



भारतीय प्रबंध संस्थान बेंगलूर
INDIAN INSTITUTE OF MANAGEMENT
BANGALORE

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Research & Publications

Annual Report 2018–2019

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RESEARCH AND PUBLICATIONS

ANNUAL REPORT 2019

(April 2018 – March 2019)



भारतीय प्रबंध संस्थान बेंगलूर

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Preface

This report provides details of research and publication activities at IIMB from April 2018 to March 2019.

This year, IIMB faculty members have published 48 papers in journals of which 21 are from the IIMB list. In addition, faculty members have written 37 cases which are distributed by Harvard Business Publishing (HBP). Two books written by faculty members have been published.

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

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

*Chairperson
Research and Publications*

Research Output Tables

*R*esearch and publication activities undertaken by IIMB community during the academic year 2018–2019 (April 2018 to March 2019) in various forms namely books, peer-reviewed journal publications, cases, working papers, conference presentations, research projects, etc. can be found below.

Research Output: 2018–2019

Research Projects	126
Articles in IIMB Journal List	21
Total Number of Publications	48
Books	2
Chapters in Books	21
Case Studies and Teaching Notes Distributed through HBP	74
Awards, Honors, and Achievements	12
Working Papers	18
Articles in Newspapers/Magazines, etc.	49
Other Publications (Monographs, Reports, etc.)	6
Seminar/Conference/Workshop Presentations/Invited Talks by Faculty	202
Conferences/Seminar Workshop Presentations by FPM Students	44
Total Number of Conferences/Seminar/Workshop Presentations/Invited Talks by IIMB Faculty and Students	246
Articles in Conference Proceedings	26
Doctoral Theses Completed	24
Research Seminars at IIMB	49

Research Output for 2008-2019

The following table provides “Research Output” for the previous academic years: 2008-09; 2009-10; 2010-11; 2011-12; 2012-13; 2013-14; 2014-15; 2015-16; 2016-17; 2017-18 and 2018-19

Sl. No.	Category	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
1	Total Number of Publications	59	45	78	56	69	62	58	56	60	60	48
2	Books	06	14	10	05	07	04	05	06	13	12	2
3	Chapters in Books	22	12	25	15	13	19	11	21	21	14	21
4	Total Number of Presentations in National and International Conferences	84	65	112	108	217	276	207	211	234	246	202
5	Research and Case Writing Projects	93	93	84	70	72	79	53	83	119	92	126
6	Cases and Teaching Notes Distributed through HBP	-	-	32	22	56	19	40	48	62	42	74
7	Working Papers	17	20	28	28	39	54	30	21	40	22	18
8	Other Publications (Monographs, Reports, etc.)	15	21	10	21	18	18	24	25	19	13	6
9	Articles in Newspapers/ Magazines, etc.	70	80	93	71	94	124	121	106	97	44	49
10	Research Seminars at IIMB	37	38	24	42	40	38	37	54	38	51	49

FPM Output for 2011-2019

Research output by FPM students during the academic years: 2011-12; 2012-13; 2013-14; 2014-15; 2015-16; 2016-17; 2017-18 and 2018-19

Sl. No.	Category	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
1	Doctoral Theses Completed	13	13	6	18	20	20	20	24
2	Working Papers	1	2	5	2	3	5	3	-
3	Publications in Journal/Book Chapters/ Cases	9	4	7	11	7	7	3	2
4	Conference / Seminar / Workshop Presentations by FPM Students	43	25	49	37	36	46	58	44
5	FPM Workshops	2	15	14	-	6	7	4	2

IIMB Cases Distributed by Harvard Business Publishing (HBP)

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

Research and Publications (R&P) team under the leadership of Prof. Dinesh Kumar has achieved success in the area of case writing and publishing in 2018–2019 by adding more cases to the Harvard collection. About 175 cases and teaching notes developed by IIMB faculty and scholars have been distributed by Harvard Business Publishing till date. The list of cases and teaching notes published and distributed through HBP in 2017–2018 is provided below.

Sl. No.	Author	Title
1	Tarun Jain and Jishnu Hazra	Vinyas: To Be a Contract Manufacturer or Sell through Own Channel?
2	Haritha Saranga and Huang Yanghua	Alibaba – Building a Social Sustainability Ecosystem for E-commerce
3	Anshuman Tripathy and Shikha Safaya	Airvent Fans Co.
4	G. Shainesh and Menaka Rao	Grameen Koota: The Turnaround for Financial Inclusion
5	U Dinesh Kumar	Testing Marketing Hypotheses at WSES
6	Abhishek Iyer, Agrim Gupta, Himanshu Khera, Sagnik Choudhury, Udit Jalan, and Haritha Saranga	Process Improvement in Textile Wet Processing – A Case study From the Indian Small-Scale Sector
7	Anshuman Tripathy , Anupam Sharma, and Srividya Ganesan	Arvind Lifestyle Brands Limited: from Concept to Shelf
8	Amarpreet Singh Ghura and Ganesh N Prabhu	Arthakranti: Need for Strategy
9	Abhoy K Ojha	Hemas Holding PLC: Managing Leadership Transition in a Family Controlled Publicly Listed Firm
10	Srivardhini K. Jha , Menaka Rao, and Shubhanshuk Sarkar	Rolocale Games: Negotiating the Mobile Gaming Wave
11	Dharmendra Hiranandani, Rishabh Raj, and Pranav Garg	Yash Raj Films
12	Sonali Gupta, Akshat Raj, Diptiprakash Pradhan, and Pranav Garg	Indian Premier League

Sl. No.	Author	Title
13	Anshuman Tripathy , Amey Sahasrabuddhe and Indrasis Bose	Ather Energy: Riding the Electric Vehicle Tide
14	Preeti Krishnan Lyndem and Dhrithi Mahadevan	Highway Delite: Mobile App Brand Building Using Google Adwords
15	Srinivasan R , Sandeep Lakshmiopathy, and Padmavathi Koride	Hackerearth™ Open Innovation Management Platform
16	Purvi Tiwari, Shailaja Grover, Suhruta Kulkarni, and U Dinesh Kumar	Analytics Empowering Agriculture: Jayalaxmi Agro Tech
17	Giriraj and U Dinesh Kumar	Data-Enabled Insights from Sericulture: Jayalaxmi Agro Tech
18	G. Raghuram and Gopi Sankar G	AAI Bidding for Bhogapuram Airport from Authority to Bidder
19	Ujjwal Tah and Rajalaxmi Kamath	Fiscal Reforms and Abandonment of Mines: The Case of Underground Copper Mines of Ghatsila, Jharkhand, India
20	G. Sabarinathan and S. Ramakrishna Velamuri	SeedFund
21	Srivardhini K. Jha and Manna Sarah Jacob	Little Green Kid
22	Sourav Mukherji and Bringi Dev	GNFC's Neem Project: Creating the Blueprint for a Social Business
23	Pranav Garg and J. Ramachandran	Hindustan Unilever Limited (A): Growing with India
24	Pranav Garg , Bidhi Kashyap, and J. Ramachandran	Hindustan Unilever Limited (B): Winning in many Indias
25	Pranav Garg , Bidhi Kashyap, and J. Ramachandran	Hindustan Unilever Limited (C): Boosting Growth in India
26	Anshuman Tripathy and Prashant Chintapalli	Stellar Auto Ltd.
27	J. Ramachandran and Jalaj Garg	Asian Paints Limited: Painting History
28	Anshuman Tripathy and Akshat Raj	The Akshaya Nidhi Foundation in Aid of Akshaya Patra
29	Srinivasan R , Raghunathan R, Sandeep Lakshmiopathy, Pramoth Joseph and Padmavathi Koride	Faircent™ Powering P2P Lending Revolution
30	Maneesh Bhandari, Pramod Kumar Bagri, and U Dinesh Kumar	Using Markov Chain to Forecast Sales Booking
31	Srinivasan R , Sandeep Lakshmiopathy, and Pramoth Joseph	Swiggy™, Foodora™, and Yelp™: Hyperlocal Platforms
32	Jayanth Jayaram and Shankar Venkatagiri	Fiesta Gifts: Mending the Spending
33	Ritwik Banerjee , Nished Singhal, Chetan Subramanian and Menaka Rao	Predicting Inflation through Online Prices
34	Shitij Chohan, Shreya Raina, and Pranav Garg	New Delhi Television
35	R Vinodhini, S R Vigneshwaran and U Dinesh Kumar	Enhancing Visitor Experience at ISKCON Using Text Analytics
36	V. Ravi Anshuman and Srijith Mohanan	Shoestring Arbitrage with Stock Buy-Backs
37	Tarun Jain and Jishnu Hazra	Sattva Etech: Contract Selection in Component Procurement

Leading Journal Publications

IIMB has nurtured the research culture of giving high priority to publications in refereed academic journals with high impact factor that are relevant to the current business and management scenario. Over the years, the knowledge generated by faculty at IIMB has been appearing in leading academic journals including journals listed in Financial Times 50, UT Dallas, etc. During the academic year 2018-2019, there were about 19 such prominent publications which are listed below.

Sl. No.	Authors	Title of the article	Journal	Publication Details
1	Sreelata Jonnalagedda and Haritha Saranga	To Adapt or Design: An Emerging Market Dilemma for Automakers	Production and Operations Management	Vol. 28(3), March 2019, Pg. 550-569
2	Arnab Basu and Mrinal K. Ghosh	Nonzero-Sum Risk-Sensitive Stochastic Games on a Countable State Space	Mathematics of Operations Research	Vol. 43(2), May 2018, Pg. 516-532
3	Sai Yayavaram , Manish Srivastava and M B Sarkar	Role of Search for Domain Knowledge and Architectural Knowledge in Alliance Formation	Strategic Management Journal	Vol. 39(8), August 2018, Pg. 2277-2302
4	Caro Felipe, Prashant Chintapalli , Kumar Rajaram, and Chris S. Tang	Improving Supplier Compliance through Joint and Shared Audits with Collective Penalty	Manufacturing & Service Operations Management	Vol. 20(2), Spring 2018, Pg. 363-380
5	Bhuvanesh Pareek, Qiang Liu and Pulak Ghosh	Ask Your Doctor Whether This Product Is Right for You: A Bayesian Joint Model for Patient Drug Requests and Physician Prescriptions	Journal of Royal Statistical Society A	Vol. 182, Part 1, January 2019, Pg. 197-223
6	Bhuvanesh Pareek, Pulak Ghosh , Hugh N. Wilson, Emma K. Macdonald and Paul Baines	Tracking the Impact of Media on Voter Choice in Real Time: A Bayesian Dynamic Joint Model	Journal of American Statistical Association	Vol. 113(524), 2018, Pg. 1457-1475
7	Haritha Saranga , Rejie George , Judith Beine, and Ulli Arnold	Resource Configurations, Product Development Capability, and Competitive Advantage: An Empirical Analysis of Their Evolution	Journal of Business Research	Vol. 85, April 2018, Pages 32-50
8	Ritwik Banerjee and Arnab Mitra	On Monetary and Non-Monetary Interventions to Combat Corruption	Journal of Economic Behaviour and Organisation	Vol. 149, May 2018, Pg. 332-355
9	Jong Kook Shin and Chetan Subramanian	Asset Price Bubbles and Technological Innovation	Economic Inquiry	Vol. 57(1), January 2019, Pg. 482-497

Sl. No.	Authors	Title of the article	Journal	Publication Details
10	Radhika Joshi, Chetan Subramanian and Shailender Swaminathan	Are There Social Returns to Education in Developing Countries? Evidence from Indonesia	Economic Development and Cultural Change	Vol. 67(2), January 2019, Pg. 316-332
11	Anand Venkateswaran and Tiantian Gu	Firm-supplier Relations and Managerial Compensation	Review of Quantitative Finance and Accounting	Vol. 51(3), October 2018, Pg. 621-649
12	Deepika R. Gupta, Rajaram Veliyath, and Rejie George P	Influence of National Culture on IPO Activity	Journal of Business Research	Vol. 90, September 2018, Pg. 226-246
13	Arnab Basu, Tarun Jain and Jishnu Hazra	Supplier Selection under Production Learning and Process Improvements	International Journal of Production Economics	Vol. 204, October 2018, Pg. 411-420
14	Tarun Jain, Jishnu Hazra and T.C.E. Cheng	Sourcing under Overconfident Buyer and Suppliers	International Journal of Production Economics	Vol. 206, December 2018, Pg. 93-109
15	S. Raghunath and Rama Jayanti	Institutional Entrepreneur Strategies in Emerging Economies: Creating Market Exclusivity for the Rising Affluent	Journal of Business Research	Vol. 89, August 2018, Pg 87-98
16	Pradipta Patra, U. Dinesh Kumar , David R. Nowicki, and Wesley S. Randall	Effective Management of Performance-Based Contracts for Sustainment Dominant Systems	International Journal of Production Economics	Vol. 208, February 2019, Pg. 369-382
17	Dalhia Mani and Rodolphe Durand	Family Firms in the Ownership Network: Clustering, Bridging and Embeddedness	Entrepreneurship Theory and Practice	Vol. 43(2), 2019
18	Joy E. Beatty, David C. Baldrige, Stephan A. Boehm, Mukta Kulkarni and Adrienne J. Colella	On the Treatment of Persons with Disabilities in Organizations: A Review and Research Agenda	Human Resource Management	Vol. 58(2), March/April 2019, Pg. 119-137
19	Gopal Das , James Agarwal, Naresh K. Malhotra and Geetika Varshneya	Does Brand Experience Translate into Brand Commitment?: A Mediated-Moderation Model of Brand Passion and Perceived Brand Ethicality	Journal of Business Research	Vol. 95, February 2019, Pg. 479-490
20	Gopal Das , Hillary J. D. Wiener and Ioannis Kareklas	To Emoji or Not to Emoji? Examining the Influence of Emoji on Consumer Reactions to Advertising	Journal of Business Research	Vol. 96, March 2019, Pg. 147-156
21	Chen, J. and Pranav Garg	Dancing with the Stars: Benefits of a Star Employee's Temporary Absence for Organizational Performance	Strategic Management Journal	Vol. 39(5), May 2018, Pg. 1237-1525

Awards, Honors, and Achievements

1. **Prof. Ganesh N Prabhu**, ET Cases - FLAME Pedagogical Innovation Award for Case Arthakranti: Need for Strategy at FLAME International Conference on Teaching and Research Cases, FLAME University, Pune, June 21-22, 2018 (co-authored with Ghura, Amarpreet Singh).
2. **Prof. Hema Swaminathan**, Hireen Lateef Gender Operations Award for Best Gender Knowledge Product (Asian Development Bank), Measuring Asset Ownership and Entrepreneurship from a Gender Perspective: Methodology and Results of Pilot Surveys in Georgia, Mongolia, and the Philippines. (co-authored with ADB-EDGE team).
3. **Prof. Jishnu Hazra**, Recipient of the Airbus Supply Chain Chair Professorship by IIMB.
4. **Prof. Mukta Kulkarni**, Recognized as among top papers in Human Relations. The shaping of sustainable careers post hearing loss: Toward greater understanding of adult onset disability, disability identity, and career transitions. Human Relations, 70(10) 1217-1236. (co-authored with Baldrige, D).
5. **Prof. Mukta Kulkarni**, Saroj Parasuraman Award for the Outstanding Publication on Gender and Diversity at the Academy of Management (AOM). The shaping of sustainable careers post hearing loss: Toward greater understanding of adult onset disability, disability identity, and career transitions. Human Relations, 70(10) 1217-1236. (co-authored with Baldrige, D).
6. **Prof. P D Jose**, National Teacher Innovation Award Commendation Certificate by MHRD.
7. **Prof. Ramya Ranganathan**, Teaching Innovator Award by MHRD.
8. **Prof. Rejie George P**, That's Promising! Proposal Prize Award at SMS India Special Conference.
9. **Prof. Ritwik Banerjee**, Fulbright - Nehru Fellowship, the fellowship has been awarded for a visit to UC Berkeley.
10. **Prof. Rupa Chanda**, RBI Chair Professor in Economics, granted for 3 years starting August 2018.
11. **Prof. Narayanaswamy R**, Award of Honour in the Name of Dr. A. P. J. Abdul Kalam: The award was given by the Alumni Association of St. Joseph's College (Autonomous), Tiruchirappalli, from where he completed B. Com. The occasion was the completion of 175 years (Dodransbicentennial inaugural function) of the College.
12. **Prof. Venkatesh Panchapagesan**, Private Placements and Wealth Constraints of Owner-Managers (with Ravi Anshuman and Marti Subrahmanyam) from NSE-NYU Conference on Indian Capital Markets.

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

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

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

I-A Research Projects

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

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

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

Sponsor: USEFI

Status: Ongoing – August 2013

I-A2 BetterPlace: A Case Study of a Corporate Failure

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

Summary: The proposed study aims to explore the reasons for the failure of one of the best-funded startups of all times BetterPlace, a company that pioneered (https://en.wikipedia.org/wiki/Better_Place) battery charging and battery-swapping services for electric cars. BetterPlace was set up by Shai Agassi, the Israeli entrepreneur with strong support from the government, investors and politicians. In less than a year, BetterPlace burned through over 900 million dollars and was shut down. The author has written a draft case study on the failure and has had Shai Agassi speak to his class in the PGP course ‘Learning from Corporate Failures’.

Sponsor: IIM Bangalore

Status: Ongoing – 2017

I-A3 Building Strategic Capabilities in Emerging Market Firms

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

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

Sponsor: IIM Bangalore

Status: Ongoing – 2017

I-A4 Artificial Intelligence-Based Learning Management Systems

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

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

Sponsor: MHRD

Status: Ongoing – 2018

I-A5 Are Technology Shocks Random? A Study of Time Series Properties of Technological Change

Project Team: **Deepak Kumar Sinha**

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

Sponsor: IIM Bangalore
Status: Ongoing – 2016

I-A6 Enhancing Performance of Healthcare Organizations in India

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

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

Sponsor: IIM Bangalore
Status: Ongoing – 2014

I-A7 Studying the Relationship between Multi-Sided Platforms (MSPs) and Open Innovation (OI)

Project Team: **Srinivasan R**

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

becomes the one means by which organizations (a) meaningfully engage with their customers in co-creation, (b) optimize their existing innovation resources, and (c) access a larger pool of innovation resources leveraging technology and social media.

Sponsor: IIM Bangalore

Status: Ongoing – 2014

I-A8 Diversification at Amara Raja Group

Project Team: **Srinivasan R and Sai Yayavaram**

Summary: Amara Raja Group (AR Group) is a family-managed Indian business group that is present in a diverse range of related businesses such as batteries, power control equipment and unrelated businesses such as construction, fruit juices & pulp and hospitals. Over the years, the group has increased its level of diversification as well as vertical integration for a variety of reasons. Some of its diversification decisions such as entry into fruit pulp & juices and electronic manufacturing services were taken with the intention of giving back to society. In line with such a motive, the Group also located all its manufacturing facilities in the rural areas of Chittoor District in the state of Andhra Pradesh. Other motives included lack of a reliable supplier base and an opportunity to introduce new technologies.

After several such diversification moves, the AR Group is now at a critical juncture. The Group has to decide on the rationale for further diversification, which becomes imperative given the opportunities in infrastructure and electronics manufacturing that are arising from the Government of India's "Make in India" initiatives. The Group also has to now decide on how to exploit the synergies across businesses, the appropriate structure of the corporate group, and the role that the corporate office should play.

The case on Amara Raja Group (AR Group) highlights the challenges faced by a family-managed Indian business group. The case provides insights into the various diversification and vertical integration decisions of a group that has steadfastly located all its manufacturing facilities in the rural locations of Chittoor District. The case elucidates the group's intent to give back to society. Including diversification into unrelated businesses like fruit pulp & juices and hospital services, as well as forward & backward integration into businesses around energy products. The case concludes with dilemmas around how the group could exploit the synergies across businesses, the structure of the corporate group, and the role of the corporate office

Sponsor: Amara Raja Group

Status: Ongoing – 2018

I-A9 Balaji Telefilms Ltd.

Project Team: **Sai Yayavaram**

Summary: Balaji Telefilms is a successful producer of TV content. Over the years, it has diversified into films and video-on-demand (VOD) services. The case discusses the evolution of the firm, the reasons behind its successes and failures in its diversification moves and presents the decisions that the company has to make in May 2018.

Sponsor: IIM Bangalore

Status: Ongoing – 2018

I-A10 Construction of a Comprehensive Database of Director Interlocking in India Using Data from the Ministry of Corporate Affairs

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

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

Sponsor: IIM Bangalore

Status: Ongoing – 2015

I-A11 Microfoundations of Organizational Growth

Project Team: **J. Ramachandran**

Summary: Profitable growth is a key objective for organizations. In practice, however, the seemingly reasonable objective has been hard to achieve due to the potential tradeoff between profits and growth. Typically, one gets subordinated to the other. Strategy research is rich in terms of improving understanding of the drivers of growth (resources and routines) or the modes of growth (mergers, acquisitions and alliances). Despite these advances, the internal functioning of firms has remained a black box and we know little about how firms grow. Missing from our theoretical understanding of achieving profitable growth is the role of a firm's internal processes, employees' actions, and the interaction between processes and employees' actions. Put differently,

our understanding of the micro-mechanisms that underpin organizational growth is limited. Our study seeks to unpack the black box of the firm by understanding the interplay between routines and the individual agency in effecting profitable growth. The context for our inquiry is the growth journey of Wipro Limited, the Bangalore-based software services behemoth. Wipro scaled up rapidly from around 4,000 people in the year 2000 to 130,000 people by 2012 and improved its operational performance. This achievement runs counter to conventional wisdom that when organizations scale up, operational performance suffers. Understanding Wipro's growth journey will help us theorize about the micro-mechanisms of profitable growth. In conducting this inquiry, we plan to use econometric techniques on team- and employee-level data provided by Wipro.

Sponsor: VRSP, IIM Bangalore

Status: Ongoing – 2017

I-A12 Quality of Governance Project

Project Team: **Prateek Raj**, Paola Sapienza, Luigi Zingales and Brian Richter

Summary: What are the determinants of good governance that aid business development and long-term growth? In the earliest years of 2000s, there was a debate about the type of formal institutions that cause long-term growth.

Sponsor: IIM Bangalore

Status: Ongoing – 2018

I-A13 Evolution of Modern Market Institutions

Project Team: **Prateek Raj**, Achal Bassamboo, Raghuram Rajan, Guy Rolnik, Paola Sapienza and Luigi Zingales

Summary: Markets are imperfect and understanding the sources of such imperfections is important for better understanding of markets. The research project's goal is to identify distortions in social interactions because of identity, ideology and lack of commitment. The project entails a portfolio of papers with different coauthors.

Sponsor: VRSP, IIM Bangalore

Status: Ongoing – 2018

I-A14 Kumbh Mela Field Research

Project Team: **Ritu Tripathi, G. Ramesh and Prateek Raj**

Summary: The study has two streams of research: One stream consists of documenting the management of the Mela and presenting its analysis and suggestions for possible approaches towards managing future Melas. The other stream of research consists of deep diving into specific themes that are unique to this massive complex social cultural event, which are cross-cutting in nature across different public services. The team is taking a holistic perspective on the Mela Activity, in that, instead of focusing on department-wise silos and service-deliveries, the team is looking at how the three stakeholders, namely the i) government departments, ii) private partnering vendors, and iii) civic society, configure to reach an optimal state of service and delivery in the Mela. The researchers are focusing on both the hard and soft aspects of the configuration. Hard systems would include mode of organization, concrete structural aspects such as tenders specifications, SOPs, manuals, reports, etc; soft processes would include interpersonal activities and transactions such as coordination, mock exercises, roles, monitoring and tracking, accountability, motivation, and participation.

Sponsor: Prayagraj Mela Pradhikaran

Status: Ongoing – 2019

I-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
I-B1	Saranga, Haritha, George P, Rejie, Judith Beine, and Ulli Arnold	Resource Configurations, Product Development Capability, and Competitive Advantage: An Empirical Analysis of Their Evolution	<i>Journal of Business Research</i>	Vol. 85, April 2018, Pg. 32-50
I-B2	Yayavaram, Sai, Manish Srivastava and MB Sarkar	Role of Search for Domain Knowledge and Architectural Knowledge in Alliance Formation	<i>Strategic Management Journal</i>	Vol. 39 (8), August 2018, Pg. 2277-2302
I-B3	Deepika R. Gupta, Rajaram Veliyath, and George P, Rejie	Influence of National Culture on IPO Activity	<i>Journal of Business Research</i>	Vol. 90, September 2018, Pg. 226-246
I-B4	S. Raghunath and Rama Jayanti	Institutional entrepreneur strategies in emerging economies: Creating market exclusivity for the rising affluent	<i>Journal of Business Research</i>	Vol. 89, August 2018, Pg. 87-98

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
I-B5	Chen, J. and Pranav Garg	Dancing with the stars: Benefits of a star employee's temporary absence for organizational performance	<i>Strategic Management Journal</i>	Vol. 39(5), May 2018, Pg. 1237-1525

I-D Chapters in Books

Sl. No.	Authors	Title of Chapter	Title of Book	Editors	Publication Details
I-D1	Srinivasan, Vasanthi and George P, Rejie	Women Directors' Perceptions of their Contributions on Boards: An Exploratory Study from India	<i>More Women on Boards: An International Perspective</i>	Lynne E. Devnew, Marlene Janzen Le Ber, Mariateresa Torchia and Ronald J Burke	Information Age Publishing Inc. 2018

I-E Working Papers

Sl. No.	Author	Title	IIMB Working Paper No.	Year
I-E1	Gupta, Subhashish, Jose P. D. and Thampy, Ashok	Emerging Market Multinationals: India	586	2019

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

Sl. No.	Authors	Title of Paper/Session/Invited Talk	Name of Conference and Venue	Dates of Event
I-H1	Prabhu, Ganesh N	Invited Talk: Writing Qualitative Research Based Cases	FLAME International Conference on Teaching and Research Cases, FLAME University, Pune	June 21-22, 2018
I-H2	Ghura, Amarpreet Singh and Prabhu, Ganesh N	Case Presentation on Arthakranti: Need for Strategy	FLAME International Conference on Teaching and Research Cases, FLAME University, Pune	June 21-22, 2018

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
I-H3	Saurabh Pandya and Prabhu, Ganesh N	Development of Senior Managers: Insights from Rapid Growth Phase of Indian Software Services Firms	Academy of Management Meeting, Chicago, USA	August 10-14, 2018
I-H4	Jose P D	Agile Business Models: Relevance and Requirement	All India Management Association Conference, New Delhi	December 6-7, 2018
I-H5	Jose P D	Keynote Speaker on Reimagining Education	Education Promotion Society for India (EPSI), B School Leadership Conclave, Delhi	February 2019
I-H6	George P, Rejie, Purkayastha S., and Veliyath R	The Role of Family Ownership and Family Management in the Governance of Agency Conflicts	Academy of Management Conference at Chicago, USA	August 2018
I-H7	George P, Rejie, Gupta R., and Veliyath R	Influence of Internal Corporate Governance Mechanisms on Use of IPO Proceeds by Indian Firms	Academy of Management Conference at Chicago, USA	August 2018
I-H8	George P, Rejie, Venkateswaran, R.T., Chakrabarti, A. B	The Role of BG Affiliation in Bridging Cultural Barriers in EMNE's International Acquisitions	Academy of Management Conference at Chicago, USA	August 2018
I-H9	George P, Rejie	The Mediating Effects of CEO Tenure and Remuneration on Board Structure and Firm Performance Relationships	SMS India Conference, Hyderabad	December 15-18, 2018
I-H10	George P, Rejie	Invited talk on Latest Research Trends in the Management World	Jain University, Bangalore	November 18, 2018
I-H11	S Raghunath	Panelist: Global Mindset in a Comparative Perspective: The Case of BRIC, EU and Breakout Nations	AIB 2018, Annual Meeting Minneapolis, USA	June 2018
I-H12	S Raghunath	The Effect of Modularity on Firm Performane in Technologically Turbulent Industries	AIB 2018, Annual Meeting Minneapolis, USA	June 2018
I-H13	S Raghunath	Internalisation of IJVs and Institutions	Academy of Management Meeting, Chicgo	August 10-14, 2018

I-I Articles in Conference Proceedings

Sl. No.	Authors	Title of Paper	Details of the Conference Proceedings
I-I-1	Prabhu, Ganesh N	Opting Out of Entrepreneurship by the Second Generation in Entrepreneur Families	Thirteenth Biennial Conference, Entrepreneurship Development Institute of India, Ahmedabad, India, February 20-22, 2019
I-I-2	Snigdha Manukonda and J Ramachandran	Monitoring Strategic Choices: Re-conceptualizing Board Capital	Academy of Management 2018 Annual Meeting, Chicago, USA, August 10-14, 2018
I-I-3	Anirvan Pant and J Ramachandran	Organizational Identity Work as a Dynamic Capability: A Tale of Two Subsidiaries, 1969 - 1991	Academy of Management 2018 Annual Meeting, Chicago, USA, August 10-14, 2018
I-I-4	Patvardhan S., D. Gioia and J Ramachandran	Shaping the Future: Strategy Making as Artificial Evolution	Academy of Management 2018 Annual Meeting, Chicago, USA, August 10-14, 2018

I-J IIMB Case Studies @ Harvard Business Publishing

- I-J1** Title: **Arthakranti: Need for Strategy**
 Author: Amarpreet Singh Ghura and **Ganesh N Prabhu**
 Summary: This case describes the situation faced by a Trust named ArthaKranti. ArthaKranti (meaning economic revolution) was formed in 2005 to offer an unconventional taxation proposal based on Banking Transaction Tax (BTT). The BTT proposal is radical in nature, with minimum role of the state and with increased efficiency and reach. The vision of ArthaKranti Pratishthan is aligned to the concept of “Vasudhaiv Kutumbakam” or “Global Family-hood”. The case provides an opportunity for participants to step into the shoes of the founder Anil Bokil and build a strategy to get BTT implemented. Participants use data on BTT and the public awareness attempts made so far and make reasonable assumptions with the use of SWOT analysis and Pros and Cons analysis to examine the feasibility of BTT. Bokil’s lack of experience in politics as well his appealing to all political parties, provides an interesting background context for a rich case discussion.
- I-J2** Title: **Hackerearth™ Open Innovation Management Platform**
 Author: **Srinivasan R**, Sandeep Lakshmipathy, and Padmavathi Koride
 Summary: The case study on HackerEarth traces the evolution of an open innovation management platform, the different enterprise issues related to innovation management or new product introduction that it could help address and the challenges that still persist when it comes to organizations embracing open innovation. The case also illustrates how a two-sided platform that started out with the recruitment assistance model evolved into one that could assist organizations to more seamlessly connect with external innovators who could

help bring about breakthrough innovations. It helps the reader understand how the platform moved up the value chain by leveraging the same two sides, but by helping address higher order challenges wherein enterprises needed new ways of keeping up with the demands for innovation in products and services. The case can be used to teach the basics of multi-sided platform business models, the different actors in the platform business and the concept of network effects. It should help the students appreciate the differences between the pipeline and platform business models, and how a platform business model can bring in additional competitive differentiation to enterprises that leverage its services.

- I-J3 Title: Hindustan Unilever Limited (A): Growing with India**
Author: Pranav Garg and J. Ramachandran
Summary: This is a three-part case on India's largest consumer goods company, Hindustan Unilever Limited (HUL), a subsidiary of Unilever, the Anglo-Dutch multinational company. The case traces HUL's journey from inception till the end of 2018 with an emphasis on the last two decades. The case also documents developments at Unilever during the last two decades. Students analyze HUL's strategy and performance in the context of the changing competitive landscape in India as well as the strategic imperatives of Unilever. The case also helps them examine the impact of the evolving parent-subsidary relationship on HUL's strategic choices.
- I-J4 Title: Hindustan Unilever Limited (B): Winning in many Indias**
Author: Pranav Garg, Bidhi Kashyap, and J. Ramachandran
Summary: This is a three-part case on India's largest consumer goods company, Hindustan Unilever Limited (HUL), a subsidiary of Unilever, the Anglo-Dutch multinational company. The case traces HUL's journey from inception till the end of 2018 with an emphasis on the last two decades. The case also documents developments at Unilever during the last two decades. Students analyze HUL's strategy and performance in the context of the changing competitive landscape in India as well as the strategic imperatives of Unilever. The case also helps them examine the impact of the evolving parent-subsidary relationship on HUL's strategic choices.
- I-J5 Title: Hindustan Unilever Limited (C): Boosting Growth in India**
Author: Pranav Garg, Bidhi Kashyap, and J. Ramachandran
Summary: This is a three-part case on India's largest consumer goods company, Hindustan Unilever Limited (HUL), a subsidiary of Unilever, the Anglo-Dutch multinational company. The case traces HUL's journey from inception till the end of 2018 with an emphasis on the last two decades. The case also documents developments at Unilever during the last two decades. Students analyze HUL's strategy and performance in the context of the changing competitive landscape in India as well as the strategic imperatives of Unilever. The case also helps them examine the impact of the evolving parent-subsidary relationship on HUL's strategic choices.

- I-J6** Title: **Asian Paints Limited: Painting History**
 Author: **J. Ramachandran** and Jalaj Garg
 Summary: The case traces the growth of Asian Paints Limited (“APL”) from being a small paint manufacturer in 1942 into the undisputed leader of the Indian paints industry. The case invites students to analyze the strategic decisions made by APL’s management over its 75+ year journey and identify key factors that enabled the company to dominate this industry for the last five decades. The case enables students to unpack how a firm’s strategy that is hidden in plain sight affords sustainable competitive advantage.
- I-J7** Title: **Faircent™ Powering P2P Lending Revolution**
 Author: **Srinivasan R**, Raghunathan R, Sandeep Lakshmipathy, Pramoth Joseph and Padmavathi Koride
 Summary: Faircent is a leading P2P lending platform in India and this case study traces the evolution of the FinTech platform. It illustrates the myriad challenges the firm had to navigate while establishing a collateral free peer lending platform in the financial sector in the absence of established regulations. As a P2P marketplace in India, Faircent built out a full-fledged loan analytics platform by bringing onboard lenders and borrowers by providing them online tools to discover each other and transact. The case brings forth viewpoints from different platform sides such as the lenders and borrowers, along with an analysis on how the firm has shaped policy regulations by actively engaging with the central regulators. This case can be used to teach the basics of multi-sided platform business models, the different actors in the platform business along with the concepts of platform envelopment and the various strategic options for Multi-Sided Platforms (MSPs) to fight envelopment, including racing to acquire customers. It should help the students appreciate the platform business model and the competitive differentiation it can bring in.
- I-J8** Title: **Swiggy™, Foodora™, and Yelp™: Hyperlocal Platforms**
 Author: **Srinivasan R**, Sandeep Lakshmipathy, and Pramoth Joseph
 Summary: The case on Siwggy, Foodora, and Yelp analyzes the hyperlocal food delivery business models that are popular in their respective markets. These multi-sided firms bring together local businesses such as restaurants and salons with their patrons through assistance in service discovery and delivery. This case elaborates how the foodtech space is evolving in countries such as India, Germany, and the United States, and how each of these hyperlocal platforms are adopting different strategies to sustain their business in their primary markets. When used as an introduction to multi-sided platforms, this case can help the student understand the hyperlocal space, the logistics challenges that food industry faces and how these delivery service platforms help address the same. This case also looks at what threats these platforms pose to its different sides and how envelopment possibilities emerge. It should help the students appreciate how a technology platform brings differentiation to the traditional food industry, and how a platform business model can provide significant competitive differentiation. By presenting

three different hyperlocal platforms in as many geographies, the case study helps illustrate the commonality of business models while bringing forth the nuances of each market and its operational complexities.

