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RESEARCH AND PUBLICATIONS

ANNUAL REPORT 2011-2012

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RESEARCH AND PUBLICATIONS

ANNUAL REPORT 2012

(April 2011 – March 2012)



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Preface

Research at Indian Institute of Management Bangalore (IIMB) covers all the functional areas of management. Faculty members at IIMB are involved in both theoretical and applied research with an aim to develop conceptual understanding as well as empirical study focusing on industry-specific issues. This report provides details of research and publication activities at IIMB during the period April 2011 to March 2012.

I am pleased to state that the research output including publications in leading academic journals, case studies, newspapers, and financial dailies by IIMB faculty members have significantly increased. This year, IIMB faculty members and research scholars have published 5 books and 59 articles in academic journals. In the recent years, the number of articles published by them in leading academic journals has been gradually increasing. This year too, about seven such journal publications were listed in Financial Times 45, Business Week 20, UT Dallas, etc. IIMB continues to distribute case studies through Harvard Business Publishing (HBP) and Ivey Publishing. During the current academic year (2011–12), six cases along with their teaching notes were distributed through HBP and five cases and their teaching notes were published by Ivey Publishing. Research ambience at IIMB is enriched by seminars at which researchers from various academic institutes and research organizations share their research work. More than 40 researchers from across the globe visited IIMB and delivered research seminars that were conducted every week. Several conferences and open houses were conducted at IIMB to discuss many contemporary research themes at IIMB.

IIMB initiated research collaborations and partnerships with the Richard Ivey School of Business, Canada; University of Exeter, UK; University of British Columbia, Canada; Singapore Management University, Singapore; etc. As part of wide-ranging partnerships, with Exeter, Richard Ivey, University of British Columbia (UBC), and Singapore Management University; IIMB is working together with these institutions in the areas of collaborative research, bilateral faculty and student mobility, mutual exchange of information and experiential learning, participation in publication, seminars, conferences, lectures, and related activities. These mutual agreements are also exploring collaboration in the areas of split doctoral studies, executive education, etc.

Several IIMB faculty members have gained national and international recognitions for their outstanding research achievements during this period and most of their works are available in the public domain.

U Dinesh Kumar

Chairperson, Research and Publications

Research Output

Research and publication activities undertaken by IIMB community during the academic year 2011–12 (April 2011 to March 2012) in various forms namely books, peer-reviewed journal publications, cases, working papers, conference presentations, research projects, etc. can be found below.

Research Output 2011–2012

Research and Case Writing Projects	70
Articles in Prestigious Journals Listed in FT 45, BW 20, UT Dallas 24, etc.	07
Refereed Articles in National Journals	20
Refereed Articles in International Journals	36
Total Number of Articles in National & International Journals	56
Books	05
Chapters in Books	15
Case Studies and Teaching Notes Distributed through HBP and IVEY Publishing	22
Working Papers	28
Articles in Newspapers/Magazines, etc.	71
Other Publications (Monographs, Reports, etc.)	22
Seminar/ Conference/Workshop Presentations by Faculty	65
Conference/Seminar/Workshop Presentations by FPM students	43
Total Number of Conference/Seminar/Workshop Presentations by IIMB Faculty and Students	108
Articles in Conference Proceedings	14
Invited Seminars/Colloquia by Faculty	114
Doctoral Theses Completed	13
Workshops and Conferences Organized at IIMB	36
Research Seminars at IIMB	42

Research Output for the Period 2008–2012

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

Sl.No.	Category	2008–09	2009–10	2010–11	2011–12
1	National Journals	27	7	17	20
2	International Journals	32	38	61	36
3	Total Number of National & International Journals	59	45	78	56
4	Books	6	14	10	05
5	Chapters in Books	22	12	25	15
6	Total Number of Presentations in National and International Conferences	84	65	112	108
7	Research and Case Writing Projects	93	93	84	70
8	Cases and Teaching Notes Distributed through HPB and IVEY Publishing	-	-	32	22
9	Working Papers	17	20	28	28
10	Other Publications (Monographs, Reports, etc.)	15	21	10	22
11	Articles in Newspapers/Magazines, etc.	70	80	93	71
12	Research Seminars at IIMB	37	38	24	42

Research Collaborations and Partnerships

During the academic year 2011–12, several Memoranda of Understanding (MoUs) were signed between IIM Bangalore and other international business schools to enhance collaborations and partnerships. The details of these partnerships are given below.

University of British Columbia and IIM Bangalore

On November 16, 2011, a delegation from Sauder School of Business, The University of British Columbia, Canada signed a MoU with IIM Bangalore to augment research partnerships between the two institutes. The delegation included Prof. Daniel Muzyka, Dean of University of British Columbia; Prof. Murali Chandrashekar, Associate Dean of Professional Graduate Programs; and Prof. Mahesh Nagarajan from Sauder School of Business.

University of Exeter and IIM Bangalore

On November 17, 2011, a high-level delegation from the University of Exeter visited IIM Bangalore to take forward the collaborative partnership between the two institutes. The University of Exeter delegation, led by Prof. Sir Steve Smith, Vice-Chancellor; Prof. Armstrong, Deputy Vice-Chancellor; and Prof. Robin Mason,



Prof. Sir Steve Smith, Vice Chancellor, University of Exeter and
Prof. Pankaj Chandra, Director, IIM Bangalore

Dean of the University of Exeter Business School formalized a MoU with IIM Bangalore and reviewed the progress of ongoing research and education exchange in areas of mutual interest, which include Corporate Governance & Corporate Social Responsibility (CSR), Service Management, Entrepreneurship & Innovation, Sustainability, Economics, and Health Care. As part of their wide-ranging partnership, IIMB and Exeter are working together in the areas of collaborative research, bilateral faculty and student mobility, mutual exchange of information and experiential learning, participation in publication, seminars, conferences, lectures, and related activities. The visit of the University of Exeter team to IIM Bangalore culminated in a mutual agreement to explore expansion of the collaboration in the areas of split doctoral studies, executive education, and program delivery & development.

Richard IVEY School of Business and IIM Bangalore

A team from IVEY School of Business visited IIM Bangalore on February 24, 2012 to advance the research partnership between IIM Bangalore and Richard IVEY School of Business, University of Western Ontario, Canada. Dean Carol Stephenson O C and Prof. Ariff Kachra, Assistant Professor of Strategy and Director of India Development met the Director, Dean Academic, and the Chairman of Research and Publications to discuss the research partnership between the two institutes. This meeting was a follow-up of the MoU signed on May 24, 2010 between the two business schools to foster research collaborations.



IVEY team's meeting with Research Team at IIM Bangalore



IIMB Cases Distributed by Harvard Business Publishing

Indian Institute of Management Bangalore (IIMB) and Harvard Business Publishing (HBP) signed a Distribution Agreement on April 5, 2011, the first of its kind between HBP, a wholly owned subsidiary of Harvard University, and a B-school in India. As a consequence, HBP distributes a collection of cases and teaching notes developed by the faculty of IIMB. Following this collaboration, IIMB joins a select group of business schools such as the Stanford Graduate School of Business, Kellogg Graduate School of Management, and the Darden School of Business, which also distribute their cases through HBP. About 72 cases and teaching notes developed by IIMB faculty and scholars were distributed by HBP till date. The list of cases and teaching notes published and distributed through HBP in 2011–12 is given below.

Sl. No.	Author	Title	Year
1	D V R Seshadri	Bucking the Trend. A Look at Zyme Solutions' Non-Linear Business Model for IT Services from India	2011–12
2	Janat Shah, L S Murty, Rakesh Kumar, Roshan Agarwal, and Tuhin Chatterjee	INFOSYS BPO	2011–12
3	P D Jose, Kunal Bhagat, Monisha Nakra, and S Archana	Mother Earth: Great Design, Great Values	2011–12
4	Seema Gupta and Mahadevan B	Indcoserve: Stirring up	2011–12
5	S Ramesh Kumar and Kasturi Baral	XYLYS: Exploring Consumer Perception about Premium Watches in the Indian Context	2011–12
6	U Dinesh Kumar, P Arun Pandian and S P Nachiappan	Supply Chain Optimization at Madurai Aavin Milk Dairy	2011–12

IIMB-IVEY Partnership

On May 24, 2010, a MoU was signed between Richard IVEY School of Business, University of Western Ontario and IIM Bangalore to foster research collaborations between the two business schools. The partnership expanded the research network and encouraged joint research and co-authorship between faculty at IIMB and IVEY with the goal of jointly publishing articles and developing cases. As a result, the partnership has led towards developing India-specific case materials for use in business education around the world and support IIMB's emphasis on case-based teaching and writing, enhancing its focus on achieving excellence in management education. Following are the details of cases published in 2011–12.

IIMB Cobranded Cases with Richard Ivey School of Business

Sl. No.	Author	Title	Year
1	Amit Gupta and Kshitij Saxena	Sumeru Software Solutions: Creating a Culture of Serene Dynamism	2011–12
2	Nicole R D Haggerty, Shankar Venkatagiri, and Ramasastry Chandrasekhar	Mercedes-Benz India	2011–12
3	Nicole R D Haggerty, Shankar Venkatagiri, and Ramasastry Chandrasekhar	Mudra Communications	2011–12
4	S Ramesh Kumar and Nitya Guruvayurappan	Himalaya Herbal Toothpaste: Category and Brand Involvement in an Emerging Market	2011–12
5	S Ramesh Kumar and Shomit Bagchi	www.dhonuk.com – Marketing Art in an Emerging Market	2011–12

Leading Journal Publications

IIMB generates knowledge through cutting-edge research in all functional areas of management that would benefit public and private sector companies, the government, and society in general. The knowledge generated by faculty at IIMB, has appeared in leading academic journals with high citation index and impact factor including journals listed in Financial Times 45, Business Week 20, UT Dallas 24, etc. During the academic year 2011–12, there were about seven such prominent publications which are given below.

Sl. No.	Journal name	Article	Author	Vol. No.
1	<i>Management Science</i>	Durable Products, Time Inconsistency and Lock-in	Stephen M Gilbert and Sreelata Jonnalagedda	57(9)
2	<i>Journal of the Royal Statistical Society: Series A (Statistics in Society)</i>	Modeling Member Behavior in On-line User-generated Content Sites: A Semiparametric Bayesian Approach	Young-Hoon Park, Change Hee Park, and Pulak Ghosh	174(4)
3	<i>Journal of the Royal Statistical Society: Series A (Statistics in Society)</i>	A Stochastic Model for Assessing <i>Chlamydia trachomatis</i> Transmission Risk by Using Longitudinal Observational Data	Wanzhu Tu, Pulak Ghosh , and Barry P Katz	174(4)
4	<i>Journal of Applied Corporate Finance</i>	Accounting for Sovereign Risk When Investing in Emerging Markets	V Ravi Anshuman , John Martin, and Sheridan Titman	23(2)
5	<i>Human Resource Management</i>	Socialization of People with Disabilities in the Workplace	Mukta Kulkarni and Mark L Lengnick-Hall	50(4)
6	<i>Journal of Business Research</i>	Heterogeneity in Business Groups and the Corporate Diversification–Firm Performance Relationship	Rejie George and Rezaul Kabir	65
7	<i>INFORMS Journal of Computing</i>	Sequential Grid Computing: Models and Computational Experiments	Sam Ransbotham, Ishwar Murthy , Sabyasachi Mitra, and Sridhar Narasimhan	23(2)



I

Corporate Strategy and Policy (CSP)

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

I-A Research Projects

I-A1 Technology and Innovation in China – A Case Study of Single Crystal Superalloy Development for Aircraft Turbine Blade

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

Summary: This project compares the innovation system in China with that of the US through a detailed examination of how one technology – a single crystal superalloy turbine blade technology for aircraft turbine blades used in jet engines – was developed and used in China and the US. It uses patents, research papers, networks of collaborations and other available information to explore and compare the two innovation ecosystems of China and the US.

Sponsors: Defence Research & Development Organisation and DST, India

Status: Completed in 2011

I-A2 China's Antiship Ballistic Missile – Game Changer in the Pacific Ocean

Project Team: **S Chandrashekar**, N Ramani, Rajaram Nagappa, Raghunath Kamath, Lalitha Sundaresan, and Admiral R Ganesh

Summary: China is the only country that has developed a ballistic missile targeting an aircraft carrier. This is a very carefully thought out and well-planned strategy – that neutralizes US access to China via an aircraft carrier from the Pacific Ocean. The Chinese capability is a very complex system – consisting of space and ground-based assets – as well as a complex command and control system.

Sponsor: Defence Research & Development Organisation, India

Status: Completed in 2012

I-A3 Patterns in Terror Attacks in Urban and Semi-urban India – An Empirical Investigation

Project Team: **S Chandrashekar**, Lalitha Sundaresan, and G Vijayalakshmi

Summary: Terrorism is a major problem faced by India. Although it is a very relevant issue, no authentic data exist within the country to study this problem. A small research initiative was taken up under DRDO sponsorship. Data on terrorist incidents have been collected and organized into a data base for academic analyses. It is also being updated regularly.

Sponsor: Defence Research & Development Organisation, India

Status: Initiated in 2010

I-A4 North Korea's Unha 3 Space Launch

Project Team: **S Chandrashekar**, N Ramani, and Rajaram Nagappa

Summary: North Korea has a missile program that has been a concern to many western powers. It has exported missiles and missile technology to Pakistan as well as Iran. It is also a nuclear power and has tested a nuclear bomb. It recently announced that it was going to launch a civilian satellite for development purposes. This evoked widespread concern in the west about missile proliferation. This work analyses North Korea's missile and space capabilities.

Sponsor: Defence Research & Development Organisation, India

Status: Initiated in 2011

I-A5 Cost-benefit Analysis of Alignments 4A and 6 of the Sethusamudram Ship Channel Project

Project Team: **S Chandrasekhar**, P D Jose, G Ramesh, V Ravi Anshuman, and R Srinivasan

Summary: A cost-benefit analysis of two alternative alignments (4A and 6) of the Sethusamudram Ship Channel Project was carried out. This analysis was part of the Environment Impact Analysis of the project

Sponsor: National Institute of Oceanography, Goa

Status: Completed in 2012

I-A6 Killing the Golden Goose or Just Chasing it around the Farmyard? : Rising Generic Entry and the Incentives for Early-stage Pharmaceutical Innovation

Project Team: **Chirantan Chatterjee**, Lee Branstetter, and Matthew J Higgins

Summary: Is generic entry reducing the flow of early-stage pharmaceutical innovation and therefore future availability of new medicines? We explore this question using novel data sources and an empirical framework that models the flow of early-stage pharmaceutical innovations as a function of generic penetration, scientific opportunity and challenges, firm innovative capability, and additional controls.

Sponsor: National Science Foundation SCISIP Grant

Status: Initiated in 2011

I-A7 Regulation and Welfare: Evidence from Paragraph-IV Generic Entry in the Pharmaceutical Industry

Project Team: **Chirantan Chatterjee**, Lee Branstetter, and Matthew J Higgins

Summary: This paper estimated, for the first time, the welfare effects of accelerated generic entry via these challenges. Using aggregate brand-level sales data between 1997 and 2008 for hypertension drugs in the US, we estimated demand using a nested logit model in order to back out cumulated consumer surplus, which we found to be approximately \$270 billion.

Sponsor: National Science Foundation SCISIP Grant

Status: Completed in 2012

I-A8 The Origins of Asian Bioscience Entrepreneurship – Evidence from India

Project Team: **Chirantan Chatterjee** and Romel Mostafa

Summary: This project intends to document through a large field survey, the relationship between entrepreneurial antecedents and firm strategic trajectory in the Indian life-sciences sector. Multiple papers as well as some teaching material are envisioned through this exercise.

Sponsor: IIMB and IVEY India Research Fund

Status: Initiated in 2012

I-A9 Entrepreneurship and Capability Development in Indian Bio-pharmaceuticals: An Empirical Investigation behind the Formation of a R&D Intensive Emerging Economy Sector

Project Team: **Chirantan Chatterjee**

Summary: What role do entrepreneurship, local innovative talent, government policies, and industry associations play in developing knowledge-based industries? This is a pressing question, especially for emerging economies that aspire to catch up with advanced economies, but are burdened by a host of challenges, including limited access to technology, human capital, and financial resources. Yet, every once in a while, comes along a story of successful knowledge-based industry such as the Indian bio-pharmaceuticals, which over the last couple of decades has become one of the world's largest pharmaceutical producers in volume and value. Other nations, such as Brazil, Egypt or Korea, tried to develop their own biopharmaceutical industries, but met with limited success. The tremendous success of the Indian biopharmaceutical industry suggests that its policy-makers and entrepreneurs have their unique contribution to its development.

Sponsor: IIM Bangalore

Status: Initiated in 2011

I-A10 Supplier Behavior and Product Quality in Indian Pharmaceutical Markets: Implications for Price Regulation and Patent Enforcement from Pharmaceutical Demand in India

Project Team: **Chirantan Chatterjee**, Kensuke Kubo, and Vishwanath Pingali

Summary: The Indian pharmaceutical industry is characterized by intense inter-firm competition and a high degree of heterogeneity in product quality. The former aspect is due to the lack of patent protection for pharmaceutical innovations – except for those related to manufacturing processes – until 2005, and the existence of a thriving local generic drug industry. These are the same factors that have in recent times contributed to India's rise as one of the world's largest producers and exporters of generic pharmaceuticals.

Sponsor: IIM Bangalore

Status: Initiated in 2012

I-A11 Indian Innovation Pioneer Challenge: An Assessment

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

Summary: Intel Corporation undertakes various initiatives to promote entrepreneurship among the student and faculty communities. These include the India Innovation Pioneer Challenge (IIPC) and the Indo-US Science and Technology Forum. IIPC is divided into two parts, namely Champion of Champions and Scholar Sparks. This study evaluates the program and provides interesting insights in relation to their implementation.

Sponsor: Intel Corporation

Status: Completed in 2011

I-A12 Role of Universities and Public Research Institutions as External Resources for Firms' Innovation: The Case of the Indian Automobile Industry

Project Team: **Rishiksha T Krishnan**

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

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

Status: Initiated in 2010

I-A13 The Public and Social Innovations That Changed India: Characteristics and Trajectories

Project Team: **Rishiksha T Krishnan**

Summary: India has hundreds of pressing social and economic challenges. Resource constraints prevent these challenges from being addressed through a process of imitation of the West. There is thus an urgent need for local public and social innovations that can address India's problems. At the same time, since independence, India has seen several successful and impact-making innovations including the green revolution, the white revolution, and legislation to create the Right to Information for citizens. The objective of this project is to identify the common characteristics of such successful public and social innovations in India.

Sponsor: T V Mohandas Pai

Status: Initiated in 2010

I-A14 Women Directors on Corporate Boards in India

Project Team: **Rejie George Pallathitta and Vasanthi Srinivasan**

Summary: In recent years, there has been an increased interest in board diversity. One of the aspects of diversity is the presence of women in boards. The contribution of this research is to examine the human capital of women directors in Indian listed companies and to understand the diverse human capital that they bring to the boards. We would explore the pathways associated with how women become directors in Indian companies. In the first stage, we will collect data pertaining to women directors from the databases and annual reports. The implications associated with firm performance and interlocks of these women directors in the companies will be studied. The attempt will be to discern patterns in the movement of the women directors across the network. In addition, demographic data pertaining to the women directors will be collected. In the second stage, we propose to conduct a qualitative study using primary data sourced through in-depth personal interviews with select woman directors to understand how they progressed in their respective board-level roles.

Sponsor: National Stock Exchange, India

Status: Initiated in 2011

I-A15 Foreign Direct Investment in Retail Sector: Few Issues

Project Team: **Murali Patibandla**

Summary: In applying transaction-cost logic to political aspects of the reform process in transition economies, scholars characterize three phases in the formation of interest groups under information asymmetry: *ex ante*, *interim*, and *ex post*. At the *ex ante* stage, each individual is uncertain about his own type as well as the types of others because there is no private information. At the *interim* stage, each individual knows his own type, but not the type of others. The *ex post* stage is when all players' types are publicly revealed. In India's case, one might start from the interim stage because of the existence of powerful incumbents, both private firms and policy-makers. Policy reforms would mean a fall in monopoly rents to incumbents and a decline in the rent-seeking powers of government agents. To illustrate this, when partial reforms for entry of transnational corporations (TNCs) in a few sectors were initiated in the mid-1980s, a few Indian industrialists organized themselves as the so-called "Bombay club" to block the reforms in the name of nationalism. However, the reforms continued in a slow fashion. Competition from TNCs in sectors such as two-wheelers and automobiles forced the Indian firms to upgrade technology and organization which led to decline in costs, prices, and consequent expansion of markets. Consumers, workers (increase in wages owing to increase in productivity), local firms (increase in total profits), and TNCs benefitted from this. Over time, several Indian firms themselves have become multinational firms.

Sponsor: IIM Bangalore
 Status: Initiated in 2012

I-A16 What Underpins Sustained Growth of Indian IT Companies?

Project Team: **S Raghunath**

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

Sponsor: Motorola
 Status: Initiated in 2007

I-A17 Boundary Spanners and Client–Vendor Relationships in IT Outsourcing: A Social Capital Perspective

Project Team: **S Raghunath**

Summary: The study aims to systematically analyze the role of boundary spanners in creating social capital in client–vendor relationships in IT outsourcing. In this study, the behavioral exchange of the boundary spanner in an organization with its counterparts in other organization is analyzed from a social capital perspective.

Sponsor: Centre for Software and Information Technology Management, IIMB
 Status: Initiated in 2012

I-A18 Research on Creative Industries

Project Team: **J Ramachandran**

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

Sponsor: British Council
 Status: Ongoing

I-B Articles in Academic Journals

- I-B1** Chandrashekar S, (2011), "India and the Peaceful Uses of Outer Space", *India Review*, Vol. 10(4), Pg: 440-452.
- I-B2** George P, Rejie and Rezaul Kabir, (2012), "Heterogeneity in Business Groups and the Corporate Diversification–Firm Performance Relationship", *Journal of Business Research*, Vol. 65, Pg: 412-420.
- I-B3** Krishnan, Rishikesh T and Srivardhini K Jha, (2011), "Innovation Strategies in Emerging Markets: What Can We Learn from Indian Market Leaders", *ASCI Journal of Management*, Vol. 41(1), Pg: 21-45.
- I-B4** Krishnan, Rishikesh T; Reddy, C Manohar; Srinivasan, Vasanthi and Jaiswal, Manoj, (2011), "The Leadership Journey at the Murugappa Group", *Vikalpa*, Vol. 36(4), Pg: 104-110.
- I-B5** Ramachandran J; Pant, Anirvan and Kumar Pani, Saroj (2012), "Building the BoP Producer Ecosystem: The Evolving Engagement of Fabindia with Indian Handloom Artisans", *Journal of Product Innovation Management*, Vol. 29(1), Pg: 33-51.

I-D Chapters in Books

- I-D1** B Bewonder, Chandrashekar S, Santosh Kumar, Amitav Mallik, and Y S Rajan, (2011), "National Interest and Technology", Pg: 148-156 in the *National Interest, A Companion Volume*, edited by Santosh Kumar, New Delhi, B S Books.
- I-D2** Balasubramaniam N and Jose P D (2011), "Dow Chemical Company: Corporate Governance and Toxic Acquisitions", Pg: 3.1-3.31, in *A Case Book on Corporate Governance*, edited by N Balasubramaniam, New Delhi, Tata McGraw-Hill.
- I-D3** Balasubramaniam N; Barua S K and Raghunath S, (2011), "Orion Logistics Corporation: Director Dominance versus Independence in Boards", Pg: 5.1-5.11 in *A Casebook on Corporate Governance and Stewardship*, edited by Balasubramaniam, New Delhi, McGraw-Hill Education.
- I-D4** Prabhu, Ganesh N and Venkateswaran, Ramya T (2011), "Taking Stock of Research Methods in Strategy-as-Practice", Pg: 180-191 in *Leading Issues in Business Research Methods, Vol. 1*, edited by Antony Bryant, UK, Academic Publishing International Ltd.

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

- I-F1** Krishnan, Rishikesh T, "Advantage India: No PhD Factories Here", Pg: 14-15, *Edu Tech*, June 2011.
- I-F2** Krishnan, Rishikesh T, "Don't Rely on Jugaad", Pg: 76, *Outlook Business*, July 9, 2011.
- I-F3** Krishnan, Rishikesh T, "The Social Responsibility of Academics", Pg: 14-15, *Edu Tech*, July 2011.
- I-F4** Krishnan, Rishikesh T, "Looking Ahead for CIOs: The Innovation Challenge", Pg: 72-76, *The Red Book (CTO Forum)*, August 2011.
- I-F5** Krishnan, Rishikesh T, "The Power of Vision", Pg: 14-15, *Edu Tech*, August 2011.
- I-F6** Krishnan, Rishikesh T, "Wanted Sutradhars of Social Change", Pg: 10-12, *Edu Tech*, September 2011.
- I-F7** Krishnan, Rishikesh T and Mukherji, Sourav, "Growth through Innovation", Pg: 31-35, *The Smart Manager*, September-October 2011.

- I-F8** Krishnan, Rishikesha T, "Building an Institution", Pg: 14-16, *Edu Tech*, October 2011.
- I-F9** Krishnan, Rishikesha T, "Silicon Valley to India: Build an Innovation Ecosystem and Good Things Will Come", *Ivey Business Journal*, September/October 2011.
- I-F10** Krishnan, Rishikesha T, "Bright Spots in the Higher Ed Sky", Pg: 14-15, *Edu Tech*, November 2011.
- I-F11** Krishnan, Rishikesha T, "Do We Need an Indian Model of Higher Education?", Pg: 12-13, *Edu Tech*, December 2011.
- I-F12** Krishnan, Rishikesha T, "No Easy Way", Pg: 18-20, *Outlook Business*, January 21, 2012.
- I-F13** Krishnan, Rishikesha T, "IT Industry Needs More Innovation (interview with Prof. Rishikesha T Krishnan)", Pg: 11, *The Hindu Business Line*, February 29, 2012.
- I-F14** Krishnan, Rishikesha T, "The Holy Grail of Indian Innovation", Pg: 14-16, *Outlook Business*, March 17, 2012.

