



भारतीय प्रबंध संस्थान बेंगलूर
INDIAN INSTITUTE OF MANAGEMENT
BANGALORE

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Research & Publications

Annual Report 2019-2020

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RESEARCH AND PUBLICATIONS

ANNUAL REPORT 2020

(April 2019 – March 2020)



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Preface

IIMB's vision and mission entail thought leadership, innovation and excellence in education. The faculty at IIMB engages in original academic research and in developing case studies to expand the frontiers of knowledge and evolve tools for an enriching classroom experience. This report provides details of these research and publication activities at IIMB from April 2019 to March 2020.

This year, IIMB faculty members have published 48 papers in academic journals. In addition, they have written 22 cases which are distributed by Harvard Business Publishing (HBP). They have also published 5 books during the year.

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 56 researchers from across the globe visited IIMB and delivered research seminars. Several conferences and open house meetings were conducted as well to discuss contemporary research themes.

Faculty members and Doctoral students gained national and international recognition for their outstanding work by winning 18 awards during this period. We look forward to continuing the momentum towards increased research output, both in terms of quality and quantity, in the future.

*Chairperson
Research and Publications*

Research Output Tables

Research and publication activities undertaken by IIMB community during the academic year 2019–2020 (April 2019 to March 2020) in various forms namely books, peer-reviewed journal publications, cases, working papers, conference presentations, research projects, etc. can be found below.

Research Output: 2019–2020

Research Projects	158
Articles in IIMB Journal List	13
Total Number of Publications	48
Books	5
Chapters in Books	8
Case Studies and Teaching Notes Distributed through HBP	44
Awards, Honours, and Achievements	18
Working Papers	22
Articles in Newspapers/Magazines, etc.	37
Other Publications (Monographs, Reports, etc.)	14
Seminar/Conference/Workshop Presentations/Invited Talks by Faculty	197
Conferences/Seminar Workshop Presentations by FPM Students	50
Total Number of Conferences/Seminar/Workshop Presentations/Invited Talks by IIMB Faculty and Students	247
Articles in Conference Proceedings	30
Doctoral Theses Completed	14
Research Seminars at IIMB	56

Research Output for 2008–2020

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, 2018–19 and 2019–20

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	2019-20
1	Total Number of Publications	59	45	78	56	69	62	58	56	60	60	48	48
2	Books	06	14	10	05	07	04	05	06	13	12	2	5
3	Chapters in Books	22	12	25	15	13	19	11	21	21	14	21	8
4	Total Number of Presentations in National and International Conferences	84	65	112	108	217	276	207	211	234	246	202	197
5	Research and Case Writing Projects	93	93	84	70	72	79	53	83	119	92	126	158
6	Cases and Teaching Notes Distributed through HBP	-	-	32	22	56	19	40	48	62	42	74	44
7	Working Papers	17	20	28	28	39	54	30	21	40	22	18	22
8	Other Publications (Monographs, Reports, etc.)	15	21	10	21	18	18	24	25	19	13	6	14
9	Articles in Newspapers/ Magazines, etc.	70	80	93	71	94	124	121	106	97	44	49	37
10	Research Seminars at IIMB	37	38	24	42	40	38	37	54	38	51	49	56

FPM Output for 2011–2020

Research output by FPM students during the academic years: 2011–12; 2012–13; 2013–14; 2014–15; 2015–16; 2016–17; 2017–18, 2019–20

Sl. No.	Category	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
1	Doctoral Theses Completed	13	13	6	18	20	20	20	24	14
2	Working Papers	1	2	5	2	3	5	3	-	6
3	Publications in Journal/Book Chapters/ Cases	9	4	7	11	7	7	3	2	4
4	Conference / Seminar / Workshop Presentations by FPM Students	43	25	49	37	36	46	58	44	50
5	FPM Workshops	2	15	14	-	6	7	4	2	4

IIMB Cases Distributed by Harvard Business Publishing (HBP)

IIMB 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 Asebuss (Romania), Value Partners (Italy), Sandefer Capital Partners LP (USA), ASSIST (South Korea), etc. 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 2019–2020 by adding more cases to the Harvard collection. About 213 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 2019–2020 is provided below.

Sl. No.	Author	Title
1	Rajalaxmi Kamath and Nithya Joseph	Microfinance in India: A Tale of Two Models
2	Suresh Bhagavatula , Deepa Iyer and Menaka Rao	Saahas Zero Waste Solutions: Getting to a Product Market Fit While Cleaning up India
3	Haritha Saranga	Tele-Ophthalmology – Is This the Solution to India’s Rural Eye Care Problem?
4	Nandini Seth, Manupriya Agrawal, Manaranjan Pradhan and U Dinesh Kumar	Improving Lead Generation at Eureka Forbes Using Machine Learning Algorithms
5	U Dinesh Kumar , Shailaja Grover and Sharada Sringeswara	Fantasy Sports: A Game of Skill or Chance
6	S Ramesh Kumar and Prashant Parameswaran	Ethnic Branding in a Contemporary World: Soulfull Smoothix in the Indian Context
7	V. Ravi Anshuman and Srijith Mohanan	Arthayantra Ushering in a Digital Revolution in Personal Financial Advisory Services
8	Bharat Khanna, Nitin Bobba, and Sai Yayavaram	Balaji Telefilms Limited

Sl. No.	Author	Title
9	R Srinivasan , Sreecharan Rachakonda, and Raj Kovid K R	Delhivery: Leveraging the Platform
10	Anshuman Tripathy , Nitish Kumar and Medha Sravani Boddeda	Paytm Mobile Payments: Will It Emerge as a Dominant Design in India?
11	G Ramesh and Stuti Goswami	Litchi the Unlucky Fruit: What does the Evidence Say?
12	G Ramesh and V Raghunandhan	Force of Markets in Sports – Premier Football Leagues in India
13	Abhoy K Ojha and Arun Bansal	Coats Indonesia: Leadership Challenges in an Unfamiliar Culture
14	Rejie George and M S Sriram	Bank of Baroda: Governance Challenges in a Public-Sector Undertaking
15	Rejie George and M S Sriram	New Dawn at Bank of Baroda: Project Navoday
16	J. Ramachandran and Diptiprakash Pradhan	Infosys Limited: Governance Imbroglio
17	Anshuman Tripathy and Arijit Ghosh	Biocon Research: Preparing for the Bio-Pharmaceutical Transition
18	R Srinivasan , Sandeep Lakshmiopathy, and Pramoth Joseph	Grab.in Enabling Hyperlocal
19	R Srinivasan , Sandeep Lakshmiopathy, and Pramoth Joseph	Zomato™ Gold Platform Overreach
20	Sourav Mukherji	Mahindra Financial Services: Restructuring for Growth
21	Kiran K and Anshuman Tripathy	Akshaya Patra Vrindavan: Operations and Resources Planning for a Mega Kitchen
22	Aayushi Kalra, Shailaja Grover and U Dinesh Kumar	Supply Chain Analytics to Manage Blood at VHS Blood Bank

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 2019–2020, there were about 13 such prominent publications which are listed below.

Sl. No.	Authors	Title of the article	Journal	Publication Details
1	R. Narayanaswamy , K Raghunandan and Dasaratha V. Rama	Internal Auditing in India and China: Some Empirical Evidence and Issues for Research	<i>Journal of Accounting Auditing and Finance</i>	Vol. 34(4), October 2019, Pg. 511-523
2	Insiya Hussain, Rui Shu, Subra Tangaila, ES Srinivas	The Voice Bystander Effect: How Information Redundancy Inhibits Employee Voice	<i>Academy of Management Journal</i>	Vol. 62(3), June 2019, Pg. 828-849
3	Prakash Awasthy and Jishnu Hazra	Responsible Sourcing by Improving Workplace Safety through Buyer–Supplier Collaboration	<i>European Journal of Operational Research</i>	Vol. 274(1), April 2019, Pg. 155-164
4	Tarun Jain and Jishnu Hazra	Hybrid Cloud Computing Investment Strategies	<i>Production & Operations Management</i>	Vol. 28(5), May 2019, Pg. 1272-1284
5	Tarun Jain, Jishnu Hazra and Jayashankar M Swaminathan	Excess Procurement Strategies by a Dominant Buyer under Constrained Supply	<i>Naval Research Logistics</i>	Vol. 66(3), April 2019, Pg. 272-280
6	Anjana Dube and Rajalaxmi Kamath	Microfinance Group Processes and Crises: Responses to Economic and Psychological Threats	<i>Journal of Development Studies</i>	Vol. 55(10), 2019, Pg. 2273-2285
7	Gopal Das and Rajat Roy	How Self-Construal Guides Preference for Partitioned Versus Combined Pricing	<i>Journal of Business Research</i>	Vol. 101, August 2019, Pg. 152-160
8	Ishwar Murthy and Sam Ransbotham	A New Extended Formulation of the Generalized Assignment Problem and Some Associated Valid Inequalities	<i>Discrete Applied Mathematics</i>	Vol. 271, December 2019, Pg. 119-143

Sl. No.	Authors	Title of the article	Journal	Publication Details
9	Pathikrit Basu, Souvik Dutta and Suraj Shekhar	Ethnic Conflicts with Informed Agents: A Cheap Talk Game with Multiple Audiences	<i>Economic Letters</i>	Vol. 184, November 2019, Pg. 1-3
10	Vidhya Soundararajan	Heterogeneous Effects of Imperfectly Enforced Minimum Wages in Low-Wage Labor Markets	<i>Journal of Development Economics</i>	Vol. 140, September 2019, Pg. 355-374
11	Vidhya Soundararajan , Arnab K Basu and Nancy Chau	Wage Fairness in a Subcontracted Labor Market	<i>Journal of Economic Behaviour & Organisation</i>	Vol. 168, December 2019, Pg. 24-42
12	Sinha and Ananth Krishnamurthy	Production and Capacity Utilization Strategies in Supply Chains for Complex Engineered Products	<i>Production and Operations Management</i>	Vol. 29(2), February 2020, Pg. 462-480
13	Saptarshi Purkayastha, Rajaram Veliyath and Rejie George	The Roles of Family Ownership and Family Management in the Governance of Agency Conflicts	<i>Journal of Business Research</i>	Vol. 98, May 2019, Pg. 50-64

Awards, Honours, and Achievements

1. **Prof. Ganesh N Prabhu**, Ramya Venkateswaran and Saurabh Pandya, Best Paper Award: Indian Academy of Management Conference 2020.
2. **Prof. Ganesh N Prabhu**, Ramya Venkateswaran and Saurabh Pandya, Best Paper of the Track Award (Organization and Management Theory). Indian Academy of Management Conference.
3. **Prof. Haritha Saranga**, IIMB Chair of Excellence: Received Institute Award for Excellence.
4. **Prof. J Ramachandran**, Best Professor in Strategy Studies' 2019: Dewang Mehta National Educational Award.
5. **Prof. Mukta Kulkarni**, Mphasis Chair (2016 July to June 30, 2021).
6. **Prof. Mukta Kulkarni**, Editorial Board Member and Associate Editor, 1. Human Relations from May 2016. 2. Equality, Diversity and Inclusion: An International Journal from February 2017-September 2019, Associate Editor from October 2019. 3. Journal of Organizational Behavior from July 2017.
7. **Prof. Ritu Tripathi**, Associate Editor, South Asian Journal of Human Resource Management from March 2015.
8. **Prof. Nilam Kaushik**, AOM 2020 Annual Meeting Best Paper Proceedings, Paper titled "Gender-Based Preferences for Tech? Field Evidence from an Internet-Of-Things Platform" has been judged to be among the best accepted papers in the programme and will be published in the Proceedings of the 2020 Academy of Management Meeting.
9. **Prof. Rahul De'**, Outstanding Associated Editor Award ICIS 2019.
10. **Prof. Rejie George**, Teaching Excellence Recognition, Inside IIM Professor of the Year 2019 (jointly with Prof. Avinash Mulky).
11. **Prof. Rishikesh T Krishnan**, Illustrious DAVian Award 2019: Award for Alumni from DAV Senior Secondary School, Chennai.
12. **Prof. Rupa Chanda**, Member of International Committee on Health Worker Mobility, nominated and selected by WHO from international roster of experts.
13. **Prof. Rupa Chanda**, nominated by Ministry of Health to National Medical Commission.
14. **Prof. S Ramesh Kumar**, Indian Business Academy Award for Excellence in teaching and research in Marketing.
15. **Prof. Soham Sahoo**, Prof. M. J. Manohar Rao Award for Young Researchers 2018, The Indian Econometric Society.
16. **Prof. Soham Sahoo**, DAAD Visiting Professorship Award, German Academic Exchange Service (DAAD), 2019.
17. **Prof. Hema Swaminathan**, Standing Committee of Economic Statistics, MoSPI. The mandate of SCES is broad; it is supposed to review the framework for economic indicators pertaining to the industrial sector, the services sector and the labour force statistics.
18. **Prof. Vasanthi Srinivasan**, MED Global Forum Best Symposium Award for the symposium that best creates the opportunity to address global issues of significance to management education and/or development, AOM Conference 2019 Boston.



Strategy (S)

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 affects 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 programmes 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 Programmes 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

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

Project Team: **P D 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

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 with 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 which 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: Completed

I-A4 Artificial Intelligence-Based Learning Management Systems

Project Team: **P D Jose**

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

Sponsor: MHRD

Status: Ongoing

I-A5 Sustainability Initiatives of South Asian Firms

Project Team: **P D Jose**

Summary: The paper is a policy document to be used by ERIA for its sustainability initiatives.

Sponsor: Economic Research Institute for ASEAN and East Asia (ERIA)

Status: Ongoing

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

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 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. They 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. Third, 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

I-A8 Lull after the Storm: Cases on Strategic Persistence in Indian Firms

Project Team: **Srinivasan R** and S Karthika

Summary: Organizations oscillate between periods of transformation and reorientations (Tushman and Romanelli, 1985)¹. Most prior literature has focused on studying periods of transformation, including antecedents, processes, and consequences of change and transformation. It is the periods of convergence or equilibrium periods (Gersick, 1991)² that are of interest to us in this research. In these periods, organizations experience at best incremental changes to their deep structures, which are otherwise relative inert. We intend to distinguish between conscious persistence and rigidity arising out of dysfunctional intent/ processes. We also intend to study strategic persistence as a precursor to conscious strategic change/ transformation.

Sponsor: IIM Bangalore

Status: Ongoing

I-A9 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 study on Amara Raja Group (AR Group) delves into all the above-mentioned aspects.

Sponsor: Amara Raja Group

Status: Ongoing

I-A10 Balaji Telefilms Ltd.

Project Team: **Sai Yayavaram**

Summary: Balaji is currently active in three businesses: TV content, film production and video-on-demand (VOD) services. Started by Ekta Kapoor and her family in 1994, the company tasted its first major success in 2000 with the TV series *Kyunki Saas Bhi Kabhi Bahu Thi*. This was followed by several other hit TV shows, which earned Ekta Kapoor the moniker “Czarina of Indian TV”. The company formally entered the film business in 2007 and has had mixed success since then. The 2008 great recession dented the revenues and profits of the company, but both revenues and profits have recovered in the TV content business. The film business has continued its up-and-down trajectory raising questions on whether Balaji should continue to be in the film business. While there are some similarities between the TV and film business, there are some important differences as well. This raises the important question of whether Balaji can succeed in both TV and films. A major trend in the media and entertainment over the last few years that complicates this question is digitization and the rise of VOD services. Balaji entered this segment in April 2017 with the launch of its ALTBalaji platform. While Balaji can transfer its skills at storytelling and industrialized creativity to digital content, it is not clear how Balaji can compete against giants such as Amazon, Netflix, and Hotstar. The case ends with a discussion of the strategic decisions that Balaji has to make with respect to its digital offerings: Should it stick to producing content or should it own the platform as well? What should be its revenue model? The question of whether Balaji should exit the film business remains.

Sponsor: IIM Bangalore

Status: Ongoing

I-A11 Understanding Individual Level of Search

Project Team: **Sai Yayavaram** and Kannan Srikanth

Summary: Following the seminal work of Simon (1947) and Cyert and March (1963), the field of management has given considerable attention to the concept of search. Most of the work in this stream of literature has focused on search at the organizational level. In our study, building on prior studies in psychology and organizational behavior, we intend to examine search at the individual level and then seek to understand the role of aspirations, experience and changes in the environment on the locus of search and the type of search. We will develop a game to simulate a decision-making environment and then run experiments in a lab to track search processes that individuals use. Our study has the potential to contribute to the literature on search by unpacking mechanisms at a granular level, which is not possible with a large-sample study based on archival data.

Sponsor: IIM Bangalore

Status: Ongoing

I-A12 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. In contrast, it is estimated that there are more than a million firms operating in India currently.

Sponsor: IIM Bangalore

Status: Ongoing

I-A13 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

I-A14 The House of Tatas: Governance Challenges

Project Team: **J. Ramachandran**, Savithran Ramesh and KS Manikandan

Summary: The case “The House of Tatas: Governance Challenges” is based on one of India’s oldest, renowned, and most internationalized business groups. The case provides an account of the evolution of the Tata Group with an emphasis on the developments in the last 30 years (the years following economic liberalization in 1991) and the current legal tussle between Tata Sons (the Group’s parent company) and its minority shareholder (SP Group). The ongoing legal battle is keenly watched for its potential ramifications on the evolution of corporate governance in India, a country marked by controlling ownership of corporations and concerns over protection of the interests of minority shareholders.

Sponsor: IIM Bangalore

Status: Completed

I-A15 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

I-A16 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

I-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

I-A18 Regional Ecosystems in Medical Devices

Project Team: **Vijay Venkataraman**, David Ku and Sandeep Pillai

Summary: Strategy scholars have often been interested in knowing why some regional ecosystems do better than others (Porter, 1990). Research in this stream can be traced back to Marshall's work on the economics of agglomeration (Marshall, 1920). Agglomeration where firms in an industry tend to co-locate within a limited area has been observed in a wide range of industries such as semi-conductors (Saxenian, 1994), automotive (Klepper, 2007), hotel (Baum and Haveman, 1997), and wine (Harrison, 2007).

Sponsor: VRSP, IIM Bangalore

Status: Ongoing

I-A19 Experiments in Innovation Management

Project Team: **Nilam Kaushik** and Kevin Boudreau

Summary: Knowledge recombination is a key ingredient of the innovation process. There are two existing views in the innovation literature that explain how diversity affects innovation performance. The burden of knowledge view (Jones, 2009) suggests that distinct specialized knowledge is an antecedent for innovation. According to

the recombinant diversity view (Weitzman, 1998), novel recombinations arise from the cross-pollination of existing ideas and knowledge. In this project, we aim to understand the precise mechanisms through which knowledge diversity impacts innovation performance through a randomized controlled experiment in which individuals are randomly assigned to teams that compete with each other to develop proposals for new IoT applications. Each team works virtually and has to complete the proposal within a designated period of time. The final proposals are evaluated by a panel of experts and prizes are given for the top-3 teams.

Sponsor: VRSP, IIM Bangalore

Status: Ongoing

I-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
I-B1	Anish Sugathan, Malghan, Deepak, S. Chandrashekar and Deepak K Sinha	Downstream electric utility restructuring and upstream generation efficiency: Productivity dynamics of Indian coal and gas based electricity generators	<i>Energy</i>	Vol. 178, July 2019, Pg. 832-852
I-B2	Saptarshi Purkayastha, Rajaram Veliyath and George, Rejie	The roles of family ownership and family management in the governance of agency conflicts	<i>Journal of Business Research</i>	Vol. 98, May 2019, Pg. 50-64
I-B3	Kshitij Awasthi, Yayavaram, Sai, George, Rejie and Sastry, Trilochan	Classification for regulated industries: A new index	<i>IIMB Management Review</i>	Vol. 31(3), September 2019, Pg. 309-315
I-B4	Nizar Abdelkafi, Christina Raasch, Angela Roth and Srinivasan R	Multi-sided platforms	<i>Electronic Markets</i>	Vol. 29, 2019, Pg. 553-559

I-D Chapters in Books

Sl. No.	Authors	Title of Chapter	Title of Book	Editors	Publication Details
I-D1	Srinivasan R and Krishnan, Rishikesha T.	Making Conscious Choices: Digital Strategy and Transformation	<i>Wiley Innovation Black Book Enterprise 4.0</i>	Vikas Gupta	Wiley, 2020, Pg. 7-26
I-D2	Joseph, P.K., Lakshmipathy, S., and Srinivasan R	Innovating in the Open lab: Archetypes of Open Innovation Strategies and Capabilities	<i>Innovating in the Open Lab: The New Potential for Interactive Value Creation across Organizational Boundaries</i>	Albrecht Fritzsche, Julia M. Jonas, Angela Roth and Kathrin M. Möslein	De Gruyter Oldenbourg, 2020, Pg. 227-242

I-E Working Papers

Sl. No.	Author	Title	IIMB Working Paper No.	Year
I-E1	Patibandla, Murali	Governance and Development: A Comparative Economic Organization Approach	589	2019

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

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
I-F1	Krishnan, Rishikesha T.	Three Must Read Books on Strategy for the Digital Era	<i>foundingsfuel.com</i>	July 10, 2019
I-F2	Krishnan, Rishikesha T.	What Leaders Need to Do to Capture Value from innovation in the Digital Era	<i>foundingsfuel.com</i>	August 14, 2019
I-F3	Krishnan, Rishikesha T.	India is an R&D Hub for MNCs: Will Global Protectionism Play Spoilsport?	<i>foundingsfuel.com</i>	November 2, 2019
I-F4	Krishnan, Rishikesha T.	Don't Jump the Gun in Infosys Governance Row	<i>The Economic Times</i>	November 19, 2019

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
I-F5	Krishnan, Rishikesha T.	The Changing Contours of Innovation in India	Forbes India	January 10, 2020
I-F6	S Raghunath	Tapping India's Animation and VFX Potential	Berlin Film Festival Magazine, Pickle	February 2020
I-F7	S Raghunath	Indian Cinema of Today: A Culturally Responsive Artifact	Pickle India Film Magazine	August 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	Ramya Venkateswaran, Prabhu, Ganesh N, Saurabh Pandya	Learning from international acquisition experience: Narration from an Indian EMNC	Indian Academy of Management Conference 2020, IIM Trichy	January 2-4, 2020
I-H2	Deepti Sharma, Prabhu, Ganesh N	Disability inclusion in education: Including high performing children with disability	Comparative Education Society of India 2019 Conference, Delhi	December 9-11, 2019
I-H3	Prabhu, Ganesh N	Teaching the scope and limits of generalizability in qualitative research	World Conference on Qualitative Research, Porto, Portugal	October 16-18, 2019
I-H4	Prabhu, Ganesh N	Inaugural address	MBA Inauguration Siddaganga Institute of Technology, Tumkur	September 30, 2019
I-H5	Prabhu, Ganesh N	Invited Panelist at	Strategic Management Forum Conference IIM Lucknow	December 27-29, 2019
I-H6	Prabhu, Ganesh N	Invited Doctoral Session: Combining qualitative and quantitative methods	Doctoral Symposium, IIM Bangalore	December 31, 2019
I-H7	Prabhu, Ganesh N	Invited Talk: Design thinking	13th International Conference on Marketing, Indus Business Academy, Bangalore	January 9-11, 2020

Sl. No.	Authors	Title of Paper/Session/Invited Talk	Name of Conference and Venue	Dates of Event
I-H8	Kaushik, Nilam	Gender-based Preferences for Tech Work: Field experimental evidence from an internet-of-things platform	INFORMS, Seattle, USA	October 20-23, 2019
I-H9	Jose P D	Leveraging technologies in business education	EPSI's B-Schools' Leadership Conclave 2019, New Delhi	February 27, 2019
I-H10	Jose P D	Future of Digital Learning, days National level workshop MOOCs for Blended Teaching and Learning	Loyola College, Chennai	August 24-25, 2019
I-H11	Jose P D	Quality in higher education: Current priorities & future challenges	NAAC-sponsored National Seminar, Sri Venkateswara College, New Delhi	October 18-19, 2019
I-H12	Jose P D	Invited Keynote speaker: Digital learning	Indian Management Conclave 2019, New Delhi	August 2-3, 2019
I-H13	Jose P D	Workshop on Efficiency based regional approach to realize sustainable development goals sustainability initiatives of Indian corporates	Economic Research Institute for ASEAN and East Asia (ERIA) in Bangkok	September 23-24, 2019
I-H14	Srinivasan R	Keynote speaker: Platform labour archetypes in India	Platform Economics Conference, IIT Delhi, IIT Bombay & University of Queensland, Bombay	February 27, 2020
I-H15	Srinivasan R	Managing the integration process Leveraging economics of scale and scope Two talks delivered to the top management teams and integration teams of Public Sector Banks of India	Bank Boards Bureau, at IIM Bangalore	January 3-4, 2020
I-H16	Srinivasan R	IIMB EEP's annual event where our top clients from the custom/ EEP clients are invited for a day-long session	IIMB EEP CLO conclave, IIM Bangalore	November 16, 2019
I-H17	Srinivasan R	Keynote speaker: Course design and pedagogy	IFMR, Krea University, Andhra Pradesh	June 23, 2019