- I-J9 Title: Yash Raj Films**
Author: Dharmendra Hiranandani, Rishabh Raj, and **Pranav Garg**
Summary: Set in 2017, the case describes the evolution of Yash Raj Films (YRF) in the Hindi-language movie industry, popularly called Bollywood, in India. In the year 2000, the Government of India officially recognized Bollywood as an industry. This policy change ushered in the corporatization of Bollywood. Set against this backdrop, the case describes how Aditya Chopra, the current chairman and managing director of YRF, led the firm's evolution from a boutique production company into a full-fledged studio. Students analyze the firm's pursuit of fit among different activities and evaluate the challenges involved in sustaining the fit, amidst ongoing developments in the industry.
- I-J10 Title: Indian Premier League**
Author: Sonali Gupta, Akshat Raj, Diptiprakash Pradhan, and **Pranav Garg**
Summary: Set in 2018, the case describes the evolution of the Indian Premier League (IPL), a franchise-based professional cricket league in India. Since its inception in 2008, the IPL has enjoyed huge popularity among players and fans, despite being dogged by controversies. Students must analyze the team-design strategies of the franchises profiled in the case. This analysis helps uncover different models of team design, including their pros and cons, in human-capital-intensive contexts. Relating team design to team performance helps understand the significance of star performers and complementarity among team members.
- I-J11 Title: New Delhi Television**
Author: Shitij Chohan, Shreya Raina, and **Pranav Garg**
Summary: Set in 2018, the case describes the evolution of New Delhi Television Limited (NDTV) in the Indian news broadcasting industry. Starting as a news production company in 1988, NDTV ventured into general entertainment, media consulting, and e-commerce over the next three decades. Students analyze how the firm tailored its activities to pursue a differentiation strategy in news broadcasting. They also assess the challenges faced by NDTV when it diversified into new businesses and its ability to leverage core assets (star journalists) in these businesses.

I-K Leading Journal Publications

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

- I-K1 Authors: Sai Yayavaram, Manish Srivastava and MB Sarkar**
Title: Role of Search for Domain Knowledge and Architectural knowledge in alliance formatio

- Journal: ***Strategic Management Journal***
- Abstract: The literature on technological alliances emphasizes that search for knowledge drives alliance formation. However, in conceptualizing technological knowledge, prior work on alliances has not made a distinction between domain knowledge—knowledge that firms possess in distinct technological domains—and architectural knowledge—knowledge that firms possess about how to combine elements from different technological domains. We argue that firms seek partners that are similar in domain knowledge to deepen their knowledge, and partners that are dissimilar in architectural knowledge to broaden their knowledge. Our results indicate that the likelihood of alliance formation increases when two firms are similar in domain knowledge and dissimilar in architectural knowledge. Further, our results show that these effects are positively moderated by the degree of decomposability of a firm's knowledge base.
- Listings: - ***Financial Times 50***
- ***UT Dallas***
- I-K2** Authors: **Haritha Saranga, Rejie George P, Judith Beine, and Ulli Arnold**
- Title: **Resource Configurations, Product Development Capability, and Competitive Advantage: An Empirical Analysis of Their Evolution**
- Journal: ***Journal of Business Research***
- Abstract: We draw on prior work in the strategy domain and provide empirical evidence of how interactions of resources (or resource configurations) underlying an important capability (i.e., product development capability) lead to differential levels of competitive advantage in a unique emerging economy setting. Our work provides a nuanced understanding of how the efficacy of a specific capability varies depending on changes in the product market environment, such that certain resource configurations facilitate competitive advantage during particular periods of time, while others do not. The study uses rich qualitative and quantitative data gathered through primary and secondary sources to test the conjectures. Our work also demonstrates that while interactions of resources matter significantly in providing competitive advantage, in isolation, these resources do not matter.
- I-K3** Authors: **Deepika R. Gupta, Rajaram Veliyath, and Rejie George P**
- Title: **Influence of National Culture on IPO Activity**
- Journal: ***Journal of Business Research***
- Abstract: We study the impact of national culture on initial public offerings (IPOs) – an important entrepreneurial activity through examining and providing empirical evidence of the proclivity for entrepreneurial firms situated across cultural contexts to seek legitimacy through floating IPOs. Informal institutions like culturally embedded societal norms of entrepreneurial behaviors and expectations for retained earnings as well as societal preferences for discretionary free cash flows are presented as the legitimizing mechanisms for such actions. We examined 7654 IPOs that occurred between 2003

and 2012 (312 country-year observations) from 47 countries. The results showed that countries with high power distance, high collectivism, and long-term orientation were positively associated with higher levels of IPO activity. In addition, the IPO activity levels were found to be significantly lower when the aggregated Euclidean distance differences between individual country culture profiles (where all the six dimensions of Hofstede's national culture taxonomy were considered together) and the ideal country cultural profile were greater.

- I-K4** Authors: **S. Raghunath** and Rama Jayanti
 Title: **Institutional Entrepreneur Strategies in Emerging Economies: Creating Market Exclusivity for the Rising Affluent**
 Journal: ***Journal of Business Research***
 Abstract: We study how institutional entrepreneurs strategize to legitimate market exclusivity for the rising affluent in emerging economies. We propose that pluralistic logics and logic contradictions can trigger novel institutional spaces that are leveraged by institutional entrepreneurs to promote new organizational forms. We shed light on the struggles of opportunistic institutional entrepreneurs who juggle capitalizing on the emerging novel institutional spaces within emerging economies juxtaposed against country-specific cultural nuances of high power distance and low generalized trust. Using a case-based analysis of the luxury hospital organizational field in India, we present a comprehensive framework of legitimation strategies for new organizational forms in emerging economies. Our study provides important insights into institutional entrepreneurs' legitimation strategies in emerging economies and underscores the importance of studying contextual bases of institutional entrepreneurship.
- I-K5** Authors: Chen, J. and **Pranav Garg**
 Title: **Dancing with the Stars: Benefits of a Star Employee's Temporary Absence for Organizational Performance**
 Journal: ***Strategic Management Journal***
 Abstract: While research has focused primarily on stars as individual contributors, we examine organizational situations where stars must work closely with non-stars. We argue that, in such situations, building teamwork around a star is an exercise in learning under complexity. In response, organizations prioritize interactions involving the star to simplify learning. This simplification, however, creates organizational myopia. We claim that a star's temporary absence helps the organization overcome myopia by triggering a search for new routines. When he returns, the organization may combine these new routines with pre-absence routines to improve teamwork and performance. We exploit injuries to star players in the National Basketball Association as an exogenous shock and find that on average, teams perform better after a star's return than before his absence.
- Listings: - ***Financial Times 50***
 - ***UT Dallas***

I-L Awards, Honors, and Achievements

- I-L1 Prof. Ganesh N Prabhu**, ET Cases - FLAME Pedagogical Innovation Award for Case Arthakranti: Need for Strategy at FLAME International Conference on Teaching and Research Cases, FLAME University, Pune, June 21-22, 2018 (co-authored with Ghura and Amarpreet Singh).
- I-L2 Prof. P D Jose**, National Teacher Innovation Award Commendation Certificate by MHRD.
- I-L3 Prof. Rejie George P**, That's Promising! Proposal Prize Award at SMS India Special Conference.

I-M Doctoral Theses Completed by FPM Students during 2018-2019

Sl. No.	Name of the Student	Dissertation Title	Members of the DAC Committee
I-M1	Snigdha Manukonda	Governing the Corporation: Negotiating the Intrinsic Challenges of Strategic Decision Making	J Ramachandran, Pranav Garg, Rejie George P
I-M2	Priyatam Anurag	Essays on Strategies and Performance of Banks along Multiple Dimensions in a Developing Economy	Deepak K Sinha, Ganesh N Prabhu, Ashok Thampy
I-M3	Diptiprakash Pradhan	Peer Effect of Stars: Implications for Individual and Organisational Performance	J Ramachandran, Pranav Garg, Kanchan Mukherjee

I-N Dissertations Proposal by FPM Students during 2018-2019

Sl. No.	Name of the Student	Topic	Date
I-N1	Sachidananda B S	Entrepreneurial Opportunity Evaluation as Social Process	March 11, 2019

I-O Papers Presented by FPM Students in Conference/Seminar during 2018-2019

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
I-O1	Shailen Kumar Dalbehera and Prof. Raghunath S	Internalization of IJVs and Institutions	Academy of Management Annual Meeting, Chicago USA	August 13, 2018
I-O2	Sachidananda B S, Prof. Ajay Bhaskarbatla, Shiva Devarkonda, Soumodip Sarkar, and Prof. Suresh Bhagavatula	Heterogeneous Effects of Director Busyness on Firm Performance	SMS Annual Conference, Paris	September 22-25, 2017

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
I-03	Sachidananda B S, Prof. Ajay Bhaskarbatla, Shiva Devarkonda, Soumodip Sarkar, and Prof. Suresh Bhagavatula	Slumdog Entrepreneurs: The Double-Edged Nature of Strong Ties in Informal Entrepreneurship	SMS Annual Conference, Paris	September 22-25, 2017
I-04	Sachidananda B S	Opportunity Evaluation, Community of Enquiry and Entrepreneurial Action: Evidence from a Pre-Incubation Program	SMS Hyderabad – Special Conference, ISB Hyderabad	December 15-18, 2018
I-05	Ravi Shankar Pandey, and Prof. Raghunath S	Internationalization of Technology Start-Ups from Emerging Economy	AIB 2018 Annual Meeting, Minneapolis USA	June 25-28, 2018
I-06	Caruna Bhat	Investment in Innovation and Social Responsibility Really a Zero-Sum Game?: Evidence from Corporate India	AICAR Annual Conference, Aston Business School UK	August 29-31, 2018
I-07	Caruna Bhat	Multiple Directorship and Firm Performance in the Indian Context	BAM Annual Conference, Bristol Business School, UWE, UK	September 4-6
I-08	Caruna Bhat	Role of Firm Characteristics in Tacit Knowledge Transfer during Acquisitions	BAM Annual Conference, Bristol Business School, UWE, UK	September 4-6
I-09	Caruna Bhat	Determinants of Groupthink: Role of Organizational Strata	AIB India Conference 2018, IIFT HIPA, Shimla	April 9-11, 2018
I-010	Caruna Bhat	Fast alliance Process: A social capital perspective	AIB India Conference 2018, IIFT HIPA, Shimla	April 9-11, 2018
I-011	Caruna Bhat	The Paradox of Performance: The Effect of Multiple Directorships on Indian Firms	SMS Hyderabad, ISB Hyderabad	December 15-18, 2018
I-012	Abu Rehan Abbasi	Petrobras, a Dragon Multinational?	AIB India Conference 2018, Shimla	April 9-11, 2018

II

Economics and Social Sciences (ESS)

The Area engages in teaching, research, external engagements, and media and policy outreach in a wide range of fields. These include Behavioral Economics, Development Economics, Environmental Economics, Game Theory, Industrial Organization, IPRs, International Trade, International Monetary Economics, and Labour Economics. It has a good mix of faculty with theoretical, empirical and policy related work. Some have been members of national and international expert committees in their fields of expertise.

The ESS Area has a vibrant doctoral program, attracting candidates from reputed programs in Economics as well as other disciplines from universities and programs in India and abroad. PhD candidates have specialized in many of the above fields and have also published their thesis work in reputed international journals. Many have been placed successfully at other IIMs and Management institutes in the country. Some have undertaken post-doctoral research fellowships and some others have joined industry and research/policy think tanks.

The ESS Area provides job opportunities in the form of Academic Associate and Research Assistant positions to aspiring young candidates who wish to pursue an academic career and develop the required academic skills. Some ESS Academic Associates and RAs have gained admission to reputed doctoral programs in Economics and Public Policy overseas, including Notre Dame, Penn State, Arizona State, and George Mason University, among others. Some have eventually obtained faculty and research positions at institutions overseas and in India.

The Area has an active presence in the institute through its Brown Bag talks for students, RAs, Academic Associates, and faculty members. It also participates in organizing institute-wide research seminars by visiting faculty and scholars from Indian and overseas universities.

II-A Research Projects

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

Project Team: **Damodaran A**

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

Sponsor: GIZ-ASEM, Germany-India

Status: Ongoing – 2011

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

Project Team: **Damodaran A**

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

Sponsor: DFID and Ministry of Finance, Government of India

Status: Ongoing – 2012

II-A3 Prosperity fund India Programme-International Climate Finance: Green Climate Fund (GCF) and the National Implementation Strategy for India

Project Team: **Damodaran A**

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

Sponsor: DFID Project, British High Commission

Status: Ongoing – 2011

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

Project Team: **Damodaran A**

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

Sponsor: WIPO, Geneva

Status: Ongoing – 2015

II-A5 Economics of IP and International Technology Transfer's World Intellectual Property Organization (WIPO), Geneva

Project Team: **Damodaran A**

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

Sponsor: WIPO, Geneva and DIPP

Status: Ongoing – 2013

II-A6 WIPO IPR Economic Studies Project

Project Team: **Damodaran A**

Summary: The project in its initial phase explored the economic dynamics of IPRs in the developing context. The report was submitted in 2017 to the WIPO. The current phase of the project explores the link of IPRs and Development goals in the of creative industry. Work is ongoing.

Sponsor: WIPO

Status: Ongoing

II-A7 Management Frameworks for Creative Industries: State of Art and New Paradigms

Project Team: **Damodaran A**

Summary: In the international context, the focus on Intellectual Property Rights (IPRs) has generated interest in the capital formation potential of creative industries. Indeed the economic and institutional crisis faced by performing arts theatres in advanced and affluent countries has been explored by Baumol and Bowen (1957), Throsby (2009), Rizzo and Throsby (2006), Mulcahy (1991) and Frey (2000). Though literature abounds on the policy and aesthetic essence of arts that belong to developing and emerging countries, there is scant, in-depth information on current management practices, the methods and tools of financing arts organizations. Information on the scale and predictability of government financing of art organizations and the role of these organizations in contributing to the GDP and capital formation process in developing countries is scanty. In the absence of information on these aspects, it is difficult for one to assess the role of new technologies (including digital technologies) in improving existing operational systems in art-based organizations based on modern management systems. In India, where academic attention on the management and economic dimensions of arts organizations has remained unexplored, there have been efforts to lay down policy approaches towards art and culture. These policy statements do not highlight the management

dimensions of art organizations. In recent times, Damodaran and Chavis (2017) have explored the economic and institutional crisis faced by Classical Performing Arts in India with reference to the theatre form, Kutiyattom. The tools and techniques employed in this study include consumer behaviour approaches that involve the application of the stated preference approach. A similar approach is called for in the case of other art organizations.

Sponsor: IIM Bangalore

Status: Ongoing – 2017

II-A8 Applying Distributed Network Technologies to Spices Commodity Chains for Competitive

Project Team: **Damodaran A**

Summary: India's spices exports (notably pepper and cinnamon) have followed the spices route since time immemorial. The oldest spice routes of the world involved travel from Cochin to the Arabian Sea and across the port of Aden and the Gulf of Hormuz towards the Mediterranean and then to Europe. This trade was conducted by Arabs. like through land route and across the Cape of Good Hope to Europe. With Vasco da Gama's discovery of Malabar (Calicut) in 1498. A new alignment took place for the spices route. The post Vasco da Gama spices route commenced from Calicut/Cochin, circled the Cape of Good Hope to reach the European ports. Later, the Spices route set by Vasco da Gama underwent further branching as shipments crossed the Cape of Good Hope to reach the Atlantic and from Atlantic to the United States.

Sponsor: IIM Bangalore

Status: Ongoing – 2019

II-A9 Information, Market Creation and Agricultural Growth

Project Team: **Gopal Naik**

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

Sponsor: ESRC and IIM Bangalore

Status: Ongoing – 2013

II-A10 Building English Proficiency through Tele-education in Government First Degree Colleges

Project Team: **Gopal Naik**

Summary: The objective of the study is to assess the extent to which English Proficiency can be built in Government First Degree Colleges through Tele-education.

Sponsor: Higher Education Department, Government of Karnataka

Status: Ongoing

II-A11 Hybrid Geospatial Technology for Improving Crop Area Data Management in India

Project Team: **Gopal Naik**

Summary: We propose a Hybrid Geospatial technology which combines remote sensing with GPS-GIS as a potential method of overcoming this problem. We illustrate the methodology for a village unit in India and assess the performance of this methodology. This is particularly beneficial in countries like India where the holdings are small, individual crop plot sizes are small and crop diversity is high.

Status: Ongoing – 2016

II-A12 Assessing the APMC Reforms in Karnataka

Project Team: **Gopal Naik**

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

Sponsor: Government of Karnataka

Status: Ongoing – 2016

II-A13 Machine Learning Models to Create a Robust Farm Advisory System to Improve Farm Performance and Welfare of Farmers

Project Team: **Gopal Naik and U Dinesh Kumar**

Summary: The study aims to achieve the following:

1. Develop a multivariate price and yield forecasting model using both endogenous and exogenous factors through integrated Auto Regressive Integrated Moving Average (ARIMA) model and Artificial Neural Network (ANN).
2. Develop machine learning (ML) algorithm based models for crop disease prediction.

3. Build an early warning system by predicting crop disease, crop failure, farmer distress in a region due to prevalent diseases and weather conditions.

Sponsor: DST, Government of India

Status: Ongoing – 2017

II-A14 International Trade and Firms – Exploring Relationships between Firm Performance and International Trade

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

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

Sponsor: IIM Bangalore

Status: Ongoing – 2017

II-A15 Implications of RCEP Services Agreement for India

Project Team: **Rupa Chanda**

Summary: This study assesses the potential gains and losses from a services agreement for India under the prospective RCEP agreement among India, ASEAN, Japan, China, Korea, Australia and New Zealand.

Sponsor: Ministry of Commerce, Government of India

Status: Ongoing – 2018

II-A16 Assessing the SABAH Project

Project Team: **Rupa Chanda**

Summary: A case study will be prepared to highlight the outcomes, impact and challenges of the SABAH project in the SAARC region. It will be used in business schools in South Asia.

Sponsor: SAARC Development Fund (SDF), Thimphu

Status: Ongoing – 2019

II-A17 India-Japan Trade in Services

Project Team: **Rupa Chanda** and Kalpana Tokas (IMI, Delhi)

Summary: This study aims to understand the impact of the India-Japan CECA on India's trade in services with Japan. It will be based on secondary and primary research and will provide an understanding of the opportunities and challenges for bilateral services trade and investment.

Sponsor: India Japan Study Centre, IIM Bangalore

Status: Ongoing – 2019

II-A18 Regional Harmonization Processes and Health Worker Mobility

Project Team: **Rupa Chanda**

Summary: This study will describe and contrast regional harmonization processes of health professional regulations across various economic regions and sub-regions, with associated challenges and opportunities discussed. It will provide potential policy options to optimize the regional harmonization processes and address key issues and the potential contribution of WHO Global Code, as a global governance instrument on health worker migration.

Sponsor: WHO, Geneva

Status: Ongoing – 2019

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

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

Summary: The project aims to understand the determinants of the spatial heterogeneity and temporal changes in resource allocation and expenditure patterns across Gram Panchayats (GPs). We focus on two important aspects that may explain this variation: the political economy of resource allocation, and institutional channels for revelation of misallocation of resources. The political economy mechanism would explore the interactions of political incentives of local GP councils and that of the state government and/or possibly the relevant local MLAs. The institutional mechanism would focus on the role played by the auditing agency that annually audits the expenditure accounts of GPs. The state government is supposed to punish the GPs found to have misallocated their resources, deviating from their announced action plans. This may create differential incentives for different GPs as GPs may have different gains from misallocation due to rigidities in the structure of reporting mechanisms. The cost of adverse audit outcome may also be different across GPs, since the state

government may be less willing to punish a GP which has the same party ruling its council as that of the state government. This, therefore, means that the political economy and the auditing mechanisms may, in fact, interact.

Sponsor: IIM Bangalore

Status: Completed

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

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

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

Sponsor: IIM Bangalore

Status: Completed

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

Project Team: **Souvik Dutta**

Summary: Microfinance has become a central part of poverty alleviation and women empowerment in India and across the globe. In India, villages are faced with problems related to poverty, illiteracy, lack of skills health care, etc. because of low income. Credit constraints among the poor are one of the key reasons

for absence of income generating activities. This has been well-documented in the literature. The Reserve Bank of India issued guidelines to all nationalized commercial banks encouraging them to lend to informal groups without collateral, which came to be called Self-Help Groups (SHGs). Though SHG has become an integral part of the Indian microfinance sector, there has not been enough evidence to look into the returns of joining a SHG as compared to other women in the same village who are not part of SHGs.

Sponsor: IIM Bangalore

Status: Completed

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

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

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

Sponsor: IIM Bangalore

Status: Ongoing – 2015

II-A23 Keiretsus and Indian Business Houses: A Comparative Study

Project Team: **Subhashish Gupta** and Mandar Oak

Summary: Japanese business houses or Keiretsus were a novel feature of industrial organization in Japan. Among its distinguishing features were cross shareholdings among the group companies and the use of a main bank. The network linkages have decreased over time, particularly with the upheaval in the banking sector, but it still exists. We study the implications of Japanese firms entering India and their Keiretsu linkages.

Sponsor: India Japan Study Centre, IIM Bangalore

Status: Ongoing

II-A24 Building Strategic Capabilities in Emerging Market Firms

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

Summary: IIMB has entered into a partnership with CEIBS, Shanghai. Currently, CEIBS is conducting a study on the capabilities of emerging market multinationals (EMM). The study is being conducted by global institutional partners (GIP) in many emerging markets. IIMB has joined the study as the only Indian GIP.

Sponsor: IIM Bangalore

Status: Ongoing – 2017

II-A25 Intergenerational Correlation in Earnings: The Role of the Private Share in Total Health Expenditure

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

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

Sponsor: IIM Bangalore

Status: Ongoing – 2017

II-A26 Dynamic Income Tax Enforcement

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

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

Sponsor: IIM Bangalore
 Status: Ongoing – 2017

II-A27 Sampada Series on Business Management

Project Team: **Ramnath Narayanaswamy**

Summary: The origin of this series goes back to a suggestion made to the author by his publishers in a meeting that took place in his office in early 2005. During the conversation, he was flooded by a number of ideas, memories and insights. It struck to him then that he had been an instructor in management for close to fifteen years! He also realized that these years had been immensely challenging yet fulfilling and rewarding. While he had embarked upon innovative forays in creativity, leadership and spirituality by floating successful elective courses in some of these domains, his biggest challenge in more ways than one was however the core course that he currently taught at IIM Bangalore called Business, Government and Politics in Indian Society.

Sponsor: IIM Bangalore
 Status: Ongoing – 2017

II-A28 Caste Fractionalization and Public Good Provision in India

Project Team: **Ritwik Banerjee**

Summary: Data shows that public good provision in India decreases with an increase in caste based fractionalization. While past research documents this association, the causal interpretation and the deeper mechanisms driving the result is an open question. This project aims to plug this gap by identifying the precise causal connection between caste fractionalization in India and under provisioning of public goods. Our hypothesis is that the under provisioning of public good is driven, in part, by associative distaste emanating from sharing a public good. To give an example, suppose people from different castes need to coordinate to build a well or lobby with local authorities to build that well. In a more fractured village, people may be less likely to coordinate and build the well because they have a distaste for sharing the public good with outgroup members. This form of associative distaste is markedly different from free riding, the dominant theme examined in the context of public good provision. Our study aims to disentangle all possible alternative explanations. In doing so, we will also examine if punishment mechanism can be used to sustain high levels of public good and how punishment as a strategy is deployed by different caste groups belonging to different levels of social hierarchy. We will study this in the context of Bihar.

Sponsor: International Growth Center

Status: Ongoing – 2019

II-A29 On the Link between Tax Non-Compliance and Embezzlement: Experimental Evidence

Project Team: **Ritwik Banerjee**, Amadou Boly and Robert Gillanders

Summary: Developing countries are typically characterized by “hard-to-tax” sectors (e.g. small/informal businesses or subsistence farmers), due to the lack of information on revenues. This lack of information poses substantial enforcement problems and provides ample opportunity for tax non-compliance. In such a context, voluntary tax compliance can be instrumental for increased revenue mobilization.

Sponsor: IIM Bangalore

Status: Ongoing (September 2018-2019)

II-A30 Project 1: Social Identity, Taste Bias and Under Provisioning of Public Goods”

Project 2: Discrimination in Fairness – Evidence from an Online Labor Market

Project Team: **Ritwik Banerjee** and Anujit Chakraborty

Summary: Data shows that public good provision in India decreases with an increase in caste-based fractionalization. This pattern indicates that if a society is more fractured, i.e. the share of various social groups in the population gets closer to each other, public goods become more and more scarce. While past research documents this association, the causal interpretation and the deeper mechanisms driving the result is an open question. This project aims to plug this gap by identifying the precise causal connection between caste fractionalization in India and under provisioning of public goods. Our hypothesis is that the under provisioning of public good is driven, in part, by associative distaste emanating from sharing. To give an example, suppose people from different castes need to coordinate to build a well. In a more fractured village, people may be less likely to coordinate and build the well because they have a distaste for sharing the public good with outgroup members. This form of associative distaste is markedly different from free riding, the dominant theme examined in the context of public good. Our study aims to disentangle all possible alternative explanations by writing down a structural model and running a carefully designed experiment to identify distaste arising from sharing a common resource with the outgroup. In doing so, we will also examine if punishment mechanism can be used to sustain high levels of public good and how punishment as a strategy is deployed by different caste groups belonging to different levels of social hierarchy.

Sponsor: VRSP, IIM Bangalore

Status: Ongoing – 2018

II-A31 Choices of Agricultural and Nonagricultural Occupations and Earnings in India

Project Team: **Tirthatanmoy Das**

Summary: The objective of this study is to examine how individuals choose between agricultural and nonagricultural occupations in India, and assess how these choices influence their overall earnings distribution. Specifically, it intends to estimate a tractable empirical structural model to examine the relationships between heterogeneity in occupation specific skills and the choices of occupations. To my knowledge, there exists no study that analyzes occupational choices in India in the context of unobserved skill heterogeneity. This study aims to fill this gap.

Sponsor: IIM Bangalore

Status: Ongoing – 2019

II-A32 Foundations of Applied Macroeconomics: A Policy Rate Approach

Project Team: **Vivek Moorthi**

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

Sponsor: IIM Bangalore

Status: Ongoing – 2015

II-A33 Understanding Exchange Rate Movements: Role of Equity Investors

Project Team: **Vivek Moorthi**

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

Sponsor: IIM Bangalore

Status: Ongoing – 2017

II-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
II-B1	Banerjee, Ritwik and Arnab Mitra	On Monetary and Non-Monetary Interventions to Combat Corruption	<i>Journal of Economic Behaviour and Organisation</i>	Vol. 149, May 2018, Pg. 332-355
II-B2	Banerjee, Ritwik	On the Interpretation of World Values Survey Trust Question - Global Expectations vs. Local Beliefs	<i>European Journal of Political Economy</i>	Vol. 55, December 2018, Pg. 491-510
II-B3	Banerjee, Ritwik , Nished Singhal and Subramanian, Chetan	Predicting Food Price Inflation through Online Prices in India	<i>Economic & Political Weekly</i>	Vol. 53 (23), June 2018, Pg. 132-135
II-B4	Jong Kook Shin and Subramanian, Chetan	Asset Price Bubbles and Technological Innovation	<i>Economic Inquiry</i>	Vol. 57(1), January 2019, Pg. 482-497
II-B5	Radhika Joshi, Subramanian, Chetan and Shailender Swaminathan	Are There Social Returns to Education in Developing Countries? Evidence from Indonesia	<i>Economic Development and Cultural Change</i>	Vol. 67(2), January 2019, Pg. 316-332
II-B6	Gupta, Subhashish and Kalpana Tyagi	Information and Communications Technology Markets Cases in Competition Law	<i>Economic & Political Weekly</i>	Vol. 53 (38), September 2018 Pg. 53-60
II-B7	Gupta, Subhashish , Kalpana Tyagi and Rajkumar Upadhyay	Twilight of Voice, Dawn of Data: the Future of Telecommunications in India	<i>Decision</i>	Vol. 45(2), June 2018, Pg. 161-183
II-B8	Damodaran A	The Bitcoin Innovation, Crypto Currencies and the Leviathan	<i>Innovation and Development</i>	Vol. 9(1), 2019, Pg. 85-103

II-D Chapters in Books

Sl. No.	Authors	Title of Chapter	Title of Book	Editors	Publication Details
II-D1	Chanda, Rupa	The Punjabi Diaspora in the UK: An Overview of Characteristics and Contributions to India	<i>Migration Report 2018: Indian Migrants in Europe</i>	S Irudaya Rajan	Routledge, UK, 2019
II-D2	Chanda, Rupa	Trends, Opportunities and Challenges in India's Service Sector	<i>Indian Economy since Independence</i>	Uma Kapila	Academic Foundation, 2019
II-D3	Chanda, Rupa and Pralok Gupta	Indian Migration to the Gulf: Overview of Trends and Policy Initiatives by India	<i>Indian Migration to the Gulf: Overview of Trends and Policy</i>	Philippe Fargues and Nasra M. Shah	Gulf Research Centre, Cambridge, UK, Pg. 179-98, 2018
II-D4	Chanda, Rupa	Services Trade Liberalization in South Asia	<i>Next Steps to South Asian Economic Union</i>	S. Raihan	South Asian Association for Regional Cooperation (SAARC) Secretariat, Kathmandu, Pg. 119-54, 2018
II-D5	Chanda, Rupa	India's Prospects for Services Integration with Asian FTA Partners	<i>ASEAN India Network of Think Tanks</i>		5th edited volume, 2018
II-D6	Chanda, Rupa and Sudeshna Ghosh	Services in BIMSTEC - Untapped Possibilities	<i>BIMSTEC - A Vibrant Economic Bloc</i>		MVIRDC, World Trade Centre Mumbai, Pg. 76-77, 2018

Sl. No.	Authors	Title of Chapter	Title of Book	Editors	Publication Details
II-D7	Hanefield, J., R. Smith and Chanda, Rupa	International Trade and Health	<i>International Trade and Health in the Global Health: Diseases, Programs, Systems and Policies</i>		Chapter 20, Duke Global Health Institute, Jones & Bartlett Learning Publishers, USA, 2018, Pg. 857-92
II-D8	Naik, Gopal and Ashwini Baje	Post-harvest Value Chain Management in India	<i>Rural India Perspective 2017</i>	NABARD	Oxford University Press, New Delhi, 2018

II-E Working Papers

Sl. No.	Author	Title	IIMB Working Paper No.	Year
II-E1	Damodaran A, Anitha Botta and Jyothi Ganiger	Integrated Intellectual Property Rights (IPR): Framework for the State of Andhra Pradesh	569	2018
II-E2	Damodaran A	Performing Arts: Critical Governance Issues	571	2018
II-E3	Banerjee, Ritwik, Nabanita Datta Gupta and Marie Claire Villevall	Self Confidence Spillovers and Motivated Beliefs	574	2018
II-E4	Damodaran A	Diplonhomie at Singapore: US-North Korea Relations after the Trump-Kim Summit	578	2018
II-E5	Abhishek Naresh, Jong Kook Shin and Subramanian, Chetan	Yield Curve and Economic Activity	579	2018
II-E6	Anand, Abhinav, Dutta, Souvik and Mukherjee, Prithwiraj	Influencer Marketing with Fake Followers	580	2019
II-E7	Gupta, Subhashish	Buyer Power, Competition Law and Platforms	585	2019
II-E8	Gupta, Subhashish, Jose P. D. and Thampy, Ashok	Emerging Market Multinationals: India	586	2019

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

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
II-F1	Soundararajan, Vidhya	How to Successfully Set a Minimum Wage in India	<i>Live Mint</i>	October 24, 2018
II-F2	Narayanaswamy, Ramnath	Adherence to Dharma Is Critical	<i>Deccan Herald, Oasis</i>	July 9, 2018
II-F3	Narayanaswamy, Ramnath	Spirituality and Well-Being	<i>Deccan Herald, Oasis</i>	August 2, 2018
II-F4	Narayanaswamy, Ramnath	Spirituality Binds People	<i>Deccan Herald, Oasis</i>	August 21, 2018
II-F5	Narayanaswamy, Ramnath	Contemplative Practices	<i>Deccan Herald, Oasis</i>	September 10, 2018
II-F6	Narayanaswamy, Ramnath	Existence of God	<i>Deccan Herald, Oasis</i>	April 21, 2018
II-F7	Narayanaswamy, Ramnath	Who Is a Real Guru?	<i>Deccan Herald, Oasis</i>	May 31, 2018
II-F8	Narayanaswamy, Ramnath	A Spiritual Revolution in Management Science	<i>Heartfulness</i>	March 4, 2019
II-F9	Dutta, Souvik and Arpita Mukherjee	WTO Non-Compliant Subsidies: Impact on Indian Apparel Exporters	<i>Forbes India</i>	April 12, 2018
II-F10	Souvik Dutta and Shouvik K Majumdar	Working towards a Disabled-Friendly India	<i>Forbes India</i>	September 25, 2018
II-F11	Dutta, Souvik	Indian E-commerce Policy: Can it help small and medium businesses?	<i>Forbes India</i>	August 17, 2018
II-F12	Bhalla, Manaswini and Manisha Goel	The Caste Is Alive and Kicking in Corporate India	<i>Forbes India</i>	April 15, 2019
II-F13	Gupta, P. and Rupa Chanda	With Data Localisation, Frame Policies to Develop Domestic Computing Facilities	<i>Economic Times</i>	March 18, 2019
II-F14	Moorthy, Vivek	Perplexing Silence on Falling Rupee	<i>Forbes India</i>	October 30, 2018
II-F15	Moorthy, Vivek	Vehicle Area Tax Could Ease Bengaluru's Traffic Woes	<i>Forbes India</i>	January 31, 2019
II-F16	Damodaran A	Co-opting the Misunderstood: India's Cryptocurrency Moment	<i>Forbes</i>	December 19, 2018

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

Sl. No.	Authors	Title of Publication	Type of Publication
II-G1	Naik, Gopal and Suresh, D. N	Challenges of Creating Sustainable Agri-retail Supply Chain	IIMB Management Review, Roundtable, Vol. 30, 2018, Pg. 270-282