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

- I-G1** Chandrashekar S, Adm V (Retd.) R N Ganesh, C R Raghunath, Rajaram Nagappa, N Ramani and Lalitha Sundaresan, "China's Anti-ship Ballistic Missile-Game Changer in the Pacific Ocean", Monograph, International Security & Strategic Studies Programme (ISSSP), National Institute of Advanced Studies (NIAS), November 2011 Report: R5-11.
- I-G2** Chandrashekar S, Rajaram Nagappa, N Ramani and Lalitha Sundaresan, "Technology & Innovation in China – A Case Study of Single Crystal Superalloy Development for Aircraft Turbine Blades", Monograph, International Security & Strategic Studies Programme (ISSSP), National Institute of Advanced Studies, (NIAS), June 2011 Report: R4-11.
- I-G3** Krupa, Anitha; Chandrashekar S and Muralidharan K, (2011), "Woman Power in Corporate India in Conversation with Kiran Mazumdar Shaw, Chairman & MD, Biocon Ltd", *IIMB Management Review*, Vol. 23(4), Pg: 223-233.
- I-G4** Prabhu, Ganesh N, "Potential Exploitation of Vulnerable Poor by Publicly Held Microfinance Firms", Pg: 14-15, *Network*, Quarterly Publication of IRMA, July-September 2011.
- I-G5** Ujjual, Vandana, Patel, P; Krishnan, Rishikesha T; Keshavamurthy, Srivardhini; Hsiao, R L and F Y Zhao, "Management and Organisation of Knowledge Creation in Emerging Markets: A Perspective from Subsidiaries of EU MNEs", *SPRU Electronic Working Paper*, No: 192, May 2011.

I-H Articles in Conference Proceedings

- I-H1** Pant A and Ramachandran J, How Do Subsidiaries Confront Institutional Duality? Identity Claims at Hindustan Lever 1961-2009, *Academy of Management Best Paper Proceedings, Academy of Management (IAM) Annual Meeting*, San Antonio, USA, August 12-16, 2011. (<http://proceedings.aom.org>)

I-I Seminar/Conference/Workshop Presentations

- I-I-1** Chatterjee, Chirantan, "Learning by Exporting: The Contingent Role of Capabilities", *SMS 31st Annual International Conference*, Strategic Management Society, Miami, November 6-9, 2011.
- I-I-2** George P, Rejie and Ramya T, "Cross-Cultural Interaction in Entry Mode Decisions as Cultural Friction: A Macro-Level Study", *Academy of Management Conference*, San Antonio, USA, August 12-16, 2011.
- I-I-3** George P, Rejie and Ramya T, "The Contingent Effects of National Culture: A Study of Control Sought in Cross Border Transactions", *Academy of Management Conference*, San Antonio, USA, August 12-16, 2011.
- I-I-4** Jose P D, "Sustainability Reporting by Indian Corporate" Seminar on *Responsible Business Strategy*, IIM Bangalore, March 1, 2012.
- I-I-5** Jose P D, "Risk, Competitiveness and Sustainability" Conference on *Competitive Advantage, Sustainability and Risk*, Infosys Ltd., Bangalore, February 28-29, 2012.
- I-I-6** Pant A and Ramachandran J, "How Do Subsidiaries Confront Institutional Duality? Identity Claims at Hindustan Lever 1961-2009", *Academy of Management Annual Meeting*, San Antonio, USA, August 12-16, 2011.
- I-I-7** Prabhu, Ganesh N, "Publicly Held Microfinance Firms as a Form of Organized Crime in Emerging Economies", presentation at the Cross Divisional Paper Session, *Academy of Management Meeting*, San Antonio, USA, August 12-16, 2011.
- I-I-8** Prabhu, Ganesh N, "Forms of Capital and Managerial Bricolage in the Creation of Developing Country Multinationals", Discussion Paper Session, *Academy of Management Meeting*, San Antonio, USA, August 12-16, 2011.
- I-I-9** Prabhu, Ganesh N, "Social Network Retailing", *Asia Pacific Retailing Conference*, Kuala Lumpur, Malaysia, September 14-15, 2011.
- I-I-10** Raghunath S and Mohan, Hema, "Role of Procedural Fairness in International Strategic Alliances: Evidence from the Frontlines", *Strategic Management Society Conference: Strategies for a Multi-Polar World: National Institutions and Global Competition*, Miami, USA, November 6-9, 2011.
- I-I-11** Ramachandran J; Manikandan K S and Pant A "Leading the G-Form Organization: The Role of Group Headquarters in Indian Business Groups", *Academy of Management Annual Meeting*, San Antonio, USA, August 12-16, 2011.
- I-I-12** Ramachandran J and Manikandan K S, "Beyond Institutional Voids: The 'Organizational Advantage' of Business Groups", *Academy of Management Annual Meeting*, San Antonio, USA, August 12-16, 2011.
- I-I-13** Srinivasan R, "Suprajit Engineering Limited: Anatomy of a Rapid Growth Enterprise", *United States Association for Small Business and Entrepreneurship (USASBE)*, New Orleans, USA, January 12-15, 2012.

I-J Invited Seminars/Colloquia

- I-J1** Chandrashekar S, "China's ASBM-DF-21 - Configuration & Maneuvers", *DRDO & National Maritime Foundation Seminar on China's ASBM*, New Delhi, March 9, 2012.
- I-J2** Krishnan, Rishiksha T, "Opportunities, Risks and Challenges for the Indian Software Industry: The Innovation Imperative", *Risk Management Group, Annual Event*, Infosys Ltd. Bangalore, April 7, 2011.
- I-J3** Krishnan, Rishiksha T, "Innovation in India", *European Industrial Research Managers Association Annual Conference*, Cannes, France, May 24-26, 2011.
- I-J4** Krishnan, Rishiksha T, "From Jugaad to Systematic Innovation", Hewlett Packard India Development Centre, Bangalore, June 13, 2011.
- I-J5** Krishnan, Rishiksha T, "From Jugaad to Systematic Innovation", *IBM Consulting External Speaker Series*, Bangalore, July 1, 2011.
- I-J6** Krishnan, Rishiksha T, "Barriers to Innovation in India", Conference on *TB Diagnostics in India: From Importation and Imitation to Innovation*, Bangalore, August 25, 2011.
- I-J7** Krishnan, Rishiksha T, Session on Higher Education and Research, *CII Innovation Summit*, Bangalore, September 9, 2011.
- I-J8** Krishnan, Rishiksha T, *Indialics Conference*, NISTADS, New Delhi, June 27-29, 2011.
- I-J9** Krishnan, Rishiksha T, "From Jugaad to Systematic Innovation", *Unilever R&D seminar series*, Bangalore, September 30, 2011.
- I-J10** Krishnan, Rishiksha T, "Strategic Management of Innovation", *Shaastra, IIT Madras Technical Festival*, 1 October 1, 2011.
- I-J11** Krishnan, Rishiksha T, "From Jugaad to Systematic Innovation", Philips Innovation Centre, Bangalore, October 10, 2011.
- I-J12** Krishnan, Rishiksha T, "Basics of Managing Innovation", Workshop on Rethinking Management Education with Innovation & Creativity organized by IIMA Alumni Association and Anna University, Chennai, October 29, 2011.
- I-J13** Krishnan, Rishiksha T, "From Jugaad to Systematic Innovation", TEDx, NIT Surathkal, October 31, 2011.
- I-J14** Krishnan, Rishiksha T, "Industry-Academia Collaboration in India: Present and Future", Conference on India R&D 2011 – Industry-Academia Linkages organized by FICCI, New Delhi, November 3, 2011.
- I-J15** Krishnan, Rishiksha T, Panel on "Riding the Next Big Innovation Wave", IKMC 2011: Global Innovation Exchange organized by IKP Knowledge Park, Hyderabad, November 16, 2011.
- I-J16** Krishnan, Rishiksha T, "Breakthrough Innovation with High Social Impact", Conference on *Decade of Innovation: India at Year 1*, organized by CII & National Innovation Council, New Delhi, November 17, 2011.

- I-J17** **Krishnan, Rishikesha T**, “Enhancing Organizational Responsiveness & Efficiency” The Role of Innovation Panel, *Reserve Bank of India Senior Management Retreat*, Goa, November 18, 2011
- I-J18** **Krishnan, Rishikesha T**, “Innovation for India: Strategies & Processes”, *EMC India Center of Excellence Conference on Innovation*, December 1, 2011.
- I-J19** **Krishnan, Rishikesha T**, “From Jugaad to Systematic Innovation”, *Chemcon Conference 2011*, (Annual Conference of the Institute of Chemical Engineers), Bangalore, December 28, 2011.
- I-J20** **Krishnan, Rishikesha T**, “Strategies for Growth & Profitability: What Role Does Cost Management Play?”, *CII Cost Congress*, Bangalore, December 9, 2011.
- I-J21** **Krishnan, Rishikesha T**, “The Future of IIMA: Some Thoughts from Outside”, *Golden Jubilee Concluding Event*, IIM Ahmedabad, December 11, 2011.
- I-J22** **Krishnan, Rishikesha T**, Conceptualized and Moderated Panel on “The Unethical Indian?”, Centre for Corporate Governance & Citizenship, IIM Bangalore, December 21, 2011.
- I-J23** **Krishnan, Rishikesha T**, “From Jugaad to Systematic Innovation”, *Petrotech Society Annual Conference*, Goa, January 6-7, 2012.
- I-J24** **Krishnan, Rishikesha T**, “India: Opportunities at the BoP for German Companies”, *World Leader Congress*, Schwäbisch Hall, January 26, 2012 (through video conference).
- I-J25** **Krishnan, Rishikesha T**, Chaired Session on “IP Strategy”, *MIPS 2012 Conference*, IIT Bombay, February 3, 2012.
- I-J26** **Krishnan, Rishikesha T**, “From Jugaad to Systematic Innovation”, *SRCC Speakers’ Conclave*, Sri Ram College of Commerce, New Delhi, February 14, 2012.
- I-J27** **Krishnan, Rishikesha T**, India’s Challenge: “From Jugaad to Systematic Innovation”, Xavier Institute of Management, Bhubaneswar, March 15, 2012.
- I-J28** **Krishnan, Rishikesha T**, “Making Breakthrough Innovation Happen”, *Cognizant Innovation Summit*, Chennai, November 15, 2011.
- I-J29** **Prabhu, Ganesh N**, “What is Good Strategy?”, Keynote Address at *National Conference on Revisiting Business Strategies*, Christ University, Bangalore, March 9, 2012.
- I-J30** **Prabhu, Ganesh N**, “Developing Women Entrepreneurs: Experience Sharing”, Seminar on *Developing Women as Entrepreneurs – Research Issues*, Vietnam National University, Hanoi, December 1-2, 2011.
- I-J31** **Prabhu, Ganesh N**, “How Can Foreign Multinationals Effectively Respond to Design Piracy in China?”, *International Week Research Seminar*, ESC – Clermont Graduate School of Management, Clermont-Ferrand, France, March 19, 2012.
- I-J32** **Prabhu, Ganesh N**, Talk on “What is Strategy?”, Institute of Rural Management Anand (IRMA), Gujarat, February 24, 2012.
- I-J33** **Prabhu, Ganesh N**, Talk on “Deciphering Business Models”, Institute of Rural Management Anand (IRMA), Gujarat, February 24, 2012.
- I-J34** **Srinivasan R**, “Managing Rapid Growth: Lessons from Indian Case Studies”, IBM Strategy Transformation Team, Bangalore, April 29, 2011.

- I-J35** Srinivasan R, "Mergers & Acquisitions: Strategic Lessons", The Bangalore CFA Forum, in association with Bangalore Management Association, Bangalore, June 4, 2011.
- I-J36** Srinivasan R, "Managing the Internationalization Process", IIML, Noida Campus, Noida, February 7, 2012.

I-K IIMB Case Studies Distributed by Harvard Business Publishing

- I-K1** Title: **Mother Earth: Great Design, Great Values**
- Authors: Kunal Bhagat, Monisha Nakra, S Archana and P D Jose
- Summary: The case "Mother Earth: Great Design, Great Values" describes the journey of Mother Earth (ME) since its inception as a company that believes in social sustainability and aims at discussing the strategic challenges at the end of 2010. The focus at the beginning was to utilize market mechanisms to create demand for Indian craft both in India and globally. The export markets turned out to be inconsistent in terms of demand and the financial downturn further aggravated matters; hence ME shifted its focus to expand domestically. The focus was on giving artisanal products a new contemporary identity with better design and increased utility. ME had achieved significant growth over the last couple of years but was yet to turn profitable. With investment from Future Group, the company is poised for rapid expansion in the local market with significant efforts on building the brand ME and what it stands for. The case can be used in a Competition and Strategy course to illustrate a firm employing a focused differentiation strategy and to explore the growth and execution strategies employed by the firm. The case also has a specific focus on the bottom of the pyramid and can be used to study sustainability issues in electives pertaining to Corporate Strategy and the Environment and Social Enterprises. Besides this, the case can also be used in entrepreneurship and marketing courses.

I-M Leading Journal Publications

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

- I-M1** Authors: **Rejie George** and Rezaul Kabir
- Title: Heterogeneity in Business Groups and the Corporate Diversification–Firm Performance Relationship
- Journal Name: *Journal of Business Research*
- Abstract: This article examines how heterogeneous features among business groups influence the corporate diversification–firm performance relationship. The study classifies heterogeneity along three dimensions: group size, group diversity, and share ownership. Using a sample of firms from India, the study finds some

evidence that for firms affiliated to larger business groups, corporate diversification enhances firm performance. However, business group diversity does not influence the diversification–performance relationship. The impact of diversification on firm performance differs substantially owing to the heterogeneity in share ownership. The paper documents an interesting interplay between business group and ownership structure.

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

I-N Awards, Honors, and Achievements

- I-N1** Prof. S Raghunath has been appointed the India Chapter Chairperson of the Academy of International Business (AIB). AIB is the leading association of scholars and specialists in the field of international business.
- I-N2** Prof. J Ramachandran was invited to be the first Bain Fellow in India. He has also been invited to be a member of the Bain India Advisory Board.
- I-N3** The paper titled *How do Subsidiaries Confront Institutional Duality? Identity Claims at Hindustan Lever 1961-2009* by Dr. Anirvan Pant and Prof. J Ramachandran won the International Management (IM) Division Fundação Dom Cabral Best Paper in Strategy/IB Theory Award at the Academy of Management 71st Annual Meeting held at San Antonio, USA during August 12–16, 2011.
- I-N4** The case titled “The Park Hotels: Designing Experience” written by Prof. J Ramachandran and Prof. Seema Gupta won the 2011 EFMD Case Writing Competition award in the category “Indian Management Issues and Opportunities”.

I-O Doctoral Theses Completed by FPM Students during 2011–2012

Sl. No.	Name of the Student	Dissertation Title	Name of DAC Chairman
I-O1	Ashwin A S	Influence of Corporate Governance on Technological Innovation: Evidence from Indian Pharmaceutical Industry	Prof. Rishiksha T Krishnan
I-O2	Manikandan K S	Benefits of Business Group Affiliation: The Role of Portfolio Diversity, Multi-entity Form, and Core Ownership	Prof. J Ramachandran
I-O3	Ramya Tarakkad Venkateshwaran	The Influence of National Culture on Transaction Cost: Evidence from Multinational Entry Mode	Prof. Rejie George Pallathitta

I-P Papers Published in Journals by FPM Students

Sl. No.	Name of the Author	Title of the Paper	Name of the Journal	Publications Details
I-P1	Deepika R Gupta, Ramkesh Gupta, and Dr. DNS Kumar	India's Roadmap of Convergence to International Financial Reporting Standards	<i>Indian Journal of Finance</i>	Vol. 6(1), Pg: 4-10, January 2012

I-Q Papers Presented in Conferences/Seminars by FPM Students

Sl. No.	Name of the Author	Title of the Paper	Details of the Conference/Seminar	Date
I-Q1	Jha S K and Krishnan, Rishikesh T	R&D as a Network of Centers of Excellence: A Sustainable Model	Academy of Management Annual Meeting, San Antonio, Texas,	August 12–16, 2012
I-Q2	Jha S K	Social Network Perspective on Innovation: A Review	Business Applications of Social Network Analysis (BASNA), IEEE Conference, Bangalore	December 12, 2012
I-Q3	Saurabh K Pandya	Organizational Learning & Performance – The Role of Experimentation and Experiential Learning Processes	Eastern Academy of Management, International (EAM-I) Conference, IIM Bangalore	June 26–30, 2011
I-Q4	Saurabh K Pandya	The Upper Echelons Theory – A Critique of the Philosophical Foundations	Indian Academy of Management Conference, IIM Bangalore	December 18–20, 2011
I-Q5	Vidhula Venugopal	Growth Aspirations of Women Entrepreneurs	ACERE-Diana 2012 Conference, Fremantle, Australia	January 31–February 3, 2012

I-R Seminars/Conferences Attended by FPM Students

Sl. No.	Name of the Student	Details of the Conference/Seminar	Date
I-R1	Deepika R Gupta	Eastern Academy of Management International Conference, Bangalore	June 26–30, 2011
I-R2	Deepika R Gupta	Indian Academy of Management Conference, IIM Bangalore	December 18–20, 2011



II

Economics and Social Sciences (ESS)

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

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

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

II-A Research Projects

II-A1 Model of Referrals: Pricing in Social Networks

Project Team: **Manaswini Bhalla** and Kalyan Chatterjee

Summary: Awareness among consumers about the product and its features is critical to the success of the product. Sellers often advertise to meet this objective, but advertising usually requires a large expenditure and it is by nature undirected, in that it targets scores of anonymous consumers. Advertising is an impersonal persuasive method that does not capitalize on the heterogeneity of consumers. Notwithstanding its high initial cost, it is by and large regarded as a quick and efficient way of propagating information.

Sponsor: IIM Bangalore

Status: Initiated in 2011

II-A2 Electoral Competition with Privately Informed Players

Project Team: **Manaswini Bhalla**, Kalyan Chatterjee, and Jaideep Roy

Summary: A model of electoral competition with office-seeking players and sincere voting has been studied. Players announce a policy position in a one-dimensional policy space, but have private information about their true types that affect policy outcomes in other dimensions. A policy announcement is then capable of signaling a player's type. Voters are Bayesian. The set of equilibria that arise in the announced dimension has been characterized.

Sponsor: IIM Bangalore

Status: Initiated in 2011

II-A3 Developing a Knowledge Base for Policy Making on India–EU Migration

Project Team: **Rupa Chanda**

Summary: This is a 2-year research project which is being done jointly by the IIM Bangalore, the European University Institute in Florence, Maastricht University, and the Indian Council for Overseas Employment under the Ministry of Overseas Indian Affairs. The project aims to develop the evidence base on India–EU migration by bringing out several research papers, policy notes, and briefs on various aspects of India–EU mobility. Some of the topics include bilateral remittances; Indian diaspora contributions from the EU; ethnographic dimensions of the Indian diaspora in the EU; Indian student mobility to the EU; India–EU investment and labor mobility linkages; India–EU trade and labor mobility linkages; recognition barriers faced by Indian professionals in the EU; health worker migration from India to the EU; bilateral tourism flows; implications of EU enlargement for Indian migration.

Sponsor: European Commission, Brussels

Status: Initiated in 2011

II-A4 Strengthening Regulatory Frameworks and Enhancing Capacity in India's Legal and Accountancy Services Sectors: A Roadmap for Reforms

Project Team: **Rupa Chanda** and Pralok Gupta

Summary: This project examines the status of regulations in the accountancy and legal services sectors and the issues and concerns surrounding their liberalization. Based on secondary and primary evidences, it tries to assess the validity of these concerns and propose a roadmap for liberalizing these sectors and introducing regulatory reforms to support such liberalization.

Sponsor: British High Commission, New Delhi

Status: Initiated in 2011

II-A5 Deepening Cooperation in Services among the BRICS

Project Team: **Rupa Chanda**

Summary: This study is aimed at understanding the prospects for cooperation and commercial relations in the service sector among the BRICS economies. This study was used for discussion among the Trade Ministers at the March 2012 BRICS Summit held in New Delhi. The study finds that there is scope to deepen cooperation among these countries mainly through investments, but there are several regulatory barriers preventing integration at present.

Sponsor: Ministry of Commerce, Government of India (GOI), and IIFT, New Delhi

Status: Initiated in 2011

II-A6 Exchange Rates and Trade Competitiveness in India

Project Team: **Rupa Chanda**

Summary: This project aims to understand the impact of exchange rate movements on the competitiveness of Indian manufacturing and services exports, at the aggregate level and at the bilateral level to specific markets. It examines whether the nature of this impact varies depending on the type of export (traditional versus modern). An overview working paper has been brought out under this project. The next phase involves doing the quantitative analysis to assess the incidence and nature of the impact and the relative importance of other sectoral and structural factors in determining export competitiveness.

Sponsor: IIM Bangalore

Status: Initiated in 2010

II-A7 Financial and Economic Aspects of Solid Waste Management in India and Its Relevance to Climate Change

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

Summary: The project aimed to work out financial and economic aspects of Solid Waste Management in the Indian context with reference to Waste to Energy Projects that have direct bearing on Carbon Mitigation. It aims to study the feasibility of Waste to Energy Projects in Indian context. The first phase of the Project is over and a report on financial models was submitted on February 2012. The second phase of the project involves field testing of the models and dissemination of results in international forums on Climate Change. Currently, work is in progress to produce a more comprehensive report based on financial analysis.

Sponsor: GIZ, Germany

Status: Initiated in 2011

II-A8 Biodiversity Financing for Implementing the CBD in Pursuance of Decision X/3 and S/44 of CoP-10

Project Team: **Damodaran A**

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

Sponsor: National Biodiversity Authority, GOI

Status: Initiated in 2011

II-A9 Prosperity Fund India

Project Team: **Damodaran A**

Summary: The objective of the project is to work out climate negotiations strategies and a national implementation plan for climate change management in India. A National Workshop was conducted in November 2011 at New Delhi prior to finalizing the first report. The first phase of the Project is over and the report has been submitted. The second phase of the project which is in progress involves strategies for funding Low Carbon Projects under State Climate Action Plans.

Sponsor: Foreign and Commonwealth Office, Government of Great Britain

Status: Initiated in 2011

II-A10 Evaluation Report on Schemes of the Spices Board of India

Project Team: **Damodaran A**

Summary: The project aims to critically evaluate all the schemes of the Spices Board of India undertaken during the 11th Five Year Plan. It critically evaluated the production and export promotion schemes of the spices board for the 11th Five Year Plan.

Sponsor: Spices Board of India (Ministry of Commerce and Industry, GOI)

Status: Completed in 2011

II-A11 Great Recession and the Economic Performance of Asian Countries

Project Team: **Anubha Dhasmana**

Summary: Economic performance of Asia over the last four decades has often been described as a “miracle” of some sort. An important part of this miracle has been increasing integration of these economies into the world markets through the twin channels of trade and economic growth. As elsewhere in the world, this economic integration has come at a price, namely, greater susceptibility to exogenous shocks and domestic policy miscalculations. The “Great Recession” of 2008 left a number of fast-growing emerging and developed Asian economies in trouble belying the claims of “decoupling”. Asian economies have been affected during the current recession through the channels of finance, trade in goods and services (including intermediate services), and confidence. The extent of impact has varied across the Asian countries though. Depending upon the extent of international integration, inherent domestic institutional and policy environment and remedial steps taken during the crisis, some countries got through the worst of the recession without any significant impact (e.g. China), while others saw serious decline in the economic performance (e.g. Hong Kong).

Sponsor: IIM Bangalore

Status: Completed in 2012

II-A12 Making Common Services Sustainable in Rural Areas

Project Team: **Gopal Naik**

Summary: Following are the objectives:

1. Design sustainable common service centers at gram panchayat level in rural areas
2. Action research to show the sustainability of the design
3. Documenting learning for scale-up and handholding Government of Karnataka (GOK)
4. Assessing development challenges through field data from action research

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

Status: Initiated in 2009

II-A13 Service Level Benchmarking for Water Supply

Project Team: **Gopal Naik**

Summary: The broad objectives of the study are:

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

Sponsor: Ministry of Urban Development, GOK

Status: Initiated in 2010

II-A14 Street Food Vendors: Livelihood Enhancement

Project Team: **Gopal Naik and Arnab Mukherjee**

Summary: In this study, we focus on street food vendors who play an important role in providing nutrition to the informal sector. Previous studies have shown that street food is the cheapest and most nutritious food that can be obtained outside home; a typical meal of 500 grams at the cost of 0.25 dollars can provide up to 1000 calories with 20–30 grams of protein, 12–15 grams of fat and 174–183 grams of carbohydrates. Thus, even though street food vendors play an important role in urban spaces, there exist few studies of their economic opportunities, why they choose to locate where they did, and the kind of legislation and policy support that such micro-entrepreneurs need. The absence of a favorable vending policy generates opportunistic behavior including extortion from other urban stakeholders, diminished profitability, and, given the large presence of women hawkers, gender exploitation. The National Policy on Urban Street Vendors 2009 provides for large-scale reform of street hawker policy, but this is yet to be implemented. Following are the objectives:

1. To understand location choice of street food vendors
2. To understand the service quality from their perspective
3. To understand difficulties in meeting with benchmark quality
4. Action research on improvement of service quality

Sponsor: Ministry of Housing and Urban Poverty Alleviation, GOK

Status: Initiated in 2011

II-B Articles in Academic Journals

- II-B1** **Damodaran A** (2012), "Fiat and Forbearance: The Challenge of Capturing Plurality and Diversity in Environmental Governance", *IIM Kozhikode Society and Management Review*, Vol.1 (1), Pg: 33-45.
- II-B2** Martinez-Alvarez M; **Chanda, Rupa** and Smith R, (2011), "How Is Telemedicine Perceived? A Qualitative Study of Perspectives from the UK and India", *Globalization and Health*, Vol. 7, Pg: 17.
- II-B3** Martinez-Alvarez M; **Chanda, Rupa** and Smith R, (2011), "Medical Tourism: A Review of the Literature and Analysis of a Role for Bi-lateral Trade", *Health Policy*, Vol. 103(2-3), Pg: 276-282.
- II-B4** Martinez-Alvarez M; **Chanda, Rupa** and Smith R, (2011), "The Potential for Bi-lateral Agreements in Medical Tourism: A Qualitative Study of Stakeholder Perspectives from the UK and India", *Globalization and Health*, Vol. 7, Pg: 11.
- II-B5** **Moorthy, Vivek** and Kolhar, Shrikant, (2011), "Rising Food Inflation and India's Monetary Policy", *Indian Growth and Development Review*, Vol. 4(1), Pg: 73-94.
- II-B6** **Munshi, Soumyanetra**, (2011), "On Existence of Pure Strategy Equilibrium with Endogenous Income", *Social Choice and Welfare*, Vol. 37(1), Pg: 1-37.
- II-B7** **Naik, Gopal** (2011), "Designing Sustainable Business Model for e-Governance Embedded Rural Telecenters (EGERT)", *IIMB Management Review*, Vol. 23(2), Pg: 110-121.
- II-B8** **Naik, Gopal**; Joshi, Siddharth and Basavaraj K P (2012), "Fostering Inclusive Growth Through e-Governance Embedded Rural Telecenters (EGERT) in India", *Government Information Quarterly*, Vol. 29(1), Pg: S82-S89.
- II-B9** **Ranganathan V**, (2011), "Global Carbon Emissions, Approaches of India and China", *European Journal of Management*, Vol. 11(4), Pg: 133.