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
I-H18	Srinivasan R	Online Keynote speaker: Boundary spaces for open innovation, JOSEPHS – the service manufactory	Fraunhofer Institute of Integrated Circuits, IIS Erlangen, Germany	May 16, 2019
I-H19	Srinivasan R	Keynote speaker: Digital transformation process	PwC, Bangalore	April 25, 2019
I-H20	George, Rejie Pallathitta and Abbasi A. R	The moderating influence of product-diversification and ownership in the relationship between geographic-diversification and firm performance	39th Strategic Management Society Conference, Minneapolis	October 19-22, 2019
I-H21	George, Rejie Purkayastha S and Veliyath R	Primary and secondary agency conflicts in family firms: An empirical investigation	79th Annual Meeting of the Academy 2019, Boston, Massachusetts, United States	August 9-13, 2019
I-H22	Krishnan, Rishiksha T.	Keynote speaker: Technology management for inclusive development: changing contours	IAMOT International Conference, NITIE Mumbai, Ramada hotel, Mumbai	April 8, 2019
I-H23	Krishnan, Rishiksha T.	Talk Workshop on Industry 4.0	Siddaganga Institute of Technology, Tumakuru	April 25, 2019
I-H24	Krishnan, Rishiksha T.	Keynote speaker: Building organizations for people in an era of technological transformation	Nasscom HR Summit, ITC Grand Chola, Chennai	July 17-18, 2019
I-H25	Krishnan, Rishiksha T.	Keynote speaker: Leading innovation in the digital era	15th CII Innovation Summit, Hotel Taj West End, Bengaluru	August 21-22, 2019
I-H26	Krishnan, Rishiksha T.	How to solve big problems with robust low cost innovations	Institute Lecture, IIT Roorkee	August 29, 2019
I-H27	Krishnan, Rishiksha T.	Moderated Panel on Business history	Bangalore Business Literature Festival (BBLF), WeWork Galaxy, Bangalore	September 7, 2019
I-H28	Krishnan, Rishiksha T.	Leading innovation in the digital era	Knolskape Webinar Venue	November 21, 2019
I-H29	Krishnan, Rishiksha T.	Moderated panel on R&D	IIT Kanpur Diamond Jubilee Event, IIT Kanpur	November 20, 2019

Sl. No.	Authors	Title of Paper/Session/Invited Talk	Name of Conference and Venue	Dates of Event
I-H30	Krishnan, Rishikesha T.	Keynote speaker: Building organizations for people in the times of AI	Infosys BPM Best Practices Seminar on Business Processes	December 3, 2019
I-H31	Krishnan, Rishikesha T.	The future of managing innovation	IEEE TEMS Industry Forum, Bangalore	December 7, 2019
I-H32	Krishnan, Rishikesha T.	Panelist, Contract R&D and Round Table on Innovation Policy	CII Innovation Ecosystem Conference, New Delhi	December 18, 2019
I-H33	Krishnan, Rishikesha T.	Panelist, Webinar on Data Protection	Founding Fuel.com	December 19, 2019
I-H34	Krishnan, Rishikesha T.	Moderated Panel on Innovation and product management	India Software Product Management Summit 2020, Bangalore	January 17-18, 2020
I-H35	Krishnan, Rishikesha T.	Panelist and Resource Person Deloitte empowering educators	Higher Education for Industry 4.0, Bangalore	January 22, 2020
I-H36	Krishnan, Rishikesha T.	Leading innovation in the digital era	5th Management of Intellectual Property and Strategy Conference MIPS2020, IIT Bombay	January 24, 2020
I-H37	Krishnan, Rishikesha T.	Moderator of panel of IIT Directors on The Future of IITs	IIT Alumni Centre event, Chancery Pavilion, Bangalore	February 8, 2020
I-H38	Krishnan, Rishikesha T.	Talk at Career Launcher Event on The Future of the MBA	Mavalankar Auditorium, Constitution Club, New Delhi	February 9, 2020
I-H39	Krishnan, Rishikesha T.	Panelist, International Conclave on Learning Eco Systems	IFIM Liberal Education Event, Taj West End, Bangalore	February 19, 2020
I-H40	Krishnan, Rishikesha T.	Leading Innovation in the Digital Era	Innovation Day talk Mercedes Benz India R&D Centre, Bangalore	February 20, 2020
I-H41	Krishnan, Rishikesha T.	Invited Talk on Frugal innovation	Goa Institute of Management Emerging Market Innovation Conference, Goa	February 22, 2020
I-H42	Krishnan, Rishikesha T.	Business interventions for effective management of technology and innovation	International Conference, IIM Sirmaur	March 6, 2020

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
I-H43	Krishnan, Rishiksha T.	Emerging trends in MNE innovation in India in globalization of R&D in an era of ferment	AIB 2019 Conference, Copenhagen	June 27, 2019
I-H44	Venkataraman, Vijay and Ku, D	The shock of the Affordable Care Act on regional ecosystems in medical devices	SMS 39th Annual Conference, Minneapolis	October 19-22, 2019

I-I Articles in Conference Proceedings

Sl. No.	Authors	Title of Paper	Details of the Conference Proceedings
I-I-1	Patvardhan, S. and J. Ramachandran	Exploring the microfoundations of shaping-oriented strategies	35th European Group of Organizational Studies (EGOS) Conference, Edinburgh University Business School, Edinburgh, UK, July 4-6, 2019
I-I-2	Gopal, S., Manikandan K.S., and J. Ramachandran	Whole versus Part: Pro-market reforms and unrelated diversification of business groups	79th Annual Meeting of the Academy 2019, Boston, Massachusetts, United States, August 9-13, 2019
I-I-3	Patvardhan, S. and J. Ramachandran	Imagination: The cognitive roots of forward-looking strategy	79th Annual Meeting of the Academy 2019, Boston, Massachusetts, United States, August 9-13, 2019
I-I-4	Patvardhan, S. and J. Ramachandran	The cognitive roots of strategic choice and competitive advantage, The Strategic Management Society Special Conference on Designing the future: Strategy, technology, and society	4th Industrial Revolution, Berkeley, California, USA, March 25-27, 2020
I-I-5	S Raghunath and Shobha Tewari	To be or not to be: How slack impacts the choice of internationalization mode and influence of business group affiliation	Academy of International Business Conference, Copenhagen, Denmark, July 24-27, 2019
I-I-6	Raghunath S and Shailendra Dalbehera	Internalization of IJVs and Institutions	Academy of International Business Conference, Copenhagen, Denmark, July 24-27, 2019

I-J IIMB Case Studies @ Harvard Business Publishing

- I-J1** Title: **Balaji Telefilms Limited**
- Author: Bharat Khanna, Nitin Bobba, and **Sai Yayavaram**
- Summary: Balaji is currently active in three businesses: TV content, film production and video-on-demand (VOD) services. Started by Ekta Kapoor and her family in 1994, the company tasted its first major success in 2000 with the TV series *Kyunki Saas Bhi Kabhi Bahu Thi*. This was followed by several other hit TV shows, which earned Ekta Kapoor the moniker “Czarina of Indian TV”. The company formally entered the film business in 2007 and has had mixed success since then. The 2008 great recession dented the revenues and profits of the company, but both revenues and profits have recovered in the TV content business. The film business has continued its up-and-down trajectory raising questions on whether Balaji should continue to be in the film business. While there are some similarities between the TV and film business, there are some important differences as well. This raises the important question of whether Balaji can succeed in both TV and films. A major trend in the media and entertainment over the last few years that complicates this question is digitization and the rise of VOD services. Balaji entered this segment in April 2017 with the launch of its ALTBalaji platform. While Balaji can transfer its skills at storytelling and industrialized creativity to digital content, it is not clear how Balaji can compete against giants such as Amazon, Netflix, and Hotstar. The case ends with a discussion of the strategic decisions that Balaji has to make with respect to its digital offerings: Should it stick to producing content or should it own the platform as well? What should be its revenue model? The question of whether Balaji should exit the film business remains.
- I-J2** Title: **Delhivery: Leveraging the Platform**
- Author: **R Srinivasan**, Sreecharan Rachakonda, and Raj Kovid KR
- Summary: This case on Delhivery highlights how a young enterprise had grown phenomenally, embracing a variety of business models – hyperlocal delivery, software-as-a-service, pipeline business models for services, and a platform business model. The case is particularly useful to highlight how each of these business models within the firm complement each other, and what value addition they do to each other’s business verticals and stakeholders. Being an advanced case (to be taught later in the course), the case narrative includes the network effects and other descriptions of the platform business model. The case is positioned as a growth/diversification question facing the entrepreneurs as they seek to sustain their core (technology) when the market is yet to tip (achieve critical scale).

- I-J3** Title: **Bank of Baroda: Governance Challenges in a Public-Sector Undertaking**
- Author: **Rejie George and M S Sriram**
- Summary: Bank of Baroda (BoB) is one of the oldest banks in India with a large international footprint. The bank was nationalized in 1969 and was under the control of the government. Ever since the India embarked on the programme of economic reforms of 1991, there were efforts to address the structural and governance aspects of banks. The ideas around reform have included among other things – repeal of the Bank Nationalization Act, to bring it on-par with companies incorporated under the Companies’ Act, disinvestment, and also consolidation of multiple banks. In an effort to infuse new thinking and to reform the banking sector, the government as a first step, appointed a non-executive chairperson and a chief executive officer laterally from the private sector in 2015. Therefore, BoB (along with Canara Bank) was seen as a bank where the early experimentation of reform in the sector could happen. However, subsequently, there have been mounting concerns in the banking sector which have created significant challenges associated with the banking reform process. This case thus illustrates and examines the challenges associated with the governance of a large bank with legacy systems and with multiple expectations from various stakeholders arising from the state being a part owner, and from customers, financial markets, and minority shareholders.
- I-J4** Title: **New Dawn at Bank of Baroda: Project Navoday**
- Author: **Rejie George and M S Sriram**
- Summary: Bank of Baroda is one of the oldest banks in India with a large international footprint. The bank was nationalized in 1969 and since then has been under the control of the government. Ever since India embarked on the programme of economic reforms of 1991, there have been efforts to change the culture and management of public sector banking enterprises in India. As a part of the larger reform process, the Government of India appointed an independent non-executive chairman for the bank and also laterally recruited the CEO from the private sector banking space. In the light of this move, this case examines the challenges of managing a large bank with legacy systems and with multiple expectations – from customers, markets, and the state. Given the nature of the bank’s incorporation and ownership, it operates under multiple constraints at the operational and governance levels. The case documents the challenges and opportunities at the operational level; examines the process of transformation and raises the questions regarding these changes and whether they could last beyond the current leadership. The case also juxtaposes the experience of the transformation exercise undertaken by the organization in the past to review the progress of some of the erstwhile changes and provides an opportunity to examine the subsequent transformation exercise amidst a severely constrained situation.

- I-J5** Title: **Infosys Limited: Governance Imbroglia**
- Author: **J Ramachandran** and Diptiprakash Pradhan
- Summary: This case provides a platform to discuss the role of the board in the governance of a corporation. Extant discourse on the role of the board is largely centered on the challenges of monitoring managerial behavior and as a consequence on board independence. The two other critical tasks of the board – mentoring the leadership (based on expertise) and maintaining continuity with robust succession of both the board and the executive leadership – are not as well documented. Set in 2019, this case documents the rollercoaster ride of Infosys Limited – India’s second largest software services company – from an icon of corporate governance to its fall from grace after an ugly fight between its co-founders and the board, following whistle-blower allegations of governance failures. The case helps demonstrate the importance of issues related to board succession (to ensure continuity) and board capital (to guide strategic choices) that are often overlooked.
- I-J6** Title: **Grab.in Enabling Hyperlocal**
- Author: **R Srinivasan**, Sandeep Lakshmi pathy, and Pramoth Joseph
- Summary: The case on Grab.in analyzes the hyperlocal delivery business in India, and provides details on how the founders built a business around outsourced delivery of food, grocery, and e-commerce packages. Through meticulously evolved business operations, the founders of Grab have ensured sustenance of the delivery outsourcing model by alleviating business outlets of having to maintain in-house delivery personnel. With growing demand for home service, customer mindset is more open than ever to pay a convenience fee for home delivery of food or grocery from their nearby favorite outlet. Grab.in has piggybacked on this mindset, and backed by increasing penetration of smartphones and Internet, it has enabled local businesses to expand customer reach. When used as an introduction to multi-sided platforms, this case can help the student understand the hyperlocal space, the challenges that food and restaurant businesses face and how these delivery service platforms help address the same. It should help the students appreciate how a technology platform brings differentiation to the traditional food and grocery delivery space, and how a platform business model can provide significant competitive differentiation. By presenting details on Grab.in and the hyperlocal delivery platform, the case study helps illustrate the business model while bringing forth the challenges in the same.
- I-J7** Title: **Zomato™ Gold Platform Overreach**
- Author: **R Srinivasan**, Sandeep Lakshmi pathy, and Pramoth Joseph
- Summary: This case discusses the hyperlocal food delivery business firm Zomato™ and its business model. The case outlines how the firm went ahead and enhanced

its business model to launch their new loyalty programme called Zomato Gold. It focuses on the sustainability of the hyperlocal business delivery model and the challenges faced by it to succeed and deliver against competition. This case outlines how Zomato put to disadvantage one of the platform participants and how this turned out for the platform as a whole. It also delves into an analysis of the loyalty programme to review the critical aspects of platform overreach and how it altered the network effects of this multi-sided platform business. The case can be used to teach the downsides of multi-sided platform business model – how an overreach on any one aspect of the platform sides can threaten the fine balance of the platform participants, remedial measures that need to be undertaken to restore confidence, and how platforms need to deal with the new normal that emerges after these confidence lowering incidents.

I-K Leading Journal Publications

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

- I-K1** Authors: Saptarshi Purkayastha, Rajaram Veliyath and **Rejie George**
- Title: **The Roles of Family Ownership and Family Management in the Governance of Agency Conflicts**
- Journal: ***Journal of Business Research***
- Abstract: The study examined the interplay of the two separate governance dimensions of dominant ownership and management control that differentially affected the prevalence of Principal-Agent (PA) and Principal-Principal (PP) conflicts, as well as their respective impacts on shareholder value. The sample comprised 675 Indian firms examined during the period 2006–2015. Dominant family ownership reduced the negative impacts of PA conflicts, while exacerbating the negative impacts of PP conflicts on shareholder value. However, when family ownership was combined with non-family management, the negative effects of PA conflicts were minimized, while creating a favorable impact of PP conflicts on shareholder value. Thus, the governance configuration that minimizes the undesirable impacts of both types of agency conflicts and is conducive to encouraging stewardship behaviors appears to be one where the influence of dominant (viz., family) owners is balanced by the executive decisions of non-family managers (officiating in their roles as stewards).

I-L Awards, Honours, and Achievements

- I-L1 Prof. Ganesh N Prabhu**, Ramya Venkateswaran and Saurabh Pandya, Best Paper Award: Indian Academy of Management Conference 2020.
- I-L2 Prof. Ganesh N Prabhu**, Ramya Venkateswaran and Saurabh Pandya, Best Paper of the Track Award (Organization and Management Theory): Indian Academy of Management Conference.
- I-L3 Prof. J Ramachandran**, Best Professor in Strategy Studies' 2019: Dewang Mehta National Educational Award.
- I-L4 Prof. Nilam Kaushik**, AOM 2020 Annual Meeting Best Paper Proceedings, Paper titled Gender-Based Preferences for Tech? Field Evidence from an Internet-Of-Things Platform has been judged to be among the best accepted papers in the programme and will be published in the Proceedings of the 2020 Academy of Management Meeting.
- I-L5 Prof. Rejie George**, Teaching Excellence Recognition, Inside IIM Professor of the Year 2019 (jointly with Prof. Avinash Mulky).
- I-L6 Prof. Rishiksha T Krishnan**, Illustrious DAVian Award 2019: Award for Alumni from DAV Senior Secondary School, Chennai.

I-M Doctoral Theses Completed by FPM Students during 2019–2020

Sl. No.	Name of the Student	Dissertation Title	Members of the DAC Committee
I-M1	Shailen Kumar Dalbehera	Internalization of IJVs and Institutions	S Raghunath Murali Patibandla, R Srinivasan, V Nagadevara
I-M2	Shobha Tewari	Essays on the Relationship between Financial Slack and Strategic Decisions	S Raghunath Pulak Ghosh Ganesh N Prabhu
I-M3	Sachidananda B S	Opportunity Pursuit as a Socio-Cognitive Process: A Micro-Analysis of Entrepreneurs, Venture Ideas and Social Interactions	Suresh Bhagavatula Srinivasan R Rejie George P Dalhia Mani

I-N Dissertations Proposal by FPM Students during 2019–2020

Sl. No.	Name of the Student	Topic	Date
I-N1	Ravi Shankar Pandey	Ecosystem Emergence: The Case of Electric Vehicle Ecosystem in India	August 5, 2019

I-0 Papers Presented by FPM Students in Conference/Seminar during 2019–2020

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
I-01	Ravi Shankar Pandey	Ecosystem Emergence: The Case of Electric Vehicle Ecosystem in India	7th PANIIM World Management Conference, IIM Rohtak	December 12-14, 2019
I-02	Ravi Shankar Pandey, Prof. Yidi Guo, Prof. Quy N Huy, Enlan Wang, Prof. Ankur Jain	Compassion Organizing under Resource Scarcity: Providing Free Quality Health Care in India	European Group of Organisation Studies (EGOS) 2019, Edinburgh, UK	July 2-6, 2019
I-03	Ravi Shankar Pandey, Prof. Yidi Guo, Prof. Quy N Huy, Enlan Wang, Prof. Ankur Jain	Compassion Organizing under Resource Scarcity: Providing Free Quality Health Care in India	Academy of Management Annual Conference 2019, Boston, United States	August 9-13, 2019
I-04	Ravi Shankar Pandey	Ecosystem Emergence: The Case of Electric Vehicles in India	SMS Annual Conference, Minneapolis	October 19-22, 2019
I-05	Ashwin Iyengar	To Persist or to Trace Back? Decisional Responses in the Face of Reversal	Artificial Intelligence and Strategy Workshop, Indian School of Business, Hyderabad	December 13-14, 2019
I-06	Ashwin Iyengar	Sustaining Novelty in Knowledge Creation	Strategic Management Society Special Conference, Berkeley	March 25-27, 2020
I-07	Caruna Bhat	Network Evolution of Director Interlocks and Organizational Performance	The 5th Annual ICGS Conference: Corporate Governance in Changing Institutional Environments, Essex Business School, University of Essex, Colchester, United Kingdom	October 12-13, 2019

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
I-08	Caruna Bhat and Punyashlok Dwibedy	Necessity Entrepreneurship in Developing Economies: The Role of Human & Social Capital	Academy of Management Specialized Conference, Bled, Slovenia	October 23-25, 2019
I-09	Abu Rehan Abbasi and Prof. Rejie George	The Moderating Influence of Product Diversification and Ownership in the Relationship between Geographic Diversification and Firm Performance	Strategic Management Society's Annual Conference, Minneapolis, US	October 19-22, 2019
I-010	Sachidananda B S	A Meta-Pattern of Entrepreneurial Idea Transitions	INDAM 2020, IIM Trichy	January 2-4, 2020
I-011	Sachidananda B S and Prof. Suresh Bhagavatula	Catching an Imaginary Bird in the Bush, or Chasing the Flock?	Babson College Entrepreneurship Research Conference 2019, Babson College, Wellesley, MA, USA	June 5-8, 2019
I-012	Sachidananda B S	Opportunity Evaluation through Social Interactions and Entrepreneurial Micro-action	Academy of Management Annual Conference 2019, Boston, MA, USA	August 9-13, 2019
I-013	Shobha Tewari and Prof. S Raghunath	To Be or Not to Be: How Slack Impacts the Choice of Internationalization Mode and Influence of Business Group Affiliation	Academy of International Business Annual Conference, Copenhagen, Denmark	June 23-27, 2019
I-014	Shobha Tewari and Prof. S Raghunath	To Do or Not to Do: Slack, Internationalization Mode and Ownership Influences	Academy of International Business, Miami, USA	July 2-6, 2020

I-P Publications by FPM Students (Journal articles/book chapters/cases/book reviews) during 2019–2020

Sl. No.	Name of the Student	Title of the Paper	Name of the Journal/Book	Publications Details
I-P1	Abu Rehan Abbasi	Book Review of “Decision Making and Business Performance”	IIMB Management Review	Vol. 31(3), September 2019, Pg. 316-317

I-Q Awards, Honours and Achievements by FPM Students in 2019–2020

Sl. No.	Name of the Student	Details of the Award	Date
I-Q1	Bibek Bhattacharya	St Gallen Wings of Excellence Award for being one of the top 100 contributors in 49th St Gallen Symposium 2019. Moral Capital for Corporate Social Responsibility (CSR): A Case For Good Samaritan Directors	May 8-10, 2019



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 Behavioural 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 programme, attracting candidates from reputed programmes in Economics as well as other disciplines from universities and programmes 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 programmes 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: Completed

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: Completed

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

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

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

II-A6 WIPO IPR Economic Studies ProjectProject 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 creative industry.

Sponsor: WIPO

Status: Ongoing

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

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 through the land route and across the Cape of Good Hope to Europe. With Vasco da Gama's discovery of Malabar (Calicut) in 1498, there was a new development for the spices route. The post Vasco da Gama spices route commenced from Calicut/Cochin, and circled the Cape of Good Hope to reach the European ports. Later, the spice route set by Vasco da Gama underwent further branching as shipments crossed the Cape of Good Hope to reach the Atlantic and from the Atlantic to the United States.

Sponsor: IIM Bangalore

Status: Ongoing

II-A9 Impacts of UNESCO's Intangible Cultural Heritage (ICH) Tag on the Sustainability of Nogaku Theatre in Japan: Comparison with India's Kutiyattom

Project Team: **Damodaran A**

Summary: The study aims to study impact of Nogaku art form of Japan from the angle of their recognition by UNESCO as intangible heritage of humankind.

Sponsor: India Japan Study Centre at IIM Bangalore

Status: Ongoing

II-A10 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

II-A11 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-A12 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

II-A13 Assessing the APMC Reforms in Karnataka

Project Team: **Gopal Naik**

Summary: The objective of the study 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

II-A14 How Innovation and Best Practices Aid in Value Creation and Realization? A Case Study of Akshayakalpa in the Dairy Sector

Project Team: **Gopal Naik and Prashant Chintapalli**

Summary: Dairy farming forms a secondary source of income for around 70 million rural households, who together produce an estimated 139 million tonnes of milk annually. India is also one of the largest consumers of milk and milk products; and as of 2014, the industry was estimated at \$70 billion (The Hindu Business, 2014). Cooperatives such as Amul play a key role in the milk industry, particularly by handling the production and marketing of milk. This has aided in higher value

realization for the milk producing farmers. However, there are many questions about the quality of milk supplied to consumers. Chemical and pathogen free safe milk production and its movement in the dairy value chain has been a significant challenge; and recognizing it the Government of India in 2003-04, launched a Scheme called Strengthening Infrastructure for Quality & Clean Milk Production (SIQ-CMP) that aims to improve quality of milk by implementing better milking procedures at the farmer level (Department of Animal Husbandry and Dairying, 2019). Despite its launch and imposition of strict food safety rules and regulations by the Food Safety and Standards Authority of India (FSSAI), milk is found to be the most highly adulterated food product in India (Neo, 2019). According to the results of the FSSAI's National Milk Quality Survey, 2018, about 10% of the total samples analyzed had contaminants that make it unsafe for consumption and the main reasons for contamination were meagre quality of cattle feed, careless use of antibiotics and poor farm practices (FSSAI, 2018).

Sponsor: IIM Bangalore

Status: Ongoing

II-A15 Village Adoption to Catalyse Rural Development under the Unnat Bharat Abhiyan of Ministry of Human Resources Development, Government of India

Project Team: **Gopal Naik, Ramesh G and Arnab Mukherjee**

Summary: The project will be undertaken in 3 Gram Panchayats in Tiptur and 2 Gram Panchayats in Madhugiri taluks of Tumkur district, Karnataka. The selection of Gram Panchayats is based on criteria such as distance from large cities like Bengaluru, as well as having reasonable accessibility from IIMB. The focus of the study will be on agriculture, drinking water, education, health and employment. The selected villages show varying status on several indicators.

Sponsor: IIM Bangalore

Status: Ongoing

II-A16 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, and farmer distress in a region due to prevalent diseases and weather conditions.

Sponsor: DST, Government of India

Status: Ongoing

II-A17 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 a major flux in trade literature with the focus shifting from trading nations to trading firms. The next generation New Trade Theory has enriched analysis of international trade with active use of firm-level data since it is firms that actually engage in exchange of goods and services. 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

II-A18 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: Completed

II-A19 Assessing the SABAH Project

Project Team: **Rupa Chanda**

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

Sponsor: SAARC Development Fund (SDF), Thimphu

Status: Completed

II-A20 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: Completed

II-A21 Regional Harmonization Processes and Health Worker Mobility

Project Team: **Rupa Chanda**

Summary: This study describes and contrasts regional harmonization processes concerning the regulation of health professionals across various economic regions and sub-regions, and discusses the associated challenges and opportunities. It provides potential policy options to optimize regional harmonization processes and addresses key issues and the potential contribution of WHO Global Code, as a global governance instrument for health worker migration.

Sponsor: WHO, Geneva

Status: Completed

II-A22 UK-India Trade in Services: Prospects and Challenge

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

Summary: The study examines the prospects for and challenges to India-UK trade in services of selected sectors.

Sponsor: UK Department for International Trade

Status: Completed

II-A23 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

II-A24 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 still exist. We study the implications of Japanese firms entering India and their Keiretsu linkages.

Sponsor: India Japan Study Centre, IIM Bangalore

Status: Ongoing

II-A25 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: Completed

II-A26 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 health care 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

II-A27 Dynamic Income Tax Enforcement

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

Summary: In this paper, we are concerned about a simple objective: how should income tax enforcement be designed when people's incomes evolve over time stochastically? We formalize this 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

II-A28 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

II-A29 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. For 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

II-A30 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 in increased revenue mobilization.

Sponsor: IIM Bangalore

Status: Completed

**II-A31 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 scarcer. 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: Completed

II-A32 Economic and Behavioral Impacts of Anti-Discrimination Policy in the Context of Caste

Project Team: **Ritwik Banerjee** and Nabanita Datta Gupta

Summary: Recent years have seen an increased interest in the economic and non-economic impacts of anti-discrimination (AD) policies across the social sciences, with a majority of the work focusing on developed economies (Holzer and Neumark, 2000). While the traditional response of economists to affirmative action (AA) policy has been negative, more and more research is showing positive effects in settings where discrimination is deep-rooted. However, a number of unresolved issues relating to the effective design of such policy remain. These include how to minimize stigma effects and stereotyping effects, at what ages interventions

should take place, whether these policies carry disincentives for skill investment and if there are any effects on the majority. Above all, there is a lack of research linking anti-discrimination policies to the individual level.