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

Sl. No.	Authors	Title of Paper/Session/Invited Talk	Name of Conference and Venue	Dates of Event
II-H1	Damodaran A	Technological Opportunities and Innovations for a Digital Future: Institutional Approaches on Resource Mobilisation and Collaboration, Futuristic, Resilient, and Digital Infrastructure	Ministry of Finance, Government of India, CII and RIS, New Delhi, Hotel Leela Palace, Bangalore	May 3-4, 2018
II-H2	Damodaran A	Talk on Intellectual Property Rights Protection related issues	Refresher Course and Training Programme for College Teachers-CUSAT, Kochi	May 28, 2018
II-H3	Damodaran A	Talk on Continuing Education Program (CEP) 2018-19 IPRs As A Gateway For Knowledge Driven Economy	CAIR, DRDO, Bangalore	August 9, 2018
II-H4	Damodaran A	Chaired Sustainability Conclave of Vista	Vista, IIM Bangalore	September 14, 2018
II-H5	Damodaran A	Chaired Session on Out of Blocks	EPGP Business Conclave, EPGP, IIM Bangalore	September 30, 2018
II- H6	Damodaran A	Distributed Network Technology Platforms for Sustainable Re-building of Kerala	TIECon 2018, Cochin	November 18, 2018
II- H7	Damodaran A	Policy Implications of Cryptocurrency regulations	Ministry of Finance, New Delhi	December 1, 2018

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
II- H8	Damodaran A	Role of Distributed Network Technologies in Altering Inter-Industry Resource Flows along Commodity Chains, Start-up to Scale up: Management and Policy Perspectives	6 th PAN IIM Conference 2018	December 13-15, 2018
II- H9	Damodaran A	Talk on Competitive Strategy through Blockchains IoT AI Convergence	The India CEO Forum, IMA India, New Delhi	February 12, 2018
II-H10	Damodaran A	Talk on Block Chains, The India CEO Forum	IMA India, Hyderabad	March 8, 2019
II- H11	Damodaran A	SDGs and Sustainable Development in Relation to Corporates in a Global Context with Reference to Biodiversity and Climate Change	GNAM Schools, Hitotsubashi ICS	March 25, 2019
II- H12	Jha, Srivardhini K, Naik, Gopal and Rajan, J	Balancing the See-Saw: Negotiated Stability among Plural Logics in a Hybrid Partnership	EGOS Conference, Tallin, Estonia	July 2018
II- H13	Naik, Gopal, Chitre, C. Bhalla, Manaswini, and Jothsna R	Impact of Technology Use on Student Learning Outcomes: Evidence from a Large-scale Experiment in India	86 th International Atlantic Economic Conference, New York, USA	October 11-14, 2018
II- H14	Naik, Gopal, Chitre, C. Bhalla, Manaswini, and Jothsna R	Impact of technology use on student learning outcomes: Evidence from a large-scale experiment in India	Sustainability and Development Conference, Ann Arbor, USA	November 8-11, 2018
II- H15	Gopal Naik and Krishna, A	Enhancing Agricultural Productivity through Delivery of Customised Agricultural Information: Evidence from India	Sustainability and Development Conference, Ann Arbor, USA	November 8-11, 2018
II- H16	Naik, Gopal, Narasinga Rao, K. N. and Baje, A	Why Digital Technology for Education Is Yet to Penetrate Rural India?	The Future of Learning Conference 2019: Connecting the Dots; Reaching the Unreached, IIMB, Bangalore	January 4-5, 2019

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
II- H17	Naik, Gopal, Hegde V. R., Basavaraj, K. P. and Dash A	Hybrid Geospatial Technology for Improving Crop Area Data Management in India	3 rd India Land Development Conference 2019, New Delhi	March 12-14, 2019
II- H18	Bhalla, Manaswini	Cultural Homophily in Corporate Boards and Firm Outcomes	14 th Annual Conference on Economic Growth and Development, Indian Statistical Institute, New Delhi	December 19-21, 2018
II- H19	Bhalla, Manaswini	Feather Merge Together: Information Flows, Familiarity Bias and M&A Outcomes	Chicago Booth-India Quantitative Marketing Conference, IIM Bangalore	December 17, 2018
II- H20	Bhalla, Manaswini	Feather Merge Together: Information Flows, Familiarity Bias and M&A Outcomes	NSE-NYU Conference on Indian Financial Markets, Mumbai	December 10-11, 2018
II- H21	Narayanaswamy, Ramnath	Logistics Crunch: Analysis of Intermodal Containers Resource in Pre and Post China Pakistan Economic Corridor's Establishment	4 th International Conference on Management, Business, and Economics (ICMBE) 2018 in Niagara Falls, Canada	May 3-5, 2018
II- H22	Chanda, Rupa	Panel discussion on US-China Trade Wars	India Development Debate, ET Now Channel	September 18, 2018
II- H23	Chanda, Rupa	Panel discussion on Customs Duty Hikes	India Development Debate, ET Now Channel	September 27, 2018
II- H24	Chanda, Rupa	Trade and Competitiveness in India: Status and Challenges	Civil Services training, Lal Bahadur Shastri Academy, Mussoorie	July 24, 2018
II- H25	Chanda, Rupa	Trade Facilitation in Services: Implications for Commonwealth Countries, Commonwealth Consultation on Multilateral, Regional and Emerging Trade Issues for India	CII and Commonwealth Secretariat, New Delhi	June 6, 2018
II- H26	Chanda, Rupa	Panel discussion on book, India Moving	India International Centre, New Delhi	2018

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
II- H27	Chanda, Rupa	Possibilities for India-Japan cooperation in services	2 nd India-Japan Intellectual Dialogue, Sasakawa Peace Foundation, Tokyo	October 31, 2018
II- H28	Chanda, Rupa	Invited talk on India's Export strategy for services	Vibrant Gujarat Summit, Gandhinagar	January 2019
II- H29	Chanda, Rupa	Seminar on trade in services	IILM, New Delhi	2018
II- H30	Chanda, Rupa	Conference chair and speaker in inaugural session	8 th Global Economic Summit, World Trade Centre	March 6, 2019
II- H31	Chanda, Rupa	Case for Mode 4: Recognizing the Gains and Addressing the Challenges	WTO, Geneva	October 10, 2018
II- H32	Dutta, Souvik	Social Insurance in Self Help Groups: A Generalized Propensity Score Approach	14 th Annual Conference on Economic Growth and Development, ISI Delhi	December 19-21, 2018
II- H33	Dutta, Souvik	Political Economy of Third Party Interventions	Economics Group Conference, IIM Calcutta	August 17-18, 2018
II- H34	Dutta, Souvik	Political Economy of Third Party Interventions	17 th Nordic Conference on Development Economics, Finland	June 11-12, 2018
II- H35	Murali, Srinivasan	Job Specialization and Labor Market Turnover	Econometric Society, USA	June 20, 2018
II- H36	Murali, Srinivasan	Job Specialization and Labor Market Turnover	Ashoka University, Haryana	November 7, 2018
II- H37	Das, Tirthatanmoy	Special lecture in an international conference on Public Finance and Public Policy in India	Centre for Training and Research in Public Finance and Policy, Centre for Studies in Social Sciences Calcutta (CSSSC)	January 7-9, 2019
II- H38	Das, Tirthatanmoy and Kabir Dasgupta	Evaluating the Impact of Mothers' Self-esteem on Early Childhood Home Environment: Evidence	Society for Economic Research in India Annual Conference	July 14-15, 2018

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
II- H39	Das, Tirthatanmoy	Evaluating the Impact of Mothers' Self-esteem on Early Childhood Home Environment: Evidence from the NLSY	Ashoka University, New Delhi	April 16, 2018
II- H40	Soundararajan, Vidhya and Ritam Chaurey	Banning Contract Work: Implications for Input Choices and Firm Performance	Indian Statistical Institute New Delhi, Annual Conference on Economic Growth and Development	December 2018
II- H41	Soundararajan, Vidhya	Heterogeneous Effects of Imperfectly Enforced Minimum Wages in Low-Wage Labor Markets	Annual meetings of the American Economics Association, Atlanta	January 2019
II- H42	Soundararajan, Vidhya and Ritam Chaurey	Banning Contract Work: Implications for Input Choices and Firm Performance	North-eastern Universities Development Consortium (NEUC)	October 2018
II- H43	Soundararajan, Vidhya and Ritam Chaurey	Banning Contract Work: Implications for Input Choices and Firm Performance	1 st Bank of Italy – World Bank joint conference, Building Human Capital for 21 st Century Jobs	November 2018
II- H44	Soundararajan, Vidhya and Ritam Chaurey	Banning Contract Work: Implications for Input Choices and Firm Performance	Economics Department, Boston University	November 2018
II- H45	Soundararajan, Vidhya	Heterogeneous Effects of Imperfectly Enforced Minimum Wages in Low-Wage Labor Markets	Seminar in the Economics Department at Scripps college	April 2018
II- H46	Soundararajan, Vidhya and Ritam Chaurey	Banning Contract Work: Implications for Input Choices and Firm Performance	Economics Department, Indian School of Business	September 2018
II- H47	Soundararajan, Vidhya and Ritam Chaurey	Banning Contract Work: Implications for Input Choices and Firm Performance	Economics Department, Azim Premji University	September 2018
II- H48	Moorthy, Vivek	Special Lecture based on Chapter 8 Analyzing India's Demonetization of my book Applied Macroeconomics: Employment Growth and Inflation	KLG Gogte Institute of Technology, Belagavi	November 2018

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
II- H49	Moorthy, Vivek	Special Lecture based on Chapter 8 Analyzing India's Demonetization of my book Applied Macroeconomics: Employment Growth and Inflation	Adarsh Institute of Management, Bangalore	January 30, 2019

II-J IIMB Case Studies @ Harvard Business Publishing

- II-J1** Title: Predicting Inflation through Online Prices
- Author: **Ritwik Banerjee**, Nished Singhal, Chetan Subramanian and Menaka Rao
- Summary: The case is about inflation and how it is computed in the category of food price indexes. The case also covers the tracking and the value of using price data from online sources. The case extends to understanding if it was better or not to formulate inflation through a median CPI. The case provides learning stimulations through rich data sources.

II-K Leading Journal Publications

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

- II-K1** Authors: **Ritwik Banerjee** and Arnab Mitra
- Title: **On Monetary and Non-Monetary Interventions to Combat Corruption**
- Journal: ***Journal of Economic Behaviour and Organisation***
- Abstract: We study the relative effectiveness of extrinsic monetary disincentives and intrinsic non-monetary disincentives to corruption, using a harassment bribery game. In doing so, we also test the Beckerian prediction that at the same level of expected payoff, a low probability of detection with high fine is a stronger deterrent to corruption than a high probability of detection with low fine. In Experiment 1, two treatments are designed to study the effect of a low probability of detection with high fine and a high probability of detection with low fine, on bribe taking behavior. In Experiment 2, subjects participate in the same baseline harassment bribery game either without or after having gone through a four-week ethics education program. Results show that: (a) a low probability of detection with high fine reduces both the amount and the likelihood of bribe demand, (b) a high probability of detection with low

fine has no effect on bribe demand, (c) normative appeals of ethics education has a small effect on the likelihood but not on the amount of bribe demand, when measured immediately after the intervention, and (d) the effect of ethics education vanishes when measured four weeks after the intervention.

II-K2 Authors: Jong Kook Shin and **Chetan Subramanian**

Title: **Asset Price Bubbles and Technological Innovation**

Journal: ***Economic Inquiry***

Abstract: We introduce borrowing constraints into a two-sector Schumpeterian growth model and examine the impact of asset price bubbles on innovation. In this environment, rational bubbles arise when the intermediate good producing R&D sector is faced with adverse productivity shocks. Importantly, these bubbles help alleviate credit constraints and facilitate innovation in the stagnant economy. On the policy front, we make a case for debt financed credit to the R&D sector. Further, we establish that a constant credit growth rule (akin to the Friedman rule) outperforms the often prescribed counter-cyclical “lean against the wind” credit policy.

II-K3 Authors: Radhika Joshi, **Chetan Subramanian** and Shailender Swaminathan

Title: **Are There Social Returns to Education in Developing Countries? Evidence from Indonesia**

Journal: ***Economic Development and Cultural Change***

Abstract: Despite growing public-sector investment in education in developing economies, there are few studies that have examined the efficacy of these investments. In this paper, we estimate social returns to education in Indonesia, using individual-level data on wages from five waves of the Indonesia Family Life Surveys (1993–2014) and subdistrict-level data on average education levels from the National Socioeconomic Survey (SUSENAS), a large-scale national-level socioeconomic survey. Our identification strategy rests on the within-sibling variation in average education levels, which is generated because our analysis includes a large sample of siblings who live in different subdistricts. Using sibling fixed effects, we find that a 1-year increase in average education results in a 6–8% increase in wages. Our results are robust to several robustness checks, including the addition of several controls for labor demand conditions and adjustments for potential measurement error in individual-level education.

II-L Awards, Honors, and Achievements

- II-L1 Prof. Ritwik Banerjee**, Fulbright - Nehru Fellowship. The fellowship has been awarded for a visit to UC Berkeley.
- II-L2 Prof. Rupa Chanda**, RBI Chair Professor in Economics Granted for 3 years starting August 2018.

II-M Doctoral Theses Completed by FPM Students during 2018-2019

Sl. No.	Name of the Student	Dissertation Title	Members of the DAC Committee
II-M1	Chetan Vikas Chitre	Use of Technology in School Education: Evaluation of Technology Use in Rural Government schools in Karnataka	Gopal Naik, Manaswini Bhalla, Rahul De
II-M2	Ankita Dash	To Be or Not to Be in Global Value Chains - Sectoral Analysis of GVCs in India	Rupa Chanda, Subhashish Gupta, Ganesh Prabhu
II-M3	Kartik Yadav	Examining Diverse Concerns in Indian Education	Arnab Mukherji, Subhashish Gupta, Shabana Mitra, Souvik Dutta
II-M4	Kalpana Tokas	New Age Preferential Trade Agreements (PTAs): Evolving Trends and Implications for Valued Added and Services Trade	Rupa Chanda, Subhashish Gupta, Deepak K Sinha, Anirudh Shingal (Ex. mem)

II-O Papers Presented by FPM Students in Conference/Seminar during 2018-2019

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
II-O1	Rahul Singh, Michael Henry and Pavel Chakraborty	Markups and Quality Adjustment to Chinese Import Competition – Evidence from India	Ljubljana Empirical Trade Conference (LETC), Izola, Slovenia	June 7-9, 2018

III

Finance and Accounting (F&A)

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

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

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

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

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

III-A Research Projects

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

Project Team: **Ashok Thampy**

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

Sponsor: IIM Bangalore

Status: Ongoing – 2017

III-A2 Handelsbanken

Project Team: **Ashok Thampy** and Rolf Wolff

Summary: This project examines the business and organisation model of Handelsbanken, one of the largest banks in Sweden.

Sponsor: Handelsbanken

Status: Ongoing – 2013

III-A3 Building Strategic Capabilities in Emerging Market Firms

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

Summary: Emerging market firms have become an increasingly influential component of the global economy. Both scholars and firm managers are realizing that

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

Sponsor: IIM Bangalore

Status: Ongoing – 2017

III-A4 Motivations for and Consequences of Related Party Transactions around Initial Public Offerings

Project Team: **Srinivasan Rangan**

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

Sponsor: NSE-IGIDR Corporate Governance Initiative

Status: Ongoing – 2016

III-A5 Motives for and Consequences of Disclosures Related Financial Statement Line Items

Project Team: **Srinivasan Rangan**

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

I am unaware of research that conducts such analysis at the line item level. The results would be of interest to regulators, audit firms, investors, and academics.

Sponsor: IIM Bangalore

Status: Ongoing – 2018

III-A6 Expected Returns and Idiosyncratic Volatility

Project Team: **V Ravi Anshuman**

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

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

Sponsor: IIM Bangalore

Status: Ongoing – 2014

III-A7 Case study of ARTHAYANTRA

Project Team: **V Ravi Anshuman** and Srijith Mohanan

Summary: Arthayantra is an Indian online financial advisory firm founded by Nitin Vyakaranam in 2012. It uses technology and analytics to provide customised financial advisory services to its users, a service which has typically been provided by private wealth management firms.

Its online financial platform Arthos provides comprehensive service starting from risk profile assessment, personal goal identification, developing actionable financial plans / targets and providing execution avenues. Since inception, it has gained 100,000 customers across 600 cities, and established itself as one of the largest firms in this space.¹ The company raised seed funding from a set of investors in 2012.

Sponsor: IIM Bangalore

Status: Ongoing – 2016

III-A8 Regulatory Redundancy or Impact: A Study of a Regulatory Intervention to Increase Public Ownership of Indian Stocks

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

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

Sponsor: IIM Bangalore

Status: Ongoing – 2017

III-A9 Case Study on Traffic Forecast and Demand Estimation for Road Projects Undertaken by the National Highways' Authority of India (NHAI) Projects

Project Team: **V Ravi Anshuman** and N. Karthik

Summary: Any road construction project around the world is a high infrastructural investment on the state. Recouping the same through enhanced economic activity is essential for sustainability. For this purpose, the National Highways' Authority of India (NHAI) uses various financing and operating models, for instance, the hybrid annuity model. However, for all these models to work, one needs a good estimate of the demand for the road itself. This project envisages to study the different techniques NHAI currently deploys to forecast the traffic for a given project. This estimation forms part of the feasibility study and acts as an input for budgeting, contracting, financing, etc. of the project. The project approval itself hinges on the feasibility report.

Sponsor: IIM Bangalore

Status: Ongoing – 2018

III-A10 Can Governments Increase Revenues by Lowering Taxes? A Study of Competing Policies to Reduce Tax Evasion during House Purchase in India

Project Team: **Venkatesh Panchapagesan** and Madalasa Venkataraman

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

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

Status: Ongoing – 2016

III-A11 Effectiveness of E-Auctions in Emerging Economies

Project Team: **Venkatesh Panchapagesan** and Madalasa Venkataraman

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

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

Status: Ongoing – 2016

III-A12 Estimating Economic Value of Regularizing Land Tenure to the Urban Poor – Evidence from India

Project Team: **Venkatesh Panchapagesan**, Deepa Krishnan and Madalasa Venkataraman

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

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

Status: Ongoing – 2016

III-A13 Study of the Impact and the Mode of Operation of Entities Who Expropriate Value in the Real Estate Industry

Project Team: **Venkatesh Panchapagesan** and Madalasa Venkataraman

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

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

Sponsor: HUDCO

Status: Ongoing – 2016

III-A14 Study of the Impact of the Changes in Stamp Duty and Registration Charges on Residential Property and Suggest a Revenue Neutral Model for Enabling Affordable Housing for All

Project Team: **Venkatesh Panchapagesan**

Summary: We plan to study the following:

- Role of Stamp Duty (SD) and Registration Charges (RC) on current government revenues and under-reporting
- Role of SD and RC on demand and supply of housing (and on future government revenues)
- Role of additional policy tools to augment SD and RC to protect overall current and future government revenues

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

Sponsor: National Housing Bank (NHB), New Delhi

Status: Ongoing – 2016

III-A15 Costs and Benefits of Regulatory Interventions in Stock Markets: A Case of Minimum Public Shareholding Rule in India

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

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

Sponsor: NSE-NYU Conference on Indian Capital Markets

Status: Ongoing

III-A16 When Do Regulatory Hurdles Work?

Project Team: **Venkatesh Panchapagesan**, Susan Thomas and Nidhi Aggarwal

Summary: The study aims to assess the impact of regulatory intervention using order-to-trade fee in Indian financial markets.

Sponsor: NSE-NYU Conference on Indian Capital Markets

Status: Ongoing

III-A17 Do Indian Business Group Owned Mutual Funds Maximize Value for Their Investors?

Project Team: **Venkatesh Panchapagesan**, Jayant Kale and Prasad Hegde

Summary: The study aims to examine whether mutual fund managers in Indian business group owned mutual funds work to maximize value for their investors or for their groups.

Sponsor: NSE-NYU Conference on Indian Capital Markets

Status: Ongoing

III-A18 When Corporate Social Responsibility Is an Obligation: The Unique Case of India

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

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

Sponsor: Self

Status: Ongoing – 2018

III-A19 Sustainability Risk Management

Project Team: **Padmini Srinivasan**

Summary: The World Economic Forum has highlighted, water crisis, failure of climate change mitigation and adaption, extreme weather events, food crisis and social instability as the top crises over the next 10 years. The evidence of climate change is overwhelming. In spite of the evidence, most Indian corporates have not integrated the same in their strategy discourse.

Sponsor: WIPRO

Status: Ongoing – 2018

III-A20 Crafting the Role of Independent Directors

Project Team: **Padmini Srinivasan**

Summary: The study aims to understand the role, responsibilities, challenges of independent directors.

Sponsor: NFCG

Status: Ongoing – 2018

III-A21 Mainstreaming of the Financial Inclusion Agenda in India

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

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

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

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

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

Sponsor: UGC and UK-India Education and Research Initiative

Status: Ongoing – 2017

III-A22 Women on Audit Committees and the Relationship between Related Party Transactions and Earnings Management: Evidence from India

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

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

Sponsor: NSE-IGIDR Corporate Governance Research Initiative

Status: Ongoing – 2017

III-A23 Corporate Social Responsibility: Social or Strategic?

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

Summary: There are two competing views on how firms decide on CSR. The profit-maximizing view – postulated by Friedman, recognizes CSR as an expense or a drain of a firm's valuable resources. On the other hand, Freeman's stakeholder

theory asserts that a firm should take into consideration the interests of everyone who can affect or is affected by the welfare of the firm. A large body of literature has explored these competing views on CSR and yet, the evidence remains mixed. An influential meta-analysis of roughly 167 studies, finds that some studies document a positive effect when they regress firms' financial performance on corporate goodness while others find a negative effect. The average effect across these studies is a small positive increase in firm performance.

Sponsor: IIM Bangalore

Status: Completed

III-A24 Developing a Dynamic Credit Risk Model for Estimation of Repayment Burden and Probability of Defaults for Educational Loans

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

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

Sponsor: Centre for Digital Financial Inclusion

Status: Ongoing (2018)

III-A25 The Effect of Mandatory Audit Firm Rotation on Audit Quality, Audit Fees and Audit Industry Concentration: Evidence from India

Project Team: **R. Narayanaswamy** and K. Raghunandan

Summary: Mandatory audit firm rotation is potentially an important tool to strengthen auditor independence, enhance audit quality, increase audit market competition, reduce auditing cost, and compensate for India's serious institutional deficiencies. India presents a mix of weak law enforcement, dominance of family-owned enterprises, rapid economic growth, growing two-way international trade and investment, strong common law traditions and independent judiciary, and zero shareholder litigation against auditors and directors. Audit firm rotation is a unique experiment to understand how businesses and auditors respond to market, legal and reputation considerations in such a setting. India provides an interesting setting to study whether rotation can help in improving the standards of auditing. This paper is related to previous research on mandatory audit firm rotation in other countries.

Sponsor: IIM Bangalore

Status: Ongoing – 2019

III-A26 The Role of Proxy Advisory Firms in Improving Corporate Governance: Evidence from India

Project Team: **R. Narayanaswamy**

Summary: Due to various economic and regulatory reasons, large institutional investors hire proxy advisory firms (PAF) to give recommendations on various decisions related to a company. PAFs are information intermediaries between corporate board/management and investors. They advise investors, principally institutional investors, on how to vote on resolutions placed by companies for shareholder decisions. These decisions include say-on-pay, elections of directors, appointment of auditors, and mergers and acquisitions.

Sponsor: IIM Bangalore

Status: Ongoing – 2019

III-A27 Integration among US Banks

Project Team: **Abhinav Anand**

Summary: We study integration dynamics for a large sample of US banks for a quarter-century from 1993-2017. We define a US bank's integration with the banking sector as the degree of dependence of its stock market returns on a set of common banking factors. In order to operationalize this definition, we identify these common factors as the principal components constructed from stock returns of the whole dataset of US banks' return series. Such principal components can be interpreted as a set of anonymous, orthogonal common factors driving each bank's returns-strongly for those more exposed to such common factors (banks with high integration) and weakly for those more exposed to idiosyncratic factors (banks with low integration). In order to measure the degree of dependence on these common factors, we employ the explanatory power, in terms of adjusted R square, of bank returns regressed on the principal components (Pukthuanthong and Roll, 2009).

Sponsor: VRSP, IIM Bangalore

Status: Ongoing – 2019

III-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
III-B1	Venkateswaran, Anand and Tiantian Gu	Firm-supplier Relations and Managerial Compensation	<i>Review of Quantitative Finance and Accounting</i>	Vol. 51(3), October 2018, Pg. 621-649
III-B2	Suman Gupta, Vinay Goyal, Vinay Kumar Kalakbandi and Basu, Sankarshan	Overconfidence, Trading Volume and Liquidity Effect in Asia's Giants: Evidence from Pre-, during- and Post-Global Recession	<i>Decision</i>	Vol. 45(3), September 2018, Pg. 235-257
III-B3	Harish V. Rao, G. Dutta and Basu, Sankarshan	New Asset Liability Management Model with Decision Support System for Life Insurance Companies: Interface Design Issues for Database and Mathematical Models	<i>International Journal of Revenue Management</i>	Vol. 10(3/4), 2018, Pg. 259-289
III-B4	Goutam Dutta, Harish V. Rao, Basu, Sankarshan, and Manoj K Tiwari	Asset Liability Management Model with Decision Support System for Life Insurance Companies: Computational Results	<i>Computers & Industrial Engineering</i>	Vol. 128, February 2019, Pg. 985-998

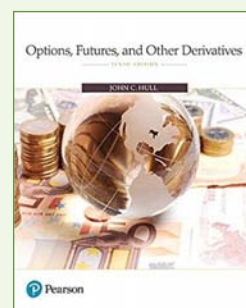
III-C Books

III-C1 Sankarshan Basu

Options, Future & Other Derivatives, 10ed

Pearson Education, India, 2018

Known as “the Bible” to business and economics instructors and a consistent bestseller in the university and college marketplace, *Options, Futures, and Other Derivatives* gives students a modern look at the derivatives’ markets. By incorporating the industry’s hottest topics, such as the securitization and credit crisis, author John C. Hull helps bridge the gap between theory and practice. The 10th Edition covers all of the latest regulations and trends, including the Black-Scholes-Merton formulas, overnight indexed swaps, and the valuation of commodity derivatives.



III-E Working Papers

Sl. No.	Author	Title	IIMB Working Paper No.	Year
III-E1	Kamath, Rajalaxmi and Narayan P C	Mainstreaming the Financial Inclusion Agenda in India - Lessons from the Genesis and Growth of Canara Bank 1906-1969	577	2018
III-E2	Anand, Abhinav, Dutta, Souvik and Mukherjee, Prithwiraj	Influencer Marketing with Fake Followers	580	2019
III-E3	R. Narayanaswamy and K. Raghunandan	The Effect of Mandatory Audit Firm Rotation on Audit Quality, Audit Fees and Audit Market Concentration: Evidence from India	582	2019
III-E4	Gupta, Subhashish, Jose P. D. and Thampy, Ashok	Emerging Market Multinationals: India	586	2019

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

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
III-F1	Basu, Debarati	The Economic Times coverage of our working paper. Titled, View: Do Team Modi's Note Ban Claims Stand the Test of Data? See for Yourself	<i>Economic Times</i>	September 13, 2018
III-F2	Narayanaswamy R	Board Failures: Why Audit Committees Aren't For the Faint-hearted	<i>BloombergQuint Opinion</i>	December 18, 2018
III-F3	Narayanaswamy R	Redesign ICAI For The Contemporary World	<i>BloombergQuint Opinion</i>	November 21, 2018
III-F4	Panchapagesan, Venkatesh	Can Blockchain Solve Land Record Problems?	<i>Mint</i>	April 12, 2018

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

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
III-H1	Anand, Abhinav	Brown Bag Seminar in Finance	IIM Indore	December 2018
III-H2	Anand, Abhinav and Bruno Badia	Affirmative Action Games	55 th Annual Meeting of the Missouri Valley Economic Association, Memphis, TN, USA	November 1-3, 2018
III-H3	Marques, Ana and Charl de Villiers	Presentation of CSR Disclosure, Corporate Governance and Country- Level Culture	British Accounting and Finance Association Annual Meeting, London, UK	April 10-11, 2018
III-H4	Marques, Ana and Charl de Villiers	Presentation of CSR Disclosure, Corporate Governance and Country- Level Culture	Annual Meeting of the American Accounting Association, National Harbour	August 2018
III-H5	Marques, Ana and Charl de Villiers	Presentation of CSR Disclosure, Corporate Governance and Country- Level Culture	Annual Meeting of the European Accounting Association, Milan	May 2018
III-H6	Marques, Ana	Panelist at the session, Alternative Performance Measures: The Good, the Bad and the Ugly	Annual Meeting of the American Accounting Association, National Harbour	August 2018
III-H7	Marques, Ana	Panellist at plenary session: Alternative Performance Measures: How Do We Promote Good Practice and Avoid Misuse?	14 th Workshop on European Financial Reporting (EUFIN), Stockholm	August 2018
III-H8	Thampy, Ashok and Dayanandan, A	Does It Pay to Be Different: CSR and Earnings Management in India	India Finance Conference, IIM Calcutta	December 2018
III-H9	Jayadev M, Nabendu Paul and Velavan	What Determines Style of Debt Taking of Indian Firms: An Econometric Analysis	COSMAR, Indian Institute of Science Bangalore	November 29-30, 2018
III-H10	Jayadev M	Capacity Enhancement Programme for Law Officers of Attorney General	Department, Srilanka on Finance Sector Regulation and Economic Crimes. Organised by National Law School of India University Bangalore	August 13, 2018

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
III-H11	Jayadev M	Investment Management in Social Security Systems for Malaysian Government	Employees' Provident Fund Organisation, New Delhi	October 22, 2018
III-H12	Narayanaswamy R and K. Raghunandan	The Effect of Mandatory Audit Firm Rotation on Audit Quality, Audit Fees and Audit Market Concentration: Evidence from India	8 th India Finance Conference, IIM Calcutta	December 20-22, 2018
III-H13	Narayanaswamy R	Keynote Speaker AR Conclave	ITC Maratha Mumbai	February 14, 2019
III-H14	Narayanaswamy R	Keynote Speaker, Golden Jubilee Year National Conference of Practising Company Secretaries (19 th Edition)	The LaLiT, Mumbai	May 18-19, 2018
III-H15	Srinivasan, Padmini	Invited talk on Building Financial Acumen for CREDAI Members	Financial Statement Analysis, CREDAI Tamil Nadu State Conference	July 21, 2018
III-H16	Srinivasan, Padmini	Invited talk on Sustainability Risk Management and Disclosures	ESG Disclosures: A Transformation from Tactical to Strategic Wipro	June 18, 2018
III-H17	Marques, Ana and Srinivasan, Padmini	When Corporate Social Responsibility Is an Obligation: the Unique Case of India	41 st Annual Congress European Accounting Association Conference, Milan	May 31, 2018
III-H18	Marques, Ana and Srinivasan, Padmini	When Corporate Social Responsibility Is an Obligation: The Case of India	30 th CSEAR International Congress on Social and Environmental Accounting Research, University of St, Andrews, Scotland	August 28-30, 2018
III-H19	Srinivasan, Padmini	Individual Wealth Management in an Inflation Prone Economy	ABB GISPL Talk	March 8, 2019
III-H20	Srinivasan, Padmini	Key note speaker: New Developments in Corporate Governance	Christ University, Bangalore	February 22, 2019

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
III-H21	Srinivasan, Padmini	Key Changes Affecting Income And Profit Statements, and Valuation/Net Worth – Post Implementation of IFRS Accounting	Brickwork Finance Academy, Bangalore	January 21, 2019
III-H22	Basu, Sankarshan	Shadow Banking in India: Do Bank Sponsored Asset Management Companies (AMCs) Perform Liquidity Transformation through Exposure to Non-Banking Finance Companies (NBFC) in Their Debt Oriented Schemes and Will this Increase the Systemic Risk of a Bank Due to a Possible Joint Exposure to NBFCs?	VIII Congresso de Investigacion Financiera FIMEF, EGAD Business School, Monterrey, Mexico	August 31, 2018
III-H23	Basu, Sankarshan	Asset Liability Management Model with Decision Support System for Life Insurance Companies: Computational Results	22 nd Annual Conference of the Asia Pacific Risk and Insurance Association, Singapore	August 1, 2018
III-H24	Basu, Sankarshan	Invited talk: The Future of Insurance Industry	PricewaterhouseCoopers (PwC)	March 21, 2019
III-H25	Rangan, Srinivasan	Discussion of Input Price Shocks and Investments: Evidence from OEMs	ISB Annual Accounting Research Conference, Hyderabad	December 17-18, 2018
III-H26	Badrinath S G	Behavioral Finance Workshop	CFA Institute, USA	April 21, 2018
III-H27	Badrinath S G	Financial Scams and Participating in Indian Financial Markets	Christ University, Economics Cluster, Bangalore	August 24, 2018
III-H28	Badrinath S G	Investor Education in India	LinkedIn employees	October 26, 2018
III-H29	Badrinath S G	Ethics in the Asset Management Profession	Sofitel, BKC, Mumbai	April 11, 2018
III-H30	Badrinath S G	Behavioral Finance	National Institute for Financial Markets, Faridabad	May 14, 2018

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
III-H31	Anshuman, V Ravi	Private Placements to Owner Managers	NSE-NYU Conference on Indian Financial Markets, Mumbai	December 10-11, 2018
III-H32	Panchapagesan, Venkatesh	Dealer Spreads in the Corporate Bond Market: Agent vs. Market-Making Roles	9 th Emerging Markets Finance Conference, The Trident, BKC, Bombay	December 13-15, 2018
III-H33	Panchapagesan, Venkatesh	Private Placements and Wealth Constraints of Owner-Managers	NSE-NYU Conference on Indian Capital Markets, NSE Board Room, Mumbai	December 10-11, 2018
III-H34	Panchapagesan, Venkatesh	Panelist at the Investment Management Operations Summit (Upskilling for the Future)	Bangalore	March 7, 2019

III-J IIMB Case Studies @ Harvard Business Publishing

III-J1 Title: SeedFund

Author: G. Sabarinathan and S. Ramakrishna Velamuri

Summary: Seedfund is an early stage venture capital (VC) fund focused on Indian companies building enterprises that address the growing Indian economy. The case traces the creation of the fund, the development of and the rationale for the investment theses for the fund, the way the investment team raised and constituted the funds taking into account the institutional regime governing the VC industry in India. In particular, it discusses how the investment team developed their investment theses, taking into account the competitive scenario in the market for early stage investing and the competences that they brought to the business. It also discusses the entire fund life cycle management, namely sourcing of deals, screening of deals, post financing value addition and exits. As a backdrop, the case provides an overview of the Indian VC and private equity (PE) industry in India.

III-J2 Title: Shoestring Arbitrage with Stock Buy-Backs**Author: V. Ravi Anshuman** and Srijith Mohanan

Summary: The case analyses an opportunity of risk arbitrage associated with stock buy-backs (repurchases) available to retail shareholders in India. The opportunity arises from a differential treatment of small (retail) and large shareholders by Indian stock buy-back regulations. There has been strong anecdotal evidence of individuals taking advantage of this opportunity to make significant returns. The case illustrates the mechanics of the transaction, explores various sources of risks that differentiate it from a pure arbitrage play and the impact of these risks on the profitability of the transaction. The case also analyses the systemic checks that prevent arbitrageurs from making large abnormal profits using this opportunity. Finally, the case touches upon the motivation underlying this regulation and the regulatory considerations involved in remedying the risk arbitrage opportunity.

