGC from LSE), UK

Status: Ongoing (2016)

**III-A9 Estimating Economic Value of Regularizing Land Tenure to the Urban Poor - Evidence from India**

Project Team: **Venkatesh Panchapagesan**

Summary: The project aims to study whether providing title to slum residents increases governmental revenue.

Sponsor: International Growth Centre (IGC from LSE), UK

Status: Ongoing (2016)

**III-A10 Study of the Impact and the Mode of Operation of Entities Who Expropriate Value in the Real Estate Industry**

Project Team: **Venkatesh Panchapagesan**

Summary: We plan to study the method of operation, the specific processes, regulatory requirements and market failures that enable entities involved in the real estate value chain to step in and expropriate value. Our work will also provide an estimate of the impact of rent-extracting activities on the cost of real estate in India. Specifically, we plan to:

- Document the various entities who exploit weaknesses and extract rents in the real estate value chain either directly or indirectly through collusion
- Identify key processes and players who facilitate and feed this network, including governmental approval processes such as construction permits
- Estimate the impact of each entity on the overall cost of real estate to end users
- Evaluate and recommend potential reforms that could mitigate this rent seeking behavior and streamline processes such as construction permits

Sponsor: HUDCO

Status: Ongoing (2016)

**III-A11 Study of the Impact of the Changes in Stamp Duty and Registration Charges on Residential Property and Suggest a Revenue Neutral Model for Enabling Affordable Housing for All**

Project Team: **Venkatesh Panchapagesan**

Summary: We plan to study the following:

- Role of Stamp Duty (SD) and Registration Charges (RC) on current government revenues and under-reporting
- Role of SD and RC on demand and supply of housing (and on future government revenues)

- Role of additional policy tools to augment SD and RC to protect overall current and future government revenues

Our focus will be to provide policy options for the Centre to suggest to the States on how to reduce SD and RC without losing revenue so as to increase the provision of affordable houses considerably.

Sponsor: National Housing Bank (NHB), New Delhi

Status: Ongoing (2016)

### III-A12 Corporate Social Responsibility in India: An Obligation, Not an Option

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

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

Sponsor: Self

Status: Ongoing (March 2016 – March 2017)

### III-A13 Mainstreaming of the Financial Inclusion Agenda in India

Project Team: **P C Narayan** and **Rajalaxmi Kamath**

Summary: The study aims to map the approaches of the financial inclusion agenda in India and challenges in managing sustainable relationship between financial institutions, processes and outcomes.

How far have the initiatives such as Jan Dhan and Pradhan Mantri Mudra Yojana (PMMY) and institutions such as Payment Banks and Small Finance Banks 'designed' to encourage financial inclusion succeeded? How will the new institutions be able to avoid the pitfalls faced by the existing financial institutions in addressing voluntary exclusion?

How far do the innovations in the microfinance sector and in other institutions such as rural banks, mainstream banks and post offices support financial inclusion agenda? Are we seeing a transformation in institutional forms?

A macro-economic and macro-prudential assessment of tradeoff between the potential for growth and systemic risk from subprime loans arising from the socialization/politicization of credit expansion associated with overcoming financial exclusion.

Sponsor: UGC and UK-India Education and Research Initiative

Status: Ongoing (February 2017 – February 2020)

**III-A14 Women on Audit Committees and the Relationship between Related Party Transactions and Earnings Management: Evidence from India**

Project Team: **Swaminathan G Badrinath** and Akanksha Jalan

Summary: The paper examines the relationship between Related Party Transactions (RPTs) and earnings management and how the aforesaid relationship is affected by the presence of women directors on audit committees. We conduct empirical analysis on the largest 500 firms listed on India's National Stock Exchange.

Sponsor: NSE-IGIDR Corporate Governance Research Initiative

Status: Ongoing (2017-2018)

**III-A15 Corporate Social Responsibility: Social or Strategic?**

Project Team: **Debarati Basu** and Kaustav Sen

Summary: There are two competing views on how firms decide on CSR. The profit-maximizing view – postulated by Friedman, recognizes CSR as an expense or a drain of a firm's valuable resources. On the other hand, Freeman's stakeholder theory asserts that a firm should take into consideration the interests of everyone who can affect or is affected by the welfare of the firm. A large body of literature has explored these competing views on CSR and yet, the evidence remains mixed. An influential meta-analysis of roughly 167 studies, finds that some studies document a positive effect when they regress firms' financial performance on corporate goodness while others find a negative effect. The average effect across these studies is a small positive increase in firm performance.

Sponsor: IIM Bangalore

Status: Ongoing (2017-2018)

**III-A16 Developing a Dynamic Credit Risk Model for Estimation of Repayment Burden and Probability of Defaults for Educational loans**

Project Team: **Jayadev M** and **Krishna Sunder D**

Summary: The objective of this project is quantification of default risk and development of credit scoring model for educational loans and credit rating software.

Sponsor: Centre for Digital Financial Inclusion

Status: Ongoing (2018)

### III-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Publication Details
III-B1	Anand Srinivasan and <b>Thampy, Ashok</b>	The Effect of Relationships With Government-Owned Banks on Cash Flow Constraints: Evidence From India	<i>Journal of Corporate Finance</i>	Vol. 46, October 2017, Pg. 361-373
III-B2	Tiantian Gu, Nada R. Sanders and <b>Venkateswaran, Anand</b>	CEO Incentives and Customer-Supplier Relations	<i>Production &amp; Operations Management</i>	Vol. 26, Issue. 9, September 2017, pg. 1705–1727
III-B3	<b>Jayadev M</b>	An Analysis of Educational Loans	<i>Economic and Political Weekly</i>	Vol. 52, Issue 51, December 2017, Pg. 111-117
III-B4	<b>Marques, Ana</b>	Non-GAAP earnings: international overview and suggestions for future research	<i>Meditari Accountancy Research</i>	Vol. 25, Issue 3, 2017, Pg. 318-335
III-B5	K.P. Krishnan, <b>Panchapagesan, Venkatesh</b> and Madalasa Venkataraman	Distortions in Land Markets and Their Implications for Credit Generation in India	<i>Economic and Political Weekly</i>	Vol. 52, Issue 35, September 2017
III-B6	Madalasa Venkataraman, <b>Panchapagesan, Venkatesh</b> and Ekta Jalan	Does internet search intensity predict house prices in emerging markets? A case of India	<i>Property Management (Elsevier)</i>	Vol. 36, Issue 1, 2018, Pg. 103-118
III-B7	Joy Chakraborty and <b>Basu, Sankarshan</b>	Investment Portfolio Performances of Public-sector General Insurance Firms in India: An Empirical Approach	<i>Business Perspectives and Research</i>	Vol. 6, Issue 1, 2017, Pg. 61-75
III-B8	Vaneet Bhatia, Pradyumna Dash, S. K. Mitra and <b>Basu, Sankarshan</b>	A Review of Bank Efficiency and Productivity	<i>Opsearch</i>	Vol. 22, Issue 87, February 2018

### III-C Books

#### III-C1 Narasimhan M S

*Management Accounting*

Cengage Learning India Pvt. Ltd., New Delhi, 2017

Management Accounting shows how accounting information is organized and reported internally to managers and how managers use accounting information for planning, organizing, decision-making and controlling.

The book written, in a non-technical simple language, emphasizes the practice side of accounting with numerous examples and cases. Each topic starts with a situational analysis that highlights the relevance of the topic. Examples and cases reflect real-life situation that allows managers to easily connect themselves with the situation in their organizations. The book covers product costing, activity-based costing, cost analysis for decision-making, budgeting and variance analysis. Managers use detailed cost data extensively, and the chapters on product costing and activity-based costing explain how cost data is compiled in different types of industries with comprehensive illustration. Managers are required to take decision under various situations and the chapter on cost analysis for decision-making shows several decision-making areas and how managers take decision under these situations. Budgets guide the organization to achieve the goals and variance analysis helps the managers to analyze and control deviation from the budget. The book is relevant for MBA students as well as non-finance managers who are keen to know how they can use accounting information in their jobs. The book is relevant for entrepreneurs as well who want to design a good internal accounting system and use the accounting information for planning, decision-making and controlling.



#### III-C2 Narayanaswamy R

*Financial Accounting: A Managerial Perspective*

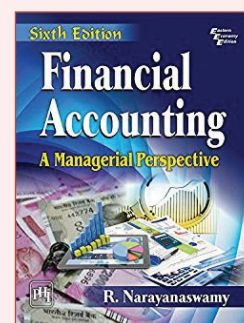
6<sup>th</sup> edition, PHI Learning, New Delhi

This highly acclaimed text, now in its Sixth Edition, is designed as a first-level course offered in business schools, universities, and professional programmes. It explains how to prepare, analyze, and interpret financial statements.

Its distinctive features include the following:

- Developing the accounting model from the basics of business.
- Stress on the why of accounting rather than the how of bookkeeping.
- Emphasis on financial analysis from the beginning.
- Attention to accounting regulations and legal requirements.
- Problems and cases that strengthen conceptual foundation and encourage critical thinking.

Anyone who follows plain English and knows basic math (+, -, ×, ÷) can read this book.



### III-E IIMB Working Papers

Sl. No.	Author	Title	IIMB Working Paper No.	Year
III-E1	Marques, Ana and Srinivasan, Padmini	When corporate social responsibility is an obligation: The unique case of India	565	2018

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

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
III-F1	Basu, Sankarshan and Jaslene Bawa	Recapitalization for Indian Banks: Will good banks be punished or rewarded?	<i>Economic Times</i>	November 1, 2017
III-F2	Narayanaswamy R	NFRA starts off on the wrong foot	<i>The Hindu Business Line</i>	March 26, 2018
III-F3	Narayanaswamy R	CAs have not covered themselves in glory	<i>The Hindu Business Line</i>	August 31, 2017
III-F4	Narayanaswamy R	And then there were three	<i>The Hindu Business Line</i>	January 12, 2018

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

Sl. No.	Authors	Title of Publication	Type of Publication
III-G1	Jayadev M, Himanshu Singh and Pawan Kumar	Small finance banks: Challenges	Round Table IIMB Management Review, Vol. 29, 2017, Pg. 311-325 <a href="https://www.sciencedirect.com/science/article/pii/S0970389616301859">https://www.sciencedirect.com/science/article/pii/S0970389616301859</a>

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

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
III-H1	Marques, Ana	Panellist, Accounting's Greatest Challenges (Globally)	American Accounting Association annual meeting, San Diego, USA	August 2017
III-H2	Marques, Ana and Helena Isidro	Presentation of paper signalling financial performance with alternative performance measures	Auckland University of Technology, New Zealand	November 2017
III-H3	Marques, Ana and Srinivasan, Padmini	When corporate social responsibility is an obligation: The unique case of India	Indian School of Business, India	October 2017
III-H4	Basto, F, and Marques, Ana	Risk disclosure quality and national culture: evidence from the EU banking industry	Annual meeting of the Accounting and Finance Association of Australia and New Zealand, Adelaide, Australia	July 2017
III-H5	Marques, Ana and Pinto, A	Procurement practices and the municipality auditing market	Annual meeting of the Accounting and Finance Association of Australia and New Zealand – Adelaide, Australia	July 2017
III-H6	Marques, Ana and Pinto, A	Procurement practices and the municipality auditing market	Annual meeting of the Journal of Auditing, Accounting and Finance - Dunedin, New Zealand	June 2017
III-H7	Marques, Ana and Pinto, A	Procurement practices and the municipality auditing market	Annual meeting of the Canadian Academic Accounting Association – Montreal, Canada	June 2017
III-H8	Basu, Debarati	Can Unconditional Conservatism be Opportunistic? Evidence from Subsequent Real Earnings Management at Business Groups	American Accounting Association (AAA) Annual Meeting, San Diego, California, USA	August 5-9, 2017

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
III-H9	Basu, Debarati	Can Unconditional Conservatism be Opportunistic? Evidence from Subsequent Real Earnings Management at Business Groups	Journal of Accounting, Auditing and Finance Conference, University of Otago, Dunedin, New Zealand	June 25-27, 2017
III-H10	Basu, Debarati	Regulations and Investment - Cash Flow Sensitivity: The Role of Group Affiliation and Ownership	3 <sup>rd</sup> International Conference on “Drifts in Business, Governance and Societal Values: Conflicts and Challenges”, International Management Institute (IMI), Bhubaneswar	December 8-9, 2017
III-H11	Basu, Debarati	Regulations and Investment-Cash Flow Sensitivity: The Role of Group Affiliation and Ownership	Finance and Economics Conference – FINECON 2017, IMI Kolkata	December 28-29, 2017
III-H12	Jayadev M	Presentation made on Credit Risk Analytics Applications to Educational Loans	One day workshop organised by DCAL and Process ware solutions on Analytics in Banking, IIM Bangalore	November 10, 2017
III-H13	Narayanaswamy R	Panel member at Conference on Investor Rights and Corporate Responsibilities	National Stock Exchange, Bangalore	March 23, 2018.
III-H14	Narayanaswamy R	Panel member of a Deloitte Programme for the session on Beyond Effective Tax rate in Bengaluru	Deloitte Annual Tax Conference	December 16, 2017
III-H15	Narayanaswamy R	Panel member, BEPS & Beyond - The Dawn of a New Era	Taxsutra Conclave 2017, Gurugaon	October 7, 2017
III-H16	Narayanaswamy R	Keynote speaker at the Seminar on Corporate Governance	The Institute of Chartered Accountants of India, Pune	December 23, 2017
III-H17	P C Narayan	Keynote speaker for an FDP on Blended Learning & MOOCs	Department of Management Studies, CMRIT, Bangalore	December 27-28, 2017

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
III-H18	P C Narayan	Invited talk on Transitioning from a 'Teacher-centric' to a 'Student-centric' Classroom and On-line Learning	The Institute for Socio Economic Change (ISEC), Bangalore	November 16, 2017
III-H19	P C Narayan	Financial aspects of M&A and Divestitures Financial Risk Management: Hedging against interest rate and foreign exchange risks	Day-long seminar on 'Strategic Finance', Institute of Chartered Accountants of Sri Lanka (ICASL), Colombo, Sri Lanka	September 12, 2017
III-H20	P C Narayan	Evaluating Financial Performance: Measuring Economic Profit	CFO Forum on 'Next Generation CFOs', Institute of Chartered Accountants of Sri Lanka (ICASL), Colombo, Sri Lanka	September 13, 2017
III-H21	P C Narayan	Seminar on Global Macro Economics and Implications for Business	WIPRO Consumer Care Business Global Leadership Summit, WIPRO Corporate Office, Bangalore	October 30, 2017
III-H22	Srinivasan, Padmini	Talk on Financial planning and investment opportunities in India	Dell India, Bangalore	March 8, 2018
III-H23	Srinivasan, Padmini and Nabendu Paul	Determinants of Internal Control Deficiency of a Firm: A Cross Sectional Review of Indian Firms	Indian Finance Conference, IIM Bangalore	December 20-22, 2017
III-H24	Basu, Sankarshan	Talk on Research Methodology at the International Tourism Research Colloquium	Pondicherry University	March 23, 2018
III-H25	Basu, Sankarshan	Talk on Financial Derivatives: Usage for hedging	MYRA School of Business, Mysore	December 1, 2017

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
III-H26	<b>Basu, Sankarshan</b>	Delivered the valedictory address titles Managing Risks in a Dynamic Interconnected World	International Conference on Financial Markets & Corporate Finance, (ICFMCF) 2017 Vinod Gupta School of Management, Indian Institute of Technology Kharagpur	July 8, 2017
III-H27	<b>Basu, Sankarshan</b>	Assessing performance of liquidity adjusted Value at Risk	21 <sup>st</sup> annual conference of the Asia Pacific Risk and Insurance Association in Poznan, Poland	August 2, 2017
III-H28	Damle, Harshali and <b>Basu, Sankarshan</b>	Impact of Global Financial Crisis and Quantitative Easing on Institutional Investors: Evidence from the Indian Capital Market Volatility Volume causality across Spot-Futures markets in India	7 <sup>th</sup> India Finance Conference, IIM Bangalore	December 20-22, 2017
III-H29	Chhabra Roy, Neha and <b>Basu, Sankarshan</b>	Electricity Trading Viability in Indian Electricity Exchange: A case of Seasonal Option Strategies	7 <sup>th</sup> India Finance Conference, IIM Bangalore	December 20-22, 2017
III-H30	Bawa, Jaslene and <b>Basu, Sankarshan</b>	Shadow Banking: Will Indian banks use existing NBFCs to leverage the Money Market Mutual Funds investment channel?	7 <sup>th</sup> India Finance Conference, IIM Bangalore	December 20-22, 2017
III-H31	<b>Rangan, Srinivasan</b>	Discussion of The Changing Landscape of Accrual Accounting: The Implications of Cash Flow Predictability	Indian School of Business, Accounting Research Conference	December 18-19, 2017
III-H32	<b>Swaminathan G Badrinath</b>	Keynote address: The role of finance scholarship in India's financial Markets	FLAME Conference, Pune	December 18, 2017

### III-J IIMB Case Studies @ Harvard Business Publishing

- III-J1** Title: **Gocoop – Social Marketplace**
- Author: Ramakrishna S. Velamuri, **G Sabarinathan**, and Suhruta Kulkarni
- Summary: GoCoop is a four-year old start-up that is creating an international market for Indian artisanal products such as handlooms through a B2B e-commerce platform. The company, founded by Siva Reddy, a former technologist with managerial experience in India as well as abroad has received a round of angel funding, followed by a Series A round recently. It has pivoted (i.e., changed its business model) twice and is now poised for a phase of rapid growth. The case traces the history of the company and examines some of the critical choices made by the entrepreneur and his key learning experiences. The case is anchored on the next steps that GoCoop will have to undertake to meet its growth aspirations. It also provides an opportunity for the class to deliberate and reflect on the choices made by the company and the entrepreneur so far. The case is accompanied by a background note on the marketing of Indian handloom products from an earlier period prior to the advent of electronic commerce. Company videos and those of Indian artisans are also available on YouTube.

### III-K Leading Journal Publications

Journal articles which have appeared in leading academic journals, listed in Financial Times 50, UT Dallas.

- III-K1** Authors: Anand Srinivasan and **Ashok Thampy**
- Title: **The effect of relationships with government-owned banks on cash flow constraints: Evidence from India**
- Journal: ***Journal of Corporate Finance***
- Abstract: We examine the effect of maintaining exclusive relationships with Government Owned Banks (GOBs) on real investment by publicly traded companies in India. Firms that maintain such exclusive relationships have an investment cash flow sensitivity that is almost 30% lower relative to other firms. GOB relationships also increase sensitivity of investment to Tobin's Q. Exclusive relationships with private banks *increase* cash flow sensitivity while exclusive relationships with foreign banks have no impact. The lower investment cash flow sensitivity by firms with exclusive GOB relationships is not the result of cherry picking of less constrained firms by GOBs. Rather, firms with exclusive GOB relationships are in worse financial condition relative to other firms – thus, GOBs appear to be doing reverse of cherry picking. Surprisingly, the results are driven by the large firms which benefit from GOB relationship and not the smaller firms which are the intended beneficiaries of government directed credit programs.

- III-K2** Authors: Tiantian Gu, Nada R. Sanders and **Anand Venkateswaran**
- Title: **CEO Incentives and Customer-Supplier Relations**
- Journal: ***Production & Operations Management***
- Abstract: This study explores how suppliers adjust their relation-specific investments (RSI) in response to the different risk-taking incentives provided by the customer firm to its CEO, during normal and transition periods. We investigate this relation using 17,553 customer–supplier transactions over the 1993–2013 period. We find strong evidence consistent with the risk-taking argument. Specifically, we find that an increase in the risk-taking incentives of customer CEOs leads to a decline in suppliers’ RSI in normal periods, but an increase in RSI during transition periods. We employ the FAS-123R mandate to show that an exogenous reduction in customer CEO’s incentive pay increases suppliers’ RSI. We reaffirm the effect with the passage of the Sarbanes–Oxley Act as a secondary quasi-natural experiment. Finally, we examine several scenarios that either amplify or attenuate the observed relation, based on factors such as financial constraints, distress, growth opportunities, industry competition, and other firm characteristics. Our study contributes to the literature that examines the interplay between corporate policy and product market relationships.
- Listings: - ***Financial Times 50***
- ***UT Dallas***

### III-M Doctoral Theses Completion by FPM Students during 2017–2018

Sl. No.	Name of the Student	Dissertation Title	Members of the DAC Committee
<b>III-M1</b>	Anish Shankar Menon	Mutual Fund Performance in India	MS Narasimhan, Ashok Thampy, SG Badrinath
<b>III-M2</b>	Kaveri Krishnan	Efficacy of Credit Rating Process in India	Sankarshan Basu, Ashok Thampy, Arnab Mukherji

### III-N Dissertation Proposal Presentation by FPM Students during 2017-2018

Sl. No.	Name of the Student	Topic	Date
III-N1	Srikanth Balasubramanian	Essays on CEO Traits and Firm Investment Decisions	September 25, 2017
III-N2	Lalitha Charanya Ganesh	Essays on Earnings Management around Mergers	September 5, 2017
III-N3	Rajesh Kumar Sinha	Global Evidence on the Effect of Macroeconomic Variables on Analyst Forecast Errors	June 20, 2017

### III-O Paper Presentation by FPM Students in Conferences/Seminars during 2017-2018

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference/Seminar	Date
III-O1	Rajesh Kumar Sinha	Global Evidence on the Effect of Macroeconomic Variables on Analyst Forecast Errors	7th Indian Finance Conference, IIM Bangalore	December 20-22, 2017
III-O2	Rajesh Kumar Sinha	Global Evidence on the Effect of Macroeconomic Variables on Analyst Forecast Errors	9th IMR Doctoral Conference, IIM Bangalore	January 3-4, 2018
III-O3	A Prabhu Venkatachalam (Co-author Prof. Srinivasan Rangan)	Motives For And Consequences of Related Party Transactions Before Initial Public Offerings	India Finance Conference, IIM Bangalore	December 12, 2017
III-O4	Nabendu Paul	Determinants of Ownership Concentration: Evidence from the cross sectional sample of Indian firms	The Consortium of Students in Management Research (COSMAR), IISc, Bangalore	November 20-21, 2017
III-O5	Nabendu Paul	Determinants of Internal Control Deficiency of a Firm: A	Indian Finance Conference, IIM Bangalore	December 20-22, 2017
III-O6	Nabendu Paul	Cross Sectional Review of Indian Firms	ISDSI International Conference, IIM Tiruchirapalli	December 27-30, 2017

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference/Seminar	Date
III-07	Nabendu Paul (Co-authors Velavan S, Prof. Jayadev M.)	Determinants of Ownership Concentration: Evidence from the cross sectional sample of Indian firms	Management Doctoral Colloquium and VGSOM Research Scholars' Day (MDC&VRS), VGSOM, IIT Kharagpur	March 14-15, 2018
III-08	Velavan S (Co-authors Nabendu Paul, Prof. Jayadev M.)	What determines the style of debt-taking of Indian firms? An econometric analysis	Management Doctoral Colloquium and VGSOM Research Scholars' Day (MDC&VRS), VGSOM, IIT Kharagpur	March 14-15, 2018

### III-P Publications by FPM Students (Journal articles/book chapters/cases) during 2017–2018

Sl. No.	Name of the Student	Title of the Paper	Name of the Journal	Publications Details
III-P1	Nabendu Paul	Review of the book <i>G.N. Bajpai, The Essential Book of Corporate Governance</i>	IIMB Management Review	Sage Publications, New Delhi, Pg. 326–327, 2017

### III-Q Awards, Honors and Achievements by FPM Students in 2017-2018

Sl. No.	Name of the Student	Details of the Award	Date
III-Q1	Nabendu Paul	Best Paper Award with a cash prize of Rs. 5000/-: Determinants of Ownership Concentration: Evidence from the cross-sectional sample of Indian firms, IISc Bangalore	November 21, 2017
III-Q2	Nabendu Paul (Co-author Velavan S, Prof. Jayadev M.)	Best Paper Award: What determines the style of debt taking of Indian firms? An econometric analysis, VGSOM, IIT Kharagpur	March 15, 2018
III-Q3	Velavan S (Co-author Nabendu Paul, Prof. Jayadev M.)	Best Paper Award: What determines the style of debt taking of Indian firms? An econometric analysis, VGSOM, IIT Kharagpur	March 15, 2018

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

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

## IV-A Research Projects

### IV-A1 Internet Marketing

Project Team: **Seema Gupta**

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

Sponsor: IIM Bangalore

Status: Ongoing (2014–2017)

### IV-A2 Modeling the Online Classified Advertisement Booking

Project Team: **Seema Gupta**

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

Sponsor: IIM Bangalore

Status: Ongoing (2014–2017)

### IV-A3 Customer Segmentation at Spencer Retail

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

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

Sponsor: IIM Bangalore

Status: Ongoing (2015- 2017)

**IV-A4 Building Strategic Capabilities in Emerging Market Firms**

Project Team: **S. Raghunath, P. D. Jose, Ashok Thampy, Ashis Mishra and Subhashish Gupta**

Summary: Emerging market firms have become an increasingly influential component of the global economy. Both scholars and firm managers are realizing that these firms possess a different mix of capabilities than their developed world counterparts that help them build new business models for global competition. However, as these firms expand globally and encounter increasingly sophisticated competitors, managers of emerging market firms realize that some of the capabilities that enabled their firms to succeed at home do not transfer well abroad, that their firms new and in some cases more sophisticated capabilities to compete in a wide variety of countries, and that the firms suffer from relative disadvantages in their capabilities stemming from their country of origin.