Sponsor: IIM Bangalore

Status: Ongoing

II-A33 Social Identity, Caste Bias and Under-Provisioning of Public Good

Project Team: **Ritwik Banerjee**, Ashokankur Datta and Arka Roy Chaudhuri

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 get 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 doing some careful data analysis.

Sponsor: IIM Bangalore

Status: Ongoing

II-A34 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

II-A35 Dispersion, Markup and Labour Share

Project Team: **Srinivasan Murali**

Summary: There has been a surge of interest in investigating the evolution of labour share and markups in US and across the world. A number of studies like Karabarbounis and Neiman (2013), Autor et al. (2017) have documented a decline in labour share in United States and other economies. Dao et al. (2017) have documented a decline in labour share in a number of countries, including India, the economy of interest for the current study. We use a comprehensive _RM level data, Prowess, to document that there is a secular decline in labour share from 1990 till 2010. Thus with respect to the changes in labour share, India follows the experiences of United States and other developed economies.

Sponsor: IIM Bangalore

Status: Ongoing

II-A36 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

II-A37 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

II-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
II-B1	Subhadip Mukherjee and Chanda, Rupa	Trade Liberalization and Indian Manufacturing MSMEs: Role of Firm Characteristics and Channel of Liberalization	<i>European Journal of Development Research</i>	Vol. 31, 2019, Pg. 984-1062
II-B2	Damodaran A , David Meyers and Onno van den Heuvel	The Biofin approach to Biodiversity Conservation in Urban Ecosystems: The Case of Bangalore in India	<i>Ecosystem Services</i>	Vol. 36, April 2019, 100903, Pg. 1-14
II-B3	Dutta, Souvik and Abhirup Sarkar	Do Social Networks Facilitate the Spread of Ponzi Schemes?	<i>Economic & Political Weekly</i>	Vol. 54 (37), September 2019, Pg. 26-32
II-B4	Naik, Gopal , Chetan Chitre, Bhalla, Manaswini and Jothsna Rajan	Impact of Use of Technology on Student Learning Outcomes: Evidence from a Large-scale Experiment in India	<i>World Development</i>	Vol. 127, March 2020, Pg. 1-28

II-C Books**II-C1 Ramnath Narayanaswamy***Consciousness in Management*

Volume 1, Sampada Publications, Bangalore, August 2019

II-C2 Ramnath Narayanaswamy*Consciousness in Management*

Volume 2, Sampada Publications, Bangalore, March 2020

II-D Chapters in Books

Sl. No.	Authors	Title of Chapter	Title of Book	Editors	Publication Details
II-D1	Chanda, Rupa	India's Integration in Services with Asian FTA Partners	Economic Integration in Asia: Key Prospects and Challenges with the Regional Comprehensive Economic Partnership	Deeparghya Mukherjee	Routledge, 2019, Pg. 117-143
II-D2	Chanda, Rupa	Trends, Opportunities and Challenges in India's Service Sector	Indian Economy-II: Macroeconomic Policies, Sectoral Developments and Performance	Uma Kapila	Academic Foundation, 2019, Pg. 497-536
II-D3	Chanda, Rupa	The Punjabi Diaspora in the UK: An Overview of Characteristics and Contributions to India	India Migration Report 2019: Diaspora in Europe, Routledge, UK	S Irudaya Rajan	Routledge, UK, 2019, Pg. 60-80

II-E Working Papers

Sl. No.	Author	Title	IIMB Working Paper No.	Year
II-E1	Neena Pandey, Bhalla, Manaswini and Subhajyoti Bandyopadhyay	Role of Digital Divide in Optimal Zero-Rating Policy	591	2019
II-E2	Mukherjee, Prithwiraj, Dutta, Souvik and Mani, Dalhia	The Antecedents and Rebroadcast Consequences of Clickbait	592	2019

Sl. No.	Author	Title	IIMB Working Paper No.	Year
II-E3	Bhalla, Manaswini Manisha Goel, VSK Teja Konduri and Michelle Zemel	Firms of a Feather Merge Together: Cultural Proximity and M&A Outcomes	598	2019
II-E4	Bhagavatula, Suresh, Bhalla, Manaswini, Manisha Goel and Balagopal Vissa	Cultural Diversity in Corporate Boards and Firm Outcomes	599	2019
II-E5	Bhalla, Manaswini, Kalyan Chatterjee and Dutta, Souvik	Social Reform as a Path to Political Leadership: A Dynamic Model	600	2019
II-E6	Saunok Chakrabarty and Chanda, Rupa	Services Contribution to Manufacturing Exports and Value-Added: Evidence from India and China	602	2019
II-E7	Damodaran A, Shamta Thakkar and Neerja Aiyer	Syriana Once Again? Speculations on the Future of OPEC	606	2020

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

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
II-F1	Bhalla, Manaswini and Manish Goel	The Caste Is Alive and Kicking in Corporate India	<i>Forbes India</i>	April 15, 2019
II-F2	Narayanaswamy, Ramnath	Quest to Become Spiritual	<i>Deccan Herald, Oasis</i>	May 15, 2019
II-F3	Narayanaswamy, Ramnath	Essence of Religious Traditions	<i>Deccan Herald, Oasis</i>	May 31, 2019
II-F4	Narayanaswamy, Ramnath	Three Forms of Spiritual Practice	<i>Deccan Herald, Oasis</i>	June 24, 2019
II-F5	Narayanaswamy, Ramnath	Defining Indian Management	<i>Deccan Herald, Oasis</i>	December 25, 2019
II-F6	Narayanaswamy, Ramnath	The Notion of Bharatiya Management	<i>Swarajya</i>	November 3, 2019

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
II-F7	Narayanaswamy, Ramnath	What Bharatiya Management Is Not	<i>Swarajya</i>	November 17, 2019
II-F8	Narayanaswamy, Ramnath	Spirituality Brings Positive Outcomes	<i>Deccan Herald</i>	October 02, 2019
II-F9	Narayanaswamy, Ramnath	Self-Realization and Spiritual Practice	<i>Deccan Herald</i>	October 25, 2019
II-F10	Moorthy, Vivek	Corona Calamity: Role of China's Cheerleaders	<i>Business Standard</i>	March 20, 2020

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

Sl. No.	Authors	Title of Publication	Type of Publication
II-G1	Das, Tirthatanmoy and Solomon Polachek	A New Strategy to Identify Causal Relationships: Estimating a Binding Average Treatment Effect	IZA DP No. 12766 IZA Institute of Labor Economics Working Paper
II-G2	Moorthy, Vivek	The Third Pillar: How Markets and the State Leave the Community Behind, by Raghuram G. Rajan, Harper Collins India	IIMB Management Review, Book Review, Vol. 32, Issue 1, March 2020, Pg. 118-121
II-G3	Narayanaswamy, Ramnath	Management Insights from Indian Spirituality Unlearning Knowledge to Uncover Wisdom	Consciousness in Management, Volume 1, Sampada Publications, 2019
II-G4	Narayanaswamy, Ramnath	The Search for Self Revelation Must Inform Leadership Development	Consciousness in Management, Volume 2, Sampada Publications, 2019
II-G5	Chanda, Rupa	Implications of the RCEP Services Agreement for India's Trade with Partner Countries	Ministry of Commerce, New Delhi, August 2020
II-G6	Chanda, Rupa	Prospects for UK-India Trade in Services: Assessment of Opportunities and Challenges	British High Commission, New Delhi, 2020
II-G7	Chanda, Rupa	Strengthening the Livelihood Initiative for Home-Based Workers in SAARC Region Project (SABAH)	SAARC Development Fund, Thimphu, 2020

Sl. No.	Authors	Title of Publication	Type of Publication
II-G8	Chanda, Rupa	Regional Harmonization Processes of Health Professional Regulation: Status, Challenges and Policy Directions	Policy Brief prepared for Expert Advisory Group, International Recruitment of Health Personnel, WHO, Geneva, October 2019

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	Deals with Industry level Strategies for Application of Blockchains	CEO level Conference, Pune	April 9, 2019
II-H2	Damodaran A	Talk on International Economic System, Institutional Evolution and Reforms (World Bank, IMF, Regional Financial Institutions)	National Defence College, New Delhi	June 14, 2019
II-H3	Damodaran A	FDP on Data Protection and Privacy issues	IILM, Noida	September 21, 2019
II-H4	Damodaran A	Digital Data Privacy, Protection and Monetization Models	IIMB-FICCI Conference on Digital Data Privacy, Protection and Monetization Models	October 10, 2019
II-H5	Damodaran A	Presentation on Innovative Solutions for Biodiversity Finance	India organized by the National Biodiversity Authority, Chennai	November 4, 2019
II- H6	Damodaran A	Environmental Economics: Concepts and Applications	IIM Nagpur	February 6, 2020
II- H7	Dasgupta, Kunal	Enforcement of Non-Tariff Measures: Does It Matter?	ERIA Workshop, Langkawi, Malaysia	March 23-24, 2020
II- H8	Bhalla, Manaswini, Manisha Goel, Michelle Zemel, and Krishna Teja	Firms of a Feather Merge Together: Cultural Proximity and M&A Outcomes	5th International Conference of Corporate Governance, Essex University, London, UK	October 11-13, 2019
II- H9	Bhalla, Manaswini, Manisha Goel, Balagopal Vissa and Bhagavatula, Suresh	Cultural Homophily in Corporate Boards and Firm Outcomes The paper was nominated for the best paper award	5th International Conference of Corporate Governance, Essex University, London, UK	October 11-13, 2019

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
II-H10	Chanda, Rupa	Trade in Health Services and Sustainable Development	Sustainable Development Conference, University of Michigan	October 12, 2019
II- H11	Chanda, Rupa	India's Trade in Services	Workshop on India and the WTO, organized by the Engineering Export Promotion Council, New Delhi	October 2019
II- H12	Chanda, Rupa	Reviewing Regional Harmonization Processes in Health Professionals Regulation	WHO, Geneva	June 20, 2019
II- H13	Chanda, Rupa	Discussant and Chair, Workshop on Trade Facilitation in Services	World Bank, New Delhi	December 5-6, 2019
II- H14	Chanda, Rupa	Internationalization of Higher Education in India	Global Exhibition on Services, organized by Ministry of Commerce, Government of India, Bangalore	November 27, 2019
II- H15	Chanda, Rupa	Future of Services Trade, India Economic Conclave	Bengal Chamber of Commerce and Industry, Kolkata	January 15, 2020
II- H16	Chanda, Rupa	Discussant, India-Canada Track 1.5 Dialogue	Gateway House, Mumbai	November 21, 2019
II- H17	Chanda, Rupa	Jury Member, FICCI Education Excellence Awards	FICCI, New Delhi	October 22, 2019
II- H18	Chanda, Rupa	Panelist on State of the Indian Economy	ET Now Channel	October 15, 2019
II- H19	Chanda, Rupa	Jury member, FICCI Healthcare Awards	FICCI, New Delhi	August 6, 2019
II- H20	Chanda, Rupa	Panelist on show, Macros with Mythili	ET Now Channel	July 25, 2019
II- H21	Chanda, Rupa	India-EU Migration: Overview of the Dimensions at Seminar on Sharing of Good Practices on Migration Governance	International Labour Organization (ILO), New Delhi	July 20, 2019

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
II- H22	Chanda, Rupa	Economics of Services Trade	EXIM Bank Summer School, RIS, New Delhi	June 11, 2019
II- H23	Das, Tirthatanmoy	Occupational Choices and Earnings Distribution in India	ERC Sponsored National Conference on Labour Market Issues in India, Centre for Training and Research in Public Finance and Policy, Kolkata	August 26, 2019
II- H24	Soundararajan, Vidhya	Chinese Import Competition and Contract Labor: Evidence from India	Midwest International Economics Conference, St Louis, Missouri	October 11-13, 2019
II- H25	Soundararajan, Vidhya	Chinese Import Competition and Contract Labor: Evidence from India	15th Annual Conference on Economic Growth and Development at the Indian Statistical Institute (ISI) New Delhi.	December 18, 2019
II- H26	Soundararajan, Vidhya	Chinese Import Competition and Contract Labor: Evidence from India	Indian Institute of Technology Kanpur	October 2019
II- H27	Soundararajan, Vidhya	Chinese Import Competition and Contract Labor: Evidence from India	Indian Institute of Technology Bombay	May 2019
II- H28	Subramanian, Chetan	Asymmetric Business Cycles in Segmented Labour Markets -Presented at the Midwest macroeconomics	Conference at Michigan State University, East Lansing, Michigan, USA	November 1, 2019
II- H29	Jha S. K, Naik, Gopal and Rajan J	Balancing the See-Saw: Negotiated Stability among Plural Logics in a Hybrid Partnership	European Academy of Management (EURAM), Exploring the Future of Management, Lisbon, Portugal	June 26-28, 2019
II- H30	Naik, Gopal, Hegde V. R., Dash A. and Basavaraj, K. P	Hybrid Geospatial Technology for Improving Crop Area Data Management in India	Sustainability and Development Conference, Ann Arbor, USA	October 11-14, 2019
II- H31	Murali, Srinivasan	Asymmetric Business Cycles in Segmented Labour Markets	Bank of Korea Seminar Series	July 10, 2019

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
II- H32	Murali, Srinivasan	Asymmetric Business Cycles in Segmented Labour Markets	IIT Kanpur Seminar Series	September 23, 2019
II- H33	Murali, Srinivasan	Asymmetric Business Cycles in Segmented Labour Markets	Eighth Delhi Macroeconomics Workshop, Indian Statistical Institute, Delhi Centre	October 17-18, 2019
II- H34	Murali, Srinivasan	Asymmetric Business Cycles in Segmented Labour Markets	15th Annual Conference on Economic Growth and Development, Indian Statistical Institute, Delhi	December 18, 2019

II-I Articles in Conference Proceedings

Sl. No.	Authors	Title of Paper	Details of the Conference Proceedings
II-I-1	Naik, Gopal, Rao, N, and Baje, A	Why It Has Been Difficult for Public-Private Partnership to Deliver Technology based Public Services in Rural India?	10th International Research Meeting in Business and Management 2019, Nice, July 8-10, 2019

II-K Leading Journal Publications

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

II-K1	Authors:	Pathikrit Basu, Souvik Dutta and Suraj Shekhar
	Title:	Ethnic Conflicts with Informed Agents: A Cheap Talk Game with Multiple Audiences
	Journal:	<i>Economic Letters</i>
	Abstract:	We consider a society on the brink of ethnic conflict due to misinformation. An ‘informed agent’ is a player who has information which may prevent conflict. Can the informed agent achieve peace by communicating privately with the players? The issue is that if the informed agent is known to favour her own ethnicity, she is unable to communicate credibly with the other ethnicity. Despite this, we show that peace can be achieved in equilibrium. Our paper contributes to the literature on cheap talk games with multiple audiences with the novel addition of private signals along with payoff externalities.

- II-K2** Authors: **Vidhya Soundararajan**
- Title: **Heterogeneous Effects of Imperfectly Enforced Minimum Wages in Low-Wage Labor Markets**
- Journal: *Journal of Development Economics*
- Abstract: We present minimum wage effects across different enforcement regimes. Exploiting state-time variation and policy discontinuities at contiguous districts across state borders in India, we show that the effect of minimum wages on wages and employment significantly increases with an increase in enforcement. In weak enforcement regimes, estimated wage effects are negligible and employment effects are negative or null. In stricter regimes, wage effects are positive and strong, and employment effects are positive or null in most specifications. These results are consistent with theories on imperfect enforcement in monopsonistic labor markets, and are robust to alternative definitions of enforcement and employment, and employing instrumental variables for enforcement.
- II-K3** Authors: **Vidhya Soundararajan, Arnab K Basu and Nancy Chau**
- Title: **Wage Fairness in a Subcontracted Labor Market**
- Journal: *Journal of Economic Behavior & Organization*
- Abstract: Labor market subcontracting is a global phenomenon. This paper presents a theory of wage fairness in a subcontracted labor market, where workers confront multi-party employment relationships and deep wage inequities between regular and subcontractor-mediated hires. We show that subcontracting derives its appeal from a downward revision of workers' fair wage demand when producers delegate employment decisions down the supply chain. Furthermore, subcontracting creates a holdup problem, resulting in wages that workers deem unfair, along with adverse worker morale consequences in equilibrium. These insights reveal the efficiency costs of subcontracting as an employer strategy to redress workers' demand for fair wages.

II-L Awards, Honours, and Achievements

- II-L1** **Prof. Rupa Chanda**, Member of International Committee on Health Worker Mobility, Nominated and selected by WHO from international roster of experts, 2019.

II-M Doctoral Theses Completed by FPM Students during 2019–2020

Sl. No.	Name of the Student	Dissertation Title	Members of the DAC Committee
II-M1	Nayantara Dutt	Exploring Factors Contributing to the Skill Acquisition and Movement of High Skilled Workers	Subhashish Gupta, Rupa Chanda (Co chair) Vidya Soundararajan Gaurav S Ghosh (Ex. Mem)
II-M2	Rahul Singh	Essays in International Trade in Post Liberalization India	Rupa Chanda, Vidhya Soundararajan Souvik Dutta

II-N Dissertations Proposal by FPM Students during 2019–2020

Sl. No.	Name of the Student	Topic	Date
II-N1	Abhishek Naresh	Labor Markets, Business Cycles and Monetary Policy in India	July 1, 2019
II-N2	Manu Bansal	Essays on Indian Agricultural Exports	August 27, 2019

II-O Papers Presented by FPM Students in Conference/Seminar during 2019–2020

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
II-O1	Manu Bansal and Rahul Singh	Rural Roads and Exports	Advanced Graduate Workshop, Bangalore	June 1-15, 2019
II-O2	Manu Bansal and Rahul Singh	Rural Roads and Exports	Winter School 2019-DSE, Delhi	December 10, 2019
II-O3	Manu Bansal and Rahul Singh	Rural Roads and Exports	Doctoral Colloquium, IIT Kharagpur	February 2, 2020
II-O4	Abhishek Naresh, Prof. Chetan Subramanian, Prof. Jong Kook Shin, and Prof. Srinivasan Murali	Asymmetric Business Cycles in Segmented Labour Markets	VGSOM IIT Kharagpur Doctoral Colloquium, Kharagpur	February 5-6, 2020

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
II-05	Satarupa Mitra	Risk Preferences and Attitude: An Experimental Investigation	IZA/DFID Short Course on Programme Evaluation, Kathmandu, Nepal	December 5-6, 2019
II-06	Rahul Singh	Chinese Import Competition and Contract Labor: Evidence from India	61st Labor Economics Conference, Patiala	December 7-9, 2019
II-07	Rahul Singh	Chinese Import Competition and Contract Labor: Evidence from India	Winter School 2019, Delhi School of Economics, New Delhi	December 10-13, 2019
II-08	Garima Chaklader	Exports and the Gender Wage Gap in Post-Liberalization India	EPoD ISI IWWAGE Summer School Workshop, ISI Delhi	July 26, 2019

II-Q Awards, Honours and Achievements by FPM Students in 2019-2020

Sl. No.	Name of the Student	Details of the Award	Date
II-Q1	Abhishek Naresh	Wipro Sustainability Fellowships, Fellowship Grant, Wipro Ltd.	July 1, 2019

II-R Working Papers FPM Students during 2019-2020

Sl. No.	Author	Title	IIMB Working Paper No.	Year
II-R1	Neena Pandey, Manaswini Bhalla and Subhajyoti Bandyopadhyay	Role of Digital Divide in Optimal Zero-Rating Policy	591	May 2019



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 programmes, area faculty also offers several domestic and international executive education programmes 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

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

III-A3 An Analysis of Cash Flow versus Collateral Based Lending

Project Team: **Ashok Thampy** and Anand Srinivasan, NUS

Summary: Lending by banks to finance economic activity is crucial for the firm and the wider economy. Banks evaluate the loan requests and grant the loan based on the cash flows of the firm, the collateral value or a combination of the two. This

project intends to explore the firm, industry and bank characteristics under which the two approaches are applied, and the associated impact on the firm.

Sponsor: IIM Bangalore

Status: Ongoing

III-A4 Building Strategic Capabilities in Emerging Market Firms

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

Summary: Emerging market firms have become an increasingly influential component of the global economy. Both scholars and firm managers are realizing that these firms possess a different mix of capabilities from their developed world counterparts that helps 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: Completed

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

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

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. The company raised seed funding from a set of investors in 2012.

Sponsor: IIM Bangalore

Status: Ongoing

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

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

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

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

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

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: The project aims 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

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: The project aims 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

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: 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: 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

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

III-A20 Crafting the Role of Independent Directors

Project Team: **Padmini Srinivasan**

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

Sponsor: NFCG

Status: Completed

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

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

III-A23 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

III-A24 Corporate Governance-Post IBC Scenario

Project Team: **Jayadev M**

Sponsor: National Foundation for Corporate Governance

Status: Ongoing

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

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

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

III-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
III-B1	R. Narayanaswamy, K Raghunandan and Dasaratha V. Rama	Internal Auditing in India and China: Some Empirical Evidence and Issues for Research	<i>Journal of Accounting Auditing and Finance</i>	Vol. 34 (4), October 2019, Pg. 511-523
III-B2	G. Sabarinathan	Angel Investments in India – Trends, Prospects and Issues in the Current Economic Backdrop A Background Note	<i>IIMB Management Review</i>	Vol. 31 (2), June 2019, Pg. 200-214
III-B3	Shantaram Hegde, Basu, Sankarshan and Sunil K. Parameswaran	Reallocating the Right to Choose the Delivery Grade in Futures Markets	<i>Theoretical Economics Letters</i>	Vol. 9 (4), April 2019, Pg. 737-751

III-D Chapters in Books

Sl. No.	Authors	Title of Chapter	Title of Book	Editors	Publication Details
III-D1	G. Sabarinathan and Ramakrishna S Velamuri	GoCoop: Leveraging Technology to Impact the Lives of the Rural Poor	Socio Tech Innovation - Harnessing Technology for Social Good	Latha Poonamallee, Joanne Scillitoe and Simy Joy	Palgrave Macmillan, 2020, Pg. 223-237

III-E Working Papers

Sl. No.	Author	Title	IIMB Working Paper No.	Year
III-E1	Panchapagesan, Venkatesh, and Madalasa Venkataraman	Effectiveness of E- Auction Programmes in Emerging Economies - Case of India	593	2019
III-E2	Panchapagesan, Venkatesh, and Madalasa Venkataraman	Can Governments Increase Revenues By Lowering Taxes? A Study of Competing Policies To Reduce Tax Evasion during House Purchase in India	594	2019
III-E3	Panchapagesan, Venkatesh, Deepa Krishnan and Madalasa Venkataraman	Estimating Economic Value of Regularizing Land Tenure to the Urban Poor – Evidence from India	595	2019
III-E4	Anshuman, V Ravi, Rajdeep Sharma, Prateek Jain and Arnab Biswas	Predictability of Equity Risk Premium in Indian Equity Markets	596	2019
III-E5	Anand, Abhinav and John Cotter	Integration among US Banks	597	2019
III-E6	Jayadev M, Neel M Shah and Ravi Vadlamani	Predicting Educational Loan Defaults: Application of Artificial Intelligence Models	601	2019
III-E7	Mukherjee, Prithwiraj, Souvik Dutta and Anand, Abhinav	Can Audits Deter Performance Exaggeration?	603	2020
III-E8	Anshuman, V Ravi, and Rajdeep Sharma	Financial Fragility in Retail-NBFCs	604	2020
III-E9	Anshuman, V Ravi, and Rajdeep Sharma	Financial Fragility in Housing Finance Companies	605	2020

Sl. No.	Author	Title	IIMB Working Paper No.	Year
III-E10	Murugappa (Murgie) Krishnan, Rangan, Srinivasan and Nikhil Vidhani	The Pricing of Earnings in the Presence of Informed Trades: A Simple GMM Approach	607	2020
III-E11	Srinivasan, Padmini and Prabeetha Bolar	Sustainability Risk Management: An Exploratory Study	608	2020

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

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
III-F1	Basu, Sankarshan	Will RBI Be Yes Bank's Knight in Shining Armour?	<i>The Hindu Business Line</i>	September 15, 2019
III-F2	Basu, Sankarshan	Credit Ratings Agencies: Are We in the Same League? Credit Rating Agencies Assign AAA and AA Rating to 70% of Domestic Debentures Issuances (in value terms)	<i>The Hindu Business Line</i>	August 2, 2019
III-F3	Narayanaswamy R	Form But No Substance in Deloitte's IFIN Audit	<i>BloombergQuint</i>	December 24, 2019
III-F4	Narayanaswamy R	Panel discussion, Audit Firms - The Credibility Crisis	<i>BloombergQuint</i>	June 12, 2019
III-F5	Narayanaswamy R	New Year Resolution for Auditors: Bring Back Trust in the Numbers	<i>BloombergQuint</i>	January 1, 2020
III-F6	Narayanaswamy R	Is NFRA Being Undermined?	<i>BloombergQuint</i>	December 2, 2019
III-F7	Narayanaswamy R	Auditors in the Dock	<i>ETNow</i>	June 13, 2019

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	Basu, Debarati	Unconditional Conservatism and Subsequent Real Earnings Management	European Accounting Association Annual Meeting, Larnaca	May 29-31, 2019
III-H2	Narayanaswamy R	Understanding the Audit Quality Review Report of the National Financial Reporting Authority on the Audit of IL&FS Financial Services Limited	Bangalore Cantonment CPE Study Circle	January 25, 2020
III-H3	Narayanaswamy R	Moderator for panel discussion on Audit Quality	Journal of Accounting, Auditing and Finance Conference, IIM Bangalore	January 12, 2020
III-H4	Narayanaswamy R	Keynote speaker for Valuation Standards in India	National Seminar on Valuation, Insolvency and Bankruptcy Board of India	June 08, 2019
III-H5	Rangan, Srinivasan and Partha Mohanram	Discussant of Stock-based Compensation, Financial Analysts, and Equity Overvaluation	13th ISB Accounting Research Conference, Indian School of Business (ISB) Campus, Hyderabad	December 16-17, 2019
III-H6	Nabendu Paul and Jayadev M	Institutional Factors and Demand for External Finance: A Multi Country Study This paper received best paper award	19th Consortium of Students in Management Research (COSMAR), Indian Institute of Science, Bangalore	November 28-29, 2019
III-H7	Jayadev M and Padma N	Loan Defaults: A Survey of Literature	IIM - A World Bank Research Conference on Financial Distress, Bankruptcy and Corporate Finance	August 9-10, 2019
III-H8	Ana Marques and Srinivasan, Padmini	Corporate Social Responsibility: When Being Good Is a Legal Obligation'	Future of the Board Conference, Florida International University and IIM Bangalore	June 15, 2019

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
III-H9	Basu, Sankarshan and J. Bawa	Do Bank Sponsored Asset Management Companies (AMCs) Perform Liquidity Transformation through Exposure to Non-Banking Finance Companies (NBFC) and Does This Increase the Systemic Risk?	9th India Finance Conference, 2019, IIM Ahmedabad	December 20, 2019
III-H10	Basu, Sankarshan	Indian Growth Story and Financial Markets	2019 FINECON, an international conference, IMI Kolkata	December 18, 2019
III-H11	Basu, Sankarshan	Managing Risks in an Interconnected Dynamic World	2019 Global Forum for Financial Consumers (GFFC) and the 5th Annual Conference of the International Academy of Financial Consumers, in Yogyakarta, Indonesia	August 19, 2019
III-H12	Basu, Sankarshan and K. Krishnan	The Determinants of Credit Rating: Evidence from an Emerging Market	23rd Annual Conference of the Asia Pacific Risk and Insurance Association, Seoul	July 29, 2019
III-H13	Anshuman, V Ravi	Financial Distress, Bankruptcy and Corporate Finance	Conference organized by Indian Institute of Management Ahmedabad (IIMA) in collaboration with the World Bank Group	August 9-10, 2019

III-J IIMB Case Studies @ Harvard Business Publishing

- III-J1** Title: **Arthayantra Ushering in a Digital Revolution in Personal Financial Advisory Services**
- Author: **V. Ravi Anshuman** and Srijith Mohanan
- Summary: The application of technology in the area of finance has fostered a slew of innovative financial technology (“fin-tech”) based firms. Wealth management and personal financial advisory is one of the industry segments that is witnessing a technology-led transformation across the globe with the advent of a wave of robo-advisors. The case presents an overview of the financial planning and

advisory (FP&A) segment in the country prior to the onset of robo-advisors and the impact of robo-advisors on the industry dynamics. It traces the journey of Arthayantra (“the Company”), a leading Indian robo-advisory firm, as it seeks to change the way personal finance is perceived and delivered. It showcases the evolution of Arthayantra in its initial years as it develops its value proposition, puts in place its organizational structure and establishes a customer base in the backdrop of a changing macroeconomic environment. The case closes at a point where Arthayantra is evaluating a strategic pivot from a sole advisory model to an advisory-cum-execution model, encouraging students to analyze the strategic choices that lay before the firm.