III-K Leading Journal Publications

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

III-K1 Authors: Anand Venkateswaran and Tiantian Gu**Title: Firm-supplier Relations and Managerial Compensation****Journal: *Review of Quantitative Finance and Accounting***

Abstract: In this paper we examine customer firms' managerial compensation policies when they have important supplier relations. We show that firms with greater reliance on their suppliers tend to offer higher total- and equity-based pay but lower risk-taking incentives to its top executives. Our results are consistent with the argument that suppliers making firm-specific investments are concerned about the customer firm's prospects. Therefore, firms with important supplier relations use the compensation policies of their top executives (more equity-based and less risk-taking) to signal their commitment to a stable and promising performance in the future. To address endogeneity issues arising out of time-varying omitted variables, we exploit a 2SLS procedure to supplement our baseline OLS findings. Our results are robust alternate measures of suppliers' relationship-specific investments and econometric models. Overall, our results indicate that some of the heterogeneity in managerial compensation can be attributed to characteristics of the firm's supply-chain relations.

III-L Awards, Honors, and Achievements

- III-L1 Prof. Narayanaswamy R**, Award of Honour in the Name of Dr. A. P. J. Abdul Kalam: The award was given by the Alumni Association of St. Joseph's College (Autonomous), Tiruchirappalli, from where he completed B. Com. The occasion was the completion of 175 years (Dodransbicentennial) of the College.
- III-L2 Prof. Venkatesh Panchapagesan**, Private Placements and Wealth Constraints of Owner-Managers (with Ravi Anshuman and Marti Subrahmanyam) from NSE-NYU Conference on Indian Capital Markets.

III-N Dissertations Proposal by FPM Students during 2018–2019

Sl. No.	Name of the Student	Topic	Date
III-N1	Sesha Sai Ram	The Financial Investment and Financing Practices of Private Firms in India	September 5, 2018

IV

Marketing (M)

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

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

IV-A Research Projects

IV-A1 Internet Marketing

Project Team: **Seema Gupta**

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

Sponsor: IIM Bangalore

Status: Ongoing – 2014

IV-A2 Modeling the Online Classified Advertisement Booking

Project Team: **Seema Gupta**

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

Sponsor: IIM Bangalore

Status: Ongoing – 2014

IV-A3 Digital Marketing 2.0

Project Team: **Seema Gupta**

Summary: The growing field of digital marketing is attracting a lot of students and marketing professionals. There is a void that is built over the time in the minds of these people from disjointed blogs, articles and lack of information about end-to-end digital campaign delivery on the Internet. This book intends to fill that gap and become a one-stop solution for those who want to learn Digital Marketing from scratch. The book will cover the latest strategies as

well as the implementation aspect of launching and measuring the success of any digital campaign.

Sponsor: IIM Bangalore

Status: Ongoing – 2019

IV-A4 Customer Segmentation at Spencer Retail

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

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

Sponsor: IIM Bangalore

Status: Ongoing – 2015

IV-A5 Building Strategic Capabilities in Emerging Market Firms

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

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

Sponsor: IIM Bangalore

Status: Ongoing – 2017

IV-A6 Sustainable Consumption

Project Team: **Shainesh G** and Dr. Cecilia Soler (Goteborg University)

Summary: We ask how can bridging social capital provision in subsistence communities provides formal market access? We draw on a study of (1) self-reported consumption needs of informal workers belonging to a subsistence urban community in two Indian cities and (2) the offerings of three social enterprises in these cities. The aim of this paper is to (1) describe unmet socio-material consumption needs among urban subsistence consumers and (2) discuss the same.

Sponsor: Goteborg University

Status: Ongoing – 2017

IV-A7 Household Composition and Joint Consumption Effects in Consumer Demand

Project Team: **Srinivas Prakhya** and Vedha Ponnappan

Summary: Marketing literature typically models household demand as arising from utility maximization of a single individual. This approach ignores preference heterogeneity within a multi-member household and the possibility that some categories of goods can be shared by members within a household.

Sponsor: Goteborg University

Status: Ongoing – 2018

IV-A8 Mobile App User Engagement Insights from India

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

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

Sponsor: IIM Bangalore

Status: Completed

IV-A9 Influence of Evil Eye Beliefs on Mothers' Product Choice

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

Summary: The objective of this study is to understand how cultural beliefs of evil eye impact the product preferences and choices of new mothers in the Indian market, across baby product categories. It aims to study the impact of the underlying psychological mechanisms like emotions, perceived control and regulatory focus in the influence of evil eye belief on mother's choices.

Sponsor: IIM Bangalore

Status: Completed

IV-A10 Use of Humor in Close Relationships in India

Project Team: **Preeti Krishnan Lyndem**

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

Sponsor: IIM Bangalore

Status: Completed

IV-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
IV-B1	Anup Krishnamurthy and Kumar, S. Ramesh	Electronic Word-of-Mouth and the Brand Image: Exploring the Moderating Role of Involvement through a Consumer Expectations Lens	<i>Journal of Retailing and Consumer Services</i>	Vol. 43, July 2018, Pg. 149–156
IV-B2	Gupta, Seema, Tanvi Gupta and Shainesh G	Navigating from Programme Loyalty to Company Loyalty	<i>IIMB Management Review</i>	Vol. 30 (3), September 2018, Pg. 196-206

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
IV-B3	Das, Gopal , James Agarwal, Naresh K. Malhotra and Geetika Varshneyad	Does Brand Experience Translate into Brand Commitment?: A Mediated-Moderation Model of Brand Passion and Perceived Brand Ethicality	<i>Journal of Business Research</i>	Vol. 95, February 2019, Pg. 479-490
IV-B4	Das, Gopal , Hillary J. D. Wiener and Ioannis Kareklas	To Emoji or Not to Emoji? Examining the Influence of Emoji on Consumer Reactions to Advertising	<i>Journal of Business Research</i>	Vol. 96, March 2019, Pg. 147-156
IV-B5	Jonnalagedda, Sreelata and Saranga, Haritha	To Adapt or Design: An Emerging Market Dilemma for Automakers	<i>Production and Operations Management</i>	Vol. 28(3), March 2019, Pg. 550-569

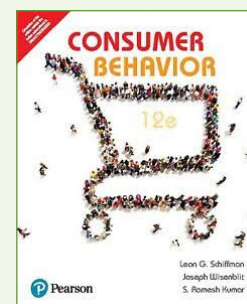
IV-C Books

IV-C1 Leon G Schiffman, Joseph Wisenbilt and **S. Ramesh Kumar**

Consumer Behavior, 12ed

Pearson Education, India, 2018

Consumer behaviour (12th edition) explores how the examination and application of consumer behaviour is central to the planning, development and implementation of successful marketing strategies. Additionally, the present edition has been molded keeping in mind that the Indian marketing context has several unique aspects that are different from a developed market. The diversity and nuances of such a context have been captured in the backdrop of conceptual frameworks. With an emphasis on developing a variety of useful skills, this text prepares students for careers in brand management, advertising and consumer research. The 12th edition has been significantly updated to address contemporary trends and issues, including the impact of modern technology on marketing and consumer behaviour, with coverage of the value exchange between consumers and marketers, astute positioning and more. The role of new media in providing students with a thorough understanding of how marketers can engage with consumers across social media platforms, manage successful, targeted campaigns and track and measure the results, is covered. There is a new section exploring the effects that hidden motives have on consumer behaviour in Chapter 3. Updated cases and caselets are included with features such as the “touch of reality” that connects concepts with the reality of Indian context and conceptual.



IV-D Chapters in Books

Sl. No.	Authors	Title of Chapter	Title of Book	Editors	Publication Details
IV-D1	Shainesh G	Customer Centricity in the Digital Age: Rediscovering Value	<i>Handbook of Advances in Marketing in an Era of Disruptions: Essays in Honour of Jagdish N. Sheth</i>	Atul Parvatiyar & Rajendra Sisodia	Sage Publications, New Delhi, Pg. 215-222, 2018

IV-E Working Papers

Sl. No.	Author	Title	IIMB Working Paper No.	Year
IV-E1	Anand, Abhinav, Dutta, Souvik and Mukherjee, Prithwiraj	Influencer Marketing with Fake Followers	580	2019
IV-E2	Ashis Mishra	New Product Development in an Emerging Economy: A Multi-Objective Optimisation Approach	581	2019

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

Sl. No.	Authors	Title of Publication	Type of Publication
IV-G1	Shainesh G, Shyam Sunder, K. Sudhir, Jaan Elias, and Jean Rosenthal	Multimedia and Raw Aadhaar Case Study	Global Network Case 102-18, August 6, 2018, Yale School of Management

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

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
IV-H1	Shainesh G	Keynote presentation on Research Priorities in 'Strategic Marketing'	Invited as Distinguished Consortium Faculty member for the 7 th AIM-AMA Sheth Foundation Doctoral Consortium, MICA Ahmedabad	January 4-6, 2019
IV-H2	Shainesh G	Keynote speaker: on 'Customer Centricity'	CRM Academy of Asia (CRMAA) and Indian Chamber of Commerce (ICC) for the 'Customer Strategies Round Table' at The Park, Bangalore	July 5, 2018
IV-H3	Das, Gopal and Makam Balaji	Donating to Someone or Friend - Does Recipient's Social Distance Matter in Donor's Happiness	PAN IIM World Management Conference 2018, IIM Bangalore	December 13-15, 2018
IV-H4	Kanagal, Nagasimha B	Digital Initiatives as a Vehicle of Strategic Market Management	7 th AIM-AMA (Academy of Indian Marketing -American Marketing Association) Sheth Foundation Doctoral Consortium & Conference, MICA, Ahmedabad, India	January 2019
IV-H5	Lyndem Preeti Krishnan and Kumar, S Ramesh	The Impact of Self- Completion and Self-Brand Congruence on Brand Loyalty	Conference on Managing Business and Innovation in Emerging Markets, Hyderabad	April 26-28, 2018
IV-H6	Mukherjee, Prithwiraj	A Unified Model of Context-dependent Preference	40 th Annual ISMS Marketing Science Conference, Temple University, USA	June 13-16, 2018
IV-H7	Mukherjee, Prithwiraj	Delivering a Seamless Customer Experience with an Omni-Channel Retail	Supply Chain Center conference on Retail Industry, IIM Bangalore	February 22, 2019
IV-H8	Mukherjee, Prithwiraj	Social Media Advertising and Fake Followers	Chicago Booth-India Quantitative Marketing Conference, IIM Bangalore	December 17, 2018

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
IV-H9	Kumar, S Ramesh	Behavioural Dimensions and Marketing: Perspectives on Teaching Consumer Behaviour	6 th PAN IIM World Management Conference 2018	December 13-15, 2018
IV-H10	Jonnalagedda, Sreelata, Ashish Kumar and Mauli Soni	Can Critics Continue to be Critical? Evidence from the Movie Industry	Chicago Booth-India Quantitative Marketing conference, IIM Bangalore	December 17, 2018
IV-H11	Jonnalagedda, Sreelata and Aruna Divya Tatavarthy	Pricing Upgrades and Cross-sells when Consumers Experience Regret	Chicago Booth-India Quantitative Marketing conference, IIM Bangalore	December 17, 2018

IV-I Articles in Conference Proceedings

Sl. No.	Authors	Title of Paper	Details of the Conference Proceedings
IV-I-1	Manjula Appaswamy, A.S. Kiran Raj and Mulky. Avinash G	Freshmenu: Customer Service Quality Improvement	Society of Case Research Conference, Chicago, USA, April 20, 2018
IV-I-2	Pratiksha M., Akansha Chauhan and Mulky. Avinash G	Measuring Cult Brands: A Scale Development Study	Proceedings of the Marketing Management Association 2018 Spring Conference, Chicago, USA, April 18-20, 2018
IV-I-3	Praveen Raj, Vignesh Meyappan and Mulky. Avinash G	Key Drivers of Impulse Purchasing Online: An Exploration in an Emerging Market	Proceedings of 2018 Atlantic Marketing Association Conference, New Orleans, LA, USA, September 26-29, 2018
IV-I-4	Praveen Raj, Vignesh Meyappan and Mulky. Avinash G	CSR Communication of the 50 Largest Indian Firms-An Analysis	Proceedings of the 7 th International Conference on Social Responsibility, Ethics and Sustainable Business, Oslo, Norway, October 12-13, 2018
IV-I-5	Shainesh G , Swagato Chatterjee, Pietro Beritelli and Roger Moser	Impact of Social Capital on Choices Made by the Bottom-Of-Pyramid Consumer	24 th International Sustainable Development Research Society Conference Action For A Sustainable World: From Theory To Practice, Messina, Italy, June 13-15, 2018
IV-I-6	Das, Gopal , Moore S and Mukhopadhyay A	Emotional Echo Chambers: How Emojis Affect Consumers' Emotions and Responses to Social Media Posts	ACR-AP Conference 2019, Vol. 12, Pg. 73, Ahmedabad, India, January 10-12, 2019

Sl. No.	Authors	Title of Paper	Details of the Conference Proceedings
IV-I-7	Das, Gopal and Makam Balaji	The Relationship between Social Distance and Happiness	ANZMAC Conference 2018, The University of Adelaide, Australia, December 3-5, 2018
IV-I-8	Jose Manu and Das, Gopal	Hear What's Here: The Effect of Semantically Congruent Lyrics on Brand Perception	ACR-AP Conference 2019, Vol. 12, Pg. 75, Ahmedabad, India, January 10-12, 2019
IV-I-9	Gupta, T. and Lyndem Preeti Krishnan	The Devil Wears FAKE Prada: Dual Envy Theory Explains Why Consumers Intend to Purchase Non-Deceptive Luxury Counterfeits	2018 Annual Conference of the Association for Consumer Research: Working Paper Track, Dallas, TX, USA, October 11-14, 2018
IV-I-10	Kumar, A., Lyndem Preeti Krishnan , Mahadevan, D., and Bezawada, R	An Exploratory Analysis of User Retention and Engagement in the Mobile App Market	40 th Annual ISMS Marketing Science Conference, Philadelphia, Pennsylvania, USA, June 13-16, 2018

IV-J IIMB Case Studies @ Harvard Business Publishing

IV-J1 Title: Grameen Koota: The Turnaround for Financial Inclusion

Author: G. Shainesh and Menaka Rao

Summary: Grameen Koota (GK) is a micro finance institution (MFI) that offers several socially focused loans for poor and low income households. Its collateral-free loans and other services are targeted at women from poor and low-income households to improve their economic opportunities for inclusive development. Udaya, CEO had set GK on a strong foundation for growth after a period of consolidation and was planning to accelerate growth. GK was growing at 2x but needed to grow at 4x. CEO was facing a dilemma as to whether GK should set up new branches and increase the customer base for lending operations or mine their existing branches. GK had started expanding beyond South and Western India by setting up operations in Central India. The case describes the strategies adopted by GK to consolidate and grow. It raises potential issues and opportunities including transitioning from microfinance to broader financial services, growing through rapid acquisition and expansion of customer base as well as lending operations. Should they retain borrowers merely as customers of a commercial, financial service or aim to make these poor borrowers financially self-reliant? The case also highlights the strategic options for GK to achieve its 2020 aspirations.

- IV-J2** Title: **Highway Delite: Mobile App Brand Building Using Google Adwords**
- Author: **Preeti Krishnan Lyndem** and Dhriti Mahadevan
- Summary: The case highlights a digital advertising campaign of a mobile app in India named “Highway Delite” using Google AdWords. The case provides the results of a 3-week AdWords campaign with 4-sub-campaigns (Brand Awareness, Enroute Conveniences, Highway Safety, and Offbeat Attractions). CPC and CTR computations are examined to gauge the effectiveness of the campaign in achieving Highway Delite’s campaign goals. The case also emphasizes the challenges of brand building that extends beyond a short-term ad campaign.

IV-K Leading Journal Publications

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

- IV-K1** Authors: **Gopal Das**, James Agarwal, Naresh K. Malhotra and Geetika Varshneyad
- Title: **Does Brand Experience Translate into Brand Commitment?: A Mediated-Moderation Model of Brand Passion and Perceived Brand Ethicality**
- Journal: ***Journal of Business Research***
- Abstract: In today’s increasingly competitive and dynamic marketplace, achieving brand commitment is one of the ultimate goals for brands. Considering the heightened importance and relevance of brand’s ethical perception and its symbolic benefits, the present research examines the impacts of perceived brand ethicality on brand passion and brand commitment. A conceptual framework was tested using structural equation modeling with responses from 273 apparel shoppers collected by using a structured questionnaire. We find evidence of mediating-moderation effect in which the moderating power of perceived brand ethicality is eliminated in the presence of full mediator and brand passion. Interestingly, in studying the “mediated-moderation” links, we also find the dampening effects of perceived brand ethicality at play. The results of this paper have theoretical contributions and implications for managers.
- IV-K2** Authors: **Gopal Das**, Hillary J. D. Wiener and Ioannis Kareklas
- Title: **To Emoji or Not to Emoji? Examining the Influence of Emoji on Consumer Reactions to Advertising**
- Journal: ***Journal of Business Research***
- Abstract: In recent years, advertisers have increasingly been using emoji in their promotional communications. However, little is known about how consumers might react to the use of emoji in advertisements. In this paper, we examine the

effect of including emoji in advertisements on consumers' purchase intentions. Two empirical investigations (a laboratory experiment and an online study) provide convergent evidence that the presence of emoji leads consumers to experience higher positive affect, which in turn, leads to higher purchase intentions. We also examined the moderating influence of product type (utilitarian vs. hedonic) on the emoji → positive affect → purchase intentions link, finding that emoji are only effective for promoting hedonic products. The findings of our work offer theoretical and managerial implications with respect to why and when emoji are likely to make advertisements more effective.

IV-M Doctoral Theses Completed by FPM Students during 2018–2019

Sl. No.	Name of the Student	Dissertation Title	Members of the DAC Committee
IV-M1	Kishore Kumar Gangwani	Role of Regulatory Focus in Pay What You Want Pricing	G Shainesh, Prithwiraj Mukherjee, Ganesh Prabhu
IV-M2	Raj Dash	Evaluating Products with Signals of Opportunity and Threat in Online Ratings	Kanchan Mukherjee, Ashis Mishra, Prithwiraj Mukherjee
IV-M3	Vedha Ponnappan	Essays on Household Consumption	Srinivas Prakhya, Sreelata Jonnalagedda, Subhashish Gupta, Avadhoot Jathar (Ex. Mem)
IV-M4	Sourav Bikash Borah	The Roads Less Travelled: Exploring Two Neglected Dimensions of Service Recovery Research - Type of Failure and Repeat Failure	Srinivas Prakhya, G Shainesh, Prithwiraj Mukherjee

IV-N Dissertations Proposal by FPM Students during 2018–2019

Sl. No.	Name of the Student	Topic	Date
IV-N1	Tanvi Gupta	Understanding How Culture Shapes Cognitive Responses to Brand Aesthetics	December 12, 2018

IV-O Papers Presented by FPM Students in Conference/Seminar during 2018-2019

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
IV-01	Tanvi Gupta	Assorted Gifts Can't Buy my Love: The Role of Intimacy on Anticipated Regret with Gifting Choice	Asia Pacific Conference of the Association for Consumer Research, IIM Ahmedabad	January 11-12, 2019
IV-02	Tanvi Gupta and Prof. Preeti Krishnan Lyndem	Magical Thinking in Digital Spaces: The Unconscious Influence of Evil Eye Belief on Visual Concealment	Asia Pacific Conference of the Association for Consumer Research, IIM Ahmedabad	January 11-12, 2019
IV-03	Tanvi Gupta and Prof. Preeti Krishnan Lyndem	Assorted Gifts Can't Buy My Love: The Effect of Intimacy on Anticipated Regret with Gifting Choice	Asia-Pacific ACR Conference 2019, Ahmedabad	January 10, 2019
IV-04	Aishwarya R and Prof. Avinash Mulky	Understanding Product Non-returns - An Emerging Markets Perspective	China-India Insights Conference, INSEAD Campus, Singapore	July 5-7, 2018
IV-05	Aishwarya R and Prof. Avinash Mulky	Is It Always Good for Firms When Customers Don't Return Products Purchased Online?	China-India Insights Conference, INSEAD Campus, Singapore	July 5-7, 2018
IV-06	Aishwarya R and Prof. Avinash Mulky	The Effect of Space on Consumer Purchase Behaviour in an Online Shopping Environment?	China-India Insights Conference, INSEAD Campus, Singapore	July 5-7, 2018
IV-07	Parvathy B	Know What's Best For You, and For Me: Consumer Differences in Estimating Consumption Experience	American Marketing Association, Winter Conference, Texas – Austin	February 22-24, 2019
IV-08	Parvathy B	Choosing Wisely: How Others Matter in My Choice	12 th NASMEI International Marketing Conference 2018, Great Lakes Institute – Chennai	December 20-21, 2018
IV-09	Mauli Soni, Sourav Borah, Amalesh Sharma, Prof. Sreelata Jonnalagedda, and Prof. Ashish Kumar	Luxury Brand Performance and Emerging Markets	American Marketing Association (Winter), Austin (Texas)	February 22-24, 2019

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
IV-010	Mauli Soni, Sourav Borah, Amalesh Sharma, Prof. Sreelata Jonnalagedda, and Prof. Ashish Kumar	Expert vs E-Aggregator: Can Critics Continue to be Critical? Evidence from the Movie Industry	American Marketing Association (Winter), Austin (Texas)	February 22-24, 2019
IV-011	Dhrithi Mahadevan	Paying for “Me” vs. Paying for “Us”: Impact of Price-Benefit Trade-offs in Consumers’ Green Purchases	PAN – IIM Bangalore, IIM Bangalore	December 15, 2018
IV-012	Jose Manu M A and Prof. Gopal Das	Music to Your Ears: The Effect of Semantically Congruent Lyrics on Brand Perception	12 th NASMEI International Conference 2018, Great Lakes Chennai	December 20-21, 2018
IV-013	Jose Manu M A and Prof. Gopal Das	Hear What’s Here: The Effect of Semantically Congruent Lyrics on Brand Perception	Asia Pacific ACR Conference, IIM Ahmedabad	January 10-12, 2019

IV-Q Awards, Honors and Achievements by FPM Students in 2018-2019

Sl. No.	Name of the Student	Details of the Award	Date
IV-Q1	Tanvi Gupta and Prof. Avinash Mulky	ACR Sheth Foundation Dissertation Award, Association for Consumer Research (ACR) and Sheth Foundation	October 12, 2018

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

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

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

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

V-A Research Projects

V-A1 Leadership in the Context of Digital Disruption

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

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

Sponsor: NASSCOM

Status: Completed

V-A2 National Survey of Business Ethics

Project Team: **Vasanthi Srinivasan**

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

Sponsor: Globethics.net

Status: Completed

V-A3 Business and Human Rights

Project Team: **Vasanthi Srinivasan**

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

Sponsor: Wipro through CCGC

Status: Ongoing – 2017

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

Project Team: **Abhoy K Ojha**

Summary: According to Engel (2015), “Clusters of Innovation (COI) are global economic “hot spots” where new technologies germinate at an astounding rate and where pools of capital, expertise, and talent foster the development of new industries and new ways of doing business. They are vibrant, effervescent ecosystems composed of startups, businesses that support the startup process, and mature enterprises, many of whom evolved rapidly from a startup. In these ecosystems, resources of people, capital, and knowhow are fluidly mobile and the pace of transactions is driven by a relentless pursuit of opportunity, staged financing, and short business model cycles”. An innovation cluster is different from an industry cluster (Engel & del Pacio, 2009) and the key differentiators are the enablers of entrepreneurship that facilitate startups and their interactions with different elements of the context.

Sponsor: VRSP, IIM Bangalore

Status: Ongoing – 2017

V-A5 Culture and Motivation

Project Team: **Ritu Tripathi**, Collaborator: Daniel Cervone, University of Illinois at Chicago

Summary: The present research examines the influence of culture on work behavior. The primary research questions addressed are: principles of work motivation identified in Western psychological theories and applied management practices, applicable worldwide? Might the empirical measures and operationalizations have a Western ethnocentric bias? Might culturally-sensitive empirical measures provide new insights into the psyche of populations that constitute a major portion of the global workforce? Taking these research questions into account, we are examining the motivational variations in Indian and American corporate workforce of obligations versus autonomy through experimental and open-ended text data.

Sponsor: IIM Bangalore

Status: Ongoing – 2017

V-A6 Kumbh Mela Field Research

Project Team: **Ritu Tripathi, G Ramesh and Prateek Raj**

Summary: The study has two streams of research: One stream consists of documenting the management of the Mela and presenting its analysis and suggestions for possible approaches towards managing future Melas. The other stream

of research consists of deep diving into specific themes that are unique to this massive complex social cultural event, which are cross-cutting in nature across different public services. The team is taking a holistic perspective on the Mela Activity, in that, instead of focusing on department-wise silos and service-deliveries, the team is looking at how the three stakeholders, namely the i) government departments, ii) private partnering vendors, and iii) civic society, configure to reach an optimal state of service and delivery in the Mela. The researchers are focusing on both the hard and soft aspects of the configuration. Hard systems would include mode of organization, concrete structural aspects such as tenders specifications, SOPs, manuals, reports, etc.; soft processes would include interpersonal activities and transactions such as coordination, mock exercises, roles, monitoring and tracking, accountability, motivation, and participation.

Sponsor: Prayagraj Mela Pradhikaran

Status: Ongoing - 2018

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

Project Team: **Ramya Ranganathan**

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

Sponsor: IIM Bangalore

Status: Completed

V-A8 Interventions towards Water Conservation in Cities

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

Summary: A large number of cities around the world are facing increasing water scarcity (World Bank, 2016). Rapid urbanization and rise in economic prosperity have brought water conservation on the policy agenda. With unequal distribution of water, much like wealth or income, those with more than adequate supply of water can be encouraged to reduce water usage. Water conservation efforts

have taken many forms including structural changes on the user-side such as change to lower-flow taps and showers, and behavioural changes such as education and awareness campaigns exhorting users to reduce waste and form water-conserving habits (Water Research Foundation, 2016). On average, structural changes have produced some results whereas behavioural-intervention based changes have been mixed and more nuanced, especially in the long-term. Behavioural interventions require more research to understand them better, especially given their growing and problematic use by policy-makers.

Sponsor: IIM Bangalore
Status: Ongoing – 2016

V-A9 Aiding Better Decision Making in Food Choice

Project Team: **Kanchan Mukherjee**

Summary: It was not until the middle of 19th century that being obese was considered ill-health. Evolution's survival mechanism of storing food reserves is now working against us. As per WHO's statistics, most of the world's population live in countries where obesity kills more people than undernourishment. In 2014, more than 25% of the global population was overweight or obese. In the last few decades, there has been a growing interest in investigating how best to communicate risks and benefits of food items to consumers in order to help them make better diet choices.

Sponsor: IIM Bangalore
Status: Ongoing – 2017

V-A10 Sports and Indian Society

Project Team: **Sourav Mukherji**

Summary: Playing games and sports has been a defining characteristic of human existence. The Dutch historian Johan Huizinga wrote that Homo sapiens (thinking reasoning beings) are also Homo Ludens, i.e., playing is a significant feature of human culture and society. French sociologist Roger Caillois classified four categories of play that human beings have engaged with (agon - competition, alea - chances, mimicry and ilinx - disorientation) since time immemorial; while Sigmund Freud argued that human beings engage in games and sports because it provides both eros (pleasure) and thanatos (wish for destruction). Several anthropologists have revealed how the world of sports is reflective of the social and cultural dynamics of human existence and sporting practices mirror societal beliefs about race, class and gender equity. A study of

Olympians, boxers or golfers would reveal how racial and gender prejudices have provided opportunities to certain category of sports person and how the suppressed categories have used their success in sports as platforms for protests and movements.

Sponsor: IIM Bangalore

Status: Ongoing – 2017

V-A11 Marital Schemas in Indian Context: Role of Caste, Class and Gender in Selecting Marital Partners

Project Team: **Shibashis Mukherjee**

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

Sponsor: Keera Allendorf's research fund

Status: Ongoing – 2017

V-A12 Institutional Co-operation across Status among Healthcare Workers, and Its Influence on Hospital Performance

Project Team: **Shibashis Mukherjee**

Summary: The project aims to study mixed method analysis in hospital management, longitudinal data analysis of hospital performance and collaboration of healthcare provider's influence on that performance.

Sponsor: VRSP, IIM Bangalore

Status: Ongoing – 2019

V-A13 Household Influences on Indian Subsistence Entrepreneurship

Project Team: **Jayaram Uparna**

Summary: This research is aimed at refining a framework model for how subsistence entrepreneurship is systematically affected by household influences. Its framework model springs from mixed mode data. Both quantitative and qualitative data using original survey techniques and interviews from more than 700 entrepreneurs in rural India were collected. The study answers the call to recognize how international subsistence entrepreneurship is distinct from transformative entrepreneurship set in Wall Street settings. Analyses indicate that households influence entrepreneurial decision making and

engagement by controlling not only skills and capital, but also through limiting labor. Trust acts as a governing mechanism and – in the caste-dominated rural landscape in India – is associated with entrepreneurial vibrancy. After discussing the societal drivers, influencers and impediments of subsistence entrepreneurship in rural India, I present testable propositions that merit further investigation.

Sponsor: IIM Bangalore
Status: Ongoing – 2018

V-A14 Organizational Enlightenment (OREN)

Project Team: **Sari S A Mattila**

Summary: Organisational knowing is distinct from forms of discrete information that is easily articulable. Organisational enlightenment is also different from organizational knowing because processes of knowing and the consciousness about how awareness arises and is held is associated with the collective phenomena of how roleholders experience an organization and affect themselves and the organization in the process of normative task engagement. Considering these, there are numerous unexamined assumptions in organizations based on frames, structures, pictures-in-the-mind which are never or seldom examined or thought about. What does this non-thinking lead to? Non-thinking presumes a knowing that may be a pretense? Or is it that there are discounts on thinking and a premium on doing and following orders? These and other such assumptions need examining. Organizations often build foundations on shaky grounds, such as images, which are illusions and can dissolve without notice. Enlightenment approach needs also to look at spiral dynamics and the current research on neuroscience and consciousness.

Sponsor: IIM Bangalore
Status: Completed

V-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
V-B1	Tripathi, Ritu, Cervone, D, & Savani, K	Are the Motivational Effects of Autonomy-Supportive Conditions Universal? Contrasting Results among Indians and Americans	<i>Personality and Social Psychology Bulletin</i>	Vol. 44(9), 2018, Pg. 1287-1301
V-B2	Joy E. Beatty, David C. Baldrige, Stephan A. Boehm, Kulkarni, Mukta and Adrienne J. Colella	On the Treatment of Persons with Disabilities in Organizations: A Review and Research Agenda	<i>Human Resource Management</i>	Vol. 58(2), March/April 2019, Pg. 119-137
V-B3	Kulkarni, Mukta	Discursive Work within Weak Field Mandate Events: The Case of a Conference on Assistive Technologies for Persons with Disabilities	<i>IIMB Management Review</i>	Vol. 30(4), December 2018, Pg. 291-304
V-B4	Sari S Mattila	Understanding the Dynamics of Difference: How Ethics and Self-Awareness Can Illuminate Choices	<i>Organizational and Social Dynamics</i>	Vol. 18(2), 2018, Pg. 208-225

V-D Chapters in Books

Sl. No.	Authors	Title of Chapter	Title of Book	Editors	Publication Details
V-D1	Mattila, Sari S A	Human Experience as Mysterious: The Confluence of Spirituality, Education and Fantasy in Two Trilogies	<i>Unbundling the Sixth Sense: Explorations in Spirituality and Management</i>	Ramnath Narayanswamy, Yochanan Altman, Sunita Singh Sengupta	Sampada Publications, 2018
V-D2	Srinivasan, Vasanthi and George, Rejie	Women Directors' Perceptions of Their Contributions on Boards: An Exploratory Study from India	<i>More Women on Boards: An International Perspective</i>	Lynne E. Devnew, Marlene Janzen Le Ber, Mariateresa Torchia and Ronald J Burke	Information Age Publishing Inc.2018

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

Sl. No.	Authors	Title of Publication	Type of Publication
V-G1	Srinivasan, Vasanthi	The Way Forward for HRBPs	NHRD Network Journal, Vol. 11, No. 3, July 2018, Pg. 30-33
V-G2	Kulkarni, Mukta M. Shyama, and Tyagi, S	Priority Assistive Devices	A report submitted to The National Trust, Ministry of Social Justice and Empowerment, Government of India, June 28, 2018

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

Sl. No.	Authors	Title of Paper/Session/Invited Talk	Name of Conference and Venue	Dates of Event
V-H1	Kondayya, A. and Srinivas E S	An Ayurveda-Based Model for Career Planning and Vocational Guidance	International Conference on The Changing Nature of Careers: Implications for a Sustainable World, XLRI Jamshedpur	December 14-15, 2018
V-H2	Mahapatra, Gopal, Dash, Sadhna and Londhe, Amruta	Future of Work and Its Perceived Impact on Mid-Career Professionals	ANZAM Conference, Auckland New Zealand	December 5, 2018
V-H3	Mahapatra, Gopal	Preparing for the Future: Learning and Teaching Management	NITTE, Manipal	December 30, 2018
V-H4	Mahapatra, Gopal	Addressed the HR Conclave of BEML in the presence of their CMD, Board of Directors and HR Leaders/HRBP	KGF, Kolar	November 17, 2018
V-H5	Mahapatra, Gopal	Addressed the New MBA Batch on the Inaguration Day	RV Institute of Management, Bangalore	September 2018
V-H6	Fortin, Israel	The Shadow of Future Value Distribution: Anticipating Value Misappropriation in Multilateral Innovation Projects	34 th European Group for Organizational Studies Colloquium, Sub-theme: 52: Projects for Innovation: Managing Novelty and Uncertainty, Tallinn, Estonia	July 5-7, 2018
V-H7	Mishra, S., and Kulkarni, Mukta	Managing Dirty Work: The Case of Waste Pickers	EGOS Colloquium, Tallinn, Estonia	July 5-7, 2018

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
V-H8	K. V. Gopakumar, and Kulkarni, Mukta	Identity Claims of Social Enterprises	EGOS Colloquium, Tallinn, Estonia	July 5-7, 2018
V-H9	Baldrige, D. and Kulkarni, Mukta	Symposium on New Directions in Disability Research: Work Contexts, Inclusivity, and Wellbeing Interactions	Academy of Management 2018 Annual Meeting, Chicago, USA	August 10-14, 2018
V-H10	Baldrige, D., Kulkarni, Mukta , Eugster, B., and Dirmyer, R	Disability, Educational Attainment, and Earnings Equality	EURAM, Reykjavik, Iceland	June 19-22, 2018
V-H11	Malhotra, Pearl	Building Trust to Create Crowdsourcing Acceptance	10 th FINT Workshop on Trust Within and Between Organizations, St. Gallen University, Switzerland	January 9-11, 2019
V-H12	Malhotra, Pearl	Chair for Technical Session, theme: Empowering Women: Fostering Entrepreneurship, Innovation and Sustainability	Shri Ram College of Commerce's Office of International Programmes, University of Delhi and NITI Aayog's Women Entrepreneurship Platform, Government of India, India International Centre, Lodhi Road, New Delhi.	July 16-17, 2018
V-H13	Ranganathan, Ramya	Key note address on Managing Emotions at Work	BHEL, Bangalore	March 8, 2019
V-H14	Srivastava, B.N., Joshi, C., Vohra, N., and Tripathi, Ritu	Living and Learning Abroad: A Study of the Effects of Inter-cultural Interaction, Affective Experience and Intent Related Outcomes among Sojourners on Academic Exchange to India	24 th Congress of the Cross Cultural Psychology (IACCP), University of Guelph, Canada	July 1-5, 2018
V-H15	Tripathi, Ritu	Motivational Effects of Social Cues: A Web-based Experimental Approach to Studying Cultural Variations	Christ-IIMB Behavioural Research Seminar 2, Christ (deemed-to-be University)	June 30, 2018

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
V-H16	Tripathi, Ritu	Motivation in Cultural Context: The Dynamics of Autonomy and Obligations among Indians and Americans	University of Illinois at Chicago Social Psychology Colloquium Series, Chicago	April 25, 2018
V-H17	Mattila, Sari S.A.	The Place Where We Live: The Space for Group Relations	Italy	November 1-4, 2018
V-H18	Mattila, Sari S.A.	GenX vs. Millennials: Leadership Challenges on the Horizon,	Jain University, Bangalore	January 11, 2019
V-H19	Mukherji, Sourav	Keynote address on Creating Impact as Educational Institutes	Christ College Golden Jubilee Celebrations, Bangalore	July 14, 2018
V-H20	Mukherji, Sourav	Invited Talk on Sports as Career Opportunity	IIMB Student's Festival – VISTA, IIM Bangalore	September 16, 2018
V-H21	Mukherji, Sourav	Invited talk on Affordable Housing in India	Sauder Business School, Canada	October 2, 2018
V-H22	Mukherji, Sourav	Future of Education	SAMS Conference, Cambridge, UK	March 15-16, 2019
V-H23	Srinivasan, Vasanthi	Books in My Shelf and How They Shape My Thinking	4 th Bangalore Business Literature festival, WeWork Galaxy, Bangalore	September 8, 2018
V-H24	Srinivasan, Vasanthi	Automation and Its Impact on HRM	NHH Bergen Norway	March 13, 2019

V-I Articles in Conference Proceedings

Sl. No.	Authors	Title of Paper	Details of the Conference Proceedings
V-I-1	He, T., Pitesa, M., and E S Srinivas	Low Socioeconomic Status Limits Employee Voice in Face of Low Organizational Status	Annual Meeting of the Academy of Management, Chicago, Illinois, August 10-14, 2018 In Tainyu He; M Pitesa (Chairs), Socioeconomic Status and the Psychological Foundations of Social Mobility

Sl. No.	Authors	Title of Paper	Details of the Conference Proceedings
V-I-2	Fortin, Israel	The Shadow of Future Value Distribution: Anticipating Value Misappropriation	78 th Annual Meeting of the Academy of Management, Technology and Innovation Management Division, Chicago, Illinois, United-States, August 10-14, 2018
V-I-3	Fortin, Israel	The Shadow of Future Value Distribution: Anticipating Value Misappropriation in Multilateral Innovation Projects	34 th European Group for Organizational Studies Colloquium, Sub-theme: 52: Projects for Innovation: Managing Novelty and Uncertainty, Tallinn, Estonia, July 5-7, 2018
V-I-4	Jain, A and Srinivasan, Vasanthi	Implications of Digital Automation Technologies on Work Design	Annual Meeting of the Academy of Management, Chicago, Illinois, August 10-14, 2018

V-J IIMB Case Studies @ Harvard Business Publishing

V-J1	Title:	Hemas Holding PLC: Managing Leadership Transition in a Family Controlled Publicly Listed Firm
	Author:	Abhoy K Ojha
	Summary:	Hemas Holding PLC (HHPLC) was a Colombo headquartered holding company. It had subsidiaries in a wide range of businesses. HHPLC was headed by Steven Enderby as Chief Executive Officer (CEO) with Husein Esufally as Non-Executive Chairman. The professionally managed but family-controlled conglomerate, which was already one of the dominant private sector entities in Sri Lanka, was attempting to transform into a regional powerhouse in South Asia. The Esufally family held majority shares in HHPLC, and had members of the family on the HHPLC board. The family had also formed a Family Business Board (FBB) consisting of Murtaza Esufally, Abbas Esufally, Husein Esufally, and Imtiaz Esufally, to manage the relationship between the Esufally family and the HHPLC Board. The FBB was a device to ensure that the relationship between the larger family and the top management of HHPLC could be managed smoothly. The members of the FBB were proud of their journey so far. However, they wondered whether there could be further improvements in the mechanisms to ensure that the interests of all the stakeholders associated professionally with HHPLC were met, even as the interests of the current and future generations of the family were protected.