Sponsor: IIM Bangalore

Status: Ongoing (2017-2019)

**IV-A5 Mobile App User Engagement Insights from India**

Project Team: **Preeti Krishnan Lyndem** and Ashish Kumar

Summary: The basic infrastructure needed for firms to kick start their digital transformation in online economy can be divided into three components namely platforms, channels, and networks. With the proliferation of smart mobile phones, the market for apps proliferated at a very rapid rate. However, app developers soon realize that to build sustainable and profitable revenue from apps, they need to transform their apps into platforms where data is served as a service. This is the transformation from app economy to platform economy. These apps or platforms serve as strategic tools in a digital marketing toolbox. However, there are several challenges that firms face in exploiting their full potential. First and foremost is that these are primarily exclusive to smart mobile phones, and second providing appropriate value from the data. In this project, we look at how an app is transformed into a platform, and how it can provide value to the customers using mobile phones.

Sponsor: IIM Bangalore

Status: Ongoing (2017-2018)

**IV-A6 Influence of Evil Eye Beliefs on Mothers' Product Choice**

Project Team: **Preeti Krishnan Lyndem** and Tanvi Gupta

Summary: The objective of this study is to understand how cultural beliefs of evil eye impact the product preferences and choices of new mothers in the Indian market, across baby product categories. It aims to study the impact of the underlying

psychological mechanisms like emotions, perceived control and regulatory focus in the influence of evil eye belief on mother’s choices.

Sponsor: IIM Bangalore

Status: Ongoing (2017-2019)

#### IV-A7 Use of Humor in Close Relationships in India

Project Team: **Preeti Krishnan Lyndem**

Summary: The relational human inventory has been developed and validated amongst Caucasian population (De Koning and Weiss, 2002). This raises questions in terms of its external applicability amongst other populations – such as in India. This study, therefore, aims to test the validity of the relational humor inventory (De Koning and Weiss, 2002) amongst Indians in English as well as in Hindi. For this purpose, a scale will be developed and validated in Hindi as well.

Sponsor: IIM Bangalore

Status: Ongoing (2017-2018)

#### IV-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
IV-B1	Praveen Sugathan, Kumar Rakesh Ranjan and <b>Mulky, Avinash G</b>	Atypical Shifts Post-failure: Influence of Co-creation on Attribution and Future Motivation to Co-create	<i>Journal of Interactive Marketing</i>	Vol. 38, May 2017, Pg. 64-81
IV-B2	Praveen Sugathan, Kumar Rakesh Ranjan and <b>Mulky, Avinash G</b>	An examination of the emotions that follow a failure of co-creation	<i>Journal of Business Research</i>	Vol. 78, September 2017, Pg. 43-52
IV-B3	Anup Krishnamurthy and <b>Shainesh G</b>	Snubbing the old to embrace the new: the impact of cross-buying on the usage of existing services	<i>Journal of Services Marketing</i>	Vol. 31, Issue 6, 2017, Pg. 662-675
IV-B4	Swagato Chatterjee, <b>Shainesh G</b> and C.N. Sai Sravanan	Does intention translate into action? Investigating the impact of loyalty intention on future usage	<i>Journal of Indian Business Research</i>	Vol. 10, Issue 2, 2018, Pg. 151-169

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
IV-B5	Gopalakrishnan Narayanamurthy, Roger Moser, Yves Sutter, <b>Shainesh G</b>	Indian healthcare value chain - status quo not a sustainable solution	<i>Journal of Asia Business Studies</i>	Vol. 11, Issue: 4, 2017, Pg.481-506
IV-B6	Rajat Sharma and <b>Jha, Mithileshwar</b>	Values influencing sustainable consumption behaviour: Exploring the contextual relationship	<i>Journal of Business Research</i>	Vol. 76, July 2017, Pg. 77-88
IV-B7	Subhadip Roy and <b>Moorthi, Y.L.R.</b>	Is “proof” the Eighth “P” of Service? A Conceptual Model and Propositions	<i>Services Marketing Quarterly</i>	Vol. 38, Issue 4, 2017, Pg. 213-225
IV-B8	Subhadip Roy and <b>Moorthi, Y.L.R.</b>	Technology readiness, perceived ubiquity and M-commerce adoption: The moderating role of privacy	<i>Journal of Research in Interactive Marketing</i>	Vol. 11, Issue 3, 2017, Pg.268-295
IV-B9	N. Berg, <b>Prakhya, Srinivas</b> and K. Ranganathan	A satisficing approach to eliciting risk preferences	<i>Journal of Business Research</i>	Vol. 82, January 2018, Pg. 127-140
IV-B10	<b>Jonnalagedda, Sreelata</b> and <b>Saranga, Haritha</b>	Commonality Decisions when Designing for Multiple Markets	<i>European Journal of Operational Research</i>	Vol. 258, Issue 3, May 2017, Pg. 902-911

## IV-C Books

### IV-C1 Githa Heggde and **G Shainesh**

*Social Media Marketing Emerging Concepts and Applications*

Palgrave, New Delhi, 2018

This book focuses on the role of social media as the next major game-changer. Social media has emerged as the defining trend in the last decade and continues to restructure communication and interactions between individuals, communities, governments and businesses. Researchers and marketers are still struggling with the profound impact of rapidly evolving social media on viral user-generated content, its ability to shape consumer perceptions, and the constantly changing landscape for developing business cases to proactively engage with stakeholders. The growing opportunities to “hear” about customer priorities and concerns on company managed channels as well as third-party review sites, including social media pages, across the digital space are accompanied by the challenges of responding to these conversations in real-time, which calls for a massive shift in the way marketing functions engage in dialogue with customers.



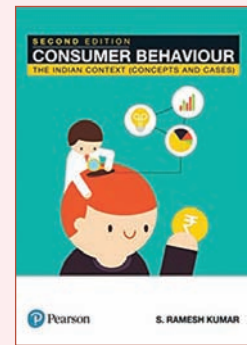
**IV-C2 S Ramesh Kumar**

*Consumer Behaviour; The Indian context (Concepts and Cases)*

2<sup>nd</sup> edition, Pearson Education, India

Developments in the realm of digitalization, cultural scenario and in consumer decision making—witnessed in the last couple of years—had brought about a need to revise Consumer Behaviour and Branding: Concepts, Readings and Cases – The Indian Context. The new edition has been titled as Consumer Behaviour: The Indian Context. The text has been holistically updated to reflect rapid changes in the Indian and global markets and the valuable feedback received from subject matter experts, students and working professionals engaged in the discipline. It features:

1. New examples to reflect changing lifestyles and consumer decisions
2. Extensive discussion on digitalization and consumer behaviour
3. Strong conceptual base that stimulates the thought process of the readers
4. Specific applications to illustrate the practical usefulness of concepts
5. Indian cases that have been drawn from real-life brands
6. Attractive visuals of brands to illustrate the concepts discussed.



**IV-C3 Seema Gupta**

*Digital Marketing*

McGraw Hill, New Delhi

Digital Marketing blends theory with practice and encompasses all important topics covered under the purview of digital and e-marketing. It provides a detailed explanation to different marketing platforms such as Facebook, LinkedIn, Twitter, Snapchat, etc. It also discusses the varying nature of different platforms and imparts know-how and suitability of different marketing tools with respect to customer needs, tastes and behavioral patterns.

The book starts from the very basics of the subject area and extends the discussion to advanced topics such as optimizing user experience, advanced SEO, optimizing campaigns, webmercials, e-marketing, m-marketing, etc. Supplemented with actual screenshots, cut-outs, case-studies and real-life examples, the book makes the learning journey interactive and engaging, thereby offering value to marketing students and working professionals alike.



## IV-D Chapters in Books

Sl. No.	Authors	Title of Chapter	Title of Book	Editors	Publication Details
IV-D1	<b>Kumar, S Ramesh</b> and Svetla T Marinov	Value branding in emerging economies as a social dimension in the Indian context	<i>Research Handbook of Marketing in Emerging Economies</i>	Marin A Marinov	Edward Elgar Publishing Limited, Pg. 146-162, 2017
IV-D2	Arun Bhattacharyya, <b>Kumar, S Ramesh</b> and Vanitha Swaminathan	Culture and Persuasion Appeals: The Indian Context	<i>Indian Consumer: Insights and Strategies</i>	Durairaj Maheswaran and Thomas Puliye (co-ed.)	Oxford, 2018
IV-D3	Rajesh Gaurav and <b>Shainesh G</b>	The Changing Face of Customer Centricity	<i>The Palgrave Handbook of Managing Continuous Business Transformation</i>	Horst Ellermann, Peter Kreutter, Wolfgang Messner	Springer Link, Pg. 175-187, 2017
IV-D4	Naresh K. Malhotra, James Agarwal, and <b>Shainesh G</b>	Does Country or Culture Matter in Global Marketing? An Empirical Investigation of Service Quality and Satisfaction Model with Moderators in Three Countries	<i>Emerging Issues in Global Marketing: A Shifting Paradigm</i>	Agarwal, James and Wu, Terry	Springer, Pg. 61-91, 2018

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

Sl. No.	Authors	Title of Publication	Type of Publication
IV-G1	Shainesh G	Online course on CRM	CRM Online course run with ~4000 MBA students of UGC approved programs on MHRD's MOOCs platform <a href="http://bit.ly/2Biye8A">http://bit.ly/2Biye8A</a> offered on edX and IIMBx
IV-G2	Wolfgang Messner, G. Shainesh and Nikolas Zalesky	Succeeding in India	Business Expert Press, Expert Insights, Pgs. 22, 2017 <a href="https://www.businessexpertpress.com/expert-insights/global-business">https://www.businessexpertpress.com/expert-insights/global-business</a>

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

Sl. No.	Authors	Title of Paper/Session/Invited Talk	Name of Conference and Venue	Dates of Event
IV-H1	Shainesh G	Panelist on 'Research Directions - Services Marketing	6 <sup>th</sup> AIM - AMA Sheth Foundation Doctoral Consortium, Welingkar Business School, Bangalore	January 5-6, 2018
IV-H2	Kumar, S Ramesh	The Imporatnce of Consumer Behavior in the digital era	NASME Conference, IIM Indore	July 2017
IV-H3	Jonnalagedda, Sreelata	Does persuasion knowledge interfere with patient engagement and physician trust? Implications for patient compliance	2018 AMA Winter Academic Conference, New Orleans	February 23-25, 2018
IV-H4	Jonnalagedda, Sreelata	The Role of Reputation Systems in Healthcare Platforms	2018 AMA Winter Academic Conference, New Orleans	February 23-25, 2018
IV-H5	Vedha Ponnappan, Avadhoot Jathar, Prakhya, Srinivas	Effect of intra-household heterogeneity and communal consumption on household demand	11 <sup>th</sup> Nasmei International Marketing Conference 2017, Great Lakes, Chennai	December 22-23, 2017
IV-H6	Lyndem Preeti Krishnan, and Thomas T.,	Opposite-Gender Pairing of Consumers and Service Employees	ANZMAC (Australia and New Zealand Marketing Academy) 2017 Conference, Melbourne, Australia	December 4-6, 2017

### IV-I Articles in Conference Proceedings

Sl. No.	Authors	Title of Paper	Details of the Conference Proceedings
IV-I-1	Mulky, Avinash G	Are CSR activities directed towards sustainable development goals? A study in India	Proceedings of the 5 <sup>th</sup> International OFEL Conference on Governance, Management and Entrepreneurship, Dubrovnik, Croatia, April 7-8, 2017
IV-I-2	Mulky, Avinash G, Pavithra Mutyap and Sudipta Das	The ethics of food and beverage advertising targeted to children in India: An evaluation	2017 Atlantic Marketing Association Conference, Williamsburg, VA., USA, September 27-30, 2017

### IV-J IIMB Case Studies @ Harvard Business Publishing

**IV-J1** Title: **Positioning and Behavioral Dimensions: Implications for Big Bazaar**

Author: **S. Ramesh Kumar**, Mishita Jaiswal and Shimee Gupta

Summary: Vineet Saraiwala, Assistant Manager, Big Bazaar was planning to study the toothpaste category and some of the brands in the category. Having been exposed to the Consumer Behavior domain, Vineet wanted to use an exploratory to seek inputs on its usefulness to Big Bazaar. Although Big Bazaar was a major force in the new era of Indian retailing scenario, radical changes in the environment with online retailing, discount culture in online and offline brands, premium brands and economy brands in several categories, the kirana shops that have been a part of Indian retailing for decades and differentiation of brands across categories using several non-product associations such as celebrities and user imagery, a study involving consumer behavioral aspects can be immensely useful to Big Bazaar. This case provides a new perspective on how a modern retail (Big Bazaar) can consider the positioning strategies of brands from the viewpoint of consumer mindset associated with brand associations. Such an understanding associated with a category would enable Vineet to consider several options of using them: in retail promotions, in the introduction of a new store brand or to understand the importance of various factors in the study that can be used for enhancing the strategies of Big Bazaar with respect to its consumers in the toothpaste category. The case attempts to approach retailing from several behavioral dimensions that include attitudes, self-brand connection, and celebrity-brand connection.

- IV-J2 Title: Behavioral Drivers of Brand Equity – Head & Shoulders in India**
- Author: Lovneet Tyagi and S. Ramesh Kumar**
- Summary:** “What are the nuances that link brand positioning, brand associations and brand equity related aspects of a brand performing successfully in the market?” especially in an emerging market such as India is a question that triggers many approaches among academics and practitioners. Head &Shoulders brand from Procter and Gamble is a multinational brand that had grown rapidly in the Indian context after displacing a well-entrenched brand of shampoo. The brand’s effective positioning had struck a chord with consumers and had sustained its success over a period of time. With several competitive brands entering the well-advertised category of shampoos, the brand manager for Head &Shoulders felt that its positioning though effective cannot last forever and wanted to find out if the brand’s positioning could be strengthened. Besides the analysis of thr regular brand positioning strategies, the company felt that a study on consumer behavior could provide useful pointers to the alternatives of brand positioning with respect to Head &Shoulders when studied with its competitive brands. The results of the study provided interesting but challenging results that made brand repositioning more complex than what the brand manager had assessed. The case study highlights the importance of consumer behavior when brands decide to reposition themselves in a dynamic environment. Furthermore, the case also draws on the implications of brand positioning and consumer behavior on the qualitative dimensions of brand equity.
- IV-J3 Title: Sustaining an Ethnic Soft Drink – Paper Boat: Brand Positioning and Consumer Behavior**
- Author: S. Ramesh Kumar and Mithun Sivagurunathan**
- Summary:** Parvesh Dabuka, Head of Marketing, Paper Boat brand of soft drink, was thinking about the success of the niche brand that was positioned on nostalgia and ethnic taste. This thought had two aspects, one that was not uncommon and the other a different manner of looking at brand positioning. As a brand manager of a successful brand, like any other brand manager, he was concerned about sustaining the success of the brand: he had also thought that he should look at the brand positioning of Paper Boat through the lens of consumer behavior aspects. There were a number of questions in his mind: Was the success of Paper Boat because of its ethnic and nostalgic positioning or was it because of the novelty of picking up a different proposition. Both were different aspects. The novelty of brand positioning may wean off after sometime if consumers are not committed to the brand for what it stands. Given the rapid strides made by the competitors of Paper Boat, would consumers be more interested in the functional benefits

of the brand? Do consumers experience the brand (Paper Boat) based on its ingredients? Was Paper Boat associated with consumers at the level of their self-concept? Parvesh knew that he was getting at the positioning of Paper Boat through several aspects of how consumers expressed their behavior and at the same time wondered if a category such as soft drinks generally associated with fun and frolic may appeal to the consumers on anything other than nutritive benefits or fun? Further, if consumers wanted a new association with Paper Boat, how can the brand steer away from its existing associations toward a new set of associations? He seemed to have an endless array of thoughts linked to brand positioning and repositioning. The case study explores several contemporary aspects of consumer behavior in the backdrop of the usual brand positioning efforts.

- IV-J4** Title: **Retail Strategy at Spencer's**
- Author: **Ashis Mishra and Pulak Ghosh**
- Summary: Spencer's is major retail firm in India that operates in hypermarket and supermarket space. True to the formats, food and grocery business is the strength of Spencer's. This case focuses on two strategic issues typical of retail business in most emerging markets: should the company follow aggressive growth model (that is used by many competing retailers who have more market share than Spencer's) or should it consolidate its current position and focus on profitability instead. The case provides adequate customer information, competitors' strategy vis-à-vis Spencer's strategy to carry out an in-depth analysis of retail business environment and generate appropriate strategy. This can be used for discussing retailing as well as marketing strategy.
- IV-J5** Title: **Videocon d2h: In-Film Branding**
- Author: **Seema Gupta and Menaka Rao**
- Summary: The case describes Videocon's experiences of in-film branding of the Bollywood film titled "Sultan". It was a film with a crowd puller, popular Hindi actor called Salman Khan. The film touches upon the Digital Addressable System, mandated by the Government of India for DTH operators, and how few players scrambled for a larger piece of the market pie. The case highlights various branding options opted for by Videocon in the film and how Videocon hoped to capture a larger subscriber base through this non-traditional form of in film placements.

## IV-K Leading Publications in Journals

Journal articles which have appeared in leading academic journals, listed in Financial Times 50, UT Dallas.

- IV-K1** Author's: **Sreelata Jonnalagedda and Haritha Saranga**  
 Title: **Commonality Decisions when Designing for Multiple Markets**  
 Journal: ***European Journal of Operational Research***  
 Abstract: It is well-established that a manufacturer's commonality decisions between related products are driven by trade-offs between cost savings from standardization and demand effects of customization. Prior research has examined these trade-offs in the context of product line design for a single geography where cannibalization is a primary concern. However, the insights from a single market may not readily apply when serving related products for different geographies where cannibalization ceases to be a concern. The downside of commonality for geographically separated markets arises from a mismatch in customer preferences, which results in disutilities. In this paper, we model the trade-off between the consumer-side disutilities and the cost-side scale economies in the presence of demand uncertainty, and derive the optimal extent of commonality between products for both the markets in the context of two product development strategies: (i) primary market centric design (PMD) and (ii) design for multiple markets (DFM). Our insights from analytical and numerical analysis show that when consumers are very picky and market uncertainty is low, the DFM strategy outperforms the PMD strategy. Counter to the practice of introducing primary market centric products into emerging markets; our study demonstrates the need for more customization, especially in small, but uncertain markets. Our research has important implications for automakers in integrating the diversity in tastes while making commonality decisions for multiple markets.
- IV-K2** Authors: Praveen Sugathana, Kumar Rakesh Ranjanb and **Avinash G. Mulky**  
 Title: **An Examination of the Emotions That Follow a Failure of Co-Creation**  
 Journal: ***Journal of Business Research***  
 Abstract: Service research has contributed to our understanding of the externally-directed emotions that customers experience, such as anger. However, there is limited knowledge about the self-directed emotions that customers experience, such as shame and guilt. This knowledge is specifically lacking within the context of failure of co-created products and services. Our mixed-method research delineates the self-directed emotions that arise when co-created products and services fail. We found that failure of co-created products differs from general situations of failure in that externally-directed emotions attain latency and customers experience self-directed emotions such as guilt, shame, and self-pity.

We also found that the self-directed emotions are driven by (a) sadness and (b) the nature of the causal attributions that the customers ascribe to the failure. This effect was moderated by the degree of co-creation. After analyzing our findings, we discuss the theoretical and practical relevance of the study.