II-D Chapters in Books

- II-D1** **Chanda, Rupa** and G Sasidaran, (2011), "Managing Migration in Asia: Role of Interstate Cooperation", Pg: 170-210 in *Migration, Nation States and International Cooperation*, edited by Randall Hansen *et al*, New York: Routledge Press.
- II-D2** **Chanda, Rupa**, (2011), "Services-Led Growth", Pg: 624-633 in *Oxford Economics Companion to India*, edited by Kaushik Basu and A Maertens, New Delhi: Oxford University Press.
- II-D3** **Damodaran A**, (2011), "Sustainability Ideas in Indian Culture", Pg: 109-116 in *Sustainable Development – the Cultural Perspective Concepts-Aspects-Examples*, edited by Banse Gerhard *et al*, Germany: Gesellschaft-Technik-Umwelt, Neue Folge.
- II-D4** **Damodaran A**, (2011), "Tsunami in India's Shorelands", Pg: 321-325 in *Sustainable Development – the Cultural Perspective Concepts-Aspects-Examples*, edited by Banse Gerhard *et al*, Germany: Gesellschaft-Technik-Umwelt, Neue Folge.
- II-D5** **Narayanswamy, Ramnath**, (2012), "Anna Requires Corporate Support: Antidote to Kali Yuga", Pg: 160-167 in *Corruption and the Lok Pal Bill*, edited by M V Kamath and Gayathri Pagdi, Mumbai: Indus Source Books.

II-E Working Papers

- II-E1** Gupta, Subhashish, "Cellular Mobile in India: Competition and Policy", *IIMB Working Paper Series*, No: 353, September 2011.
- II-E2** Naik, Gopal; Basavarajappa K P and Joshi, Siddharth, "Financial Sustainability of e-Governance Embedded Rural Telecentres (EGERT) in India", *IIMB Working Paper Series*, No: 352, September 2011.
- II-E3** Sen, Chiranjib, "A Framework for Analyzing Demand and Supply of Faculty and the Quality of Higher Education", *IIMB Working Paper Series*, No: 350, August 2011.

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

- II-F1** Damodaran A, "The Despair of the Ganges", Pg: 122-125, *Forbes India*, Vol. 3(11), June 3, 2011.
- II-F2** Damodaran A, "Rebirth of Japan", Pg: 30-31, *Forbes India*, Vol. 3(9), May 4, 2011.
- II-F3** Moorthy, Vivek, "Tax Vehicle Area Instead of Petrol", *Financial Express*, November 18, 2011.
- II-F4** Moorthy, Vivek, "The Rudderless Bank of India", *Financial Express*, March 12, 2011.
- II-F5** Narayanswamy, Ramnath, "Engage Karma through Devotion", *The Deccan Herald*, November 3, 2011.
- II-F6** Narayanswamy, Ramnath, "Pursue Spirituality for Self Realization", *The Deccan Herald*, November 17, 2011.
- II-F7** Narayanswamy, Ramnath, "Divine Incarnation of Shakti: Amma", *The Deccan Herald*, December 8, 2011.
- II-F8** Narayanswamy, Ramnath, "Understanding Made Snana", *The Deccan Herald*, January 5, 2012.
- II-F9** Narayanswamy, Ramnath, "The Eternal Voice of Shirdi Sai", *The Deccan Herald*, January 19, 2012.
- II-F10** Narayanswamy, Ramnath, "Made Snana: Result of a Tragic Misunderstanding", *The Deccan Herald*, January 26, 2012.
- II-F11** Narayanswamy, Ramnath, "The Unique Nature of Lord Murugan", *The Deccan Herald*, February 9, 2012.
- II-F12** Narayanswamy, Ramnath, "The Divine Touch of the Master", *The Deccan Herald*, March 1, 2012.
- II-F13** Narayanswamy, Ramnath, "Kali Yuga is Karma Yuga", *The Deccan Herald*, March 15, 2012.
- II-F14** Narayanswamy, Ramnath, "Inner Development", *The Deccan Herald*, March 29, 2012.
- II-F15** Ranganathan V, "TRAI's Auction Flip Flop" *Economic Times*, March 3, 2012.
- II-F16** Ranganathan V, "Restoring Air India's Health" *Live Mint*, January 19, 2012.
- II-F17** Ranganathan V, "The Curious Case of 3G Roaming" *Economic Times*, January 2, 2012.

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

- II-G1** Chanda, Rupa, "Migration between South and Southeast Asia: Overview of Trends and Issues", *Institute of South Asian Studies (ISAS) Working Paper Series*, No: 140, National University of Singapore, February 2, 2012.
- II-G2** Chanda, Rupa, "Migration between South and Southeast Asia: Role of Interstate Cooperation", *Institute of South Asian Studies (ISAS) Working Paper Series*, No: 141, National University of Singapore, February 2, 2012.
- II-G3** Chanda, Rupa, "Prospects for a Services Agreement in South Asia: Trade, Investment, and Development Issues", UNDP, Bangkok, 2011.
- II-G4** Chanda, Rupa, "Impact of Services Trade Liberalization on Employment and People Movement in South Asia", *ADB Working Paper Series*, No: 339, Development Bank Institute, Tokyo, December 2011.
- II-G5** Chanda, Rupa and Gupta P, "Service Sector Liberalization in India: Key Lessons and Challenges", *SALIA Occasional Paper Series*, No: 88, Economic Diplomacy Programme, South African Institute of International Affairs, Johannesburg, South Africa, August 2011.
- II-G6** Chanda, Rupa, "Mapping the Universe of Services Disciplines in Asian PTAs", *NCCR Working Paper Series*, No: 2011/33, NCCR Trade Regulation, World Trade Institute, Berne, May 2011.
- II-G7** Damodaran A; Suraj, Anil B and Tanaka, Tabassum, "Technical Report on Financial and Economic Aspects of Solid Waste Management in India and its Relevance to Climate Change", Technical Report, Submitted to GIZ-ASEM India, December 30, 2011.
- II-G8** Damodaran A, "Climate Financing in India: Sources and Instruments for the Green Climate Fund, Carbon Markets, Technology Transfer and Implementation Strategies", Technical Report, Submitted to Prosperity Fund India Programme, 'International Climate Finance: Green Climate Fund and National Implementation Strategy for India', November 30, 2011.
- II-G9** Narayanaswamy R and Srinidhi, Bin, "The Economic Impact of Quarterly Reporting", Research Report, Published by the ICAI-Accounting Research Foundation 2011.

II-I Seminar/Conference/Workshop Presentations

- II-I-1** Bhalla, Manaswini, "Dynamic Pricing under Social Learning", *International Conference of Industrial Organization*, Boston, March 16-18, 2011.
- II-I-2** Chanda, Rupa "Employment and People Movement Impact of Services Trade Liberalization", *ADB/PECC Conference on Services Trade: New Approaches for the 21st Century*, Hong Kong, June 2-3, 2011.
- II-I-3** Damodaran A, "India's Biodiversity Financing Assessment Exercise", Dialogue Seminar on Scaling up Biodiversity Finance, Quito, Ecuador, March 6-9, 2012.

- II-I-4** **Damodaran A**, "Study of Financial and Economic Aspects of Solid Waste Management in India and Its Relevance to Climate Change", Workshop on *Financial and Economic Aspects of Solid Waste Management in India and its Relevance to Climate Change*, IIM Bangalore, January 19, 2012.
- II-I-5** **Damodaran A**, "Economic Dimensions of Fund Design", *Round Table on Critical Issues in Financing Low Carbon Pathways*, Indian Institute of Management and British High Commission, New Delhi, November 19, 2011.
- II-I-6** **Damodaran A**, "CCS Economics and Emerging Trend in Regulatory, Financing and Institutional Issues", Workshop on *Carbon Capture and Storage*, Ministry of Power and NTPC Ltd., New Delhi, September 27, 2011.
- II-I-7** **Damodaran A**, "Grand Narratives, Local Minds and Natural Disasters: Community Responses to Tsunami", *14th Congress of Logic, Methodology and Philosophy of Science*, Institute for Social Sciences and Humanities, Nancy University, Nancy, France, July 21-22, 2011.
- II-I-8** **Damodaran A**, Commentator, Plenary Session "Shaping the Framework Conditions for Inclusive Climate Investment", *14th International Business Forum on Investment Climate for Climate Investment*, GIZ, Germany, June 5-7, 2011.
- II-I-9** **Damodaran A**, "What Would it Take for Private Investments to Flow into CCS Projects", *International Roundtable of Carbon Capture and Storage Financing*, Asian Development Bank and Carbon Sequestration Leadership Forum, Singapore, April 7, 2011.
- II-I-10** **Damodaran A**, "Resource Mobilization for Bio Diversity", *Convention on Biological Diversity, COP-11*, Ministry of Environment and Forests, New Delhi, February 6, 2012.
- II-I-11** **Damodaran A**, "Creativity for Sustainability Initiative", Roundtable on *"Managing and Protecting Creative Content in Cinema, Performing Arts and Mass Media"*, IIM, Bangalore, India, February 1, 2012.
- II-I-12** **Naik, Gopal** and **Mathew A**, "Sustainability of Microenterprises in Indian Food Industry: Interventions and Impacts", *12th International Conference of the Society for Global Business and Economic Development*, Singapore, July 21-23, 2011.
- II-I-13** **Naik, Gopal** and Chandrakant M G, "Farmer Centric Delivery of Information and Services" *71st Annual Conference of the Indian Society of Agricultural Economics*, Dharwad, November 3-5, 2011.
- II-I-14** **Naik, Gopal**, Basavaraj K P, Hegde, V R and Paidi, V, "Technological Solution for Crop Area Assessment for Land Records", *National Workshop on Land Records Management in India: A Plea for Reform*, Hyderabad, January 23-24, 2012.

II-J Invited Seminars/Panelist Sessions

- II-J1** **Chanda, Rupa**, "Liberalizing Mode 4 under the GATS and under RTAs" at Migration Workshop, Centre for Development Studies, Trivandrum, March 26, 2012.

- II-J2 Chanda, Rupa**, Roundtable on Accountancy Services for Funded Project on “Strengthening Regulatory Frameworks and Enhancing Capacity in India’s Legal and Accountancy Services Sectors: A Roadmap for Reforms”, FICCI, New Delhi, February 8, 2012.
- II-J3 Chanda, Rupa**, Presentation at Project Partners’ Meeting for EC Funded Project on “Developing a Knowledgebase for Policymaking on India–EU Migration”, New Delhi, November 21, 2011.
- II-J4 Chanda, Rupa**, Discussant for Workshop on “Cost of Economic Non-Cooperation for Consumers in South Asia”, Institute for Policy Advocacy and Governance and CUTS, Dhaka, June 28, 2011.
- II-J5 Chanda, Rupa**, “Labour Mobility Provisions in RTAs”, International Seminar on Selected Outstanding Issues in Services, ADBI, Manila, May 4, 2011.
- II-J6 Chanda, Rupa**, Discussant for “Services Growth in India: Looking Inside the Black Box”, by Panagariya and Dehejia, Columbia-NCAER Conference on Trade, Poverty, Inequality and Democracy, New Delhi, March 31–April 1, 2011.
- II-J7 Damodaran A**, Panelist, Session on “Intellectual Property Right Issues in Technology Transfer and Cooperation”, Enabling Local Renewable Energy Entrepreneurship – How Can Different Stakeholders Work Together to Promote Business Driven Solution for Energy Access ?, IRENA Practitioners Meeting, IIM Bangalore, November 30–December 1, 2011.
- II-J8 Damodaran A**, Lecture on “Climate Financing: Issues and Relevance to SMEs”, Tamil Nadu Small and Tiny Industries Association and Friedrich Naumann Stiftung fur die Freiheit, TANSTIA-FNF Service Centre (TFSC), Chennai, India, February 20, 2012.
- II-J9 Damodaran A**, Valedictory Address, National seminar on “Building Competitiveness in Globalised Era: Experience of Plantation Sector”, National Research Programme on Plantation Development (NRPPD), Centre for Development Studies, Trivandrum, India, January 23-24, 2012.
- II-J10 Damodaran A**, Panelist, Session on “Policy Interventions Required by Industry and R & D institutions”, Clean Coal India Summit, CII, New Delhi, November 8, 2011.
- II-J11 Damodaran A**, Presentation on “Did CDM facilitate Technology Transfer?” at Carbon Bazaar, MoEF-GIZ, New Delhi, India, May 12-13, 2011.
- II-J12 Damodaran A**, Chair, Plenary Session on “Win-Win Sustainability Strategies for Business: Shared Value Creation for Business and Community” at “Winning Strategies for Sustainable Development”, All India Management Association, New Delhi, India, May 6, 2011.
- II-J13 Damodaran A**, Panelist, Session on “Economic Regime and Governance: India’s Experiences and Challenges”, Managing Global Governance National Alumni Meeting, GIZ, New Delhi, India, May 2, 2011.
- II-J14 Naik, Gopal**, “Role of Local Government in Food Safety Implementation”, *FICCI Food World India 2011: Global Convention of Indian Food Industry*, Mumbai, November 16-17, 2011.

II-N Awards, Honors, and Achievements

- II-N1 Prof. Rupa Chanda** was appointed as Member of several bodies at the national level in the year 2011–12. These included the: (1) Sectoral Innovation Council, Ministry of Commerce, GOI, (2) Advisory Committee for Bangalore School of Economics, (3) Sub-committee on Internationalization of Higher Education under the Planning Commission, and (4) Sub-Committee on Trade in Services Statistics, Central Statistical Organization.
- II-N2 Prof. Damodaran A** has been appointed as a Member of the Expert Team set up by the United Nations Convention on Biological Diversity (CBD) based in Montreal, Canada in June 2011. CBD is part of the United Nations Environment Programme (UNEP). The Expert Team will assess financial resources for the Washington DC-based Global Environmental Facility (GEF).
- II-N3 Prof. Ranganathan V** has taken charge as Member (Part-time) of the Telecom Regulatory Authority of India (TRAI) with effect from May 20, 2011.

II-P Papers Published in Journals by FPM Students

Sl. No.	Name of the Author	Title of the Paper	Name of the Journal	Vol. No. & Publishers
II-P1	Chinmay Tumbe	Remittances in India: Facts and Issues	<i>Indian Journal of Labour Economics</i>	Vol. 54 (3), July-September, 2011, Pg: 479-501. Indian Society of Labour Economics
II-P2	Subhadip Mukherjee	An Econometric Analysis on Organized and Unorganized Retail Share	<i>The Economic Research Guardian</i>	Vol. 1(1) September, 2011, Pg. 34-41. The Economic Research Guardian Weissberg SRL
II-P3	Subhadip Mukherjee	Policies of Retail Sector of India and Other Selected Countries	<i>UTMS Journal of Economics</i>	December, 2011, Pg. 171-180 University of Tourism and Management Skopje, Macedonia

II-Q Papers Presented in Conferences/Seminars by FPM Students

Sl. No.	Name of the Author	Title of the Paper	Details of the Conference/Seminar	Date
II-Q1	Chinmay Tumbe	Migration, Remittances and Development in India, 1880-2010	Economic History Society Conference, University of Oxford	March 30–April 1, 2012
II-Q2	Chinmay Tumbe	Surat's Labour Migrants: Encountering Flexibility	Sociology Conference, University of Oxford	November 26, 2011
II-Q3	Chinmay Tumbe	NSS Data on Migration	Migration Workshop, CDS, Kerala	February 7, 2012
II-Q4	Chinmay Tumbe	Migration and Remittances in India, 1880–2010	Migration and Development Conference, Center for Development Studies, Kerala	March 26, 2012
II-Q5	Deeparghya Mukherjee	Hidden Costs of Offshore Outsourcing: An Analysis of Offshoring Decisions	Eastern Economic Association 38 th Annual Meeting, Boston (MA) USA	March 9–11, 2012
II-Q6	Deeparghya Mukherjee	Hidden Costs of Offshore Outsourcing: An Analysis of Offshoring Decisions	COSMAR 2011: IISc Management Department Conference, Bangalore	October 21, 2011
II-Q7	Deeparghya Mukherjee	Hidden Costs of Offshore Outsourcing: An Analysis of Offshoring Decisions	Winter School 2011: Delhi School of Economics, Delhi	December 10–13, 2011
II-Q8	Deeparghya Mukherjee	Hidden Costs of Offshore Outsourcing: An Analysis of Offshoring Decisions	7 th Annual Conference on Economic Growth and Development, ISI Delhi	December 15–17, 2011
II-Q9	Tanushree Halder	Formation of Labour Market among Tribes: A Historical Account of Jharkhand Tribes	Adivasi Rights and Processes of Exclusion in India, University of Hyderabad	February 15–16, 2012

II-R Seminars/Conferences Attended by FPM Students

Sl. No.	Name of the Student	Details of the Conference/Seminar	Date
II-R1	Tanaka Tabassum	Assigned as Project Delegate to the Student Reporters Team at the World Resources Forum 2011, Davos	September 19–21, 2011

II-S Working Papers by FPM students

- II-S1** Chinmay Tumble, "EU–India Bilateral Remittances", IIMB Working Paper Series, No: 360, March 2012.

II-T Awards, Honors, and Achievements for FPM Students

- II-T1** Deeparghya Mukherjee was awarded the All India 2nd Prize for authoring an essay titled "Abundant Food Grain Stocks, Ample Foreign Exchange Reserves and Poverty: Addressing the Challenges of India's Development Story". The essay competition was organized on the occasion of the Golden Jubilee celebrations by the Indian Economic Service, Ministry of Finance, GOI.

II-U Seminars/Conferences/Workshops Organized

- II-U1** IIM Bangalore in association with the *Journal of Management, Spirituality and Religion* hosted an International Conference, "The Spiritual Challenge in Management: What Is to Be Done?" at IIM Bangalore, January 9–11, 2012.

Finance and Control (F&C)

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

III-A Research Projects

III-A1 University Finances: A Study of Karnataka State Universities

Project Team: **Jayadev M and Ramesh G**

Summary: An analysis of Finances of the State Universities' structure was performed to explore the alternative financial resources of Universities and improve the financial management of universities.

Sponsor: Karnataka Knowledge Commission

Status: Completed in 2011

III-A2 Exploratory Research into the Role of Angel Networks in Providing Early Stage Risk Capital in India

Project Team: **G Sabarinathan**

Summary: Angels have been an important source of early stage financing in many developed and developing countries in the world. Apart from filling a gap in financing by providing very early stage risk capital, angels also help develop early stage businesses by providing mentorship and introductions. The role of angel financing has been studied in a number of countries across the world. This study explores the role of angel networks in providing early stage risk capital in India.

Sponsor: IIM Bangalore

Status: Initiated in 2011

III-A3 Lives, Networks and Experiences: A Comparative Study of Foreign Directors in India and Indian Directors of Foreign Companies in India

Project Team: **Padmini Srinivasan**

Summary: The rise of India on the global stage poses an important challenge for Indian organizations – How to foster a culture of innovation, how to monitor the performance and how to plan a growth strategy? This is true for large organizations whose historical legacy is steeped in the era of British India and the post-independence “licence raj” such as the Reliance and Tata group of companies, as well as the new breed of entrepreneurial firms such as Infosys and Bharti Airtel.

Sponsor: IIM Bangalore

Status: Initiated in 2011

III-A4 Top Management and Board Interactions: A Study through Framing Strategic Processes

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

Summary: The board's role can be envisaged from three dimensions – that of contribution, counseling, and controlling. The board with its years of experience and expertise is able to contribute as well as counsel the CEO/top management in strategy formulation as well as its execution. As a first step, this research focuses on understanding the strategy process in organization; and how top managements collectively engage in framing, shaping, and deciding on strategy.

Sponsor: IIM Bangalore

Status: Initiated in 2012

III-A5 An Analysis of Related Party Transactions of Top Indian Companies

Project Team: **Padmini Srinivasan**

Summary: Related party transactions (RPT) are widespread and are part and parcel of every business group activity, particularly in emerging markets. RPT refers to transactions between a company and its related entities such as subsidiaries, associates, joint ventures, substantial shareholders, executives, directors and their relatives, or entities owned or controlled by its executives, directors and their families. RPT between group companies can result in both positive and negative effects for the investor. RPTs may help achieve effective asset utilization as well as reduce transaction cost or diversify risks. At the same time, they have the potential of being used for tunneling in order to expropriate minority shareholders. This research explores the RPT of top Indian companies.

Sponsor: National Stock Exchange, India

Status: Initiated in 2012

III-A6 Status of Ethics, Corporate Governance, CSR, and Environment

Project Team: **Padmini Srinivasan, Vasanthi Srinivasan and R V Anand**

Summary: The last two decades have witnessed unprecedented excesses by businesses across the world. The largest corporate frauds have raised questions on the limits of responsibility of business. The recent financial crisis has brought into question the managerial demeanors and incentive structures that have perpetuated such dysfunctional behaviors in organizations. With rapid growth and internationalization of businesses, there is an urgent need to examine the vocabulary of business organizations to deliberately include sustainability, ethics, governance, and corporate responsibility. There have been several calls from thought leaders in business and academia to incorporate a deeper understanding of the principles pertaining to responsibility of business in the

business school curriculum. The research is an attempt at understanding the state of the field of teaching in corporate governance (CG), ethics, corporate social responsibility (CSR) and environment, and sustainability. While it is recognized that teaching of this subject is essential, not much is known about the content delivered in the courses, the pedagogy in the classroom, the teaching material used, and the adaptation done for different kinds of nature of participants on the courses. This study was conducted using content analysis of websites and survey using a questionnaire to understand the status of education in this field. Some of the significant findings were that a large number of business schools in India offered courses in the field of ethics, CSR, CG, and environment. The widespread prevalence of business ethics courses offered in business schools and a dearth of CG courses are also of significance.

Sponsor: National Foundation for Corporate Governance, India

Status: Completed in 2012

III-B Articles in Academic Journals

- III-B1** Anshuman, V Ravi; John Martin and Sheridan Titman, (2011), "Accounting for Sovereign Risk When Investing in Emerging Markets", *Journal of Applied Corporate Finance*, Vol. 23(2), Pg: 41-49.
- III-B2** Murthy, Shashidhar, (2011), "Market-implied Risk-Neutral Probabilities Actual", *IIMB Management Review*, Vol. 23, Pg: 140-150.
- III-B3** Pande, Alok and Basu, Sankarshan, (2011), "New Insights into Pricing of Book Built IPOs in India", *International Research Journal of Applied Finance*, Vol. 2(8), Pg: 900-915.
- III-B4** Srinivasan, Padmini and Narasimhan M S (2012), "The Value Relevance of Consolidated Financial Statements in an Emerging Market: The Case of India", *Asian Review of Accounting*, Vol. 20(1), Pg: 1-30.
- III-B5** Srinivasan R, (2011), "The Cost of Risky Debt in Cooperatives," *Journal of Cooperatives*, Vol. 25, Pg: 1-15.

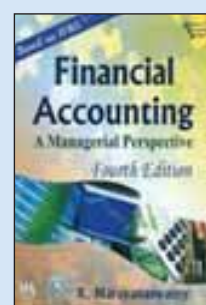
III-C Books

R Narayanaswamy

Financial Accounting: A Managerial Perspective

PHI Learning, New Delhi, 2011

This widely adopted, highly acclaimed and systematically organized text, now in its Fourth Edition, has proved to be an invaluable asset to the student community. It gives an in-depth analysis of the principles of Financial Accounting and is characterized by its simplicity of style. While the text continues to emphasize the principles and the why of accounting, what distinguishes the Fourth Edition is that it is based on International Financial



Reporting Standards (IFRS) and Ind AS, the converged Indian Accounting Standards. What's New to This Edition: IFRS Impact, a new section that explains how accounting will change in India due to the convergence of Indian Accounting Standards with global standards. A new chapter on Investments deals with fair value accounting, consolidated financial statements, joint ventures, and associates. New Cases on: SATYAM COMPUTER SERVICES, MICHAEL JACKSON, LEHMAN BROTHERS, ICICI BANK, BARCLAYS PLC, JETAIRWAYS, CITIGROUP, KINGFISHER AIRLINES, TATA MOTORS, UNICREDIT, and TATA CONSULTANCY SERVICES. These and other cases reinforce the text and show their relevance to the real world of business. Scanning the Annual Report, a new section with chapter-specific questions related to Hindustan Unilever Ltd. (HUL), improves skills in analysis and interpretation of financial statements. New Interactive Study Guide provides extensive support in solving problems. Besides, box items such as Handhold, Decision-making, Debate, Research Projects, Law, Indian Accounting Survey, and International Accounting Survey make this text highly practical and illustrative. The new edition is substantially revised and fully updated. It is a happy fusion of principles and practice and is a must read for students of management and accounting. In addition, anyone who is acquainted with business and wants to understand and analyze financial statements will find reading the text extremely useful and amply rewarding.