III-K Leading Journal Publications

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

III-K1	Authors:	R. Narayanaswamy , K Raghunandan and Dasaratha V. Rama
	Title:	Internal Auditing in India and China: Some Empirical Evidence and Issues for Research
	Journal:	<i>Journal of Accounting Auditing and Finance</i>
	Abstract:	Internal auditing is an important element in the corporate governance framework. Yet, research related to internal auditing, particularly in emerging economies like India and China, is sparse. We use data from responses provided by chief audit executives to provide empirical evidence about the extent of support for internal auditing and the determinants of such support in India and China, and compare the data with those from the United States. We find that such support is negatively related to pressure on internal auditors to suppress or alter their findings. We also provide descriptive evidence about the work and staffing of the internal audit function. We discuss the role of internal auditing in India and identify some possible avenues for future research.

III-M Doctoral Theses Completed by FPM Students during 2019–2020

Sl. No.	Name of the Student	Dissertation Title	Members of the DAC Committee
III-M1	Rajesh Kumar Sinha	The Effect of Macroeconomic Variables on Analyst Forecast Properties	Srinivasan Rangan V Ravi Anshuman Chetan Subramanian

III-N Dissertations Proposal by FPM Students during 2019–2020

Sl. No.	Name of the Student	Topic	Date
III-N1	Nabendu Paul	External Financing, Debt Financing and the Choice of Debt	November 15, 2019

III-O Papers Presented by FPM Students in Conference/Seminar during 2019–2020

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
III-O1	Srijith Mohanan	Impact of Indian Bankruptcy Code Implementation: An Analysis Using Barrier Options	IIMA-World Bank Research Conference on Financial Distress, Bankruptcy, and Corporate Finance, IIM Ahmedabad	August 9, 2019
III-O2	Nabendu Paul	Institutional Factors and Demand for External Finance: A Multi-Country Study	The 19th Consortium of Students in Management Research, IISc Bangalore	November 28-29, 2019
III-O3	Harshali Damle	Stakeholder Influence on the CSR Spending and Disclosure of Firms	FEBS 2019 International Conference, Prague, Czech Republic	May 30-June 1, 2019
III-O4	Harshali Damle	Stakeholder Influence on the CSR Spending and Disclosure of Firms	World Finance & Banking Symposium, Delhi	December 19-21, 2019
III-O5	Harshali Damle and Prof. Sankarshan Basu	Effect of the U.S. Quantitative Easing Policy on Institutional Investor Flows of an Emerging Country	World Finance & Banking Symposium, Delhi	December 19-21, 2019
III-O6	Ankitkumar Kariya	Borrowing from Government Owned Banks and Firm's Distress Risk	Research Symposium on Finance and Economics (RSFE 2019) IFMR GSB, Sri City, Andhra Pradesh	December 12-13, 2019
III-O7	Ankitkumar Kariya	Borrowing from Government Owned Banks and Firm's Distress Risk	JAAF India Symposium 2020, IIM Bangalore	January 11-13, 2020

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
III-08	Ankitkumar Kariya	Borrowing from Government Owned Banks and Firm's Distress Risk	Crisis Doctoral Symposium, IFC 2019, IIM Ahmedabad	December 20, 2019
III-09	Ankitkumar Kariya	Borrowing from Government Owned Banks and Firm's Distress Risk	The World Bank-CAFRAL Conference on Government Intervention in Financial Markets, Reserve Bank of India, Mumbai	February 26-27, 2020

III-P Publications by FPM Students (Journal articles/book chapters/cases/book reviews) during 2019-2020

Sl. No.	Name of the Student	Title of the Paper	Name of the Journal/Book	Publications Details
III-P1	Jalaj Pathak and Prof. Soumya G. Deb	Stylized Patterns in Implied Volatility Indices and Stock Market Returns: A Cross Country Analysis across Developed and Emerging Markets	Cogent Economics and Finance	Taylor and Francis, February 2020

III-Q Awards, Honours and Achievements by FPM Students in 2019-2020

Sl. No.	Name of the Student	Details of the Award	Date
III-Q1	Rajdeep Sharma and Prof. V. Ravi Anshuman	Published a chapter in the Economic Survey 2019-20, Financial Fragility in the NBFC Sector	January 31, 2020

III-R Working Papers FPM Students during 2019-2020

Sl. No.	Author	Title	IIMB Working Paper No.	Year
III-R1	V. Ravi Anshuman and Rajdeep Sharma	Financial Fragility in Retail-NBFCs	604	March 2020
III-R2	V. Ravi Anshuman and Rajdeep Sharma	Financial Fragility in Housing Finance Companies	605	March 2020

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 programmes 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: Completed

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: Completed

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: Completed

IV-A4 Case Study on Zoom Car

Project Team: **Seema Gupta** and Menaka Rao

Summary: Zoom car is a self-drive shared mobility company. The company has two major brands – Zoom car and ZAP Subscribe. Zoom car is a brand in the self-drive car on demand category and ZAP Subscribe is the brand in the car subscription category. What stops everyone from buying a car? It is the burden of monthly EMI, high interest levied on a car loan and other expenses that keep recurring while maintaining and owning a car.

Sponsor: IIM Bangalore

Status: Completed

IV-A5 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

IV-A6 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: Completed

IV-A7 Sustainable Consumption

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

Summary: We ask how can bridging social capital provision in subsistence communities provide 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: IIM Bangalore and Goteborg University

Status: Ongoing

IV-A8 IT-Enabled Service Innovation in Indian Health Care Industry: From Digital Divide to Digitally Enabled Inclusion

Project Team: **Shainesh G** and Shirish Srivasatva

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

Sponsor: IIM Bangalore

Status: Ongoing

IV-A9 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: IIM Bangalore

Status: Ongoing

IV-A10 Higher Education System in India

Project Team: **Hyun Chul Maeng**

Summary: Korea Institute of Science and Technology (a governmental research institute) wanted to know about the higher education system in India; and Indo-Korea Science and Technology Center, its branch in India, sponsored the research. Final report of the research on higher education in India was submitted (written in Korean).

Sponsor: Indo-Korea Science and Technology Center

Status: Completed

IV-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
IV-B1	Das, Gopal and Rajat Roy	How Self-Construal Guides Preference for Partitioned Versus Combined Pricing	<i>Journal of Business Research</i>	Vol. 101, August 2019, Pg. 152-160
IV-B2	Sergej von Janda, Sabine Kuester, Monika C. Schuhmacher and Shainesh G	What Frugal Products Are and Why They Matter: A Cross-National Multi-Method Study	<i>Journal of Cleaner Production</i>	Vol. 246, February 2020, Pg. 1-19

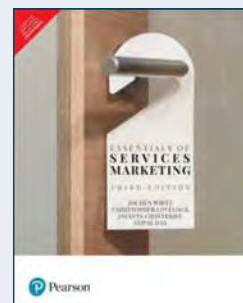
IV-C Books

IV-C1 Wirtz J, Lovelock C, Chatterjee J, and **Gopal Das**

Essentials of Services Marketing

Pearson

Offering a comprehensive view of a field that is evolving at an unprecedented pace, *Essentials of Services Marketing*, Third Edition, is a concise, reader-friendly guide to marketing and managing services. Encompassing pioneering service concepts and the latest developments, academic research as well as managerial insights, this book combines a practical, real-world focus with rich visual pedagogy to present an engaging and exciting look at the world of service economy.



IV-E Working Papers

Sl. No.	Author	Title	IIMB Working Paper No.	Year
IV-E1	Mukherjee, Prithwiraj , Souvik Dutta and Mani, Dalhia	The Antecedents and Rebroadcast Consequences of Clickbait	592	2019
IV-E2	Mukherjee, Prithwiraj , Souvik Dutta and Anand, Abhinav	Can Audits Deter Performance Exaggeration?	603	2020

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	Invited talk: International Marketing Research	AIB-India Ind-IB workshop at Ramaiah Institute of Management, Bangalore	December 22-24, 2019
IV-H2	Mukherjee, Prithwiraj	The Antecedents and Rebroadcast Consequences of Clickbait	ISB CODE, Kolkata	December 2019
IV-H3	Mukherjee, Prithwiraj	The Antecedents and Rebroadcast Consequences of Clickbait	Chicago-India Quantitative Marketing Summit, Hyderabad	December 2019

IV-I Articles in Conference Proceedings

Sl. No.	Authors	Title of Paper	Details of the Conference Proceedings
IV-I-1	Shubhra Rajendra Meshram, Preetika Muralidharan and Mulky. Avinash G	Consumer Behavior in the Ready to Eat Foods Category- An Exploration in an Emerging Market	Proceedings of 2019 Atlantic Marketing Association Conference, Asheville, NC, USA, September 25-28, 2019
IV-I-2	Mulky. Avinash G	Applying Design Thinking for Creating Socially Responsible Libraries: An Exploration in India	Proceedings of the RAIL 2019 Conference, Canberra, Australia, October 27-28, 2019
IV-I-3	Das, Gopal and Irene H	Avoiding the Crowds or Embracing the Wisdom of Crowds: The Contrasting Effect of Public versus Private Embarrassment on Conformity	ACR/ARP Annual Meeting 2019, Atlanta, Georgia, November 8-13, 2019
IV-I-4	Swagato Chatterjee, Shainesh G and Tommy Andersson	Impact of Brand Management Activities on Market Performance: An Exploratory Assessment for Festivals	Proceedings of 26th RARCS Conference, Recent Advances in Retailing and Consumer Science Conference 2019, Tallinn, Estonia, July 8-11, 2019

IV-J IIMB Case Studies @ Harvard Business Publishing

IV-J1 Title: **Ethnic Branding in a Contemporary World: Soulfull Smoothix in the Indian Context**

Author: **S Ramesh Kumar** and Prashant Parameswaran

Summary: The Indian environment has experienced pronounced changes with respect to snacking and fitness in the recent times, especially among the middle-aged consumers, who are experiencing the pleasures of Western lifestyles along with the pains of fitness-related issues. The radical changes in lifestyles of consumers have led to unhealthy eating habits and snacking is a natural fall out of such a scenario. Soulfull Smoothix is a brand that is making an attempt to revive the healthy habit by getting back to the goodness of ethnic grains that are the ingredients of this “on the go” drink. The major challenge of the brand is not just creating and nurturing the attitude of consumers in an environment that has a plethora of snacking choices; the brand’s immediate task is to develop a sharp positioning plank for the brand .Positioning on health and fitness had become clichéd due to several competing propositions of a similar nature and enjoyable indulgence is the other extreme. Consumer psyche also seems to be fixated on “health or indulgent consumption” to the extent that one of the leading brands of

biscuits has come out with the positioning of a trade-off between being healthy and tasting good. Soulfull Smoothix's options for positioning the brand indicate a dilemma full of tempting choices. Should the brand position itself as a new concept drink? Should it reposition the category of snacking? Should the brand get into a frontal attack on leading brands in the category based on unhealthy indulgence? Which category of snacking should the brand compete with respect to point of parity? Should the brand create a digital advertising trial for the sake of achieving awareness? Consumer behavior with its conceptual underpinnings are considered and the case exposes students to learning how consumer behavior can be applied to branding in a market like India that has an appealing combination of snacking choices full of branded titbits and ethnic delicacies.

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 and Rajat Roy
Title:	How Self-Construal Guides Preference for Partitioned versus Combined Pricing
Journal:	<i>Journal of Business Research</i>
Abstract:	Marketers often offer equivalent pricing options by charging a base price and surcharges (partitioned pricing), or alternately offering a single price (combined pricing). The current study examines the systematic impact of a person's activated self-construal on the evaluation of product offers made under these alternate pricing frames. Findings from three experiments show that individuals with independent self-construal lean towards global processing and exhibit higher attractiveness and purchase intention for a product offered under partitioned (versus combined) pricing. Furthermore, moderated mediation results show that the interaction effects of self-construal and pricing type on attractiveness and purchase intention are mediated by less effortful processing of pricing information. These results contribute to the pricing and self-construal literature. The results of this study may also help managers develop appropriate pricing strategies targeting different consumer segments.

IV-M Doctoral Theses Completed by FPM Students during 2019–2020

Sl. No.	Name of the Student	Dissertation Title	Members of the DAC Committee
IV-M1	Tanvi Gupta	Cultural Effects on Perceived Affordances of Visual Branding	Avinash Mulky Preeti Krishnan Lynden Prithwiraj Mukherjee Ritu Tripathi
IV-M2	Aishwarya R	Essays on Online Shopping Behaviour	Avinash Mulky Ashish Mishra Ritu Tripathi

IV-N Dissertations Proposal by FPM Students during 2019–2020

Sl. No.	Name of the Student	Topic	Date
IV-N1	Mauli Soni	Exploring Emerging Market Heterogeneity	June 21, 2019



Organisational Behaviour & Human Resources Management (OBHRM)

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

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

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

Faculty members engage in large-scale governmental and organizational consulting projects. Many of them 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 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 are as follows. 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

V-A2 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

V-A3 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

V-A4 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, UP Government

Status: Ongoing

V-A5 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

V-A6 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 lives 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: Completed

V-A7 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 a

certain category of sports persons and how the suppressed categories have used their success in sports as platforms for protests and movements.

Sponsor: IIM Bangalore

Status: Ongoing

V-A8 Higher Educational Institutes of Excellence: IIT Bombay (Tentative and Indicative)

Project Team: **Sourav Mukherji** and **Rishiksha T Krishnan**

Summary: This research is part of our effort in trying to understand the higher education ecosystem in India with a special focus on institutions that have excelled in certain dimensions. The Indian Institutes of Technology (IIT) had been set up after India's independence with the objective of laying a strong foundation for engineering/technical education in India. During the last decade, IIT Bombay (in Mumbai) has established itself as a leading institute among the IITs. Not only have they risen rapidly in national and international rankings, close to 75% of students among the top 100 in the IIT-JEE merit list prefer to join IIT Bombay. Anecdotal evidence indicates that faculty members from IIT Bombay, especially those with background in Computer Science and Electronics are in great demand from leading IT organizations such as Google and Microsoft as advisers and research collaborators. Through our research, we would like to understand the practices and measures that IIT Bombay had adopted and resulted in their ascendancy towards global recognition; and thereby surpassing their peer group. Insights thus obtained would help to disseminate best practices that may be adopted by other similar institutes to create positive impact on the higher education ecosystem in India.

Sponsor: IIM Bangalore

Status: Ongoing

V-A9 Institutional Co-operation across Status among Healthcare Workers, and Its Influence on Hospital Performance

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

V-A10 Role of Emotion Management in Organizations

Project Team: **Shibashis Mukherjee** and Dr. Abbi Kumool (Panjab University)

Summary: Drawing from the theories on emotion management, the current research attempts to provide insights on the role of mentoring relationships in helping employees manage their emotions during customer interactions. While, the past decade has witnessed the increased focus of researchers and practitioners in demonstrating the prominent impact of mentoring in governing individual and organizational outcomes (Sun, Pan & Chow, 2014; Arora & Rangnekar, 2015; Blake-Beard et al., 2017); there has been scarcity of scholarly work that recognizes the pivotal role of workplace mentoring in influencing employee's positive display of emotions and their emotional labor. Feeling rules (what to feel), display rules (what to express), and behavioral rules (how to act in given situations) tend to reflect patterns of group membership or group status (Hochschild, 1983). Some rules may be nearly universal, whereas other rules are unique to particular social groups. Emotions can be successfully used as a tool to manage the demands of customers (Bhave & Glomb, 2016). In this regard, mentors can greatly help protégés in overcoming stress arising out of their work roles as well as in dealing with difficult situations at ease. Mentors' can equip them with emotion management skills as well as for deploying different strategies for quality customer service through speaking in a friendly tone, maintaining eye contact, adjusting emotions, shifting one's focus and encouraging reciprocal emotion management among coworkers (Diefendorff & Gosserand, 2003; Lively, 2000). For example, flight personnel in the airline industry are trained to cope up with impatient customers who face challenges of running late for a flight or waiting for the security check process by exposing them to emotionally charged counters for longer duration (Lee et al., 2017). Additionally, flight attendants are encouraged to do reciprocal emotion management among coworkers as they are more likely to be bullied by passengers (Lively, 2000). Mentoring employees' for managing emotional labor is equally important considering its significant implications for employees' outcomes such as job satisfaction, turnover intention, stress, emotional exhaustion and overall well-being (Mishra, 2014).

Sponsor: IIM Bangalore

Status: Ongoing

V-A11 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. 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

V-A12 Comparative Study of Systems of Justification among Indian Students of Business/Management Institutions

Project Team: **Israel Fortin** and Andre Tremblay

Summary: The *indianisation* of business/management discourses remains a major issue in Indian higher education institutions (Thakur & Babu, 2016). This project analyses how Indian students appropriate neo-managerial and entrepreneurial discourses during their MBA programme. The manner in which students justify their social conduct reveals the dynamics of systems of justification among them. We will interview the students of MBA programmes of two prominent Indian management schools. We will conduct approximately twenty to thirty interviews of one hour in each school which mostly focus on the projections of the students of their courses of action in their future careers. Furthermore, we will record and analyse five to ten focus groups in these two schools to better understand the dynamics of group discussions and networking among the students. This research will help to better understand economic mutations in light of social transformations and how discursive transformations among Indian management students will shape the future of entrepreneurship in India.

Sponsor: Shastri Research Student Fellowship: Doctoral Category 2019-20 R1

Status: Ongoing

V-A13 Transition from Passive to Active Logic Maintenance: Pre-existing Complementary Knowledge Tensions and Implicit Roles Tensions in Multilateral Innovation Projects

Project Team: **Israel Fortin**

Summary: This project studies institutional logics tensions in multilateral innovation projects to determine how third parties influence bilateral tensions, and to understand how partners who were initially perceived to be complementary were later perceived to be incompatible. We expected institutional logic

maintenance and inter-logic tensions between academia and the industry, but additionally found intra-logic tensions between multinationals and suppliers. Tensions involving the pre-existing complementary knowledge that justified the collaboration and the implicit role tensions that emerged directly from the collaboration served as mechanisms of institutional logic maintenance among and within the logics. We argue that the pre-existing knowledge tensions that are associated with passive logic maintenance subsequently transition to a more active logic maintenance following the emergence of implicit role tensions from the interactions of the representatives in innovation projects. The change in the perception of logics as complementary or incompatible as the tensions increased additionally contributed to active logic maintenance.

Sponsor: IIM Bangalore

Status: Ongoing

V-A14 Cycles of Publicly Funded University-Industry Innovation

Project Team: **Israel Fortin**

Summary: I observed an interorganizational cycle in publicly funded university-industry innovation projects in port logistics. In the ten projects investigated, an exaggerated emphasis that was placed on some practices at the expense of others involuntarily postponed innovation implementation, while still allowing collaborations between universities and the industry to thrive. These practices led to a self-sustaining cycle of innovation projects that rarely resulted in implemented innovations despite being the chief goal of these projects. This qualitative multiple-case study contributes to explaining the disappointing results of some publicly funded innovations projects involving academia and the industry, compared to the results of academic innovation projects that are funded by the industry.

Sponsor: IIM Bangalore

Status: Ongoing

V-A15 Can Incumbents Deflate Disruption? Institutional Logic Maintenance and Incumbent Disruption

Project Team: **Israel Fortin**

Summary: According to past cases of difficult transitions from supply and service chain innovation to platform innovation, disruption appears to be inevitable in some rigid legacy ecosystems. Integrating neo-institutional theory and innovation processes literature, we suggest a unique framework for understanding how disruption can be inflated or deflated by incumbents, but can be hardly avoided.

We provide a predictive model of disruption potential and formulate four new propositions linking the concepts of active and passive institutional logic maintenance and the process of disruptive innovation.

Sponsor: IIM Bangalore

Status: Ongoing

V-A16 Future of Work and its Perceived Impact on Mid-Career Professionals

Project Team: **Gopal P Mahapatra**

Summary: The world of work has been changing radically, more so, in the last two decades. Along with that, huge career opportunities and some newer challenges seem to be appearing for the newer work force (Gratton, 2011). The thrill of new career opportunities as well as fear of job-loss looms large for most mid-career professionals in developed countries and emerging economies too. The PwC report (2017) titled “Workforce of the future – The competing forces shaping 2030”, carries a comment from Blair Sheppard, PwC’s Global Leader, Strategy and Leadership Development “it’s not just about acquiring knowledge, but about how to learn. ... we should remember that intellectual complacency is not our friend and that learning – not just new things but new ways of thinking – is a life-long endeavor.” The term ‘megatrends’ in recent times is used to include – rapid technological advances, demographic shifts in age, size and distribution of the world’s population, widespread urbanisation, economic power-shift between developing and developed countries, and, depleting natural resources resulting in the rise of alternative energy sources and livelihood. Clearly, of significant concern is the rapidly evolving area of automation, machine learning and artificial intelligence holding the threat of replacing jobs and skills. As per the report, skills for the future include problem-solving, leadership, EQ (Emotional Intelligence), empathy, creativity, innovation, imagination, and design skills, which will be prioritized by employers. Individuals are alerted to remain aware and vigilant of the technological innovation trend and what it might mean to them preparing to ‘expect the unexpected’; nurture skills in areas of emerging technologies, else identify gaps where human skills are imperative and build those capabilities; and continuously adapting, balancing personal and professional aspirations, to reach out to the next best thing to do.