- IV-K3** Authors: Rajat Sharma and **Mithileshwar Jha**  
 Title: **Values Influencing Sustainable Consumption Behaviour: Exploring the Contextual Relationship**  
 Journal: ***Journal of Business Research***  
 Abstract: The purpose of this paper is to develop and test a theoretical model that explains that the influence of personal values on sustainable consumption behaviour is moderated by the cultural and consumption context in which the relationship is studied. Data is collected using survey questionnaires, conducted both online and offline, with diverse set of population and totally 526 responses are used for assessing validity and reliability by applying PLS-based structural equation modelling. The paper identifies fresh set of value dimensions that drive sustainable consumption practices. It is further seen that attitude is more likely to moderate the relationship for internally oriented values than externally oriented values. Thus, the paper significantly extends the previous research on the relationship between values and sustainable consumption behaviour. The findings of this paper have significant contributions for practitioners who wish to sell sustainable products in different cultural contexts.
- IV-K4** Authors: N. Berg, **Srinivas Prakhya** and K. Ranganathan  
 Title: **A Satisficing Approach to Eliciting Risk Preferences**  
 Journal: ***Journal of Business Research***  
 Abstract: A new approach is proposed to eliciting risk preferences by framing choice over risky payoff distributions as a satisficing task. We demonstrate novel links between the information elicited from the satisficing task—which allows subjects to consider accepting a *worse* worst-case outcome in favor of a *better* best-case outcome—and portfolio choice using expected utility theory (EUT). The key tradeoff in our satisficing task can also be stated in reverse: to consider accepting less attractive potential upside gains in order to improve worst-case outcomes. Risk preferences are elicited by asking subjects to choose an acceptable worst-case portfolio outcome from a continuum of binary gambles, each with its own support and unique minimum. The *worst-case aspiration* represents the smallest low-state payoff in the binary gamble that the subject is willing to accept. We show analytically and empirically that choosing a most preferred worst-case aspiration maps into a logically equivalent—but psychologically distinct—process of expected utility maximization (i.e., allocating one's savings over a binary risky asset and risk-free bond using the EUT framework with a unique risk-acceptance parameter under CARA or CRRA risk preferences).

#### IV-N Dissertation Proposal Presentation by FPM Students during 2017-2018

Sl. No.	Name of the Student	Topic	Date
IV-N1	Aishwarya R	Essays on consumer behavior in an online shopping environment	December 20, 2017

#### IV-O Papers Presented by FPM in Conferences/Seminars in 2017-2018

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
IV-O1	Vedha Ponnappan (co-authored by Avadhoot Jathar, Srinivas Prakhya)	Effect of intra-household heterogeneity and communal consumption on household demand	11th NASMEI, Great Lakes, Great Lakes Institute of Management, Chennai	December 22-23, 2017
IV-O2	Aishwarya R (co-authored by Prof. Avinash G Mulky)	Effects of online store layout on variety seeking behavior	11th NASMEI, Great Lakes, Great Lakes Institute of Management, Chennai	December 22-23, 2017
IV-O3	Vedha Ponnappan (co-authored by Avadhoot Jathar, Srinivas Prakhya)	Modelling Intra-household heterogeneity to explain multiple discrete continuous choices	European Marketing Academy Conference 2017, University of Groningen, Netherlands	May 23-26, 2017
IV-O4	Vedha Ponnappan (co-authored by Avadhoot Jathar, Srinivas Prakhya)	Modelling Intra-household heterogeneity to explain multiple discrete continuous demand	Marketing Science Conference, University of Southern California, Los Angeles, CA, USA	June 7-10, 2017
IV-O5	Narayanan Gopalakrishnan (co-authored by Prof. Sreelata Jonnalagedda and Rama Jayanti)	Does persuasion knowledge interfere with patient engagement and physician trust? Implications for patient compliance	American Marketing Association Winter Conference 2018, New Orleans, Louisiana, USA	February 23-25, 2018

#### IV-Q Awards, Honors and Achievements by FPM Students in 2017-2018

Sl. No.	Name of the Student	Details of the Award	Date
IV-Q1	Aishwarya R	Consortium Fellow, Fellow at AMA-Sheth Marketing consortium	January 5, 2018

# Organisational Behaviour & Human Resources Management (OBHRM)

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

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

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

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

## V-A Research Projects

### V-A1 Leadership in the Context of Digital Disruption

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

Summary: The objective of this research is to understand the competencies of future leaders in the software services sector. Four workshops were held across the country to understand the leadership challenges faced by the industry. A report with Future Ready leadership competencies will be released in 2019.

Sponsor: Nasscom

Status: Ongoing (April 2016 - March 2019)

### V-A2 National Survey of Business Ethics

Project Team: **Vasanthi Srinivasan**

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

Sponsor: Globethics.net

Status: Ongoing (2017-2018)

### V-A3 Business and Human Rights

Project Team: **Vasanthi Srinivasan**

Summary: The objective of the research is to understand the extent to which businesses have (or need to have) human rights obligations in the very specific context and nature of their business? Further, what is the extent of obligation that each business entity carries towards the (indirectly impacted) rights holders in its value chain? Some additional questions that the research attempts to answer is what specific challenges does the human rights agenda pose in day-to-day business operations and in inter-business transactions? To what extent do human rights agenda, corporate social responsibility, sustainability, and business strategy overlap? How does rights-based discourse affect risk management?

Sponsor: Wipro through CCGC

Status: Ongoing (2017-2018)

### V-A4 Understanding the Innovation Cluster in Israel: Lessons for India

Project Team: **Abhoy K. Ojha**

Summary: According to Engel (2015), “Clusters of Innovation (COI) are global economic “hot spots” where new technologies germinate at an astounding rate and where

pools of capital, expertise, and talent foster the development of new industries and new ways of doing business. They are vibrant, effervescent ecosystems composed of startups, businesses that support the startup process, and mature enterprises, many of whom evolved rapidly from a startup. In these ecosystems, resources of people, capital, and knowhow are fluidly mobile and the pace of transactions is driven by a relentless pursuit of opportunity, staged financing, and short business model cycles” (page 37). An innovation cluster is different from an industry cluster (Engel & del Pacio, 2009) and the key differentiators are the enablers of entrepreneurship that facilitate startups and their interactions with different elements of the context.

Sponsor: VRSP, IIM Bangalore  
 Status: Ongoing (2017-2018)

#### V-A5 Culture and Motivation

Project Team: **Ritu Tripathi**; Collaborator: Daniel Cervone, University of Illinois at Chicago  
 Summary: The present research examines the influence of culture on work behavior. The primary research questions addressed are: principles of work motivation identified in Western psychological theories and applied management practices, applicable worldwide? Might the empirical measures and operationalizations have a Western ethnocentric bias? Might culturally-sensitive empirical measures provide new insights into the psyche of populations that constitute a major portion of the global workforce? Taking these research questions into account, we are examining the motivational variations in Indian and American corporate workforce of obligations versus autonomy through experimental and open-ended text data.  
 Sponsor: IIM Bangalore  
 Status: Ongoing (2017-2018)

#### V-A6 Resolving identity contradictions

Project Team: **Mukta Kulkarni**  
 Summary: This study examines how able-bodied soldiers cope with an identity as well as career change when they face life changing trauma. These are individuals who have lost limbs, eyesight, or hearing as a result of war-related injuries and are currently undergoing training in some trade to enter civilian life. This is the main research question: How do individuals resolve work identity contradictions when faced with life changing trauma?  
 Sponsor: IIM Bangalore  
 Status: Completed

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

Project Team: **Ramya Ranganathan**

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

Sponsor: IIM Bangalore

Status: Ongoing (2016-2019)

**V-A8 Interventions towards Water Conservation in Cities**

Project Team: **Deepak Malghan and Kanchan Mukherjee**

Summary: A large number of cities around the world are facing increasing water scarcity (World Bank, 2016). Rapid urbanization and rise in economic prosperity have brought water conservation on the policy agenda. With unequal distribution of water, much like wealth or income, those with more than adequate supply of water can be encouraged to reduce water usage. Water conservation efforts have taken many forms including structural changes on the user-side such as change to lower-flow taps and showers, and behavioural changes such as education and awareness campaigns exhorting users to reduce waste and form water-conserving habits (Water Research Foundation, 2016). On average, structural changes have produced some results whereas behavioural-intervention based changes have been mixed and more nuanced, especially in the long-term. Behavioural interventions require more research to understand them better, especially given their growing and problematic use by policy-makers.

Sponsor: IIM Bangalore

Status: Ongoing (2016-2018)

**V-A9 Aiding Better Decision Making in Food Choice**

Project Team: **Kanchan Mukherjee**

Summary: It was not until the middle of 19th century that being obese was considered ill-health. Evolution’s survival mechanism of storing food reserves is now working against us. As per WHO’s statistics, most of the world’s population

live in countries where obesity kills more people than undernourishment. In 2014, more than 25% of the global population was overweight or obese. In the last few decades, there has been a growing interest in investigating how best to communicate risks and benefits of food items to consumers in order to help them make better diet choices.

Sponsor: IIM Bangalore

Status: Ongoing (2017-2019)

#### V-A10 Sports and Indian Society

Project Team: **Sourav Mukherji**

Summary: Playing games and sports has been a defining characteristic of human existence. The Dutch historian Johan Huizinga wrote that Homo Sapiens (thinking reasoning beings) are also Homo Ludens, i.e., playing is a significant feature of human culture and society. French sociologist Roger Caillois classified four categories of play that human beings have engaged with (agon - competition, alea - chances, mimicry andilinx - disorientation) since time immemorial while Sigmund Freud argued that human beings engage in games and sports because it provides both eros (pleasure) and thanatos (wish for destruction). Several anthropologists have revealed how the world of sports is reflective of the social and cultural dynamics of human existence and sporting practices mirror societal beliefs about race, class and gender equity. A study of Olympians, boxers or golfers would reveal how racial and gender prejudices have provided opportunities to certain category of sports person and how the suppressed categories have used their success in sports as platforms for protests and movements.

Sponsor: IIM Bangalore

Status: Ongoing (2017-2018)

#### V-A11 Fertilizer to FMCG: The Transformation of GNFC

Project Team: **Sourav Mukherji and Bringi Dev**

Summary: Gujarat Narmada Valley Fertilizers & Chemicals Limited. (GNFC), is a joint sector enterprise promoted by the Government of Gujarat and the Gujarat State Fertilizers & Chemicals Ltd. (GSFC). It was set up in Bharuch, Gujarat in 1976. The fertilizers business is only a part of the Company's growing sphere of activities; in fact, industrial chemicals have been the dominant driver of growth for the Company in recent times.

Sponsor: IIM Bangalore

Status: Ongoing (2018-2019)

**V-A12 Marital Schemas in Indian Context: Role of Caste, Class and Gender in Selecting Marital Partners**

Project Team: **Shibashis Mukherjee**

Summary: This is a sociological project I am doing in collaboration with Prof. Keera Allendorf on marital schema in Indian context. We intend to publish it in the British Journal of Sociology.

Sponsor: Keera Allendorf’s research fund

Status: Ongoing (2017-2019)

**V-B Articles in Academic Journals**

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
V-B1	David C Baldrige and <b>Kulkarni, Mukta</b>	The shaping of sustainable careers post hearing loss: Toward greater understanding of adult onset disability, disability identity, and career transitions	<i>Human Relations</i>	Vol. 70, Issue 10, 2017, Pg. 1217–1236
V-B2	<b>Kulkarni, Mukta</b> , Gopakumar, K. V and Patel, S.	How effective are disability sensitization workshops?	<i>Employee Relations</i>	Vol. 40, Issue 1, 2018, Pg. 58-74
V-B3	<b>Kulkarni, Mukta</b> , K. V Gopal kumar and Devi Vijay	Institutional discourses and ascribed disability identities	<i>IIMB Management Review</i>	Vol. 29, Issue 3, September 2017, Pg. 160-169
V-B4	<b>Kulkarni, Mukta</b>	Meaning-making through research	<i>Equality, Diversity and Inclusion: An International Journal</i>	Vol. 36, Issue. 3, 2017, Pg. 277-282
V-B5	Ramya Tarakad Venkateswaran and <b>Ojha, Abhoy K</b>	Strategic management research on emerging economies: Cultural imperialism in universalizing research paradigms	<i>Critical perspectives on international business</i>	Vol. 13, Issue 3, 2017, Pg. 204-225

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
V-B6	Pramesh Singh, <b>Uparna, Jayaram</b> , Panagiotis Karampourniotis, Eموke-Agnes Horvat, Boleslaw Szymanski, Gyorgy Korniss, Jonathan Z. Bakdash, and Brian Uzzi	Peer-to-peer lending and bias in crowd decision-making	<i>PLOS-One</i>	Vol. 13, Issue 3, March 2018

### V-D Chapters in Books

Sl. No.	Authors	Title of Chapter	Title of Book	Editors	Publication Details
V-D1	<b>Mattila, Sari SA</b>	Human Experience as Mysterious: The confluence of Spirituality, Education and Fantasy in Two Trilogies	<i>Unbundling the Sixth Sense: Explorations in Spirituality and Management</i>	Ramnath Narayanswamy, Yochanan Altman, Sunita Singh Sengupta	Sampada Publications, 2018

### V-E Working Papers

Sl. No.	Author	Title	IIMB Working Paper No.	Year
V-E1	Ashwani Singh and <b>Mukherjee, Kanchan</b>	Response Mode Effects in Consumer Judgments: Percentages vs. Numbers	551	2017
V-E2	Ashwani Singh and <b>Mukherjee, Kanchan</b>	Seeing Trees and Forests Better: Cognitive Reflection Increases Sensitivity to Changes in Construal Levels	552	2017
V-E3	<b>Ranganathan, Ramya</b> , Yangerjungla Pongener and Raviteja Kancharla	SECMOL (A): Envisioning Radical Change in Ladakh	558	2017

**V-F Articles in Periodicals, Financial Dailies, and Newspapers**

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
V-F1	Kulkarni, Mukta	Labels we use, images we conjure, and policies we design	<i>Forbes India</i>	July 24, 2017
V-F2	Kulkarni, Mukta	Namma Vaani: Lessons from an unusual social network	<i>Forbes India</i>	November 2, 2017
V-F3	Ranganathan, Ramya	The prison of the perfectionist - Is it time to break those walls down?	<i>Forbes India</i>	April 13, 2017
V-F4	Tripathi, Ritu	Global Network Week: A model for multicultural teams	<i>Forbes India</i>	July 12, 2017

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

Sl. No.	Authors	Title of Publication	Type of Publication
V-G1	Srinivasan, Vasanthi, R Srinivasan and Ankur Jain	Future Ready Leadership Competencies	<i>NHRD Network Journal</i> , Vol. 10, Issue 4, October 2017
V-G2	Kulkarni, Mukta	Classroom Accommodations for Teachers with a Disability.	A Report for the Office of the State Commissioner for Persons with Disabilities in Karnataka, April 21, 2017

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

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
V-H1	Kulkarni, Mukta and Pongener, Y	Navigating the multilingual subsidiary environment: Strategies of expatriate managers in India	Academy of Management Meeting, Atlanta, Georgia	August 4-8, 2017
V-H2	Baldrige, D., and Kulkarni, Mukta	Career Adaptation and Success after Adult Onset Hearing Loss	Academy of Management Meeting, Atlanta, Georgia	August 4-8, 2017

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
V-H3	Baldrige, D., and Kulkarni, Mukta	Symposium on Removing Barriers and Supporting Success for Workers with Disabilities (Chaired by Santuzzi, A.)	Society for Industrial and Organizational Psychology (SIOP), Orlando, Florida	April 27-29, 2017
V-H4	Malhotra, Pearl	Invited for a talk on Disability Management at Work in India	National Conference on Disability Management at Work: Problems and Prospects, organised by Department of Social Work, Kristu Jayanti College, Bangalore	October 12, 2017
V-H5	Tripathi, Ritu	Theoretical abstractions of everyday life: a social psychologist's toolkit on biases and stereotypes	Syngene International Ltd., Bangalore	June 24, 2016
V-H6	Ranganathan, Ramya	TEDx Talk on Cultivating and Innovation Mindset	IIM Vizag	February 17, 2017
V-H7	Mattila, Sari S A	Dreams within Dreamers: Potential, Reality and Spaces, session moderator: Kristoffer Lande Andersen, Roskilde University	ISPSO 34 <sup>th</sup> Annual Meeting, Copenhagen	July 3-9, 2017
V-H8	Mattila, Sari S A	Before the Beginning and After the End	Reimagining Human Relations in Our Time, TIHR 70 Festival, London	October 17- 20, 2017
V-H9	Mattila, Sari S A	Invited talk on Out of the cave...	Dayananda Sagar Business Academy (DSBA), Bangalore	February 23, 2018
V-H10	Mattila, Sari S A	For the common good? Secrecy of organisational processes in judgements about people	33 <sup>rd</sup> EGOS Colloquium, Copenhagen, 2017, Theme Secrecy within and between Firms	July 6-8, 2017
V-H11	Mukherji, Sourav	Inclusive Business Models in India	ZHAW University, Zurich, Switzerland	May 18, 2017
V-H12	Mukherji, Sourav	Can Social Enterprises solve the problems of Poverty and Inequality?	Presentations to students of Northeastern University, Boston, Bali, Indonesia, 2017	May 31, 2017

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
V-H13	Mukherji, Sourav	Social Businesses in India	ICAT Conference by Yunus Foundation in Bangalore	June 2, 2017
V-H14	Mukherji, Sourav	How to use MOOCs in Blended Form	Faculty Development Programme, IIM Bangalore	July 22, 2017
V-H15	Mukherji, Sourav	Low Cost Housing in India - as part of Urban Resilience Course	University of British Columbia (GNAM partner) - delivered over video conferencing	October 10, 2017
V-H16	Mukherji, Sourav	Talk on Sports and Management	IIMB Alumni Event, Bangalore	January 27, 2018
V-H17	Mukherji, Sourav	Inclusive Business Models in India, in course on Social Enterprises	Sauder Business School (GNAM partner), Bangalore,	February 5, 2018
V-H18	Mukherji, Sourav	Teaching versus Research Conundrum in Institutes of Higher Learning	ISTRIA Conference, BITS Pilani	March 26, 2018
V-H19	Mukherji, Sourav	Using Case Method for Teaching, Pedagogy workshop	Azim Premji University	November 15, 2017
V-H20	Mukherji, Sourav	Talk on Strategic Thinking	Council of Financial Planners Retreat, Bangalore	July 2, 2017
V-H21	Mukherji, Sourav	Innovations in Higher Education - Learning from the Corporate World	Christ University, Bangalore	May 11, 2017
V-H22	Mukherji, Sourav	Panel discussant and Moderator, Inclusive Business Models for Startups	NSRCEL, IIM Bangalore	May 6, 2017
V-H23	Srinivasan, Vasanthi	Talk on The future of HRM	NIPM Mysore	April 22, 2017
V-H24	Srinivasan, Vasanthi	Talk on Future ready leadership competencies for SME's	Nasscom, Bangalore	May 5, 2017
V-H25	Srinivasan, Vasanthi	Talk on From Entrepreneur to Enterprise : scaling HRM	Confluence 2017 at Taj Vivanta Yeshwantpur, Bangalore	June 22, 2017
V-H26	Srinivasan, Vasanthi	Talk on Managing your careers	Siemens Ltd., Mumbai	July 11, 2017
V-H27	Srinivasan, Vasanthi	Panel member on a discussion on future of HRM	Titan Industries ltd	September 5, 2017

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
V-H28	Srinivasan, Vasanthi	Talk on Blended learning with MOOCS	CMRIT Bangalore	December 27, 2017
V-H29	Srinivasan, Vasanthi	Talk on National Human Rights Commission	Business and Human rights, Bangalore	January 12, 2018
V-H30	Srinivasan, Vasanthi	Talk on Future of OD. Conference	IISc Bangalore	January 19, 2018
V-H31	Srinivasan, Vasanthi	Women leadership at for Talent Economics	Hotel West End, Bangalore	February 19, 2018
V-H32	Srinivasan, Vasanthi	Talk on Future of technology and work	CPC employees at Mumbai	February 13, 2018
V-H33	Srinivasan, Vasanthi	Making a difference	Women Leaders in Open Text, Bangalore	March 19, 2018
V-H34	Srinivasan, Vasanthi	Talk on Women who Code	VMwAre Bangalore	March 23, 2018
V-H35	Mukherjee, Shibashis	Jury member for the student paper competition	17 <sup>th</sup> Consortium of Students in Management Research (COSMAR) Conference 2017, IISc Bangalore	November 20-21, 2017

## V-J IIMB Case Studies @ Harvard Business Publishing

**V-J1 Title: Dynamic Technologies (India) Limited: Strategic Integration into the Aviation and Aerospace Global Supply Chain**

**Authors: Abhoy K Ojha and Jishnu Hazra**

**Summary:** Dynamic Technologies (DT) is a India-based aerospace manufacturing company which is supplying sub-systems to a Tier 1 aerospace vendor. Owing to superior performance the aerospace OEM offered to directly source the entire system from DT. As a supplier to the Tier 1 vendor, DT was engaged primarily in labor-intensive assembly operations. However, as a direct supplier to the OEM, it will also involve complex precision manufacturing. The question is whether DT will be able to conduct this critical operation in-house or depend on a European company which was engaged in the precision manufacturing when DT was supplying to the Tier 1 vendor. There were other complexities, such as, the vendors for special grade metals were not available in India and these have to be sourced from Europe. The CEO of the company was grappling with two options suggested by his deputies and the inherent risks involved. Can he come up something different?

## V-K Leading Publications in Journals

Journal articles which have appeared in leading academic journals, Financial Times 50, UT Dallas.

- V-K1** Authors: David C Baldrige and **Mukta Kulkarni**
- Title: **The shaping of sustainable careers post hearing loss: Toward greater understanding of adult onset disability, disability identity, and career transitions**
- Journal: ***Human Relations***
- Abstract: Through this interview-based study with 40 respondents in the United States, we have outlined enablers of career transitions and sustainable careers for professionals who have experienced severe hearing loss as adults. To sustain careers after adult onset disability, respondents engaged in a quest for meaning and big picture answers to ‘who am I?’ and ‘am I still successful?’ This included redefining themselves, for e.g., I am now both a person with a disability (disability identity) and a successful professional (professional identity) – and career success (e.g. now I care about service to society as much as I care about material artifacts). Respondents also adopted new work roles where disability was a key to success (e.g. becoming an equal employment officer) and utilized social networks to continue being successful. Such redefining of work and networks supported the aforesaid quest for meaning and big picture answers. Findings not only indicate how individuals experience career success after a life-changing event but also help defamiliarize extant notions of ableism in workplace contexts.
- Listings: - **Financial Times 50**

## V-L Awards, Honors, and Achievements

- V-L1** **Prof. Mukta Kulkarni**, Mphasis Chair for Digital Accessibility and Inclusion.
- V-L2** **Prof. Mukta Kulkarni**, The Human Relations paper was nominated for the 2017 Saroj Parasuraman Award for the Outstanding Publication on Gender and Diversity at the Academy of Management. This annual award is given to the author(s) of the publication judged to have the highest potential to significantly impact our understanding of diversity within organizations.
- This paper was selected as among the top papers published in Human Relations in 2017.
- V-L3** **Prof. Sari S A Mattila**, Best Professors in Human Resource Management, Tribute World HRD Congress, Mumbai, 2018.
- V-L4** **Prof. Sari S A Mattila**, Outstanding reviewer award AOM-MSR for providing leadership as an MSR Associate Editor and for outstanding reviews of the papers submitted to the MSR Scholarly Program.