III-D Chapters in Books

- III-D1** Rangan, Srinivasan; Agarwal R and Bhagat S, (2012) "Valuation of IPOs", Pg: 495-525, Chapter 12 in *Oxford Handbook of Entrepreneurial Finance*, edited by Douglas Cumming, USA, Oxford University Press.

III-E Working Papers

- III-E1** Padmini Srinivasan, Vasanthi Srinivasan and R V Anand, "Status of Ethics, Corporate Governance, CSR and Environment Education in Business Schools in India: An Exploratory Study", *IIMB Working Paper Series*, No: 362, March 2012.

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

- III-F1** Vaidyanathan R, "The Main Issue Is Indian Black Money in Swiss Banks", *DNA Money*, April 13, 2011.
- III-F2** Vaidyanathan R, "Time Government Stopped Foreign Funding of Civil Society Groups", *DNA Money*, May 20, 2011.
- III-F3** Vaidyanathan R, "Binayak Sen: Convicted of Sedition, Advising the Plan Panel", *DNA Money*, May 20, 2011.
- III-F4** Vaidyanathan R, "Baba, Here's a Dummy's Guide to Black Money & Tax Havens", *FIRST POST*, June 03, 2011.
- III-F5** Vaidyanathan R, "Hands of the Treasures That Belong to Lord Vishnu", *FIRST POST*, July 04, 2011.
- III-F6** Vaidyanathan R, "For God's Sake, Stop Digging up Temple Treasures", *Rediff News*, July 05, 2011.
- III-F7** Vaidyanathan R, "A Dummy's Guide to Tax Havens and Black Money", *FIRST POST*, July 16, 2011.

- III-F8** Vaidyanathan R, "Why Anna's Middle Class Has Disdain for Parliament", *FIRST POST*, August 23, 2011.
- III-F9** Vaidyanathan R, "Why Anna Will Achieve Little with New Bills and Laws", *FIRST POST*, August 31, 2011.
- III-F10** Vaidyanathan R, "Time to Unmask and Name Tax Evaders", *FREE PRESS Journal*, September 01, 2011.
- III-F11** Vaidyanathan R, "Who is Shielding in HSBC, Liechtenstein Tax-haven Lists?", *FIRST POST*, October 01, 2011.
- III-F12** Vaidyanathan R, "Why the Decline of the West is Best for Us – and Them", *FIRST POST*, October 11, 2011.
- III-F13** Vaidyanathan R, "Retail Revolution to Pauperize Millions", *Centre Right India*, November 24, 2011.
- III-F14** Vaidyanathan R, "Shame Them! Black Money Held Abroad Is Not Just a Tax Issue", *FIRST POST*, December 01, 2011.
- III-F15** Vaidyanathan R, "Swalpa Adjust Madi", *Centre Right India*, December 06, 2011.
- III-F16** Vaidyanathan R, "Returns Do Not Mean Just FDI and FII", *Centre Right India*, December 09, 2011.
- III-F17** Vaidyanathan R, "Who Will Save Us from Terminological Terrorism?", *Centre Right India*, January 04, 2012.
- III-F18** Vaidyanathan R, "Who'll Save Us from Terminological Terrorism?", *FREE PRESS Journal*, January 04, 2012.
- III-F19** Vaidyanathan R, "India Should Leverage the Gold with the House Holds", *Centre Right India*, January 16, 2012.
- III-F20** Vaidyanathan R, "Foreign Funding of NGOs Should Stop", *FREE PRESS Journal*, February 01, 2012.
- III-F21** Vaidyanathan R, "Parties Should Bring Social Issues to the Front", *FREE PRESS Journal*, March 14, 2012.

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

- III-G1** Jayadev M and Narasimha Rao, Rudra (2012), "Financial Resources of the Microfinance Sector: Securitization Deals – Issues and Challenges", Interview with the MFIs Grameen Koota and Equitas, *IIMB Management Review*, Vol. 24 (1), Pg: 3.

III-I Seminar/Conference/Workshop Presentations

- III-I-1** Anshuman, V Ravi; Marisetty, Vijaya and Subrahmanyam, Marti, "Private Placements to Owner-Managers: Theory and Evidence", *China International Finance Conference*, Wuhan, China, July 4-7, 2011.

- III-I-2** Anshuman, V Ravi; Marisetty, Vijaya and Subrahmanyam, Marti, "Private Placements to Owner-Managers: Theory and Evidence", *Asian Finance Association Meeting*, Macao, China, July 10-13, 2011.
- III-I-3** Anshuman, V Ravi; Marisetty, Vijaya and Subrahmanyam, Marti, "Private Placements to Owner-Managers: Theory and Evidence", *Emerging Markets Finance Conference*, Mumbai, December 20-21, 2011.
- III-I-4** Basu, Sankarshan, "Risk Based Supervision and Interest Rate Guarantee for New Pension Schemes – The Indian Example", *15th Annual Conference of the Asia Pacific Risk and Insurance Association*, Tokyo, August 3, 2011.
- III-I-5** Jayadev M and Singh, Rashmi, "Systemic Risk in Indian Banking: A Preliminary Analysis" *National Conference on Emerging Macro Environment, Regulatory Changes and Bank Competitiveness*, National Institute of Bank Management (NIBM), Pune, March 3-4, 2012.
- III-I-6** Narayan P C and Thenmozhi M, "Cross Border Acquisitions Involving Emerging Market Firms: Do Country Characteristics Matter?" *Midwest Finance Association Conference*, New Orleans, United States, February 22-24, 2012.
- III-I-7** Rangan, Srinivasan; Das S; Shroff P and Zhang H, "Discussion of Detection of Channel Stuffing", *Accounting Research Conference*, ISB, Hyderabad, December 19-20, 2011.
- III-I-8** Rangan, Srinivasan, "Motives for and Effects of Inventory Write downs in the Semiconductor Industry", *India Finance Conference*, IIM Bangalore, December 21-23, 2011.
- III-I-9** Thampy, Ashok, "BIS Capital Standards and Supply of Bank Loans: Evidence from an Emerging Market", *India Finance Conference*, IIM Bangalore, December 21-23, 2011.

III-J Invited Seminars/Colloquia

- III-J1** Anshuman, V Ravi, "Private Placements to Owner-Managers: Theory and Evidence", ISB, Hyderabad, November 18, 2011.
- III-J2** Narayan P C, "Visioning Workshop: Beyond Core Banking", HP India, Hyderabad, July 15, 2011.
- III-J3** Narayan P C, "Leveraging the Trends: Macro Economics and Implications for Business", *Business Leaders Conference*, Wipro, Bangalore, September 15, 2011.
- III-J4** Panchapagesan, Venky, Chair, Smart Order Routing Session, *Trade Tech Conference*, Mumbai, February 8, 2012.
- III-J5** Srinivasan, Padmini, "Financial Acumen Relevance in the Health Care Sector", *Confederation of Indian Industry (CII)*, Madurai, November 26-27, 2011.
- III-J6** Srinivasan, Padmini, "Balancing the Governance Regime: Optimum Regulatory & Voluntary Mix", *Corporate Growth, Governance and Inclusion (CII Meeting)*, Bangalore, February 10, 2012.

III-M Leading Journal Publications

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

- III-M1** Authors: **V Ravi Anshuman**; John Martin, and Sheridan Titman
- Title: Accounting for Sovereign Risk When Investing in Emerging Markets
- Journal Name: *Journal of Applied Corporate Finance*
- Abstract: When investing in emerging markets, companies face the ever present risk of partial or full expropriation by an unfriendly host government. Recent examples include the actions of Venezuelan President Hugo Chavez, who in 2010 announced the takeover of more than 60 domestic and foreign oil field service companies, and President Rafael Correa of Ecuador, who announced a plan to force foreign oil companies to accept service contracts in place of profit-sharing agreements. Although these are extreme cases, they serve to emphasize the importance of weighing the effects of political or sovereign risk when investing in developing economies.
- Listings: - *Listed as A in ABDC (Australian Business Deans Council)*
 - *Listed as 2 in ABS (Association of Business Schools, UK)*

III-N Awards, Honors, and Achievements

- III-N1** The research paper titled “Private Placements to Owner-Managers: Theory and Evidence by **Prof. V Ravi Anshuman**; Vijaya Marisetty and Marti Subrahmanyam,” presented in *Asian Finance Association Meeting*, Macao, China, July 10-13, 2011 was given the Best Paper Award by CFA Institute, USA.

III-O Doctoral Theses Completed by FPM Students during 2011–2012

Sl. No.	Name of the Student	Dissertation Title	Name of DAC Chairman
III-O1	Nivedita Sinha	Performance of Indian Business Groups – Diversification and Tunneling Effects	Prof. Ravi Anshuman

III-Q Papers Presented in Conferences/Seminars by FPM Students

Sl. No.	Name of the Author	Title of the Paper	Details of the Conference/Seminar	Date
III-Q1	Bipin Kumar Dixit	Do Indian Acquirers Create Shareholder Value? The Effect of Affiliation to a Family Business Group	50 th Annual Meeting of the South Western Finance Association at Houston, Texas, USA	March 9–12, 2011
III-Q2	Narahari H S	Economic Transition and the Value of Business Group Affiliation: Evidence from the Indian Market	IIMB Doctoral Conference – IIMA	November 11, 2011
III-Q3	Narahari H S	Economic Transition and the Value of Business Group Affiliation: Evidence from the Indian Market	India Finance Conference – IIMA	December 23, 2011
III-Q4	Narahari H S	Economic Transition and the Value of Business Group Affiliation: Evidence from the Indian Market	IIMA Doctoral Conference – IIMA	January 12, 2012
III-Q5	Venkatesh K and S Raghunath	Role of Procedural Fairness In International Strategic Alliances: Evidence from the Frontlines	SMS Conference organized by Strategic Management Society at Miami, USA	November 6–7, 2011

III-R Seminars/Conferences Attended by FPM Students

Sl. No.	Name of the Student	Name of the Conference	Date
III-R1	Anand Sasidharan	India Finance Conference, IIM Bangalore	December 20–23, 2011

III-T Awards, Achievements, and Recognitions for FPM students

- III-T1** Narahari H S was given the Best Paper Award at the IIMB Doctoral Conference, November 11, 2011. The title of the paper is “Economic Transition and the Value of Business Group Affiliation: Evidence from the Indian Market”.
- III-T2** Narahari H S was given the Best Paper Award at the IIMA Doctoral Colloquium, January 12, 2012. The title of the paper is “Economic Transition and the Value of Business Group Affiliation: Evidence from the Indian Market”.

III-U Seminars/Conferences/Workshops Organized

- III-U1** India Finance Conference 2011, was hosted by IIM Bangalore and IIM Calcutta and held at IIM Bangalore, December 2-3, 2011.



IV

Marketing

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

IV-A Research Projects

IV-A1 The Nielsen Company: Market Research for Pantene Shampoo

Project Team: **Seema Gupta**

Summary: Nielsen, headquartered in the US was the market leader globally with 17% share of the \$29 billion market research industry in 2009. Nielsen provided solutions to clients' marketing problems with its single-minded focus on consumers. While certain research needs were common across businesses, others were idiosyncratic depending upon the strategic goals of the business. For common research needs, Nielsen had a suite of internationally recognized proprietary products providing powerful comparative and normative data. For specific needs, Nielsen tailored research solutions. Often a combination of the two was necessary.

Sponsor: IIM Bangalore

Status: Initiated in 2011

IV-A2 Volkswagen India: Entry Strategy

Project Team: **Seema Gupta and J Ramachandran**

Summary: Volkswagen (VW) was the original and the biggest selling brand of the Volkswagen group, which also owned Audi, Bentley, Bugatti, Lamborghini, Seat, and Skoda. In 2009, it acquired 49.9% stake in Porsche as well. In 2010, its revenues and profits were Euro 127 billion and 7.2 billion, respectively. The VW group was the world's third largest automaker behind Toyota and General Motors. Toyota sold roughly 8.4 million cars every year, 1.2 million more than Volkswagen. Headquartered in Wolfsburg, Germany, VW operated 60 plants around the world. VW had a world market share of 11.4% in 2010. Its core markets were Germany and China. It was the market leader in Europe with a 20% market share. It aimed to become the world's largest car maker by 2018. With a growth of 30% in the Indian automobile industry, India was to play an important role in realizing VW's global ambitions. Booz & Co. predicted that India would sell 6 million cars by 2020 up from 1.8 million in 2011.

Sponsor: IIM Bangalore

Status: Initiated in 2011

IV-A3 Scaling-up of Affordable Healthcare

Project Team: **Mithileshwar Jha and Nagadevara V**

Summary: Many projects delivering cost-effective and responsive healthcare to the masses have been functioning in India over decades. Some of these have also been replicated/expanded with different scales and different degrees of success. Many of these innovative projects have not been properly documented and analyzed for

possible replication/scaling-up. This study proposes to focus on three innovative projects using case study methodology to document their achievements, reasons for success, use of ICT in these projects and its impact and explore possibilities of their expansion using ICT.

Sponsor: SAP Labs India

Status: Initiated in 2010

IV-A4 Subscription or Pay as You Go: A Pricing Question for Infrequently Used Services

Project Team: **Sreelata Jonnalagedda and Patrali Chakrabarti**

Summary: Pay as you go pricing (PAYGP) appears to be the most logical pricing scheme for infrequently used services such as a spa or a saloon. PAYGP is a convenient way to price such a service for consumers as well as the producers. For producers, it makes the management of service capacity easier; and for the consumers, the mental accounting of on-spot payment is less burdensome.

Sponsor: IIM Bangalore

Status: Initiated in 2011

IV-A5 Maxim – Exploring Value Creation Opportunities

Project Team: **Sreelata Jonnalagedda and Srinivas Prakhya**

Summary: Maxim, headquartered at San Jose in California, was founded in 1983 by Jack Gifford and other professionals with experience in semiconductor design and sales. The company posted \$2.47 billion in sales in 2011, with 9,300 employees, and 35,000 customers worldwide. Maxim's expertise is in developing highly integrated analog and mixed-signal semiconductors. Maxim set up a technology design center in Bangalore in 2006. The Bangalore center had grown over the years and moved up the value chain in terms of contributing to technology design at Maxim. Gopal Krishna, head of India operations, had joined Maxim in 2009. In mid-2011, Gopal Krishna was contemplating the new context that Maxim faced in India. So far, India had been a location that contributed to design in Maxim. In recent years, India as a market appeared increasingly attractive. As a first step towards exploring this opportunity, Gopal decided to engage with the marketing faculty at Indian Institute of Management Bangalore. Energy, banking security, and medical diagnostics were identified as promising sectors. The team decided to initially focus on medical diagnostics for detailed examination. A team of students interviewed medical professionals including doctors and administrators. Analysis of the interviews revealed possibilities for further research.

Sponsor: IIM Bangalore

Status: Initiated in 2011

IV-A6 The Saffola Journey

Project Team: **Srinivas Prakhya**

Summary: Saffola is now the flagship brand in the edible oils category for Marico with strong health associations. It commands a premium in the competitive Indian market where oils are used extensively in food preparation. However, there was a time when the brand hit a plateau and the brand had to reinvent itself. From 1990 onwards, growth was steady for over a decade. At the turn of the century in 2001, sales stagnated and with increasing competition, the future looked bleak. Faced with stagnating sales in 2001, Saffola had launched an advertising campaign. The marketing team went back to the drawing board to develop a new campaign, keeping in mind the lessons learnt from the 2001 campaign. The team developed a fresh campaign which was successful. In this project, a case study has been developed out of Marico's experience.

Sponsor: IIM Bangalore

Status: Initiated in 2011

IV-A7 Emergence of Online Shopping in India: Shopping Orientation Segments

Project Team: Kenneth C Gehrt, Mahesh N Rajan, **G Shainesh**, David Czerwinski, and Matthew O'Brien

Summary: This study aims to explore Indian online shopping via the concept of shopping orientations. Surveys were collected from 536 consumer panel members. Online shopping segments were identified by using a two-step process that clustered respondents in terms of the similarity of their scores across four shopping orientations. This is the first empirical study to use shopping orientation research in the Indian marketplace. It is also among the first to link shopping orientations with a wide complement of correlates. Practical implications – Besides revealing that the orientations of Indian consumers are not price-based, the relatively un-fractionated factor analysis solutions for shopping orientations and web-site dimensionality suggest that, in the emerging Indian economy, consumer conceptualizations of shopping have not yet undergone full elaboration. Thus, this cross-sectional study could be extended with longitudinal research to reveal how Indian consumers' perceptions of the marketplace change with market development and growing consumer sophistication. Although online shopping in India is on the verge of rapid growth, relatively little is known about most aspects of Indian consumer behavior. This study begins to build a foundation of knowledge of Indian online shopping.

Sponsor: College of Business, San Jose State University

Status: Completed in 2011

IV-B Articles in Academic Journals

- IV-B1** Gilbert, Stephen M and Jonnalagedda, Sreelata (2011), "Durable Products, Time Inconsistency and Lock-in", *Management Science*, Vol. 57(9), Pg: 1655-1670.
- IV-B2** Gupta, Seema, (2011), "Enhancing the Role of Corporate Communications: A Practice-based Approach", *Corporate Reputation Review*, Vol. 14(2), Pg: 114-132.
- IV-B3** Kanagal, Nagasimha B, (2011), "Assessment of Aggregate Interaction Effect and Aggregate Persistence Effect in Market Share Analysis", *Academy of Taiwan Business Management Review*, Vol. 7, Pg: 64-70.
- IV-B4** Wood, Eric; Khavul, Susanna; Nordtvedt, Liliana Perez; **Prakhya, Srinivas**; Dabrowski, Raul Velarde and Zheng, Congcong, (2011), "Strategic Commitment and Timing of Internationalization from Emerging Markets: Evidence from China, India, Mexico and South Africa", *Journal of Small Business Management*, Vol. 49(2), Pg: 252-282.

IV-C Books

S Ramesh Kumar

Case Studies in Marketing Management

Pearson Education, New Delhi



Case Studies in Marketing Management provides a rich set of cases that are structured to be compatible with any textbook for a basic marketing course. Several cases are drawn from the renowned Ivey Business Case collection in discussion with Prof. Paul Beamish, based on his intricate understanding of the emerging markets, and the editor's rich academic experience with regard to the Indian context. The cases were selected specifically to blend theory with practice, with a difficulty level that encourages effective comprehension of the issues involved. The Indian cases added to the collection illustrate the finer aspects that a management student needs to be aware of while dealing with the Indian context. Emerging markets have generated tremendous interest among practitioners as well as academics throughout the world. The Indian context – with its diversity of cultures, luxury markets, huge population of consumers at the lower strata of economy, a youth population that is greater than most countries in the world, and the impact of westernization – poses certain marketing challenges that are even more complex than those that are generally associated with emerging markets in general. Students of management are expected to be well aware of the unique challenges of these markets when they go through any management program.

IV-D Chapters in Books

- IV-D1** **Shainesh G**; Sultan, Zeeshan and Weigand, Jurgen (2012), "Globalization of Professional Services: Innovative Strategies Successful Processes, Inspired Talent Management, and First-Hand Experiences", Pg: 23-32, Chapter 3 in *Market Entry and Expansion Strategies of Indian IT Firms into the European IT Outsourcing Industry*, edited by Ulrich Bäumer, Peter Kreutter and Wolfgang Messner, London, Springer.

IV-E Working Papers

- IV-E1** Ashis Mishra, "Retail Productivity: Concept and Analysis for an Emerging Retail Sector", *IIMB Working Paper Series*, No: 336, May 2011.
- IV-E2** Ashis Mishra, "Measuring Retail Productivity in Indian Context", *IIMB Working Paper Series*, No: 351, August 2011.
- IV-E3** Avinash Mulky, "An Exploration of Salesperson Job Satisfaction in India Using P-E Fit Constructs", *IIMB Working Paper Series*, No: 343, July 2011.

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

- IV-F1** Gupta, Seema, "How Viral Marketing Led to Kolaveri Di Rage," *Education Times, Times of India*, January 9, 2012.
- IV-F2** Kumar, S Ramesh, "Dispelling Some Branding Myths", *The Hindu Businessline*, April 28, 2011.
- IV-F3** Kumar, S Ramesh, "When Old Habits Die Hard", *The Hindu Businessline*, May 26, 2011.
- IV-F4** Kumar, S Ramesh and Sridharan, Anuradha, "Listening to Consumers Online and Offline", *The Hindu Businessline*, August 4, 2011.
- IV-F5** Kumar, S Ramesh and Shekar B "Embedding Emotional Appeals", *The Hindu Businessline*, October 20, 2011.
- IV-F6** Kumar, S Ramesh and A Madhuvanthi "The World of Unmet Needs", *The Hindu Businessline*, June 21, 2011

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

- IV-G1** Jonnalagedda, Sreelata; Honhon D and Pan X, "Heuristics for the Assortment Planning Problem Under Ranking-based Consumer Choice Models", Working Paper: The University of Texas at Austin.

IV-H Articles in Conference Proceedings

- IV-H1** Kangal, Nagasimha B, "Cross Section Pooling As Against Time series Pooling in Market Analysis", 8th Global Marketing Dynamics Conference on the Theme of Transformative Marketing, Yale Center for Customer Insights, Yale School of Management, July 25-27, 2011.
- IV-H2** Mulky, Avinash, "Impact of Commitment on Turnover Intentions – An Exploration Among Salespersons in India", in the *Proceedings of 11th International Marketing Trends Conference*, Venice, Italy, January 19-21, 2012, ISBN CD-ROM 978-2-9532811-3-2.

- IV-H3** **Shainesh G** and **Nagadevara V**, “An Approach to Engaging with Customers Enrolled in Rewards Program”, in the *Proceedings of the 12th International Conference of the Society for Global Business and Economic Development*, Singapore, July 21 to 23, 2011, Pg: 1376-1384.

IV-I Seminar/Conference/Workshop Presentations

- IV-I1** **Gupta, Seema**, Maity M and Pandey S, “Sponsor, Ambusher and Others: Consumer Response to the Three Strategies.” IIML International Conference in Marketing on *Shaping the Future of Research in Marketing in Emerging Economies: Looking Ahead*, IIM Lucknow, Noida Campus, January 13-14, 2012.

IV-J Invited Seminars and Colloquia

- IV-J1** **Jha, Mithileshwar**, “Sustainable Business Growth in Our Context: Some Thoughts”, Kausali Institute of Management Studies, Karnataka University, Dharwad, November 4, 2011.
- IV-J2** **Jha, Mithileshwar**, “Business in Our Rural Markets – Development without Decay”, Goa Institute of Management, Goa, August 18, 2012.

IV-K IIMB Case Studies Distributed by Harvard Business Publishing

- IV-K1** Title: **Bucking the Trend: A Look at Zyme Solutions’ Non-linear Business Model for IT Services from India**
- Author: **DVR Seshadri**
- Summary: The case opens with XGen Technologies, a software-led IT solutions provider, being placed in a situation of having to grapple with the issues of linear growth, similar to most of the contemporary ITES companies. XGen’s traditional “linear” business model now had Partha Sen, the CEO, seeking out new profit opportunities. The company’s headcount had touched a whopping 40,000 and managing such a large setup was becoming a severe challenge. Besides, in the emerging war for talent, sourcing and retaining quality talent was another problem. An export-driven software services company, XGen earned substantial revenues in dollars, and the appreciation of the rupee by close to 15% coupled with rising salaries had impacted its profit margins in the current fiscal. All these factors, and the fact that XGen was a listed company, put immense pressure on Partha to adopt an innovative business model to ward off pressure on bottom lines, ensure sustainability of the business in the long run. Most Indian ITES companies had been clocking impressive growth, yet there were concerns about the future, particularly with regard to the burden and difficulties that were expected in manpower intensive business models that inextricably had to struggle with ever-escalating costs as well as increasing complexity in managing its humongous operations. The focus of the case then shifts to the various strategies that software companies have been adopting in order to achieve greater non-linearity in their business. In particular, the case concentrates on Zyme Solutions, Inc., a fully outsourced hosted data service provider to the high-tech vertical market, which has built a non-linear business from the ground up,

without the legacy of the linear business models to contend with. The second half of the case describes in detail how Zyme Solutions has gone about constructing an innovative non-linear business model for its business.

IV-K2 Title: Indcoserve: Stirring Up

Authors: Seema Gupta and Mahadevan B

Summary: Agricultural commodities often are characterized by two aspects, viz., seasonality, and shelf life of the produce. Further, in countries such as India, there are significant public policy dimensions (governmental regulation on pricing and markets, etc.) that critically influence production, distribution, and marketing of several agricultural commodities. Furthermore, unlike their counterparts in manufacturing, agricultural commodity supply chains typically are not well-organized in such countries. Therefore, prevalence of cooperatives as an organization structure for managing several supply chain activities is also a common feature. This case has contextually been set under these conditions and it deals primarily with the issue of marketing of tea. In addition to the above-mentioned issues pertaining to marketing of agricultural commodities, tea poses unique challenges arising out of numerous varieties/grades. Owing to several of these aspects, understanding the factors that influence profitability of a firm engaged in procurement, production, marketing and brand creation of tea makes an interesting study for a student of management.

IV-K3 Title: XYLYS: Exploring Consumer Perception about Premium Watches in the Indian Context

Authors: S Ramesh Kumar and Kasturi Baral

Summary: The liberalization of markets, the rising disposable income, the exposure to western lifestyles, and the need for the new generation to establish an identity for itself are some of the reasons for the growth of the luxury watch category in India. The market for luxury watches was estimated to be 3% of watch retail, and was growing at almost 20% annually, which was more than twice the growth rate of the entire market. Heritage, glamour, and technology were a combination of factors that were associated with luxury watch brands universally. While there were several global watch brands being marketed in India at various price points, the challenge for a leading Indian company Titan Industries that had made rapid strides in the watch market over the last two decades was to successfully introduce a luxury watch brand. Manoj Chakravarti, Senior Advisor, Titan Industries reflected on his 28 years in the watch industry both in India and abroad, and contemplated about Xylys, Titan's premium watch brand, and its foray into the Indian market. He had formulated several aspects of marketing mix strategies in the past to face diverse kinds of challenges. Xylys was a premium watch brand launched by Titan a few years ago; the brand was aimed at creating a unique perception among consumers. There were several interesting possibilities for Chakravarti to consider. Would a conventional positioning

approach be sufficient? Was it necessary to obtain some insights regarding the application of the uniqueness aspect to the self-perception of consumers? How were such aspects of uniqueness related to other established brands? How important was the “Swiss-made” label? Did the buyers and prospective buyers of premium watches hold any specific stereotypical images of such watches? How does the self-concept of consumers matter to luxury watch brands? The case delves into behavioral concepts that are important from the viewpoint of brand perception of luxury brands.