Sponsor: IIM Bangalore

Status: Ongoing

V-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
V-B1	Insiya Hussain, Rui Shu, Subra Tangaila, E S Srinivas	The voice bystander effect: How information redundancy inhibits employee voice	<i>Academy of Management Journal</i>	Vol. 62(3), June 2019, Pg. 828-849
V-B2	Kulkarni, Mukta	Digital accessibility: Challenges and opportunities	<i>IIMB Management Review</i>	Vol. 31(1), March 2019, Pg. 91-98
V-B3	Fabio Rojas, Clayton D Thomas, Mukherjee, Shibashis , Emily Meanwell and Lauren Apgar	Complementary work in the hospital: How infection preventionists perceive opportunities for cooperation with higher status physicians	<i>Journal of Professions and Organization</i>	Vol. 6(2), July 2019, Pg. 196-212
V-B4	Ramya T. Venkateswaran and Ojha, Abhoy K	Abandon Hofstede-based research? Not yet! A perspective from the philosophy of the social sciences	<i>Asia Pacific Business Review</i>	Vol. 25(3), 2019, Pg. 413-434
V-B5	Mukherjee, Kanchan and Divya Upadhyay	Effect of mental construals on cooperative and competitive conflict management styles	<i>International Journal of Conflict Management</i>	Vol. 30(2), 2019, Pg. 202-226
V-B6	Aruna Divya Tatavarthy and Mukherjee, Kanchan	Payment modes and their effect on durable goods replacement	<i>Journal of Consumer Marketing</i>	Vol. 36(4), 2019, Pg. 484-493
V-B7	T. T. Selvarajan, Barjinder Singh, and Tripathi, Ritu	Psychological Empowerment and Employee Outcomes in Mexico: The Role of Individual Power Distance Orientation and Perceived Organizational Support	<i>SAM Advanced Management Journal</i>	Vol. 84(4), 2019 Pg. 4-21

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	CHROs: Enablers of value creating boards	<i>NHRD Network Journal</i> , Vol. 12(4), December 2019, Pg. 357-363
V-G2	Srinivasan, Vasanthi	Ambidexterity in CHRO roles: Balancing exploitative with exploratory roles	<i>NHRD Network Journal</i> , Vol. 12(2), 2019, Pg. 174-185
V-G3	Srinivasan, Vasanthi	Member of the final drafting committee	Other Report: High Level Committee report on CSR, 2019
V-G4	Srinivasan, Vasanthi	Principal Researcher Assessment and Evaluation of Business and Human Rights Reporting	Other Report: Corporate India supported by National Human Rights Commission, 2019
V-G5	Srinivasan, Vasanthi	Principal investigator Human Rights Disclosures: A study of select Indian firms	Other Report: Wipro Foundation, 2019
V-G6	Kulkarni, Mukta and Eddy Ng	Independence, interdependence, and the community	Emerald Publishing, December 3, 2019, https://www.emeraldgrouppublishing.com/promo/independence-blog.htm

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	Ojha, Abhoy K and Maithily M Pendse	Organizational identity and change: Integrating multiple identities as a response to a dynamic external context	EGOS Conference, UK	July 4-6, 2019
V-H2	E S Srinivas	Distinguished Panel Discussant for the session on Indian wisdom and executive education in India	Biennial Conference of Indian Academy of Management (INDAM 2020), IIM Tiruchirappalli	January 2-4, 2020
V-H3	Kulkarni, Mukta	Invited speaker at the International HRD Seminar in Asia	Korea University, Seoul, South Korea	January 10, 2020
V-H4	Kulkarni, Mukta and Jammaers, E	The making of a (dis)abled entrepreneur	Critical Management Studies Conference, Milton Keynes, UK	June 27-29, 2019

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
V-H5	Kulkarni, Mukta	Mphasis Chair Webinar	Webinar (for Mphasis employees)	February 19, 2020
V-H6	Eline Jammaers, Jannine Williams, Kulkarni, Mukta , Gemma Bend, Koen Van Laer	Co-convenor of Stream on Ableism and Normality	11th International Critical Management Studies Conference, Milton Keynes, UK	June 27-29, 2019
V-H7	Malhotra, Pearl	How do Humans Think? – Biases & Heuristics	SIBM Nagpur	September 27, 2019
V-H8	Tripathi, Ritu	Humanistic Leadership in the Indian Context : Global Comparisons Examining Humanistic Leadership from Indigenous Lens	Academy of International Business, Copenhagen, Denmark	June 24-27, 2019
V-H9	Tripathi, Ritu	What the Editors Say, Management Research in the Asian Context: Opportunities and Challenges	BML Munjal University in Partnership with: Indian Academy of Management, Gurgaon, India	January 7, 2020
V-H10	Tripathi, Ritu	A Cultural Perspective on Motivation: Pushing the Theoretical and Methodological Boundaries	Department of Psychology, University of Wisconsin at LaCrosse, USA	November 22, 2019
V-H11	Tripathi, Ritu	Cultural Intelligence in Indian Social Context	Yale School of Management, New Haven, USA	December 4, 2019
V-H12	Tripathi, Ritu	A Cultural Perspective on Motivation: Pushing the Theoretical and Methodological Boundaries	Department of Psychology, University of Wisconsin, LaCrosse, USA	November 22, 2019
V-H13	Tripathi, Ritu	Harnessing the Power of YouTube to Improve Student Engagement, Retention, and Sharing in Management Courses	Academy of Management 2019 Annual Meeting, Boston, USA	August 9-13, 2019
V-H14	Tripathi, Ritu	What the Editors Say', Management Research in the Asian Context: Opportunities and Challenges	BML Munjal University Partnership with: Indian Academy of Management, Gurgaon	January 7, 2020
V-H15	Mukherji, Sourav and Jha, Srivardhini K	Development of International Partnership: An Experiential Learning Approach	Academy of Management Conference, Boston	August 2019

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
V-H16	Mukherji, Sourav	Invited Speaker: Inclusive Business Models	Faculty Member of Sustainability from Northeastern University, Boston, Kathmandu, Nepal	May 27, 2019
V-H17	Mukherji, Sourav	Levers of Effective Teaching	DS faculty workshop at IIM Bangalore	July 5, 2019
V-H18	Mukherji, Sourav	Keynote Speaker: Effective CSR	Tata Power, New Delhi	July 24, 2019
V-H19	Mukherji, Sourav	Speaker on Organization Culture	National Human Resource Development Organization, Chancery Pavilion, Bengaluru	July 25, 2019
V-H20	Mukherji, Sourav	Keynote Speaker: Improving Research and Teaching Skills	NIPM event, R V Institute, Bengaluru	August 16, 2019
V-H21	Mukherji, Sourav	Address First Year PGP Students on How to Overcome Apprehension about Summer Placement Interviews	Mitr, student group at IIM Bangalore	October 10, 2019
V-H22	Mukherji, Sourav	Case Teaching, One-Day Event	Student club Vikasana, IIM Bangalore	January 12, 2020
V-H23	Mukherji, Sourav	Impact, Leadership and Innovation in the Social Sector	Student club Vikasana, IIM Bangalore	January 12, 2020
V-H24	Mukherji, Sourav	Keynote Speaker: Inclusive Business Models: Touching Lives and Creating Livelihoods	G S College of Commerce, Nagpur	January 23, 2020
V-H25	Mukherji, Sourav	One of the Speakers at Last Lecture	PGP event, IIM Bangalore	February 24, 2020
V-H26	Moon, J, Morsing, M, Hoffman A and Srinivasan, Vasanthi	Fit or Friction: The Role of Sustainability Centres in Integrating Sustainable Business Education	Academy of Management Conference in Boston	August 2019
V-H27	Gulshani R and Srinivasan, Vasanthi	Human Resource Management in Small and Medium Enterprises: Review, Critique and Suggested Research Directions	Biennial Conference of Indian Academy of Management (INDAM 2020), IIM Tiruchirappalli	January 2-4, 2020
V-H28	Srinivasan, Vasanthi and Parvathy V	Human Rights Disclosures in the IT Sector	Biennial Conference of Indian Academy of Management (INDAM 2020), IIM Tiruchirappalli	January 2-4, 2020

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
V-H29	Mukherjee, Shibashis and Thomas, C	Authority Work: Emotion Assertion Strategies in Palliative Care in U.S. Hospitals	The American Sociological Association Conference, New York, NY	August 10- 13, 2019
V-H30	Mukherjee, Shibashis	Truth-Telling and Emotion Management Towards Work Efficiency: A Field Study in Indian Palliative Care	BAM2019 Conference, British Academy of Management, Birmingham	September 3-5, 2019
V-H31	Mukherjee, Shibashis	Managing Employees Emotional Labor: Role of Workplace Mentoring	IIT Delhi	January 17, 2020
V-H32	Uparna, Jayaram	Decision Making in Subsistence Contexts	Boston Library, Boston	August 10, 2019

V-I Articles in Conference Proceedings

Sl. No.	Authors	Title of Paper	Details of the Conference Proceedings
V-I-1	Hussain, I., Park, H., Tangirala, S., and E S Srinivas	Imprints of the Past: How Social Upbringing Impacts Employee Persuasiveness in the Workplace. In Hyunsun Park & Insiya Hussain (Chairs), Making Voice Happen: New Directions for Managerial Facilitation of and Responses to Employee Voice	79th Annual Meeting of the Academy 2019, Boston, Massachusetts, United States, August 9-13, 2019
V-I-2	Yan, T., Tangirala, S., and E S Srinivas	Unethical Pro-Organizational Behavior Contagion: How and Why it Occurs. In Taiyi Yan; E. E. Umphress; B. Bingham (Chairs), New Directions in Unethical Prosocial Behavior: Its Antecedents and Consequences	79th Annual Meeting of the Academy 2019, Boston, Massachusetts, United States, August 9-13, 2019
V-I-3	Fortin, Israel	Irony-as-Practice in Multilateral Innovation Project Cycles	79th Annual Meeting of the Academy 2019, Boston, Massachusetts, United States, August 9-13, 2019
V-I-4	Kulkarni, Mukta	Symposium on International Intersectionalities: Challenges and Opportunities for Diversity and Inclusion in IB (Chaired by Fitzsimmons, S. & Martin, L.)	79th Annual Meeting of the Academy 2019, Boston, Massachusetts, United States, August 9-13, 2019

Sl. No.	Authors	Title of Paper	Details of the Conference Proceedings
V-I-5	Kulkarni, Mukta	GDO Junior Faculty Consortium, Panel on Becoming Impactful Scholars (Chaired by Ng, E. & Baldrige, D.)	79th Annual Meeting of the Academy 2019, Boston, Massachusetts, United States, August 9-13, 2019
V-I-6	Kulkarni, Mukta and Baldrige, D.,	Symposium on Advances in Disability Research: Toward Greater Understanding of Inclusive Organizations	79th Annual Meeting of the Academy 2019, Boston, Massachusetts, United States, August 9-13, 2019
V-I-7	Kondayya A. and Malhotra, Pearl	Stigmatized Identities and Media in an Atmosphere of Criminality: A Case of Homosexual Individuals in India (744)	British Academy of Management, Birmingham, United Kingdom, September 3-5, 2019
V-I-8	Malhotra, Pearl and Srinivasan S	Shame on Her Poor Her: Understanding the Impact of Patriarchal Orientation on the Perceptibility of Injustice Against Women (967)	British Academy of Management, Birmingham, United Kingdom, September 3-5, 2019
V-I-9	Malhotra, Pearl	Building Trust to Create Crowdsourcing Acceptance (962)	British Academy of Management, Birmingham, United Kingdom, September 3-5, 2019

V-J IIMB Case Studies @ Harvard Business Publishing

- V-J1** Title: **Coats Indonesia: Leadership Challenges in an Unfamiliar Culture**
- Author: **Abhoy K Ojha** and Arun Bansal
- Summary: Anurag Bhatt (AB), Managing Director (MD) of Coats Indonesia, was on a flight from Bangalore to Singapore on his way to Jakarta after a vacation. On the flight, he was reflecting on an issue that he had encountered just before the vacation but not yet addressed. It would definitely be one of the first issues he would have to handle on his return. An effort to fill a senior position, Head of Procurement, currently occupied by an expatriate, had not been received with enthusiasm by those who seemed to have the potential to take on the role. One-on-one conversations with the potential candidates had not helped as each one suggested the name of another person as more suitable for the role. He had faced similar difficulties in recruiting Indonesians to occupy other senior roles. Nothing in his past experience helped him understand how these people were unwilling to accept an opportunity for career growth. One of the goals that had been assigned to him as he accepted his current role was to reduce the number

of expatriates in senior ranks in Coats Indonesia. This was not feasible unless local managers were willing to rise to the occasion. He needed a way to address the lack of enthusiasm among managers in Coats Indonesia to take on positions with greater responsibility. He had some ideas, based on the short experience in the country, but was willing to get inputs from anyone who might have a better understanding of the drivers of behavior of Indonesians in general and managers in particular.

- V-J2** Title: **Mahindra Financial Services: Restructuring for Growth**
- Author: **Sourav Mukherji**
- Summary: Mahindra Financial Services (MMFSL) is an Indian non-banking financial services organization largely involved with financing of tractors, commercial, and passenger vehicles. The company is nearly 30 years old with a turnover of more than US\$ 1 billion. MMFSL grew as an organization following a regional structure. However, with growth in business both in terms of volume and diversity, MMFL felt that the regional structure was creating constraints rather than facilitating its growth. Therefore, it undertook a restructuring exercise and adopted a product-based structure. The case describes the conditions that led MMFSL to consider the structural change, how it went about implementing the change and what was the impact of the structural change? The elaborate process that MMFSL adopted in implementing the change ensured that the transition was smooth and that the new structure created architecture for further business growth.

V-K Leading Journal Publications

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

- V-K1** Authors: Insiya Hussain, Rui Shu, Subra Tangaila, **E S Srinivas**
- Title: **The Voice Bystander Effect: How Information Redundancy Inhibits Employee Voice**
- Journal: *Academy of Management Journal*
- Abstract: Employees often remain silent rather than speak up to managers with work-related ideas, concerns, and opinions. As a result, managers can remain in the dark about issues that are otherwise well known to, or universally understood by, frontline employees. We propose a previously unexplored explanation for this phenomenon: Voice is prone to “bystander effects,” such that, the more certain information is shared among employees, the less any particular employee feels individually responsible for bringing up that information with managers. We

theorize that such bystander effects are especially likely to occur when peers of focal employees, on average, enjoy high-quality relationships with managers and thereby have adequate relational access to voice up the hierarchy. Using a correlational study involving managers and employees working in teams in a Fortune 500 company, as well as two experimental studies (a laboratory study involving undergraduate students working in a hierarchical setting, and a scenario study with a sample of U.S.-based workers), we provide evidence for our conceptual model. We also discuss the theoretical and managerial implications of our findings.

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

V-L Awards, Honours, and Achievements

V-L1 Prof. Mukta Kulkarni, Mphasis Chair for Digital Accessibility and Inclusion.

V-L2 Prof. Mukta Kulkarni, Editorial Board Member and Associate Editor,

1. Human Relations from May 2016. 2. Equality, Diversity and Inclusion: An International Journal from February 2017-September 2019, Associate Editor from October 2019. 3. Journal of Organizational Behavior from July 2017

V-L3 Prof. Vasanthi Srinivasan, MED Global Forum Best Symposium Award for the symposium that best creates the opportunity to address global issues of significance to management education and/or development, AOM Conference 2019 Boston.

V-L4 Prof. Ritu Tripathi, Associate Editor, South Asian Journal of Human Resource Management from March 2015.

V-M Doctoral Theses Completed by FPM Students during 2019–2020

Sl. No.	Name of the Student	Dissertation Title	Members of the DAC Committee
V-M1	Shaivi Mishra	Dealing with the Stigma of Dirty Work: The Coping Mechanisms of Waste Pickers	Mukta Kulkarni Ganesh N Prabhu Abhoy K Ojha
V-M2	Maithily Milind Pendse	Understanding Processes of Organizational Self in Managing Multiple Identities: The Study of an Indian Hotel Chain and Its Subsidiaries	Abhoy K Ojha Sourav Mukherji Ganesh N Prabhu

V-N Dissertations Proposal by FPM Students during 2019–2020

Sl. No.	Name of the Student	Topic	Date
V-N1	Yangerjungla	Identity Work and the Maintenance of Identity Synergy	April 11, 2019
V-N2	Romana Gulshani	Understanding Role of Venture Capitalists in Professionalization of Start-ups	May 21, 2019

V-O Papers Presented by FPM Students in Conference/Seminar during 2019–2020

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
V-01	Romana Gulshani and Prof. Vasanthi Srinivasan	Human Resource Management in Small and Medium Enterprises - Review, Critique and Suggested Research Directions	Sixth Biennial Indian Academy of Management (INDAM) Conference 2020, IIM Trichy	January 2-4, 2020
V-02	Anupama Kondayya	A Multi-Institution Discursive Model of Institutional Entrepreneurship: The Case of the Kinnar Akhara in India	Sixth Biennial Conference of the Indian Academy of Management (INDAM 2020), IIM Trichy	January 2-4, 2020
V-03	Yangerjungla Pongener and Prof. Abhoy K Ojha	Shaping and Sustaining Hybridity: Multiple Organizational Identities of a Religious-Social-Business (hybrid) Organization	European Academy of Management (EURAM), Lisbon, Portugal	June 26-28, 2019
V-04	Yangerjungla Pongener and Prof. Abhoy K Ojha	Shaping and Sustaining Hybridity: Multiple Identities of a Hybrid Organization	European Academy of Management (EURAM), Lisbon, Portugal	June 26-28, 2019
V-05	Anupama Kondayya and Prof. Pearl Malhotra	Stigmatized Identities and Media in An Atmosphere of Criminality: A Case of Homosexual Individuals in India	British Academy of Management Conference 2019, Aston University	September 3-5, 2019

V-P Publications by FPM Students (Journal articles/book chapters/cases/book reviews) during 2019-2020

Sl. No.	Name of the Student	Title of the Paper	Name of the Journal/Book	Publications Details
V-P1	Romana Gulshani	A Process Model of Talent Management in Structurally Ambidextrous Organisations	<i>NHRD Network Journal</i>	Vol. 12(2), 2019
V-P2	Sweta Singh and K V Gopakumar	Can Subordinate Voice Prevail with Abusive Supervision? A Conceptual Model Using Conservation of Resources Perspective	<i>Management Research Review</i>	Vol. 43(7), 2020, Pg. 773-786

V-Q Awards, Honours and Achievements by FPM Students in 2019-2020

Sl. No.	Name of the Student	Details of the Award	Date
V-Q1	Romana Gulshani and Prof. Vasanthi Srinivasan	Human Resource Management in Small and Medium Enterprises: Review, critique and suggested research directions, Best Paper Award in HR Track, Best Paper Award at Conference, Sixth Biennial Indian Academy of Management (INDAM) Conference 2020, IIM Trichy	January 4, 2020



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 both manufacturing and service organizations. The area faculty conducts research and offers graduate-level courses in the areas of Supply Chain Management, Operational Analytics, Technology Management and Strategy, Product Development, Game Theory, Revenue Management, Empirical Operations, Service Operations Management, Operations Strategy, and Project Management.

In addition to basic and applied research, the Area faculty is active in consulting and executive education programmes. Over the 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, developing case studies for research and teaching, 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

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 its operation post demonetization in December 2016.

Sponsor: IIM Bangalore

Status: Completed

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: Completed

VI-A4 Assessment of Industry Readiness for Manufacturing of Battery Electric Vehicles

Project Team: **Haritha Saranga**, Syed Zahoor Hassan and Shakeel Sadiq Jajja

Summary: Battery electric vehicles (BEVs) have been gaining traction the world over, especially, in developed countries for the last decade. Unfortunately, like other technological innovations, less developed countries remain slow in the uptake process and BEVs continue to remain a niche offering in Pakistan and India.

The dearth of knowledge and awareness pertinent to the local context remains an obstacle to adoption and consequently the mass manufacturing of BEVs. This project intends to carry out a comprehensive study of global trends in BEVs adoption and manufacturing, with a particular emphasis on assessment of the industry readiness for BEVs in Pakistan and India. As part of this project, we study two countries currently leading the global EV revolution: USA and China, and compare these with the context in SAARC countries, in particular India and Pakistan. Through this study, we expect to provide insights on firm level technology adoption processes and their organizational readiness; the role of governments; linkages across technologies, market needs and social awareness. We also carry out an assessment of technology value proposition from the perspective of various stakeholders in the BEV value chains in India and Pakistan.

Sponsor: SAARC Energy Center

Status: Completed

VI-A5 Facilitators of Cashless Transactions in Retail Supply Chains with Specific Reference to Convenience (kirana) Stores

Project Team: **Krishna Sundar D**

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

Sponsor: CDFI, New Delhi

Status: Ongoing

VI-A6 Developing a Dynamic Credit Risk Model for Estimation of Repayment Burden and Probability of Default for Educational Loans

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

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

Sponsor: Centre for Digital Financial Inclusion, New Delhi

Status: Ongoing

VI-A7 Case Study on Global Product Development and Other Study Materials

Project Team: **Anshuman Tripathy**

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

Sponsor: IIM Bangalore

Status: Ongoing

VI-A8 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

VI-A9 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: Completed

VI-A10 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 is 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: Completed

VI-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
VI-B1	Prakash Awasthy and Hazra, Jishnu	Responsible Sourcing by Improving Workplace Safety through Buyer-Supplier Collaboration	<i>European Journal of Operational Research</i>	Vol. 274(1), April 2019, Pg. 155-164
VI-B2	Tarun Jain and Hazra, Jishnu	Hybrid Cloud Computing Investment Strategies	<i>Production & Operations Management</i>	Vol. 28(5), May 2019, Pg. 1272-1284
VI-B3	Tarun Jain, Hazra, Jishnu and Jayashankar M Swaminathan	Excess Procurement Strategies by a Dominant Buyer under Constrained Supply	<i>Naval Research Logistics</i>	Vol. 66(3), April 2019, Pg. 272-280
VI-B4	Tarun Jain and Hazra, Jishnu	Vendor's Strategic Investments Under IT Outsourcing Competition	<i>Service Science</i>	Vol. 11(1), March 2019, Pg. 16-39
VI-B5	Tarun Jain and Hazra, Jishnu	"On-Demand" Pricing and Capacity Management in Cloud Computing	<i>Journal of Revenue and Pricing Management</i>	Vol. 18(3), June 2019, Pg. 228-246

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
VI-B6	Mahajan, Siddharth, and Sundar, D Krishna	On Supply Chain Contracts as Risk Sharing Mechanisms	<i>International Journal of Industrial and Systems Engineering</i>	Vol. 32(2), 2019, Pg. 170-183
VI-B7	Mahajan, Siddharth	Determining Trunk Lines in Call Centers with Nonstationary Arrivals and Lognormal Service Times	<i>American Journal of Operations Management and Information Systems</i>	Vol. 4(3), September 2019, Pg. 71-79
VI-B8	Saranga, Haritha, Andreas Schotter and Ram Mudambi	The Helix Effect: Catch-up and Local-Foreign Co-Evolution in the Indian and Chinese Automotive Industries	<i>International Business Review</i>	Vol. 28(5), October 2019, 101495, Pg. 1-11

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	Capabilities Erosion: An Architecture-viewed Approach to the Commons Challenge	INFORMS Annual Conference, Seattle, USA	October 20-23, 2019
VI-H2	Tripathy, Anshuman	Capabilities' Erosion in Commons: An Architecture Lens	POMS Annual Conference, Washington DC, USA	May 3-6, 2019
VI-H3	Tripathy, Anshuman	Developing Capabilities Along the Value Chain to Sustain Innovations in Emerging Markets	POMS Annual Conference, Washington DC, USA	May 3-6, 2019
VI-H4	Mahadevan B	Invited Speaker at the Tamil Brahmins Global Meet	Hotel Marriott, Cochin	July 19-21, 2019
VI-H5	Mahadevan B	Invited Keynote Speaker at the AICTE National Workshop on Bharateeya Management, Center for Educational and Social Studies	Reva University, Bangalore	October 18-19, 2019
VI-H6	Mahadevan B	Invited Speaker on Education and Language Teaching & Research	Chinmaya International Residential School, Coimbatore	December 9, 2019

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
VI-H7	Mahadevan B	Invited Speaker at the Rashtriya Sanskrit Samsthan three-day orientation programme for Sanskrit Teachers	RSKS Ekalavya Campus, Agartala	December 22-24, 2019
VI-H8	Saranga, Haritha	Sustainability Practices in the Indian Context the Case of Cement Industry	Conference on Smart and Sustainable Manufacturing & Operations, Rail Wheel Factory, Bangalore, India	January 17, 2020
VI-H9	Tarun Jain and Hazra, Jishnu	Capacity Reservation under Overconfident Buyer and Suppliers	POMS Conference, Washington DC, USA	May 2-6, 2019
VI-H10	Verma, Nishant Kumar	Discount Allocation Optimisation Considering Customer Relevancy Scores	30th European Conference on Operational Research (EURO 2019) Dublin, Ireland	June 23-26, 2019
VI-H11	Chintapalli, Prashant and P. Tang, C	The Impact of Crop Minimum Support Prices on Crop Selection and Farmer Welfare in the presence of Strategic Farmers	Production and Operations Management Society Annual Conference	May 2-6, 2019
VI-H12	Tripathi, Rajeev Ranjan	Business Ecosystems - Competition, Cooperation, and Evolution; the Dynamics of Complex Systems	Discussion Meeting 2019, ICTS, TIFR Bangalore	June 10-14, 2019
VI-H13	Tripathi, Rajeev Ranjan	Fair Pricing in a Two-Sided Market Game	30th International Conference on Game Theory at Stony Brook, New York	July 15-19, 2019
VI-H14	Tripathi, Rajeev Ranjan	Panel discussion: Game theory in Jurisprudence	5th International Conference on Law and Economics, IIM Bangalore	December 28-29, 2019
VI-H15	Tripathi, Rajeev Ranjan	Fairness in Pricing Decision of a Two-Sided Platform with Heterogeneous Sellers	XXIII Annual International Conference of the Society of Operations Management, IIT Kanpur	December 20-21, 2019

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
VI-H16	Mahajan, Siddharth	Nonstationarity and Abandonment in Markovian Queues with Application to Call Centers	International Conference for Operations Research and Decision Sciences, IIM Visakhapatnam	December 28-30, 2019
VI-H17	Sapra, Amar	Optimal Processing and Trading for a Commodity in the Presence of Inventory Conversion Flexibility and Random Supply	Commodity and Energy Markets Association Annual Meeting, Pittsburgh, Pennsylvania	June 21-22, 2019

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	Strategic Sourcing under Optimism Bias and Information Asymmetry	IEEE International Conference on Industrial Engineering and Engineering Management (IEEM), Macao, China, December 15-19, 2019
VI-I-2	Anirban Adhikary, Sundar, Krishna D , Sourav B Borah, Amallesh Sharma	How much to Digitalize? Investigating the Impact of Digital Payment System Adoption by Retailers in their Multi-Dimensional Performance in an Emerging Market	Conference on Metrics and Analytics in Retailing, Georgia State University, SpringHill Suites Atlanta Buckhead, USA, November 13-15, 2019
VI-I-3	Anirban Adhikary, Sundar, Krishna D , Sourav B Borah, Amallesh Sharma	Investigating the Impact of Digital Payment System Adoption by Retailers in their Multi-Dimensional Performance in an Emerging Market	AMA Winter Academic Conference 2020, San Diego, CA, February 14-16, 2020
VI-I-4	Kiran Kumaraswamy, Sundar, Krishna D and Siddharth Mahajan	Quality Improvement Initiatives: A Communities of Practice Approach	30th Annual Conference of Production and Operations Management Society, Washington, USA, May 2019
VI-I-5	Mriganka Saikia, Sundar, Krishna D and Kiran Kumaraswamy	Menstrual Hygiene Management for Adolescent Girls in India: A Dynamic Supply Chain Model	30th Annual Conference of Production and Operations Management Society, Washington, USA, May 2019

VI-J IIMB Case Studies @ Harvard Business Publishing

VI-J1 Title: Tele-Ophthalmology – Is This the Solution to India’s Rural Eye Care Problem?