**V-N Dissertation Proposal Presentation by FPM Students during 2017-2018**

Sl. No.	Name of the Student	Topic	Date
V-N1	Ankur Jain	How Automation Impacts Work	December 26, 2017
V-N2	Maithily Milind Pendse	The whole is wiser than the sum of its parts: Understanding processes of Organizational self in Managing Multiple Identities	October 10, 2017

**V-O Papers Presented by FPM Students in Conference/Seminar during 2017-2018**

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
V-O1	Shaivi Mishra	Managing stigma in dirty work: the case of rag pickers	Humboldt Colloquium "Germany and India – Partners in Education and Research", Bengaluru	November 23-25, 2017
V-O2	Shaivi Mishra	Role of Heuristics and Biases in Decisions about Performance and Pay: A Study of Moderating Effects of Self Efficacy on Loss Aversion	Ph.D. Consortium 2018 Shailesh J. Mehta School of Management, IIT Bombay	February 23-24, 2018
V-O3	Shaivi Mishra	Generation of social capital: Conceptualizing the role of high involvement human resource practices in social enterprises	Latin American and European Organization Studies Conference, IAE Business School, Buenos Aires, Argentina	March 22-24, 2018
V-O4	Romana Gulshani	Process Model of Talent Management in Structurally Ambidextrous Organizations	International Research Conference on Sustainable Development of Human Capital, IIM Ahmedabad	November 8-10, 2017
V-O5	Yangerjungla (co-authored by Prof. Mukta Kulkarni)	Navigating the multilingual subsidiary environment: Strategies of Expatriate Managers in India	Academy of Management Annual Meeting, Atlanta Georgia USA	August 4-8, 2017

**V-P Publications by FPM Students (Journal articles/book chapters/cases) during 2017–2018**

Sl. No.	Name of the Student	Title of the Paper	Name of the Journal/Book	Publications Details
<b>V-P1</b>	Ankur Jain Pendse (co-authored by Prof. Vasanthi Srinivasan, R Srinivasan)	Future-Ready Leadership Competencies	<i>NHRD Network Journal</i>	October 2017

**V-R Working Papers FPM Students during 2017–2018**

Sl. No.	Author	Title	IIMB Working Paper No.	Year
<b>V-R1</b>	Ramya Ranganathan, Yangerjungla Pongener and Raviteja Kancharla	SECMOL (A): Envisioning Radical Change in Ladakh	558	2017

# Productions and Operations Management (P&OM)

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

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

## VI-A Research Projects

### VI-A1 Supply Chain Challenges Faced by Indian SMEs

Project Team: **Haritha Saranga**

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

Sponsor: IIM Bangalore

Status: Ongoing (2014–2018)

### VI-A2 Managing Supply Chain Disruption and scale up post demonetization at SPMCIL

Project Team: **U Dinesh Kumar, Haritha Saranga, Jishnu Hazra and Amar Sapra**

Summary: Security printing and minting corporation of India Limited (SPMCIL) is engaged in the manufacture of security papers, minting of coins, printing of currency and bank notes and non-judicial stamp papers. The company has four presses, four mints and a paper mill to meet the requirements of RBI for currency notes. More than 40% of the currency notes circulated in India are printed by SPMCIL. In this case, we will be discussing how SPMCIL managed the supply chain and scaled up of its operation post demonetization in December 2016.

Sponsor: IIM Bangalore

Status: Ongoing (2017–2018)

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

Project Team: **Krishna Sundar D**

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

relationships between the kirana stores and their suppliers and credit flows to kirana stores through digital linkages with banks.

Sponsor: CDFI, New Delhi

Status: Ongoing (2015-2017)

### **VI-A4 Developing a Dynamic Credit Risk Model for Estimation of Repayment Burden and Probability of Default for Educational Loans**

Project Team: **Krishna Sundar D** and **Jayadev M**

Summary: The objective of this project is quantification of default risk and development of credit scoring model for educational loans and credit rating software.

Sponsor: Centre for Digital Financial Inclusion, New Delhi

Status: Ongoing (2016-2018)

### **VI-A5 Case Study on Global Product Development and Other Study Materials**

Project Team: **Anshuman Tripathy**

Summary: A paper on the global product development efforts of five companies proposing a methodology for firms to design their global product has been published by Prof. Anshuman Tripathy in IEEE Transactions on Engineering Management. To enable this to be taught in class, there is a plan to develop a case study (hypothetical though).

Sponsor: IIM Bangalore

Status: Ongoing (2017-2018)

### **VI-A6 Product Development Capabilities Relating to Offshoring and Outsourcing**

Project Team: **Anshuman Tripathy**

Summary: Prior research by Prof. Anshuman Tripathy has focused on the design of globally distributed product development organizations. This research takes it forward and explores how the parent firm's competencies get impacted with such decisions (the motivation comes from the current ranging debate on what and how much of design, development and manufacturing can USA bring back, given that these were offshored successively over the past decades).

Sponsor: IIM Bangalore

Status: Ongoing (2017-2018)

## VI-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
VI-B1	Ram Mudambi, Saranga, Haritha, and Andreas Schotter	Mastering the Make-in-India Challenge	<i>MIT Sloan Management Review</i>	Vol. 58, Issue. 4, 2017, Pg. 59-66
VI-B2	R. Sreedevi and Saranga, Haritha	Uncertainty and Supply Chain Risk: The moderating role of Supply Chain Flexibility in Risk Mitigation	<i>International Journal of Production Economics</i>	Vol. 193, November 2017, Pg. 332-342
VI-B3	Jonnalagedda, Sreelata and Saranga, Haritha	Commonality Decisions when Designing for Multiple Markets	<i>European Journal of Operational Research</i>	Vol. 258, Issue 3, May 2017, Pg. 902–911
VI-B4	Tarun Jain and Hazra, Jishnu	Sourcing strategies under agglomeration economies, capacity risks and retail competition	<i>International Journal of Production Economics</i>	Vol. 191, September 2017, Pg. 311-322
VI-B5	Tarun Jain and Hazra, Jishnu	Dual Sourcing under Suppliers' Capacity Investments	<i>International Journal of Production Economics</i>	Vol. 183, Part A, January 2017, Pg. 103-115
VI-B6	Sapra, Amar	Dual sourcing in a serial system	<i>Production and Operations Management</i>	Vol. 26, Issue 12, December 2017, Pg. 2163-2174
VI-B7	Ravi Seethamraju, Sundar, D Krishna and Shashank Garg	Intention to Use a Mobile-Based Information Technology Solution for Tuberculosis Treatment Monitoring – Applying a UTAUT Model	<i>Information Systems Frontiers</i>	Vol. 20, Issue 1, February 2018, Pg. 163–181
VI-B8	V.S.S. Yadavalli, K. Jeganathan, Sundar, D Krishna and S. Saravanan	(s, Q) Inventory System with Delayed Working Vacations	<i>Journal of Control and Systems Engineering</i>	Vol. 5, 2017, Pg. 18-36

## VI-D Chapters in Books

Sl. No.	Authors	Title of Chapter	Title of Book	Editors	Publication Details
VI-D1	Rajiv Nagpal and Saranga, Haritha	The evolution of Indian civil aviation	Air Transport Liberalization: A Critical Assessment	M. Finger and K. Button	Edward Elgar Publishing Inc, USA, Pg. 92-110, 2017
VI-D2	Kamalika Chakraborty and Verma, Nishant K.	A Temporal case study of green business initiatives of a leading firm in the Indian hydrocarbon industry	Green Initiatives for Business Sustainability and Value Creation	Arun Kumar Paul, Dipak Kumar Bhattacharyya and Sandip Anand	IGI Global Disseminator Knowledge, Pg. 45-69, 2018

## VI-E Working Papers

Sl. No.	Author	Title	IIMB Working Paper No.	Year
VI-E1	Tripathy, Anshuman	Future of Indian Auto Industry: Choices and Challenges	566	2018

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

Sl. No.	Authors	Title of Paper/Session/Invited Talk	Name of Conference and Venue	Dates of Event
VI-H1	Sapra, Amar	Best Practices from Commercial Supply Chains	ASC (Army Service Corps) College, Bangalore	December 6, 2017
VI-H2	Prakash Awasthy, Sundar, D Krishna, Shashank Garg	Digital transactions & its impact of retail supply chain performance	POMS 2017 Annual Conference presentation	May 5-8, 2017
VI-H3	Kiran K and Sundar, D Krishna	Impact of communities of practice in quality improvement initiatives in supply chain management	POMS 2017 Annual Conference presentation	May 5-8, 2017
VI-H4	Anirban Adhikary, Sundar, D Krishna	Impact of supply network structure on network level environmental performance	POMS 2017 Annual Conference presentation	May 5-8, 2017

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
VI-H5	<b>Saranga, Haritha</b>	Research Talk on Mastering the Make-in-India Challenge	Pre- Conference event, IMRDC 2018, IIM Bangalore	January 2, 2018
VI-H6	<b>Tripathi, Rajeev Ranjan</b> and Srikanth Krishnaprasad	Balancing stability and fairness in ridesharing game	5 <sup>th</sup> PAN IIM World Management Conference, IIM Lucknow	December 14-16, 2017
VI-H7	<b>Tripathi, Rajeev Ranjan</b> and Srikanth Krishnaprasad	A cost-sharing mechanism in ridesharing using cooperative game	11 <sup>th</sup> ISDSI International Conference, IIM Tiruchirappalli	December 27-30, 2017
VI-H8	<b>Tripathi, Rajeev Ranjan</b> , Amritha Prakash, and Christo Sagaya Milton T.	Cooperation in service systems with impatient customers	11 <sup>th</sup> ISDSI International Conference, IIM Tiruchirappalli	December 27-30, 2017
VI-H9	<b>Tripathi, Rajeev Ranjan</b> and Sudha Madhavi Dastrala	Application of cooperative game theory to 5G spectrum sharing	11 <sup>th</sup> ISDSI International Conference, IIM Tiruchirappalli	December 27-30, 2017
VI-H10	<b>Tripathi, Rajeev Ranjan</b>	On stability of coalitions when externalities and stochasticity co-exist	28 <sup>th</sup> International Conference on Game Theory at Stony Brook, New York, USA	July 17-21, 2017
VI-H11	<b>Tripathi, Rajeev Ranjan</b> and R K Amit	Stable allocation of profit in a Bayesian inventory game	East Asian Game Theory Conference 2017, Singapore,	July 31-Aug 2, 2017
VI-H12	<b>Tripathi, Rajeev Ranjan</b> and Srikanth Krishnaparasad	A pricing scheme in ridesharing game	East Asian Game Theory Conference 2017, Singapore,	July 31-Aug 2, 2017
VI-H13	<b>Tripathi, Rajeev Ranjan</b>	Invited talk on Cooperative Games	Department of Humanities and Social Sciences, IIT Madras	April 2017

## VI-I Articles in Conference Proceedings

Sl. No.	Authors	Title of Paper	Details of the Conference Proceedings
VI-I-1	Tarun Jain and <b>Hazra, Jishnu</b>	Capacity Investments in Logistics Outsourcing	Proceedings of 2017 IEEE International Conference on Industrial Engineering and Engineering Management, December 10-13, 2017, Singapore, pages pp. 1441-1444

## VI-J IIMB Case Studies @ Harvard Business Publishing

**VI-J1 Title: Dynamic Technologies (India) Limited: Strategic Integration into the Aviation and Aerospace Global Supply Chain**

**Author: Abhoy K Ojha and Jishnu Hazra**

**Summary:** Dynamic Technologies (DT) is a India-based aerospace manufacturing company which is supplying sub-systems to a Tier 1 aerospace vendor. Owing to superior performance the aerospace OEM offered to directly source the entire system from DT. As a supplier to the Tier 1 vendor, DT was engaged primarily in labor-intensive assembly operations. However, as a direct supplier to the OEM, it will also involve complex precision manufacturing. The question is whether DT will be able to conduct this critical operation in-house or depend on a European company which was engaged in the precision manufacturing when DT was supplying to the Tier 1 vendor. There were other complexities, such as, the vendors for special grade metals were not available in India and these have to be sourced from Europe. The CEO of the company was grappling with two options suggested by his deputies and the inherent risks involved. Can he come up something different?

**VI-J2 Title: Warehouse Consolidation Project at Manipal Hospital Bangalore (A)**

**Author: Anshuman Tripathy, Ramnath Pai and Vaibhav Jain**

**Summary:** This case introduces the concepts of information and material flow analysis, operational improvement procedure and the steps to be taken for successful change management in the context of warehouse consolidation at Manipal Hospitals Bangalore (MHB). The case describes the warehouse consolidation project which was expected to lower operational costs and improve service levels by leveraging economies of scale through aggregation of demand. It discusses the benefits of aggregation of demand and the procedure to design a supply network based on the demand pattern and criticality of products.

However, the desired outcomes were not achieved initially and the service levels plummeted rather than increasing. The second case then describes the steps taken to manage the change and meet the desired goals. This case goes beyond process improvement, to its implementation, the challenges faced, and related change management techniques needed for ensuring success of the process improvement initiatives. The case challenges the students to think about the various stakeholders involved when change initiatives are implemented at an organization level and to recommend solutions based on the voices of various internal customers. The case also encourages the students to think about the various aspects of organizational behavior that are involved at the time of changes in management processes. The Part B case showcases the changes that were implemented by the protagonist to improve and deliver the necessary service levels.

- VI-J3** Title: **An ‘Inspire’-D Journey to Recover Tsunami-Hit Land**
- Author: **Haritha Saranga**
- Summary: The case narrates the journey of an environmentalist, M Revathi, who as a young child with polio affected legs, could not move around on her own, and therefore began to develop friendship with birds, who kept her company. She thus grew up appreciating life other than mankind, such as birds, insects, plants and animals, and became an avid reader and a birdwatcher. Revathi eventually chose a career as a science teacher, and her passion for birds led her to the discovery that usage of pesticides, insecticides and other agricultural chemicals was severely damaging the environment and destroying the farming ecosystem. The case then describes Revathi’s tryst with farming communities and her enquiries into India’s green revolution, which revealed the root cause of increased pesticide usage in Indian agriculture. Revathi successfully uncovers the various connections between fertilizers, high yielding variety (HYV) seeds and the need for pesticides; and how the water-intensive modern agricultural practices gradually reduced the fertile delta lands in India into infertile dry lands. The case next describes how Revathi’s efforts to change the habits of farming communities towards more ecofriendly methods and her determination to build the morale of debt-ridden farmers on the verge of suicides, led Revathi to quit her job as a school teacher and travel around the rural parts of India. Her husband followed suit, giving up a well-respected position in the Indian Navy, to support Revathi in her journey. The couple soon found themselves in the midst of Tsunami-hit Nagapattinam district, offering relief and rehabilitation to poor and marginal farmers whose livelihoods have been hit hard by Tsunami. The case ends with the following dilemma: whether Revathi and her husband should implement the ecological techniques they have been using to recover the land damaged by chemical-based farming, to recover the Tsunami-hit land in Nagapattinam district.

## VI-K Leading Publications in Journals

Journal articles which have appeared in leading academic journals, listed in Financial Times 50, UT Dallas.

- VI-K1** Authors: Ram Mudambi, **Haritha Saranga**, and Andreas Schotter
- Title: **Mastering the Make-in-India Challenge**
- Journal: ***MIT Sloan Management Review***
- Abstract: Despite India's economic growth and potential, developing a successful strategy for the country remains one of the most complex challenges for foreign multinationals. This challenge is rooted in the hard realities of global scale and costs. Most foreign executives have found it difficult to make money in India with their existing product portfolios at the scale of operations dictated by local demand. In addition, India has not provided foreign direct investment incentives anywhere near those of neighboring China. However, U.S. management consulting firm A.T. Kearney estimated in 2014 that India's share of global trade would be approximately five times greater by 2025 — and at that point would represent 6% of all global trade.<sup>1</sup> Given that growth projection, waiting for a target income segment to reach the break-even level or for greater government incentives to materialize is not the right strategy.
- Listings: - **Financial Times 50**
- VI-K2** Authors: R. Sreedevi and **Haritha Saranga**
- Title: **Uncertainty and Supply Chain Risk: The Moderating Role of Supply Chain Flexibility in Risk Mitigation**
- Journal: ***International Journal of Production Economics***
- Abstract: In order to remain competitive in the market, firms are forced to expand their product offerings and offer high levels of customization, bringing about high uncertainty in their supply chain. Firms that face high environmental uncertainty are increasingly facing higher risks in terms of supply disruptions, production and delivery delays that ultimately result in poor operational performance. This study aims at understanding the antecedents of supply chain operational risk faced by firms and the conditions under which such risks can be mitigated. Using Indian data from the sixth edition of International Manufacturing Strategy Survey (IMSS) and structural equation modeling, we investigate the relationships between environmental uncertainty and supply chain risk and the moderating effect of supply chain flexibility. We identify appropriate types of flexibility to mitigate the three major aspects of supply chain risk: supply risk, manufacturing process risk and delivery risk. Our empirical investigation

reveals that uncertainty in the supply chain leads to high supply chain risk; and in uncertain environments, supply and manufacturing flexibility help in reducing the supply and manufacturing process risks, respectively. However, our results also indicate that, in emerging markets such as India where logistic infrastructure is less developed, internal capabilities alone may not be sufficient in reducing supply chain delivery risk. Our findings not only contribute towards filling certain gaps in the supply chain risk management literature, but also provide practicing managers and researchers a better understanding of the types of flexibility that can mitigate supply chain risk in different business environments.

- VI-K3** Authors: **Sreelata Jonnalagedda and Haritha Saranga**
- Title: **Commonality Decisions When Designing for Multiple Markets**
- Journal: ***European Journal of Operational Research***
- Abstract: It is well-established that a manufacturer's commonality decisions between related products are driven by trade-offs between cost savings from standardization and demand effects of customization. Prior research has examined these trade-offs in the context of product line design for a single geography where cannibalization is a primary concern. However, the insights from a single market may not readily apply when serving related products for different geographies where cannibalization ceases to be a concern. The downside of commonality for geographically separated markets arises from a mismatch in customer preferences, which results in disutilities. In this paper, we model the trade-off between the consumer-side disutilities and the cost-side scale economies in the presence of demand uncertainty, and derive the optimal extent of commonality between products for both the markets in the context of two product development strategies: (i) primary market centric design (PMD) and (ii) design for multiple markets (DFM). Our insights from analytical and numerical analysis show that when consumers are very picky and market uncertainty is low, the DFM strategy outperforms the PMD strategy. Counter to the practice of introducing primary market centric products into emerging markets; our study demonstrates the need for more customization, especially in small, but uncertain markets. Our research has important implications for automakers in integrating the diversity in tastes while making commonality decisions for multiple markets.
- VI-K4** Authors: Tarun Jain and **Jishnu Hazra**
- Title: **Sourcing strategies under agglomeration economies, capacity risks and retail competition**
- Journal: ***International Journal of Production Economics***

**Abstract:** We study two sourcing scenarios where in the first scenario, two symmetric buyers procure capacity from a common cluster of suppliers (or agglomerate) and in the second scenario the symmetric buyers procure capacity from different geographies. The buyers sell differentiated products and compete in the final downstream market. Further, there are disruption risks associated with suppliers and the common cluster. In this research, we determine how factors in the downstream market competition and upstream agglomeration scale economies affect the buyers' sourcing strategy in both the scenarios. We find some interesting insights on the buyers' sourcing strategy due to downstream market parameters like demand substitution and price sensitivity. Our analysis also reveals that the optimal capacity to be procured by the buyer in both the scenarios follows a threshold policy on the downstream demand substitution factor.

**VI-K5 Authors:** Tarun Jain and **Jishnu Hazra**

**Title:** **Dual Sourcing under Suppliers' Capacity Investments**

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

**Abstract:** Dual sourcing is used by various firms as an effective strategy to mitigate supply chain risks. In this paper, we model a supply chain, where two upstream suppliers compete by investing in capacity to fulfill a buyer's requirement, and to serve their individual alternative markets. The suppliers' capacity investment outcomes face uncertainties in terms of final production cost and final plant capacity. We formulate a simultaneous game situation where a buyer allocates its sourcing requirements among two suppliers. We find below a certain threshold value on the mean of suppliers' capacity, the suppliers increase their capacity investment as mean of production capacity increases. Above this threshold value, the suppliers decrease the capacity investments with the increase in mean production capacity. Next, we find that an increase in the variability of suppliers' capacity decreases the suppliers' investments. Our analysis also reveals that as the mean of production cost increases, the suppliers decrease their capacity investments. As the variability in the suppliers' production cost increases, we find their capacity investment decisions do not change much. We also find that under different conditions, the buyer may use different sourcing structures: *symmetric dual sourcing strategy* (sourcing equal capacities from all the suppliers), *asymmetric dual sourcing strategy* (sourcing positive but unequal capacities from all the suppliers) and *single sourcing* (sourcing completely from a single supplier). Later, in the paper, we also explore the impact of scale economies due to plant size and the scale economies associated with the total output produced.