IV-L IIMB Case Studies Published by IVEY Publishing

- IV-L1 Title:** **Himalaya Herbal Toothpaste: Category and Brand Involvement in an Emerging Market**
- Authors:** **S Ramesh Kumar** and Nitya Guruvayurappan
- Summary:** Himalaya was a brand that had herbal offerings in health supplements and personal care products. The use of herbal remedies and products had been an integral part of Indian culture, and Himalaya’s unique proposition was the scientific rigor associated with the testing of its herbal offerings. Ramesh was curious to find out whether consumers were really loyal to the brands in this category. He was interested in the toothpaste category, and Himalaya had an herbal offering in the retail and prescriptive segments. Were consumers involved in the category? Did they remember the functional brand benefits? Were consumers buying brands due to the social benefits reflected in the ads? Did consumers continue to buy particular brands without switching due to inertia? Were consumers interested in herbal offerings? How should Himalaya be perceived by consumers? This medley of issues presented yet another opportunity to an academic to conceptualize the situation, one that was perhaps unique to the Indian context.
- IV-L2 Title:** **www.dhonuk.com – Marketing Art in an Emerging Market**
- Authors:** **S Ramesh Kumar** and Shamit Bagchi
- Summary:** The case presents the idea of combining consumer behavior and art that was marketed online by the art firm www.dhonuk.com. The study associated with the case after recognizing the fact that art in India is a niche market, attempted to make use of psychographics and self-concept of art buyers. The company’s problem was the positioning that is required for www.dhonuk.com and a combination of concepts employed in the study would provide insights that would enable the company to position itself. Would capturing the perception of consumers about art forms work? What about their level of involvement in art forms? Are art forms something that consumers use to reflect their personality? Are consumers associated with art different from other consumers in terms of their lifestyle? The case has a blend of several aspects of consumer behavior.

IV-M Leading Journal Publications

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

IV-M1 Authors: Stephen M Gilbert and **Sreelata Jonnalagedda**

Title: Durable Products, Time Inconsistency, and Lock-in

Journal Name: *Management Science*

Abstract: Many durable products cannot be used without a contingent consumable product, e.g., printers require ink, iPods require songs, razors require blades, etc. For such products, manufacturers may be able to lock in consumers by making their products incompatible with consumables that are produced by other firms. We examine the effectiveness of such a strategy in the presence of strategic consumers who anticipate the future prices of both the durable product and the contingent consumable. Under a lock-in strategy, the manufacturer has pricing power over the contingent consumable, which can be used to extract additional rents from higher valuation consumers, but such pricing power may also reduce consumers' willingness to pay for the durable because it subjects them to being held up with higher consumables prices in the future. Restricting our attention to linear pricing policies, we find that if the manufacturer can commit to shutting down production of a durable after an initial one-time sale, then competition from another consumable of an appropriately degraded level of quality can benefit the manufacturer by mitigating consumers' fears of being held up. On the other hand, when the manufacturer cannot commit to shutting down production of a durable, then the manufacturer's own output of additional durables gives an incentive to keep consumables prices low, and competition in the consumables market is less beneficial.

Listings:

- *Listed in Financial Times 45*
- *Listed In Business Week 20*
- *Listed in UT Dallas 24*
- *Listed as A* in ABDC (Australian Business Deans Council)*
- *Listed in NUS Tier 1 Premium*
- *Listed as 4 in ABS (Association of Business Schools, UK)*
- *Listed as 0+ in ESS (ESSEC Business School of Paris)*

IV-N Awards, Honors, and Achievements

IV-N1 The case study "Indcoserve: Stirring Up" by **Prof. Seema Gupta** and **Prof. B Mahadevan** was ranked #1 in the ISB-IVEY Case Competition, 2011.

IV-N2 The case titled "The Park Hotels: Designing Experience" written by **Prof. Ramachandran J** and **Prof. Seema Gupta** won the 2011 EFMD Case Writing Competition award in the category "Indian Management Issues and Opportunities".

IV-N3 **Prof. Shainesh G** received the award for "Best Professor in Marketing" at the 2nd *Asia's Best B-School Awards* function held in Singapore on July 22, 2011.

IV-P Papers Published in Journals by FPM Students

Sl. No.	Name of the Authors	Title of the Paper	Name of the Journal	Publications Details
IV-P1	Prashant Baliga, Karmeshu, Janat Shah, and Sanjeev Swami	Concentrated Promotional Efforts and Product Diffusion: A Normative Analysis	<i>Technology Operation Management</i>	December 2011, Volume 2, Issue 2, Pg: 90-101

IV-Q Papers Presented in Conferences/Seminars by FPM Students

Sl. No.	Name of the Author	Title of the Paper	Details of the Conference/Seminar	Date
IV-Q1	Anup Krishnamurthy	The Effects of Boundary Spanning Work on Organizational Identity in High-threat Contexts	Eastern Academy of Management Conference Organized by Eastern Academy of Management and IIMB at IIM Bangalore	June 26–30, 2011
IV-Q2	Anup Krishnamurthy	The Neglected Many: Consumers Who Intentionally Do Not Display Word-of-Mouth Behavior	China India Consumer Insights Conference, Organized by Yale School of Management, and Fuqua School of Business at New Delhi	July 29–30, 2011
IV-Q3	Aruna Divya T, Srinivasa Prakhyia, and Swagato Chatterjee	Brand Credibility as a Measure of Brand Extensions	5 th NASMEI International Conference, Great Lakes Institute of Management, Chennai, India	December 29–30, 2011
IV-Q4	Ashwani Singh	A Dual Process Model of Impulse Purchase	5 th NASMEI International Conference, Great Lakes Institute of Management, Chennai, India	December 29–30, 2011
IV-Q5	Sonali Hiremath and S Ramesh Kumar	Psychographics of Low Income Consumers in an Emerging Market	5 th NASMEI International Conference, Great Lakes Institute of Management, Chennai, India	December 29–30, 2011
IV-Q6	Swagato Chatterjee and Arpita Ghatak	Profitability of Unorganized Service Sector: A Sustainable Marketing Approach	5 th NASMEI International Conference, Great Lakes Institute of Management, Chennai, India	December 29–30, 2011

IV-R Seminars/Conferences Attended by FPM Students

Sl.No.	Name of the Student	Details of the Conference/Seminar	Date
IV-R1	Raj Dash	Indian Academy of Management Conference, IIM Bangalore	December 18–20, 2011



Organizational Behaviour and Human Resources Management (OB&HRM)

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

V-A Research Projects

V-A1 CSR Practices among Indian and UK Retailers

Project Team: **Sourav Mukherji** and Kunal Basu (SAID Business School)

Summary: Following an in-depth qualitative research methodology; this research compared Corporate Social Responsibility (CSR) practices among six major retailers, three from India and three from the UK; and tried to analyze and explain the differences that were observed. CSR practices were found to be more mature in the UK than in the Indian retail industry. UK firms tended to be more open and sensitive towards CSR, appeared to be more proficient in their stakeholder relations, exhibited higher CSR transparency and structured CSR more consistently. In contrast, CSR practices by Indian retailers were in a formative stage, characterized by being unstructured, informal and sometimes, inconsistent. Our analysis revealed that UK retailers seemed to be more interested in global issues, while the studied Indian retailers focused on local issues.

Sponsor: Oxford Centre Corporate Responsibility

Status: Initiated in 2010

V-A2 Villgrow Foundation Project for Case Development

Project Team: **Sourav Mukherji**

Summary: The aim of the project was to develop three teaching cases on social enterprises that are focused on improving economic conditions of the impoverished in rural India, which can be taught in courses that deal with Social Entrepreneurship and Inclusive Business Models. Based on convenience of collecting primary data, the three initiatives chosen were (a) development of supply chain for fruits, (b) establishing business process outsourcing organization in rural India, and (c) an approach of integrated-development that combines livelihood initiatives with environment development, healthcare, and education. After conducting extensive interviews with founders and managers of the selected organizations, cases were written on Reliance Retail's initiative for developing a supply chain for bananas and RuralShores' efforts of establishing multiple BPO centers in semi-urban locations. For the case on integrated development, data is being collected from Development Enterprise, a not-for-profit organization that is trying to establish a few for-profit entities involved in integrated development in rural India.

Sponsor: Villgrow Foundation

Status: Initiated in 2011

V-A3 Multi Generations in the Workforce

Project Team: **Vasanthi Srinivasan**

Summary: The objective of the project is to define generations in the Indian context. We argue that the existing definition of generations based on age is not a good measure of generations. The focus of the study is on identifying these generational characteristics based on socio-economic categories.

Sponsor: Society for HRM India

Status: Initiated in 2011

V-A4 Cultural Perspective on Work Motivation

Project Team: **Ritu Tripathi**, Daniel Cervone (University of Illinois, Chicago), and Krishna Savani (National University of Singapore)

Summary: This study examines cultural variations in workplace motivation and personality processes among the Indian and American corporate workforce. The broad argument is that persons of different cultures who come together in the global workplace may not share the same conceptions of workplace practices and personal goals. Culturally-grounded beliefs about self, others, interpersonal, and social situations may systematically influence motivation.

Sponsor: IIM Bangalore

Status: Initiated in 2010

V-B Articles in Academic Journals

V-B1 Bala, Madhu; Chalil GRB and **Gupta, Amit** (2012), "Emic and Etic: Different Lenses for Research in Culture: Unique Features of Culture in Indian Context", *Management and Labor Studies*, Vol. 37(1), Pg: 45-60.

V-B2 Bangari, Ravindra Singh and **Prasad L**, (2012), "Leadership in Action: Courage, the Critical Leadership Differentiator", *ASCI Journal of Management*, Vol. 41(2), Pg: 40-75.

V-B3 Das, Bidipta; Rao, Menaka and **Srinivasan, Vasanthi**, (2012), "Bridging the Cross-cultural Transformational Li (Distance Measure) at Huawei Technology India Private Limited", *South Asian Journal of Management*, Vol. 19(1), Pg: 138-153.

V-B4 **Gupta, Amit** and **Prabhu, Ganesh N**, (2011), "Governance of IIMs: A Critique of the Bhargava Committee Report", *Economic and Political Weekly*, Vol. 46(17), Pg: 16-20.

V-B5 **Kulkarni, Mukta**, (2011), "Contextual Factors and Help Seeking Behaviors of People with Disabilities", *Human Resource Development Review*, Vol. 11(1), Pg: 77-96.

V-B6 **Kulkarni, Mukta** and Lengnick-Hall, Mark L, (2011), "Socialization of People with Disabilities in the Workplace", *Human Resource Management*, Vol. 50(4), Pg: 521-540.

- V-B7** Srinivasan, Vasanthi, (2012), "Business Ethics in the South and South East Asia", *Journal of Business Ethics*, Vol. 104(1), Pg: 73-81.

V-C Books

Anand Ram V; P Nick Blanchard, and James W Thacker

Effective Training, Systems, Strategies and Practices

Pearson India, 2011



The new revised and expanded fourth edition of *Effective Training Systems, Strategies and Practices* retains the integration of theory with effective training applications while enhancing the ease of reading and understanding. The focus on placing training activities in the context of organizational strategy enables students and practitioners to develop training programs that meet strategic and tactical needs. New examples and case studies show how theory, concepts, and principles can be translated into practical application by organizations around the world. The specific needs of Indian students and managers are addressed by providing valuable insights into training issues and practices across various sectors in India.

V-D Chapters in Books

- V-D1** Singh, Ramadhar; Simons J P; Self W T; Tetlock P E; Bell P A; Ong P and Kaur S "Cultural and Developmental Differences in Norm and Meta-norm Enforcement: Does Collective Blame Compensate for Individual Blame?" (2011), Pg: 109-122, in *Psychological, Group and Cultural Processes in Changing Societies: The Progress in Asian Social Psychology Series*, Vol. 8, edited by P Sing, P Bain, C H Leong, G Misra and Y Ohtsubo, Macmillan, New Delhi.

V-E Working Papers

- V-E1** Amit Gupta and Vasanthi Srinivasan, "Sports Goods Foundation of India (SGFI): A Collective Response to CSR Issues" *IIMB Working Paper Series*, No: 344, July 2011.
- V-E2** Amit Gupta and Vasanthi Srinivasan, "Suzlon Foundation: Engage, Empower, Sustain", *IIMB Working Paper Series*, No: 345, July 2011.
- V-E3** Amit Gupta and Vasanthi Srinivasan, "When Principles Pay: Tata Power Plant Mundra", *IIMB Working Paper Series*, No: 346, July 2011.
- V-E4** Amit Gupta and Vasanthi Srinivasan, "Affirmative Action: The Tata Story 1", *IIMB Working Paper Series*, No: 347, July 2011.
- V-E5** Mathew J Manimala and Sunita Panicker, "Successful Turnarounds: The Role of Appropriate Entrepreneurial Strategies", *IIMB Working Paper Series*, No: 337, May 2011.
- V-E6** Mathew J Manimala and Devi Vijay, "Technology Business Incubators (TBIs): A Perspective for the Emerging Economies", *IIMB Working Paper Series*, No: 358, January 2012.

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

- V-F1** Mukherji, Sourav, "Inclusive Business Models: Touching Lives, Creating Livelihoods", *Offbeat*, Vol. 1(8), October-December, 2011.
- V-F2** Srinivasan, Vasanthi, "Theory and Research in Entrepreneurship Coaching" *Effective Executive*, April 2011.

V-G Other Publications (Monographs, Reports, Working Papers of Other Institutions, Newsletters, etc.)

- V-G1** Mukherji, Sourav; Chandra G S and Ojha N, "Insuring the Base of the Pyramid", *IIMB tejas*, August, 2011.

V-I Seminar/Conference/Workshop Presentations

- V-I-1** Agrawal, Narendra M, "Quality in Education", *CII National Seminar*, Bangalore, September 23, 2011.
- V-I-2** Agrawal, Narendra M, "Critique of a Paper", *IMR Conference*, IIM Bangalore, November 11, 2011.
- V-I-3** Chatterjee, M; Baumann N and Tripathi, Ritu, "Interactions between Self-regulation and the Congruence of Explicit and Implicit Motives: Effects on Well-being in Germany and India" *Regional Conference of the International Association for Cross-Cultural Psychology (IACCP)*, Istanbul, Turkey, June 30-July 3, 2011.
- V-I-4** Dharmasiri, A and Srinivasan, Vasanthi "Perception of Strategic Orientation on HR professionals in South Asia" *Indian Academy of Management (IAM) Conference*, Bangalore, December 18-20, 2011.
- V-I-5** Gupta, Amit; Ramamoorthy N; Flood P C; Kulkarni S P, Marchev Jr A and Kondukova P "Organizational Justice Perceptions and Work-related Outcomes: A Study of Indian and Bulgarian Employees", *Management Culture in 21st Century*, European Academy of Management (EURAM), Tallinn, Estonia, June 1-4, 2011.
- V-I-6** Kulkarni, Mukta; Langford, and Lengnick-Hall M, "How Do Social Networks Influence the Employment of People with Physical Disabilities?" *Academy of Management Meeting*, San Antonio, Texas, August 12-16, 2011.
- V-I-7** Kulkarni, Mukta and Vijay D, "Frame Changes in Social Movements: A Case Study", *Academy of Management Meeting*, San Antonio, Texas, August 12-16, 2011.
- V-I-8** Kulkarni, Mukta and Vijay D, "The Influence of Pre Entry Knowledge on Self Definition of Incoming MBA Students", *Academy of Management Meeting*, San Antonio, Texas, August 12-16, 2011.
- V-I-9** Kulkarni, Mukta, Lengnick-Hall C and Vijay D, "Human Resource Practices and Knowledge Flows in Organizations: The Role of Citizenship Behavior", *Managing in a Global Economy*, XIV Eastern Academy of Management Conference, Bangalore, June 26-30, 2011.

- V-I-10** Mathew J; **Srinivasan, Vasanthi**, and Iyer H “Human Resource Management Practices and Effectiveness in Indian Organizations: An Initial Study”, *Indian Academy of Management (IAM) Conference*, IIM Bangalore, December 18-20, 2011.
- V-I-11** **Mukherjee, Kanchan**, “A Dual System Model of Preferences under Risk”, *Society for Judgment and Decision Making*, 32nd Annual Conference, Seattle, USA, November 4-7, 2011.
- V-I-12** **Mukherjee, Kanchan**, “A Dual System Model of Preferences under Risk”, *International Conference on Decision Making (ICDM)*, Centre for Behavioral and Cognitive Sciences, University of Allahabad, December 10-12, 2011.

V-J Invited Seminars/Colloquia

- V-J1** **Agrawal, Narendra M**, “Nurturing Leadership”, *CII HRD Forum*, October 13, 2012.
- V-J2** **Kulkarni, Mukta**, Organizational Theory and Behavior Track, co-chair (along with Prof. J Ogilvie and S Mukherji) for Eastern Academy of Management – International Conference on Managing in a Global Economy XIV: Global Web of Knowledge, Bangalore, June 26-30, 2011.
- V-J3** **Kulkarni, Mukta**, Panel member in the national conference, *Enabling Access for Persons with Disabilities to Higher Education and the Workplace: Role of ICT and Assistive Technologies*, Hosted by Indian IIM Bangalore and Fourth Wave Foundation, January 20-21, 2012.
- V-J4** **Kumar R, Ravi**, Keynote Address in Orientation Program for B Tech Students, JNTU College of Engineering, Pulivendula, Andhra Pradesh, August 25, 2011.
- V-J5** **Kumar R, Ravi**, Chief Guest, Aavirbhav – a national level technical symposium, JNTU College of Engineering, Pulivendula, Andhra Pradesh, August 26, 2011.
- V-J6** **Kumar R, Ravi**, Session Chairman in the seminar on *Sustainable Value Creation for Decent Work Supply Chain Management at the Base of the Pyramid*, University of Hyderabad, January 19-20, 2011.
- V-J7** **Mukherjee, Kanchan**, “Assessing the Chances of Success: Naive Statistics vs. Kind Experience,” Singapore Management University, Singapore, February 23, 2012.
- V-J8** **Mukherji, Sourav**, “Leveraging Technology for Social Change”, *3rd ICARE Workshop on Technology for Development*, New Delhi, October 13, 2011.
- V-J9** **Mukherji, Sourav**, “Inclusive Business: Do They Hold the Key to India’s Sustainability in 2020”, St. Gallen University, Oikos Future Labs, Switzerland, November 18, 2011.
- V-J10** **Mukherji, Sourav**, “Strategy for Next Phase of Growth in Indian IT Industry”, *CSITM-IMR Round Table*, IIM Bangalore, January 27, 2012.
- V-J11** **Mukherji, Sourav**, “Knowledge Management Framework for Retail Industry”, *CII Summit*, Bangalore, January 31, 2012.
- V-J12** **Ranganathan, Ramya**, “Work Life Balance”, Apollo Hospital, Bangalore, March 10, 2012.

- V-J13** Singh, Ramadhar, Invited Lecture “Science, Ethics, and Journal Publications” at the National Conference on *Knowledge Dissemination through Journal Publications*, Christ University, Bangalore, September 30, 2011.
- V-J14** Singh, Ramadhar, Invited Speaker, “How Group Harmony Affects Outcome Allocation in Asia” *AASP 2011, Asian Association of Psychology*, Kunming, China, July 28-31, 2011.
- V-J15** Singh, Ramadhar, Invited Speaker, “Randomized Experiments: Testing Casual Hypotheses” *3rd IMR Doctoral Conference 2011*, IIM Bangalore, November 11, 2011.
- V-J16** Singh, Ramadhar, Invited Speaker, “Joys of Research: How Do Similar and Dissimilar Attitudes Affect Attraction?” *21st Convention of the National Academy of Psychology (NAOP)*, Anand, Gujarat, December 12-14, 2011.
- V-J17** Srinivasan, Vasanthi, “Multi Generations in the Workforce”, Infosys Leadership Institute, Bangalore, May 7, 2011.
- V-J18** Srinivasan, Vasanthi, “HRM in Project Management” at the *National Conference of the PMI*, Bangalore, September 9, 2011.
- V-J19** Srinivasan, Vasanthi, “CSR in India”, *National Conference on Corporate Governance and Responsibility*, Jain University, Bangalore, July 14, 2011.
- V-J20** Srinivasan, Vasanthi, “CSR in India”, at *Shastra*, the student festival at IIT Madras, October 2, 2011.
- V-J21** Srinivasan, Vasanthi, “Corporate Responsibility in Indian Organizations”, at the *National Conference on Corporate Governance*, R V Institute of Management, Bangalore, December 9, 2011.
- V-J22** Tripathi, Ritu, “Building the Campus–Corporate Connect”, *National Symposium on Human Resource Management*, Campus–Corporate Conclave-2012: Learning from the Leaders, CMR Institute of Management Studies, Bangalore, March 2, 2012.

V-L IIMB Case Studies Published by IVEY Publishing

- V-L1** Title: Sumeru Software Solutions: Creating a Culture of Serene Dynamism
- Authors: Amit Gupta and Kshitij Saxena
- Summary: Sumeru Software Solutions was a software-development-consultancy organization headquartered in Bangalore, India, with offices in Washington D.C., Dubai, and London. It began operations in July 2001 as a single project with two employees, and grew to an organization with approximately 200 employees over a period of 10 years. The founding objective of Sumeru Software Solutions was to support Art of Living’s (AOL) social development initiatives through profits earned from delivering high quality services. AOL was founded in 1981 by Sri Sri Ravi Shankar as a not-for-profit, educational and humanitarian non-governmental organization engaged in stress-management and service initiatives. AOL offered stress-elimination programs, which included breathing techniques, meditation, and yoga that were intended to help individuals get rid of stress and

experience inner peace. Sumeru had developed a unique culture that combined corporate culture with the AOL principles of Seva, Satsang, Sadhana and smiling even in the face of adversity. The organizational culture was based on the AOL values of a stress-free mind. In line with the AOL principles, the four pillars of Sumeru culture were ethics, caring, sharing, and trust. It purported to follow a peaceful yet aggressive way of doing business called "Serene Dynamism". Sumeru tried to balance happiness, productivity, and profitability. Harish Ramachandran, CEO of Sumeru Software Solutions, had created an enterprise that was different from other IT organizations. He was wondering how he would sustain the culture of the organization and make Sumeru a high performance company over the next 10 years as it expanded its business and hired new employees.

V-M Leading Journal Publications

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

V-M1 Authors: **Mukta Kulkarni** and Mark L Lengnick-Hall

Title: Socialization of People with Disabilities in the Workplace

Journal Name: *Human Resource Management*

Abstract: Socialization has crucial outcomes for both the employee and the employer. Through an exploratory qualitative study conducted in India, we examined how people with disabilities (PWD) viewed various aspects of their socialization process. Specifically, we looked at the role of coworkers, supervisors, organizational practices, and employee proactive behaviors in influencing organizational integration. We found that integration was most influenced by coworkers and supervisors. Organizational practices and employee proactive behaviors were less important. Respondent's gender and tenure also influenced certain findings. Specifically, PWD with less tenure sought and accepted more help from coworkers and supervisors. Further, more men with disabilities than women with disabilities indicated that they were proactive in terms of obtaining training to make themselves employable, and more men with disabilities indicated that having coworkers with a disability helped them during socialization. We discuss both theoretical and practical implications as well as future research directions based on our findings.