- V-J2** Title: **GNFC's Neem Project: Creating the Blueprint for a Social Business**
- Author: **Sourav Mukherji**
- Summary: The case describes the efforts of GNFC, a large publicly held chemicals and fertilizers company, in establishing a business of manufacturing and selling products made from neem-oil, which was instrumental in creating livelihood opportunities for more than 450,000 individuals from the economically underprivileged segment. GNFC was a government-owned commercial enterprise that was listed in the Indian stock market. Like all commercial enterprises, their goal was maximizing shareholders wealth through their primary activities – manufacturing and sales of fertilizers and chemicals. GNFC's Neem project started with the intention of preventing diversion of subsidized fertilizer to the undeserved. It involved landless labourers and marginal farmers in collection of neem seeds, which was used to extract neem oil for coating urea and to create products such as soaps and shampoos. Since neem-oil based products could be sold in the market to earn revenues, the entire neem project had the potential to be financially sustainable. Compared to GNFC's fertilizer and chemical business, the revenue generated by the neem project was insignificant. However, the neem project was creating a positive impact on the lives of the economically underprivileged, while being financially sustainable itself and GNFC had the ambition of scaling the project across India. The case ends by highlighting some of the potential challenges that GNFC would face in their efforts in scaling as well as encouraging other similar organizations to adopt their model.

V-K Leading Journal Publications

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

- V-K1** Authors: Joy E. Beatty, David C. Baldridge, Stephan A. Boehm, **Mukta Kulkarni** and Adrienne J. Colella
- Title: **On the Treatment of Persons with Disabilities in Organizations: A Review and Research Agenda**
- Journal: ***Human Resource Management***
- Abstract: Human resource practitioners play a crucial role in promoting equitable treatment of persons with disabilities, and practitioner's decisions should be guided by solid evidence-based research. We offer a systematic review of the empirical research on the treatment of persons with disabilities in organizations, using Stone and Colella's seminal theoretical model of the factors influencing the treatment of persons with disabilities in work organizations,

to ask: What does the available research reveal about workplace treatment of persons with disabilities, and what remains understudied? Our review of 88 empirical studies from management, rehabilitation, psychology, and sociology research highlights seven gaps and limitations in extant research: (a) implicit definitions of workplace treatment; (b) neglect of national context variation; (c) missing differentiation between disability populations; (d) overreliance on available data sets; (e) predominance of single-source, cross-sectional data; (f) neglect of individual differences and identities in the presence of disability; and (g) lack of specificity on underlying stigma processes. To support the development of more inclusive workplaces, we recommend increased research collaborations between human resource researchers and practitioners on the study of specific disabilities and contexts, and efforts to define and expand notions of treatment to capture more nuanced outcomes.

Listings: - **Financial Times 50**

V-L Awards, Honors, and Achievements

- V-L1 Prof. Mukta Kulkarni**, Mphasis Chair for Digital Accessibility and Inclusion.
- V-L2 Prof. Mukta Kulkarni**, Saroj Parasuraman nomination at AOM. This paper was nominated for the 2017 Saroj Parasuraman Award for the Outstanding Publication on Gender and Diversity at the Academy of Management. Baldrige, D., & Kulkarni, M. 2017. The shaping of sustainable careers post hearing loss: Toward greater understanding of adult onset disability, disability identity, and career transitions. *Human Relations*, 70(10) 1217-1236.
- V-L3 Prof. Ramya Ranganathan**, Teaching Innovator Award, Certificate given by MHRD. The award was in the category of Pedagogical Method and certificate was given by Union Minister on January 4, 2019. The award was given for Course Design of the course Personal Values, Goals and Career Options, and a booklet was released which contained a case study on the course along with case studies on 15 other innovations.

V-M Doctoral Theses Completed by FPM Students during 2018–2019

Sl. No.	Name of the Student	Dissertation Title	Members of the DAC Committee
V-M1	Balamurugan K	On the Construct of Public Service Motivation among Civil Servants	L Prasad, Ramadhar Singh, G Ramesh
V-M2	Supriya Rakesh	Transitions out of Corporate Careers: Accounts of Individuals from India	Vasanthi Srinivasan, Ganesh Prabhu (Late)Manohar Reddy

Sl. No.	Name of the Student	Dissertation Title	Members of the DAC Committee
V-M3	Aditya Christopher Moses	The Influence of Institutional Logic Combinations on Organisational Survival: A Study of Christian Mission Hospitals in India	Abhoy Ojha, Mukta Kulkarni, Rejie George P
V-M4	Ankur Jain	Implications of Automation on Work in Organizations	Vasanthi Srinivasan, Mukta Kulkarni, Sourav Mukherji

V-O Papers Presented by FPM Students in Conference/Seminar during 2018-2019

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
V-01	Romana Gulshani	Micro Foundations of Structural Ambidexterity in Organizations: A Talent Management Perspective	European Group for Organizations Studies 2018, Tallinn Estonia	July 4-7, 2018
V-02	Maithily Milind Pendsea and Prof. Abhoy K Ojha	Organizationally Identity and Change	European Group for Organization Studies (EGOS) 2018, Tallinn Estonia	July 5-7, 2018
V-03	Yangerjungla Pongener and Prof. Abhoy K Ojha	Non-competing Multiple Organizational Identities: Causers and Resolvers of Tensions Due to Institutional Complexity	European Group of Organizational Studies (EGOS), Tallinn Estonia	July 5-7, 2018
V-04	Anjana Karumathil and Prof. Shibashis Mukherjee	Us vs. Them: How Insiders and Outsiders Make Sense of Failing Organizations	BAM Conference, Bristol, UK	September 6, 2018
V-05	Anupama Kondayya and Prof. E S Srinivas	An Ayurveda-Based Model for Career Planning and Vocational Guidance	International Conference on The Changing Nature of Careers: Implications for a Sustainable World, XLRI Jamshedpur	December 14-15, 2018

Productions and Operations Management (P&OM)

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

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

VI-A Research Projects

VI-A1 Supply Chain Challenges Faced by Indian SMEs

Project Team: **Haritha Saranga**

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

Sponsor: IIM Bangalore

Status: Ongoing – 2014

VI-A2 Managing Supply Chain Disruption and Scale Up Post Demonetization at SPMCIL

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

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

Sponsor: IIM Bangalore

Status: Ongoing – 2017

VI-A3 Mukhyamantri e-Eye Kendram (MeEK)

Project Team: **Haritha Saranga**

Summary: Millions of people around the world are at the risk of developing permanent visual impairment due to lack of ophthalmic services. In a country like India, the ophthalmologist-patient ratio is dismal, at 1:10,000. According to the Registrar General and Census Commission and the World Health Organization statistics, about 70% of the population in India lives in rural areas and about 70% of the eye care professionals live in urban areas.

Sponsor: IIM Bangalore

Status: Ongoing – 2018

VI-A4 Facilitators of Cashless Transactions in Retail Supply Chains with Specific Reference to Convenience (kirana) StoresProject Team: **Krishna Sundar D**

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

Sponsor: CDFI, New Delhi

Status: Ongoing – 2015

VI-A5 Developing a Dynamic Credit Risk Model for Estimation of Repayment Burden and Probability of Default for Educational LoansProject Team: **Krishna Sundar D and Jayadev M**

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

Sponsor: Centre for Digital Financial Inclusion, New Delhi

Status: Ongoing – 2016

VI-A6 Case Study on Global Product Development and Other Study MaterialsProject Team: **Anshuman Tripathy**

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

Sponsor: IIM Bangalore

Status: Ongoing – 2017

VI-A7 Product Development Capabilities Relating to Offshoring and Outsourcing

Project Team: **Anshuman Tripathy**

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

Sponsor: IIM Bangalore

Status: Ongoing – 2017

VI-A8 Resource Planning at Akshaya Patra Vrindavan

Project Team: **Anshuman Tripathy**

Summary: An earlier case (Resource Planning at Akshaya Patra Vasanthapura) had looked into the planning process at the Vasanthapura kitchen which is a rice kitchen. The Vrindavan kitchen is a chapati kitchen, with added complexities of being a hub in a hub-spoke system and the newly added nuance of taking care of Akshaya Nidhi. This case will look at the multi-tiered planning (long, medium and short-term) followed in this kitchen.

Sponsor: IIM Bangalore

Status: Ongoing – 2017

VI-A9 Simulation Game for Inventory and Markdown Pricing

Project Team: **Jishnu Hazra**

Summary: We intend to develop a simulation game which will be used in supply chain course. The case will simulate a retail supply chain of fashion apparel and students will have to make pricing decision over a period of 15 weeks after which the product becomes obsolete and sold in the salvage market. The student will be focusing on two aspects of the pricing decision during the course of 15 simulated weeks: timing and magnitude of price reduction of the product.

Sponsor: IIM Bangalore

Status: Ongoing – 2019

VI-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
VI-B1	Jonnalagedda, Sreelata and Saranga, Haritha	To Adapt or Design: An Emerging Market Dilemma for Automakers	<i>Production and Operations Management</i>	Vol. 28(3), March 2019, Pg. 550-569
VI-B2	Saranga, Haritha, George P, Rejie Judith Beine and Ulli Arnold	Resource Configurations, Product Development Capability, and Competitive Advantage: An Empirical Analysis of Their Evolution	<i>Journal of Business Research</i>	Vol. 85, April 2018, Pg. 32-50
VI-B3	Sirish Kumar Gouda and Saranga, Haritha	Sustainable Supply Chains for Supply Chain Sustainability: Impact of Sustainability Efforts on Supply Chain Risk	<i>International Journal of Production Research</i>	Vol. 56(17), April 2018, Pg. 5820-5835
VI-B4	Basu, Arnab, Tarun Jain and Hazra, Jishnu	Supplier Selection under Production Learning and Process Improvements	<i>International Journal of Production Economics</i>	Vol. 204, October 2018, Pg. 411-420
VI-B5	Tarun Jain, Hazra, Jishnu and T.C.E. Cheng	Sourcing under Overconfident Buyer and Suppliers	<i>International Journal of Production Economics</i>	Vol. 206, December 2018, Pg. 93-109
VI-B6	Caro Felipe, Chintapalli, Prashant, Kumar Rajaram, and Chris S. Tang	Improving Supplier Compliance through Joint and Shared Audits with Collective Penalty	<i>Manufacturing & Service Operations Management</i>	Vol. 20(2), Spring 2018, Pg. 363-380
VI-B7	Mahajan, Siddharth, and Sundar, D Krishna	Minimizing the Discounted Average Cost under Continuous Compounding in the EOQ Models with a Regular Product and a Perishable Product	<i>American Journal of Operations Management and Information Systems</i>	Vol. 3(2), June 2018, Pg. 52-60
VI-B8	Sundar, D Krishna and Siddharth Mahajan	The Distribution-free Newsboy Problem with Partial Information	<i>International Journal of Operational Research</i>	Vol. 33(4), 2018

VI-E Working Papers

Sl. No.	Author	Title	IIMB Working Paper No.	Year
VI-E1	Tarun Jain, Hazra, Jishnu and Subodha Kumar	Pricing Strategies of Public Cloud Computing Instances	583	2019
VI-E2	Tarun Jain, Hazra, Jishnu and Srinagesh Gavirneni	Ranking-Based Versus Outcome-Linked Incentive Systems: Designing an Effective Compensation System	584	2019

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

Sl. No.	Authors	Title of Article	Name of Newspaper/Magazine	Date of Publication
VI-F1	Tripathi, Rajeev Ranjan	Justice Delayed! Are Courts Involved in an Infinite Game?	<i>Forbes India</i>	November 2018
VI-F2	Tripathi, Rajeev Ranjan	Judges Often Fail to Interpret a Legal Norm. Or Do They?	<i>Forbes India</i>	September 2018

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

Sl. No.	Authors	Title of Publication	Type of Publication
VI-G1	Sapra, Amar	Best Practices from Commercial Supply Chains	Army Service Corps. Journal, Vol. 83, 2018

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

Sl. No.	Authors	Title of Paper/Session/Invited Talk	Name of Conference and Venue	Dates of Event
VI-H1	Tripathy, Anshuman	Growing and Developing Capabilities along the Value Chain to Sustain Innovations in Emerging Markets	INFORMS Conference, Phoenix	November 2018
VI-H2	Ashok Gantha, Kiran Kumar Swamy and Sundar, D Krishna	Use of Alternate Delivery Methods by Online Retailers with Last Mile-Delivery Constraints	POMS 29 th Annual Conference, Houston, USA	May 4-7, 2018

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
VI-H3	Surya Pathak, Anirban Adhikary, Amalesh Sarma and Sundar, D Krishna	The Greenhouse Gas Mystery: Drivers of Carbon Emission in Supply Networks	POMS 29 th Annual Conference, Houston, USA	May 4-7, 2018
VI-H4	Kiran Kumaraswamy, Sundar, D Krishna and Mahajan, Siddharth	Communities of Practice Quality Improvement Initiatives: A Game Theoretic Approach	POMS 29 th Annual Conference, Houston, USA	May 4-7, 2018
VI-H5	Ravi Seethamraju and Sundar, D Krishna	Adoption of Digital Payments by Small Retail Stores	Australasian Conference on Information Systems, Sydney	December 3-5, 2018
VI-H6	Ravi Seethamraju and Sundar, D Krishna	Digitalization of Small Retail Stores Challenges in Digital Payments	52 nd Hawaii International Conference on System Sciences (HICSS-52), Hawaii	January 8-11, 2019
VI-H7	Tarun Jain and Hazra, Jishnu	Capacity Competition under Vendor's Cost Uncertainties	POMS 29 th Annual Conference 2018, Houston, USA	May 3-7, 2018
VI-H8	Verma, Nishant Kumar	Combined Effects of Price, Process Flexibility and Modularity for Reducing Supply-Demand Mismatch	Manufacturing and Service Operations Management (MSOM) Conference, Dallas, Texas	July 1-3, 2018
VI-H9	Tripathi, Rajeev Ranjan	Cooperative Game under Risk and Externalities	Workshop on Games on Networks and Queues, IIT Bombay	January 18, 2019
VI-H10	Tripathi, Rajeev Ranjan	Analysis of Cooperation under Risk and Externalities	Computer Science - Economics Workshop at Ashoka University, Sonapat	October 6, 2018
VI-H11	Tripathi, Rajeev Ranjan	Competition and Cooperation in Manufacturing and Supply Chain	Manufacturing and Supply Chain Analytics (MaSCA) Talk Series, Ford Motor Company (Webinar)	January 11, 2019

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
VI-H12	Tripathi, Rajeev Ranjan	Self-interest, Trust and Cooperation in a Sharing Economy	INFORMS, Manufacturing and Service Operations Management Conference (MSOM) Conference, Texas	July 1-3, 2018
VI-H13	Sapra, Amar	New Frontiers in Logistics and Supply Chain Management	9 th Annual Pharma Supply Chain Management Conference, Mumbai	September 6, 2018
VI-H14	Sapra, Amar, S. Seshadri and T. Sastry	Optimal Processing, Blending and Trading of a Commodity with Multiple Grades and Random Supply	POMS Annual Meeting, Houston	May 4-7, 2018
VI-H15	Mandal, P. and Sapra, Amar	Optimal Assortment, Quantity and Dynamic Pricing for Multiple Vertically- Differentiated Products with Short Life Cycle	ISB-POMS Workshop, Hyderabad	December 20-21, 2018
VI-H16	Mandal, P. and Sapra, Amar	Keynote speaker at Doctoral Colloquium: Joint Optimization of Assortment, Order Quantity and Dynamic Prices for Multiple Vertically-Differentiated Products	IME Department, IIT Kanpur	April 8, 2018
VI-H17	Mandal, P. and Sapra, Amar	Optimal Assortment, Quantity and Dynamic Pricing for Multiple Vertically- Differentiated Products with Short-Life Cycle	MSOM Conference, Dallas, USA	July 2-3, 2018
VI-H18	Sivakumar S and Mahadevan B	A Typology of Forms of Coproductive Services and Its Implications	22 nd International Conference of the Society of Operations Management, IIM Kozhikode	December 2018
VI-H19	Sivakumar S and Mahadevan B	Configuring and Pricing Coproductive Services	22 nd International Conference of the Society of Operations Management, IIM Kozhikode	December 2018

VI-I Articles in Conference Proceedings

Sl. No.	Authors	Title of Paper	Details of the Conference Proceedings
VI-I-1	Tarun Jain and Hazra, Jishnu	Capacity Allocation among Suppliers in the Presence of Spot Market	Proceedings of 2018 IEEE International Conference on Industrial Engineering and Engineering Management, pp 133-136, Bangkok, Thailand, December 16-19, 2018, Pg. 133-136

VI-J IIMB Case Studies @ Harvard Business Publishing

VI-J1 Title: Vinyas: To Be a Contract Manufacturer or Sell through Own Channel?

Author: Tarun Jain and **Jishnu Hazra**

Summary: This case describes the sourcing challenge faced by a firm which is involved in contract manufacturing of a device. The company must decide whether to continue as a contract manufacturer where they are engaged in a wholesale price contract, or they should get into the development of their channel by engaging with the design firm through a revenue sharing contract.

VI-J2 Title: Alibaba – Building a Social Sustainability Ecosystem for E-commerce

Author: **Haritha Saranga** and Huang Yanghua

Summary: The case narrates the evolution of the Alibaba Group, starting with Alibaba.com in 1999, in four different phases, with the last phase beginning after its IPO in 2014. The evolution is described from a social sustainability perspective, highlighting Alibaba's initial efforts to help small businesses in China access the world markets and later, its focus on facilitating e-commerce-led entrepreneurship in rural parts of China. Not surprisingly, Alibaba Group's evolution coincided with China's economic growth, as the e-commerce platforms have significantly contributed to the growth of businesses and consumerism in China. Specifically, the development of e-commerce ecosystem by Alibaba Group, created a platform where not only retail businesses, but also allied third party service providers could emerge and grow. After its IPO in 2014, Jack Ma, Alibaba Group's chairman, explicitly defined "E-commerce in rural areas" as one of the three strategic directions going forward. The case discusses in detail the two rural initiatives "Taobao Villages" and "Rural Taobao" that the Alibaba group pursued as part of its rural strategy. It is estimated that the e-commerce of Taobao villages created more than 840,000 direct job opportunities and rural Taobao reached 202 counties in 22 provinces and established 9,278 village-level service stations by August

2016. The case also provides a brief overview of the ecommerce industry in India and ends with the questions: if there is a way for e-commerce players to provide socially sustainable business opportunities for the Indian rural population and how Alibaba should plan its entry and growth in the Indian market.

VI-J3 Title: Airvent Fans Co.

Author: Anshuman Tripathy and Shikha Safaya

Summary: Airvent Fans Co., which manufactures ceiling fans for two OEM customers, Tropical and WindStar, is challenged in fulfilling the demands of its customers. Its plant, currently operating at the full capacity of 0.8 million fans annually (3200 fans/day), is looking at the possibility of improvements within current available resources to increase output in order to handle the immediate future demand, before deciding whether to outsource some of the operations in the long term. This involved thorough studies of the processes, and it was concluded that capacity enhancements were required at various stations. To handle future projected demand that is rapidly growing, the management plans to further increase the planned capacity of the plant to suitable levels. The current layout is incapable of handling such a scale of operations and thus, the concept of lean manufacturing is applied to help restructure the plant's layout and operations. The design and improvements required the determination of various factors. This case study identifies and estimates the various parameters needed to design such a system. Process Flow Analysis and Value Stream Mapping are used as tools to understand and identify the bottlenecks and sources of problem. Immediate demand is met by implementing batch sizes based on Economic Production Quantity (EPQ). For the long term, investments are made in machinery, the factory layout is revised for better material flow, and the assembly line operations are decoupled to achieve higher flow rate. The plant ultimately adopts a Make-to-Stock system from the earlier Made-to-Order system.

VI-J4 Title: Process Improvement in Textile Wet Processing – A Case Study from the Indian Small-Scale Sector

Author: Abhishek Iyer, Agrim Gupta, Himanshu Khera, Sagnik Choudhury, Udit Jalan, and **Haritha Saranga**

Summary: This case describes the activities and documents the challenges faced by a small-scale firm in the unorganized sector of textile wet processing industry in India. While the small scale and manual nature of operations allows firms in this industry much flexibility of accepting a wide variety of orders, in terms of size and the type of processing needed by the customers, it also poses quality and delivery related challenges that arise due to the manual nature of

operations. The case therefore exposes students to the operational trade-offs between flexibility, cost, quality and delivery time and highlights the tensions between various competitive dimensions in a business scenario. The students are then provided a choice of options to choose from, which will require them to consider the pros and cons of choosing one dimension over the other, in the context a small-scale firm in an unorganized sector of an emerging market, that is constrained for resources.

- VI-J5** Title: **Arvind Lifestyle Brands Limited: from Concept to Shelf**
- Author: **Anshuman Tripathy**, Anupam Sharma, and Srividya Ganesan
- Summary: This case introduces the students to the information and material flows in the supply chain of an Indian fashion company – Arvind Lifestyle Brands Limited (ALBL), renowned for retailing both in-house and licensed international brands. The case deals with challenges like demand unpredictability, volatility and fads peculiar to fashion and how they influence the design of not just an efficient and responsive supply chain but also the product mix of a fashion retailer.
- VI-J6** Title: **Ather Energy: Riding the Electric Vehicle Tide**
- Author: **Anshuman Tripathy**, Amey Sahasrabuddhe and Indrasis Bose
- Summary: This case introduces the readers to information regarding the organization building journey of Ather Energy, an Indian start-up in the electric vehicle (EV) industry and the entrepreneurial journey of its founders. The case deals with challenges that Ather Energy faces as it works to bring its product, a two-wheeler EV, to market, adopting practices that were against the established industry norms (the internal combustion engine vehicles). The case outlines the overall environment of the EV industry across the world and in India, discussing key areas like government interventions, major existing players in the EV industry and key developments that have transpired over the past years. It then traces the journey of Ather Energy and its founders, focusing on the key phases through which it traversed as it grew from a two-membered start-up basis out of an incubator to a 350+ firm working to ensure that their product has a hassle-free entry into the market. The case outlines the background of the founders, their learnings on the course of developing their product, and the challenges faced in various stages of developing the product. The envisaged sustainability of Ather Energy and its product are then discussed, along with the challenges envisaged.

VI-J7 Title: Stellar Auto Ltd

Author: Anshuman Tripathy and Prashant Chintapalli

Summary: Stellar Auto Ltd. (SAL) is upgrading its current Galaxy product to Galaxy X. With pricing expected at a 20% discount to the current Galaxy model, Galaxy X is expected to generate sales of approximately 26,000/year. To achieve financial feasibility, SAL plans to increase the local content from the existing 12% in Galaxy to 75% in Galaxy X. To meet the sales requirements, SAL plans to operate its plant at the rate of 120 cars/day for 236 days/year, giving itself a capacity of 28,320 cars/year. Feasibility studies have shown that this target can be achieved with the current setup in the body and paint shops, but cannot be achieved as per current arrangements in the final assembly area (FAA). FAA comprises 84 work stations in three areas – trim, chassis, and final (assembly and testing). To meet the increased production requirements, various sub-assemblies needed capacity enhancement and there was no space lineside for the same. The matter was further complicated by the fact that since Galaxy X was being introduced in 6 variants, significant space was also needed to store inventory. After significant analysis and negotiations, the final open issue was with regard to the cockpit subassembly which the supplier Instruments Sophistiques D’auto (ISD) agreed to do. The cockpit subassembly was planned to be installed at station 9 in the FAA, and could not be shifted to a later station. So SAL, along with ISD, had to design a system to make the cockpit subassembly at ISD and deliver the same, in right sequence at the right time, at station 9. The system design required the determination of various factors. This case study identifies and determines the various system parameters that are needed to design such a system.

VI-J8 Title: Sattva Etech: Contract Selection in Component Procurement

Author: Tarun Jain and Jishnu Hazra

Summary: The case describes the contract selection issue by an embedded product manufacturing company towards the procurement of a component. The manufacturing manager is evaluating various procurement contracts. Currently, the company sources the component through a long-term wholesale contract combined with sourcing it from an alternate online platform. The supplier firm has suggested an options-based contract. The manufacturing manager is also planning to discuss buyback-based sourcing contract with the supplier.

- VI-J9** Title: **The Akshaya Nidhi Foundation in Aid of Akshaya Patra**
- Author: **Anshuman Tripathy** and Akshat Raj
- Summary: Akshaya Patra was founded by ISKCON (religious foundation) in 2000. It started by serving Mid-Day Meals to about 1,500 students in 5 government schools. By 2017, it was serving ~ 1.7 million children in 33 locations across 11 states in India. Akshaya Patra had built state-of-the-art “mega-kitchens” along with a well-developed food supply chain. The meals were prepared in a hygienic environment but, to ensure safety and taste, a quality check was also carried out for every batch, before dispatching the same for consumption. However, the exponential growth was a cause of concern. The cost of meal preparation after reimbursement by the government kept increasing, but the donations that had helped bridge this gap in the past were not keeping pace. In addition, the organization had set an ambitious “Mission 2020” to reach 5 million children daily by 2020. It was this challenge of scaling up that forced Akshaya Patra to look at various options and led to the setting up of Akshaya Nidhi, a for-profit organization in support of Akshaya Patra. Over a period of 3 years, Akshaya Nidhi had grown steadily and entered various businesses. In such a scenario Vinay, CEO, Akshaya Nidhi, was wondering about the appropriate path forward, that is, which opportunities to pursue, and the related organization structure that was needed to support the same.

VI-K Leading Journal Publications

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

- VI-K1** Authors: **Sreelata Jonnalagedda** and **Haritha Saranga**
- Title: **To Adapt or Design: An Emerging Market Dilemma for Automakers**
- Journal: ***Production and Operations Management***
- Abstract: Multinational automakers tend to be biased toward adapting products designed for their primary markets to emerging or secondary markets. The preference for such adapted product design (APD) approach arises from reduced costs associated with product design and development. However, the growing importance of emerging markets combined with the recognition of their idiosyncratic needs have led automakers to consider an alternative product development approach that simultaneously incorporates the needs of both the markets and exploits scope economies. We term this approach as the customized simultaneous design (CSD) approach. Motivated by case studies of Ford and Hyundai, we abstract key elements to set up an analytical model for the APD and CSD approaches. We derive the optimal prices and

extent of commonality between products for both the markets and compare the attractiveness of the two product development approaches. The relative profitability of the two approaches is driven by the trade-off between the consumer-side disutilities and the cost-side scale and scope economies, and is moderated by demand uncertainty in the secondary market. Interestingly, we find that scale and scope economies reinforce each other in making CSD a more profitable approach under certain conditions. When the automaker is located in the secondary market, other factors such as market size, uncertainty and dissimilarity between the markets determine the most profitable approach. In addition, we demonstrate that higher profitability of one approach over the other is not necessarily achieved by providing higher commonality.

- Listings:
- **Financial Times 50**
 - **UTD 24**

- VI-K2** Authors: **Haritha Saranga, Rejie George, Judith Beine, and Ulli Arnold**
- Title: **Resource Configurations, Product Development Capability, and Competitive Advantage: An Empirical Analysis of Their Evolution**
- Journal: ***Journal of Business Research***
- Abstract: We draw on prior work in the strategy domain and provide empirical evidence of how interactions of resources (or resource configurations) underlying an important capability (i.e., product development capability) lead to differential levels of competitive advantage in a unique emerging economy setting. Our work provides a nuanced understanding of how the efficacy of a specific capability varies depending on changes in the product market environment, such that certain resource configurations facilitate competitive advantage during particular periods of time, while others do not. The study uses rich qualitative and quantitative data gathered through primary and secondary sources to test the conjectures. Our work also demonstrates that while interactions of resources matter significantly in providing competitive advantage, in isolation, these resources do not matter.
- VI-K3** Authors: **Caro Felipe, Prashant Chintapalli, Kumar Rajaram, and Chris S. Tang**
- Title: **Improving Supplier Compliance through Joint and Shared Audits with Collective Penalty**
- Journal: ***Manufacturing & Service Operations Management***
- Abstract: When suppliers (i.e., contract manufacturers) fail to comply with health and safety regulations, buyers (retailers) are compelled to improve supplier compliance by conducting audits and imposing penalties. As a benchmark, we first consider the independent audit-penalty mechanism in which the

buyers conduct their respective audits and impose penalties independently. We then examine the implications of two new audit-penalty mechanisms that entail a collective penalty. The first is the joint mechanism under which buyers conduct audits jointly, share the total audit cost incurred, and impose a collective penalty if the supplier fails their joint audit. The second is the shared mechanism in which each buyer conducts audits independently, shares its audit reports with the other buyers, and imposes a collective penalty if the supplier fails any one of the audits. Using a simultaneous-move game-theoretic model with two buyers and one supplier, our analysis reveals that both the joint and the shared mechanisms are beneficial in several ways. First, when the wholesale price is exogenously given, we establish the following analytical results for the joint mechanism in comparison with the independent mechanism: (a) the supplier's compliance level is higher; (b) the supplier's profit is lower while the buyers' profits are higher; and (c) when the buyers' damage cost is high, the joint audit mechanism creates supply chain value so the buyers can offer an appropriate transfer payment to make the supplier better off. Second, for the shared audit mechanism, we establish similar results but under more restrictive conditions. Finally, when the wholesale price is endogenously determined by the buyers, our numerical analysis shows that the key results continue to hold.

- Listings:
- **Financial Times 50**
 - **UTD 24**

VI-K4 Authors: **Arnab Basu, Tarun Jain and Jishnu Hazra**

Title: **Supplier Selection under Production Learning and Process Improvements**

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

Abstract: We study a buyer's sourcing strategy when suppliers can reduce their unit costs through production learning coupled with investments in process improvements. The buyer sources her requirement from these suppliers over two periods. In the first period, guaranteed allocations by the buyer to the suppliers decrease their unit cost due to production learning. In the second period, she procures a certain amount through a competitive bidding process. In order to win this bid amount, suppliers also invest in process improvements. We find that if the supply base is learning efficient, then the buyer should follow *dual sourcing-single sourcing strategy* (sourcing from both the suppliers in the first period and the balance from the winner of the bidding competition in the second period). However, if the supply base is learning inefficient, then the buyer procures the entire capacity through *one-shot single sourcing strategy* (sourcing entire capacity from a single supplier through a bidding competition). We link our model insights to examples from business practice.