- VI-K6** Author: **Amar Sapra**
- Title: **Dual sourcing in a serial system**
- Journal: ***Production and Operations Management***
- Abstract: We consider a finite-horizon, periodic-review model for a serial system with two uncapacitated external suppliers. While one external supplier (regular supplier) ships to the most upstream stage, the other one (emergency supplier) ships directly to a downstream stage. For this system, with general lead-times, we show that the optimal cost function is multimodular with respect to inventories in transit and inventories at different stages and obtain results that show how the optimal order quantities change with respect to these inventories. Our analysis also leads to sufficient conditions under which modified echelon-basestock-type policies are optimal.
- Listings: - **Financial Times 50**

### VI-M Doctoral Theses Completed by FPM Students during 2017–2018

Sl. No.	Name of the Student	Dissertation Title	Members of the DAC Committee
VI-M1	Deepika Jain	Essays on Pricing and Competitive Strategy in Information and Subscription Markets	Sreelata Jonnalagedda, Jishnu Hazra, Haritha Saranga, Subodha Kumar
VI-M2	Sreedevi R	Essays in Supply Chain Risk Management	Haritha Saranga, L S Murty, Jishnu Hazra

### VI-0 Papers Presented by FPM Students in Conference/Seminar during 2017–2018

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
VI-01	Kiran K (co-authored by Prof. Krishna Sundar)	Impact of Communities of Practice in Quality Improvement Initiatives in Supply Chain Management	28th Annual Conference of Production and Operations Management Society, Seattle, USA	2017
VI-02	Kiran K (co-authored by Prof. Krishna Sundar and Prof. Siddharth Mahajan)	Quality Improvement Initiatives in Supply Chains: A Communities of Practice Approach	Production and Operations Management Society International Conference, Sydney, Australia	December 2017
VI-03	Kiran K (co-authored by Saideep Rathnam and Prof. Krishna Sundar)	Success Factors for Lean Transformation of Supply Chains: An Empirical Study of Indian Companies	Production and Operations Management Society International Conference, Sydney, Australia	December 2017
VI-04	Kiran K (co-authored by Ravi Seethamraju and Prof. Krishna Sundar)	Digitization of Small Retail Supply Chains in India – Antecedents and Challenges	Production and Operations Management Society International Conference, Sydney, Australia	December 2017
VI-05	Kiran K (co-authored by Tanuj Arora, Sahana Roy, Sravan Bandi and Prof. Krishna Sundar)	Improving Menstrual Hygiene through Supply Chains: A Model for Rural India	Production and Operations Management Society International Conference, Sydney, Australia	December 2017
VI-06	Dastrala Sudha Madhavi (co-authored by Prof. Rajeev Ranjan Tripathi)	Application of Cooperative Game Theory to 5G Spectrum Sharing	ISDSI International Conference, IIM, Trichy	December 27-30, 2017

## Decision Sciences and Information Systems (DS & IS)

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

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

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

## VII-A Research Projects

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

Project Team: **Dinesh Kumar U**

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

Sponsor: Manipal Health Enterprises

Status: Ongoing (2014–2018)

### VII-A2 Impact Assessment Model

Project Team: **Dinesh Kumar U**

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

Sponsor: Agastya Foundation

Status: Ongoing (2014–2018)

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

Project Team: **Dinesh Kumar U**

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

Sponsor: ScaleneWorks, Bangalore

Status: Ongoing (2014–2018)

### VII-A4 Managing Supply Chain Disruption and Scale Up Post Demonetization at SPMCIL

Project Team: **U Dinesh Kumar, Haritha Saranga, Jishnu Hazra and Amar Sapra**

Summary: Security printing and minting corporation of India Limited (SPMCIL) is engaged in the manufacture of security papers, minting of coins, printing of currency and bank notes and non-judicial stamp papers. The company has four presses, four mints and a paper mill to meet the requirements of RBI for currency notes. More than 40% of the currency notes circulated in India are printed by SPMCIL. In this case, we will be discussing how SPMCIL managed the supply chain and scale up of its operation post demonetization in December 2016.

Sponsor: IIM Bangalore

Status: Ongoing (2017–2018)

**VII-A5 Customer Analytics in the Banking Sector: Improving the Quality of Credit Rating and Identifying Fraud Symptoms Using Big Data Algorithms**

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

Summary: The following are the objectives of the study.

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

Sponsor: Department of Electronics and Information Technology

Status: Ongoing (2016–2018)

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

Project Team: **Pulak Ghosh**

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

Sponsor: IIM Bangalore

Status: Ongoing (December 2014–2018)

**VII-A7 Customer Segmentation at Spencer Retail**

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

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

Sponsor: IIM Bangalore

Status: Ongoing (2015-2018)

**VII-A8 Robustness of Equilibria in Stochastic OLG Economies**

Project Team: **Arnab Basu**

Summary: The overlapping-generations (OLG) model was first introduced by Allais and Samuelson. It is one of the major developments for dynamic modelling of economies. This OLG model has also been extended to stochastic economies with incomplete markets and economies with production. In general, the notion of competitive equilibria in dynamic economies as propounded by Arrow and Debreu allows for prices and allocations to depend on histories of arbitrary length which disrupts the notion of rational expectations equilibria as well as approximation of solutions for real-life applications. To address these issues, Duffie et al. proposed a general theorem for the existence of stationary Markov equilibria for OLG economies. We refer the reader to a general treatment of recursive equilibria in stochastic OLG economies. Under these assumptions, there exists recursive equilibrium with linear consumption policies and linear pricing functions, i.e. there exist linear functions that map the state of the economy to current prices and choices made as well as a transition function that maps the current state to a probability distribution over the states in the subsequent periods.

Sponsor: VRSP, IIM Bangalore

Status: Completed

**VII-A9 Analysis of Large Datasets**

Project Team: **Shankar Venkatagiri**

Summary: Over the last year, I have helped IIM Bangalore set up IT infrastructure to process large datasets, whose sizes may range from a few gigabytes to terabytes (‘000 GBs). Having begun to acquire large datasets from various sources, the logical next step is to process the data and analyze the outcomes. This will eventually help me publish papers based on empirical findings.

Sponsor: IIM Bangalore

Status: Ongoing (2016-2019)

### VII-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
VII-B1	A. Astorino, M. Gaudioso and <b>Enrico, Gorgone</b>	A method for convex minimization based on translated first-order approximations	<i>Numerical Algorithms</i>	Vol. 76, Issue 3, November 2017, Pg. 745–760
VII-B2	M. Gaudiosoa, <b>Enrico, Gorgone</b> , M. Labbé and A.M. Rodríguez-Chía	Lagrangian relaxation for SVM feature selection	<i>Computers &amp; Operations Research</i>	Vol. 87, November 2017, Pg. 137-145
VII-B3	Frangioni Antonio, Gendron Bernard and <b>Enrico, Gorgone</b>	On the computational efficiency of subgradient methods: a case study with Lagrangian bounds	<i>Mathematical Programming Computation</i>	Vol. 9, Issue 4, December 2017, Pg. 573–604
VII-B4	Frangioni Antonio, Gendron Bernard and <b>Enrico, Gorgone</b>	Dynamic smoothness parameter for fast gradient methods	<i>Optimization Letters</i>	Vol.12, Issue 1, January 2018, Pg. 43–53
VII-B5	Rajesh Chandwani, <b>De', Rahul</b> and Yogesh K. Dwivedi	Telemedicine for low resource settings: Exploring the generative mechanisms	<i>Technological Forecasting &amp; Social Change</i>	Vol. 127, February 2018, Pg. 177-187
VII-B6	Rubén Elvira Herranz, María Auxiliadora de Vicente y Oliva, <b>De', Rahul</b> and Pablo García Estévez	Leveraging financial management performance of the Spanish aerospace manufacturing value chain	<i>Journal of Business Economics and Management</i>	Vol. 18 (5), 2017, Pg. 1005–1022
VII-B7	Pradipta Patra and <b>Dinesh Kumar U</b>	Analysing Performance Based Contract for Manufacturing Systems Using Absorbing State Markov Chain	International Journal of Advanced Operations Management	Vol. 9, Issue. 1, 2017, Pg. 37-56
VII-B8	Jian Ding, <b>Roy, Rishideep</b> and Ofer Zeitouni	Convergence of the centered maximum of log-correlated Gaussian fields	<i>The Annals of Probability</i>	Vol. 45, Issue. 6A, 2017, Pg. 3886-3928

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
VII-B9	Rupal Sethi and Shekar B	Issues in Negative Association Rule Mining with Business Analytics Perspectives	<i>DHARANA - Bhavan's International Journal of Business</i>	Vol. 11, Issue 2, July-December 2017, Pg. 13-20

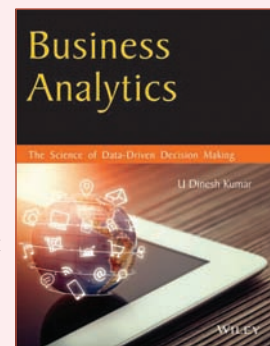
### VII-C Books

#### VII-C1 U Dinesh Kumar

*Business Analytics - The Science of Data Driven Decision Making*

Wiley India Pvt. Ltd., New Delhi

The book has 17 chapters and addresses all components of analytics such as descriptive, predictive and prescriptive analytics. The first few chapters are dedicated to foundations of business analytics. Introduction to business analytics and its components such as descriptive, predictive and prescriptive analytics along with several applications are discussed in Chapter 1. In Chapters 2 to 8, we discuss basic statistical concepts such as descriptive statistics, concept of random variables, discrete and continuous random variables, confidence interval, hypothesis testing, analysis of variance and correlation. Chapters 9 to 13 are dedicated to predictive analytics techniques such as multiple linear regression, logistic regression, decision tree learning and forecasting techniques. Clustering is discussed in Chapter 14. Chapter 15 is dedicated to prescriptive analytics in which concepts such as linear programming, integer programming, and goal programming are discussed. Stochastic models and Six Sigma are discussed in Chapters 16 and 17, respectively.

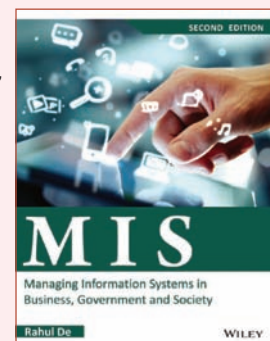


#### VII-C2 Rahul De'

*Managing Information Systems in Business, Government and Society,' Second Edition*

Wiley India Pvt. Ltd., New Delhi

Information technology (IT) defines the manner in which organisations and businesses operate and compete. The role of the modern manager is to both manage IT and to harness its immense potential for innovation and growth. The purpose of this book is to understand the decisions managers have to make with regard to IT and innovating with IT.



This book explains key technologies that constitute the modern IT landscape and also explores the manner in which IT shapes the world around us. The discussions, examples and cases are

drawn largely from the Indian context, though their relevance and scope is universal.

With an emphasis on innovation, this textbook explains the basic technologies and concepts of telecommunications and the internet, databases, software development, open source, enterprise resource planning and e-commerce.

This textbook has 20 chapters organised under three broad themes – MIS and Organisations, Fundamentals of IT, and Social Aspects of IS – including separate chapters on important and emerging topics of IT, such as Cloud Computing and Internet-of-Things, Green IT and Smart Cities, Artificial Intelligence, Social Networks, ICT for Development and E-Governance.

### VII-D Chapters in Books

Sl. No.	Authors	Title of Chapter	Title of Book	Editors	Publication Details
VII-D1	Dé, Rahul	E-Government in India	Information Systems: Debates, Applications and Impacts	Seetharaman, P. and Cranefield, J.	Routledge Taylor & Francis, 2017

### VII-E Working Papers

Sl. No.	Author	Title	IIMB Working Paper No.	Year
VII-E1	Sastry, Trilochan	Financial Inclusion in Capital Markets: Challenges and Opportunities for Producer Companies	555	2017
VII-E2	Murthy, Ishwar and Sam Ransbotham	Two-Stage Models for Forecasting Time Series with Multiple Seasonality	560	2017

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

Sl. No.	Authors	Title of Article	Name of Newspaper/Magazine	Date of Publication
VII-F1	Dinesh Kumar U	Analytics for economic development and value creation - The age of the Neurons	Forbes India	March 13, 2018

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

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
VII-H1	<b>Bhattacharyya, Malay</b> , Ravi Prakash Ranjan	Independent Components in Investor Attention to Energy Market	International Conference on New Paradigms in Statistics for Scientific and Industrial Research, IAPQR	January 4-6, 2018
VII-H2	Ravi Prakash Ranjan and <b>Bhattacharyya, Malay</b>	Dynamics of Memory in Investor Attention to Energy Market	International Work-Conference on Time Series. Granada, Spain	September 18-20, 2017.
VII-H3	Vinu, CT, and <b>Bhattacharyya, Malay</b>	A Joint Volatility Model for Overnight and Trading Day Returns	37 <sup>th</sup> International Symposium on Forecasting 2017, Australia	June 25-28, 2017
VII-H4	Ravi Prakash Ranjan and <b>Bhattacharyya, Malay</b>	Quantifying Socio-economic Perceptions and Expectations in India	12 <sup>th</sup> CPP Conference, IIMB	August 2017
VII-H5	Saswat Patra and <b>Bhattacharyya, Malay</b>	First Passage Time Probabilities for Pearson Diffusion Process with Application to Options	8 <sup>th</sup> Conference on Excellence in Research and Education (CERE), IIM Indore	May 4-7, 2017
VII-H6	<b>De, Rahul</b>	Impact of AI on Industry and Society	Wipro Day of Excellence, Wipro, Bangalore.	March 22, 2018
VII-H7	<b>Roy, Rishideep</b>	Third Indo-Russian meeting in Probability and Statistics	IISc, Bangalore	January 12, 2018
VII-H8	<b>Roy, Rishideep</b>	Extremes of log-correlated Gaussian field	Data Science lecture series, IIM Indore	November 13, 2017
VII-H9	<b>Roy, Rishideep</b>	Extremes of log-correlated Gaussian field	ISI Delhi Stat-Math Unit Seminar, ISI Delhi	March 21, 2018
VII-H10	<b>Roy, Rishideep</b>	Extremes of log-correlated Gaussian field	PCM 125: International Conference in Statistics and Probability	January 3, 2018
VII-H11	<b>U Dinesh Kumar</b>	Moderator of the Panel Discussion	DCAL, IIM Bangalore	December 11-13, 2017

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
VII-H12	U Dinesh Kumar	Member of the Panel Discussion on Analytics Conclave	University of Petroleum and Energy studies	March 21, 2018
VII-H13	Das, Shubhabrata	On Forming Similar Clusters of Students Based on Multiple Characteristics	Presented in ORSI/ AFOR Kolkata	December 21-23, 2017
VII-H14	Venkatagiri, Shankar	Seminar on ITSy Bytesy Spiders in Bengaluru	Institute for Transport Studies, University of Leeds	March 13, 2018
VII-H15	Venkatagiri, Shankar	Workshop on Analytics	St. Johns Medical College, Bangalore	May 17-18, 2017
VII-H16	Venkatagiri, Shankar	Panelist on NPC 2017 - Data is Tomorrow's Fuel, Opportunities in AI: DeepTech Summit	Nasscom Product Conclave 2017, Bangalore	November 2-3, 2017
VII-H17	Venkatagiri, Shankar	Panelist on Democratizing Artificial Intelligence	NASSCOM Tech Series, Bangalore	September 7, 2017
VII-H18	Sunil Reddy Kunduru and <b>Bandi, Rajendra K</b>	Social Constructivism and Effects of Digitization of Mass Media: A Framework, in Digital Innovations	Transformation and Society Conference 2018 (DIGITS 2018), New Delhi	January 13- 14, 2018

### VII-I Articles in Conference Proceedings

Sl. No.	Authors	Title of Paper	Details of the Conference Proceedings
VII-I-1	Ravi Prakash Ranjan and <b>Bhattacharyya, Malay</b>	Dynamics of Memory in Investor Attention to Energy Market	International Wor-Conference on Time Series Analysis (ITISE 2017), Vol 2, page 829-840, Granada, Spain, September 18-20, 2017
VII-I-2	Venkatagiri, Shankar, Kumar, G. and Kaushik, M	Bus Schedule Rationalisation - An Analysis of Trip Completion Times	4 <sup>th</sup> International Conference on Vehicle Technology and Intelligent Transport Systems (VEHITS 2018), Funchal, Madeira, Portugal, March 16-18, 2018

Sl. No.	Authors	Title of Paper	Details of the Conference Proceedings
VII-I-3	<b>Bandi, Rajendra K</b> and Anik Bose	Typology for Research on Green IS Strategies	Proceedings of the Fifth Pan IIM World Management Conference, Lucknow, December 14-16, 2017
VII-I-4	Sunil Reddy Kunduru and <b>Bandi, Rajendra K</b>	Affordances and Social Network Sites: A Research Framework to Study Use and Impact	Proceedings of the Fifth Pan IIM World Management Conference, Lucknow, December 14-16, 2017
VII-I-5	Sunil Reddy Kunduru and <b>Bandi, Rajendra K</b>	Social Constructivism and Effects of Digitization of Mass Media: A Framework	Proceedings of the Fifth Pan IIM World Management Conference, Lucknow, December 14-16, 2017

### VII-J IIMB Case Studies @ Harvard Business

**VII-J1 Title:** **Predicting Net Promoter Score (NPS) to Improve Patient Experience at Manipal Hospitals**

**Author:** Kumar Rahul, **Dinesh Kumar U** and Sandhya Shenoy

**Summary:** Manipal Hospitals, which was started in 1953, had the advantage of being the “oldest” healthcare group in India. In six decades, the group could establish the reputation for being ethical and patient friendly. In 2017, Manipal Hospitals catered to around 2 million customers from India and overseas every year through their tertiary and secondary care facilities. In 2017, MHE managed an aggregate of 5,200 plus beds among 16 hospitals, over 13 locations across 6 states in India and one hospital in Klang, Malaysia. The Group’s acute care flagship quaternary care facility located in the heart of Bangalore, India’s IT capital was set up in 1991. The 680-bed Manipal Hospital at HAL Airport Road provided care in over 60 specialties under one roof. Ajay Bakshi, MD and CEO of Manipal Hospitals strongly believed that the word-of-mouth (WOM) is much stronger than any other type of promotion and thus it is important for MHE to keep customers informed about the improvements. With the improved system for feedback collection, he was confident of moving towards a more tangible outcome from feedback collection. Collecting Net Promoters Score (NPS) and tracking the trend of NPS was an integral part of patient care at MHE. He also believed that closing the loop is a central theme of the Net Promoter Score and thus NPS should be pivotal to understanding the deficiencies in the system and improving it. Ajay believed that NPS score itself is just the tip of the iceberg. The real value was provided by understanding what leads to the NPS score, especially the causes of detractors and promoters and asking follow-up questions on the reason for the score. It provided a gold mine of information which can be used to improve patient care.

**VII-J2 Title: Demand Forecasting for Perishable Short Shelf-life Homemade food at id Fresh Food**

**Author:** Raman Narasimhan, Shirsha Ray Chaudhuri, S. R. Vigneshwaran, Amardeep Sibia and **Dinesh Kumar U**

**Summary:** iD Fresh Food (India) Private Ltd., is a leading ready-to-cook and eat packaged food company serving several cities in India. The company is known for its popular product, Idly-Dosa batter that it sells through retail outlets. iD started with packaging Idly-Dosa batter and has since diversified into Malabar Parota, Wheat Parota, Chapati, and Chutneys. In 2017, iD Fresh was a 1000+ member team with seven factory locations and eight offices – two plants in Bengaluru, one each in Chennai, Mumbai, Hyderabad, Mangalore, and Dubai. They manufactured more than 50,000 kg of Idli-Dosa batter per day which is equivalent to a million idlis. The company produced and sold nearly 15 ready-to-eat packaged food products and their flagship products include Idli-Dosa batter, Mini Parota, Malabar Parota, Whole Wheat Parota, Whole Wheat Chapati, and Whole Wheat Junior Parota. iD Fresh Food was in expansion phase and adding several outlets to its distribution network. Since all the products sold by iD Fresh Foods had short shelf life, anywhere between 4 and 7 days, forecasting demand accurately is important. iD would like to be in a state where there will be a greater degree of predictability in its operations. Ideally, they would like to know how much of each SKU should be loaded into each vehicle for the following day when a salesman starts his beat journey. The forecast for each store, based on past performance of each store in each beat, should be fairly accurate. This would then enable a macro-view of the business operations over a month and consequently help in production planning and operations for the future.

**VII-J3 Title: Retail Strategy at Spencer's**

**Author:** **Ashis Mishra and Pulak Ghosh**

**Summary:** Spencer's is major retail firm in India that operates in hypermarket and supermarket space. True to the formats, food and grocery business is the strength of Spencer's. This case focuses on two strategic issues typical of retail business in most emerging markets: should the company follow aggressive growth model (that is used by many competing retailers who have more market share than Spencer's) or should it consolidate its current position and focus on profitability instead. The case provides adequate customer information, competitors' strategy vis-à-vis Spencer's strategy to carry out in-depth analysis of retail business environment and generate appropriate strategy. This can be used for discussing retailing as well as marketing strategy.

### VII-K Leading Publications in Journals

Journal articles which have appeared in leading academic journals, listed in Financial Times 50, UT Dallas.

- VII-K1** Authors: Jian Ding, **Rishideep Roy** and Ofer Zeitouni  
 Title: **Convergence of the centered maximum of log-correlated Gaussian fields**  
 Journal: ***The Annals of Probability***  
 Abstract: We show that the centered maximum of a sequence of log-correlated Gaussian fields in any dimension converges in distribution, under the assumption that the covariances of the fields converge in a suitable sense. We identify the limit as a randomly shifted Gumbel distribution, and characterize the random shift as the limit in distribution of a sequence of random variables, reminiscent of the derivative martingale in the theory of Branching Random Walk and Gaussian Chaos. We also discuss applications of the main convergence theorem and discuss examples that show that for logarithmically correlated fields, some additional structural assumptions of the type we make are needed for convergence of the centered maximum.