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

V-N Awards, Honors, and Achievements

- V-N1** Prof. Kanchan Mukherjee received the Hillel Einhorn New Investigator Award instituted by the Society for Judgment and Decision Making at a function held on November 7, 2011 as part of the SDJM Conference at Seattle, USA. His research paper on the theme entitled "A Dual System Model of Preferences under Risk" was published in the journal *Psychological Review* in January 2010 by the American Psychological Association (Vol. 117, 1, 243-255).
- V-N2** Prof. Mathew J Manimala received the award for "Best Professor in Human Resource Management" at the 2nd *Asia's Best B-School Awards* function held in Singapore on July 22, 2011.
- V-N3** Prof. Ramadhar Singh has been featured in a book entitled *Most Underappreciated: 50 Prominent Social Psychologists Describe Their Most Unloved Work*, edited by Prof. Robert M Arkin in 2011

V-O Doctoral Theses Completed by FPM Students during 2011–2012

Sl. No.	Name of the Student	Dissertation Title	Name of DAC Chairman
V-O1	Devi Vijay	Collective Action Frame and Organizational Field Emergence in the Context of Palliative Care in Kerala, India"	Prof. Mukta Kulkarni
V-O2	Deepali Sharma	Evolution of an Organizational Field and its Institutions: Study of Mobile Telephony in India 1990–2010	Prof. Abhoy K Ojha
V-O3	Srinivasan Tatachari	Dynamics of Multiple Social Identifications in Newcomers: Early Socialization Experiences in an Indian Information Technology Services Organizations	Prof. Abhoy K Ojha

V-P Papers Published in Journals and Book Review by FPM Students

Sl. No.	Name of the Author	Title of the Paper	Name of the Journal/Book	Publications Details
V-P1	Divya Upadhyay	Consideration in Organizations: Analysis of Bonds from HR Perspective	<i>Abhigyan</i>	Vol. 29(3), 2011, Pg: 43-51
V-P2	Divya Upadhyay	Organizational Forgetting: Comparison with Atkinson–Shiffrin Human Memory Model	<i>Asian Journal of Business Management Studies</i>	Vol. 2(2), 2011, Pg: 55-63
V-P3	Divya Upadhyay	Lighting A Lamp: Citizenship Behavior and Social Capital	<i>Prabandhan: Indian Journal of Management</i>	Vol. 4(11), 2011, Pg: 4-12
V-P4	Divya Upadhyay	Book Review – A Better Indian. A Better World by N R Narayana Murthy	<i>Vision</i> (Sage Publications)	Vol. 15(3), 2011, Pg: 285

V-Q Papers Presented in Conferences/Seminars by FPM Students

Sl. No.	Name of the Author	Title of the Paper	Details of the Conference/Seminar	Date
V-Q1	Caren Rodrigues and A Krishnamurthy	The Effects of Boundary Spanning Work on Organizational Identity in High-threat Contexts	14 th Biennial EAM Conference, Eastern Academy of Management and IIM Bangalore	June 26-30, 2011
V-Q2	Chandwani R, Devare D T, and Srinivasan V	Future Fit HR in Healthcare Sector: Issues and Challenges	NHRD National Conference, Bangalore	November 17-19, 2011
V-Q3	Chandwani R and Srinivasan V	The Concept of Mindfulness and its Organizational Implications	Indian Academy of Management (IAM), Bangalore	December 18-20, 2011
V-Q4	Devi Vijay	Emergence of an Organizational Field: A Study of the Palliative Care Field in Kerala, India	IIMB Management Review Doctoral Conference. Bangalore	November 11, 2011

V-R Seminars/Conferences Attended by FPM Students

Sl. No.	Name of the Student	Details of the Conference/Seminar	Date
V-R1	Caren Rodrigues	41 st St. Gallen Symposium Organizers of the Conference: International Students' Committee (ISC) at the University of St. Gallen, Switzerland	May 12-13, 2011
V-R2	Divya Upadhyay	Indian Academy of Management (IAM) Conference at IIM Bangalore	December 18-20, 2011

V-T Awards, Honors, and Achievements by FPM Students

- V-T1** Niharika Garud was the winner of Emerald/IAM Indian Management Research Fund Award 2010 in May 2011.
- V-T2** Niharika Garud was awarded DAAD Doctoral Fellowship by Government of Germany & University of Cologne during September–December 2011.

Productions and Operations Management (P&OM)

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

VI-A Research Projects

VI-A1 Strategic-level Decisions in Sourcing: Competitiveness of the Indian Auto Component Industry

Project Team: **Haritha Saranga**

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

Sponsor: EADS–SMI Chair

Status: Initiated in 2009

VI-B Articles in Academic Journals

VI-B1 Downer, Sean R; Sethuraman, Kannan and **Tirupati, Devanath**, (2011), "Factors Affecting Outpatient Non-Attendance in an Australian Children's Hospital", *The Medical Journal of Australia*, Vol. 195(7), Pg: 383.

VI-B2 Garg, Shashank; **Sundar, D Krishna** and Kumar, Ravikumar K (2012), "A Periodic Tabular Policy for Scheduling of a Single Stage Production-inventory System", *Computers and Industrial Engineering*, Vol. 62(1), Pg: 21-28.

VI-B3 Kusaba, Keiko; **Moser, Roger**; and Rodrigues, Alexandre Medeiros, (2011), "Low-cost Country Sourcing Competence: A Conceptual Framework and Empirical Analysis", *Journal of Supply Chain Management*, Vol. 47(4), Pg: 73-93.

VI-B4 **Moser, Roger**; Kern, Daniel; Wohlfarth, Sina and Hartmann, Evi, (2011), "Supply Network Configuration Benchmarking: Framework Development and Application in the Indian Automotive Industry", *Benchmarking: An International Journal*, Vol. 18(6), Pg: 783-801.

VI-B5 **Moser, Roger**; Migge, Thorsten; Lockstorem, Martin and Neumann, Jessica, (June 2011), "Exploring Chinese Cultural Standards through the Lens of German Managers: A Case Study Approach", *IIMB Management Review*, Vol. 23(2), Pg: 102-109.

VI-B6 Punniyamoorthy M, **Mahadevan B**; Kishore Shetty, Nanda and Lakshmi, Ganesan, (2011), "A Framework for Assessment of Brand Loyalty Scores for Commodities", *Journal of Targeting Measurement and Analysis for Marketing*, Vol. 19(3/4), Pg: 243-260.

VI-B7 **Tripathy, Anshuman**; and Eppinger, Steven D, (2011), "Organizing Global Product Development for Complex Engineered Systems", *IEEE Transactions on Engineering Management*, Vol. 58(3), Pg: 510-529.

VI-D Chapters in Books

- VI-D1** **Sundar D, Krishna** and Shashank Garg, (2010), "The Role of Mobile Computing and Communication Technologies in Mobile Governance", Pg: 298-319, in *Handbook of Research on Enterprise Systems*, edited by Elliot Bendoly, Sanjay Kumar and Jose Esteves, New Delhi, SAGE Publications.

VI-E Working Papers

- VI-E1** Ananth Iyer, Peter Koudal, **Haritha Saranga** and Sridhar Seshadri, "Indian Manufacturing – Strategic and Operational Decisions and Business Performance", *IIMB Working Paper Series*, No: 338, June 2011.
- VI-E2** Ananth Iyer, **Haritha Saranga** and Sridhar Seshadri, "Effect of QMS and TQM on Productivity before and after: Empirical Evidence from the Indian Auto Component Industry" *IIMB Working Paper Series*, No: 339, June 2011.
- VI-E3** **Haritha Saranga** and Judith Beine, "Innovative Resources and Capabilities in Emerging Economies – Their Impact on Firm Performance", *IIMB Working Paper Series*, No: 354, September 2011.
- VI-E4** Sanjeev Swami and **Janat Shah**, "Channel Coordination in Green Supply Chain Management: The Case of Package Size and Shelf-Space Allocation", *IIMB Working Paper Series*, No: 348, July 2011.
- VI-E5** Sanjeev Swami and **Janat Shah**, "Improving Quality of Development: Perspectives from Operations Management", *IIMB Working Paper Series*: No: 349, July 2011.
- VI-E6** **Siddharth Mahajan** and Omkar D Palsule-Desai, "Value of Information in a Serial Supply Chain under a Nonstationary Demand Process", *IIMB Working Paper Series*, No: 341, June 2011.
- VI-E7** Uma Kausik and **B Mahadevan**, "Strategic Sourcing: Trends and Emerging Issues for Research", *IIMB Working Paper Series*, No: 335, April 2011.

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

- VI-F1** **Mahadevan B**, "Trends and Implications for SMEs", Pg: 24-25, *eCargolog*, July 2011.
- VI-F2** **Mahadevan B**, "Yajna: The Cardinal Principle of Sustainability", Pg: 6-17, Vol. 9(7), *Sadgur's Blessings*, March 2012.
- VI-F3** **Mahadevan B**, "The Value of Mutual Dependence", Pg: 16-17, Vol. 9(6), *Sadgur's Blessings*, February 2012.
- VI-F4** **Mahadevan B**, "Measuring Progress in One's Life", Pg: 16-17, Vol. 9(5), *Sadgur's Blessings*, January 2012.
- VI-F5** **Mahadevan B**, "Developing a Right Perspective of Life", Pg: 14-15, Vol. 9(4), *Sadgur's Blessings*, December 2011.
- VI-F6** **Mahadevan B**, "Avoid Being a Victim of Situations", Pg: 13, Vol. 9(3), *Sadgur's Blessings*, November 2011.
- VI-F7** **Mahadevan B**, "Breaking the Connection between Work and Stress", Pg: 16-17, Vol. 9(2), *Sadgur's Blessings*, October 2011.

- VI-F8 Mahadevan B**, "Managing Stress in our Daily Life", Pg: 22-23, Vol. 9(1), *Sadgur's Blessings*, September 2011.

VI-H Articles in Conference Proceedings

- VI-H1 Sundar, D Krishna** and Garg, Shashank, "Optimal Selection of Suppliers in a Supply Chain Network with Multiple Bidders for Each Stage", *22nd Annual Conference of the Productions and Operations Management Society (POMS) 2011*, Reno, Nevada USA, April 29-May 2, 2011, (www.poms.org), ISBN: 978-0-615-46993-5.
- VI-H2 Sundar, D Krishna**; Kumari Choudhary, Nutan and Jhal, Shalini, "Impact of Counterfeiting on Efficient Supply Chain Management and Avoidance Mechanisms", *22nd Annual Conference of the Productions and Operations Management Society (POMS) 2011*, Reno, Nevada USA, April 29-May 2, 2011, (www.poms.org), ISBN: 978-0-615-46993-5.
- VI-H3 Sundar, D Krishna**; Wentzel, John P; Wentzel, Jeanette M and Yadavalli, Sarma, "Drivers of e-Commerce/E-Business Success: Constructs, Antecedents & Moderators in Adoption of Technology enabled Products & Services", *41st International Conference on Computers & Industrial Engineering*, October 23-25, 2011, Los Angeles, ISSN 2164-8670 (CD-ROM), ISSN 2164-8689 (Online).
- VI-H4 Sundar, D Krishna**; Dewar, Nichola J and Yadavalli, Sarma, "Social Networks, Banking Supply Chain And Financial Inclusion in South Africa: A Frame Work", *41st International Conference on Computers & Industrial Engineering*, October 23-25, 2011, Los Angeles, ISSN 2164-8670 (CD-ROM), ISSN 2164-8689 (Online).

VI-J Invited Seminars/Colloquia

- VI-J1 Tripathy, Anshuman**, "Managing Complex Systems", CSITM, IIM Bangalore, March 24, 2012.
- VI-J2 Tripathy, Anshuman**, "Structuring Work Distribution for Global Product Development Organizations", Center for Product Design and Management, IISc, Bangalore, March 22, 2012.

VI-K IIMB Case Studies Published by Harvard Business Publishing

- VI-K1** Title: **INFOSYS BPO**
- Authors: **Janat Shah, L S Murty**, Rakesh Kumar, Roshan Agarwal, and Tuhin Chatterjee
- Summary: Infosys BPO, a 350-million USD BPO firm, is preparing a bid for a new customer engagement. In the process, it has to consider various issues such as resource planning, productivity improvement, pricing model, quality management, and human resource management. The case provides scope for carving a strategic growth path for the firm. The case aims to introduce BPO operations system; determine resource requirement; explore productivity improvement methods; design pricing model, and develop an operation strategy.

VI-K2 Title: Indcoserve: Stirring Up

Authors: Seema Gupta and Mahadevan B

Summary: Agricultural commodities often are characterized by two aspects, viz., seasonality, and shelf life of the produce. Further, in countries such as India, there are significant public policy dimensions (governmental regulation on pricing and markets, etc.) that critically influence production, distribution, and marketing of several agricultural commodities. Furthermore, unlike their counterparts in manufacturing, agricultural commodity supply chains typically are not well-organized in such countries. Therefore, prevalence of cooperatives as an organization structure for managing several supply chain activities is also a common feature. This case has contextually been set under these conditions and it deals primarily with the issue of marketing of tea. In addition to the above-mentioned issues pertaining to marketing of agricultural commodities, tea poses unique challenges arising out of numerous varieties/grades. Owing to several of these aspects, understanding the factors that influence profitability of a firm engaged in procurement, production, marketing and brand creation of tea makes an interesting study for a student of management.

VI-N Awards, Honors, and Achievements

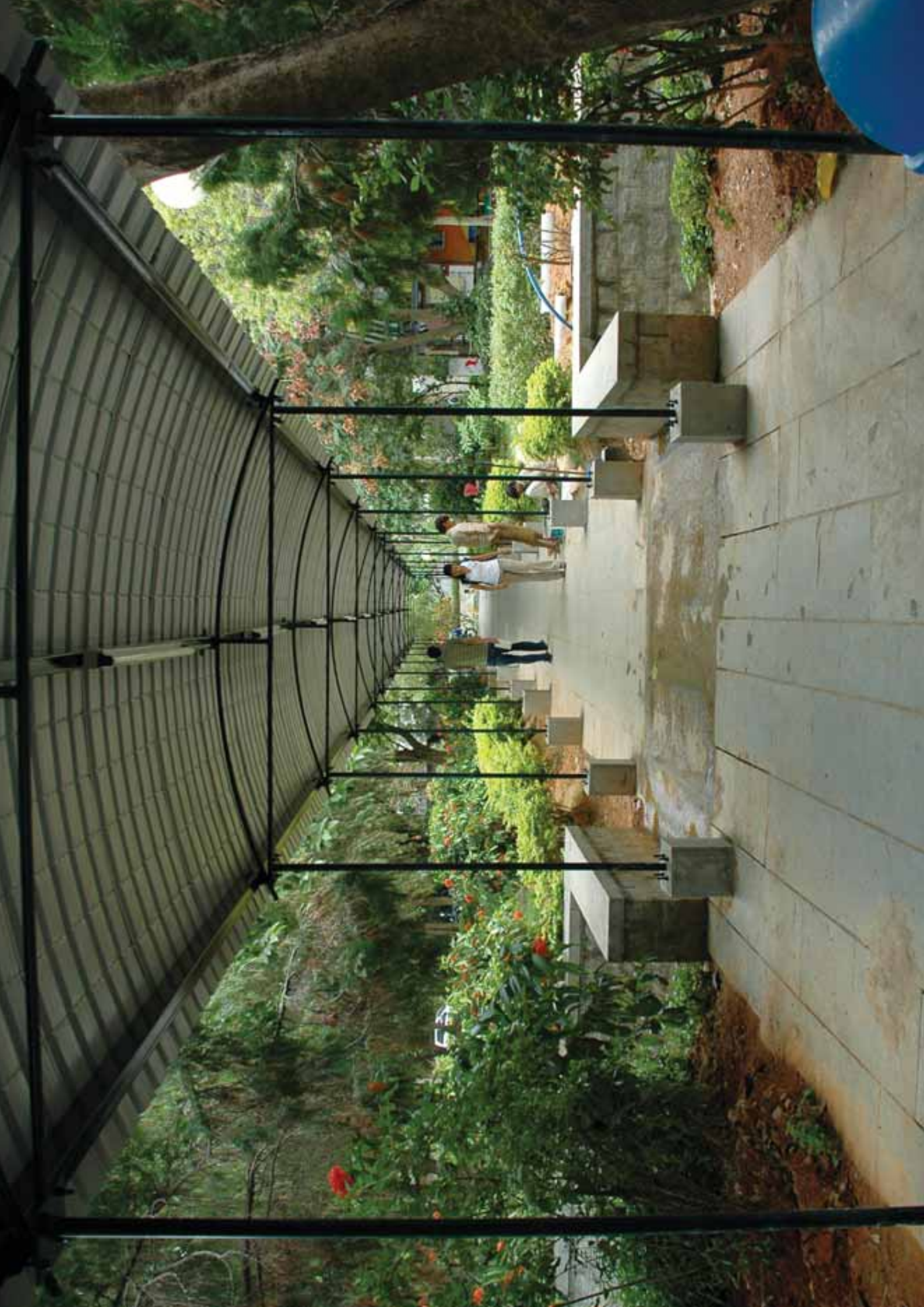
VI-N1 The case study “Indcoserve: Stirring Up” by **Prof. Seema Gupta** and **Prof. B Mahadevan** was ranked #1 in the ISB-IVEY Case Competition, 2011.

VI-O Doctoral Theses Completed by FPM Students during 2011–2012

Sl. No.	Name of the Student	Dissertation Title	Name of DAC Chairman
VI-O1	Mahesh M V	Supply Chain Disruption Risk Response Strategies: A Contingency Theoretic Framework	Prof. L S Murty
VI-O2	S Naveen	Counterfeiting in Supply Chains. An Evaluation of Supply Chain Contracts	Prof. Janat Shah
VI-O3	Debabrata Ghosh	Analysing the Impact of Green Initiatives on Firms and Supply Chains under Green Sensitive Consumer Demand	Prof. Janat Shah

VI-Q Papers Presented in Conferences/Seminars by FPM Students

Sl. No.	Name of the Author	Title of the Paper	Details of the Conference/Seminar	Date
VI-Q1	Vinay Kumar Kalakabandi	Behavioral Impact of Workflow Policies on Productivity of Production Lines	15 th Annual International Conference of the Society of Operations Management (SOM 2011), IIM Calcutta	December 16–18, 2011



Quantitative Methods and Information Systems (QM&IS)

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

VII-A Research Projects

VII-A1 Management of Performance-based Logistics Contracts for Defence Procurement

Project Team: **U Dinesh Kumar**

Summary: Acquisition of weapon systems is a challenging task since it involves capturing of the operational performance of weapon systems over several decades at the acquisition stage with limited data obtained during user trials. It is difficult to measure the operational performance metrics of complex weapon systems even in the presence of sufficient data due to its mathematical complexity. The operational effectiveness of a weapon system depends on design factors such as reliability, maintainability, supportability, and the total cost of ownership. Developing mathematical models for predicting reliability, maintainability, and supportability of a system involves modeling time-to-failure (TTF), time-to-maintain (TTM) and time-to-support (TTS) random variables and estimation of corresponding parameters of these random variables for all line replaceable units (LRUs) of the system. Depending on the complexity of the weapon system, the number of LRUs in the system can be as high as several hundreds. The user has to model TTF, TTM, and TTS random variables of all the LRUs to accurately predict system reliability, maintainability, and supportability.

Sponsor: IIM Bangalore

Status: Initiated in 2011

VII-A2 A Unified Joint Modeling of Multivariate Longitudinal Measurement and Time to Event Data Using a Bayesian Approach

Project Team: **Pulak Ghosh**

Summary: Longitudinal data arise when individuals are followed over time. In reliability analysis, biostatistics and econometrics longitudinal data may simultaneously include repeated measurements, an observation on a possibly censored time to a certain event, such as death, development of a disease or dropout from the study, and additional covariate information collected on each participant. It is of scientific interest to correlate these important events.

Sponsor: Department of Science and Technology, GOI

Status: Initiated in 2012

VII-A3 Bayesian Approach to Monetary Transmission Policy of India

Project Team: **Pulak Ghosh**

Summary: Monetary policy affects the economy. It is essential to evaluate what the stance of monetary policy is at a particular point in time. Even, if RBI's policy instrument

is low, monetary policy may well be restrictive because of the effects of monetary policy on other asset prices and quantities. The primary objective of this proposal is to analyze and examine the monetary transmission policy mechanism in India.

Sponsor: Reserve Bank of India

Status: Initiated in 2012

VII-A4 IT for Improving Public Health Systems in Rural Karnataka

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

Summary: The objectives of the study are:

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

Sponsor: DFID/British Council

Status: Completed in 2012

VII-A5 Improving Effectiveness of Public Health Information Systems

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

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

Sponsor: Centre for Software & Information Technology Management, IIMB

Status: Completed in 2012

VII-A6 ICT and the Environment Movement: Indian Context

Project Team: **Rahul De'**

Summary: This research is part of the emergent effort to understand the role of ICT in new social movements. It hopes to fill in the gaps in terms of empirical evidence of how Asian social movements are utilizing ICT to promote their causes. It also seeks to explore how ICT has changed their methods of social movements, and if these shifts have also altered the landscape of advocacy and political participation in the countries to be studied.

Sponsor: International Development Research Centre

Status: Initiated in 2011

VII-A7 Analysis of Player Auctions in IPL

Project Team: **Shubhabrata Das**

Summary: The primary objective of this study is to conceptualize notions of desirability and optimality of the IPL auctions by including important considerations of the current system and then derive a suitable design that is optimal or near-optimal in that criterion. The design will take into consideration the existing game-theoretic models and equilibrium strategies expected to be adopted by the participating franchises.

Sponsor: DST, SCM, EADS-SMI, SAP

Status: Initiated in 2012

VII-B Articles in Academic Journals

VII-B1 **Bhattacharyya, Malay** and Madhav R, Siddarth, (2012), "A Comparison of VaR Estimation Procedures for Leptokurtic Equity Index Returns", *Journal of Mathematical Finance*, Vol. 2, Pg: 13-30.

VII-B2 **Das, Shubhabrata** and Kratz, Marie (2011), "Alarm System for Insurance Companies: A Strategy for Capital Allocation", *Insurance: Mathematics and Economics*, Vol. 51, Pg: 53-65.

VII-B3 **Ghosh, Pulak**; Nathoo, Farouk; Gonen, Mithat and Tiwari, Ram C, (2011), "Assessing Non-inferiority in a Three-arm Trial Using the Bayesian Approach", *Statistics in Medicine*, Vol. 30(15), Pg: 1795-1808.

VII-B4 Harikumar, Laxmi and **Nagadevara V** (2012), "Analytics: A Competitive Edge for a Retail Portal", *Journal of the Academy of Business and Economics*, Vol. 12(1), Pg: 43-48.

VII-B5 Jha P C; Arora, Ritu and **U Dinesh Kumar**, (2011), "A Fuzzy Approach for Component Selection amongst Different Versions of Alternatives for a Fault Tolerant Modular Software System under Recovery Block Scheme Incorporating Build-or-buy Strategy", *American Journal of Operations Research*, Vol. 1(4), Pg: 249-258.

- VII-B6** Nagadevara V, (2011), "Buyer Behavior in Online Retail Operations in Apparel Stores", *Review of Business Research*, Vol. 11(4), Pg: 106-111.
- VII-B7** Nagadevara V, (2012), "Project Success Factors and Inter-sectoral Differences", *Review of Business Research*, Vol. 12(1), Pg: 43-48.
- VII-B8** Park, Young-Hoon; Park, Chang Hee and Ghosh, Pulak, (2011), "Modelling Member Behavior in On-line User-generated Content Sites: A Semiparametric Bayesian Approach", *Journal of the Royal Statistical Society: Series A Statistics in Society*, Vol. 174(4), Pg: 1051-1069.
- VII-B9** Ransbotham Sam; Murthy, Ishwar; Mitra Sabyasachi and Narasimhan Sridhar (2011), "Sequential Grid Computing: Models and Computational Experiment", *INFORMS Journal of Computing*, Vol. 23(2), Pg: 174-188.
- VII-B10** Tu, Wanzhu; Ghosh, Pulak and Katz, Barry P (2011), "A Stochastic Model for Assessing *Chlamydia trachomatis* Transmission Risk by Using Longitudinal Observational Data", *Journal of the Royal Statistical Society: Series A Statistics in Society*, Vol. 174(4), Pg: 975-989.

VII-C Books

Rahul De'

MIS: Managing Information Systems in Business, Government and Society

Wiley India, 2012

The central viewpoint of this book informs the discussions on information technology and information systems, their use and management and their role in organizations. Most of the examples in the book are drawn from case studies in an Indian context. With an emphasis on networking and telecommunications technology – both wired and wireless – this book lays the foundation for understanding the future of information systems and the manner in which they are shaping the world around us. This textbook on Management Information Systems (MIS) has 16 chapters organized under three broad themes – MIS and Organizations, Fundamentals of IT, and Social Aspects of IS – including separate chapters on important and emerging topics on IT, such as open source software, social networks, ICT for development, and e-governance.



VII-E Working Papers

- VII-E1** Arnab Mukherji, Satrajit Roychowdhury and Pulak Ghosh, "Estimating Healthcare Demand for an Aging Population: A Flexible and Robust Bayesian Joint Model", *IIMB Working Paper Series*, No: 357, December 2011.
- VII-E2** Karthik Sriram, Peng Shi and Pulak Ghosh, "A Bayesian Semiparametric Quantile Regression Model for Longitudinal Data with Application to Insurance", *IIMB Working Paper Series*, No: 355, December 2011.
- VII-E3** Karthik Sriram, R V Ramamoorthi and Pulak Ghosh, "Posterior Consistency of Bayesian Quantile Regression under a MIS-specified Likelihood Based on Asymmetric Laplace Density", *IIMB Working Paper Series*, No: 340, June 2011.

VII-E4 Karthik Sriram, R V Ramamoorthi and **Pulak Ghosh**, "Simultaneous Bayesian Quantile Regression using a Pseudo-likelihood based on Asymmetric Laplace Density", *IIMB Working Paper Series*, No: 359, March 2012.

VII-E5 **Shubhabrata Das**, "On Generalized Geometric Distributions: Application to Modeling Scores in Cricket and Improved Estimation of Batting Average in Light of Not-out Innings", *IIMB Working Paper Series*, No: 356, December 2011.

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

VII-F1 **Kumar, S Ramesh** and **Shekar B**, "Embedding Emotional Appeals", *The Hindu Businessline*, October 20, 2011.

VII-F2 **Venkatagiri, Shankar**, "Bridging Gaps", Pg: 42-45, *Edu Tech*, February 2012.

VII-F3 **Venkatagiri, Shankar**, "The Learning Community", Pg: 38-43, *Edu Tech*, March 2012.

VII-H Articles in Conference Proceedings

VII-H1 **Bandi, Rajendra**; Anand Rao, Ravi and Gunupudi, Laxmi, "State of the Academic Field of IS in India", *Proceedings of the International Conference on Information Technology, Systems and Management*, IIM Kozhikode, December 17-18, 2011, Pg: 88-94.

VII-H2 **De', Rahul** and Singh J B, "Scarcity, Exit, Voice and Violence: The State Seen through E-Government", in *EGOV'11 Proceedings of the 10th IFIP WG 8.5 International Conference on Electronic Government*, Delft, The Netherlands, August 28–September 2, 2011, published in *Lecture Notes in Computer Science*, Springer-Verlag, Vol. 6846, 2011, Pg: 273-284.

VII-H3 **De', Rahul** and Hatakka M, Development, Capabilities and Technology – An Evaluative Framework, in the *Proceedings of the 11th International Conference on Social Implications of Computers in Developing Countries*, IFIP WG 9.4, Kathmandu, Nepal, May 22-25, 2011, Pg: 75-86.

VII-H4 **Shankar, Venkatagiri**, "Teach Project Management, Pack an Agile Punch", *Proceedings of 24th IEEE-CS Conference on Software Engineering Education & Training*, Honolulu, USA, May 22-24, 2011, Pg: 351-355.