- VI-K5** Authors: Tarun Jain, **Jishnu Hazra** and T.C.E. Cheng
- Title: **Sourcing under Overconfident Buyer and Suppliers**
- Journal: ***International Journal of Production Economics***
- Abstract: In supply chains, the buyer and its suppliers are often overconfident in situations where they face demand uncertainties. In this paper, we study the impact of such overconfidence bias on the buyer's supply-base design strategy. With overconfidence bias, the buyer and suppliers perceive lower demand variability as compared with reality. Characterizing the buyer's optimal reserved capacity and optimal number of suppliers in the supply base, we find a threshold policy for impact of the buyer's overconfidence bias. We also find that the suppliers' overconfidence bias decreases the buyer's reserved capacity and number of suppliers in the supply base.

VI-L Awards, Honors, and Achievements

- V-L1 Prof. Jishnu Hazra**, Recipient of the Airbus Supply Chain Chair Professorship, Chair Professorship awarded by IIMB.

VI-M Doctoral Theses Completed by FPM Students during 2018–2019

Sl. No.	Name of the Student	Dissertation Title	Members of the DAC Committee
VI-M1	Annapureddy Rama Papi Reddy	Analysis of Impact of Project Manager Autonomy on Project Performance, Factoring in Contingencies	LS Murty Vasanthi Srinivasan, Jishnu Hazra, Ganesh Prabhu
VI-M2	T.S. Krishnan	Understanding E-Waste Reverse Supply Chain and Formalization of Informal E-Waste Processors: A Qualitative Case Study	LS Murty Anshuman Tripathy A Damodaran
VI-M3	Anirban Adhikary	Impact of Supply Network Structure on Firm Level and Network Level Environmental Performance	D Krishna Sundar, Nishant Verma, Rejie George P, Jayanth Jayaram (Ex. Member)

VI-N Dissertations Proposal by FPM Students during 2018–2019

Sl. No.	Name of the Student	Topic	Date
VI-N1	Akansha Mishra	Essays on Healthcare Operations in India	March 14, 2019

VI-O Papers Presented by FPM Students in Conference/Seminar during 2018–2019

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
VI-01	Achal Goyal, Sriram Narayanan and Sriram Thirumalai	AAA Economic Value of Trust in Two-Sided Platforms	IS-DSI, SPJIMR Mumbai	December 20, 2018
VI-02	Achal Goyal, Prof. Rajeev R Tripathi and Prof. Manaswini Bhalla	Auctioning Licenses to Different Quality Firms	Manufacturing and Service Operations Management (MSOM), Dallas, Texas	July 2, 2018
VI-03	Srikanth K	Understanding Traffic Congestion Using Social Network Perspective	Society of Operations Management	December 20-22, 2018
VI-04	Kiran K and Prof. Rajeev Ranjan Tripathi	Balancing Concerns of Occupancy Rates and Passenger Inconvenience in Ridesharing	INFORMS, Manufacturing and Service Operations Management Conference (MSOM) Conference, Texas	July 1-3, 2018

VII

Decision Sciences (DS)

The faculty in the Decision Sciences area of IIMB are well-known and highly respected, and comprise award winning scholars. The members are research active and present papers in leading conferences and publish articles in top international and Indian journals. The books written by the area faculty have received wide acclamation and awards. The members are also actively involved in various industry and corporate forums through participation in seminars, workshops and as professional members on the corporate Boards. Some of them serve on the editorial Boards of top-rated journals. They are also engaged in training and consultancy services.

The area faculty participate in, and influence, policy making at the national and international levels as members of critical committees. They are also involved in managing important initiatives with significant social impact.

VII-A Research Projects

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

Project Team: **Dinesh Kumar U**

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

Sponsor: Manipal Health Enterprises

Status: Ongoing – 2014

VII-A2 Impact Assessment Model

Project Team: **Dinesh Kumar U**

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

Sponsor: Agastya Foundation

Status: Ongoing – 2014

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

Project Team: **Dinesh Kumar U**

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

Sponsor: ScaleneWorks, Bangalore

Status: Ongoing – 2014

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

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

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

Sponsor: IIM Bangalore

Status: Ongoing – 2017

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

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

Summary: The following are the objectives of the study.

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

Sponsor: Department of Electronics and Information Technology

Status: Ongoing – 2016

VII-A6 Machine Learning Models to Create a Robust Farm Advisory System to Improve Farm Performance and Welfare of Farmers

Project Team: **U Dinesh Kumar** and **Gopal Naik**

- Summary:
1. Develop a multivariate price and yield forecasting model using both endogenous and exogenous factors using integrated Auto Regressive Integrated Moving Average (ARIMA) model and Artificial Neural Network (ANN).
 2. Develop machine learning (ML) algorithm based models for crop disease prediction.
 3. Build an early warning system by predicting crop disease, crop failure, farmer distress in a region due to prevalent diseases, weather conditions

Sponsor: DST, Government of India

Status: Ongoing – 2017

VII-A7 Optimal Sourcing and Inventory Management of Blood at the VHS

Project Team: **U Dinesh Kumar**

Summary: Voluntary Health Services (VHS) Blood Bank was established in 1963 as a part of the Voluntary Health Services and Research Centre, a multi-specialty hospital in Chennai. VHS Blood bank supplies quality blood to various hospitals in and around Chennai. The blood bank organizes blood donation

camps at various locations which has helped VHS to meet the demand for blood at VHS hospital and other hospitals across Chennai. The total revenue generated by the VHS blood bank in 2017-18 was 2.16 crores. It supplies over 3200 units of blood on average every month.

Sponsor: IIM Bangalore

Status: Ongoing – 2018

VII-A8 Bayesian Demand Forecasting in Big Data – Application to the Perishable Goods in India

Project Team: **Pulak Ghosh**

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

Sponsor: IIM Bangalore

Status: Ongoing – 2014

VII-A9 Customer Segmentation at Spencer Retail

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

Summary: Cases for teaching marketing research are always in short supply. Most of the available cases provide the problem as well as the solution; but not the process of arriving at the solution which is the crux of any marketing research

course. A case in point would be Ontela Pick Dec (Ivey – 2008) or Harvard graduate student housing survey (HBS – 2005). In this case, we intend to provide a step by step approach to segment consumer markets through cases.

Sponsor: IIM Bangalore

Status: Ongoing – 2015

VII-A10 Institutional Co-operation across Status among Healthcare Workers, and Its Influence on Hospital Performance

Project Team: **Rishideep Roy**, Fabio Rojas, Emily Meanwell, **Shibashis Mukherjee** and Clayton Thomas

Summary: The project aims to study mixed method analysis in hospital management; longitudinal data analysis of hospital performance; and collaboration of healthcare provider's influence on that performance.

Sponsor: VRSP, IIM Bangalore

Status: Ongoing – 2019

VII-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
VII-B1	Basu, Arnab and Mrinal K. Ghosh	Nonzero-Sum Risk-Sensitive Stochastic Games on a Countable State Space	<i>Mathematics of Operations Research</i>	Vol. 43(2), May 2018, Pg. 516-532
VII-B2	Basu, Arnab , Tarun Jain and Hazra, Jishnu	Supplier Selection under Production Learning and Process Improvements	<i>International Journal of Production Economics</i>	Vol. 204, October 2018, Pg. 411-420
VII-B3	Bhuvanesh Pareek, Qiang Liu and Ghosh, Pulak	Ask Your Doctor Whether This Product Is Right for You: a Bayesian Joint Model for Patient Drug Requests and Physician Prescriptions	<i>Journal of Royal Statistical Society A</i>	Vol. 182(P1), January 2019, Pg. 197-223
VII-B4	Bhuvanesh Pareek, Ghosh, Pulak , Hugh N. Wilson, Emma K. Macdonald and Paul Baines	Tracking the Impact of Media on Voter Choice in Real Time: A Bayesian Dynamic Joint Model	<i>Journal of American Statistical Association</i>	Vol. 113(524), 2018, Pg. 1457-1475

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
VII-B5	Pradipta Patra, Dinesh Kumar U , David R. Nowicki, and Wesley S. Randall	Effective Management of Performance-Based Contracts for Sustainment Dominant Systems	<i>International Journal of Production Economics</i>	Vol. 208, February 2019, Pg. 369-382
VII-B6	Aviral Kumar Tiwari, Bhattacharyya , Malay , Debojyoti Das and Muhammad Shahbaz	Output and Stock Prices: New Evidence from the Robust Wavelet Approach	<i>Finance Research Letters</i>	Vol. 27, 2018, Pg. 154-160
VII-B7	Ravi Prakash Ranjan and Bhattacharyya , Malay	Does Investor Attention to Energy Stocks Exhibit Power Law?	Energy Economics	Vol. 75, September 2018, Pg. 573- 582

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

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
VII-H1	Roy, Rishideep	Extremes of Log-Correlated Gaussian Fields	Hausdorff Center Mathematics, University of Bonn	June 11-14, 2018
VII-H2	Roy, Rishideep	Maximum of Log-Correlated Gaussian Fields	NYU Shanghai	March 26, 2019
VII-H3	Roy, Rishideep	Location of Near Maxima of Log-Correlated Fields	IISc Bangalore	August 6, 2018
VII-H4	Das, Shubhabrata	On Forming Similar Clusters of Students Based on Multiple Characteristics	29 th European Conference of Operational Research, Valencia, Spain	July 8-11, 2018
VII-H5	Das, Shubhabrata	Upset Probability and Index in a Tournament	MathSport Asia International Conference, XLRI Jamshedpur	December 10-12, 2018
VII-H6	Dinesh Kumar U	Invited talk on Machine Learning at the Symposium on Machine Learning	Coimbatore	August 2018
VII-H7	Dinesh Kumar U	Keynote talk	6 th International Conference on Business Analytics and Intelligence, IISc, Bangalore	December 2018

VII-J IIMB Case Studies @ Harvard Business Publishing

VII-J1 Title: Testing Marketing Hypotheses at WSES

Author: U Dinesh Kumar

Summary: We Sell Everything in Software (WSES) Inc., sold innovative off-the-shelf products and had customers across the world. WSES specialized in providing software solutions for different industries such as defense, clinical research, consumer goods, capital markets, security, banks, retail, and insurance among others. Although the products were commercial off-the-shelf, many clients required personalization and after sales support which WSES was happy to provide. WSES did not have a structured approach to take decision regarding chasing a sales lead. Therefore, it incurred pretty high marketing cost including their travel costs, client visits, time spent by the sales team/technical experts/support staff, and logistics costs; most importantly, this list excluded the cost of advertising, which in effect meant that the advertising costs were over and above the ones mentioned. The marketing team had several beliefs about chance of winning a deal across different geographical locations, different domains, etc. However, none of these beliefs have been validated. Jack Williams, the CEO of WSES, was worried that despite having such a huge expenditure list, the sales conversion possibilities based on the pipeline was at best an ancillary information, as there was no substance in justifying “gut feeling”. Thus, WSES engaged Liz with a Ph.D. in statistics to understand if they could determine a structured approach to check whether the beliefs of the marketing was in fact correct or not. Jack also believed that simple statistical analysis can help WSES with useful insights about sales conversion.

VII-J2 Title: Analytics Empowering Agriculture: Jayalaxmi Agro Tech

Author: Purvi Tiwari, Shailaja Grover, Suhruta Kulkarni, and U Dinesh Kumar

Summary: Jayalaxmi Agrotech (JAT) is a company based out of a small village called H.B. Halli in Bellary district of Karnataka, which helps farmers in availing correct and timely information at their fingertips using mobile technology. JAT created a mobile app which can be used to access information about various crop varieties, diseases, fertilizers, and pesticides and other details on irrigation, micronutrients, etc. This app pushes data on almost real-time basis to a server regarding the features accessed by the farmers from the app. This data can be analyzed to assess the usage of the app and some of the attributes can act as proxy data to understand prevalent diseases and the varieties of crops grown in specific areas. Anand, the founder of JAT, wanted to understand this data and gain some valuable insights which could help farmers with decision making. The major dilemma for Anand was to either prove or disprove several claims about plant diseases that were prevalent among the farmers.

VII-J3 Title: Data-Enabled Insights from Sericulture: Jayalaxmi Agro Tech**Author:** Giriraj and **U Dinesh Kumar**

Summary: Jayalaxmi Agro Tech (JAT), a company based out of Bellary in Karnataka and co-founded by Anand Babu, strives to keep the Indian farmer informed about the modern best practices, thereby boosting the agricultural yield. The company's flagship product is a suite of crop-specific mobile apps in several regional languages with heavy emphasis on audio-visual content to break the language and literacy barrier prevalent in rural areas. The farmer is empowered with the right information at the right time to make agriculture sustainable and more profitable. JAT intended to collect data on sericulture (rearing of silkworms for producing raw silk) to improve income of silk producers. Karnataka is one of the largest producers of raw silk in India. Sericulture requires less investment but offers high returns if done correctly. Sericulture also involves cultivation of mulberry trees, the leaves of which are used to feed the silkworms. The yield of sericulture is heavily dependent on the quality of inputs such as the type of silkworm breed used, quality of the mulberry leaves and environmental conditions of the silkworm rearing house. Jayalaxmi Agro Tech collected farmer level data on sericulture practices in the districts of Belagavi, Bellary, Chikballapur, Mandya, and Tumakuru in the state of Karnataka. The company wanted to analyze the data collected to gain insights so that they could make grassroot level impact by fine tuning sericulture as an occupation. These insights could possibly help towards building better policy interventions to improve the welfare of sericulture farmers.

VII-J4 Title: Using Markov Chain to Forecast Sales Booking**Author:** Maneesh Bhandari, Pramod Kumar Bagri, and **U Dinesh Kumar**

Summary: We Sell Everything in Software' WSES Inc. is a products company and specializes in software solutions for different industries such as defense, clinical research, consumer goods, capital markets, security, banks, and insurance among others. One of the divisions of WSES focuses on enterprise software product. Every quarter, Jack Williams, CEO had to give forecast of sales to the stakeholders for the enterprise software product division. The forecast which he had given for the last quarter was USD 2.4 billion whereas the actual sales booking was only USD 1.48 Billion. Jack wanted more accurate forecasting of sales and he had a discussion with Michael Summers, the CFO. Michael explained to Jack that this was something which was not in his hand since he was taking the numbers from Ben Osborne, Vice President of Marketing. Ben explained to Jack that the process they were following was taking the last quarter's sales and adding their estimate of 1.5% to it. Jack did not approve of this method. He felt that since

WSES has such rich sales data over the years, they should be having a way to hear what the data is saying. They engaged Mark, with Ph.D. in Statistics, to understand if they could find a structured way to forecast the sales number based on historical data available with WSES.

VII-J5 Title: Enhancing Visitor Experience at ISKCON Using Text Analytics

Author: R Vinodhini, S R Vigneshwaran and **U Dinesh Kumar**

Summary: The International Society for Krishna Consciousness (ISKCON), also known as the Hare Krishna movement, was founded by His Divine Grace A. C. Bhaktivedanta Swami Prabhupada in New York City in 1966. ISKCON has 850 temples and centres worldwide. ISKCON, Bangalore attracts hundreds of visitors every day and ISKCON's IT department collects feedback from visitors about their experience at ISKCON. In addition, they also collect comments written by the visitors in social media platforms such as Facebook and TripAdvisor.

VII-K Leading Journal Publications

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

VII-K1 Authors: **Arnab Basu** and Mrinal K. Ghosh

Title: **Nonzero-Sum Risk-Sensitive Stochastic Games on a Countable State Space**

Journal: ***Mathematics of Operations Research***

Abstract: The infinite horizon risk-sensitive discounted-cost and ergodic-cost nonzero-sum stochastic games for controlled Markov chains with countably many states are analyzed. For the discounted-cost game, we prove the existence of Nash equilibrium strategies in the class of Markov strategies under fairly general conditions. Under an additional weak geometric ergodicity condition and a small cost criterion, the existence of Nash equilibrium strategies in the class of stationary Markov strategies is proved for the ergodic-cost game. The key nontrivial contributions in the ergodic part are to prove the existence of a particular form of a (relative) value function solution to a player's Bellman equation and the continuity of this solution with respect to the opponent's strategies.

- VII-K2** Authors: Bhuvanesh Pareek, Qiang Liu and **Pulak Ghosh**
- Title: **Ask Your Doctor Whether This Product Is Right for You: A Bayesian Joint Model for Patient Drug Requests and Physician Prescriptions**
- Journal: *Journal of Royal Statistical Society A*
- Abstract: The goal of this research is to study jointly physician prescription decisions and patient drug request behaviours. We have adopted a binary logit model and a multinomial logit model to study patient drug request data with excessive zero requests and a multinomial logit model to capture physician prescription decisions. These models are further joined by a flexible non-parametric multivariate distribution for their random effects. We also adopt an analytically consistent expression for interaction effects in our non-linear and joint modelling framework. We apply our model to a unique physician panel data set from the erectile dysfunction category. Our key empirical findings include the following: Triggering of drug requests by direct-to-consumer advertising (DTCA) is complex with category level DTCA reducing patients' probabilities of making drug requests and drug-specific DTCA driving drug requests for the drug advertised; patients' characteristics may play a role in both the influence of DTCA on drug requests and the influence of patients' requests on physicians' prescription decisions; patients' drug requests have a positive effect on physicians' prescription decisions and patients can be consistent with physicians in choosing a drug based on their diagnosis levels and some unobserved factors; and there are significant correlations between physician level random effects that drive both patients' drug requests and physicians' prescription decisions, which validate the joint modelling approach.
- VII-K3** Authors: Bhuvanesh Pareek, **Pulak Ghosh**, Hugh N. Wilson, Emma K. Macdonald and Paul Baines
- Title: **Tracking the Impact of Media on Voter Choice in Real Time: A Bayesian Dynamic Joint Model**
- Journal: *Journal of American Statistical Association*
- Abstract: Commonly used methods of evaluating the impact of marketing communications during political elections struggle to account for respondents' exposures to these communications due to the problems associated with recall bias. In addition, they completely fail to account for the impact of mediated or earned communications, such as newspaper articles or television news, that are typically not within the control of the advertising party, nor are they effectively able to monitor consumers' perceptual responses over time. This study based on a new data collection technique using cell-phone text messaging (called

real-time experience tracking or RET) offers the potential to address these weaknesses. We propose an RET-based model of the impact of communications and apply it to a unique choice situation: voting behavior during the 2010 UK general election, which was dominated by three political parties. We develop a Bayesian zero-inflated dynamic multinomial choice model that enables the joint modeling of: the interplay and dynamics associated with the individual voter's choice intentions over time, actual vote, and the heterogeneity in the exposure to marketing communications over time. Results reveal the differential impact over time of paid and earned media, demonstrate a synergy between the two, and show the particular importance of exposure valence and not just frequency, contrary to the predominant practitioner emphasis on share-of-voice metrics. Results also suggest that while earned media have a reducing impact on voting intentions as the final choice approaches, their valence continues to influence the final vote: a difference between drivers of intentions and behavior that implies that exposure valence remains critically important close to the final brand choice. Supplementary materials for this article are available online.

- VII-K4** Authors: **Arnab Basu, Tarun Jain and Jishnu Hazra**
- Title: **Supplier Selection under Production Learning and Process Improvements**
- Journal: ***Journal of American Statistical Association***
- Abstract: We study a buyer's sourcing strategy when suppliers can reduce their unit costs through production learning coupled with investments in process improvements. The buyer sources her requirement from these suppliers over two periods. In the first period, guaranteed allocations by the buyer to the suppliers decrease their unit cost due to production learning. In the second period, she procures a certain amount through a competitive bidding process. In order to win this bid amount, suppliers also invest in process improvements. We find that if the supply base is learning efficient, then the buyer should follow *dual sourcing-single sourcing strategy* (sourcing from both the suppliers in the first period and the balance from the winner of the bidding competition in the second period). However, if the supply base is learning inefficient, then the buyer procures the entire capacity through *one-shot single sourcing strategy* (sourcing entire capacity from a single supplier through a bidding competition). We link our model insights to examples from business practice.

- VII-K5** Authors: Pradipta Patra, **U Dinesh Kumar**, David R. Nowicki, and Wesley S. Randall
- Title: **Effective Management of Performance-Based Contracts for Sustainment Dominant Systems**
- Journal: ***International Journal of Production Economics***
- Abstract: Performance-based contracting (PBC) is becoming the favoured procurement strategy among suppliers and customers of sustainment dominant systems (SDS) such as aircraft, weapon systems, mining equipment, etc. Under a PBC, supplier profit is linked to how well the SDS meets customer expectations in terms of relevant performance metrics. System availability is a common, contractually agreed upon performance metric that measures customer expectations. In this paper, we analyse performance contracts from the perspective of the supplier, where system availability serves as the performance metric. We develop single-period and multi-period supplier performance models and demonstrate how these models are used to maximise a supplier's profit in the context of a PBC. We provide empirical evidence from a mining and construction equipment industry and demonstrate how PBC overcomes the information asymmetry and moral hazard that is common in SDS principal agent models. Practically, our models can be used to increase the likelihood of success for both the supplier and the customer when they embrace PBC. Our main contributions include establishing the optimal availability that an original equipment manufacturer (OEM) can provide by considering their own probability of loss; analysing the properties of an OEM's future net profit function using first order autoregressive moving average (ARMA) process; and performing marginal analysis and providing bounds for the net profit function for linear and non-linear revenue functions. We derive a relationship between macro-level availability and micro-level parameters such as failure rate, fleet size and base stock levels.

VII-M Doctoral Theses Completed by FPM Students during 2018–2019

Sl. No.	Name of the Student	Dissertation Title	Members of the DAC Committee
VII-M1	Neena Pandey	Essays on Internet Governance	Rahul De, Manaswini Bhalla, Abhoy Ojha, Shankar Venkatagiri
VII-M2	Tapan Kar	On the More Powerful Unit Root Test	Malay Bhattacharyya, Shankar Venkatagiri, Rajluxmi V Murthy
VII-M3	Ravi Prakash Ranjan	Essays on Models Using Google Search Trends	Malay Bhattacharyya, Shankar Venkatagiri, Arnab Mukherji

VII-N Dissertations Proposal by FPM Students during 2018-2019

Sl. No.	Name of the Student	Topic	Date
VII-N1	Ravikumar Narasimhamurthy	Effect of Business IT Alignment on IS Integration Success in M&A: A Three Staged Alignment Model	August 27, 2018
VII-N2	Pranjal Chandrakar	Essays on Contemporary Adaptions of Sequential English Auctions and Their Applications	February 19, 2019
VII-N3	Abhipsa Pal	Usage, Continuance, and Sustainability of Mobile Payment Technology: The Influence of the Environmental and Human Context	February 19, 2019
VII-N4	Nandini Seth	Solving Next Best Action Problems Using Multi-Armed Bandit Models	March 15, 2019

VII-O Papers Presented by FPM Students in Conference/Seminar during 2018-2019

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
VII-O1	Nandini Seth, Rahul Singh, and Prof. U Dinesh Kumar	Spotting Earnings Manipulation: Using Machine Learning for Financial Fraud detection	SGAI International Conference on Artificial Intelligence, Cambridge UK	December 11-13, 2018

The Information Systems Area at IIM Bangalore brings to bear considerable experience and expertise in teaching and research on managing IT. The core focus of the Area is on managing information systems across organisations, whether in the private or public sectors, and in society at large. The Area has faculty and students doing research on projects related to, for example, social media, digital payments, outsourcing, internet governance, data mining, big data, cloud technologies, mergers of systems, agile methods, and so on. Research is also done on socially relevant topics such as computing ethics, green information systems, security, trust, privacy, etc. These diverse aspects of IT management inform teaching in long-duration programs of the institute and also executive education programs.

The IS Area has a long-term vision of delivering cutting-edge ideas in IT management through its research and teaching activities.

VIII-A Research Projects

VIII-A1 Analysis of Large Datasets

Project Team: **Shankar Venkatagiri**

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

Sponsor: IIM Bangalore

Status: Ongoing – 2016

VIII-A2 Factors Affecting Adoption of Mobile Payment Services over Credit/Debit Cards: An Investigation post facto the Demonetization Policy Shock in India

Project Team: **Rahul De'**, H Raghav Rao, Tejaswini Herath and Abhipsa Pal

Summary: India's economy is heavily entrenched in cash based monetary transactions, with cash transactions for small to large purchases from daily groceries, restaurant bills, to buying gold or real estate (Chakravorti, 2017). This changed when the Government of India initiated an economic policy shock, in November 2016, launching its demonetization plan declaring 86 percent of banknotes in circulation, invalid, and promoting cashless financial transactions (Escobedo, 2017). This economic policy shock caused the nation a major disruption in small businesses, agricultural transactions, hospitals operations and domestic purchases (Shepard, 2017). The immediate result was a 300 percent rise of digital transactions all over the nation (Security Intelligence, 2017). While Ghosh (2017) emphasizes the remarkable numbers like 435% increase in Paytm's traffic (a leading mobile payment app) post demonetization, Goriparthi & Tiwari (2017) predict that demonetization will drive migration from debit/credit cards to mobile payments, though both offer cashless transactions. Though the economic policy shock has driven digital transactions as a whole, demonetization alone cannot explain the preference of newer and more complex technology of mobile payments over traditional and low maintenance credit/debit cards.

Sponsor: IIM Bangalore

Status: Ongoing – 2018

VIII-D Chapters in Books

Sl. No.	Authors	Title of Chapter	Title of Book	Editors	Publication Details
VIII-D1	Dé, Rahul	E-Government in India	<i>Information Systems: Debates, Applications and Impacts</i>	Priya Seetharaman, Jocelyn Cranefield	Routledge Taylor & Francis, 2019

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

Sl. No.	Authors	Title of Paper/Session/Invited Talk	Name of Conference and Venue	Dates of Event
VIII-H1	Pal, A. and De, Rahul	Sustainable ICT for Human-Centric Development: Evidence from Mobile Payment Services in India	Being (More) Human in a Digitised World Workshop, Management Centre for Human Value, IIM Calcutta, Kolkata, India	February 1-2, 2019

VIII-I Articles in Conference Proceedings

Sl. No.	Authors	Title of Paper	Details of the Conference Proceedings
VIII-I-1	Pal, A., Herath, T., De, Rahul. and Rao, H.R.	An Investigation of Affordances and Constraints for Continued Usage of Mobile Payment Technology	In SIG GlobDev 2018, San Francisco, USA, December 12-13, 2018
VIII-I-2	Pandey, N. and De, Rahul	Legitimacy Perception of Internet Governance Form: An Inter-Country Analysis	13 th Annual GigaNet Symposium, Paris, France, November 13, 2018
VIII-I-3	Bhavya Peapully Shroff & Bandi, Rajendra K	Impact of IT Multisourcing on Vendor Opportunistic Behaviour - A Research Framework	Proceedings of the 29 th Australasian Conference on Information Systems, Sydney, December 3-5, 2018
VIII-I-4	Anik Bose and Bandi, Rajendra K	Green IS Initiatives: Translating Green IS Strategies into Green IS Practices and Offerings	Proceedings of the International Conference on Information Systems (ICIS) SIGGreen Workshop, San Francisco, December 13-16, 2018
VIII-I-5	Ravikumar Narasimhamurthy and Bandi, Rajendra K	Effect of Business-IT Alignment on IS Integration Success in M&A: A Three-Stage Alignment Model	Proceedings of the 6 th PAN-IIM World Management Conference, IIM Bangalore, December 13-16, 2018

Sl. No.	Authors	Title of Paper	Details of the Conference Proceedings
VIII-I-6	Sunil Reddy Kunduru and Bandi, Rajendra K	Social Media and Polarization of Public Opinion: Is There Balance of Frames in Social Media Content?	Proceedings of the 6 th PAN-IIM World Management Conference, IIM Bangalore, December 13-16, 2018

VIII-J IIMB Case Studies @ Harvard Business Publishing

VIII-J1 Title: **Fiesta Gifts: Mending the Spending**

Author: Jayanth Jayaram and **Shankar Venkatagiri**

Summary: Organizations large and small must source a variety of items and services in order to sustain their quotidian operations. This activity takes centerstage with retail outfits, where sourcing constitutes a primary business activity. This case illustrates the problems faced by a fledgling online start-up called Fiesta Gifts, which caters to a clientele of retail stores that are spread across the continental United States. Under pressure from its investors, the firm's management is faced with the option of turning around the loss-making operation or shutting shop. The case begins by familiarizing the reader with the context of the US gifting and novelty sector. It then describes the complexities of Fiesta's operations, which involves sourcing thousands of items from hundreds of suppliers and routing them to customers through distribution centers that are located across the country. Despite fulfilling a steady stream of customer orders all year round, the company has accrued substantial losses; inefficiencies in its supply chain are largely to blame. Taking note of this, the CEO has demanded concrete action steps from the senior management. The CFO and CPO have initiated a strategic sourcing exercise, with a vision to curtail spend by rationalizing item categories and suppliers, and to improving lead times. Working from a dataset of purchases that have been made by Fiesta's customers since the launch of the online portal, the duo has employed analytical tools like ABC analysis to arrive at a grand list of decisions; implementing them could address the problems that the firm is facing. The CEO must deliberate the proposal points and decide on further action.

VIII-O Papers Presented by FPM Students in Conference/Seminar during 2018–2019

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
VIII-01	Bhavya Peapully Shroff and Prof. Rajendra K Bandi	Impact of IT Multisourcing on Vendor Opportunistic Behaviour – A research framework	Australasian Conference on Information Systems (ACIS) and Doctoral Consortium, Sydney Australia	November 30 - December 5, 2018
VIII-02	Anik Kumar Bose and Prof. Rajendra K Bandi	Green IS Initiatives: Translating Green IS Strategies into Green IS Practices	International Conference of Information Systems, Francisco, USA	December 13, 2018
VIII-03	Abhipsa Pal, Prof. Rahul De', H Raghav Rao, and Tejaswini Herath	Factors facilitating Adoption of Mobile Payment Services over Credit/Debit Cards: An Investigation after the Demonetization Policy Shock in India	Pacific Asia Conference on Information Systems (PACIS)	June 26-30, 2018
VIII-04	Abhipsa Pal, Prof. Rahul De', H Raghav Rao, and Tejaswini Herath	An Investigation of Affordances and Constraints of Mobile Payment Technology	International Conference on Information Systems, SIG GlobDev Workshop, San Francisco, USA	December 11-16, 2018
VIII-05	Abhipsa Pal, Prof. Rahul De', H Raghav Rao, and Tejaswini Herath	Affordances and Constraints of Mobile Payment Technology.	International Conference on Information Systems, SIG GlobDev Workshop, San Francisco, USA	December 11-16, 2018

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

IX-A Research Projects

IX-A1 Examining the Impact of Social Policies on Health Equity

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

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

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

Status: Ongoing – 2017

IX-A2 Impacts of GST Using Big Data Analytics

Project Team: **Arnab Mukherji**

Summary: In the summer of 2016, the Parliament of India approved the Goods and Services Tax (GST) legislation to simplify the current multilayered federal, state, and local indirect tax structure. The GST legislation has pushed the economy one step closer to a common national market, i.e. free movement of capital and services. Doing business now has become easier. This hassle-free movement of the goods enables smoother transport thereby plugging in the logistical inefficiencies and will have cost and efficiency implications for businesses as well as for tax administration authorities. This institutional discontinuity in taxation affects business in a major way and this research proposes to understand the success and areas of reform that such a massive change might imply.

Sponsor: IIM Bangalore

Status: Ongoing – 2018

IX-A3 Engagement in Domestic Duties: Choice or Necessity?

Project Team: **Hema Swaminathan**

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

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

Status: Completed

IX-A4 Gender Differences in Time Disposition in Rural India

Project Team: **Hema Swaminathan**

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

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

Status: Completed

IX-A5 Social Identities and the Labour Market: What Can Household Surveys Reveal?

Project Team: **Hema Swaminathan**

Summary: India is one of the fastest growing economies in the world. For this growth to be sustainable and for its benefits to disperse across the population, economic growth needs to be accompanied with creation of decent and well-paying jobs. But on this front, India's record has been poor. The State of Working India (SWI) 2018 report documents the status of labor market in India. Its major conclusions are that growth is creating fewer jobs in the economy than it used to before the liberalization period and unemployment rates are increasing, especially among the educated youth. Wage levels in the economy are low and have severely lagged productivity growth rates in the economy. Manufacturing sector is becoming more capital intensive. Gender gaps in wages and labor force participation are high across India. Women's labor force participation has declined substantially according to the National Sample Survey Organization (NSSO). The data also suggests the existence of disparities along other lines. Individuals belonging to lower caste and Muslims tend to be over represented in low paying jobs.

Sponsor: IIM Bangalore

Status: Ongoing – 2019

IX-A6 Mainstreaming of the Financial Inclusion Agenda in India

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

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

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

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

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

Sponsor: UGC and UK-India Education and Research Initiative

Status: Ongoing – 2017

IX-A7 New Public Management and Primary Education – Understanding Reform Initiatives in Government Primary Schools

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

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

Sponsor: IIM Bangalore

Status: Completed

IX-A8 Financial Practices of the Family-firm in the Informal Sector: Home-based Silk Production Units at Ramnagaram, KarnatakaProject Team: **Rajalaxmi Kamath**

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

Sponsor: IIM Bangalore

Status: Completed

IX-A9 Interventions towards Water Conservation in CitiesProject Team: **Deepak Malghan and Kanchan Mukherjee**

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

Sponsor: IIM Bangalore
Status: Ongoing – 2016

IX-A10 The Idea of Efficiency in Economic Thought and Praxis: An Intellectual and Social History

Project Team: **Deepak Malghan**

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

Sponsor: VRSP, IIM Bangalore
Status: Ongoing – 2016

IX-A11 Criminalization, Caste and Political Outcomes in India. Evidence from Uttar Pradesh

Project Team: **Shabana Mitra**

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

Sponsor: IIM Bangalore
Status: Ongoing – 2015

IX-A12 Does Vote-Buying Pay Off? Using India's Demonetisation to Examine Effects on Election Results

Project Team: **Shabana Mitra**

Summary: There is plenty of anecdotal evidence suggesting that vote-buying is pervasive in India (Chilkoti 2014). There is also a growing literature that argues that politicians buy votes strategically, in order to increase the chances of their success in the election. However, in a world where secret ballot ensures that a voter's actual vote is not observable, it is not obvious that individuals who accept cash-for-votes from a particular party actually vote for that party. It could also be that individuals accept cash-for-votes or other benefits from all

parties, so that in equilibrium the cash-for-votes have no effect on election outcomes, and voters actually vote on the basis of some other criterion (e.g. the party's governance record, or its policy platform).

Sponsor: IIM Bangalore

Status: Ongoing – 2017

IX-A13 How are Votes Bought? An Empirical Examination of Transactional Politics in a Developing Economy

Project Team: **Shabana Mitra** and Sujata Visaria

Summary: Clientelism and vote-buying are pervasive in many developing countries and arguably reduce public good investments and therefore hamper growth and development. However, the current literature leaves open many questions that could be answered through careful empirical work. This project will be the first attempt to use sensitive survey techniques to reliably quantify the incidence of vote-buying in one of the largest democracies in the world. It will investigate several features of political clientelism and vote-buying: pro-poor bias, extent of targeting, the role of political brokers, the interplay between clientelism and vote-buying, and how these phenomena induce or attenuate political turnover in elections. It will also examine the link with public good provision, utilisation of private sector services, corruption and the quality of political candidates, and ask whether vote-buying produces worse outcomes than clientelism, and why. The results from this study should deepen our understanding of transactional politics throughout the developing world, and shed light on its effects on economic development.