### VII-L Awards, Honors, and Achievements

- VII-L1 Prof. Malay Bhattacharyya.** The Best Paper in the General Track category was given to Saswat Patra and Malay Bhattacharyya from IIM Bangalore for their paper—“First Passage Time Probabilities for Pearson Diffusion Process with Application to Options”

### VII-M Doctoral Theses Completion by FPM Students during 2017–2018

Sl. No.	Name of the Student	Dissertation Title	Members of the DAC Committee
VII-M1	Sumit Singh	Mutual Fund Performance i Inventory Control for Two-stage Perishable Items n India	Dinesh Kumar, Amar Sapra, Jishnu Hazra
VII-M2	Lewin Sivamalai	Influence of Free and Open Source Software (FOSS) on the Work Practices of User Communities: A Study of Public Schools in Five States in India	Rahul De, Shankar Venkatgiri, B Shekar
VII-M3	Prasenjit Mandal	Workforce Planning for Professional Service Projects: A Branch-and-Cut Approach	Ishwar Murthy, Rajendra K Bandi, Rajluxmi V Murthy
VII-M4	Tushar	Pricing Models in Healthcare Services	Dinesh Kumar, Sreelata Jonnalagedda, Rajluxmi V Murthy

Sl. No.	Name of the Student	Dissertation Title	Members of the DAC Committee
VII-M5	Saswat Patra	Essays on Improving Estimation of Risk with Application to stocks and Options	Malay Bhattacharya, Shashidhar Murthy, Shankar Venkatagiri
VII-M6	Ashay Saxena	Managing Inherent Conflicts in Agile Distributed Development an Ambidextrous Perspective	Shankar Venkatagiri, Rajendra K Bandi, Sourav Mukherji
VII-M7	Rupal Sethi	Affordance-based Interestingness in Augmented Association Rule Mining	B Shekar, Rahul De, Suresh Bhagavatula

### VII-N Dissertation Presentation by FPM Students during 2017–2018

Sl. No.	Name of the Student	Topic	Date
VII-N1	Rupal Sethi	Affordance-based Interestingness in Augmented Association Rule Mining	May 8, 2017
VII-N2	Tapan Kar	More Powerful Unit Root Test Using Johnson Curves As an M-Estimation	July 3, 2017
VII-N3	Ravi Prakash Ranjan	Essays on Time Series Analysis of Google Search Trends	August 21, 2017
VII-N4	Saparya Suresh	Essays on Capturing the Risk Heterogeneity in an Insurance Market	January 30, 2018

### VII-O Papers Presented by FPM Students in Conference/Seminar during 2017–2018

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
VII-01	Anik Kumar Bose (co-authored by Prof. Rajendra K Bandi)	Typology for Research on Green IS Strategies	PAN IIM World Conference Lucknow	December 14-16, 2017
VII-02	Sunil Reddy Kunduru (co-authored by Prof. Rajendra K Bandi)	Affordances and Social Network Sites: A Research Framework to Study Use and Impact	PAN IIM World Conference Lucknow	December 14-16, 2017
VII-03	Rupal Sethi (co-authored by Prof. B Shekar)	Mining Negative Association Rules: An Affordance-based Substitution Approach	PAN IIM World Conference Lucknow	December 14-16, 2017
VII-04	Rupal Sethi (co-authored by Prof. B Shekar)	Mining Negative Association Rules: An Affordance-based Substitution Approach	DIGITS 2018, New Delhi	January 13-14, 2018

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
VII-05	Rupal Sethi (co-authored by Prof. B Shekar)	Mining Affordance-based Substitution Rules: A Dynamic Taxonomy Approach	International Conference on Digital Information Management, Fukuoka Japan	September 2017
VII-06	Anchal Soni (co-authored by Ravi Prakash Ranjan)	Independent Components in Information Demand For Cryptocurrencies	Recent Advances in Management Science: Theory and Applications, SJMSOM, IIT Bombay	February 23-24, 2018
VII-07	Pranjal Chandrakar (co-authored by Prof. Rajeev Ranjan Tripathi)	Power Indices of Players in IPL	Ph.D. Consortium 2018, Shailesh J. Mehta School of Management, IIT Bombay	February 23-24, 2018
VII-08	Sunil Reddy Kunduru (co-authored by Prof. Rajendra K Bandi)	Social Constructivism and Effects of Digitization of Mass Media: A Framework	DIGITS 2018, New Delhi	January 13-14, 2018
VII-09	Anupama Lakshmanan (co-authored by Prof. Shubhabrata Das)	On Convexity of Weights in Optimal Forecast Combinations	International Symposium on Forecasting, Cairns, Australia	June 25-28, 2017
VII-010	Nandini Seth (co-authored by Anit Bhandari, Kiran R, Stig Berg, Nishant Niranjan, Parag Chitalia)	Towards an Efficient Method of Modeling "Next Best Action" for Digital Buyer's Journey in B2B	International Conference on Machine Learning and Data Mining in Pattern Recognition (ICDM & MLDM 2017), New York	July 23-24, 2017

**VII-Q Awards, Honors and Achievements by FPM Students in 2017-2018**

Sl. No.	Name of the Student	Details of the Award	Date
VII-Q1	Rupal Sethi (co-authored by Prof. B Shekar)	Best Paper Award at PAN-IIM World Management Conference, Best Paper Award in Doctoral Student category, IIM Lucknow	January 14, 2018
VII-Q2	Nandini Seth	Digital Identity Research Initiative Fellow, Selected for the DIRI Winter Research Camp, Indian School of Business, Hyderabad	January 17-23, 2018
VII-Q3	Nandini Seth	Fellowship, DIRI Research Fellowship, Indian School of Business, Hyderabad	January 17, 2018

## 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 Examining the Impact of Social Policies on Health Equity

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

Summary: The specific objectives of this research program are to examine policies aimed at: (1) reducing poverty, income and gender inequality impact major causes of morbidity and mortality in children; (2) reducing poverty, income and gender inequality in high- and low-income countries impact major causes of morbidity and mortality in women under 50 years of age; and (3) reducing poverty and income and gender inequality impact major diseases.

Sponsor: Sub award from McGill University, Canadian Institutes of Health Research

Status: Ongoing (2017-2021)

### VIII-A2 Engagement in Domestic Duties: Choice or Necessity?

Project Team: **Hema Swaminathan**

Summary: Using NSS data, we seek to understand the characteristics of women who are willing to take on additional work in addition to domestic duties. We also provide insights into the constraints faced by women limiting their participation in the labour force. Women's employment (well-paid and non-exploitative) is considered an important component of their economic empowerment and their overall wellbeing.

Sponsor: Center on Gender Health and Equity, UCSD (Gates Foundation)

Status: Ongoing (2017-2018)

### VIII-A3 Gender Differences in Time Disposition in Rural India

Project Team: **Hema Swaminathan**

Summary: We extend the empirical literature on feminization of work in rural areas by analyzing two rounds of survey of employment and unemployment conducted by India's NSSO in 2004-05 and 2011-12. The data comes from the module on time disposition for each member of the household during the week preceding the day the households and individuals were interviewed.

Sponsor: Center for Gender Equity and Health, UCSD (Gates Foundation)

Status: Ongoing (2017-2018)

#### VIII-A4 Mainstreaming of the Financial Inclusion Agenda in India

Project Team: **P C Narayan** and **Rajalaxmi Kamath**

Summary: The study aims to map the approaches of the financial inclusion agenda in India and challenges in managing sustainable relationship between financial institutions, processes and outcomes.

How far have the initiatives such as Jan Dhan and Pradhan Mantri Mudra Yojana (PMMY) and institutions such as Payment Banks and Small Finance Banks ‘designed’ to encourage financial inclusion succeeded? How will the new institutions be able to avoid the pitfalls faced by the existing financial institutions in addressing voluntary exclusion?

How far do the innovations in the microfinance sector and in other institutions such as rural banks, mainstream banks and post offices support financial inclusion agenda? Are we seeing a transformation in institutional forms?

A macro-economic and macro-prudential assessment of tradeoff between the potential for growth and systemic risk from subprime loans arising from the socialization/politicization of credit expansion associated with overcoming financial exclusion.

Sponsor: UGC and UK-India Education and Research Initiative

Status: Ongoing (February 2017 – February 2020)

#### VIII-A5 New Public Management and Primary Education – Understanding Reform Initiatives in Government Primary Schools

Project Team: **Rajalaxmi Kamath** and Jayamalathy Sadagopan

Summary: New Public Management (NPM) refers to a set of government and public sector reforms initiated in economies in the West from the 1980s onwards. The reigning premise of this program was the inefficiency of the public sector in providing public services and the gains that could be made by adopting successful business practices to reform and repurpose the public sector and make it more responsive to citizen needs. This re-purposing also meant that spaces could be opened to the private sector – either for-profits or not-for-profits to “partner” with the government in successful implementation of these public services. Citizens, in this context, were perceived as consumers of public services. In the area of education, this translated into parental choice.

Sponsor: IIM Bangalore

Status: Ongoing (2016-2019)

**VIII-A6 Financial Practices of the Family-firm in the Informal Sector: Home-based Silk Production Units at Ramanagaram, Karnataka**Project Team: **Rajalaxmi Kamath**

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

Sponsor: IIM Bangalore

Status: Ongoing (2015-2019)

**VIII-A7 Interventions towards Water Conservation in Cities**Project Team: **Deepak Malghan and Kanchan Mukherjee**

**Summary:** A large number of cities around the world are facing increasing water scarcity (World Bank, 2016). Rapid urbanization and rise in economic prosperity have brought water conservation on the policy agenda. With unequal distribution of water, much like wealth or income, those with more than adequate supply of water can be encouraged to reduce water usage. Water conservation efforts have taken many forms including structural changes on the user-side, such as change to lower-flow taps and showers, and behavioural changes, such as education and awareness campaigns exhorting users to reduce waste and form water-conserving habits (Water Research Foundation, 2016). On average, structural changes have produced some results whereas behavioural-intervention based changes have been mixed and more nuanced, especially in the long-term. Behavioural interventions require more research to understand them better, especially given their growing and problematic use by policy-makers.

Sponsor: IIM Bangalore

Status: Ongoing (2016-2018)

**VIII-A8 The Idea of Efficiency in Economic Thought and Praxis: An Intellectual and Social History**

Project Team: **Deepak Malghan**

Summary: There is no idea in all of economic theory and praxis that is more important than that of efficiency. Despite, or perhaps because of its centrality and ubiquity, efficiency's intellectual provenance has largely escaped scholarly attention. My project will address this lacuna by developing an intellectual and social history of economic efficiency. This project constitutes the core of a larger multi-year, booklength study of the global career of efficiency.

Sponsor: VRSP, IIM Bangalore

Status: Ongoing (2016-2019)

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

Project Team: **Shabana Mitra**

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

Sponsor: IIM Bangalore

Status: Ongoing (2015-2018)

**VIII-A10 Does Vote-Buying Pay Off? Using India's Demonetisation to Examine Effects on Election Results**

Project Team: **Shabana Mitra**

Summary: There is plenty of anecdotal evidence suggesting that vote-buying is pervasive in India (Chilkoti 2014). There is also a growing literature that argues that politicians buy votes strategically, in order to increase the chances of their success in the election. However, in a world where secret ballot ensures that a voter's actual vote is not observable, it is not obvious that individuals who accept cash-for-votes from a particular party actually vote for that party. It could also be that individuals accept cash-for-votes or other benefits from all parties, so that in equilibrium the cash-for-votes have no effect on election outcomes, and voters actually vote on the basis of some other criterion (e.g. the party's governance record, or its policy platform).

Sponsor: IIM Bangalore

Status: Ongoing (2017-2019)

## VIII-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
VIII-B1	Kayleigh Barnes, <b>Mukherji, Arnab</b> , Patrick Mullen and Neeraj Sood	Financial risk protection from social health insurance	<i>Journal of Health Economics</i>	Vol. 55, September 2017, Pg. 14-29
VIII-B2	Anirban Mitra and <b>Mitra, Shabana</b>	Electoral Uncertainty, Income Inequality and the Middle Class	<i>The Economic Journal</i>	Vol. 127, Issue 602, June 2017, Pg. 1119-1152
VIII-B3	Deepa Jahagirdar, Sam Harper, Jody Heymann, <b>Swaminathan, Hema, Mukherji, Arnab</b> and Arijit Nandi	The effect of paid maternity leave on early childhood growth in low-income and middle-income countries	<i>BMJ Global Health</i>	Vol. 2, Issue 3, 2017, Pg. 1-11
VIII-B4	Siddharth Joshi and <b>Malghan, Deepak</b>	Faculty Diversity at the Indian Institutes of Management: A Preliminary Snapshot	<i>Economic and Political Weekly</i>	Vol. 52, Issue 13, April 2017
VIII-B5	<b>Malghan, Deepak</b>	On the Normalization of Dimensioned Variables in Ecological Economics	<i>Ecology, Economy and Society</i>	Vol. 1, Issue 1, Pg. 20-32, January 2018
VIII-B6	<b>M. S. Sriram</b>	State of Financial Inclusion in India: In Search of Focus	Vikalpa	Vol. 43, Issue 1, January-March 2018, Pg. 43-46
VIII-B7	Anirban Mitra and <b>Mitra, Shabana</b>	Electoral Uncertainty, Income Inequality and the Middle Class	The Economic Journal	Vol. 127, Issue 602, June 2017, Pg. 1119-1152
VIII-B8	Cheryl Doss, Abena D. Oduro, Carmen Diana Deere, <b>Swaminathan, Hema</b> , William Baah-Boateng and Suchitra J. Y.	Assets and shocks: a gendered analysis of Ecuador, Ghana and Karnataka, India	Canadian Journal of Development Studies / Revue canadienne d'études du développement	Vol. 39, Issue 1, 2018, Pg. 1-18

## VIII-C Books

### VIII-C1 Sriram M S

*Inclusive Finance India Report 2017*

Sage Publishers, New Delhi

**Inclusive Finance India Report 2017** provides in-depth, well-researched and well-analysed evidence on how the financial inclusion agenda has progressed at various levels.

The report covers a review of the performance of diverse institutional initiatives working in inclusive finance—banks, specialised banks, self-help groups and microfinance institutions. It also covers the initiatives in technology that address last-mile delivery as well as provides an overview of new initiatives.

This report focuses on a larger landscape of financial inclusion while continuing to report progress on microfinance in mainstream financial inclusion activity. It tracks the growth of financial inclusion across institutional structures and delivery models, provides a better understanding of the complexities of the sector, and contributes to the policy development process on inclusive finance. It informs banks and investors—both national and international, brings forth key issues that require the attention of the financial sector as well as of policy makers, highlights the positive impact of the sector, and identifies policy and practice gaps on an annual basis. The report involves participation by the RBI, Ministry of Finance, banks, apex financial institutions, technology service providers, business correspondents and diverse delivery models. It serves the dual purpose of informing the policy formulation process as well as providing perspective on the practice of financial inclusion in India.

This is the best reference book on the annual trends and progress of the financial inclusion and microfinance sector. It includes data-based analysis of all streams of financial inclusion, with most current information in terms of numbers and developments. It is a must-read for every practitioner in the financial inclusion value chain.

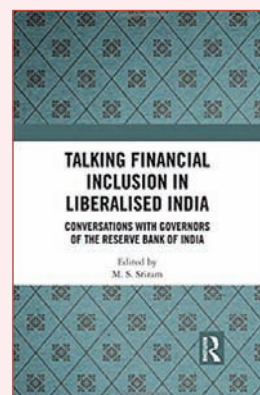


### VIII-C2 Sriram M S

*Talking Financial Inclusion in Liberalised India*

Routledge, Taylor & Francis Group, New York

This book presents a set of conversations with five former Governors of Reserve Bank of India (from 1992 onwards) on the topic of financial inclusion. Two key aspects are introduced in the conversations with each Governor: the initiatives that were undertaken during their tenure and their responses to some of the current issues. Further, they examine the reasons and justifications for significant decisions and measures that were undertaken or withheld. The discussion captures



the evolution and approach of the central bank in addressing a variety of questions pertaining to financial inclusion.

The volume is an important contribution to the study of India's continuous but not entirely successful efforts in increasing the reach of its formal financial sector. It reconstructs how the policy approach to inclusive banking has progressed and resisted commercial and market imperatives to safeguard the deprived and dispossessed sections of society.

With its wide-ranging blend of conversations, documentation, research and commentary coupled with its engaging style, the book will interest students and researchers in the areas of development, banking, macroeconomics, public administration and governance, as well as academics, analysts, policymakers, think tanks, journalists, media and those concerned with the Indian economic policy.

### VIII-C3 G. Raghuram, D Roy, R Jain, S Tripathi and K Sharda

*Trucking Business Management: Cases and Concepts*

McGraw-Hill Education, New Delhi

The trucking business in India deserves special attention. It is estimated that about 8 million goods vehicles ply on Indian roads, out of which about 25 per cent are heavy commercial vehicles (with a load capacity of 7.5 tonnes and above). More than 75 per cent of the trucks are owned by fleet operators with a fleet size of five or less. Fleet operators are mostly family-run businesses and hence they evolve with the ideologies and business principles of the family. Such evolution has led to varying business practices and levels of technology adoption. Decisions were not taken in line with modern business practices. Another trend was the relative reluctance of the next generation of these families to join their family business due to the perception that the trucking business was less appealing vis-à-vis the other options that they had after higher education.

To fill this widening business-practice gap and in an attempt to impart a professional approach towards enabling the trucking business to grow, the Mahindra Truck and Bus Division (MTBD) partnered with the Indian Institute of Management (IIM) Ahmedabad to impart management education to the next generation transporters in trucking business. This youth transport Management Development Program (MDP) was called MPOWER, signifying youth transporter empowerment. Typically, a second-generation transport entrepreneur (son and daughter of a transporter/truck fleet owner) in the age group of 21 to 40 years was targeted to be a participant for the MDP. Most of the participants were well educated (many of them had obtained degrees from foreign universities), ambitious and progressive, keen to be the change agents in the road transport ecosystem, innovative, and technology savvy. They shared a common vision, which was to professionalize their family business and take it to the next level.

In this book, we include teaching cases based on real-life transport business situations that highlight some of the above-mentioned issues. Through these cases, the reader would be able



to appreciate the decisions in the transport business, the challenges that are faced, and use appropriate decision tools to develop solutions. We include a collection of two chapters and 12 cases. The first chapter discusses the significance and structure of the trucking business. The second chapter highlights the HR practices in the trucking business particularly related to driver management. The 12 cases have been developed with close cooperation from several transport companies such as Agarwal Packers and Movers Limited, Navigators Logistics Company Private Limited, Shreeji Transport Services Private Limited, KM Trans Logistics, and Instant Transport Solution Private Limited. There are other companies whose names have been disguised to protect their identity. Apart from the new cases, we have consciously decided to include a few cases of earlier vintage, since the issues raised and the analytical approach adopted continue to be valid.

### VIII-D Chapters in Books

Sl. No.	Authors	Title of Chapter	Title of Book	Editors	Publication Details
VIII-D1	Sriram M S and Ankur Sarin	Undoing Boundaries: Narratives of Alternative Organisations of India	Alternative Organisations: Spaces for Contestation	Rohit Varman and Devi Vijay	Cambridge: Cambridge University Press, 2017

### VIII-E Working Papers

Sl. No.	Author	Title	IIMB Working Paper No.	Year
VIII-E1	Siddharth Joshi and Malghan, Deepak	Missing Scholars: Social Exclusion at the Indian Institutes of Management	554	2017

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

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
VIII-F1	Sriram M S	CSR's Problem with good governance	<i>Mint</i>	May 02, 2017
VIII-F2	Sriram M S	Is the Reserve Bank of India Toothless?	<i>Mint</i>	March 16, 2018
VIII-F3	Swaminathan, Hema	Short-term Migration and Women Farmers	<i>India in Transition</i>	November 20, 2017

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
VIII-F4	Swaminathan, Hema	Women Farmers Need Policy Attention	<i>The Hindu: Business Line</i>	November 22, 2017
VIII-F5	Raghuram G	Effect of GST on Logistics Sector	<i>Cargo Connect Magazine</i>	July 2017
VIII-F6	Raghuram G	Impact of GST on Transport Sector; interview by Bhushan Mhapralkar	<i>Commercial Vehicle Magazine</i>	July 2017
VIII-F7	Raghuram G	Rail Safety: Urgent Need for Strategic, Operational Solutions,	<i>Forbes India</i>	August 31, 2017
VIII-F8	Raghuram G	Five Challenges in the Ahmedabad-Mumbai Bullet Train Project	<i>Mint</i>	September 14, 2017
VIII-F9	Raghuram G	Corridor Concept to Road Development	<i>Yojana</i>	December 2017
VIII-F10	Kamath, Rajalaxmi	Of Chanakya's Spies, Bentham's Panopticon, China and India	<i>Forbes India</i>	October 18, 2017

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

Sl. No.	Authors	Title of Publication	Type of Publication
VIII-G1	Malghan, Deepak	Spatial Segregation, Multi-scale Diversity, and Public Goods	Working Paper

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

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
VIII-H1	Mitra, Shabana	Asian Meetings of the Econometric Society	Cycle to Empowerment, Hong Kong	June 3-6, 2017
VIII-H2	Mitra, Shabana	Panel Discussion on Politics and Vote Buying	ICAS: MP, Kolkata	January 2018

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
VIII-H3	Mitra, Shabana	Wheels of Power: Long-term effects of targeting girls with in-kind transfers	Delhi School of Economics, New Delhi	November 23, 2017
VIII-H4	Mitra, Shabana	Crime, Elections and Political Competition	Shiv Nadar University, Noida, Uttar Pradesh	September 29, 2017
VIII-H5	A. Kabra, Mukherji, Arnab, and S. Mahelwal	Conservation-displacement and land-based rehabilitation: Assessing the impact of alternate land distribution schemes on livelihood trajectories'	Biennial Indian Society for Ecological Economics, Conference, KILA, Thrissur, Kerala	November 9, 2017
VIII-H6	Mukherji, Arnab	Social Insurance in India: Trends, Patterns and Policy Issues	Department of Economics, Visva-Bharati University, Santiniketan	March 24, 2018
VIII-H7	Raghuram G	Issues in Bulk Logistics and Infrastructure Development	KC Khanna Memorial Lecture, KIOCL, Bengaluru	April 1, 2017
VIII-H8	Raghuram G	Logistics and Infrastructure Management	Society of Global Business, Japan	June 28, 2017
VIII-H9	Raghuram G	India-Japan Collaboration in Infrastructure	Asia Business Leader Partnership 2017-18 Program, Graduate School of Management, Kyoto University, Japan	June 29, 2017
VIII-H10	Raghuram G	Valedictory Address Architecting Infrastructure Projects in the New World Order	Project Management Practitioners Conference, PMI India Chapter, Bengaluru	July 22, 2017
VIII-H11	Raghuram G	Engineers Conclave 2017 Air Transportation in India: Challenges	The Indian National Academy of Engineering and CSIR, National Aerospace Laboratories, Bengaluru	September 16, 2017
VIII-H12	Raghuram G	Overview of Transport Sector in India	Transport Working Group, NITI Aayog, New Delhi	September 29, 2017

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
VIII-H13	Raghuram G	From Farm to Fork: Can We Truly Reimagine and Deregulate Indian Farming?	India@75: Is this the New India?, Mindmine Conversation, Hyderabad	October 6, 2017
VIII-H14	Raghuram G	Future Trends in Ports and Railways	NATCOM SCALE 2017, Bengaluru	November 16, 2017
VIII-H15	Raghuram G	Strategic Transformation of the Indian Railways	National Academy of Indian Railways, Vadodara	November 18, 2017
VIII-H16	Raghuram G	GMR KUAEL: The Longest Road PPP	3 <sup>rd</sup> International Conference on Law and Economics, GNLU-IIMA-IITK, Ahmedabad	November 19, 2017
VIII-H17	Raghuram G	Panel Speaker Urban Transport, City Planning, Infra Development: Experiences of Japan, Opportunities in India	PAN IIT India-Japan Convention, Tokyo, Japan	December 1, 2017
VIII-H18	Raghuram G	Keynote Address Dedicated High Speed Rail Network in India: Issues in Development	4 <sup>th</sup> Conference of the Transportation Research Group of India, IIT Bombay, Mumbai	December 18, 2017
VIII-H19	Raghuram G	Infrastructure Issues in Karnataka	The New Indian Express Vision Karnataka-2025, Bengaluru	January 1, 2018
VIII-H20	Raghuram G	Innovation in Karnataka	Centre for Public Policy Area, IIM Bangalore	January 17, 2018
VIII-H21	Raghuram G	Exploring the state of Aviation and Aerospace Industry	Opening Remarks and Address, Future of Aviation and Aerospace 2018, Bengaluru	February 24, 2018
VIII-H22	Raghuram G	Panel discussion, Commercial Vehicle End-of-Life Policy in India	Mahindra Transport Excellence Awards 2017, New Delhi	March 7, 2018

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
VIII-H23	<b>Raghuram G</b>	Drones: Organisational Challenges	Indo-US Workshop on Emergency Medical Delivery Systems, Centre for Product Development and Manufacture, Indian Institute of Science, Bengaluru	March 6, 2018
VIII-H24	<b>Swaminathan, Hema</b>	Gender Inequalities with respect to property rights	National Seminar on Challenges of Growing Inequalities in India, India International Centre (Main), Council for Social Development, New Delhi	July 14-15, 2017
VIII-H25	<b>Swaminathan, Hema, Pragma Bhuwania, Jody Heymann, Mukherji, Arnab, and Arijit Nandi</b>	Public Work Programs and Social Capital: An Exploration of NREGA in India	Population Association of America Annual Meetings, Chicago	April 25-27, 2017
VIII-H26	<b>Swaminathan, Hema and Deepak Malghan</b>	Intra-household Gender Inequality and Economic Development: Evidence from Data, 1973	LIS/LWS Users Conference, Luxembourg	April 27-28, 2017
VIII-H27	<b>Swaminathan, Hema and Deepak Malghan</b>	Intra-household Gender Inequality and Economic Development: Evidence from Data, 1973	Development in the Face of Global Inequalities, Barcelona, Spain, Co-organized by the Institut Barcelona d'Estudis Internacionals (IBEI), the World Society Foundation (WSF), and the Sociology of Development Section of the American Society	May 11-13, 2017

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
VIII-H28	Sriram M S	Moderator for a session on Agricultural Debt Waivers: Impact on the Banking Sector in a Seminar on Agricultural Debt Waivers: Efficacy and Limitations	RBI Central Office, Mumbai	August 31, 2017
VIII-H29	Sriram M S	Panelist on a discussion on The story of Rural India in the Digital Age	Tallur Trust, Udupi	August 20, 2017

### VIII-I Articles in Conference Proceedings

Sl. No.	Authors	Title of Paper	Details of the Conference Proceedings
VIII-I-1	Raghuram G	Disruption in Trucking Sector	4 <sup>th</sup> Conference of the Transportation Research Group of India (CTRG), IIT Bombay, Mumbai, December 18, 2017

### VIII-J IIMB Case Studies @ Harvard Business Publishing

**VIII-J1** Title: **Belstar India Finance**

Author: **M S Sriram**

Summary: Kalpana Sankar, was working with community-based initiatives, using a five-pillar approach. The approach is an intricate interconnection between a problem and its connection with the society. One of the pillars is provision of financial services to augment livelihoods. As she moves ahead, the financial services grow faster than other pillars. The ecosystem for inclusive finance has also changed; other initiatives dictate the rules of the game. Kalpana's path is of development with community involvement and ownership. This militates against rapid growth. The case explores the dilemma of ideology lead inclusive initiative stagnating, with growth opportunities appearing in a market-based model. So, is it the ideology-mission model or a market-led model?