VII-H5 **Shekar B** and Bagchi, Shomit, "A Framework for Creativity-oriented Autonomy Based on Online Social Networks" in the *3rd International Conference on Advanced Cognitive Technologies and Applications (Cognitive 2011)*, Rome, Italy, September 25-30, 2011, Pg: 136-141.

VII-H6 **Nagadevara V**, "Hybrid Methodology for Evolving Strategies to Improve the Relative Efficiencies in Banking Sector", in the *Proceedings of the 12th International Conference of the Society for Global Business and Economic Development*, Singapore, July 21-23, 2011, Pg: 1034-1041.

VII-H7 **Prabhakar, A K**, **Sherrif, F S** and **Nagadevara V**, "Relative Efficiency of Banks in India – Evaluation and Policies for Improvement", in the *Proceedings of the 9th AIMS International Conference on Management, Foundation for Liberal And Management Education*, Pune, India, January 1-4, 2012, Pg: 24-37.

VII-I Seminar/Conference/Workshop Presentations

- VII-I-1** Das, Shubhabrata "Two Sample Inference about Men, Variance and Proportion Using Imprecise Data", *4th International Conference of the ERCIM and 5th CSDA Computational and Financial Econometrics (CFE'11)*, London, UK, December 17-19, 2011.
- VII-I-2** De', Rahul, "FOSS in the New Economy", *FOSSK4: Fourth International FOSS Conference*, Kerala, Trivandrum, December 27-29, 2011.
- VII-I-3** De', Rahul and Gunupudi L, "Role of AMIS in Resolving Information Asymmetries in Agricultural Markets: Guidelines for AMIS Design", *CPRsouth6 workshop on Communication Reform: From Research to Practice*, Chulalongkorn University, Bangkok, Thailand, December 9-10, 2011.
- VII-I-4** Madhavi John, Nagadevara V and Damodaran A, "A Study of Effectiveness of Touch-screen Kiosks at Railway Stations", *11th South Asian Management Federation*, Nepal Administrative Staff College, Kathmandu, Nepal, May 16-17, 2011.
- VII-I-5** Nagadevara V, "Project Success Factors and Organizational Structure", *Research and Academic Conference on Project Management*, PMI India, NICMAR, Pune, December 9-10, 2011.

VII-J Invited Seminars/Colloquia

- VII-J1** Bandi, Rajendra, Panelist on "What CEOs and the Board Expects from CIO and the IT Head", *CIO Strategy Summit* organized by Silicon India, Bangalore, September 23, 2011.
- VII-J2** Das, Shubhabrata, "Constrained Multivariate Methods: Principle, Solutions and Applications", University of Birmingham, May 14, 2011.
- VII-J3** Das, Shubhabrata, "Fuzziness in Human Response Due to Scale, Respondent or Attribute", University of New Castle, May 24, 2011.
- VII-J4** Das, Shubhabrata, "Discrete Optimization Problems with Random Elements", University of Southampton, May 19, 2011.
- VII-J5** Das, Shubhabrata, "On Few Measurement Problems in Sports", ESSEC Business School, April 20, 2011.
- VII-J6** Das, Shubhabrata, "Fuzziness in Human Response Due to Scale, Respondent or Attribute", University of Durham, May 25, 2011.
- VII-J7** De', Rahul, "Information Systems in Developing Countries: Issues of Design, Evaluation and Context", at the 'Summer School 2011 – *Research Frontiers in Computing*,' National University of Singapore, June 9, 2011.
- VII-J8** De', Rahul, "Doing Research", at School of Business, Alliance University, Bangalore, August 18, 2011.
- VII-J9** De', Rahul, Panel discussion on "The Diffusion of Research Results in the Age of Web 2.0 at the IFIP WG 8.6" Conference Hamburg (Germany), September 22-24, 2011.

- VII-J10 De', Rahul**, Presentation at Seminar on "Global Initiatives on Connecting the Unconnected: Myth and Reality", Örebro University, Sweden, November 11, 2011.
- VII-J11 De', Rahul**, "The Landscape of ICT4D and the Potential for the 9.4 Group – A Discussion," at the *11th International Conference on Social Implications of Computers in Developing Countries*, IFIP WG 9.4, Kathmandu, Nepal, May 22-25, 2011.
- VII-J12 Ghosh, Pulak**, "Bayesian Approach to Quantile Regression with an Application to Insurance Cost Data" City University of Hong-Kong, May 2011.
- VII-J13 Venkatagiri, Shankar**, "More Effective E-learning Design", MIT Enterprise Forum, TERI Bangalore, April 20, 2011.

VII-K IIMB Case Studies Distributed by Harvard Business Publishing

- VII-K1 Title:** Supply Chain Optimization at Madurai Aavin Milk Dairy
- Authors:** P Arun Pandian, S P Nachiappan, and **U Dinesh Kumar**
- Summary:** The Madurai District Cooperative Milk Producers' Union Ltd., also known as Madurai Aavin Milk Dairy (MAMD), has been one of the largest dairies in the southern part of Tamil Nadu, India. One of the major activities in the MAMD's supply chain was the procurement of milk from the farmers and also to provide necessary technical input facility to them. The procurement was carried out by forming village-level milk producers' cooperative societies (MPCS). The supply of raw milk from the farmers around Madurai to Aavin is decreasing, whereas the demand is increasing. Several strategies are explored by Aavin to meet the demand for its main product, "premium milk". Aavin faces two challenges: (1) Forecasting the demand for premium milk and (2) Meeting the demand in an optimal manner that would maximize its profit. The primary objectives of this case are to discuss the use of mathematical techniques to analyze and optimize supply chain with perishable products. Learning objectives are: (1) To forecast the future demand for a product (premium milk in this case) using regression and forecasting techniques. (2) Understand the presence of seasonality in the data and use techniques to deseasonalize the data. (3) Use mixed integer linear programming to formulate the milk supply problem to optimize profit. (4) Learn to analyze the impact of changes in demand and milk procurement options

VII-L IIMB Case Studies Published by IVEY Publishing

- VII-L1 Title:** Mercedes-Benz India
- Authors:** Nicole R D Haggerty, **Shankar Venkatagiri**, and Ramasastry Chandrasekhar
- Summary:** In December 2007, the management of Mercedes-Benz India (MBI), a fully owned subsidiary of Daimler AG, the 12th largest automobile manufacturer in the world, decided to relocate to a new facility near Pune in western India. In overseeing the installation of information technology (IT) infrastructure at the new premises,

the company's chief information officer (CIO) is dealing with some managerial choices, pertaining to IT architecture, IT tools, and IT skill-sets of the company. Each choice involves several trade-offs. The CIO's decision on each will have a major effect on the revenues, margins, and competitive positioning of MBI in the Indian automotive industry.

VII-L2 Title: Mudra Communications

Authors: Nicole R D Haggerty, **Shankar Venkatagiri**, and Ramasastry Chandrasekhar

Summary: In 2006, Mudra Communications (Mudra), the third largest advertising agency in India, was in the middle of an organizational transformation in which information technology (IT) was seen by the top management as an enabler. The IT set-up itself was witnessing a transition at Mudra from manual systems to an Enterprise System (ES), which has been developed internally by the eight-member IT team led by Executive Vice President (Technology) Sebastian Joseph. As he gets ready to implement the first module of ES, known as Mudra Business Operations Support System (mboss) covering 70% of the activities of the agency, Joseph is facing some managerial dilemmas related to planning the roll-out, training the end-users and managing the change that the new system will bring to the agency. He is also making a choice between outsourcing the ES architecture and owning it and between outsourcing the development of the remaining seven modules and developing them internally, as before.

VII-M Leading Journal Publications

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

VII-M1 Authors: Young-Hoon Park, Change Hee Park, and **Pulak Ghosh**

Title: Modelling Member Behavior in On-line User-generated Content Sites: A Semiparametric Bayesian Approach

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

Abstract: We develop a model to understand and describe the inherent behaviors and interactions of members over time through the medium of user-generated content (UGC) in an on-line community. As the behavioral event counts of generating and accessing UGC by an online user serve as two most important metrics to judge the success of online communities, we propose a bivariate zero-inflated Poisson model to model simultaneously the daily counts of the two main UGC-related activities. In particular, we consider interdependences of the repeatedly measured behavioral events within members, model the dependence of the current event counts on the past event counts and explore the probable non-linear effects of time at the individual level. Furthermore, we incorporate interactions between members by constructing a set of individual-specific time

varying measures in an integrated modeling framework. In our empirical applications, we examine key behavioral determinants influencing member behaviors in the UGC site. As part of our substantive contribution, we highlight the model's ability to make accurate predictions about the evolution of the on-line community.

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

VII-M2 Authors: Wanzhu Tu, **Pulak Ghosh**, and Barry P Katz

Title: A Stochastic Model for Assessing *Chlamydia trachomatis* Transmission Risk by Using Longitudinal Observational Data

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

Abstract: Bacterium *Chlamydia trachomatis* causes genital chlamydia infection. Yet, little is known about the efficiency of transmission of this organism. Ethical constraint against exposing healthy subjects to infected partners precludes the possibility of quantifying the risk of transmission through controlled experiments. This research proposes an alternative strategy that relies on observational data. Specifically, we present a stochastic model that treats longitudinally observed states of infection in a group of young women as a Markov process. The model proposed explicitly accommodates the parameters of *Chlamydia trachomatis* transmission, including per-encounter sexually transmitted infection acquisition risks, with and without condom protection, and the probability of antibiotic treatment failure. The male-to-female transmission probability of *Chlamydia trachomatis* is then estimated by combining the per-encounter disease acquisition risk and the organism's prevalence in the male partner population. The model proposed is fitted in a Bayesian computational framework.

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

VII-M3 Authors: Sam Ransbotham; **Ishwar Murthy**; Sabyasachi Mitra, and Sridhar Narasimhan

Title: Sequential Grid Computing: Models and Computational Experiments

Journal Name: *INFORMS Journal of Computing*

Abstract: Through recent technical advances, multiple resources can be connected to provide a computing grid for processing computationally intensive applications.

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

- Listings:
- *Listed as B in ABDC (Australian Business Deans Council)*
 - *Listed as 3 in ABS (Association of Business Schools, UK)*
 - *Listed as 1 in ESS ((ESSEC Business School of Paris)*
 - *Listed in NUS as Tier 2-Leading (National University of Singapore)*

VII-N Awards, Honors, and Achievements

VII-N1 Prof. V Nagadevara was honored by the Project Management Institute (PMI) on December 9, 2011 at the Research and Academic Conference 2011 at NICMAR, Pune. He also received the PMI Distinguished Scholar Award for his noteworthy contribution to project management education training, research, and consultancy.

VII-N2 Prof. V Nagadevara was given the Best Paper Award and Best Editor Award at AIMS International Conference held from January 1-4, 2012 at Pune, India

VII-N3 Prof. Pulak Ghosh has received the Young Scientist Award in the Statistical Applications category for Year 2011 from the International Indian Statistical Association. The award ceremony was held on April 24, 2011 at Raleigh, North Carolina, USA.

VII-O Doctoral Theses Completed by FPM Students during 2011–2012

Sl. No.	Name of the Student	Dissertation Title	Name of DAC Chairman
VII-O1	Puneet Prakash Mathur	Analysing Capacity Investment Decisions in Decentralised Supply Chains	Prof. Janat Shah
VII-O2	Jang Bahadur Singh	Evaluating Information and Communication Technology (ICT) Projects: A Development Perspective	Prof. Rahul De'

VII-Q Papers Presented in Conferences/Seminars by FPM Students

Sl. No.	Name of the Author	Title of the Paper	Details of the Conference/Seminar	Date
VII-Q1	Avadhoot Jathar	Unobserved Heterogeneity in Learning Brand Quality: CCP Estimation Approach	11 th Consortium of Students in Management Research, COSMAR 2011, IISc Bangalore	October 21, 2011
VII-Q2	Karthik Sriram, Peng Shi, and Pulak Ghosh	A Bayesian Semiparametric Quantile Regression Model with Application to Insurance Company Costs Data	India Finance Conference 2011 jointly organized by IIM Bangalore and IIM Calcutta	December 21–23, 2011
VII-Q3	Sujay Kumar Mukhoti	Modelling Stock Market Jump Intensity Dynamics with Macroeconomic Surprises: A Robust Bayesian Approach	India Finance Conference, 2011, IIM Bangalore	December 21–23, 2011
VII-Q4	Majumdar A and Krishna S	Social Computing Implications for Technology Usage and Team Interactions in Virtual Teams	7 th International Conference on Collaborative Computing: Networking, Applications and Worksharing, Orlando, Florida, USA	October 15–18, 2011
VII-Q5	Majumdar A	Pilot Test Results of the Implications of Social Computing Technologies for Globally Distributed Teams	NeXGSD Workshop on Global Virtual Teams, Copenhagen Business School, Copenhagen, Denmark	February 22, 2012
VII-Q6	Majumdar A	Manager Perceptions on the Usage and Benefits of Social Media in Globally Distributed Teams	Doctoral Consortium of 4 th ACM International Conference on Intercultural Collaboration (ICIC 2012), IISc Bangalore, India	March 20–22, 2012

VII-T Awards, Achievements, and Recognitions for FPM students

- VII-T1** Karthik Sriram won the 'Best Paper Award' in *India Finance Conference 2011* at Bangalore, jointly organized by IIM Bangalore and IIM Calcutta during December 21-23, 2011. The title of the paper was "A Bayesian Semiparametric Quantile Regression Model with Application to Insurance Company Costs Data", which was co-authored by Peng Shi and Pulak Ghosh

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 include 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 In Her Name: Measuring the Gender Asset Gap a Pilot Study to Collect Sex-Disaggregated Asset Data in Ecuador, Ghana, and India

Project Team: **Hema Swaminathan**

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

Sponsor: MDG3 Fund, Dutch Government, Vanguard Charitable Endowment Program

Status: Initiated in 2009

VIII-A2 Malnutrition in Slums

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

Summary: Slums in our cities have become a regular feature of the urban landscape; NSSO estimates suggest that there were 52,000 slums in 2002 – notified and otherwise across the entire country in urban areas. People of vastly different economic and social background live together in the slums with poor infrastructure and little ability to cope with economic and other shocks such as adverse health events (illness, short duration or chronic, and even death). Interestingly, a number of research studies report that the correlation between incomes and staying in slums is nowhere near-perfect suggesting that households who live in slums may actually be well above conventional standards of poverty as measured by urban poverty lines. The research plan is to examine the relationship between economic status, residing in a slum and health outcomes. We have begun to look at multiple data sources such as the NFHS, DLHS, and IHDS to construct nationally representative estimates of costs of accessing healthcare in urban areas.

Sponsor: Ministry of Housing and Urban Poverty Alleviation, GOI

Status: Initiated in 2011

VIII-A3 Gender and Health Equity Project

Project Team: **Gita Sen**

Summary: An action-research project has been initiated in Koppal district of northern Karnataka to improve the functioning of the public health system with a particular focus on maternal mortality. The objective is also to generate high

quality publishable research to draw out lessons for policy and program practice. These objectives have been significantly met over the years.

Sponsor: International Development Research Centre

Status: Initiated in 2011

VIII-A4 Fostering Knowledge and Implementation Links

Project Team: **Gita Sen**

Summary: The “Fostering Knowledge-Implementation Links” is a unique and innovative project at the Centre for Public-Policy at IIMB in collaboration with the Department of Health and Family Welfare Services (DHFWS), Government of Karnataka, as part of the Karnataka Health System Development and Reform Project (KHSDRP). The project fosters partnerships between the academic and research community and the government and provides a forum where practitioners, researchers, policymakers, and development agencies can share knowledge and experiences on health and health system issues of policy relevance. The specific objectives are:

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

Sponsor: World Bank

Status: Initiated in 2011

VIII-A5 Legal and Institutional Perspective on Citizen Centric Urban Governance

Project Team: **Anil B Suraj**

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

services. Specific deliverables are based on the objectives of the study, which are to: *review* the relevant aspects of the constitutional framework, *propose* the legislative support required to enable autonomous contracting by the municipal government, and *suggest* an agenda to enable an empowered form of participatory urban governance.

Sponsor: Union Ministry of Urban Development, GOI

Status: Initiated in 2009

VIII-A6 Ramanagaram Urban Livelihoods Project

Project Team: **Rajalaxmi Kamath**

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

Sponsor: CPP, Women and Child Welfare Department, GOK

Status: Completed in 2012

VIII-A7 Case Study on School Intervention in Jayanagar

Project Team: **G Ramesh**

Summary: This study captures the initiative taken in Jayanagar by its MLA and some volunteers to provide additional coaching in evening hours to 10th class students preparing for final exam. It has made significant difference to their performance. This case brings out the coordinational issues and how these are resolved through voluntary mechanisms.

Sponsor: COE

Status: Completed in 2011

VIII-A8 Change Management in Forest

Project Team: **G Ramesh** and V Sucharita

Summary: This study captures the perception of change among the forest service officers as a case of how government servants perceive change. The study is then compared with the change management literature. We have conducted a survey of about 150 officers and it is being documented in a research paper. The findings have been discussed in the training programs of IFS officers.

Sponsor: IFS Phase V

Status: Completed in 2011

VIII-A9 State of City Finances

Project Team: **G Ramesh**

Summary: This paper seeks to study the finances of cities. It also seeks to develop a framework for analyzing city finances. Generally urban finances are equated with municipal finances. This paper tries to integrate municipal finances with other urban agencies such as water, power, transport, etc. and provide a consolidated financial statement.

Sponsor: COE

Status: Completed in 2011

VIII-A10 Urban Water Metabolism

Project Team: **Deepak Malghan**

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

Sponsor: Ministry of Urban Development, GOI

Status: Initiated in 2011

VIII-A11 Evaluation of SRCs in Patna

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

Summary: The project studied the organizational structure and functioning of the SRC during the last 3 years with respect to the mandate as per guidelines of NLMA. It critically examined the training programs conducted and materials produced during the last 3 years besides examining the managerial and academic capacities of SRC *vis-à-vis* their mandate. It examined whether grant-in-aid received from GOI is fully utilized for the purpose for which it was released. The

study also recommends appropriate measures for streamlining the functioning and strengthening of SRC.

Sponsor: Directorate of Adult Education, MHRD, New Delhi

Status: Completed in 2012

VIII-B Articles in Academic Journals

VIII-B1 P Ostlin; Sen, Gita *et al*, (2011), "Priorities for Search on Equity and Health: Towards an Equity-focused Health Research Agenda", *PLoS Medicine*, Vol. 8(11).

VIII-B2 Sen, Gita, (2012) "Universal Health Coverage in India: A Long and Winding Road", *Economic and Political Weekly*, Vol. XLVII(8), Pg: 45-52.

VIII-D Chapters in Books

VIII-D1 Sen, Gita and Ostlin, Pirooska, (2011), "Gender Inequity in Health" Pg: 59-87, in *Improving Equity in Health by Addressing Social Determinants*, Geneva, WHO.

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

VIII-G1 Sen, Gita; Reddy, K Srinath *et al*, "Report of the High level Expert Group on Universal Health Coverage", Report to the Planning Commission of India, Submitted in October 2011.

VIII-G2 Sen, Gita, "Engendering Social Security and Protection: The Case of Asia", Friedrich Ebert Stiftung, International Policy Analysis Series, August 2011.

VIII-G3 Swaminathan, Hema; Deere, Carmen Diana; Doss, Cheryl and Oduro, Abena, "The Gender Asset Gap in Ecuador, Ghana and Karnataka", The Gender Asset Gap Project, Policy Brief Series #1, Indian Institute of Management Bangalore, 2011.

VIII-G4 Swaminathan, Hema; Suchitra J Y and Lahoti, Rahul, "KHAS: Measuring the Gender Asset Gap", The Gender Asset Gap Project, Policy Brief Series #2, Indian Institute of Management Bangalore, 2011.

VIII-I Seminar/Conference/Workshop Presentations

VIII-I-1 Sen, Gita, "The Science, Art and Practice of Universal Coverage: Insights from India" Sub-Plenary organized by the World Bank, *Conference on Health System Reform in Asia*, University of Hong Kong, December 9-12, 2011.

VIII-I-2 Sen, Gita, "CCTs for Maternal Health – Towards a Gendered Analysis of India's JSY Program", Sub-Plenary on Gender Impacts, *Conference on Health System Reform in Asia*, University of Hong Kong, December 9-12, 2011.

VIII-I-3 Sen, Gita, "Targeted Insurance Versus Universal Health Coverage: Recent Experiences with Health Insurance in India", *Conference on Health System Reform in Asia*, University of Hong Kong, December 9-12, 2011.

- VIII-I-4 Sen, Gita**, Plenary Session 2: "Evaluation of Health System Reforms as a Response to Societal Transition in Asia", *Conference on Health System Reform in Asia*, University of Hong Kong, December 9-12, 2011.
- VIII-I-5 Sen, Gita**, "Towards Universal Health Coverage: Key Issues for Health Financing from the HLEG Report", at the *National Consultation on the Kerala Health Financing Strategy: Vision, Goals and Design*, Health Systems Research India Initiative (HSRII) & Health Economics Association of India (HEAI), Thiruvananthapuram, January 5, 2012.
- VIII-I-6 Sen, Gita**, "Gender-based Sex Selective Abortion: Key Issues for Action", *International Conference on the Millennium Development Goals Related to Reproductive Health: Status, Challenges and Future Directions*, Mumbai, March 18-21, 2012.
- VIII-I-7 Swaminathan, Hema**; Suchitra J Y and Lahoti R, "Property Status and Inter-spousal Dynamics in Decision-making in Karnataka", *Allied Social Sciences Association Conference*, Chicago, USA, January 6-8, 2012.
- VIII-I-8 Swaminathan, Hema**; Suchitra J Y and Lahoti R, "Individual Asset Holding Patterns: District-level Estimates from Karnataka", *XXI Annual Conference on Contemporary Issues in Development Economics*, Jadavpur University, Kolkata; December 19-21, 2011.
- VIII-I-9 Swaminathan, Hema**; H Grown Caren and Hillesland M, "Property Rights and Household Income Diversification in Rural Malawi", *Eastern Economic Association Annual Conference*, New York City, USA, February 25-27, 2011.

VIII-J Invited Seminars/Colloquia

- VIII-J1 Mukherji, Arnab** and Mukherji, Anjan, "Bihar: What Went Wrong? And, What Changed?", Columbia University and National Institute of Public Finance and Policy Workshop on *State Level Policy Studies*. National Institute of Public Finance and Policy, New Delhi, October 1, 2011
- VIII-J2 Sen, Gita** "Intellectuals and Intellect Workers: The Role of the Educator in Today's Fierce World", Keynote Address at the *VIII World Assembly of the International Council for Adult Education (ICAE)*, Malmo, Sweden, June 16-19, 2011.
- VIII-J3 Sen, Gita**, "Social Protection in Asia: Which Way Forward?", Closing Plenary Speech at the *20th IAFFE Annual Conference on Feminist Economics*, Hangzhou, China, June 24-26, 2011.
- VIII-J4 Sen, Gita**, "Advancing SRHR in Difficult Times" Keynote Address at the South Asian Parliamentarians", Workshop on *Engaging Parliamentarians in Developing Reproductive Health and Rights Platforms in the South Asia Region*, IPPF-AFPPD, Phuket, September 24-25, 2011.
- VIII-J5 Sen, Gita**, "Future Perspectives on SRHR in Development Cooperation", Opening Plenary at the *Euro NGOs 2011 Conference*, Warsaw, October 13, 2011
- VIII-J6 Sen, Gita**, "Economic Reforms and the Health System Agenda: Intersecting Challenges", Opening Plenary at the *Conference on Knowledge-Evidence-Action: Striving Towards Better Health Outcomes*, IHEPA, Institute of Economic Growth, Delhi, November 18-19, 2011.

- VIII-J7 Sen, Gita**, "The UN Development Agenda Beyond 2015/ICPD Beyond 2014 – the Global Context", Opening Plenary at the *UNFPA Civil Society Stakeholder Group Consultations*, Istanbul, December 9-10, 2011.
- VIII-J8 Sen, Gita**, "Population Policies in 21st Century India: Realizing the Promise of Human Rights", *The 10th Annual Dr. C. Chandrasekaran Memorial Lecture*, International Institute for Population Sciences, (IIPS) Mumbai, March 21, 2012.
- VIII-J9 Sen, Gita**, "No Health without Rights: The Long March to Sexual Health", World Health Organisation, Geneva, February 1, 2012.
- VIII-J10 Suraj, Anil B**, "Legal and Institutional Form of Urban Regulation", *Bangalore World Water Summit*, Union Ministry of Urban Development, Gol and the Centre for Sustainable Development, Bangalore, February 2, 2012.
- VIII-J11 Suraj, Anil B**, "Technology Transfer and Commercialization: Challenges in the Indian Legal System", *Research Workshop on Market for Ideas*, The University of Gothenburg, The Shiv Nadar University, and The India Development Foundation, New Delhi, January 3, 2012.
- VIII-J12 Suraj, Anil B**, "Competition Law: International Comparative Perspective", Seminar Course on Competition Law, National Law School of India University, Bangalore, November 8, 2011.
- VIII-J13 Swaminathan, Hema**, "Asset Distribution Patterns: Evidence from Three Countries", *Global Conference on Women in Agriculture*, New Delhi, March 13-15, 2012.
- VIII-J14 Swaminathan, Hema**, "Adapting the Social Institutions and Gender Index to India", *National Stakeholder Consultation Workshop on Social Institutions and Gender Index*, New Delhi, July 25, 2011.
- VIII-J15 Swaminathan, Hema**, "Men's or Women's: Patterns of Asset Ownership in Karnataka", *Annual Bank Conference on Development Economics (ABCDE)*, Paris, France, May 30-June 1, 2011.

VIII-N Awards, Honors, and Achievements

- VIII-N1 Prof. Gita Sen** received an honorary doctorate from the University of Sussex. The degree, awarded in recognition of her outstanding contributions in the areas of health, gender, and social justice, was conferred in New Delhi on February 15, 2012.
- VIII-N2 Prof. Gita Sen** was elected as the first President of the newly formed Health Economics Association of India, New Delhi, 2011.