Sponsor: Research Grant Council, Hong Kong

Status: Ongoing – 2018

IX-A14 Challenging Inequalities: A Indo-European Perspective

Project Team: **Shabana Mitra** and Kalle Moene

Summary: Empirical studies suggest that a girl with a cycle is much more likely to complete school or college compared to a girl who do not get a cycle. Cycle girls are also less likely to be working in agriculture, the dominant job sector for women who work in Bihar. Cycle girls happen also to be less likely to be married early and more likely to delay child birth than those without cycles. The project aims at examining further the impacts of this cycle program. K. Moene and S. Mitra have collected data by interviewing some 10,000 girls from the states of Bihar, Uttar Pradesh, and Jharkhand. Using these unique data, they intend to examine more precisely how the program changes inequality in opportunities, education and earnings.

Sponsor: ICSSR-EQUIP
Status: Ongoing – 2018

IX-A15 Vulnerability Analysis for Karnataka

Project Team: **Shabana Mitra**

Summary: This study explores the current state of vulnerability of the people of Karnataka and attempts to identify the most vulnerable groups, so that we can make specific policy recommendations to address these concerns. The study will first use established tools to identify the most vulnerable groups and highlight if vulnerability is concentrated in certain segments of the population. Second, we will see how the current policy setup addresses these gaps.

Sponsor: UNICEF India
Status: Ongoing – 2018

IX-A16 Socio-economic Implications of Institutional Volatility: Theory and Evidence from the Partition of India

Project Team: **Shabana Mitra**, Tonmoy Islam and Anirban Mitra

Summary: This paper examines the nature and scope of public policy in non-democracies. We use the Partition of the Indian sub-continent in 1947 to examine how similar ethnic groups living in similar agro-climatic conditions – when exposed to different governance regimes – obtain substantially different configurations of public goods. Our methodology draws upon the shifts in the central regime in Pakistan, between popularly elected governments and military dictatorships, with India providing a benchmark with democratic governments throughout. We create and utilise a novel dataset for our district-level analyses from various census rounds in India and Pakistan. Our regression results consistently show that there is a significant under-provision of various public goods under dictatorships, while controlling for a host of time-varying local factors. The effects are statistically significant and economically meaningful for primary, middle and secondary schools and for hospitals and health centres. Our results survive a battery of robustness checks and are particularly, not driven by large cities, or specific provinces.

Sponsor: VRSP, IIM Bangalore
Status: Completed

IX-A17 Kumbh Mela Field Research

Project Team: **Ritu Tripathi, G. Ramesh and Prateek Raj**

Summary: The study has two streams of research: One stream consists of documenting the management of the Mela and presenting its analysis and suggestions for possible approaches towards managing future Melas. The other stream of research consists of deep diving into specific themes that are unique to this massive complex social cultural event, which are cross-cutting in nature across different public services. The team is taking a holistic perspective on the Mela Activity, in that, instead of focusing on department-wise silos and service-deliveries, the team is looking at how the three stakeholders, namely the i) government departments, ii) private partnering vendors, and iii) civic society, configure to reach an optimal state of service and delivery in the Mela. The researchers are focusing on both the hard and soft aspects of the configuration. Hard systems would include mode of organization, concrete structural aspects such as tenders specifications, SOPs, manuals, reports, etc; soft processes would include interpersonal activities and transactions such as coordination, mock exercises, roles, monitoring and tracking, accountability, motivation, and participation.

Sponsor: Prayagraj Mela Pradhikaran

Status: Ongoing – 2019

IX-A18 NPCI - Case Writing (PLS provide title)

Project Team: **G. Ramesh**

Summary: National Payment Corp plays a very critical role in the banking system. It manages payment exchanges, ATM transactions, and has floated apps like BHIM.

Sponsor: National Payment Corp of India

Status: Ongoing

IX-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
IX-B1	Sarkar, S., Sahoo, Soham and Klasen, S	Employment Transitions of Women in India: A Panel Analysis	<i>World Development</i>	Vol. 115, March 2019, Pg. 291-309
IX-B2	Malghan, Deepak	On the Normalization of Dimensioned Variables in Ecological Economics	<i>Ecology, Economy and Society—the INSEE Journal</i>	Vol. 1(1), April 2018, Pg. 17-31
IX-B3	Cheryl R. Doss, Zachary Catanzarite, William Baah-Boateng, Swaminathan, Hema , Carmen Diana Deere, Louis Boakye-Yiadom and Suchitra J. Y.	Do Men and Women Estimate Property Values Differently?	<i>World Development</i>	Vol. 107, July 2018, Pg. 75-86
IX-B4	Doss, Cheryl, Abena D. Oduro, Carmen Diana Deere, Swaminathan, Hema , and William Baah-Boateng	Assets and shocks: A Gendered Analysis of Ecuador, Ghana and Karnataka, India	<i>Canadian Journal of Development Studies</i>	Vol. 39(1), 2018, Pg. 1-18
IX-B5	Mitra, Shabana	Re-Assessing “Trickle-Down” Using a Multidimensional Criteria: The Case of India	<i>Social Indicators Research</i>	Vol. 136(2), April 2018, Pg. 497–515
IX-B6	Neha Mittal, Prashanth D Udayakumar, Raghuram G and Neha Bajaj	The Endemic Issue of Truck Driver Shortage - A Comparative Study between India and the United States	<i>Research in Transportation Economics</i>	Vol. 71, November 2018, Pg. 76-84
IX-B7	Mukherji, Arnab and Subhashree Sarkar	Health Care in India: Insured, but Not Covered Arthika Charche	<i>FPI Journal of Economics and Governance</i>	Vol. 21(3), 2018, Pg 41-56

IX-D Chapters in Books

Sl. No.	Authors	Title of Chapter	Title of Book	Editors	Publication Details
IX-D1	Sriram M S	Author of the Introductory Chapter: State of Financial Inclusion in India: In Search of Focus	<i>Talking Financial Inclusion in Liberalised India</i>		First South Asia Edition, Routledge, Taylor & Francis Group, New York, Pg. 1-30, 2018
IX-D2	Sriram M S	Conversations with Dr. C Rangarajan. Researched the Policy Issues during Dr. Rangarajan's tenure as Governor and engaged in a conversation	<i>Talking Financial Inclusion in Liberalised India</i>		First South Asia Edition, Routledge, Taylor & Francis Group, New York, Pg. 31-50, 2018
IX-D3	Sriram M S	Conversations with Dr. Bimal Jalan. Researched the policy issues during Dr. Jalan's tenure as Governor and engaged in a conversation	<i>Talking Financial Inclusion in Liberalised India</i>		First South Asia Edition, Routledge, Taylor & Francis Group, New York, Pg. 51-62, 2018
IX-D4	Sriram M S	Conversations with Dr. YV Reddy. Researched the policy issues during Dr. Reddy's tenure as Governor and engaged in a conversation.	<i>Talking Financial Inclusion in Liberalised India</i>		First South Asia Edition, Routledge, Taylor & Francis Group, New York, Pg. 63-85, 2018

Sl. No.	Authors	Title of Chapter	Title of Book	Editors	Publication Details
IX-D5	Sriram M S	Conversations with Dr. Duvvuri Subbarao. Researched the policy issues during Dr. Subbarao's tenure as Governor and engaged in a conversation.	<i>Talking Financial Inclusion in Liberalised India</i>		First South Asia Edition, Routledge, Taylor & Francis Group, New York, Pg. 86-112, 2018
IX-D6	Sriram M S	Conversations with Dr. Raghuram G Rajan. Researched the policy issues during Dr. Rajan's tenure as Governor and engaged in a conversation.	<i>Talking Financial Inclusion in Liberalised India</i>		First South Asia Edition, Routledge, Taylor & Francis Group, New York, Pg. 113-125, 2018
IX-D7	Sriram M S	Conversations with Dr. C Urjit Patel. Researched the policy issues during Dr. Patel's tenure as Governor and engaged in a conversation.	<i>Talking Financial Inclusion in Liberalised India</i>		First South Asia Edition, Routledge, Taylor & Francis Group, New York, Pg. 126-132, 2018
IX-D8	Sriram M S	Public Investments and Private Profits	<i>Dissent on Aadhaar: Big Data Meets Big Brother</i>	Reetika Khera	Orient Blackswan Pvt. Ltd, Hyderabad, 2019
IX-D9	Raghuram G	Issues in Rural Infrastructure Development	<i>Rural India Perspective 2017</i>	Roy Debesh, Nair Gopakumaran and Mani Gyanendra	Oxford University Press, May 2018

IX-E Working Papers

Sl. No.	Author	Title	IIMB Working Paper No.	Year
IX-E1	Jayamalathy Sadagopan and Kamath, Rajalaxmi	Growing Role of Non-State Actors in Indian Pre-Tertiary Education	570	2018
IX-E2	Naveen Bharathi, Malghan, Deepak and Andaleeb Rahman	Isolated by Caste: Neighbourhood-Scale	572	2018
IX-E3	Naveen Bharathi, Malghan, Deepak , Sumit Mishra and Andaleeb Rahman	Spatial Segregation, Multi-scale Diversity, and Public Goods	573	2018
IX-E4	Naveen Bharathi, Malghan, Deepak and Andaleeb Rahman	More Heat than Light: Census-scale Evidence for the Relationship between Ethnic Diversity and Economic Development as a Statistical Artifact	575	2018
IX-E5	Naveen Bharathi, Malghan, Deepak , Sumit Mishra and Andaleeb Rahman	Public Goods, and Nested Subnational Units	576	2018
IX-E6	Rajalaxmi Kamath and Narayan P C	Mainstreaming the Financial Inclusion Agenda in India - Lessons from the Genesis and Growth of Canara Bank 1906-1969	577	2018

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

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
IX-F1	Sriram M S	The Amalgamation of RRBs Is Poorly Planned	<i>Mint</i>	June 28, 2018
IX-F2	Sriram M S	No Waiver: Give Rs.10k to Cultivator Households	<i>Times of India</i>	June 29, 2018
IX-F3	Sriram M S	A Balancing Act: But We're in for Tough Times	<i>The New Indian Express</i>	July 6, 2018
IX-F4	Sriram M S	IPPB: Bankrolling the Union?	<i>India Today</i>	September 17, 2018

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
IX-F5	Sriram M S	Mega Bank Mergers and the Future of Reforms	<i>Mint</i>	September 24, 2018
IX-F6	Sriram M S	An Attempt to Understand and Contextualise Farmer Suicides	<i>Mint</i>	December 28, 2018
IX-F7	Sriram M S	Economic Capital Framework: Fixing Something That Aint Broke	<i>Business Today online edition</i>	December 28, 2018
IX-F8	Sriram M S	The Third Pillar: How Markets and the State Leave the Community Behind	<i>Business Standard</i>	March 21, 2019
IX-F9	Sriram M S	India's Long Road: In Search of Prosperity	<i>Economic and Political Weekly</i>	December 22, 2018
IX-F10	Sriram M S	The Story of Reserve Bank of India	<i>Business Standard</i>	December 14, 2018
IX-F11	Sriram M S	Unelected Power: The Quest for Legitimacy in Central Banking and the Regulatory State	<i>Business Standard</i>	November 17, 2018
IX-F12	Sriram M S	Ujjivan: Transforming with Technology	<i>Business Standard</i>	July 18, 2018
IX-F13	Sriram M S	Reforming the Indian Public Sector Banks: The Lessons and the Challenges	<i>Business Standard</i>	July 3, 2018
IX-F14	Sriram M S	CEO Chess Master or Gardner: How Game Changing HR Reforms Created a New Future for Bank of Baroda	<i>Business Standard</i>	2018
IX-F15	Raghuram G	A Lifetime of Railways, but Some More Please	<i>Rail Business [Focus-India], Vol. 10, Issue-48</i>	March 2019
IX-F16	Raghuram G	We Need to Recognise That Change Is Constant	<i>Forbes India</i>	January 8, 2019
IX-F17	Raghuram G	The Dark Side,' BT Guest Columnist, Review of Book: Your Happiness Was Hacked	<i>Business Today</i>	December 2, 2018
IX-F18	Raghuram G	Railways Requires Sophisticated Dynamic Pricing Mechanisms	<i>Live Mint</i>	November 13, 2018
IX-F19	Raghuram G	To Improve Performance, Indian Railways Must Streamline the Flow of Traffic	<i>Hindustan Times</i>	September 21, 2018

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
IX-F20	Raghuram G	New Paradigms: Innovations in Infrastructure Development,' 20 th Anniversary issue	<i>Indian Infrastructure</i>	September 20, 2018
IX-F21	Raghuram G	A Road Map to Remember,' Review of Book The Excellence Dividend by Tom Peters	<i>Business Today</i>	August 12, 2018
IX-F22	Raghuram G	Bridging the Gap between ABC and New IIMs: Ways and Means	<i>Education World</i>	July 2018
IX-F23	Raghuram G	Focus on Pedestrian Movement for Smoother Conveyance in Urban Spaces	<i>Live Mint</i>	May 30, 2018
IX-F24	Raghuram G	Infrastructure Creation: Integrating the Nation	<i>Yojana</i>	March 2018
IX-F25	Kamath, Rajalaxmi	Of Chanakya's Spies, Bentham's Panopticon, China and India	<i>India Forbes Magazine</i>	October 18, 2018
IX-F26	Kamath, Rajalaxmi	On Zingales' Crony Capitalists	<i>India Forbes Magazine</i>	January 11, 2019
IX-F27	Mitra, Shabana	Wheels of Power: Long-Term Effects of the Bihar Cycle Programme	<i>Ideas for India</i>	March 4, 2019

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

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
IX-H1	Mukherji, Arnab	Mahila Samakhya: A Pathway to Improve Women's Education in India?	Department of Economics, University of Calcutta	November 22, 2018
IX-H2	Mukherji, Arnab	Evaluation of the Mahila Samakhya Programme	O. P. Jindal School of Public Policy, Sonpath	October 16, 2018
IX-H3	Malghan, Deepak	Ethnic Diversity and Development	IIM Indore	June 18, 2018
IX-H4	Malghan, Deepak	Ethnic Geographic Continuum	IIM Calcutta	September 20, 2018
IX-H5	Malghan, Deepak	Politics of Aggregation and Segregation of Ethnic Categories	Ashoka University, Haryana	December 14, 2018
IX-H6	Malghan, Deepak	Caste in India's Elite Institutions	Boston Study Group, Harvard Kennedy School	February 5, 2019

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
IX-H7	Malghan, Deepak	Determinants of Compute Intra-Household Earnings and Wealth Inequality	LIS Center, Luxembourg	October 2018
IX-H8	Malghan, Deepak	Intrahousehold Inequality and Development	Humboldt University, Berlin	October 1, 2018
IX-H9	Swaminathan, Hema , Hemalatha Venkataraman, Jeroen Smits, Patrick Vermeulen	Ties That Bind? Kinship and Female Enterprise Creation in Rural India	Academy of Management Conference, Chicago	August 10-14, 2018
IX-H10	Swaminathan, Hema , Isis Gaddis and Rahul Lahoti	A Cross Country Perspective on Factors Determining Women's Property Ownership	Sustainability and Development Conference	November 2018
IX-H11	Sriram M S	Keynote speech on the Future of Co-operatives	Centenary celebrations of Hulagol Primary Cooperative Society, Bhairumbe, Sirsi	July 9, 2018
IX-H12	Sriram M S	Valedictory Keynote: International Conference on 'Economic Growth & Sustainable Development: Emerging Trends'	Shri Dharmasthala Manjunatheshwara Institute for Management Development, Mysore	November 23-24, 2018
IX-H13	Sriram M S	Financial Inclusion in India: The Journey from State to Markets	Prof Madaiah Felicitation Committee Endowment Lecture at the Department of Studies in Economics and Co-operation, Mysore University, Mysuru	March 21, 2019
IX-H14	Kamath, Rajalaxmi	GST in India. Seminar on Growth, Development and the Indian Economy under the NDA rule	Centre for Social Sciences Studies on Africa, America and Asia CESSMA, Paris	September 18, 2018
IX-H15	Kamath, Rajalaxmi and Nithya Joseph	Microfinance in India: Local Versus Global - A Tale of Two Models	30 th SASE Annual Conference, Doshisha University, Kyoto.	June 23-25, 2018.
IX-H16	Mitra, Shabana	Cash for Votes: Theory and Evidence from India	FLAME University, Pune, Maharashtra	November 8-9, 2018

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
IX-H17	M. Ibanez, S, Sahoo , Soham and P. Balasubramanian	Systematic Reviews on the Effectiveness of Programmes to Empower Women	3 rd Evidence Week, International Initiative for Impact Evaluation, Delhi	April 19-20, 2018
IX-H18	Sahoo, Soham and Stephan Klasen	Gender Segregation in Education and Its Implications for Labour Market Outcomes: Evidence from India	GREThA International Conference on Economic Development, University of Bordeaux, France	June 25-27, 2018
IX-H19	Sahoo, Soham and Stephan Klasen	Gender Segregation in Education and Its Implications for Labour Market Outcomes: Evidence from India	Sustainability and Development Conference, Ann Arbor, Michigan, USA	November 9-11, 2018
IX-H20	Sahoo, Soham and Stephan Klasen	Gender Segregation in Education and Its Implications for Labour Market Outcomes: Evidence from India	Centre for the Study of African Economies Conference (CSAE), University of Oxford, UK	March 17- 19, 2019
IX-H21	Raghuram G	Keynote Address, Data Analytics Opportunities for Indian Railways	Industrial Engineering and Operations Research (IEOR) Day, IIT Bombay, Mumbai	March 31, 2019
IX-H22	Raghuram G	Invited Theme Address, Effects of Geo Political Developments on Indian Ports Sector	9 th Vibrant Gujarat Global Summit 2019, Ahmedabad	January 17, 2019
IX-H23	Raghuram G	Invited Talk, Lesson's from PPPs in Transport Infrastructure Projects	Transportation Infrastructure Projects - Conception to Execution 2019, IIT Roorkee	January 10, 2019
IX-H24	Raghuram G	Keynote Address, Data Analytics Opportunities for Indian Railways	Sixth International Conference on Business Analytics and Intelligence, Indian Institute of Science, Bengaluru	December 20, 2018
IX-H25	Raghuram G	Keynote Address, Improving Logistics in India: the SWIFT Way	Sixth Biennial SCM Conference, IIM Bangalore, Bengaluru	December 11, 2018
IX-H26	Raghuram G	Keynote Address, Implications of Logistics in the Maritime Sector	Maritime Lecture Series, Indian Maritime University, Kochi	October 12, 2018

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
IX-H27	Raghuram G	Keynote Address, Emerging Management Challenges	17 th Madras Management Association All India Management Students Convention 2018, Chennai	September 25, 2018
IX-H28	Raghuram G	Invited Talk, Logistics as a Competitive Tool: Context of Tier II Towns	Gogte Memorial Lecture, Karnatak Law Society Institute of Management Education and Research, Belagavi	September 16, 2018
IX-H29	Raghuram G	Panel Speaker, Leading Change in Management Education – Leading Self, Leading Others, Leading Change	AIMS Management Education Convention 2018, Bengaluru	August 30, 2018
IX-H30	Raghuram G	Panel Speaker, Maritime Policy: Towards Ease of Doing Business	XIII International Conference on Public Policy & Management, New Delhi	August 23, 2018
IX-H31	Raghuram G	Invited Talk, Innovations in Infrastructure Development	IIT Dharwad	August 8, 2018
IX-H32	Raghuram G	Opening Remarks and Address, MBA Pedagogy for 21 st Century Business Schools	Indian Management Conclave, IIM Bangalore, Bengaluru	August 3, 2018
IX-H33	Raghuram G	Keynote Address, Bridging the Gap between ABC and New IIMs: Ways and Means	EW India Higher Education Rankings Awards, Bengaluru	June 23, 2018
IX-H34	Raghuram G	Panelist, Procurement Methodologies	India Infrastructure Forum 2018, New Delhi	June 8, 2018
IX-H35	Raghuram G	Panelist, Public Private Partnership - Developing an Academic Research Agenda	9 th Conference on Excellence in Research and Education 2018, Indore	May 4, 2018
IX-H36	Raghuram G	Keynote Speaker, Improving the Logistics in India: The SWIFT Way	DISHA 2018, Indian Institute of Materials Management, Mumbai	April 20, 2018
IX-H37	Raghuram G	Panel Speaker, Improving Logistics and Transportation	India Infrastructure Forum 2018, New Delhi	April 9, 2018

IX-I Articles in Conference Proceedings

Sl. No.	Authors	Title of Paper	Details of the Conference Proceedings
IX-I-1	Kamath, Rajalaxmi and Nithya Joseph	Transitions from Self-Help Group to Micro Finance Institution Lending in a South Indian Town: Understanding Stakeholder Interests from the Perspective of Loan Disbursal Staff	Financialization and Development Policies Conference 2018. University of Hamburg and EHESS, Universität Hamburg, Germany, September 12-14, 2018

IX-J IIMB Case Studies @ Harvard Business Publishing

- IX-J1** Title: **AAI Bidding for Bhogapuram Airport from Authority to Bidder**
- Author: **G. Raghuram** and Gopi Sankar G
- Summary: Airports Authority of India (AAI) was constituted as a Statutory Authority under the Airports Authority of India Act 1994, with main functions of control and management of the Indian air space. As of March 2017, AAI managed a total of 125 airports, which included 11 international airports, 08 customs airports, 81 domestic airports and 25 civil enclaves at defense airfields. Until 2005-06, AAI airports handled 100% of the passenger traffic in the country. The share dropped to slightly less than 60% in 2006-07 and further to 40% in 2008-09 due to handing over of a few airports to private players. Over the years, AAI had been concerned about its reduced market share and the possibility that more and more airports would be developed outside their control. Ministry of Civil Aviation (MoCA) was increasingly encouraging state governments to develop airports, and where possible in the public private partnership (PPP) mode. AAI participated as a bidder in the bidding for Mopa airport, Goa. It lost the bid to GMR Airport Limited (GAL), which is part of the GMR Group. A bid for another airport at Bhogapuram, which would serve Visakhapatnam, in Andhra Pradesh was on the cards. This airport was to replace the existing civil enclave in the Visakhapatnam naval airport. This case focuses on whether AAI should bid for Bhogapuram or not. Lessons can be drawn from the experience of bidding process for MOPA.
- IX-J2** Title: **Fiscal Reforms and Abandonment of Mines: The Case of Underground Copper Mines of Ghatsila, Jharkhand, India**
- Author: Ujjwal Tah and **Rajalaxmi Kamath**
- Summary: This case illustrates the perils of implementing top-down, macro economic reform measures at the local level, in response to curbing national fiscal deficits, without taking into account the local, meso/micro or technical ground

level realities in the process of implementation. It details a specific instance of economic reforms during the post-90s economic liberalization of India. This case depicts what went behind one such reform in the mining sector - the closure/abandoning of the copper mines of Hindustan Copper Limited at Ghatsila, East Singhbhum district, Jharkhand. The closure was dictated by an extract in a report of the Government of India's Committee on the Tax Reforms (Chelliah Committee) recommending the closure of uneconomic mines in the eastern sector, in its push towards lowering import duties on refined copper. Continual low LME (London Metal Exchange) prices of copper precipitated this decision. With the LME prices picking up towards early 2000 and the predictable growth in the demand for copper, a decision was taken to re-open these mines. Since these mines were summarily abandoned and sealed, this process turned out to be extremely difficult and costly. The case gives the points of view of the stakeholders on the ground - the local management at the mines during the time of closing and the mining trade union workers along with technical experts.

IX-L Awards, Honors, and Achievements

- IX-L1 Prof. Hema Swaminathan.** 2018 Shireen Lateef Gender Operations Award for Best Gender Knowledge Product (Asian Development Bank), Measuring Asset Ownership and Entrepreneurship from a Gender Perspective: Methodology and Results of Pilot Surveys in Georgia, Mongolia, and the Philippines. (co-authored with ADB-EDGE team).
- IX-L2 Prof. Soham Sahoo.** Institute of Advanced Study Residential Fellowship, University of Warwick, October 2018.

IX-M Doctoral Theses Completed by FPM Students during 2018-2019

Sl. No.	Name of the Student	Dissertation Title	Members of the DAC Committee
IX-M1	Naveen Bharathi	Essays on Ethnic Politics of Caste in Karnataka	Deepak Malghan, M S Sriram, Rajalaxmi Kamath
IX-M2	Aparna Krishna	Personalised Agricultural Information Delivery as means of Sustainably Increase Returns from Agriculture	Gopal Naik, Hema Swaminathan, M S Sriram, Deep Mukherjee (Ex. Member)
IX-M3	Archana Purohit	Measurement and Mechanisms Exploring Patterns of Regional Development	Arnab Mukherji, Shabana Mitra, G Ramesh

IX-N Dissertations Proposal by FPM Students during 2018-2019

Sl. No.	Name of the Student	Topic	Date
IX-N1	Jothsna Rajan	Alignment of Policy Making and Implementation: A Closer Look at Decentralization and Governance in Local Administration in India	March 29, 2019

IX-O Papers Presented by FPM Students in Conference/Seminar during 2018-2019

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
IX-O1	Soumya Pal	Inclusion of the Excluded Gender: An Assessment of Financial Gateway to Women Empowerment	Indian Association of Social Science and Health, JNU Delhi	December 10-12, 2018
IX-O2	Gopi Shankar G	Scaling up of Producer Company Model: A Critical Review	Sixth PAN IIM World Management Conference 2018, IIM Bangalore	December 13-15, 2018
IX-O3	Jothsna Rajan, Prof. Gopal Naik and Prof. Srivardhini Jha	Balancing the See-saw: Negotiated Stability in Hybrid Partnerships	European Group for Organization Studies (EGOS) 2018, Tallinn Estonia	July 5-7, 2018

IX-S Seminars/Conferences/Workshops Organized by CPP during 2018-2019

Sl. No.	Details of the Conference/Workshop/Lecture	Dates of Events	Venue
IX-S1	Panel Discussion on "Pre and Post Jan Dhan: Path to Financial Inclusion"	June 16, 2018	Bangalore International Centre (BIC)
IX-S2	Book Talk by distinguished Economic Historian, Prof. Tirthankar Roy on his book "A Business History of India: Enterprise and Emergence of Capitalism from 1700"	July 5, 2018	IIM Bangalore
IX-S3	Book Talk by Prof. Anand Teltumbde on his book "Republic of Caste"	July 13, 2018	IIM Bangalore
IX-S4	Workshop on "One-way Ticket - New Migrants, Emerging Settlements and Stickiness with Bengaluru Slums"	July 23, 2018	IIM Bangalore
IX-S5	Political Economy Workshop	July 28 – 29, 2018	IIM Bangalore
IX-S6	XIII International Conference on Public Policy and Management: Theme: Inclusion and Exclusion: Policy and Practice	August 23 – 25, 2018	India Habitat Centre, New Delhi

Sl. No.	Details of the Conference/Workshop/Lecture	Dates of Events	Venue
IX-S7	Workshop on Consultations on Sustainable Transport	October 25, 2018	IIM Bangalore
IX-S8	Seminar on The State of Working India by Prof. Amit Basole	October 31, 2018	IIM Bangalore
IX-S9	Utthan A Public Policy Summit: A Panel Discussion on 'De-Globalisation - Is the Tide Reversing?'	November 11, 2018	IIM Bangalore
IX-S10	Conference on "SOTM ASIA 2018"	November 17-18, 2018	IIM Bangalore
IX-S11	CPP area faculty meeting with Chief Secretary Vijay Bhaskar	December 4, 2018	IIM Bangalore
IX-S12	Speaker session by Shri Varun Gandhi on "The Role of India's Youth in Nation Building" following the book launch	December 19, 2018	IIM Bangalore
IX-S13	Book Talk by Prof. Anirudh Krishna on his book "Broken Ladder"	December 21, 2018	IIM Bangalore
IX-S14	A talk by Pranay Lal on "What Can Deep Natural History Tell You about Climate Change (and why does it matter to future business folks)?"	February 22, 2019	IIM Bangalore

IX-S15 Key Activities of CPP Faculty

- Prof. Shabana Mitra is working on the project Vulnerability Analysis for Karnataka funded by UNICEF India:
- Prof. G Ramesh, Prof Ritu Tripathi, and Prof Prateek Raj are working on the project Kumbh Mela Management: studying the management of a mass gathering event like Kumbh from public system management point of view and social psychology.
- Prof. G Ramesh and Prof. Annapureddy Rama Papi Reddy are working on project Supply Chain Management for Karnataka Drug Logistics and Warehousing Society (KDLW), for KDLW, funded by Government of Karnataka.
- Prof. G Ramesh and Prof. Ankur Jain are working on the project Job Satisfaction among Bank Officers funded by Syndicate Bank.
- Prof. Hema Swaminathan is working on the project Social Identities and the Labour Market: What Can Household Surveys Reveal? Funded by IIM Bangalore
- Prof. Arnab Mukherji is working on the project Impacts of GST using Big Data Analytics funded by IIM Bangalore
- Prof. Hema Swaminathan is working on the project Engagements in Domestic Duties: Choice or Necessity?
- Profs G Ramesh & Anil B Suraj provided the Advisory services to the Selection Committee that had been formed for appointing a Consulting firm to aid and implement the proposed merger of three public sector General Insurance companies. Funded by the Ministry of Finance, Government of India.

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

Our faculty members collaborate extensively with counterparts elsewhere in the world and are among the most research active faculty in entrepreneurship in the country.

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

X-A Research Projects

X-A1 Multiple Bookrunner Adoption in IPO Deals

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

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

Sponsor: IIM Bangalore

Status: Ongoing – 2017

X-A2 Startup Ecosystem India: Founding and Funding Patterns 1990-2017

Project Team: **Dalhia Mani**

Summary: The tech startup ecosystem in India is now the third largest in the world, after the United States and China (NASSCOM-Zinnov, 2018). By some accounts, it is growing 12-15% per year (NASSCOM-Zinnov, 2018). In 2017, Bangalore was assessed the most dynamic city in the world by the World Economic Forum. And yet, research on Indian startups is inchoate, and relies largely on anecdotal (Aldrich, 2003; Bae, 2014), qualitative (Aggarwal, 2015; Chen, 2009), and survey data (Lyons, 2018), or focuses on funded firms (Joshi, 2018). Hence, much of the teaching and practice of entrepreneurship in India relies heavily on research and practice in the U.S. context. However, it is unclear whether and to what extent, these theories are applicable to the Indian context, where the level of market, capital, supplier, and regulatory uncertainty is higher. Even more challenging, reliable economy-wide figures on the size and growth of Indian startups across time and sectors is unavailable.

Sponsor: IIM Bangalore

Status: Ongoing – 2018

X-A3 Comparing the Accelerator Phenomenon in Israel and in IndiaProject Team: **Suresh Bhagavatula**

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

Sponsor: VRSP, IIM Bangalore

Status: Completed

X-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
X-B1	Mani, Dalhia and Rodolphe Durand	Family Firms in the Ownership Network: Clustering, Bridging and Embeddedness	<i>Entrepreneurship Theory and Practice</i>	Vol. 43(2), 2019
X-B2	Jha, Srivardhini K, Charles Dhanaraj and Krishnan, Rishikesha T	From Arbitrage to Global Innovation: Evolution of Multinational R&D in Emerging Markets	<i>Management International Review</i>	Issue 4, August 2018
X-B3	Shameen Prashantham, Kumar K, Bhagavatula, Suresh and Sarasvathy, Saras D	Effectuation, Network-building and Internationalisation Speed	<i>International Small Business Journal: Researching Entrepreneurship</i>	Vol. 37(1), 2019, Pg. 3-21

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

Sl. No.	Authors	Title of Publication	Type of Publication
X-G1	Jha, Srivardhini K	Entrepreneurial Ecosystem in India: Taking Stock and Looking Ahead	IIMB Management Review, Roundtable, Vol. 30(2), June 2018, Pg. 179-188.

IX-H Seminar/Conference/Workshop Presentations/Invited Colloquia, etc.

Sl. No.	Authors	Title of Paper/Session/Invited Talk	Name of Conference and Venue	Dates of Event
X-H1	Mani, Dalhia	Contraction and Expansion: Business Groups over Time	Strategic Management Society (SMS) Conference, Hyderabad	December 15-18, 2018
X-H2	Mani, Dalhia	Presumed Guilty: Corporate Governance in Family Firms in india	International Corporate Governance Society Conference, Shanghai	October 13-14, 2018
X-H3	Mani, Dalhia	Money Earns Money: The Cultural Underpinnings of Entrepreneurship	Pan IIM Conference, IIM Bangalore	December 13-15, 2018
X-H4	Mani, Dalhia	The Effect of Family and Corporate Blockholders on Business Groups	Academy of Management conference, Strategy PDW, Chicago	August 10-14, 2018
X-H5	Mani, Dalhia	Session Chair on Network Change and Dynamics	Academy of Management, Boston	August 9-13, 2019
X-H6	Mani, Dalhia	Session Chair on Family Business	ICGS Conference, Shanghai	October 13-14, 2018
X-H7	Jha, Srivardhini K, Naik, Gopal and Rajan, J	Balancing the See-Saw: Negotiated Stability among Plural Logics in a Hybrid Partnership	EGOS Conference, Tallin, Estonia	July 2018

X-J IIMB Case Studies @ Harvard Business Publishing

- X-J1 Title: Rolocule Games: Negotiating the Mobile Gaming Wave**
- Author: Srivardhini K. Jha**, Menaka Rao, and Shubhanshuk Sarkar
- Summary:** The case describes the journey of Rolocule, a mobile gaming company based out of Pune, India. An early entrant into the mobile gaming space, Rolocule's fortunes go through many ups and downs as the nascent mobile gaming industry experiments with various business models. Rolocule responds by being nimble and flexible, rapidly developing multiple games and pivoting as the industry changes. Product-market fit always seems within reach but each time, an external event derails the company's plans to scale. The case is positioned at a low-point in the company's journey where it must decide whether it wants to continue to play in the B2C gaming space or shift into the B2B space. The case provides rich material to discuss the challenges of building a venture in a rapidly evolving industry and analyze the consequences of adopting different business models.
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- X-J2 Title: Little Green Kid**
- Author: Srivardhini K. Jha** and Manna Sarah Jacob
- Summary:** The case describes the journey of Rashmi Vittal, founder of Little Green Kid (LGK), an organic clothing company based out of Bangalore, India. A big believer in sustainability business, Rashmi started LGK to create and retail a line of 100% organic clothing. A technology professional by training, she struggled to figure out the various aspects of the organic clothing business and painstakingly put together each piece of the puzzle. She built the business by using various means of bootstrapping - outsourcing, partnering, sharing capacity, and leveraging the support of friends and family. The case is positioned at a point where Rashmi has built a modest but cash flow positive business. She now needs to decide the future course of action for LGK, that is, if and how to grow the company to the next level. The case provides rich material to discuss the concept of bootstrapping; the challenges of building and scaling a venture that seeks to carve out a new market (organic clothing); the trade-off involved in seeking venture capital funding, especially for a sustainability business.