Author: Haritha Saranga

Summary: The case narrates the inception and operationalization of a public, private partnership (PPP) between the Government of Andhra Pradesh (GoAP) and Apollo Tele Health Services – the tele-medicine arm of one of the largest hospital chains in India, to provide free Tele-Ophthalmology services to rural population residing in the south Indian state of Andhra Pradesh (AP) using technology. The PPP is called “Mukhyamantri e-Eye Kendram (MeEK)”, and its objectives are to provide (i) ophthalmic diagnosis and (ii) free spectacles, to the needy citizens of the state. As part of the PPP, Apollo refurbished 115 vision centers across 13 districts of the state and launched the MeEK project in February 2018. Apollo created a pool of 30 ophthalmologists to provide tele-diagnosis from a remote location; contracted a vendor to manufacture and deliver spectacles; and designed and developed an electronic medical record (EMR) software to integrate all stakeholders in a seamless fashion during the delivery of these services. However, after the launch of MeEK, Apollo began to face various challenges in terms of software customization and integration as well as delivery of spectacles, as the demand far outweighed supplier’s capacity. As a result, Apollo could not meet the key performance indicators (KPIs) put in place by the government, and began to incur penalties. The case provides the students with an opportunity to analyze various operational trade-offs such as cost, quality, variety and speed in a capacity constrained environment and identify opportunities for improvement without sacrificing one performance indicator for another.

VI-J2 Title: Paytm Mobile Payments: Will It Emerge as a Dominant Design in India?

Author: Anshuman Tripathy, Nitish Kumar and Medha Sravani Boddeda

Summary: The case discusses the rapidly growing mobile payments industry in India. The growth in the industry has been fueled by several factors such as increasing smartphone and internet penetration, ballooning startup ecosystem, growing government push for economic digitization, and the pro-active involvement of the regulatory bodies in providing a conducive and stabilizing environment. The case presents the account of Paytm, a leading incumbent in the industry, which has experienced a phenomenal rise to the top, brushing aside competition from several domestic players. However, the increasing competition from deep-pocketed technology giants, such as Amazon, Facebook, Google, etc., has been challenging its leadership position. The case highlights Paytm’s strategic quest

for tackling the growing competition in the industry, which includes the strides taken by Paytm to establish itself as a dominant design. The case also hints at the other strategies incorporated by Paytm to sustain its market leadership.

- VI-J3** Title: **Biocon Research: Preparing for the Bio-Pharmaceutical Transition**
- Author: **Anshuman Tripathy** and Arijit Ghosh
- Summary: This case is based on Biocon Group's (NSE: BIOCON, an Indian biopharmaceutical company) R&D unit and fully owned subsidiary – Biocon Research Limited (BRL). This case involves study of R&D management processes followed within the company and the imminent decision on the organizational & structural change within R&D unit in the wake of changing business contexts and aspiration of the company. The case outlines the overall environment of the biopharmaceutical industry across the world and in India, and introduces readers to the events leading to the organization change and the execution of change management by the corporate leadership. The case captures the transition of Biocon, from an enzyme manufacturer to the technologically challenging space of biopharmaceuticals. This transition provides scope for learning various aspects of organization development such as building organizational and technology capability, creating processes and structures that support R&D initiatives, managing and measuring a portfolio of varied product development projects, and developing an innovative organizational culture.
- VI-J4** Title: **Akshaya Patra Vrindavan: Operations and Resources Planning for a Mega Kitchen**
- Author: Kiran K and **Anshuman Tripathy**
- Summary: The Akshaya Patra Foundation (TAPF) is a not-for-profit non-governmental organization (NGO) headquartered at Bengaluru, India. Since its inception in 2000, TAPF has been working to provide fresh and nutritious meals to children on every single school day; and in 2019, catered to about 1.76 million children from 15,024 schools across 12 states in India daily. TAPF's Vrindavan kitchen (TAPF VRN), located in the state of Uttar Pradesh, India, has been operational since 2004, and now caters to about 140,000 children in 2,032 schools daily. The uniqueness of this kitchen is that it has both rice and roti (chapati) based meals, making it different and more complex to manage than their other kitchens, most of whom are either only rice or only roti based. The case describes the complete range of activities: procurement, pre-processing, cooking, and finally packaging and dispatch, at this kitchen. The richness of the data helps to generate discussions around the material planning, procurement, and production planning activities at this kitchen.

VI-K Leading Journal Publications

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

- VI-K1** Authors: Prakash Awasthy and **Jishnu Hazra**
- Title: **Responsible Sourcing by Improving Workplace Safety through Buyer-Supplier Collaboration**
- Journal: ***European Journal of Operational Research***
- Abstract: In this paper, we study a problem where a buyer and a supplier collaborate to improve safety at the supplier's facility. We analyze and compare three policies; for the first policy, the buyer and the supplier jointly collaborate to improve safety at the supplier's manufacturing facility (this policy is known as Accord in the industry). For the second policy, the buyer supports the supplier by providing external funding (this policy is named Alliance). The third policy is the Base policy, which is used as a benchmark. Under Base policy, the buyer does not provide any support to the supplier on the safety front. Using analytical frameworks, we determine and characterize optimal policies from buyers, supplier and system safety perspectives. We find that a low capability supplier prefers Accord when the buyer's capability is high and Alliance otherwise. However, from safety perspective, for low capability supplier, Alliance should never be preferred.
- VI-K2** Authors: Tarun Jain and **Jishnu Hazra**
- Title: **Hybrid Cloud Computing Investment Strategies**
- Journal: ***Production & Operations Management***
- Abstract: Cloud providers such as Amazon, IBM, and Microsoft are leasing their computing resources to various businesses providing them an alternative to investing in expensive hardware. Although recent information systems research has examined pricing-related issues in cloud computing, several important questions still remain. For example, how should buyers decide on the capacity portfolio of private and public clouds? What is the impact of the buyer's demand uncertainty on the capacity portfolio decision? We address these questions in this study through a stylized model. Our analysis reveals that the investment in cloud infrastructure (private, public or hybrid) is based on the profile of the buyer's demand. When a buyer faces demand with low mean, she relies on public cloud solutions. If the demand has high mean, then the buyer firm hosts applications on a private cloud. Implementing a hybrid cloud is the optimal strategy when the mean demand is in mid-range. We find that high demand

variability makes businesses move toward public cloud solutions. We support these insights through examples from practice in the cloud computing industry.

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

- VI-K3** Authors: Tarun Jain, **Jishnu Hazra** and Jayashankar M Swaminathan
- Title: **Excess Procurement Strategies by a Dominant Buyer under Constrained Supply**
- Journal: **Naval Research Logistics**
- Abstract: Supply chains are often characterized by the presence of a dominant buyer purchasing from a supplier with limited capacity. We study such a situation where a single supplier sells capacity to an established and more powerful buyer and also to a relatively less powerful buyer. The more powerful buyer enjoys the first right to book her capacity requirements at supplier's end, and then the common supplier fulfills the requirement of the less powerful buyer. We find that when the supplier's capacity is either too low (below the lower threshold) or too high (above the higher threshold), there is no excess procurement as compared to the case when supplier has infinite capacity. When the supplier's capacity is between these two thresholds, the more powerful buyer purchases an excess amount in comparison to the infinite capacity case.

VI-L Awards, Honours, and Achievements

- V-L1** Prof. Haritha Saranga, IIMB Chair of Excellence: Received Institute Award for Excellence.

VI-M Doctoral Theses Completed by FPM Students during 2019–2020

Sl. No.	Name of the Student	Dissertation Title	Members of the DAC Committee
VI-M1	Kiran K	Communities of Practice in Quality Improvement Initiatives	D Krishna Sundar Siddharth Mahajan Ganesh N Prabhu

VI-N Dissertations Proposal by FPM Students during 2019–2020

Sl. No.	Name of the Student	Topic	Date
VI-N1	Srikanth K	Essays on Ridesharing Operations	July 26, 2019

VI-O Papers Presented by FPM Students in Conference/Seminar during 2019–2020

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
VI-01	Srikanth Krishnaprasad and Prof. Rajeev R Tripathi	Capacity Planning to Manage Service Heterogeneity on Ridesharing Platforms	International Conference on Operations Research and Decision Sciences (ICORDS) 2019, IIM Visakhapatnam	December 28-30, 2019
VI-02	Srikanth Krishnaprasad and Prof. Rajeev R Tripathi	Managing the Pool of Self-Scheduling and In-House Capacity for Ridesharing Platforms	Production and Operations Management Society (POM) India, 2019 K J Somaiya Institute of Management Studies & Research, Mumbai	December 13-14, 2019
VI-03	Kiran K, Prof. Krishna Sundar Diatha and Prof. Siddharth Mahajan	Quality Improvement Initiatives: A Communities of Practice Approach	30th Annual Conference of Production and Operations Management Society, Washington, USA	May 2019
VI-04	Kiran K, Prof. Mriganka Saikia, Prof. Krishna Sundar Diatha	Menstrual Hygiene Management for Adolescent Girls in India: A Dynamic Supply Chain Model	30th Annual Conference of Production and Operations Management Society, Washington, USA	May 2019

VII

Decision Sciences (DS)

The faculty in the Decision Sciences area of IIMB is well-known and highly respected and comprises 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 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 participates in and influences 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

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

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

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

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

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: The following are the objectives of the study.

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

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

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 of the wastage, i. e., Rs. 13,300 crore – which constitutes 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 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 the 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

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

VII-A10 Fintech and Credit Scoring for the Millennial Generation

Project Team: **Pulak Ghosh**, Sumit Agarwal, and Sudip Gupta

Summary: The study uses unique and proprietary data from a large Fintech lender to analyze whether alternative data captured from an individual's mobile phone (mobile/social footprint) can substitute for traditional credit bureau scores and improve financial inclusion. Variables that measure a borrowers' digital presence, such as the number and types of apps installed, measures of social connections and borrowers' 'deep social footprints' based on call logs, significantly improve default prediction and outperform the credit bureau score. Using machine learning-based prediction counterfactual analysis, the research finds that alternate credit scoring based on the mobile and social footprints can expand credit access for individuals who lack credit scores without adversely impacting the default outcomes. It is found that the marginal benefit of using alternative data for credit decisions is likely to be higher for borrowers with low levels of income and education, as well as for borrowers residing in regions with low levels of financial inclusion.

Sponsor: National Stock Exchange

Status: Completed

VII-A11 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

VII-A12 Biopharmaceutical Supply Chains: Global Challenges and Local Opportunities

Project Team: **Ananth Krishnamurthy** and Tugce Martagan

Summary: Bio-pharmaceutical industry uses biomanufacturing technologies to produce vaccines, blood components and proteins. These products have a wide range of application areas from therapeutic use to diagnosis, drug discovery and drug development. Market analysis by BioPlan Associates shows that bio-pharmaceutical industry has been experiencing an overall consistent growth of 14-15%, and that the global biopharmaceutical market is expected to reach \$341 billion by 2023 (Mordor Intelligence). Unlike traditional pharmaceuticals, biopharmaceutical products are produced using living cells which brings additional manufacturing and optimization challenges. While investment in specialized equipment can address these challenges in part, the effective management of resources plays a key role in the ultimate success. Langer and Rager emphasize that more than 50% of biopharmaceutical companies have been running into capacity problems resulting from poor resource utilization.

Sponsor: IIM Bangalore

Status: Ongoing

VII-A13 A New Mathematical Model for Stock Price

Project Team: **Malay Bhattacharyya**

Summary: Geometric Brownian motion (GBM) has been commonly used for analyzing stock price movements. Fractal Brownian motion (fBm), introduced by Mandelbrot and Van Ness (1968) to capture long-term dependence is also Gaussian. Motivated by fBM, Comte and Renault (1998) introduced fractional stochastic volatility models to explain the long-memory of the implied volatility. Further, fractional Black-Scholes formula is suggested by Mandelbrot 1997 and Shiryaev 1999. But these models provide for arbitrage opportunities. This is the focus of the research by Oksendal (2003), Cheridito (2003) and Guasoni (2005). However, fBm is non-Markovian; that makes it very difficult to study and to implement. Cheridito (2001) introduced mixed fBM that is shown to be useful in modelling returns. Dhesi, Shakeel and Xiao (2015) investigated an extension of GBM by incorporating a weighting factor and a stochastic function that is a mixture of power and trigonometric functions. Simulation results show that their model is superior to GBM. Gajda and Wylomanska (2012) proposed an alternative approach based on subordinated tempered stable GBM. Monte Carlo simulations show that their model is more successful. Ladde and Wu (2009) also developed modified linear models of GBM, under different data partitioning, with and without jumps. Monte Carlo results suggest that data partitioning improves the results, and the models with jumps are much better than those without them.

Sponsor: IIM Bangalore

Status: Ongoing

VII-B Articles in Academic Journals

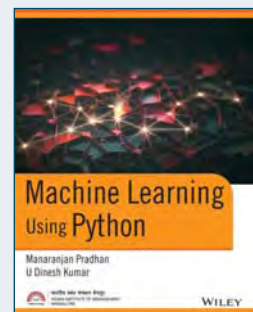
Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
VII-B1	Murthy, Ishwar and Sam Ransbotham	A new extended formulation of the generalized assignment problem and some associated valid inequalities	<i>Discrete Applied Mathematics</i>	Vol. 271, December 2019, Pg. 119-143
VII-B2	Sinha and Krishnamurthy, Ananth	Production and capacity utilization strategies in supply chains for complex engineered products	<i>Production and Operations Management</i>	Vol. 29(2), February 2020, Pg. 462-480
VII-B3	Debojyoti Das, M. Kannadhasan and Bhattacharyya, Malay	Do the emerging stock markets react to international economic policy uncertainty, geopolitical risk and financial stress alike?	<i>The North American Journal of Economics and Finance</i>	Vol. 48, April 2019, Pg. 1-19
VII-B4	Prajamitra Bhuyan, Jayabrata Biswas, Ghosh, Pulak and Kiranmoy Das	A Bayesian two-stage regression approach of analysing longitudinal outcomes with endogeneity and incompleteness	<i>Statistical Modelling</i>	Vol. 19(2), April 2019, Pg. 157-173
VII-B5	Kshitij Awasthi, Yayavaram, Sai George, Rejie and Sastry, Trilochan	Classification for regulated industries: A new index	<i>IIMB Management Review</i>	Vol. 31(3), September 2019, Pg. 309-315

VII-C Books**VII-C1 Manaranjan Pradhan and Dinesh Kumar U***Machine Learning Using Python*

Wiley India, 2019

This book is written to provide a strong foundation in machine learning using Python libraries by providing real-life case studies and examples. It covers topics such as foundations of machine learning, introduction to Python, descriptive analytics and predictive analytics.

Advanced machine learning concepts such as decision tree learning, random forest, boosting,



recommended systems, and text analytics are covered. The book takes a balanced approach between theoretical understanding and practical applications. All the topics include real-world examples and provide step-by-step approach on how to explore, build, evaluate, and optimize machine learning models.

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	Suman, R, and Krishnamurthy, Ananth	Analysis of Tandem Polling Queues Using Decomposition	INFORMS Annual Conference, Seattle, USA	October 20-23, 2019
VII-H2	Suman, R, and Krishnamurthy, Ananth	An Approximate Analysis of a Network of Polling Queues	INFORMS Annual Conference, Seattle, USA	October 20-23, 2019
VII-H3	Suman, R, and Krishnamurthy, Ananth	Analysis of Tandem Polling Queues Using Decomposition	POMS Annual Conference, Washington DC, USA	May 3-6, 2019
VII-H4	Limon, Y, Martagan, T and Krishnamurthy, Ananth	Coordination via Effort- Based Contracts for Biopharmaceutical Projects	INFORMS Annual Conference, Seattle, USA	October 20-23, 2019
VII-H5	Limon, Y, Martagan, T and Krishnamurthy, Ananth	Exact and Approximate Methods to Compare Resource Allocation Strategies for Biomanufacturing Projects	INFORMS Annual Conference, Seattle, USA	October 20-23, 2019
VII-H6	Limon, Y, Martagan, T and Krishnamurthy, Ananth	Supply Chain Contracts for Biopharmaceutical Projects	POMS Annual Conference, Washington DC, USA	May 3-6, 2019
VII-H7	Murthy, Ishwar	New Extended Formulation of the Generalized Assignment Problem and Some Associated Inequalities	Department of Industrial Engineering, Bilkent University, Ankara, Turkey	February 2019
VII-H8	Bhattacharyya, Malay and Siva Rajesh Kasa	A Test for Detecting Structural Breakdowns in Markets using Eigenvalue Distributions	9th International Conference of the Financial Engineering and Banking Society (FEBS) 2019, Prague	May 30 – June 1, 2019

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
VII-H9	Bhattacharyya, Malay and Giriraj Achari	Copula Markov Switching Multifractal Models for Forecasting Value-at-Risk	9th International Conference of the Financial Engineering and Banking Society (FEBS) 2019, Prague	May 30 – June 1, 2019
VII-H10	Vinu CT and Bhattacharyya, Malay	Periodic GARCH Models for Overnight and Trading Day Returns	9th International Conference of the Financial Engineering and Banking Society (FEBS) 2019, Prague	May 30 – June 1, 2019
VII-H11	Saparya S and Bhattacharyya, Malay	A Variant of Brownian Motion	9th International Conference of the Financial Engineering and Banking Society (FEBS) 2019, Prague	May 30 – June 1, 2019
VII-H12	Bhattacharyya, Malay and Ravi Prakash Ranjan	Portfolio Diversification Using Equivalence Classes	9th International Conference of the Financial Engineering and Banking Society (FEBS) 2019, Prague	May 30 – June 1, 2019
VII-H13	Bhattacharyya, Malay and Saparya Suresh	Revisiting Income Inequality Measures	4th International Conference on Business and Economics, Dhaka	October 29-30, 2019
VII-H14	Ghosh, Pulak	Plenary Speaker State Intervention in the Financial Sector, 2020 Banking the Unbanked: What do 255 Million New Bank Accounts Reveal about Financial Access?	Central for Advanced Financial Research and Learning (CAFRAL) and World Bank Conference, Mumbai	February 26, 2020
VII-H15	Ghosh, Pulak	Role of Data in AI	AIMA's 2nd AI & Big Data Retreat AI in an Enterprise: Automating Business, Taj Fort, Goa	February 14-16, 2020
VII-H16	Ghosh, Pulak	First Lecture of the Indian Oil LEAD talk	Lecture Series Big Data and Emerging Technologies, Indian Oil Bhawan, Delhi	September 5, 2019

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
VII-H17	Ghosh, Pulak	Big Data and AI for Decision making	Economic Times CIO Annual Conclave, Jaipur	March 8-10, 2019
VII-H18	Ghosh, Pulak	Big Data, Fintech and AI for Policy and Governance: Opportunities for India	All India Management Association (AIMA) Leadership Summit, New Delhi	March 2019
VII-H19	Roy, Rishideep	Probability on Discrete Structure	IISA Conference, IIT Bombay	December 26-30, 2019
VII-H20	Roy, Rishideep	Location for Near Maxima of Log-correlated Fields	Euler International Mathematical Institute, Petersburg, Russia	June 14, 2019
VII-H21	Das, Shubhabrata	Two Sample Testing of Proportion: Non-Null Case	7th International Conference on Data Science and SDGs: Challenges, Opportunities and Realities, Rajshahi, Bangladesh	December 18-19, 2019
VII-H22	Dinesh Kumar U	AI and Life Long Learning	Industry and Academic participants at Chalmer's University, Sweden	April 9, 2019
VII-H23	Dinesh Kumar U	Panel Discussion titled: Artificial Intelligence - Challenges and Road Ahead. The panel discussed about the challenges in terms of making AI usable in practical and real world problems. The topic touches both building consumable models to AI platforms and the issues in using AI in different class of real world problems	AI Day, organized by IBM, IIM Bangalore	June 29, 2019
VII-H24	Dinesh Kumar U	Masterclass: Demystifying Artificial Intelligence	ITM Mumbai	July 13, 2019

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
VII-H25	Dinesh Kumar U	Case Studies in AI and ML	National Conference on Machine Learning and Artificial Intelligence, Coimbatore Institute of Technology, Coimbatore	August 26-27, 2019
VII-H26	Dinesh Kumar U	Machine Learning Applications	Third National Conference on "Machine Learning and Artificial Intelligence", Lal Bahadur Shastri Institute of Management, New Delhi	February 1, 2020

VII-J IIMB Case Studies @ Harvard Business Publishing

VII-J1 Title: Improving Lead Generation at Eureka Forbes Using Machine Learning Algorithms

Author: Nandini Seth, Manupriya Agrawal, Manaranjan Pradhan and **U Dinesh Kumar**

Summary: Eureka Forbes, part of the conglomerate Shapoorji Pallonji Group, is currently one of the world's largest direct sales companies known for its water purifier brand Aquaguard with a turnover of more than INR 30 billion. The company is estimated to have a customer base of 20 million across 53 countries. The company's distribution channel includes a direct sales force of dealers, institutional channels, business partner network and a rural channel across 1500 cities and towns in India. The company's previous customer acquisition model ensured that interested customers were individually visited for demonstration of the product and for completion of purchase. While this made the company a household name, it kept the acquisition costs on the higher side. With the imminence of online retailing, the brand had been taking steps to establish their digital presence and build a stable online sales channel. The company website (www.eurekaforbes.com) attracts online traffic from various sources such as organic searches, google ads, email campaigns, etc. The company has started to use this click stream data to build a rich database of visitor acquisition factors and behavioral variables such as session duration, device category, pages visited, lead forms filled, etc. using the Google Analytics Reporting API. The company identifies these visitors as potential customers and is actively deploying remarketing campaigns with optimism to convert them. While these campaigns have shown some success, they have resulted in substantially high retention costs. The business goal is clearly defined for the

company – they want to target potential customers while keeping the cost per lead (CPL) as low as possible. For Kashif Kudalkar, the Deputy General Manager for Digital Marketing and Analytics, the task is to achieve better conversion at lower costs. This is achievable when the target audience is narrowed down to a sizeable number for remarketing campaigns.

VII-J2 Title: Fantasy Sports: A Game of Skill or Chance

Author: U Dinesh Kumar, Shailaja Grover and Sharada Sringeswara

Summary: Fantasy sports is the fastest growing online gaming industry worth several billion dollars. An important debate associated with fantasy sports across the world is whether it is a game of skill or chance. In India, the online gaming laws are not very well defined and hence there is always a threat to fantasy sports companies of getting into legal battles. While the game of skill is permitted by Indian laws, game of chance is strictly prohibited. Indian courts have recognized that no game is a game of pure skill or game of pure chance. When there is a chance involved, the Indian courts decide based on the dominant factor test that requires determining whether skill is dominant or chance is dominant factor for a given instance. Ramasubramanian Sundararajan (Ramsu), the head of AI at the Cartesian Consulting was convinced that the debate around whether the dominant factor is skill or chance should be settled using data. With this objective, Ramsu approached Dream 11, one of the largest fantasy sports companies in India. Dream 11 has created fantasy games for sports such as cricket, football, hockey, kabaddi, and the National Basketball Association (NBA). Being a cricket fanatic, Ramsu wanted to check whether fantasy games played in cricket involves skill. Ramsu was convinced that several hypotheses can be designed and tested to check whether fantasy sports is skill dominant or chance dominant.

VII-J3 Title: Supply Chain Analytics to Manage Blood at VHS Blood Bank

Author: Aayushi Kalra, Shailaja Grover and U Dinesh Kumar

Summary: Rotary Central TTK-VHS Blood Bank, situated in the premises of Voluntary Health Services (VHS), a multi-specialty hospital, in Chennai, is a supplier of safe blood and blood components to various hospitals across Chennai. VHS is a non-profit organization serving the needy sections of the society. It procures blood from voluntary donors by organizing blood donation camps at various places in Tamil Nadu and separates blood into its components after appropriate testing of the collected blood. It also makes arrangement for regular blood transfusion for Thalassemia patients in its hemophilia center. Since blood and blood components are perishable and have a short shelf life, accurate forecasting of demand for various components of blood is essential. Due to gap in supply and demand and perishability of blood components, Athmanathan, CAO (Chief Administrator) of

VHS Blood Bank felt that the data could be used to predict the future demand on a daily basis and to help in planning blood donation camps accordingly.

VII-K Leading Journal Publications

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

- VII-K1** Authors: **Ishwar Murthy** and Sam Ransbotham
- Title: **A New Extended Formulation of the Generalized Assignment Problem and Some Associated Valid Inequalities**
- Journal: ***Discrete Applied Mathematics***
- Abstract: We present a new extended formulation of the Generalized Assignment Problem (GAP) that is a disaggregation of the traditional formulation. The disaggregated formulation consists of $O(mn^2)$ variables and constraints, where m denotes the number of agents and n the number of jobs. In contrast, the traditional formulation consists of $O(mn)$ variables and constraints. The extended formulation is stronger than the traditional formulation as its linear programming relaxation provides tighter lower bounds. Furthermore, this new formulation provides additional opportunities to generalize the well-known Cover and $(1, k)$ -Configuration inequalities to make them far more ubiquitous. In fact, we show that the generalizations of both these inequalities when added to the disaggregated formulation provided tighter bounds than when the original Cover and $(1, k)$ -Configuration inequalities are added to the traditional formulation. We introduce two classes of inequalities involving multiple agents that are specific to the disaggregated formulation. One class of inequalities is called the Bar-and-Handle $(1, p^k)$ Inequality, which under certain restrictive conditions is a facet of the polytope defined by feasible solutions of GAP. The other important class of inequality is the 2-Agent Cardinality Matching Inequality involving two agents. Given the uncapacitated version of GAP in which each agent can process all jobs, we first show this inequality to be a facet of the polytope defined by the uncapacitated GAP. We then show how this inequality can be strengthened easily by lifting it to become a strong inequality for GAP. We also show that when $m=2$, this inequality, along with trivial facets completely describes the polytope associated with the uncapacitated version of GAP. Finally, through computational testing, we demonstrate that by substantially reducing the number of sub-problems visited in the branch-and-bound tree, our extended formulation achieves significant computation gains.