VIII-O Doctoral Theses Completed by FPM Students during 2011–2012

Sl. No.	Name of the Student	Dissertation Title	Name of DAC Chairman
VIII-O1	K N Murthy	Adaptations to Climate Change in Rural India: Evidence from Chitradurga District in Karnataka State	Prof. A Damodaran

VIII-P Papers Published in Journals by FPM Students

Sl. No.	Name of the Author	Title of the Paper	Name of the Journal	Publications Details
VIII-P1	Kalpana Gopalan	Vitivicolo: Opportunita il India: Come Superare Le Barriere Indiane	<i>Globus</i>	Vol. IX, No.85, April 4, 2011, Pg: 1-2

VIII-Q Papers Presented in Conferences/Seminars by FPM Students

Sl. No.	Name of the Author	Title of the Paper Presented	Details of the Conference/Seminar	Date
VIII-Q1	Anjana Dube	Managing in a Global Economy XIV: Global Web of Knowledge	Eastern Academy of Management, International Conference at Bangalore	June 26–30, 2011
VIII-Q2	Anjana Dube	Who Has financial Access – Evidence from India	Oikos UNDP Young Scholars Development Academy 2011 at IIM Bangalore	August 21–26, 2011
VIII-Q3	Kalpana Gopalan	Governance and Design in Infrastructure Public Private Partnerships: The Indian Experience with the Bangalore International Airport	12 th International Conference on Global Business and Economic Development, Singapore	July 21–23, 2011
VIII-Q4	Kalpana Gopalan	Torn in Two: Competing Discourses of Globalization and Localization in India's Informational City of Bangalore	12 th International Conference on Global Business and Economic Development, Singapore	July 21–23, 2011
VIII-Q5	Kalpana Gopalan	A Tale of Two Cities: The Bangalore Story	Urban Studies Seminar Series, Department of Geography and School of Urban Planning, McGill University, Montreal, Canada	November 18, 2011
VIII-Q6	Sneha Thapliyal	Nature, Economy & Society: Understanding the Linkages	Sixth Biennial Conference, Centre for Economic and Social Studies (CESS), Hyderabad	October 21–23, 2011
VIII-Q7	Sneha Thapliyal	Nature-based Tourism to Ecotourism in Indian Protected Areas: Need for Transposition or Transplacement	PhD Workshop post Sixth Biennial Conference, Centre for Economic and Social Studies (CESS), Hyderabad	October 23, 2011

VIII-R Seminars/Conferences Attended by FPM Students

Sl. No.	Name of the Student	Details of the Conference	Date
VIII-R1	Anjana Dube	Micro Finance India Summit 2011, New Delhi	December 12–13, 2011
VIII-R2	Anjana Dube	Sixth Annual International Conference in Public Policy and Management, IIMB	December 28–30, 2011
VIII-R3	Kalpana Gopalan	Global Ethics Forum United Nations Office at Geneva, Switzerland	June 30–July 2, 2011
VIII-R4	Sneha Thapliyal	Student Conference on Conservation Science, IISc, Bangalore, India	September 14–16, 2011

VIII-T Awards, Honors, and Achievements by FPM Students

- VIII-T1** Kalpana Gopalan was awarded “Europrogettazione” Scholarship, (First Position), 2011: European Union/University of Salerno, Italy/Italian Trade Commission (ICE), Ministry of Economic Development/Union of Italian Chambers of Commerce (Unioncamere).
- VIII-T2** Kalpana Gopalan was awarded “Canadian Studies Doctoral Research Fellowship” 2011–12 of the Indo- Canadian Shastri Institute with affiliation to McGill University, Montreal.

VIII-U Seminars/Conferences/Workshops Organized By CPP

- VIII-U1** Workshop on “India Policy Workshop”, was held in association with Parliament Research Service at IIMB on April 18-21, 2011
- VIII-U2** A National Workshop on “Community Information and Service Centres: A New Village Institution for Governance and Democracy”, in collaboration with IT for Change, Department of Information Technology (GOI) was held at Monarch Luxor Hotel, Bangalore on May 30-31, 2011.
- VIII-U3** A National Conference on “Non-financial Reporting and Risk Management for Financial Institutions in India”, in collaboration with Nextgen and Global Reporting Initiative was held at Hotel Novotel, Juhu, Mumbai on June 6, 2011.
- VIII-U4** A Consultative Workshop on Healthcare Quality, “Fostering Knowledge Implementation Links’ Project (FKILP)” was organized in collaboration with the Department of Health and Family Welfare Services, Government of Karnataka was held at IIM Bangalore on June 8, 2011
- VIII-U5** A Conference on “National Innovation, Competitiveness and Inclusion – Impact of ICT”, was held in collaboration with MICROSOFT at IIMB on June 8-10, 2011.
- VIII-U6** A dissemination workshop for the study “Karnataka Household Asset Survey (KHAS): Measuring the Gender Asset Gap” was held at IIMB on August 1-2, 2011.
- VIII-U7** A seminar on “Towards Industrial Revival of West Bengal – New Directions and Policies”, jointly organized by IIMB-IIMC was held in Kolkata on September 24-25, 2011.

- VIII-U8** A “**Consultative Workshop on Maternal Anaemia**” the third in the series, under the ‘Fostering Knowledge-Implementation Links Project’ was jointly organized with the Department of Health and Family Welfare Services, GOK was held at IIMB on September 29, 2011.
- VIII-U9** An interactive discussion on “**Governance of Mega Cities**”, with Dr. K C Sivaramakrishnan, Centre for Policy Research, New Delhi was organized at IIMB on October 20, 2011.
- VIII-U10** A Workshop on “**Urban Regulation: Economic and Legal Approaches**”, was held at IIM Bangalore on December 5, 2011.
- VIII-U11** A Panel discussion on “**Multiple Meanings of Democracy: Citizen Voices from Across the World**”, was organized jointly with Centre for Research in Social Science & Education, Jain University, The Hindu and Institute of Contemporary Studies at Jain University, Bangalore on December 6, 2011.
- VIII-U12** A seminar on “**A Global Comparative Database of Public Policies: A Tool for Transparency, Accountability, Efficacy, and Opportunity**”, by Dr. Jody Heyman of McGill University, was organized at IIMB on December 9, 2011.
- VIII-U13** The Sixth Annual Conference on Public Policy and Management (2011) on the theme “**Strengthening Institutions: Enhancing Governance**”, was organized at IIMB on December 28-30, 2011.
- VIII-U14** A lecture on “**Water: Our Health and Economy; River: Our Culture and Civilization**”, was delivered by Rajendra Singh at IIMB on January 30, 2012.
- VIII-U15** A workshop on “**Goal-setting**”, in collaboration with Total Environment Building Systems Private Limited, was organized at IIMB on February 3, 2012.
- VIII-U16** A Seminar on “**Biotech in Bangalore: Past Experiences, Future Trajectories**”, supported by the UK-India Education and Research Initiative (UKIERI) was organized at IIM Bangalore on February 16, 2012.
- VIII-U17** Cafe Conversation on “**India’s Look East Policy and Its Effect on India-China Relations**”, with Ambassador N Ravi was organized by the Youth Forum on Foreign Policy (YFFP) at IIM Bangalore, on February 18, 2012.
- VIII-U18** “**Mentor Induction and Training Program – Part I**”, under the HUPA project was held at IIM Bangalore on February 19, 2012.
- VIII-U19** “**Mentor Induction and Training Program – Part II**”, under the HUPA project was held at IIM Bangalore, February 26, 2012.
- VIII-U20** Conference on “**Risk, Competitiveness and Sustainability**”, in collaboration with STEPS, UK Infosys and Climate3C supported by UKIERI was held at Infosys Campus from February 27-28, 2012.
- VIII-U21** Southern Regional Conference on “**Achieving Convergence for Empowerment of Women**”, supported by NMEW, New Delhi and KSWDC, GOK was organized by CPP at IIM Bangalore on March 15-16, 2012.
- VIII-U22** Eminent Speaker Series talk on “**Expertise, Governance, and the Management of Environmental Risks and Disasters in India**”, by S Ravi Rajan, Provost, College Eight, University of California – Santa Cruz and Senior Fellow, The Energy and Resources Institute (TERI) was held at IIM Bangalore on March 16, 2012.



NS Raghavan Centre for Entrepreneurial Learning (NSRCEL)

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

IX-A Research Projects

IX-A1 The Profile of High Growth Entrepreneurship in India – Inferences from IPOs

Project Team: **K Kumar** and **Rejie George P**

Summary: This project aims to capture the entrepreneurial antecedents of High Growth Ventures in India, identified through IPOs. Data has already been collected for years 2001–2006 and some preliminary analysis has been done. This is expected to result in a working paper in January 2013.

Sponsor: NSRCEL

Status: Initiated in 2009

IX-A2 Unfolding Opportunities and Entrepreneurial Entry

Project Team: **K Kumar** and **Shruti Sardeshmukh** (University of South Australia)

Summary: This project will seek to understand the entry decisions of new entrepreneurs. Building on the existing theories of opportunity recognition and the model of voluntary turnover and using in-depth interviews of recent entrants, testable propositions will be developed.

Sponsor: NSRCEL

Status: Initiated in 2012

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

- IX-G1** Prashantham, Shameen and **Kumar K**, "Round Table: How Do New ventures in MNC Ecosystems Proactively Overcome Inter firm Asymmetries", *IIMB Management Review*, Vol. 23(3), September 2011, Pg: 129-130.

IX-I Seminar/Conference/Workshop Presentations

- IX-I-1** **Bhagavatula, Suresh**; **Kumar K** and Prashantham S, "In Search of a Prince: A Start-up's Quest for a Strong Tie with a Prominent Player", *Strategic Management Society's 31st Annual Conference*, Maimi, USA, November 7-10, 2011.
- IX-I-2** **Bhagavatula, Suresh** and Vissa B, "The Causes of Consequences of Churn in Entrepreneurs' Personal Networks", *Academy of Management's 71st Annual Conference*, San Antonio, USA, August 21-16, 2011.

IX-J Invited Seminars/Colloquia

- IX-J1 Kumar K, "Grow Your Business" in CII, Karnataka MSME meet on *"From Small to Big-Growth Strategies"*, Bangalore, December 19, 2011.
- IX-J2 Kumar K, "Making Growth Happen", Mentor Square Mixer, Bangalore, September 22, 2011.
- IX-J3 Kumar K, "SME Performance: From Feeling Good to Doing Great", *Peenya Industries Association Meet*, Bangalore, February 18, 2012.
- IX-J4 Kumar K, "Developing Women as Entrepreneurs – Research Issues", Hanoi, Vietnam, November 30–December 1, 2011.

IX-V Seminars/Conferences/Workshops Organized By NSRCEL

- IX-V1 Lecture on **"Social Innovation"**, by Geoff Mulgan was organized at IIMB on November 16, 2011.
- IX-V2 Lecture on **"Universities in Innovation Systems"**, by Alan Hughes, was organized at IIMB on November 16, 2011.
- IX-V3 The first International Conference on **"Entrepreneurship and New Venture Creation: International Models and Benchmarks"**, supported by Fondazione Cariplo, Italy was held at IIMB from December 8-10, 2011.
- IX-V4 Boot Camp for Entrepreneurs was organized at IIMB on January 8, 2012.
- IX-V5 Lecture on **"Entrepreneurial Experience"**, by B V Jagadeesh was organized at IIMB on February 17, 2012



X

Centre for Corporate Governance and Citizenship (CCGC)

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

X-B Articles in Academic Journals

- X-B1 **Balasubramanian N**, (2011), "Corporate Ethics and Governance in an Inclusive Growth Framework", *The Indian Journal of Industrial Relations (IJIR)*, Vol. 4(4), Pg: 571-593.
- X-B2 **Balasubramanian N**, (2011), "Governance as Sustainability: From Maximization to Optimization of Shareholder Wealth", *MDC Journal of Management*, Vol. 4, Pg: 31-37.

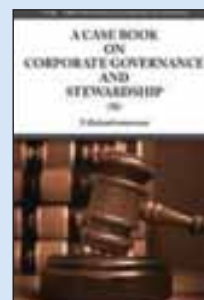
X-C Books

Balasubramanian N

A Casebook on Corporate Governance and Stewardship

Tata McGraw-Hill, New Delhi, 2011

This book has selected cases which will help in further cementing the understanding of the fundamentals of good governance in the corporate sector. Cases based on the Indian corporate ambience would be helpful to students and practitioners in India (including expatriates working in the country) in better appreciating these principles under local operating conditions. The result is the current volume of cases mostly based on the Indian experience, with a few covering international situations as well. Most of these cases have been extensively used in business school teaching and director training programs at Indian Institute of Management Bangalore, Indian Institute of Management Ahmedabad, and elsewhere with considerable success.



X-D Chapters in Books

- X-D1 **Balasubramanian N**, (2011), "Glass Ceilings and Oak-Paneled Walls: Women on Corporate Boards", in *The Prime Directory 2012*, edited by Prithvi Haldea, New Delhi, Prime Data Base.

X-E Working Papers

- X-E1 **Balasubramanian N**, Samir K Barua, **Suresh Bhagavatula** and **Rejie George**, "Coping With Corporate Cholesterol Board Interlocks and Their Impact on Corporate Governance The Indian Experience", *IIMB Working Paper Series*, No: 342, June 2011.

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

- X-V1 A Workshop on "**Corporate Board Interlocks and Their Impact on Corporate Governance**", was held at IIMB on April 6, 2011, Prof. N. Balasubramanian, Samir Barua, Rejie George and Suresh Bhagavathalu presented detailed findings on the project.
- X-V2 The Center hosted CUTS Workshop (southern Region dialogue) on "**Can Business Regulation Stimulate Responsible Corporate Conduct?**", on July 15, 2011.
- X-V3 The Center was represented at the **CSR Asia Summit** at Kuala Lumpur on September 27-28, 2011.

- X-V4** The Center was represented at a **Conference on CSR and the Millennium Development Goals** held at Doon University, Dehradun, on November 4, 2011.
- X-V5** A Panel discussion on **“The Unethical Indian?”**, was held at IIM Bangalore on December 21, 2011. The panelists were Dr. Samuel Paul, Ms. Meena Ganesh, Prof. Dipankar Gupta, and Mr. Paranjoy Guha Thakurta. The session was moderated by Prof. Rishikesh Krishnan.
- X-V6** A seminar on **“National Voluntary Guidelines on the Social, Environmental and Economic Responsibilities of Business”**, jointly with Indian Institute of Corporate Affairs was organized at IIM Bangalore on March 1, 2012.
- X-V7** Workshop on the **“Teaching and Training of Corporate Government in India”**, with support from the National Foundation for Corporate Governance was held at IIM Bangalore on March 27-28, 2012.



1. Introduction

The presentation is divided into two main parts: the first part is a general overview of the project, and the second part is a detailed description of the project's objectives and goals. The presentation is intended to provide a comprehensive overview of the project and its goals, and to provide a detailed description of the project's objectives and goals.

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XI

IIMB Research Seminar Series

The Research and Publications (R&P) team at IIMB organizes regular Research Seminars, in which scholars from various national and international management schools and centers of excellence are invited to present their on-going or recently completed research. The audience mainly comprises the faculty and doctoral students providing enthusiastic and intellectual discussions on research topics. The details for the research seminars during the academic year 2011–12 are given below.

Sl. No.	Speaker Name	Institution	Title of the Talk	Date
XI-1	Prof. Anand Srinivasan	National University of Singapore	Informational Price Cascades and Non-aggregation of Asymmetric Information in Experimental Asset Markets	June 16, 2011
XI-2	Prof. Allison Konard	Richard Ivey School of Business, University of Western Ontario, Canada	Network Ties Across Diversity: When Do People Break out of the Homophily Dynamic?	June 23, 2011
XI-3	Prof. Anupam Agrawal	University of Illinois at Urbana-Champaign, USA	Organizing for Quality	June 24, 2011
XI-4	Prof. Kartik Raman	Bentley University, USA	Aggressiveness in Assumed Returns on Pension Assets and the Firm's Cost of Debt	June 29, 2011
XI-5	Prof. N V Ramanan	University of California, Davis, USA	R&D Investment, Disclosure, and the Horizon Problem	July 13, 2011
XI-6	Prof. Sharad Borle	Rice University, USA	Performance of Adwords in Paid Search Advertising: An Empirical Analysis	July 15, 2011
XI-7	Prof. P V Viswanath	Lubin School of Business, Pace University, USA	Dividend Policies of Exporting Firms in India	July 20, 2011

Sl. No.	Speaker Name	Institution	Title of the Talk	Date
XI-8	Kanwardeep Ahluwalia	Managing Director and Head, Financial Risk Management at Swiss Re, London	Experiences of a Financial Risk Manager	July 21, 2011
XI-9	Dr. Gunjan Sharma	University of Missouri-Columbia, USA	India's Mysterious Manufacturing Miracle	August 8, 2011
XI-10	Manasa Patnam	PhD Student, University of Cambridge, UK	Examines Peer Effects in Corporate Financial Policies	August 10, 2011
XI-11	Dr. Swaminathan Kenneth	Brown University, USA	Medicare, Hospital Utilization and Mortality: Evidence from the Origins of the Federal Program	August 11, 2011
XI-12	Prof. Vishal Gaur	Not Available	Empirical Research in Inventories	August 11, 2011
XI-13	Prof. Alok Bhargava	University of Houston, USA	Executive Compensation, Share Repurchases and Investment Expenditures: Econometric Evidence from U.S. firms	August 17, 2011
XI-14	Prof. Lilach Nachum	Baruch College, City University, New York	Not All Competitors Are Created Equal: The Heterogeneity of MNE Competitors and Its Competitive Consequences	August 22, 2011
XI-15	Prof. Chandrasekaran	The Ohio State University, USA	Multi-criterial Decision-Making and the Cognitive Architecture of Problem Solving	September 6, 2011
XI-16	Prof. Sandip Dhole	Indian School of Business, Hyderabad	Executive Compensation and Regulation Imposed Corporate Governance: Evidence from the California Non-Profit Integrity Act (2004)	September 07, 2011
XI-17	Prof. James R Detert	Cornell University, USA	Implicit Voice Theories: Taken-for-granted Rules of Self-censorship at Work	September 08, 2011
XI-18	Dr. David Chaiken	Chief Architect, Yahoo!, USA	Architecture at Internet Scale: Lessons Learned from Serving Half a Billion Customers	September 22, 2011
XI-19	Dr. Vishwanath Pingali	IFMR Business School, Chennai	Entry of Profit Motivated Microfinance Institutions and Borrower Welfare	September 28, 2011

Sl. No.	Speaker Name	Institution	Title of the Talk	Date
XI-20	Prof. Grzegorz Trojanowski	University of Exeter, UK	Does the Quality of Board Governance Matter for Corporate Performance in the UK?	October 12, 2011
XI-21	Prof. Sucheta Nadkarni	Drexel University, USA	Is the Glass Half Full, Half Empty or Both? TMT Dispositional Optimism Composition, Strategic Behaviors, and Firm Performance	November 02, 2011
XI-22	Prof. Subhra K Bhattacharya	Iowa State University, USA	Stock Loans Subject to Bankruptcy	November 04, 2011
XI-23	Prof. Manoj Thomas	Cornell University, USA	The Regret Modulation Hypothesis: The Role of Emotion in Cognitive Restraint	November 09, 2011
XI-24	Prof. Robin Mason	University of Exeter Business School, UK	Learning in Contests	November 17, 2011
XI-25	Prof. Vinod Venkatraman	Fox School of Business, Temple University, USA	Neuroeconomics of Risky Choice: From Variables to Strategies	December 01, 2011
XI-26	Prof. Devanathan Sudharshan	Gatton College of Business and Economics, University of Kentucky, USA	Optimal Response to a Next Generation Technology Introduction and Some Other Interesting Results	December 16, 2011
XI-27	Prof. Sridhar Moorthy	Joseph L Rotman School of Management, University of Toronto	On the Dynamics of Brand Extensions: The Case of Movies and their Sequels	December 26, 2011
XI-28	Prof. Rangaraja P Sundarraj	IIT Madras, Chennai	Human Elements in Electronic Negotiation: Models, Validation and Applications	December 28, 2011
XI-29	Dr. Ina Ganguli	Harvard University and part of the Harvard Business School- Harvard Medical School Innovation Lab	How do Scientists Select Problems to Solve? Evidence from InnoCentive Problem-Solving Challenges	January 04, 2012
XI-30	Prof. Sherry M Knowles	Knowles Intellectual Property Strategies, LLC	Comparative Assessment of IP Institutions and Environment: China, India and the United States	January 09, 2012
XI-31	Prof. Brent R Bellows	Knowles Intellectual Property Strategies, LLC	The America Invents Act of 2011: Strategic Implications for Patent Owners	January 09, 2012

Sl. No.	Speaker Name	Institution	Title of the Talk	Date
XI-32	Prof. Sameer Mathur	Desautels Faculty of Management, McGill University, Canada	Quantity Discounts in Emerging Markets	January 19, 2012
XI 33	Prof. Ram Mudambi	Temple University, USA	Knowledge Management in MNEs (Workshop)	January 19, 2012
XI-34	Dr. Rafiq Dossani	Stanford University, USA	Comparing Higher Education in India vs Brazil, Russia, China and the US	January 24, 2012
XI-35	Prof. Pascal Gantenbein	University of Basel, Switzerland	Cross-Market Analysis: The Effect of Rating Changes on Bonds, CDS, and Equities	February 01, 2012
XI-36	Prof. Gerardo Della Paolera	President, Global Development Network, (GDN), New Delhi	The European Crisis — Causes, Consequences and Lessons	February 09, 2012
XI-37	Prof. Anand Venkateswaran	College of Business Administration, Northeastern University, Boston, MA	Determinants and Productivity Effects of CEO–Employee Pay Ratio	February 15, 2012
XI-38	Prof. Nitin Pangarkar	NUS Business School, National University of Singapore	Some Actionable Rule of Thumb Underlying the Success of High Performance Companies	February 16, 2012
XI-39	Prof. Ravi Sarathy	Northeastern University, USA	Government Industrial Policies and Global Competitiveness: The Solar Energy Industry in China, Europe and the US	February 22, 2012
XI-40	Prof. Ajay Bhaskarabhatla	Erasmus School of Economics, Netherlands	The Management of Intellectual Property	March 14, 2012
XI-41	Prof. Bjørn Z Ekelund	Human Factors AS, Norway	Diversity Icebreaker: Theory & Practice	March 20, 2012
XI-42	Prof. Stephen MEZIAS	Academic Director, The INSEAD Abu Dhabi Campus, Abu Dhabi, UAE	Building the Ecosystem of Private Equity: Turkey vs. MENA	March 29, 2012

XII

Other Activities at Research and Publications Unit

XII-1 Richard Ivey School of Business Students' Visit to IIMB Campus

On **December 14, 2011**, IIMB through Research and Publications Unit, coordinated Richard Ivey School of Business students' visit to IIMB campus and VXL Instruments. A lecture on "Doing Business in India" by **Prof. Dinesh Kumar** was organized at IIM Bangalore and attended by IVEY students.

XII-2 IIMB Challenge Research Grant Awards

In **February 2012**, IIMB through Research and Publications Unit, has introduced a new competitive research grant awards to the faculty. The maximum grant amount is Rs. 25 lakhs and the duration of research grant would be 2–3 years. Challenge Grants Awards aims to support empirical research based on themes relevant to Indian business and management. Challenge Grants Awards encourages research proposals which demonstrate their potential for publication in top-tier management journals and their impact on business and management in India.

XII-3 Creation of IIMB Data Centre

During **March 2012**, Research and Publications committee discussed the need to start a data center at IIM Bangalore. The Data Centre and Analytics Lab at IIMB collects India-related data, processes the data and makes the data available to IIMB faculty and international partner schools to support research and teaching. It aims to be a source for all India-related data, encompassing industry, governance and public systems, and emerging markets. This base will be the foundation for building analytics and business intelligence capability in the near future.

XII-4 IIMB Working Papers @ SSRN

In **March 2012**, IIMB joined MRN (Management Research Network) Business School Research Paper series at SSRN (Social Science Research Network). With this, IIM Bangalore has joined an elite club of B-schools that publish their working papers through SSRN. IIMB scholars have brought out 385 working papers and they can be viewed at SSRN e-library. Recent working papers are distributed through an e-bulletin by the SSRN team which is dedicated towards active dissemination of scholarly research and encourages early distribution of research results through their specialized networks.



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The Indian Institute of Management Bangalore (IIMB) was registered in 1972 and formally inaugurated in 1973. The Institute offers a wide range of Doctoral, Post-Graduate, and Executive Education programmes. In June 2010 IIMB obtained the European Quality Improvement System (EQUIS) accreditation awarded by the European Foundation for Management Development (EFMD). Long- duration, diploma-granting programmes offered by the Institute are the Fellow Programme in Management (FPM), the Post Graduate Programme in Management (PGP), the Executive Post Graduate Programme in Management (EPGP), the Post Graduate Programme in Software Enterprise Management (PGSEM) and the Post Graduate Programme in Public Policy & Management.

IIMB's Executive Education is aimed at broadening the outlook and strengthening the skills of practicing middle level and senior managers across the globe to make them more effective in a fast-changing world scenario. The Executive Education Programmes comprise short and long duration Open Programmes, Customized Programmes that are designed to meet the specific needs of organizations and International Programmes offered in collaboration with leading international business schools and universities for global practicing managers. IIMB's focus on research and education in the area of management is enabled by faculty who are actively engaged in research, teaching, consulting and pedagogy development. IIMB is the first B-School in Asia to sign an agreement with Harvard Business Publishing (HBP) to distribute teaching cases developed by IIMB faculty. IIMB has also entered into a partnership with Richard Ivey School of Business to co-brand and distribute IIMB authored cases on a global basis.

IIMB Centres of Excellence are engaged in adding value to their communities in the areas of Public Policy, Financial Management & Risk Management, Corporate Governance & Citizenship, Entrepreneurship, Software & IT Management and Supply Chain Management, to name a few. IIMB has established academic exchange partnership arrangements extend to 101 Business Schools and Universities around the world. Faculty and students from IIMB visit these partner schools every year, and foreign students and faculty visit IIMB.

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



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