## VIII-K Leading Publications in Journals

Journal articles which have appeared in leading academic journals, Financial Times 50, UT Dallas.

- VIII-K1** Authors: Anirban Mitra and **Shabana Mitra**
- Title: **Electoral Uncertainty, Income Inequality and the Middle Class**
- Journal: *The Economic Journal*
- Abstract: We investigate how electoral competition affects the income distribution in society. We utilise a standard probabilistic voting setup where parties compete at two stages. Our model delivers that greater electoral competition in a district results in equalisation of incomes therein. We check for these relationships using data from Indian national elections which are combined with consumption expenditure data rounds from the National Sample Survey Organization (1987–8 and 2004–5) to yield a district level panel. Our OLS, 2-SLS and IIV analyses consistently inform that close elections lead to lower inequality and polarisation indicating a larger middle class.
- VIII-K2** Authors: Kayleigh Barnes, **Arnab Mukherji**, Patrick Mullen and Neeraj Sood
- Title: **Financial risk protection from social health insurance**
- Journal: *Journal of Health Economics*
- Abstract: This paper estimates the impact of social health insurance on financial risk by utilizing data from a natural experiment created by the phased roll-out of a social health insurance program for the poor in India. We estimate the distributional impact of insurance on out-of-pocket costs and incorporate these results with a stylized expected utility model to compute associated welfare effects. We adjust the standard model, accounting for conditions of developing countries by incorporating consumption floors, informal borrowing, and asset selling which allow us to separate the value of financial risk reduction from consumption smoothing and asset protection. Results show that insurance reduces out-of-pocket costs, particularly in higher quantiles of the distribution. We find reductions in the frequency and amount of money borrowed for health reasons. Finally, we find that the value of financial risk reduction outweighs total per household costs of the insurance program by two to five times.

**VIII-L Awards, Honors, and Achievements**

**VIII-L1 Prof. Raghuram G.** Lifetime Achievement by the Mahindra Transport Excellence Awards 2017, supported by the Ministry of Road Transport and Highways in India, on March 07, 2018.

**VIII-M Doctoral Theses Completed by FPM Students during 2017–2018**

Sl. No.	Name of the Student	Dissertation Title	Members of the DAC Committee
<b>VIII-M1</b>	S Rajeshwaran	Dynamics of milk market and policy alternatives in India: An exploratory analysis	Gopal Naik, Rajalaxmi Kamath, M S Sriram
<b>VIII-M2</b>	Srinidhi V	Engagements between Ayurveda and Biomedicine: Practice, Policy and Philosophy	Gita Sen Deepak Malghan Abhoy K Ojha
<b>VIII-M3</b>	Ajit N Phadnis	Indian Politics between elections: Studies on role of Institutions	Deepak Malghan, S Nayana Tara, L Prasad, Herbert Kitschelt (External Member)
<b>VIII-M4</b>	Althaf S	Essays on Urban Change: Exploring the Role of Politics and Policy	Arnab Mukherji, Hema Swaminathan, Shabana Mitra

**VIII-N Dissertation Proposal Presentation by FPM Students during 2017–2018**

Sl. No.	Name of the Student	Topic	Date
<b>VIII-N1</b>	Aparna Krishna	Personalized Agricultural Information Delivery as a means of Sustainably increasing returns from Agriculture	April 5, 2017
<b>VIII-N2</b>	Vivek	Policy Interventions towards water Conservation in Urban Residences	June 16, 2017

### VIII-O Papers Presented by FPM Students in Conference/Seminar during 2017–2018

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
VIII-01	Archana Purohit (co-authored by Prof. Shabana Mitra)	Partial Democracies and the Intensity of Conflict	APPAM International Conference, Brussels, Belgium	July 13-14, 2017
VIII-02	Jothsna Rajan (co-authored by Ravi Shankar Pandey)	Impact of Eponymy on Academic Output-Spillover from Academic Rewards	5 <sup>th</sup> PANIIM World Management Conference, IIM Lucknow	December 14-16, 2017
VIII-03	Jothsna Rajan (co-authored by Prof. Prof. Gopal Naik, Prof. Srivardhini Jha)	Balancing the See-Saw: The Dynamics of Public and Private Value Creation in Public Private Partnerships	Academy of Management Journal (AMJ), Paper and Idea Development workshop, IIM Bangalore	February 17-18, 2018
VIII-04	Jothsna Rajan (co-authored by Prof. Prof. Gopal Naik, Prof. Srivardhini Jha)	Balancing the See-Saw: The Dynamics of Public and Private Value Creation in Public Private Partnerships	Academy of Management Journal (AMJ), Paper and Idea Development workshop, Hong Kong Polytechnic University, Faculty of Business, Hong Kong	June 29-30, 2017

### VIII-Q Awards, Honors and Achievements by FPM students in 2017-2018

Sl. No.	Name of the Student	Details of the Award	Date
VIII-Q1	Vivek	Talk and poster based on my research: An Experiment in Behavioral Interventions for Water Conservation. Award for second position amongst all participants at Max Planck Institute for Human Development University of Southampton and T A Pai Management Institute (TAPMI), 2018	January 14, 2018

**VIII-R Working Papers FPM Students during 2017-2018**

Sl. No.	Author	Title	IIMB Working Paper No.	Year
VIII-R1	Siddharth Joshi and Deepak Malghan	Missing Scholars: Social Exclusion at the Indian Institutes of Management	554	2017

**VIII-S Seminars/Conferences/Workshops Organized by CPP during 2017-2018**

Sl. No.	Details of the Conference/Workshop/Lecture	Dates of Events	Venue
VIII-S1	XIII International Conference on Public Policy and Management Inclusion and Exclusion: Policy and Practice'	August 7-9, 2017	IIM Bangalore
<b>Innovation in Karnataka Project: The Centre for Public Policy, in association with Planning Programme Monitoring and Statistics Department, Government of Karnataka, conducted a series of theme-based seminars from the December 23, 2017 to January 17, 2018</b>			
VIII-S2	Governance	December 23, 2017	IIM Bangalore
VIII-S3	Agriculture	December 23, 2017	IIM Bangalore
VIII-S4	Sustainability: Water	December 30, 2017	IIM Bangalore
VIII-S5	Nutrition	December 30, 2017	IIM Bangalore
VIII-S6	Sustainability: Energy	January 6, 2018	IIM Bangalore
VIII-S7	Health Care	January 6, 2018	IIM Bangalore
VIII-S8	Social Justice and Empowerment	January 8, 2018	IIM Bangalore
VIII-S9	IT-BT and Science & Technology	January 13, 2018	IIM Bangalore
VIII-S10	Livelihood: Education	January 13, 2018	IIM Bangalore
VIII-S11	Law and Justice: Legislation	January 13, 2018	IIM Bangalore
VIII-S12	Livelihood: Skill Development	January 16, 2018	IIM Bangalore
VIII-S13	Urban Development	January 17, 2018	IIM Bangalore

## NS Raghavan Centre for Entrepreneurial Learning (NSRCEL)

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

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

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

## IX-A Research Projects

### IX-A1 Multiple Bookrunner adoption in IPO Deals

Project Team: **Dalhia Mani** and Seok-Woo Kwon

Summary: This research project investigates the coevolution of networks and behavior, i.e. how does behavior change network structure, and how does the network structure, in turn, change behavior? For example, smokers tend to become friends, and those who are friends with smokers, tend to also smoke. Therefore, birds of a feather flock together, and those who flock together become even more similar over time. In the field of management, significant attention has been paid to how adoption of new innovations is influenced by intercorporate ties, but almost no attention has been paid to how changes in behavior affect the intercorporate network. We propose to focus on the coevolution of behavior and networks in the context of investment bank networks and the adoption of multiple bookrunners in IPO deals.

Sponsor: IIM Bangalore

Status: Ongoing (December 2017-2018)

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

Project Team: **Suresh Bhagavatula**

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

Sponsor: VRSP

Status: Ongoing (2016-2018)

### IX-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
IX-B1	Ketan Goswami, Rob Mitchell and <b>Bhagavatula, Suresh</b>	Accelerator Expertise: Understanding the Intermediary Role of Accelerators in the Development of the Bangalore Entrepreneurial Ecosystem	<i>Strategic Entrepreneurship Journal</i>	Vol. 12, Issue 1, March 2018, Pg. 117–150
IX-B2	Lea Zenner, Kumar K and Matthias Pilz	Entrepreneurship Education at Indian Industrial Training Institutes - An Analysis of the Prescribed and Enacted Curriculum	<i>International Journal for Research in Vocational Education and Training (IJRVET)</i>	Vol. 4, Issue 1, April 2017, Pg. 69-94

### IX-D Chapters in Books

Sl. No.	Authors	Title of Chapter	Title of Book	Editors	Publication Details
IX-D1	Laurette Dubé, <b>Jha, Srivardhini K</b> and John Mcdermott	Pulse value chain transformation through food convergent innovation for a healthy diet	Pulses for Nutrition in India: Changing Patterns from Farm to Fork	Devesh Roy, P.K. Joshi and Raj Chandra	IFPRI: Washington, D.C., Pg. 221-234

### IX-F Articles in Periodicals, Financial Dailies, and Newspapers

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
IX-F1	<b>Kumar K</b>	Founder's Privilege But Whose Curse?	Forbes India	August 24, 2017

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

Sl. No.	Authors	Title of Publication	Type of Publication
IX-G1	Mani, Dalhia	Managing the Family Business: Theory and Practice By Thomas Zellweger	Book Review, IIMB Management Review
IX-G2	Mani, Dalhia and Sana Ansari	Social Ties and Network Structure	Oxford Bibliographies, 2019

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

Sl. No.	Authors	Title of Paper/Session/Invited Talk	Name of Conference and Venue	Dates of Event
IX-H1	Mani, Dalhia and Jha, Srivardhini K	Corporate Entrepreneurship Simulation	Teaching and Learning Conference at the Academy of Management Conference, Atlanta	August 2017
IX-H2	Mani, Dalhia	Invited presentation	Theory of Family Business Conference, St. Gallen, Switzerland	May 22-24, 2017
IX-H3	Mani, Dalhia	Contraction and Expansion: Business groups over time	Paper presented at Strategic Management Society, Houston	October 28-31, 2017
IX-H4	Mani, Dalhia	Paper presented at the special issue	AMJ conference held in IIMB	February 18-19, 2017
IX-H5	Kumar K	Panelist in the session on Sustainable Entrepreneurship and Economic Development	16 <sup>th</sup> International Entrepreneurship Forum Conference, Kathmandu, Nepal	September 14-16, 2017
IX-H6	Kumar K, Sreekanth Moni, Adithya Sastry V and Subramanian Chidambaram	Succession Planning in Family Business: Can the notion of Vanaprastha provide new insights?	Chinmaya University, Kochi	June 12, 2017
IX-H7	Kumar K	Invited panelist, Round Table of academics and practitioners	Economic Times Family Business Round Table, Bangalore	October 23, 2017

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
IX-H8	Kumar K	Invited Keynote Speaker Human Capital Development through social entrepreneurship: Prospects and Possibilities	Christ University, Bangalore	November 17, 2017
IX-H9	Kumar K	Keynote Address: Understanding the Entrepreneurial Mindset	Saturday Musings, IIM Bangalore Alumni Association, IIM Bangalore	March 24, 2018
IX-H10	Jha, Srivardhini K Naik, Gopal and Rajan, J	Balancing the See-Saw: The Dynamics of Public and Private Value Creation in Public- Private Partnerships	Academy of Management Journal's paper development workshop, Hong Kong	June 2017
IX-H11	Jha, Srivardhini K Naik, Gopal and Rajan, J	Balancing the See-Saw: The Dynamics of Public and Private Value Creation in Public- Private Partnerships	Academy of Management Journal's paper development workshop, Bangalore	February 17-18, 2018
IX-H12	Jha, Srivardhini K	Panelist in panel symposium titled 'Convergent Innovation: At the interface of private & public creation of economic & social value'	Academy of Management Conference, Atlanta	August 2017
IX-H13	Jha, Srivardhini K	Entrepreneurship in India: Innovation or improvisation	Maker's village conclave, Kochi	March 10, 2018
IX-H14	Jha, Srivardhini K	Indian startup ecosystem: The Present and the Promise	Israeli business community, Tel Aviv University, Tel Aviv	October 2017
IX-H15	Bhagavatula, Suresh	Invited Talk on entrepreneurship ecosystem development	University of Evora, Portugal	March 15, 2017
IX-H16	Bhagavatula, Suresh	Research work on Social Entrepreneurship	Liverpool University, England	March 12, 2017

**IX-K Leading Journal Publications**

Journal articles which have appeared in leading academic journals, listed in Financial Times 50, UT Dallas.

- I-K1** Authors: Ketan Goswami, Rob Mitchell and **Suresh Bhagavatula**
- Title: Accelerator Expertise: Understanding the Intermediary Role of Accelerators in the Development of the Bangalore Entrepreneurial Ecosystem
- Journal: ***Strategic Entrepreneurship Journal***
- Abstract: To understand the intermediary role of accelerators in the developing regional entrepreneurial ecosystem of Bangalore, we analyze data from 54 interviews with accelerator graduates, accelerator managers, and other ecosystem stakeholders and from 49 websites, 13 online video interviews, 26 online news sources, and 301 pages of policy documents. Specifically, we adopt a socially situated entrepreneurial cognition approach to theorize how accelerator expertise, existing at a meso-level, intermediates between (micro-level) founders and the (macro-level) ecosystem. In our model, four types of accelerator expertise—connection, development, coordination, and selection— together increase stakeholders’ commitment to the entrepreneurial ecosystem, leading to venture validation (success or failure) and ecosystem additionality. These findings indicate that accelerators contribute to ecosystems in a way that is distinct from, but supportive of, building individual ventures.
- Listings: - ***Financial Times 50***

X

# Centre for Corporate and Governance and Citizenship (CCGC)

*The IIMB-Centre for Corporate and Governance and Citizenship (IIMB-CCGC) has established itself as a repository of knowledge and commitment in the field of corporate governance and corporate responsibility under the umbrella of Responsible Business. The Center is guided by an Advisory Committee, comprising senior and experienced institute faculty from different disciplines such as finance and control, marketing, strategy, economics and organization behavior. The focus of the Center falls under the five broad areas of a) Advocacy, b) Education, c) Training, d) Research and e) Dissemination. 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 aims at enhancing awareness of the imperatives of globally acceptable standards of corporate governance and issues in their actual implementation, through teaching and training initiatives at various levels of business and management education, faculty development programs and directorial and executive development for the corporate as well as for the not-for-profit sector. The Center also offers a website [www.teachcsr.com](http://www.teachcsr.com) as a resource for academia as well as practitioners, covering the entire canvas of responsible business, which includes ethics and good governance, leading to Corporate Sustainability. Besides collaborative research on the 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 Centre of Excellence by the National Foundation for Corporate Governance, a trust sponsored by the Government of India, Ministry of Company Affairs, for promotion of improved Corporate Governance in India. The Center has been selected to join the apex body of the International Integrated Reporting Council (<IIRC>) and its Advisory Committee member Prof. Vasanthi Srinivasan has been co-opted into the core committee of the National Human Rights Commission. IIMB-CCGC Advisory Committee members were also invited to be on the Jury of the "Business and the Community Awards- UK" and the "Titan Design Impact Awards for Social Change" and on the Jury panel of the 'Institute of Company Secretaries of India' for their Governance and CSR Excellence Awards.*

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

Sl. No.	Details of the Event	Dates of the Event
1	Digital Governance Clevel summit - Panelists included Ajay Kumar bureaucrat/ Anand Kripalu - Diageo/PepsiCo - Siva Kumar/Dr. Ram Nidumulo)	May 15, 2017
2	Leaderspeak dialogues, V.R. Narasimhan, Chief Regulator, National Stock Exchange of India spoke on Corporate Governance - a Regulator's perspective	June 9, 2017
3	Focus Group discussions on Understanding water consumption behaviours in a Resource constrained setting led by Dr. Vivek Soundararajan from Birmingham University	July 18, 2017
4	Leaderspeak dialogues, G.N. Bajpai, former Chairman of SEBI, as well as former Chairman of LIC spoke on Value creation through Corporate Governance	July 31, 2017
5	Panel discussion on Sustainability Accounting - A paradigm shift. Panelists included Dr. Jeremy Nicholls/Santhosh Jayaram - KPMG/ Ambuja Sandeep Srivastava/P.S. Narayan Wipro and moderated by Professors Vasanthi Srinivasan/P.D. Jose	August 24, 2017
6	Panel Discussion on Policy Implementation and formulation. Panelists included Dr.Y.V.Reddy - RBI/ Leeladhar RBI/ Bipul Bhattacharya/ Prof. Charan Singh and moderated by Rohini Nilekini	December 19, 2017
<b>Outreach (external presentations/seminars) Advocacy</b>		
7	Presentation made at the launch of the Human Rights (Praxis) Primer in Delhi	April 2017
8	Presentation at IIMB-Transforming Corporate Governance through Digital Technology	May 2017
9	Presentation at NHRC-" Role of Media in Human Rights"	June 2017
10	Presentation at Cividep Seminar - "Binding Treaties and Human Rights"	November 2017
11	Participation in a Ministry/UNCTAD Conference on "Empowering customers in new markets"	October 2017
12	Presentation at a CSR Workshop - Seshadipuram Institute of Management	October 2017
13	Presentation at the American Chamber of Commerce- "CSR-Reaching your Impact - The Scorecard so far"	December 2018
14	Moderated at a panel discussion - Institute of Internal Auditors Annual Conference - Internal Audit and Ethics - Are we on the right track?	March 2018

Research		
15	Research project in collaboration with the NFCG conducted by Professor Mathew J Manimala on 'Corporate Governance Practices and Organizational Performance.'	Completed
16	Research project in collaboration with the National Foundation for Corporate Governance (NFCG) conducted by Prof. M Jayadev on 'Debts, Defaults and Corporate Governance'	Completed
17	Women in Technology research project in collaboration with Anita Borg Institute by Prof. Vasanthi Srinivasan	Completed
18	National Business Ethics Survey research project in collaboration with globethics.net by Prof. Vasanthi Srinivasan	Work in Progress
19	Business and Human Rights conducted by Prof. Vasanthi Srinivasan in collaboration with Wipro	Work in Progress
20	Sustainability Risk Management conducted by Prof. Padmini Srinivasan in collaboration with Wipro	Work in Progress
21	Crafting the Role of the Independent Director conducted by Prof. Padmini Srinivasan in collaboration with NFCG	Work in Progress
22	The Changing Face of Corporate Ethics and the Enhanced Role of Corporate Governance conducted by Prof. Sankarshan Basu in collaboration with NFCG	Work in Progress
Dissemination		
23	'TeachCSR' (www.teachcsr.com) website is a comprehensive resource for academia and practitioners of Responsible Business. It has around 1,560 global members from academia, corporates, the student community and civil society representing six continents and 51 countries. It reaches around 300 global academic institutes, 150 companies and 58 not-for-profit organisations in India. TeachCSR has undergone major technical and content upgrades over time. Its Talk section has 76 short subject videos, its "What did they say" section has 21 motivational quotes from global and Indian thought leaders, its Regulation section lists Indian regulations and the Course section lists courses offered from reputed Indian institutes.	Website fully operational.  Continuous improvements and upgradation on-going

## Data Centre and Analytics Lab (DCAL)

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

### XI-A Research and Consulting Projects

**XI-A1 Analytical solutions for urban co-operative banks**

**Project objectives:**

A GOI funded project to develop various analytical solutions to be used by urban-cooperative banks

**XI-A2 Research project to detect Earnings Manipulation**

**Project objectives:**

To detect fraudulent financial reporting among companies

**XI-A3 Manipal Hospitals**

**Project objectives:**

To build a Net Promotor score model for Manipal Hospital using several machine learning models

**XI-A4 Dashboard for Agrotech Firm**

**Project objectives:**

Dashboard development for an agrotech firm using several advanced data pre-processing and cleansing technique and D3 charts for visualisation

**XI-A5 TVS Motors Company**

**Project objectives:**

- Estimation of warranty claim is done annually with experience – To be data driven with daily /weekly/monthly estimate with aggregation of age of vehicle / plants / product groups / zones, etc.
- Warranty reduction or increase - why part of it is vague with-respect-to seasonal, cyclic and environmental variation. How to predict them in advance so that we trigger the actions.
- Main failure and consequential failure are not differentiated with data. Repeat failures not monitored.
- Per vehicle cost not able to predict with reduction due to improvements and increase due to deviations.
- Is the claim by dealer affected by his spares inventory?