- VII-K2** Authors: Sinha and **Ananth Krishnamurthy**
- Title: **Production and Capacity Utilization Strategies in Supply Chains for Complex Engineered Products**
- Journal: ***Production and Operations Management***
- Abstract: We analyze production and capacity utilization strategies in a supply chain where individual components can be made either at a shared in-house manufacturing facility or at dedicated facilities of external subcontractors. The manufacturer and the subcontractor differ in terms of costs, production capacities, rates, and service level capabilities. Using Markov decision process models, we determine the optimal policy and characterize its structure. We derive the set of conditions that partitions the state space into regions and characterizes optimal policies in each region. We derive optimal policies for manufacturers and subcontractors under different settings and show that the optimal policy has a multi-index structure in some settings.
- Listings: - **Financial Times 50**
- **UTD 24**

VII-M Doctoral Theses Completed by FPM Students during 2019–2020

Sl. No.	Name of the Student	Dissertation Title	Members of the DAC Committee
VII-M1	Anupama Lakshmanan	Forecasting Time Series with Multiple Levels of Seasonality	Shubhabrata Das, Malay Bhattacharyya Arnab Mukherji
VII-M2	Saparya Suresh	Some New Stochastic Processes with Applications in Finance and Other Areas	Malay Bhattacharya Shashidhar Murthy Rajluxmi V Murthy

VII-N Dissertations Proposal by FPM Students during 2019–2020

Sl. No.	Name of the Student	Topic	Date
VII-N1	Akshita Srivastava	Essays on Warranty Management Using Machine Learning Algorithms	July 25, 2019

VII-O Papers Presented by FPM Students in Conference/Seminar during 2019-2020

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
VII-01	Pranjal Chandrakar, Prof. Manaswini Bhalla, and Prof. Shubhabrata Das	Sequential Auctions of More Than Two Objects with Synergies	The Winter School, Delhi School of Economics	December 10-13, 2019
VII-02	Pranjal Chandrakar, Prof. Manaswini Bhalla, Prof. Shubhabrata Das	Sequential Auctions of More Than Two Objects with Synergies	15th Annual Conference on Economic Growth and Development, Indian Statistical Institute Delhi	December 18-20, 2019
VII-03	Pranjal Chandrakar, Prof. Manaswini Bhalla, Prof. Shubhabrata Das	Lease Auctions and Renewal Contracts	Delhi Economic Theory Workshop, Indian Statistical Institute, Delhi	February 15, 2020

VIII

Information Systems (IS)

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 programmes of the institute and also executive education programmes.

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

I-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

VIII-A2 Ganga Hospitals Case Writing Project

Project Team: **Shankar Venkatagiri**

Summary: The Indian healthcare industry has matured across several decades. Procedures of high complexity are routinely performed with success at our hospitals. Large, integrated hospitals cover multiple specialties (e.g. AIIMS, Fortis). More recently, tertiary and quaternary care hospitals have started to focus on single specialties, such as neonatology (e.g. Ovum), oncology (e.g. HCG) and so on. Of particular interest is Ganga Medical Centre & Hospitals, Coimbatore, whose primary areas of specialization are orthopedic and plastic surgery.

Sponsor: IIM Bangalore

Status: Ongoing

VIII-A3 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

VIII-A4 The Ethical Implications of Delegating Decision-Making Journey to Autonomous (AI) Systems: Beyond the Trolley Problem

Project Team: **Rahul De’**

Summary: The study examines the ethical implications of delegating decision-making journey to autonomous (AI) systems: Beyond the trolley problem.

Sponsor: Facebook

Status: Ongoing

I-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
VIII-B1	Abhipsa Pal, De’, Rahul , Tejaswini Herath and H. Raghav Rao	A Review of Contextual Factors Affecting Mobile Payment Adoption and Use	<i>Journal of Banking and Financial Technology</i>	Vol. 3(1), April 2019, Pg. 43-57

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
VIII-H1	De’, Rahul	Digital Transformation	Young Leader’s Confluence, JP Morgan, Bangalore	November 28, 2019

I-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.	How Convenient is Mobile Payment? An Investigation of Antecedents to Perceived Risk and Perceived Security of Usage of Mobile Payment Services	International Conference on Secured Knowledge Management in Artificial Intelligence Era, BITS Pilani, Goa, India, December 21, 2019
VIII-I-2	Pal, A., and De', Rahul	Are Threats Driving Security Measures in Organizations? A Mixed-Method Study of Employee Behavior Post Security Breach Incidents	TREO Talks in conjunction with the 40th International Conference on Information Systems, Munich, Germany, December 15, 2019
VIII-I-3	Sunil Reddy Kunduru and Bandi, Rajendra K	Fluidity of Power Structures Underpinning Public Discourse on Social Media: A Multicase Study on Twitter Discourse in India	Proceedings of the 25th Americas Conference on Information Systems (AMCIS 2019), Sydney Cancún, Mexico, August 15-17, 2019

I-L Awards, Honours, and Achievements

VIII-L1 Prof. Rahul De', Outstanding Associated Editor Award ICIS 2019.

I-M Doctoral Theses Completed by FPM Students during 2019–2020

Sl. No.	Name of the Student	Dissertation Title	Members of the DAC Committee
VIII-M1	Abhipsa Pal	The Influence of Context on Mobile Payment Technology's Usage, Continuance, and Role in Sustainable Development	Rahul De', Rajendra K Bandi Abhoy K Ojha H Raghavendra Rao (Ex. Mem)

I-N Dissertations Proposal by FPM Students during 2019–2020

Sl. No.	Name of the Student	Topic	Date
VIII-N1	Sunil Reddy Kunduru	Impact of Social Media on Distribution and Consumption of Content in Public Discourse	May 29, 2019
VIII-N2	Bhavya P S	A Study of the Guardian Role in IT Multisourcing Projects Control Perspective	October 31, 2019

I-O Papers Presented by FPM Students in Conference/Seminar during 2019–2020

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
VIII-01	Sunil Reddy Kunduru and Prof. Rajendra K Bandi	Fluidity of Power Structures Underpinning Public Discourse on Social Media: A Multi-case Study on Twitter Discourse in India	Americas Conference of Information Systems (AMCIS) 2019, Cancun	August 14-17, 2019
VIII-02	Abhipsa Pal, Prof. Rahul De', Prof. Tejaswini Herath, Prof. H Raghav Rao	An Investigation of Antecedents to Risk and Security of Mobile Payment Technology: the Moderating Influence of Convenience	International Conference on Secure Knowledge Management in Artificial Intelligence Era, BITS Pilani, Goa Campus	December 21-22, 2019

II-Q Awards, Honours and Achievements by FPM Students in 2019–2020

Sl. No.	Name of the Student	Details of the Award	Date
VIII-Q1	Sai Dattathrani and Prof. Rahul De'	The Ethical Implications of Delegating Decision-Making Journey to Autonomous (AI) Systems: Beyond the Trolley Problem, Research Grant from Facebook	August 2019



Centre for Public Policy (CPP)

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

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 programme 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

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 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

IX-A3 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 the 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. Muslims and individuals belonging to lower caste tend to be over represented in low paying jobs.

Sponsor: IIM Bangalore

Status: Ongoing

IX-A4 Social Identities and the Labour Market, Co-Principal Investigator

Project Team: **Hema Swaminathan**

Summary: This research project identifies these existing gaps in currently available labour market data and proposes a range of methods (primary survey, survey and lab experiments) to address them. Through a novel sampling strategy, a detailed survey instrument and a unique implementation design, the primary survey will capture labour market experiences (participation, roles, earnings and discrimination) of individuals with marginalized identity.

Sponsor: Initiative for What Works to Advance Gender Equality

Status: Ongoing

IX-A5 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

IX-A6 Identifying the Structure(s), Agency and Mobility within Indian IT Organizations

Project Team: **Rajalaxmi Kamath** and Vinay Reddy Venumuddala

Summary: ‘Durable inequality’, one of the seminal works of Charles Tilly (Tilly, 1998) motivates a shift in the gaze from a macro or societal level to meso or organizational level, when it comes to analysing factors underlying social change. Social mobility which is the key to social change, is intricately connected to the expression of human agency within multiplicity of structures operating within organizations (Sewell, 1992; Emirbayer and Mische, 1998; Orlikowski, 2000; Bottero, 2004; Swidler, 2005). Observing the common practices surrounding technologies in use (Orlikowski, 2000; Swidler, 2005) allows one to tease out the multiplicity of structures (Sewell, 1992) and agentic orientations (Emirbayer and Mische, 1998), which manifest most commonly within an organization. Using such a ‘practice lens’ (Orlikowski, 2000) helps us to identify what we call ‘tacit mobility ladders’ that are different from the usual career trajectories commonly acknowledged within and across organizations.

Sponsor: IIM Bangalore

Status: Ongoing

IX-A7 Interventions towards Water Conservation in Cities

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

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

Sponsor: IIM Bangalore

Status: Ongoing

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

Project Team: **Deepak Malghan**

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

Sponsor: VRSP, IIM Bangalore

Status: Ongoing

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

Project Team: **Shabana Mitra**

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

Sponsor: IIM Bangalore

Status: Ongoing

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

Project Team: **Shabana Mitra**

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

Sponsor: IIM Bangalore

Status: Ongoing

IX-A11 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

IX-A12 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 does not get a cycle. Girls with a cycle are also less likely to be working in agriculture, the dominant job sector for women who work in Bihar. Girls with a cycle are also 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 programme. K. Moene and S. Mitra have collected data by interviewing about 10,000 girls from the states of Bihar, Uttar Pradesh, and Jharkhand. Using these unique data, they intend to examine more precisely how the programme changes inequality in opportunities, education and earnings.

Sponsor: ICSSR-EQUIP

Status: Ongoing

IX-A13 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: UNICEFF India

Status: Ongoing

IX-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 in 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: Completed

IX-A15 NPCI – Chartering a Payment Freeway

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: Completed

IX-A16 Educated Political Leaders and Development Outcomes in India

Project Team: **Soham Sahoo**

Summary: This project would investigate the impact of education level of political leaders on development outcomes. Citizen-candidate models of representative democracy suggest that identity of the politician influences policy outcomes. In the Indian context, some studies have looked at the effect of identity of politicians in terms of gender, religion, caste, and criminal status on economic outcomes. However, there is almost no published paper that has investigated the effect of the education level of the leaders in the Indian context. Research on other countries and some cross-country level studies reveal mixed evidence on whether the education level of politicians makes them more effective. Besides, if educated leaders have different policy preferences than less-educated leaders, then their relative effectiveness may also vary across different outcomes. Thus, whether education can be viewed as an indicator of politician’s quality is an open question. Our project will shed light on this issue by analyzing data from India.

Sponsor: IIM Bangalore

Status: Ongoing

IX-A17 The Effect of Local Crime on Child Marriage, School Dropout, and Employment Outcomes: A Gender Perspective from India

Project Team: **Soham Sahoo**

Summary: The economic and social status of women in the Indian society affects their human capital development and participation in the labour market, particularly the formal labour market. The current discussion on the low labour market participation of women has centred on the existing evidence of less economic opportunities for women and increasing income for male members of the households. However, the relevance of school to marriage or to work transition and how it is affected by cultural norms has not been given much attention in the discussion. This project utilizes existing quantitative and qualitative data from various sources including data collected by an NGO, Child Rights & You (CRY), to examine how local level crime rates affect child marriage, school dropout and employment participation of women in India.

Sponsor: Global Challenges Research Fund, Economic and Social Research Council (ESRC) UK

Status: Ongoing

IX-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
IX-B1	Anjana Dube and Kamath, Rajalaxmi	Microfinance Group Processes and Crises: Responses to Economic and Psychological Threats	<i>Journal of Development Studies</i>	Vol. 55(10), 2019, Pg. 2273-2285
IX-B2	S. Chandrasekhar and Sahoo, Soham	Land-Holding, Participation in Agriculture and Short-Term Migration in Rural India	<i>Asian Population Studies</i>	Vol. 15(2), 2019, Pg. 2019-227
IX-B3	S. Chandrasekhar, P. Geetha Rani, and Sahoo, Soham	Household Expenditure on Higher Education: What do We Know and What do Recent Data Have to Say?	<i>Economic and Political Weekly</i>	Vol. 54(20), 18 May, 2019
IX-B4	Snesha Thapliyal, Mukherji, Arnab and Malghan, Deepak	Economic Inequality and Loss of Commons: Evidence from India	<i>World Development</i>	Vol. 122, October 2019, Pg. 693-712
IX-B5	Anish Sugathan, Malghan, Deepak , S. Chandrashekar and Sinha, Deepak K	Downstream Electric Utility Restructuring and Upstream Generation Efficiency: Productivity Dynamics of Indian Coal And Gas Based Electricity Generators	<i>Energy</i>	Vol. 178, July 2019, Pg. 832-852
IX-B6	Naveen Bharathi, Malghan, Deepak and Andaleeb Rahman	Neighbourhood-Scale Residential Segregation in Indian Metros	<i>Economic and Political Weekly</i>	Vol. 54(30), July 2019, Pg. 64-70
IX-B7	Cheryl Doss, Swaminathan, Hema , Carmen Diana Deere, J. Y. Suchitra, Abena D. Oduro and Boaz Anglade	Women, Assets, and Formal Savings: A Comparative Analysis of Ecuador, Ghana and India	<i>Development Policy Review</i>	Vol. 38(2), March 2020, Pg. 180-205
IX-B8	Jody Heymann, Jessica K Levy, Bijetri Bose, Vanessa Ríos-Salas, Yehualashet Mekonen, Swaminathan, Hema , Negar Omidakhsh, Adva Gadoth, Kate Huh, Margaret E Greene and Gary L Darmstadt	Improving Health with Programmatic, Legal, and Policy Approaches to Reduce Gender Inequality and Change Restrictive Gender Norms	<i>The Lancet</i>	Vol. 393 (10190), June 2019, Pg. 2522-2534

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
IX-B9	Sriram M S , Siddharth Dhurka, Ravinder Singh and Flavio Minelli	Vistaar Financial Services Private Limited	<i>VIKALPA</i> <i>The Journal for Decision Makers</i>	Vol. 44(1), 2019, Pg. 41-52
IX-B10	Sriram M S	Financial Inclusion: Agenda for Policy Intervention	<i>VIKALPA</i> <i>The Journal for Decision Makers</i>	Vol. 44(4), October-December 2019, Pg. 163-166

IX-D Chapters in Books

Sl. No.	Authors	Title of Chapter	Title of Book	Editors	Publication Details
IX-D1	Swaminathan, Hema and Suchitra J. Y	Promises Unfulfilled: Women's Access to Land in India	India: Social Development Report 2018 Rising Inequalities in India	T. Haque and D N Reddy	Oxford University Press, New Delhi, 2019

IX-E Working Papers

Sl. No.	Author	Title	IIMB Working Paper No.	Year
IX-E1	Naveen Bharathi, Malghan, Deepak and Andaleeb Rahman	Residential Segregation Patterns in Indian Metros	587	2019
IX-E2	Naveen Bharathi, Malghan, Deepak and Andaleeb Rahman	Village in the City: Residential Segregation in Urbanizing India	588	2019
IX-E3	Ravi Sankar Kuchibhotla and Kamath, Rajalaxmi	The "One-Ness" of One Nation, One Tax: Travails of Legislating GST in India	590	2019

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	Implications of Crisis Could Be Far and Wide	<i>Deccan Herald</i>	October 06, 2019
IX-F2	Sriram M S	The Road Map for Real Banking Reforms	<i>Mint</i>	September 23, 2019
IX-F3	Sriram M S	Bank Nationalization Stands the Test of Time	<i>Mint</i>	July 22, 2019
IX-F4	Sriram M S	Bank Nationalization Stands the Test of Time	<i>Banker's Helpline</i> , Vol 3(18)	August 4, 2019
IX-F5	Sriram M S	Dealing with Banking and NPA Crisis: A Primer	<i>Moneycontrol.com</i>	June 28, 2019
IX-F6	Raghuram G	To Creative Destruction and Reinvention	<i>Rail Business</i> [Expert Opinion-Reflections], Vol. 11(52)	February 2020
IX-F7	Raghuram G	Transport Infrastructure in India, Union Budget 2020-21	<i>Yojana</i>	March 2020
IX-F8	Raghuram G	Can Reforms Revive Higher Education?, Union Budget FY 2020	<i>Financial Express</i>	February 10, 2020
IX-F9	Raghuram G	Executive Education Engine to Drive IIM Bangalore's Revenues	<i>The Hindu Business Line</i>	November 11, 2019
IX-F10	Raghuram G	Looking Up Substantial Progress but Miles to Go	21st Anniversary issue, <i>Indian Infrastructure</i> , Vol.22(1)	August 2019
IX-F11	Raghuram G	Transport Infrastructure and Connectivity, Long Term Projects, Union-Budget 2019-20	<i>Yojana</i>	August 2019
IX-F12	Raghuram G	Budget 2019: Study the Past to Predict the Future, Budget-2019	<i>The Financial Express</i>	July 15, 2019
IX-F13	Raghuram G	One Should Keep Pushing for Change and Growth	10th Anniversary Academicians issue, <i>Careers360</i>	June 2019

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

Sl. No.	Authors	Title of Publication	Type of Publication
IX-G1	P Balasubramania, M Ibanez, S Khan and Sahoo, Soham	Does Female Economic Empowerment Promote Development?	Other Report, PEGNet Policy Brief 17, 2019
IX-G2	Kamath, Rajalaxmi and Murthy, Rajluxmi V.	Resettlement Action Plan	Other Report, Bangalore Metro Rail Corporation Limited, 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	Suraj, Anil B	Copyrights for Research and Education	Commemorative Lecture to mark the birth anniversary of Dr. S.R. Ranganathan (popularly known as Father of Library Science in India), Information Studies and the PES University, Bangalore	August 9, 2019
IX-H2	Suraj, Anil B	Public Contracts and Policies	Mid-Career Training Programme in Field Administration for Civil Servants of Bangladesh, National Centre for Good Governance, DARPG, Government of India, LBSNAA Campus, Mussoorie	September 17, 2019
IX-H3	G Ramesh	Talent Acquisition	HR Conference of Indian Banks Association organized by Indian Banks Association, Mumbai	October 16, 2019
IX-H4	Mukherji, Arnab	Randomization, Development Economics and Poverty	Nobel Insight Lecture Series 2019 MES College, Bangalore	October 26, 2019
IX-H5	Bhuwania, A, Mukherji, Arnab and Swaminathan, Hema	Powering Women's Education through Empowerment: Evidence from India	IIM Ahmedabad, Research and Publications Seminar Series	November 4, 2019
IX-H6	Malghan, Deepak	Ethnic Geographic Continuum	LISER, Luxembourg	April 30, 2019

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
IX-H7	Swaminathan, Hema, Suchitra J Y and Rahul Lahoti	Gender and Agricultural Decision-making: Self and Proxy Reporting in Karnataka, India	International Association for Feminist Economists Annual Meetings, Glasgow	June 27-29, 2019
IX-H8	Sriram M S	Smarjit Ray Memorial Lecture	Dr. Marri Chenna Reddy Human Resource Development Institute of Telangana. Jointly organized by MCRHRDIT and Mahila Abhivruddhi Society	July 1, 2019
IX-H9	Sriram M S	Micro Finance and Sustainable Livelihoods- Enabling Asset based Financing in MFIs	SDG7 for SDG8 Conference organized by SELCO Foundation	April 27, 2019
IX-H10	Sriram M S	Talk on Resilience of Indian Banking System in Serving the Excluded through SHG Movement and the Future of Microfinance	International Conference on SHG Movement, Bangalore	October 30 – November 2, 2019
IX-H11	Sriram M S	Leveraging Existing Architecture or Building New Institutions: Should we be Replicating Stree Nidhi?	Theme: Sustainability and prospects of replicating the model of Stree Nidhi in other parts of India, National Institute of Rural Development and Panchayati Raj, Rajendranagar, Hyderabad	November 2, 2019
IX-H12	Mitra, Shabana	Dictatorship and Public Good Provision	Ashoka University, Haryana	November 20, 2019
IX-H13	Mitra, Shabana	Democracy at Work, Presented Cash for Votes	ISB Hyderabad	January 10, 2020
IX-H14	Mitra, Shabana	Presented Cash for Votes	Cyprus University (UClan), Pyla	May 27, 2019
IX-H15	Sahoo, Soham	Are Educated Leaders Good for Education? Evidence from India	Yale Political and Economic Development Conference, Yale University, USA	May 10, 2019
IX-H16	Sahoo, Soham	Are Educated Leaders Good for Education? Evidence from India	Development Economics Conference, University of Lincoln, UK	June 18, 2019

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
IX-H17	Sahoo, Soham	Gender Segregation in Education and its Implications for Labour Market Outcomes: Evidence from India	APPAM International Conference, Pompeu Fabra University, Barcelona, Spain	July 29, 2019
IX-H18	Sahoo, Soham	Gender Segregation in Education and its Implications for Labour Market Outcomes: Evidence from India	UNU-WIDER Conference Bangkok, Thailand	September 11, 2019
IX-H19	Kamath, Rajalaxmi	Taxation and Budget 2019-20. Workshop on the Annual Budget	Madras Institute of Development Studies. Chennai	August 2019

IX-I Articles in Conference Proceedings

Sl. No.	Authors	Title of Paper	Details of the Conference Proceedings
IX-I-1	Deepti Sharma and Mukherji, Arnab	Does Access to Sanitation Improve Child Development?	6th Biennial Indian Academy of Management Conference 2020, IIM Tiruchirappalli, January 2-4, 2020

IX-J IIMB Case Studies @ Harvard Business Publishing

IX-J1	Title:	Microfinance in India: A Tale of Two Models
	Author:	Rajalaxmi Kamath and Nithya Joseph
	Summary:	The case highlights the differing trajectories of two, contemporaneous models of microfinance in India. The well-known Grameen MFI Model made inroads in the mid-90s, primarily in the four southern states of India. This was in a setting where there was an extensive network of a pre-existing indigenously developed group lending model, called the Self-Help Group Bank Linkage (SHG Bank Linkage) model. Today, the Indian microfinance story stands at a crucial juncture with respect to these two models. The SHG model, while being recognized as a key player in changing the financial inclusion discourse in India, is no longer salient in the current financial inclusion narratives. Grameen MFIs on the other hand, are on their way to being “mainstreamed” as banks, pretty much along the lines of Grameen Bank in Bangladesh. Using the dramaturgical approach of the sociologist Erving Goffman (1922-1982), the case differentiates the two models based on the front-stage (borrower-groups) and back-stage (organizations,

investors, and the State). This distinction is useful for our microfinance narrative because while the front-stage is steeped in discourses of community, and poverty alleviation; the back-stage revolves around the hard-nosed financial ratios, fund disbursement and recovery pressures, break-even analyses around lender-borrower relations, which are unrelated or even detrimental to the front-stage discourse. Differentiating between the front-stage and back-stage interactions thus allows us to reveal processes that played out very differently for both these microfinance models. It helps us parse out a key question: did the more globally attuned model Grameen Model end up gobbling the clunkier and local SHG Bank Linkage Model?

IX-J2 Title: **Litchi the Unlucky Fruit: What Does the Evidence Say?**

Author: **G Ramesh** and Stuti Goswami

Summary: Evidence-based decision making in public policy is considered to be complex, as evidence can be often partial, conflicting, and emerging. The impact often involves long gestation with unknown impact, but decisions cannot be deferred. In such instances, where the situation requires quick decisions and where the policymakers cannot afford to wait or look for conclusive evidence, making policies on the basis of evidence becomes a challenge.

IX-J3 Title: **Force of Markets in Sports – Premier Football Leagues in India**

Author: **G Ramesh** and V Raghunandhan

Summary: The case presents the status of sports in general in India under official federations, place and shape of the football game before and after introduction of premier leagues, and global trend and debate around games going the path of premier leagues. In India, sports, in general, is dominated by the official federations whose performance track has been dismal. The premier football league is at the early stage of its life cycle. Marketization of the game has succeeded in bringing to the fore the latent demand and passion for the game. It has brought forth initial success in professionalizing the game, identifying the talents, upgrading the infrastructure, etc. However, the purists would like to voice their concern about unbridled marketization in terms of dominance of star players, financial viability, conflict with national games, etc. This case is built around All India Football Federation (AIFF) at the center and AIFF weighing the development of premier leagues and the latest rift between the two leagues. The challenge for AIFF is: Can it calibrate the contours and trajectory of the game to keep in check unhindered marketization? Can and should the official federation influence the rules of the game, terms of engagement of investors, players, agents, etc. or best leave it to the leagues; and their influence on the game once the floodgates are opened? Or, is marketization such a juggernaut that it rolls on its path sidestepping regulations and national fervors? Can something be learnt from

other sectors in protecting national brand against the onslaught of global brands in the context of international management?

IX-J4 Title: Bank of Baroda: Governance Challenges in a Public-Sector Undertaking

Author: Rejie George and M S Sriram

Summary: Bank of Baroda (BoB) is one of the oldest banks in India with a large international footprint. The bank was nationalized in 1969 and was under the control of the government. Ever since the India embarked on the programme of economic reforms of 1991, there were efforts to address the structural and governance aspects of banks. The ideas around reform have included among other things - repeal of the Bank Nationalization Act, to bring it on par with companies incorporated under the Companies' Act, disinvestment, and also consolidation of multiple banks. In an effort to infuse new thinking and to reform the banking sector, the government as a first step, appointed a non-executive chairperson and a chief executive officer laterally from the private sector in 2015. Therefore, BoB (along with Canara Bank) was seen as a bank where the early experimentation of reform in the sector could happen. However, subsequently, there have been mounting concerns in the banking sector which have created significant challenges associated with the banking reform process. This case thus illustrates and examines the challenges associated with the governance of a large bank with legacy systems and with multiple expectations from various stakeholders arising from the State being a part owner, and from customers, financial markets, and minority shareholders.