X-K Leading Journal Publications

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

- X-K1** Authors: **Dalhia Mani** and Rodolphe Durand
- Title: Family Firms in the Ownership Network: Clustering, Bridging and Embeddedness
- Journal: *Entrepreneurship Theory and Practice*
- Abstract: In this article, we investigate family firms' position in the intercorporate ownership network. Rooting our predictions in the Behavioral Agency Model and a Network analytical framework, we predict and find that family involvement decreases the likelihood of business group affiliation and of cross-group ties leading to a lower embeddedness within the overall network. We predict and find the opposite effect for community involvement. We use the complete longitudinal dataset of publicly listed firms' corporate ownership ties in India (2001, 2005, and 2009). Theoretical and substantive contributions are to research on family businesses and to research on interorganizational networks.
- Listings: - *Financial Times 50*

The IIMB-Centre for Corporate and Governance and Citizenship (IIMB-CCGC) has established itself as a repository of knowledge and commitment in the field of corporate governance and corporate responsibility under the umbrella of Responsible Business. The Center is guided by an Advisory Committee, comprising senior and experienced institute faculty from different disciplines such as finance and control, marketing, strategy, economics and organization behavior. The focus of the Center falls under the five broad areas of a) Advocacy, b) Education, c) Training, d) Research and e) Dissemination. The Center aims to improve the understanding of systems of corporate governance in theory as well as in practice, both in India and elsewhere, through conceptual and empirical research. It also provides policy support to governments, regulatory agencies, industry associations, and civic society bodies, based on independent research and study of topics bearing upon the Center's field of activity. It aims at enhancing awareness of the imperatives of globally acceptable standards of corporate governance and issues in their actual implementation, through teaching and training initiatives at various levels of business and management education, faculty development programs and directorial and executive development for the corporate as well as for the not-for-profit sector. The Center also offers a website www.teachcsr.com as a resource for academia as well as practitioners, covering the entire canvas of responsible business, which includes ethics and good governance, leading to Corporate Sustainability. Besides collaborative research on the Center's fields of activities, it encourages dissemination of research and other information, and provides faculty development support through publications including journals and papers, resources websites, and other channels of communication. The Center has been provisionally accredited as a Centre of Excellence by the National Foundation for Corporate Governance, a trust sponsored by the Government of India, Ministry of Company Affairs, for promotion of improved Corporate Governance in India. The Center has been selected to join the apex body of the International Integrated Reporting Council (<IIRC>) and its Advisory Committee member Prof. Vasanthi Srinivasan has been co-opted into the core committee of the National Human Rights Commission. IIMB-CCGC Advisory Committee members were also invited to be on the Jury of the "Business and the Community Awards-UK" and the "Titan Design Impact Awards for Social Change" and on the Jury panel of the 'Institute of Company Secretaries of India' for their Governance and CSR Excellence Awards.

XI-H Seminars/Conferences/Workshops, etc. Organized by CCGC

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

Sl. No.	Details of the Event	Dates of the Event
Research		
15	Research project in collaboration with the NFCG conducted by Professor Mathew J Manimala on 'Corporate Governance Practices and Organizational Performance.'	Completed
16	Research project in collaboration with the National Foundation for Corporate Governance (NFCG) conducted by Prof. M Jayadev on 'Debts, Defaults and Corporate Governance'	Completed
17	Women in Technology research project in collaboration with Anita Borg Institute by Prof. Vasanthi Srinivasan	Completed
18	National Business Ethics Survey research project in collaboration with globethics.net by Prof. Vasanthi Srinivasan	Work in Progress
19	Business and Human Rights conducted by Prof. Vasanthi Srinivasan in collaboration with Wipro	Work in Progress
20	Sustainability Risk Management conducted by Prof. Padmini Srinivasan in collaboration with Wipro	Work in Progress
21	Crafting the Role of the Independent Director conducted by Prof. Padmini Srinivasan in collaboration with NFCG	Work in Progress
22	The Changing Face of Corporate Ethics and the Enhanced Role of Corporate Governance conducted by Prof. Sankarshan Basu in collaboration with NFCG	Work in Progress
Dissemination		
23	'TeachCSR' (www.teachcsr.com) website is a comprehensive resource for academia and practitioners of Responsible Business. It has around 1,560 global members from academia, corporates, the student community and civil society representing six continents and 51 countries. It reaches around 300 global academic institutes, 150 companies and 58 not-for-profit organisations in India. TeachCSR has undergone major technical and content upgrades over time. Its Talk section has 76 short subject videos, its "What did they say" section has 21 motivational quotes from global and Indian thought leaders, its Regulation section lists Indian regulations and the Course section lists courses offered from reputed Indian institutes.	Website fully operational. Continuous improvements and upgradation on-going

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

XII-A Research and Consulting Projects

XII-A1 Analytical Solutions for Urban Co-operative Banks

Project objective:

The GOI-funded project aims to develop various analytical solutions to be used by urban-cooperative banks.

XII-A2 Research project to Detect Earnings Manipulation

Project objective:

The project aims to detect fraudulent financial reporting among companies.

XII-A3 Jayalaxmi Agrotech Firm

Project objectives:

- Dashboard development for the agrotech firm using several advanced data pre-processing and cleansing technique and D3 charts for visualisation.
- Image recognition – Recognition of disease in tomato crop from images using neural networks.
- Develop a farm advisory model for grape farmers.

XII-A4 TVS Motors Company

Project objectives:

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

- b. Customer's continuous demand on every service
- c. Dealer malpractice

XII-A5 WIPRO GE Healthcare

Project Objective:

The project aims at Net Promoter Score prediction for various customers' feedback on different medical equipment.

XII-A6 Voluntary Health Services – VHS Hospitals

Project Objective:

The project aims to develop a demand forecasting and shelf life optimisation model for various components of blood.

XII-A7 General Motors

Project Objectives:

- To build a predictive model on Problem Resolution and Tracking System (PRTS) to track customer issues. PRTS is an application used globally, for managing issues raised by internal customers, service providers and end users, for various programs which run within the organization.
- Design a search algorithm to rank potential solutions for a new problem.

XII-A8 Department of Science & Technology (DST)

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

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

Project duration: 3 years

Project cost: INR 40 Lakhs

Project objectives:

- Develop a data driven farm advisory system that will advise the farmers and policy makers on issues such as crop selection, crop rotation, disease management, pest and fertilizer management and marketing of crops.
- Develop a machine learning algorithms based model to estimate crop area under cultivation using satellite imagery and primary data.
- Develop machine learning algorithm based models for 1. Yield prediction, 2. Price prediction, and 3. Disease prediction.

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

XII-H Conferences/Workshops Organized by DCAL

- XII-H1** A five-day Faculty Development Program on Machine Learning with Business Applications, May 2018 – 116 faculty members from 73 institutions participated in the FDP.
- XII-H2** A two-day workshop on Machine Learning using R, June 2018 – 20 professionals from various organisations benefitted from the workshop.
- XII-H3** A two-day workshop on Deep Learning, June 2018 – 21 professionals from various corporate organisations benefitted from the workshop.
- XII-H4** A two-day workshop on Business Analytics using R, August 2018 – 44 participants from academia and industry had hands-on experience during the workshop.
- XII-H5** A one-day event on How to win Data Science Competitions, September 2018 – 92 professionals got a first-hand view on how to improvise their ML Algorithms.
- XII-H6** A five-day Faculty Development Program on Machine Learning with Business Applications, October 2018 – 64 faculty members from 48 institutions participated in the FDP.
- XII-H7** A one-day workshop on Deep Learning, November 2018 – 22 women participants benefitted from this exclusive woman-only workshop.
- XII-H8** A two-day Management Development Program on Machine Learning Algorithms for Business Decision Making, December 2018 – 55 participants from 35 organisations participated in the MDP.
- XII-H9** A two-day workshop on Machine Learning using Python, Deep Learning and Data Visualisation, January 2019 – 33 participants attended the workshops.
- XII-H10** Guest lecture on Mathematics, Science and Analytics of Reliability Predictions, January 2019 – Dr. Jezdimir Knezevic from MIRCE Academy, UK addressed 38 participants.

XII-H11 A half-day Datathon was organised in collaboration with Women in Data Science (WiDS), an initiative of Stanford University. 110 participants understood directions on how to write codes and use correct methodology/approaches to crack datathons;

XII-H12 Presentation on using MATLAB for doing AI and Data Science, March 2019 – 30 participants including FPM students and faculty were exposed to how MATLAB can be used for Data Science.

XII-H13 6th International Conference on Business Analytics and Intelligence, December 20-22, 2018

The 6th International Conference on Business Analytics and Intelligence (ICBAI) was held at Indian Institute of Science (IISc) from 20 to 22 December, 2018. Out of 450+ abstracts, the conference saw 175 papers being presented from both industry and academia from all over the world. The topics ranged across discussions related to descriptive, predictive, and prescriptive analytics in all functional areas of management and engineering.

The conference was sponsored by Analytics Society of India (ASI), Operational Research Society of India - Bangalore Chapter (ORSI-BC), State Street Global Advisors, Sabre Airlines Solutions, EY, Reva University, and Canara Bank.

Keynote Talks:

- Dr. Ramu Thiagarajan, Senior MD, State Street Global Advisors
- Prof. G Raghuram, Director, IIM Bangalore
- Prof. Vijay Chandru, Professor, IISc Bangalore
- Satish Betadpur, MD, State Street Global Advisors
- Prof. Ramakrishnan Ramanathan, University of Bedfordshire, UK
- Gautam Pradhan, Sabre Airlines
- Prof. Rashmi Jain, Feliciano School of Business, NJ, USA
- Amit Kumar Gupta, Sabre Airlines
- Prof. U Dinesh Kumar, Chair DCAL, IIM Bangalore
- Prof. Selwyn Piramuthu, University of Florida, USA
- Vineeth Patapati, Sabre Airlines

XII-H14 National Conference on “Machine Learning and Artificial Intelligence”, August 27-28, 2018

National Conference on “Machine Learning and Artificial Intelligence” held at Coimbatore Institute of Technology on August 27 & 28, 2018. The conference provided an opportunity to understand applications of Machine Learning and AI in the fields of Textiles and Engineering, Healthcare and Agriculture, Business and Social Media and other relevant domains and how they are being used for solving domain and sector specific problems.

- Participation by more than 200 professionals from 50+ corporates and academic institutions
- 13 invited speakers
- 12 conference tracks
- 58 paper presentations
- 115 authors and co-authors from both academia and industry

The conference had the support of many sponsors including Analytics Society of India (ASI), Operational Research Society India – Bangalore Chapter (ORSI), IBM, H2O.ai, Cognizant, NVIDIA among others.

XII-H15 Global Women in Data Science (WiDS) Conference, March 9, 2019

The Global Women in Data Science (WiDS) Conference was organised on 9 March, 2019 to coincide with the annual Global WiDS conference held at Stanford University and around 150+ locations worldwide. All genders were invited to attend the event which featured impactful work carried out by women data scientists. 150+ participants got to hear from 13 women achievers. Prof. U Dinesh Kumar was nominated the WiDS Ambassador for the Bangalore region along with three other nominees.

Speakers - WiDS Bengaluru:

- Dr. Vasanthi Srinivasan, Professor, IIMB
- Dr. Sunita Maheshwari, Pediatric Cardiologist and Chief Dreamer, Teleradiology Solutions
- Vidhya Chandrasekaran, Engg. Manager, Global Data Science, Paypal
- Diane Chang, Distinguished Data Scientist, Intuit
- Sunila Gollapudi, Executive Vice President, Broadridge
- Vinodhini Ranganathan, Data Scientist, Cognizant Technology Services
- Lakshya Sivaramakrishnan, Program Manager, Google
- Dr. Usha Ramanathan, Professor, Nottingham Business School, UK
- Deepa Madhavan, Director, Global Data Governance, PayPal
- Shweta Shandilya, Program Director, IBM
- Sowjanya Chalamkuri, Sr. Director - Software Engineering, GE Digital
- Uma Rani, Sr. Vice President, SAP
- Shailaja Grover, Program Manager, IIMB

XII-H16 Future Learning 2020 Artificial Intelligence & Big Data, September 4, 2018

DCAL in association with NASSCOM and EdCast organised this exclusive invite-only summit.

The event provided a platform for the following:

- Get future perspective from leaders across verticals
- Align the vision of IT professionals to be future-ready
- Bring together a community to enable dissemination of knowledge

Over 400 professionals from the analytics domain participated in the event. The event had 15+ invited speakers talks which included the following.

- Debjani Ghosh, President, NASSCOM
- Anurag Seth, VP & Head – Talent Transformation, Wipro
- Ramswaroop Mishra, AI & ML Practice Leader, Wipro Limited
- Prof. U Dinesh Kumar, Chair DCAL, IIM Bangalore
- Krishnakumar *Natarajan*, Executive Chairman, Mindtree

Parallel tracks

- Change management as a gateway between development and deployment of emerging technologies
- Redefining synergy between demand & supply of skilled professionals on emerging technologies

XII-J IIMB Case Studies @ Harvard Business Publishing

- XII-J1** **U Dinesh Kumar**, Testing Marketing Hypotheses at WSES.
- XII-J2** Purvi Tiwari, Shailaja Grover, Suhruta Kulkarni, and **U Dinesh Kumar**, Analytics Empowering Agriculture: Jayalaxmi Agro Tech.
- XII-J3** Giriraj, and **U Dinesh Kumar**, Data-Enabled Insights from Sericulture: Jayalaxmi Agro Tech.
- XII-J4** Maneesh Bhandari, Pramod Kumar Bagri, and **U Dinesh Kumar**, Using Markov Chain to Forecast Sales Booking.
- XII-J5** R Vinodhini, S R Vigneshwaran, and **U Dinesh Kumar**, Enhancing Visitor Experience at ISKCON Using Text Analytics.

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

XIII-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
XIII-B1	Jonnalagedda, Sreelata and Saranga, Haritha	To Adapt or Design: An Emerging Market Dilemma for Automakers	<i>Production and Operations Management</i>	Vol. 28(3), March 2019, Pg. 550-569
XIII-B2	Saranga, Haritha, George P, Rejie Judith Beine and Ulli Arnold	Resource Configurations, Product Development Capability, and Competitive Advantage: An Empirical Analysis of Their Evolution	<i>Journal of Business Research</i>	Vol. 85, April 2018, Pg. 32-50
XIII-B3	Sirish Kumar Gouda and Saranga, Haritha	Sustainable Supply Chains for Supply Chain Sustainability: Impact of Sustainability Efforts on Supply Chain Risk	<i>International Journal of Production Research</i>	Vol. 56(17), April 2018, Pg. 5820-5835
XIII-B4	Basu, Arnab, Tarun Jain and Hazra, Jishnu	Supplier Selection under Production Learning and Process Improvements	<i>International Journal of Production Economics</i>	Vol. 204, October 2018, Pg. 411-420
XIII-B5	Tarun Jain, Hazra, Jishnu and T.C.E. Cheng	Sourcing under Overconfident Buyer and Suppliers	<i>International Journal of Production Economics</i>	Vol. 206, December 2018, Pg. 93-109
XIII-B6	Caro Felipe, Chintapalli, Prashant, Kumar Rajaram, and Chris S. Tang	Improving Supplier Compliance through Joint and Shared Audits with Collective Penalty	<i>Manufacturing & Service Operations Management</i>	Vol. 20(2), Spring 2018, Pg. 363-380

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
XIII-B7	Mahajan, Siddharth, and Sundar, D Krishna	Minimizing the Discounted Average Cost Under Continuous Compounding in the EOQ Models with a Regular Product and a Perishable Product	<i>American Journal of Operations Management and Information Systems</i>	Vol. 3(2), June 2018, Pg. 52-60
XIII-B8	Sundar, D Krishna and Siddharth Mahajan	The Distribution Free Newsboy Problem with Partial Information	<i>International Journal of Operational Research</i>	Vol. 33(4), 2018

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

Best Practices Exchange Meet (April 20, 2018)

Speakers:

- TR Parasuraman, Dy Managing Director, Toyota Industries Engine India (TIEI) -- Keynote Talk
- Renny Chako, Senior Manager, Manhattan Associates
- A Sathiyarayanan, Chief Manager-SCO BPCL
- S Govindarajan, Business Head – Strategic Account, TVS Logistics Services Limited
- Over 60 supply chain practitioners from more than 25 organizations attended

Sixth Biennial Supply Chain Management Conference (December 10 & 11, 2018)

Keynote Talks:

- Prof. Milind Sohoni, ISB
- R. Manoj, Joint Secretary, GoK and MD & CEO, ReMS
- Ushasri, Sr. VP & GM, Manhattan Associates
- Prof. G Raghuram, Director, IIM Bangalore
- A total of 55 papers - 45 academic and 10 industry – out of 69 papers received were selected for the conference.
- Two international papers, one each from South Africa and Sri Lanka, were presented.
- 21 papers from emerging areas such as agriculture, service, and humanitarian supply chains
- 80 delegates, 30 from industry, attended the conference.

Retail Industry Conference (February 22, 2019)

- Sponsored by Manhattan Associates
- This was the first industry-focused event organized by the Center.
- Around 40 executives from retail and supply chain management domains attended.

Speakers:

- Prof Ashis Mishra (Marketing)
- Sanjeev Siotia, Sr VP & CTO, Manhattan Associates
- Prof. U. Dinesh Kumar (DS)
- Jeff Demenkow, VP, Professional Services Organization, Manhattan Associates
- Prof. Seema Gupta (Marketing)

Panel discussions:

- Delivering a seamless customer experience with omni-channel retail: Shilpadhar Barkam, Head, Customer Returns & Reverse Logistics, Amazon India, Anu Narasimhan, a retail industry researcher, and Sanjeev Siotia, Sr VP & CTO, Manhattan Associates. Moderated by Prof. Prithwiraj Mukherjee (Marketing)
- Challenges in the retail sector: Dipayan Baishya, Future Group, K B Nagaraju, Director, BigBasket, Kavitha Krishnarao, Business Leader, IKEA, and J Murali, General Manager, Supply Chain & Merchandizing, Titan Company. Moderated by Prof. Jishnu Hazra (POM)
- Fireside chat: V S Sudhakar Co-Founder, BigBasket, with Prof. G Shainesh (Marketing)

Proposal:

- Prof. Haritha Saranga has submitted two proposals (with LUMS, Pakistan) on infrastructure for electric vehicles to SAARC Energy Office

Relevance to Industry/Government/Society**Education & Training:**

- Dr D N Suresh gave multiple invited talks at Army Service Corps. (ASC) Centre and College, Bangalore.
- Dr D N Suresh participated as Moderator in workshop on multi-modal transportation at VISTA 2018.
- A team of students, Praveen Raj, Sabarish G and Kothandaraman R mentored by Dr D N Suresh was runner-up at national level in National Round of Tata Business Leadership Award (TBLA).

Open Courses (MOOC):

- TVSLSL and IIMB are discussing development of MOOCs on supply chain management and logistics-related topics. TVSLSL wants to sponsor development of a few course modules.
- Prof. Prashant Chintapalli will teach the first such course on Operational Analytics.

CCS Projects:

- 33 student projects (CCS) carried out in 2018
- One such project, “E-Commerce – Improvement Areas in CoD of Parcels” was presented at the Sixth Biennial Supply Chain Management Conference 2018 held at IIMB.

Others:

- SCM Centre, on behalf of IIMB, entered an MoU with European Business and Technology Centre (EBTC), New Delhi in October 2018 for working together in transport-related assignments.
- Initialized training programs for Accenture and Bosch

Plan for 2019-2020:

- Increasing number of corporate sponsors from 4 to 10
- Advisory council to be expanded to include renowned academics
- Name change for Centre to include “Logistics”
- Best practices exchange in May 2019 and 4th quarter 2019
- Seminar on Logistics in 4th Quarter 2019
- MOOCs to be offered on supply chain management related topics
- Issue of newsletter - SCMC Digest - in 4th Quarter 2019
- 13 CCS projects to be carried out by PGP students in the 4th term

XIII-J IIMB Case Studies @ Harvard Business Publishing

- XIII-J1** Tarun Jain and Jishnu Hazra, Vinyas: To Be a Contract Manufacturer or Sell through Own Channel?.
- XIII-J2** Haritha Saranga and Huang Yanghua, Alibaba – Building a Social Sustainability Ecosystem for E-commerce.
- XIII-J3** Anshuman Tripathy and Shikha Safaya, Airvent Fans Co.
- XIII-J4** Abhishek Iyer, Agrim Gupta, Himanshu Khera, Sagnik Choudhury, Udit Jalan, and Haritha Saranga, Process Improvement in Textile Wet Processing – A Case Study From the Indian Small-Scale Sector.
- XIII-J5** Anshuman Tripathy, Anupam Sharma, and Srividya Ganesan, Arvind Lifestyle Brands Limited: from Concept to Shelf.
- XIII-J6** Anshuman Tripathy, Amey Sahasrabuddhe and Indrasis Bose, Ather Energy: Riding the Electric Vehicle Tide.
- XIII-J7** Anshuman Tripathy and Prashant Chintapalli, Stellar Auto Ltd.
- XIII-J8** Tarun Jain and Jishnu Hazra, Sattva Etech: Contract Selection in Component Procurement.

IIMB launched its Centre for Teaching and Learning (CTL) on January 15, 2018. The center aims to understand evolving best practices of teaching and learning and disseminate such understanding for increasing teaching effectiveness.

CTL organized several activities of pedagogic significance during 2018 and 2019, the impact of which reached a diverse audience. These included the following:

- A five-day teaching workshop for IIMB Alumni who wanted to take up teaching as a full time/ part time profession
- A three-day Teaching Workshop for Doctoral students from six IIMs and XLRI
- A four-day Orientation and Teaching Workshop for new faculty who had joined IIMB during 2018-19
- A one-day case teaching workshop for faculty members of IILM Delhi
- A three-day case teaching and writing workshop through AIIMS (Association of Indian Management Schools) for other management institutes in the country

CTL also worked with the Dean Programme's Office to improve the response rate of student feedback. This was implemented by redesigning the feedback form and modifying the mode of providing feedback. The endeavor was successful and resulted in the response of students' feedback rising to a level of approximately 85% for all long-duration program.

The Center appointed a full-time manager and initiated the process of hiring more associates/staff members who would help the center to increase the breadth and depth of its activities.

India-Israel economic relationships are based on a fundamental complementarity. Israel offers a vibrant technology-based innovation and entrepreneurship ecosystem. India seeks to gain from this because of its strong aspirational entrepreneurial spirit. India offers a large market with innovative opportunities for penetration. Israel seeks to gain from this because of its strong aspiration for market scale-up.

Given the nature of complementarity, the essence of the India-Israel business relationship will be boosted by a deeper appreciation of the strengths and weaknesses of the two sides, and the judicious and contextually intelligent structuring of collaboration.

With an increase in business collaboration between India and Israel, some areas of opportunity, which need deeper academic and managerial involvement, are emerging. These include agrifood-tech, digital health, fin tech, Industry 4.0, mobile and telecom, and water and energy. This provides the scope for collaborations amongst academic institutions between the two countries.

It is in this context that IIMB set up the Israel Centre, which was inaugurated on November 05, 2017 by His Excellency Daniel Carmon, Ambassador of Israel in India. Professor Abhoy K Ojha is Chair of the center. The Executive Committee members include Abhoy K Ojha, Professor, Organizational Behavior & Human Resources Management; Anshuman Tripathy, Associate Professor, Production & Operations Management; Ashok Thampy, Professor, Finance & Accounting; Avinash G Mulky, Professor, Marketing; Gadi Ariav, Associate Professor of Technology and IS Management, Tel Aviv University; P D Jose, Professor, Strategy; K Kumar, Professor, Entrepreneurship; Rishiksha T Krishnan, Professor, Strategy; Sai Yayavaram, Associate Professor, Strategy; Sourav Mukherji, Professor, Organizational Behavior & Human Resources Management; Srivardhini K Jha, Assistant Professor, Entrepreneurship, and Suresh Bhagavatula, Associate Professor, Entrepreneurship.

The Advisory Board comprises Ajay Nanavati, a seasoned global executive with more than 35 years of multi-country, cross-functional experience; Avnish Sabharwal, Managing Director, Accenture Ventures and Open Innovation, India, and Nivruti Rai, Vice President in the Data Center Group (DCG) and Country Head of Intel India at Intel Corporation.

Israel-centric Work at IIMB

- IIMB has years of ongoing academic program, research collaborations and student exchange programs with leading Israeli academic institutions, especially with Tel Aviv University (TAU) in the last four years.
- Faculty at IIMB has been involved in Israel-related research; scholars from Israel have visited IIMB for research seminars and conferences.
- IIMB has an exchange relationship with Collier School of Management at TAU that has participation from the Post Graduate Programme in Management (PGP) students.
- The Collier School also has an International Exchange Week which has participation from the Post Graduate Programme in Enterprise Management (PGPEM) students.
- Technion is part of the Global Network for Advanced Management which allows IIMB and Technion students to take courses, during specific weeks, in the network's schools.
- Israel-centric teaching at IIMB, particularly the course 'Developing Technology Partnerships between Indian and Israeli Firms', is jointly taught by faculty from Collier School and IIMB, and involves live projects that require students to spend time in Israel.

Role of Israel Centre

Currently, there are only nascent initiatives in India among academic institutes, and particularly none in management institutes, to create, share and disseminate knowledge in the relevant areas of Indo-Israeli business with an objective to create an informed cadre of managers, entrepreneurs and scholars.

IIMB was ideally positioned to start an Israel Centre, with ongoing academic collaborations and student exchange programs with Israeli institutes of higher learning. Focused activities of the Israel Centre at IIMB are aimed at stimulating, strengthening and sustaining Indo-Israeli academic-business interactions. Israel and the state of Karnataka, particularly the city of Bangalore, are hubs for creativity and innovation, havens for start-up ecosystems and research. This center, dedicated to Israel on the premises of IIMB, will help fulfil the talent and potential of both the sides to the fullest.

Mission of Israel Centre

- To act as a hub for research on Indo-Israeli interactions in the fields of technology innovation, business strategy and history, government policies and culture, by uniting scholars, business community and students
- To help Israeli/Indian business communities integrate with Indian/Israeli business environment

Objectives

- To become a knowledge center of Israeli technology innovations, business strategy and history, and culture
- To nurture ongoing relationships with centers of Indian studies in higher education institutions in Israel
- Public service (making available the results of academic research/teaching on the center's focus areas to the public and private sectors of India and Israel through various initiatives)

Proposed Activities

- Enhance the course, Developing Technology Partnerships between Indian and Israeli Firms
- Support exchange program between Israel and IIMB
- Create specific Executive Education courses for Indian and Israeli management personnel, including on management of innovation
- Host international seminars, workshops and conferences on Israel-India centric business themes, and government and foreign policies
- Develop research and case studies of Indo-Israeli projects and businesses
- Nurture the entrepreneurial spirit by creating training programs for stakeholders of the start-up ecosystem:
 - o in Bangalore and India for technology-based innovation
 - o in Israel for market scale-up

Activities in 2018-2019

The Center channelized some of the ongoing initiatives related to India and Israel, and introduced some new initiatives.

- IIMB students participated in the Global Network Week (GNW) course offered by Technion, Haifa
- Conducted seminar on “Doing Business with Israel”. The Seminar was open for people from any background, technical as well as other and any level in their organizations. The seminar helped to understand and identify diverse business opportunities in Israel.
- One of the advisory board members of the Centre, Avnish Sabharwal, Managing Director, Accenture Ventures and Open Innovation, India invited faculty members from IIMB to visit Accenture Innovation Hub in Bangalore. This visit helped to study how they partner with start-ups and tour of facilities included client co-innovation capabilities like Liquid Studio and Blockchain.

- The Center offered elective course “Developing Partnerships between enterprises in India and Israel (DPEII) 2018” to Term 4 students. Students registered from PGP, PGPEM and EPGP programs. This initiative was handled by Prof. Sourav Mukherji, Prof. Srivadhini Jha, and Prof. Abhoy K. Ojha from IIMB and Prof. Gadi Ariav and Prof. Jackie Goren from Collier School.
- The Center hosted a delegation from the Kellogg-Recanati Executive MBA programme
- The Center offered the executive development program on, ‘Developing Technology Partnerships between Firms in India and Israel’, where participants from industry, mainly from mid-size firms and start-ups visited Collier School, Tel Aviv University; this course was jointly offered by IIMB and Collier School. This initiative was handled by Prof. Sai Yayavaram and Prof. Abhoy K. Ojha from IIMB and Prof. Gadi Ariav and Prof. Jackie Goren from Collier School.
- The Center offered an Executive Education course on ‘Corporate Innovation’ in collaboration with faculty from the Collier School. This initiative was handled by Prof. Suresh Bhagavatula and Prof. Abhoy K. Ojha from IIMB and Prof. Gadi Ariav and Prof. Jackie Goren from Collier School.
- Along with NSRCEL at IIMB, the Centre hosted Jackie Goren, Director, Israel Venture Networks and its Social Business Investment Manager.
- The Center has an ongoing project on understanding the evolution of start-up ecosystem in Israel and its implication for developing a start-up ecosystem in India. This initiative is led by Prof. Abhoy K. Ojha.
- Israel Centre and Research & Publications hosted a seminar by Prof. Tomer Broude, Hebrew University of Jerusalem.
- Israel Centre and Research & Publications will be hosting a seminar in October 2019 by Dr. Rafi Netz-Zehngut, Bar-Ilan University.

The India-Japan Study Centre (IJSC) at IIM, Bangalore was inaugurated on September 14, 2017.

With the compelling business and national interests propelling the fast-evolving India-Japan business environment, IIMB with its academic and research competencies, conceived the idea of establishing an India-Japan Study Centre to facilitate collaborative initiatives among academia, industry and government agencies of both the countries to work on areas of mutual interest.

The IJSC committee consists of Professors D Krishna Sundar (Chair), Avinash G Mulky, P D Jose, N Ravi and Subhashish Gupta. At present, 14 of IIMB faculty members are associated with IJSC.

Outreach Activities – Seminars and Workshops

- July 19, 2018** – “India – Japan Study Centre (IJSC) – An Interaction Session” by. Ken Furuya, Consul, The Consulate General of Japan and his advisor Reena Gupta.
- August 17, 2018** – Seminar on “Re-engineering Communication and Advertisement – the Dentsu Way” by Gaku Shinoda, COO at Dentsu India, Private Limited.
- August 30, 2018** – Lecture on “Entrepreneurship” by Kazuaki Oda, Angel Investor.
- September 17, 2018** – Lecture by Prof. Suresh Bhagavatula on “Indian Entrepreneurship” for the 30 students who accompanied Prof. Hirokazu Hasegawa, Director of Family Business Research Institute from Waseda Business School (Graduate School of Waseda University).
- January 22, 2019** – Seminar by Prof. Takahiro NISHI, (Meiji University, Japan) on Ownership and Board Diversity, Innovation: Evidence from Japan.
- January 23, 2019** – Session talk by Takashi Suzuki, Director General from JETRO to BPIM Students.

IJSC is supporting and funding the following Research Proposals

Sl. No.	Research Project Title	Faculty (Principal Investigator)
1.	Understanding Handloom Business in Japan and Implication for India	Prof. Suresh Bhagavatula
2.	Keiretsus and Indian Business Houses: A Comparative Study	Prof. Subhashish Gupta
3.	India-Japan CEPA: Implication for the IT-ITeS Sector	Prof. Rupa Chanda
4.	Impacts of UNESCO’s Intangible Cultural Heritage (ICH) Tag on the Sustainability of Nogaku Theatre in Japan: Comparison with India’s Kutiyattom	Prof. Damodaran

Working Papers for 2019 available on IJSC website under research initiatives

- 1. The trends in FDI inflows from Japan to India – by Mridula Manjari Moitra Roy, Research Assistant at IJSC**
IJSC’s first report on FDI from Japan was completed and approved in May 2019. It was critiqued and edited by Prof. Rupa Chanda, RBI Chair of Economics in IIM, Bangalore.
- 2. ADBI Working Paper Series – by Prof. N. Ravi**
Speed and socioeconomic Development: Influence of Indian Railways in May 2019.
- 3. Dedicated Freight Corridor: Current Challenges – by Prof. G. Raghuram**
World Conference on Transport Research - WCTR 2019 Mumbai in May 2019.

XVII

IIMB Research Seminar Series

The Research and Publications (R&P) team at IIMB organizes regular research seminars, in which scholars from various national and international management schools and centers of excellence are invited to present their on-going or recently completed research. The audience mainly comprises the faculty and doctoral students providing enthusiastic and intellectual discussions on research topics. Details of the research seminars during the academic year 2018-2019 are provided here.

Sl. No.	Speaker Name and Institution	Institution Affiliated	Title of the Talk	Date
XVII-1	Prof. Farzana Afridi	Indian Statistical Institute	Social Connections and Financial Incentives: A Quasi Field Experiment in India's Manufacturing Sector	May 10, 2018
XVII-2	Prof. Abhijit Guha	University of South Carolina	One Discount or Two? It Depends on How (Much) You Feel	June 5, 2019
XVII-3	Prof. Narayan Rangaraj	IIT Bombay	Operational Planning of Public Transport in Urban and Regional Networks	June 11, 2018
XVII-4	Prof. Vidyaranya B. Gargeya	University of North Carolina at Greensboro	The Art and Science of Teaching Business and Management	June 14, 2018
XVII-5	Prof. Manish K. Srivastava	Michigan Tech	Firm Risk and Market Valuation: A Reexamination Using Quantile Regression	June 14, 2018
XVII-6	Dr. Bharat Jhunjhunwala		Managing Conflicts between Semitic and Hindu Religions	June 25, 2018
XVII-7	Prof. R K Amit	IIT Madras	Joint Forecasting for Airline Pricing and Revenue Management	June 29, 2018
XVII-8	Prof. Sumit Agarwal	National University of Singapore	Demonetization and Digitization	July 2, 2018
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XVII-15	Prof. Nandana Sengupta	Azim Premji University	Characterizing the Skills Space of Bangalore's Urban Informal Labour Market	July 20, 2018
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XVII-29	Prof. Nagesh N. Murthy	University of Oregon	Committing to Contract for a Supplier's Social and Environmental Compliance	December 20, 2018
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XVII-40	Dr. Morten Huse	BI Norwegian Business School	Getting Women on Boards - Challenges for India And Emerged Economies, Lessons from Europe	January 24, 2019
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XVII-48	Prof. N. Viswanadham	Indian Institute of Science	Transparent, Trade Efficient Supply Chain Network Design Using Blockchain	March 11, 2019
XVII-49	Dr. Anol Bhattacharjee	University of South Florida	The Effects of Community Feedback on Idea Refinement in Online Idea Contests	March 15, 2019

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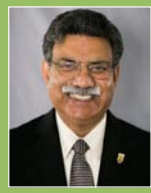
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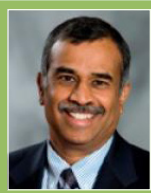
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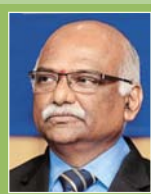
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