- Are there any dubious claims present due to:
  - a. Diagnosing ability of dealer technicians?
  - b. Customer's continuous demand on every service?
  - c. Dealer malpractice

### XI-A6 Customer Analytics at Manipal Global Education

#### Project objectives:

- To advise Manipal Global Education Services Pvt. Ltd. on data-driven decisions on various strategic, tactical and operational decisions.
- Develop predictive and prescriptive analytics models to ensure effective completion of the courses at Manipal Education Services.

### XI-A7 Customer Analytics at VMWare

#### Project objectives:

- Machine Learning Algorithms to Drive CRM in the Online E-Commerce Site at VMWare
- Improving Customer Engagement at VMWare through Analytics

### XI-A8 Media Analytics for SM NetServe

#### Project objectives:

- To develop a benchmarking mechanism to rate different attractions in entertainment industry.
- Develop a natural language text processing model using fuzzy approach to classify user feedback.

### XI-A9 Department of Science & Technology (DST)

DCAL has been awarded a project under the Interdisciplinary Cyber Physical Systems (ICPS) scheme of DST, Ministry of Science & Technology, GOI.

**Subject:** Data Management and Machine Learning models to create a robust farm advisory system to improve farm performance and welfare of farmers

**Project duration:** 3 years

**Project cost:** INR 40 Lakhs

#### Project objectives:

- Develop a data driven farm advisory system that will advise the farmers and policy makers on issues such as crop selection, crop rotation, disease management, pest and fertilizer management and marketing of crops.

- Develop a machine learning algorithms based model to estimate crop area under cultivation using satellite imagery and primary data.
- Develop machine learning algorithm based models for 1. Yield prediction, 2. Price prediction, and 3. Disease prediction.
- Build an early warning system to predict crop failure, farmer distress in a region due to prevalent diseases, weather conditions and other factors, which can help policy makers with appropriate interventions.
- Develop a proof of concept for objectives 1 to 4 using data from Karnataka State.
- Develop scalable farm advisory software system for all the models developed in the project addressing the following issues:
  - a. Yield and price prediction
  - b. Disease forecast
  - c. Pest and fertilizer management
  - d. Early Warning System for crop failure
  - e. Early Warning System for potential farmer suicides

## **XI-H Conferences/Workshops Organized by DCAL**

**XI-H1 Masterclass on Analytics in BFSI, October 24, 2017**

**XI-H2 Masterclass on Analytics for Business Leaders, February 17, 2018**

**XI-H3 Analytics Symposium, June 15-16, 2017**

A symposium was organised on June 15 and 16, 2017. As a part of the Symposium, working professionals and students from our programme in Business Analytics and Intelligence (BAI) presented their projects in the analytics domain. These projects have been undertaken in collaboration with various organizations on real-life problem/data; 19 different projects were presented and the symposium was judged by representatives from the various organizations. Along with other participants like alumni and BAI students, more than 150 paid participants from the industry attended the event.

**XI-H4 Workshop on Machine Learning “R” and workshop on Machine Learning using Python, December 2017**

**XI-H5 Workshop on Deep Learning, December 2017**

**XI-H6 Workshop on World of algorithms: Insights using “R”, June 2017**

**XI-H7 Workshop on Big Data and Spark Developer, June 2017**

**XI-H8 5<sup>th</sup> International Conference on Business Analytics and Intelligence, December 11-13, 2017**

DCAL hosted the 5<sup>th</sup> International Conference on Business Analytics and Intelligence from December 11-13, 2017. The conference provided an opportunity to understand applications of Analytics and Big Data in various disciplines of management and how they are being used for solving domain and sector specific problems.

- Participation by more than 500 professionals from 50+ corporates and 65+ Indian and global academic institutions
- 33 invited speakers
- Deliberations on 15 topics
- 5 plenary sessions
- 25 conference tracks
- 145 papers presented
- 300 authors and co-authors from both academia and industry
- Panel Discussion

The conference had the support of many sponsors including Institute of Analytics, UK; Cisco Systems, Optum Global Solutions; VMware, Wiley, International Skill Development Corporation; REVA University; Jigsaw Academy among others.

**XI-H9 Round Table on Analytics in Banking, November 10, 2017**

**XI-J IIMB Case Studies @ Harvard Business Publishing**

**XI-J1** Kumar Rahul, Sandhya Shenoy, and **U Dinesh Kumar**, Predicting Net Promoter Score (NPS) to Improve Patient Experience at Manipal Hospitals

**XI-J2** Raman Narasimhan, Amardep Sibia, Shirsha Ray Chaudhuri, S.R. Vigneshwaran and **U Dinesh Kumar**, Demand Forecasting for Perishable Short Shelf-life Homemade food at id Fresh Food

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

### XII-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Publication Details
XII-B1	Ram Mudambi, <b>Haritha Saranga</b> , and Andreas Schotter	Mastering the Make-in-India Challenge	<i>MIT Sloan Management Review</i>	Vol. 58, Issue. 4, 2017, Pg. 59-66
XII-B2	R. Sreedevi and <b>Haritha Saranga</b>	Uncertainty and Supply Chain Risk: The moderating role of Supply Chain Flexibility in Risk Mitigation	<i>International Journal of Production Economics</i>	Vol. 193, November 2017, Pg. 332- 342
XII-B3	Sreelata Jonnalagedda and <b>Haritha Saranga</b>	Commonality Decisions when Designing for Multiple Markets	<i>European Journal of Operational Research</i>	Vol. 258, Issue 3, May 2017, Pg. 902-911
XII-B4	Tarun Jain and <b>Jishnu Hazra</b>	Sourcing strategies under agglomeration economies, capacity risks and retail competition	<i>International Journal of Production Economics</i>	Vol. 191, September 2017, Pg. 311- 322
XII-B5	Tarun Jain and <b>Jishnu Hazra</b>	Dual Sourcing under Suppliers' Capacity Investments	<i>International Journal of Production Economics</i>	Vol. 183, Part A, January 2017, Pg. 103- 115

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

### Education & Training

- A 4-day Executive program on **Managing the Supply Chain to Match Customer Needs: Sourcing, Planning & Delivery** was conducted from November 6-9, 2017 by Prof. Anshuman Tripathy. The Programme was attended by 21 participants.
- Prof. Avinash Mulky, Prof. Ashis Mishra & Prof. Jishnu Hazra conducted a 3-day Training Programme on Retail Industry for Deloitte at IIMB in February 2017.
- The Center hosted the visit of Dr. Sunita Malhotra, Associate Professor, Department of Management, Faculty of Social Sciences, D.E.I, Agra to carry out a 3-week study under the guidance of Prof. Srinivas Prakhya during June 2017, arranged under the MOU between SCM Centre, IIMB and DEI, Agra.
- Dr. DN Suresh conducted a course on Operations Management to the EGMP-CIT Batch 9 during August 2017.
- Dr. DN Suresh discussed and helped to refined the approach of team of Anubhav Gopal, Shashank Heda and Harsha Bhattad through different stages of participating in Tata's Annual Case Competition; the Team was runner-up at national level.

### Corporate Partner Relations

- Ravichandran, Executive Director of TVS Logistics Services invited the Director and Faculty of SCM Centre to the get-together of their Global Logistics Board on Wednesday, April 5, 2017 at Bangalore. Prof. Raghuram, Director, Prof. Amar Sapra and Dr. DN Suresh from IIMB attended the get-together and had interactions with R Dinesh, Managing Director, Ravichandran and other senior global executives of TVSLSL.
- Ramakrishnan, General Manager – Integrated Materials Management and Vikram Mayee, Chief Manager – Integrated Margin Management, Hindustan petroleum (HPCL), visited Flipkart Office on Friday, July 11, 2017 and held detailed discussions with Prof. Amar Sapra and Dr. DN Suresh on activities of SCM Centre and Corporate Sponsorship of Supply Chain Management Centre. They conveyed HPCL's interest in becoming Corporate Sponsor of the SCM Centre.

### Best Practices Exchange Meet

The Best Practice Exchange Meet 2017 & SCPC was organized by Supply Chain Management Centre (SCMC), IIMB on Friday, December 17, 2017 at IIMB Campus.

The event, hosted by IIMB's Supply Chain Management Centre, featured Industry expert speakers from Intel, Transystem Logistics International, Citius Project Portfolio Consulting and IBM sharing their thoughts on innovation, challenges and solutions in supply chain management.

Prof. Amar Sapra, Chairperson, Supply Chain Management Centre and faculty in the Production & Operations Management Area inaugurated the Event.

Dr. Radha Krishna, Senior Strategic Supply Chain Program Manager at Intel, while discussing 'Innovations in Supply Chain', detailed his own organization's RDM (Research, Development,

Manufacturing) model and spoke about their Vision 2027 in terms of Supply Chain Management, their innovation roadmap that aims to ensure that initiatives translate into business value and produce bottom line results. “The focus is on looking into disruptions, transformation and solutions. The business model revolves around the need for channel partners, vendors and systems integrators”. He concluded by saying: “Logistics cost can be significantly brought down by supply chain solutions. However, knowledge base has to be built for the tool to provide the right recommendation. To sum it up – build, scale, leverage”.

Masaki Shimomura, Managing Director, Transystem Logistics International Ltd. (TLI), Logistics Partners of Toyota Motors, took the audience through ‘Adopting the Toyota Way in Logistics Industry’. He pointed out that to be unique and competitive is the key to success in any industry. He said that his own organization focusses on three elements for operations, the most important of which is adopting ‘Safety First’, which has helped the company up its logistics score and get into the premium range. Second, TLI has started offering full range of maintenance services to own vehicles. “Thirdly, I ask all members to SMILE”, which he explained as: Safe Operations, Motivated People, Innovative Ideas, Learning Capabilities, and Excellent Services.

This was followed by a discussion on ‘Automation and Robotics in Procurement’ by Kishore Gupta, Associate Director – IBM Procurement Services, Global Delivery Centers. Kishore Gupta focused his speech on the ‘source to pay’ aspect of the supply chain management process. He detailed the scope and importance of automation of the complete procurement process of indirect spends categories, which covers from spend analysis, sourcing strategy for sourcing to procurement operations to payments to suppliers. He said that IBM has developed software robots that provide function as a virtualized fulltime employee (FTE) that can manipulate, operate and orchestrate other applications, follow business rules, execute transactions and how cognitive computing dramatically transforms business processes through intelligence/automation. “Welcome to the 4<sup>th</sup> Industrial Revolution – the exponential age, where software is a very important disruptive force”, he told the audience.

A talk on ‘Construction Supply Chain’ was delivered by Dr. Sanjeev Aundhe, Founder, Citius Project Portfolio Consulting. Discussing innovations in supply chain in construction and real estate, Sanjiv Aundhe said, “The scope of procurement in real estate has expanded. From a support function, run by executives, it is now taking a strategic role in real estate organizations. However, even now it is highly skewed towards material procurement. True SCM, in the sense of integration and alignment of vendors and service providers with organizational objectives, is a long way off”, he lamented.

Over 70 supply chain practitioners from more than 33 organizations attended the Best Practices Exchange Meet 2017. Each presentation was followed by a discussion. The Best Practices Exchange Meet & Supply Chain Practitioners’ Council (SCPC) is a platform to bring together leading supply chain practitioners across industries to share best practices, showcase achievements and seek solutions to problems leveraging one another’s experience. The meet provided the opportunity for interaction between executives, students, academicians and researchers in related fields.

The earlier Best Practice Exchange Meet of the year 2017 was organized by Supply Chain Management Centre (SCMC), IIMB on Friday, March 17, 2017 at IIMB Campus.

- Prof. G. Raghuram, Director, IIMB, spoke on “Improving Logistics in India – The Way Forward”.

- Rajesh Srinivasan, Director – Technical Support, Manhattan Associates spoke on “Global Supply Chain Management”.
- Dr. Dattatrey Kulkarni, Sr. Principal Engineer and Sr. Director of Consumer Innovation Centre, Intel spoke on “Internet of Things (IoT)”.
- Satish Kumar, Lead – Transportation & Integrated Logistics Solutions, TVS Logistics Services Ltd., spoke on “Value Creation through Efficiency Improvement in Supply Chain – a Case Study”.
- Selvaraj Vadivelu, AVP – Business Operations, Sasken Technologies Ltd., spoke on “Managing Technical Workforce Supply Chain”.
- Kishore Gupta, Associate Director, IBM Procurement Services, spoke on “Procurement Digitization”.

Over 100 supply chain practitioners from more than 40 organizations attended the Best Practices Exchange Meet 2017 and the SCPC-13.0 Presentations were followed by discussions. Participants found the Best Practice Presentations and discussions very informative and valuable.

### Communications

- IIMB website has a new section on Supply Chain Management Centre under the section - Centres of Excellence with URL: <http://www.iimb.ernet.in/scmc>
- The Center’s Website has URL: <http://scmc.iimb.ernet.in>
- The Center has brought out an issue of Newsletter *SCMC Digest* during 2017.
- The Center’s Logos viz. Logos of SCM Centre, SCMC Digest and SCM Conference are to be registered as Trademarks and have been included in IIMB’s application for Registration of Trademarks.

### Other

Dr. DN Suresh attended the following Events:

- Invited talk on “Impact of GST on Indian Logistics Market” at the “Captains of Logistics” knowledge sharing and networking platform organized by DIESL - a division of TVSL Logistics Services Ltd. on February 17, 2017 in Bangalore.
- Keynote Talk at “High Tech Logistics Summit”, on November 16, 2017 in Bangalore.
- Invited talk on “Importance of supply chain management in agri-business development” at the ICFPA’18 - International Conference on “Food Processing & Agribusiness Emerging Trends” held between January 18 & 19, 2018 at IIPM campus, Bangalore.

## XII-J IIMB Case Studies @ Harvard Business Publishing

- XII-J1** **Abhoy K Ojha** and **Jishnu Hazra**, Dynamic Technologies (India) Limited: Strategic Integration into the Aviation and Aerospace Global Supply Chain
- XII-J2** **Anshuman Tripathy**, Ramanath Pai and Vaibhav Jain, Warehouse Consolidation Project at Manipal Hospital Bangalore (A)
- XII-J3** **Haritha Saranga**, An ‘Inspire’-D Journey to Recover Tsunami-Hit Land

*The Research and Publications (R&P) team at IIMB organizes regular research seminars, in which scholars from various national and international management schools and centres of excellence are invited to present their on-going or recently completed research. The audience mainly comprises the faculty and doctoral students providing enthusiastic and intellectual discussions on research topics. Details of the research seminars during the academic year 2017–2018 are provided here.*

Sl. No.	Speaker Name	Institution Affiliated	Title of the Talk	Date
XIII-1	Prof. Aparajita Dasgupta	Ashoka University	Examining the Quality-Quantity trade off: Evidence from a public health intervention in India	April 5, 2017
XIII-2	Prof. Vineet Kumar	Yale University	Do (your) Friends Really Have More Friends than You? Leveraging the Friendship Paradox in Network-based Interventions	April 19, 2017
XIII-3	Prof. Abhishek Chakravarty	University of Manchester	Property Rights and Gender Bias: Evidence from Land Reform in West Bengal	April 20, 2017
XIII-4	Prof. Rakesh Chaturvedi	Indian Institute of Management Udaipur	Stability and Efficiency in a Model of Production and Pillage	May 23, 2017
XIII-5	Prof. Subhajyoti Bandyopadhyay	University of Florida	Effects of Competition among Internet Service Providers and Content Providers on the Net Neutrality Debate	May 31, 2017
XIII-6	Prof. Raghunath S Rao	The University of Texas at Austin	Do You have a Nickel for the Environment? Unintended Consumer Response to New York State Bottle Bill	June 22, 2017

Sl. No.	Speaker Name	Institution Affiliated	Title of the Talk	Date
XIII-7	Prof. Deepak Hegde	New York University, New York	Capital Misallocation: Frictions or Distortions?	June 22, 2017
XIII-8	Prof. Kshitija Joshi	Post-doctoral fellow at the National Institute of Advanced Studies	How do Indian Venture Capital Firms Manage Information Asymmetry Risks – Deal Syndication, Domain Specialization or Both?	June 28, 2017
XIII-9	Prof. U. N. Umesh	Washington State University, Vancouver	On the significance of statistically insignificant results in consumer behavior experiments	June 28, 2017
XIII-10	Dr. G. Badri Narayan	McKinsey	An Introduction to Global Economic Modeling for Policy and Business Applications	July 3, 2017
XIII-11	Prof. Nirmalya Kumar	Singapore Management University	Living a Boardroom Battle	July 5, 2017
XIII-12	Prof. Anish Sugathan	IIM Ahmedabad	Strategic Determinants of Business Group CSR	July 6, 2017
XIII-13	Prof. Suraj Yengade	Harvard University	Casteocracy: A millennium standard of merits and tests	July 19, 2017
XIII-14	Prof. Nanda S. Kumar	The University of Texas at Dallas	Unintended Consequences of Promotions: Managing Prices and Profits When Loyal Consumers Stockpile	July 21, 2017
XIII-15	Prof. Nayana Bose	Scripps College	Intergenerational Effects of Improving Women's Property Rights: Evidence	July 26, 2017
XIII-16	Prof. Amit K. Nandkeolyar	Indian School of Business	Getting away with being bad: How superior social skills help deviant employees avoid social sanctioning	July 27, 2017
XIII-17	Prof. Partha Mohanram	University of Toronto	Do ETFs ameliorate or exacerbate the mispricing of underlying securities?	July 31, 2017
XIII-18	Prof. Srinivasan Raghavendran	NUI Galway	Financial catastrophe and Macroeconomic crisis	August 2, 2017

Sl. No.	Speaker Name	Institution Affiliated	Title of the Talk	Date
XIII-19	Prof. Simi Kedia	Rutgers Business School	Profiling: Does Past Compliance Record Predict Financial Reporting Risk?	August 9, 2017
XIII-20	Prof. Abhinash Borah	Ashoka University	Choice via Social Influence	August 9, 2017
XIII-21	Prof. Mukesh Eswaran	The University of British Columbia	Can For-Profit Business Alleviate Extreme Poverty in Developing Countries?	August 16, 2017
XIII-22	Prof. Chinmoy Ghosh	University of Connecticut	On the Role of Foreign Directors: New Insights from Cross-Listed Firms	August 18, 2017
XIII-23	Prof. Krishanu Maulik	Indian Statistical Institute	Urn Models	August 24, 2017
XIII-24	Prof. Moses Shayo	The Hebrew University of Jerusalem - Department of Economics	Valuing Peace: The Effects of Financial Market Exposure on Votes and Political Attitudes	August 25, 2017
XIII-25	Prof. Debabrata Dey	Foster School of Business, University of Washington	Drawing a Line in the Sand: Commitment Problem in Ending Software Support	September 1, 2017
XIII-26	Prof. Robert Aitken	University of Otago	Sustainability: What we know and what we need to know	September 5, 2017
XIII-27	Prof. Saptarshi Ghosh	Shiv Nadar University	Information control in reputational cheap talk	September 6, 2017
XIII-28	Prof. Prashant Bharadwaj	University of California San Diego	Displacement and Development: Long Term Impacts of the Partition of India	September 13, 2017
XIII-29	Prof. Ravit Hananel	Tel-Aviv University	Seven Decades of National Housing Policy in Israel	September 18, 2017
XIII-30	Prof. Nishikant Kolge	University of Tripura	Gandhi Against Caste	October 4, 2017
XIII-31	Prof. Vasso Ioannidou	Lancaster University	(Why) do central banks care about their profits?	October 4, 2017
XIII-32	Prof. Shilpa Aggarwal	Indian School of Business	Grain Today, Gain Tomorrow: Evidence from a Storage Experiment with Savings Clubs in Kenya	October 11, 2017

Sl. No.	Speaker Name	Institution Affiliated	Title of the Talk	Date
XIII-33	Prof. Prakash Kumar	Pennsylvania State University	Lyndon B Johnson Presidency and India's Green Revolution	November 6, 2017
XIII-34	Prof. Nishant Chadha	India Development Foundation	Linking literacy and mobile phone usage among women: Evidence from a women's adult literacy programme in India	November 15, 2017
XIII-35	Prof. Adithya Pattabhiramaiah	Georgia Institute of Technology	Paywalls: Monetizing Online Content	November 17, 2017
XIII-36	Prof. Amrit Amirapu	University of Kent	Justice Delayed Is Growth Denied: The Effect of Slow Courts on Relationship-Specific Industries in India	November 30, 2017
XIII-37	Prof. Gopal Das	Indian Institute of Management, Rohtak	"I" seek uniqueness and "WE" avoid risk: The role of consumer motivation in retail shopping	December 11, 2017
XIII-38	Prof. Ilia D. Dichev	Emory University	Accrual duration	December 11, 2017
XIII-39	Prof. Markus Brueckner	Australian National University	Inequality and Economic Growth: The Role of Initial Income	December 12, 2017
XIII-40	Prof. Debjit Roy	Institute of Management Ahmedabad	Batching Decisions for E-Commerce Order Fulfilment: Technology, Models, and Data Insights	December 19, 2017
XIII-41	Prof. Kancha Ilaiah	Maulana Azad National Urdu University, Hyderabad	Social Smuggling, how it works in India	December 21, 2017
XIII-42	Prof. Nachiket Bhawe	North Carolina State University	Knowledge Integration in Large Fluid Teams: The Effect of team and role Familiarity	December 26, 2017
XIII-43	Prof. Valerian Rodrigues	Ambedkar University Delhi	Ambedkar's Buddha	December 28, 2017
XIII-44	Prof. Ananth Krishnamurthy	University of Wisconsin-Madison	From Models to Implementation: Lessons from Two Industries	January 2, 2018
XIII-45	Prof. Aashish Velkar	University of Manchester	Inching Towards the Metre: Reflections on Standardisation, Globalisation and Governance: Metrology in India, 1833-1956	January 3, 2018

Sl. No.	Speaker Name	Institution Affiliated	Title of the Talk	Date
<b>XIII-46</b>	Prof. Soumodip Sarkar	University of Évora	Message in a Bottle: Staving off potential disruption in the natural cork stopper industry	January 3, 2018
<b>XIII-47</b>	Prof. Shyam Sunder	Yale School of Management	Public Goods through Taxation in a General Equilibrium Economy: Experimental Evidence	January 17, 2018
<b>XIII-48</b>	Prof. Arie Y. Lewin	Duke University, Fuqua School of Business	The Role of Leadership in Establishing Socially Enabling Mechanisms for Innovation and Change: The Case of Zhang Ruimin and Ren Zhengfei	January 19, 2018
<b>XIII-49</b>	Prof. S. Sundaresan	Columbia Business School	An Explanation of Negative Swap Spreads: Demand for Duration from Underfunded Pension Plans	January 31, 2018
<b>XIII-50</b>	Prof. V. Srinivasan	Stanford University, USA	Why Should Product & Price Precede Promotion & Place in New Product Marketing?	February 9, 2018
<b>XIII-51</b>	Prof. Partha Chatterjee	Shiv Nadar University	Optimal Taxation in a Federation and GST in India	March 14, 2018

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