IX-J5 Title: New Dawn at Bank of Baroda: Project Navoday

Author: Rejie George and M S Sriram

Summary: Bank of Baroda is one of the oldest banks in India with a large international footprint. The bank was nationalized in 1969 and since then has been under the control of the government. Ever since India embarked on the programme of economic reforms of 1991, there have been efforts to change the culture and management of public sector banking enterprises in India. As a part of the larger reform process, the Government of India appointed an independent non-executive chairman for the bank and also laterally recruited the CEO from the private sector banking space. In the light of this move, this case examines the challenges of managing a large bank with legacy systems and with multiple expectations – from customers, markets, and the state. Given the nature of the bank's incorporation and ownership, it operates under multiple constraints at the operational and governance levels. The case documents the challenges and opportunities at the operational level; examines the process of transformation and raises the questions regarding these changes and whether they could last beyond the current leadership. The case also juxtaposes the experience of the transformation exercise undertaken by the

organization in the past to review the progress of some of the erstwhile changes and provides an opportunity to examine the subsequent transformation exercise amidst a severely constrained situation.

IX-L Awards, Honours, and Achievements

- IX-L1 Prof. Soham Sahoo**, Prof. M. J. Manohar Rao Award for Young Researchers 2018, The Indian Econometric Society.
- IX-L2 Prof. Soham Sahoo**, DAAD Visiting Professorship Award, German Academic Exchange Service (DAAD), 2019.
- IX-L3 Prof. Hema Swaminathan**, Member, Standing Committee of Economic Statistics, MoSPI.

IX-O Papers Presented by FPM Students in Conference/Seminar during 2019–2020

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
IX-01	Deepti Sharma and Prof. Ganesh N Prabhu	Disability Inclusion in Education: Including High Performing Children with Disability (Disability, Inclusion, and Education)	10th International CESI Conference titled Exclusion, Inclusion and Equity in Education, Zakir Husain Centre for Educational Studies (ZHCES), JNU	December 9-11, 2019
IX-02	Soumya Pal	Social Network and Indoctrinated Preferences for Higher Education	10th International CESI Conference titled Exclusion, Inclusion and Equity in Education, Zakir Husain Centre for Educational Studies (ZHCES), JNU	December 9-11, 2019
IX-03	Soumya Pal	Choked Beginning to Life: Does Indoor Pollution Matter?	7th PAN IIM World Management Conference, Delhi	December 11-13, 2019
IX-04	Vinay Reddy Venumuddala and Manjunath AN	Aspiration of IT jobs and Social Boundary Making: An Ethnographic Study in an Engineering College	10th International CESI Conference titled Exclusion, Inclusion and Equity in Education, Zakir Husain Centre for Educational Studies (ZHCES), JNU	December 9-11, 2019

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
IX-05	Vinay Reddy Venumuddala and Anand Kumar	Occupations and Social Mobility	7th PAN IIM World Management Conference, Delhi	December 11-13, 2019
IX-06	Parvathy	Mind Readers Give Great Gifts: How Perspective- Taking Decreases Preference Mispredictions	NASMEI, Great Lakes Institute, Bangalore	December 19-20, 2019
IX-07	Gopi Sankar G	A Persistent Crisis: Political Economy of Fair and Remunerative Returns to Small and Marginal Farmers	7th PAN IIM World Management Conference, Delhi	December 11-13, 2019
IX-08	Deepti Sharma and Prof. Arnab Mukherji	Does Access to Sanitation Improve Child Development?	Sixth Biennial Conference of the Indian Academy of Management (INDAM 2020), IIM Tiruchirappalli	January 2-4, 2020
IX-09	Parvathy and V Kumar	Crowd Sourcing: Dynamics of Public Opinion on Firm Performance	AMA Winter 2020, San Diego, CA	February 14-16, 2020
IX-010	Parvathy	“It’s The Thought That Counts”: Even Thoughtful Gift-givers Over-estimate Recipients’ Evaluations of Gifts	AMA Winter 2020, San Diego, CA	February 14-16, 2020

IX-S Seminars/Conferences/Workshops Organized by CPP during 2019–2020

Sl. No.	Details of the Conference/Workshop/Lecture	Dates of Events	Venue
IX-S1	14th Annual International Conference on Public Policy and Management	August 22-24, 2019	IIM Bangalore
IX-S2	Seminar by Prof. Ashwini Deshpande on “Reservation 2.0: Is Caste Still an Indicator of Backwardness?”	July 31, 2019	IIM Bangalore
IX-S3	Talk by Kannan Gopinathan, ex-IAS, on Freedom of Speech in Government	September 6, 2019	IIM Bangalore
IX-S4	5th International Conference on Law and Economics	December 28-29, 2019	IIM Bangalore

Sl. No.	Details of the Conference/Workshop/Lecture	Dates of Events	Venue
IX-S5	Suvāda on the topic “CAA, NRC and the Idea of India”. Hon’ble Members of Parliament, Prof. Rajeev Gowda and Swapan Dasgupta	January 14, 2020	IIM Bangalore
IX-S6	Conclave on Construction Workers Safety, Health and Welfare	January 29, 2020	IIM Bangalore
IX-S7	CPP in collaboration with the Selco Foundation, hosted the conference on Sustainable Energy and Livelihood Nexus	April 26-27, 2019	IIM Bangalore
IX-S8	Foundation Day Lecture Series	July 10, 2019	IIM Bangalore
IX-S9	CPP in collaboration with LivingMyPromise organized a talk	April 12, 2019	IIM Bangalore

IX-S10 Key Activities of CPP Faculty

- Prof. Hema Swaminathan, A. Nandi, McGill University and others are working on the project “Policy-relevant observational studies for population health equity and responsible development” funded by Canadian Institute for Health Research.
- Prof. Hema Swaminathan is working on the project “Social Identities and the Labour Market”, Co-Principal Investigator (in collaboration with Azim Premji University), funded by IIM Bangalore and Initiative for What Works to Advance Gender Equality (IWWAGE).
- Prof. G Ramesh and Prof. Ankur Jain are working on the project “Job Satisfaction among Bank Officers of Syndicate Bank” funded by Syndicate Bank.
- Prof. G Ramesh is working on the project “National Payment Corporation India (NPCI): Chartering a National Payment Freeway”. Sponsored by NPCI.
- Prof. Arnab Mukherji, A. Nandi, McGill University and others are working on the Project “Policy-relevant observational studies for population health equity and responsible development” funded by Canadian Institute of Health Research
- Prof. Arnab Mukherji and Anirban Mitra, University of Kent, are working on the Project “Political Dynasties and Vote-buying: A Study of the Synergies” funded by British Academy
- Prof. Shabana Mitra is working on the project “Vulnerability Analysis for Karnataka” funded by UNICEF India
- Prof. Shabana Mitra is working on the project “Vulnerability Analysis for Andhra Pradesh, Telangana.” Funded by UNICEF India



Entrepreneurship

Entrepreneurship is the youngest academic area at IIM Bangalore. Formed in 2017, it has five full-time faculty members, two secondary members and one visiting faculty. The area works closely with NSRCEL, IIMB's incubator, to explore practice-relevant research questions as well as translate research into practice.

All faculty are research-active and have expertise in domains such as family business, international entrepreneurship, corporate entrepreneurship, effectuation, social entrepreneurship, hybrid organizations, entrepreneurial cognition, social networks, and innovation. They have published in prestigious international journals such as American Journal of Sociology, MIS Quarterly, Journal of Business Venturing, Entrepreneurship Theory and Practice, MIT-Sloan Management Review, Strategic Entrepreneurship Journal, Asia Pacific Journal of Management and others.

In the teaching sphere, the area offers MBA-level core courses such as Entrepreneurial Mindset and Action, Entrepreneurial Management, and electives such as Understanding Venture Capital and Creating and Managing Strategic Partnerships. Doctoral courses offered include Entrepreneurship Classics, Contemporary Entrepreneurship, Social Network Analysis, Designing Research in Entrepreneurship as a Method (DREAM) and International Entrepreneurship.

The area faculty are active in coordinating successful executive education programmes focused on entrepreneurship such as the Women Start-up Programme (WSP), 10,000 Women Programme in partnership Goldman Sachs, Management Programme for Entrepreneurs and Family Businesses (MPEFB) and participate in many other general management programmes.

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: Completed

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 at a rate of 12-15% per year (NASSCOM-Zinnov, 2018). In 2017, Bangalore was assessed as 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 rely 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: Completed

X-A3 Evolution and Resilience of Entrepreneurial Ecosystems: A Long Durée Perspective of the Bangalore Entrepreneurial Ecosystem

Project Team: **K Kumar** and Manjunath.A.N

Summary: We take a long durée perspective (Braudel 1958) (a) to study the evolution of entrepreneurial ecosystems (EE) and (b) to understand what makes some of them resilient over time (Roundy, Brockman, and Bradshaw 2017). We undertake to construct a thick and rich historical narrative of how the Bangalore EE has shaped over the decades since independence. Once the narrative is constructed, we use it as a case study to investigate its resilience defined as “the degree to which an EE can continuously recover from and adapt to exogenous shocks and endogenous pressures” (Cadanesso, Pickett, & Grove, 2006). We adopt a systemic view of entrepreneurship (Dubini 1989) that suggests the importance of the infrastructure for entrepreneurship and the co-evolution of business and administration (Murmman 2003) where “foxes are likely to hunt better if they hunt in packs” across policy, civic and private sectors (Van de Ven 1993). We intend to explore if there is a pattern to the rise and fall of entrepreneurial ventures within the ecosystem across sectors and geographic sub-divisions of the city and if an EE possesses an identity and image for itself with which the entrepreneurs and other stakeholders identify (Albert and Whetten 1985; Ashforth and Mael 1989).

Sponsor: IIM Bangalore

Status: Ongoing

X-A4 IIMB History Project

Project Team: **K Kumar, Bringi Dev** and **Shainesh G**

Summary: This is a project to capture the history of IIMB as part of the forthcoming golden jubilee celebrations. Many volumes will be produced focusing on different aspects of IIMB history such as programmes, research, infrastructure, etc.

Sponsor: IIM Bangalore

Status: Ongoing

X-A5 Naukri.com – The Business of Internet in India

Project Team: **Suresh Bhagavatula** and Kshitij Saxena

Summary: There are only four Internet companies in India that have had successful public listings – Naukri.com, Makemytrip, Justdial and Indiamart. All four are examples of entrepreneurship done right in India by founders who started with nothing and created enormous value in the country.

Sponsor: IIM Bangalore

Status: Ongoing

X-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
X-B1	Shameen Prashantham and Kumar K	Engaging with Startups: MNC Perspectives	<i>IIMB Management Review</i>	Vol. 31(4), December 2019, Pg. 407-417
X-B2	Shameen Prashantham, Kumar K and Sumelika Bhattacharya	International New Ventures from Emerging Economies: Network Connectivity and Legitimacy Building	<i>Management and Organization Review</i>	Vol. 15(3), September 2019, Pg. 615-641
X-B3	Bhagavatula, Suresh , Ram Mudambi and Johann Peter Murmann	Innovation and Entrepreneurship in India: An Overview	<i>Management and Organization Review</i>	Vol. 15(1), September 2019, Pg. 467-493
X-B4	Laurette Dubé, Cameron McRae, Yun-Hsuan Wu, Samik Ghosh, Summer Allen, Daniel Ross, Saibal Ray, Pramod K. Joshi, John McDermott, Jha, Srivardhini K , and Spencer Moore	Impact of the eKutir ICT-Enabled Social Enterprise and its Distributed Micro-Entrepreneur Strategy on Fruit and Vegetable Consumption: A Quasi-Experimental Study in Rural and Urban Communities in Odisha, India	<i>Food Policy</i>	Vol. 90, January 2020, 101787, Pg. 1-12

X-C Books

X-C1 **Kumar K, Bringi Dev** and K. R. Usha

The Evolution of IIMB: Director's Perspectives

2019

The book '*The Evolution of IIMB: Director's Perspectives*' was published by IIMB on 28 October 2019 (The Foundation Day) to kickstart the golden jubilee celebrations of IIMB. The team comprised Prof. Kumar K, Prof. Bringi Dev, K. R. Usha and the late Prof. C Manohar Reddy. All the former Directors (except two) were interviewed. Secondary research was carried out to validate the facts in their interviews, and their interviews were edited.

X-D Chapters in Books

Sl. No.	Authors	Title of Chapter	Title of Book	Editors	Publication Details
X-D1	Kumar K	IIMB's Journey: Setting the Context	The Evolution of IIMB: Director's Perspectives	Bringi Dev, K. R. Usha	2019

X-E Working Papers

Sl. No.	Author	Title	IIMB Working Paper No.	Year
X-E1	Mukherjee, Prithwiraj, Souvik Dutta and Mani, Dalhia	The Antecedents and Rebroadcast Consequences of Clickbait	592	2019
X-E2	Bhagavatula, Suresh, Bhalla, Manaswini, Manisha Goel and Balagopal Vissa	Cultural Diversity in Corporate Boards and Firm Outcomes	599	2019

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

Sl. No.	Authors	Title of Paper/Session/Invited Talk	Name of Conference and Venue	Dates of Event
X-H1	Mani, Dalhia	Family Feuds: A Harmony Perspective on Corporate Governance	Network Science Conference, IIMA	December 2019
X-H2	Mani, Dalhia	Session Chair, Network Change and Dynamics	Boston Academy of Management	2019
X-H3	Mukherji, Sourav and Jha, Srivardhini K	Development of International Partnership: An Experiential Learning Approach	Academy of Management Conference, Boston	August 2019
X-H4	Jha, Srivardhini K and Bhawe, N	Scaling Social Ventures: The Role of Informal Economies and Regulatory Shocks	SMS 39th Annual Conference, Minneapolis	October 19-22, 2019
X-H5	Krishnan, Rishikesh T and Jha, Srivardhini K	Linking Innovation System to Economic Growth & Development: The Changing Contours of India's Innovation Policy	Asialics Conference, Seoul	July 2019

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
X-H6	Jha, Srivardhini K, Jothsna Rajan and Naik, Gopal	Balancing the See-Saw: Negotiated Stability among Plural Logics in a Hybrid Partnership	European Academy of Management (EURAM), Exploring the Future of Management, Lisboa, Portugal	June 26-28, 2019
X-H7	Bhagavatula, Suresh	Understanding Historical Methods and Publishing Historical Research	Historical Entrepreneurship Research Symposium (HERS), University of Southern California	September 2019
X-H8	Bhagavatula, Suresh, Soumodip Sarkar and Sachindananda Benegal	Slumdog Entrepreneurship: A Double Edged Nature of Strong Ties	AoM Boston	August 2019

X-I Articles in Conference Proceedings

Sl. No.	Authors	Title of Paper	Details of the Conference Proceedings
X-I-1	Kumar K, Sreekanth Mony, Adithya Sastry, V. Subramanian Chidambaram	Succession Planning in Family Businesses: Can the Notion of Vanaprastha Provide New Insights?	International Conference on New Frontiers in Sanskrit & Indic Knowledge' held at the Chinmaya Vishwavidyapeeth University, Kochi, 2019

X-J IIMB Case Studies @ Harvard Business Publishing

X-J1	Title:	Saahas Zero Waste Solutions: Getting to a Product Market Fit While Cleaning up India
	Author:	Suresh Bhagavatula, Deepa Iyer and Menaka Rao
	Summary:	The case follows social entrepreneur Wilma Rodriguez's journey of three decades as she creates and grows Saahas Zero Waste. Wilma wants to address the social issue and seeks various forms of solutioning, partnership, and organizational structure to take advantage of whatever opportunities arise along the way. The case spotlights Saahas when it faces the challenges of increasing scale as part of achieving product market fit. Saahas delivers value that cannot be easily quantified, to first-time large customers who do not understand the quantum and impact of the waste they generate. Saahas needs to communicate the value it delivers. It also needs to determine how to scale further.



Centre for Corporate and Governance and Citizenship (CCGC)

The Centre for Corporate and Governance and Citizenship (CCGC) has established itself as a repository of knowledge and commitment in the field of corporate governance and corporate responsibility under the umbrella of Responsible Business. The Centre 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 behaviour. The focus of the Centre falls under the 5 broad areas of a) Advocacy, b) Education, c) Training, d) Research and e) Dissemination. The Centre 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 Centre'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 programmes and directorial and executive development for the corporate as well as for the not-for-profit sector. The Centre 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 Centre'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 Centre 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.

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

Sl. No.	Details of the Event	Dates of the Event
1	Capacity Building at Scale for India's Social Impact Ecosystem in Collaboration with Dr. Reddy's Foundation and Phicus Social Solutions CCGC	January 24, 2020
2	Seminar on Future of Reporting (<Integrated Reporting>) KPMG/Wipro/Cimplifive/IIM Bangalore	November 11, 2019
3	Future of Boards Conference on the Emerging Challenges of Corporate Governance	June 14-15, 2019
Research		
4	Assessment and Evaluation of Business and Human Rights Reporting by Corporate India by Prof. Vasanthi Srinivasan with NHRC	In Progress
5	Crafting the Role of the Independent Director conducted by Prof. Padmini Srinivasan in collaboration with NFCG	Completed
6	Business and Human Rights conducted by Prof. Vasanthi Srinivasan in collaboration with Wipro	Completed
7	Sustainability Risk Management conducted by Prof. Padmini Srinivasan in collaboration with Wipro	Completed
Dissemination		
8	'TeachCSR' (www.teachcsr.com) website is a comprehensive resource for academia and practitioners of Responsible Business. There is an ongoing collaboration with Business and the Community UK, Globethics.net Switzerland, and the CSR 360 Global Partner Network. It has around 1750 global members from academia, corporates, the student community, and civil society representing six continents and 63 countries. It reaches around 490 global academic institutes, 380 companies and 176 not-for-profit organizations in India.	Website fully operational. Continuous improvements and upgradation on-going



Data Centre and Analytics Lab (DCAL)

Data Centre Analytics Lab (DCAL) at the Indian Institute of Management Bangalore (IIMB) represents the institute's guiding principle: Excellence in education comes through high-quality research. In its short history, ever since DCAL was founded in October 2012, it has remained true to IIMB's original vision of a Centre of Excellence. Research with a focus on topics related to Business Intelligence and Analytics has remained its core activity. The centre strives to provide services, support, and a venue for analytics research design and experimentation in data-intensive sciences. The centre has published several case studies and publications in international journals. It has organised 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 the 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 centre aims to be a worldwide hub for analytics and business intelligence research in India.

XII-A Research and Consulting Projects

XII-A1 NetServ – Airport Analytics & Vehicle Maintenance Retention

Project objective:

- Determine whether a particular service is a brake service or not based on the customer comments and technician comments.
- Identify the factors which lead to brake services and understand the impact of the city and climate on it.
- Identify the cases where the customer has not asked for the brake services but we can recommend it to him/her based on the other services he has asked for.
- Recommendation engine for brake service.

XII-A2 Master Consult

Project objective:

- Text analysis of the conversation with the specialist and connecting doctor
- Qualitative analysis to assess the impact of the conversation on the session ratings by both parties and the knowledge transfer.
- Visualization of the relationship between speaker rating and other variables of interest.

XII-A3 Dreams 11 - Fantasy Sports: A Game of Skill or Chance

Project objectives:

Fantasy sports is the fastest growing online gaming industry worth several billion dollars. An important debate associated with fantasy sports across the world is whether it is a game of skill or chance. Unclear and vague online gaming laws always pose a threat to fantasy sports companies of getting into legal battles. This project employed statistical hypothesis techniques to test this dilemma of skill vs. chance using the dominant factor test, whether skill or chance is a dominant factor in winning or losing in these online sports. Using the data of one of the biggest fantasy sports company and applying appropriate analytical tests, this dilemma was tested in a structured and data driven way. The study revealed that skilled participants select players based on playing conditions, player's strength, past performance against a specific opponent, injury information and so on. Another finding was that the learning effect states that playing more regularly or practising improves the chances of winning in a skill dominant game but has no effect in games dominated by chance.

XII-A4 CavinKare - Route Optimization and Sales Beat Planning**Project objectives:**

This project involves developing optimization model for beat planning for the sales force of CavinKare. The current route planning for all the sales persons is manual and done by the distributors. This project involved using past sales beat data to come up with a model to find routes based on multiple constraints. This will help CavinKare to ensure optimized distribution of shops to the sales people based on the type of sales, location, time per shop, type of products, etc.

XII-A5 Avyantra Healthcare – Prediction of Neonatal Sepsis Using Machine Learning Algorithms**Project Objective:**

Neonatal sepsis is one of the leading causes of neonatal mortality in India. The main objective of this project is to develop predictive scoring algorithm for early neonatal sepsis detection. This project aims to identify key factors which help in assessing the probability of sepsis in neonatal babies before the blood culture report is received. This will help preventing unnecessary administration of antibiotics in babies. Only babies with high probability of sepsis will be administered antibiotics. This will help reducing antibiotic resistance in babies and further reduce mortality due to antibiotic resistance.

XII-A6 Karnataka State Natural Disaster Monitoring Centre – Weather-based Grape Advisory for Grape Farmers**Project Objective:**

Weather data available with KSNMDC is used to create a grape advisory model for grape farmers. It is known that grape is a very weather sensitive crop and slight change in weather conditions can lead to disease in the crop, which in turn leads to panic pesticide spraying by the farmers, leading to high cost for the farmers as well as large amount of pesticides in the crop. This project aims to use the 15-minute weather data available with KSNMDC to advise the farmers on the disease condition as well as suggest appropriate actions. This project is done in collaboration with KSNMDC, which will be integrated with their call center application in order to convey the grape advisory to the farmers.

XII-A7 Jayalakshmi Agro Tech – Design of a Pomegranate Crop Calendar for a Mobile Application**Project Objectives:**

Pomegranate, a perennial crop has the tendency to bear small fruits irregularly at different periods of the year, which may not be desirable commercially. To streamline this, Bahar Treatment is recommended for maximizing profits. The mobile application designed for Jayalakshmi Agro Tech provides every farmer the order of activities he needs to perform based on the Bahar he has chosen for cultivation and the date of planting, throughout the length of the

crop. This application is a Crop Calendar which will prompt the user with all the activities he needs to do for every day of the calendar along with the status as done/not done.

XII-H Conferences/Workshops Organized by DCAL

- XII-H1** Analytics Symposium June 21-22, 2019 - more than 100 paid participants from the industry attended the event
- XII-H2** A six-day Faculty Development Programme on Machine Learning with Business Applications, May 2019 – 82 faculty members from 58 institutions across the country participated in the FDP.
- XII-H3** A two-day workshop on Machine Learning using Python, June 2019 – 28 working professionals from various corporate and academic organisations benefitted from the workshop.
- XII-H4** A two-day workshop on Deep Learning, June 2019 – 24 working professionals from various corporate and academic organisations benefitted from the workshop.
- XII-H5** A half-day Masterclass on Demystifying Artificial Intelligence, July 2019 – 50+ participants attended the masterclass.
- XII-H6** A two-day workshop on Machine Learning using Python, August 2019 – 33 working professionals from various corporate and academic organisations benefitted from the workshop.
- XII-H7** A six-day Faculty Development Programme on Machine Learning with Business Applications, November 2019 – 31 faculty members from 23 institutions across the country participated in the FDP.
- XII-H8** A two-day workshop on Machine Learning using Python, December 2019 – 32 working professionals from various corporate and academic organisations benefitted from the workshop.
- XII-H9** A two-day workshop on Deep Learning, December 2019 – 22 working professionals from various corporate and academic organisations benefitted from the workshop.
- XII-H10** A two-day Management Development Programme on Natural Language Processing, December 2019 – 22 participants from industry and academia from 16 organisations participated in the MDP.
- XII-H11** A two-day workshop on Machine Learning using Python, February 2020 – 26 working professionals from various corporate and academic organisations benefitted from the workshop.
- XII-H12** A half-day Datathon workshop was organised in collaboration with Women in Data Science (WiDS), an initiative of Stanford University, 1 February 2020. 110 participants understood directions on how to write codes and use correct methodology/approaches. The challenge was to create a model that uses data from the first 24 hours of intensive care to predict patient survival.

XII-H13 A half-day Masterclass on Demystifying Artificial Intelligence, March 2020 – 20+ participants attended the masterclass.

XII-H14 A two-day workshop on Machine Learning using Python, March 2020 – 22 working professionals from various corporate and academic organisations benefitted from the workshop.

XII-H15 **7th International Conference on Business Analytics and Intelligence, December 5-7, 2019**

The 7th International Conference on Business Analytics and Intelligence (ICBAI) was conducted during 5-7 December 2019. The BAI conference is one of the most prestigious gatherings for academicians and practitioners. This conference is an apt platform to understand applications of Analytics and Big Data in various disciplines of management and how they are being used for solving domain and sector specific problems.

With its focus on Analytics, Big Data, Machine Learning and Artificial Intelligence, the aim of the conference is to enable the participants to share knowledge, gain insights and empower them to take data-based decisions.

The event was an opportunity to make new friends, find new perspectives and take away innovative solution to introduce into everyday work.

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

- **AbdulMajedRaja**, Data Scientist, Cisco
- **Aman Goswami**, Sr. Specialist, Data Scientist, Bain & Company
- **Amardeep Sibia**, Founder & CEO – Drishya.ai
- **John Kiran**, Principal Data Scientist, Sabre Travel Technologies India Pvt Ltd
- **Kiran R**, Senior Director, VMware
- **Mahesh Calavai**, Chief Data & Analytics Officer, TVS Motor Group
- **Maneesh Bhandari**, Cognitive and Analytics leader, IBM Cognitive Process Services
- **Manoj Kumar Tiwari**, Director, NITIE Mumbai
- **Nitin Sareen**, Head, Aditya Birla Management Corporation Pvt Ltd
- **Payeli Ghosh**, Founder & Partner, Jiffy
- **Pulak Ghosh**, Professor, Indian Institute of Management Bangalore
- **Rajagopal Srinivasan**, Senior Data Scientist, Cisco
- **Shailaja Grover**, Consultant, Indian Institute of Management Bangalore
- **Sharada Sringeswara**, Research Consultant, Indian Institute of Management Bangalore
- **Shriguru Nayak**, Senior Analyst, Sabre Airline Solutions

- **U Dinesh Kumar**, Professor, Indian Institute of Management Bangalore
- **Usha Seetharaman**, Senior Engineering Manager, LinkedIn
- **Teresa Jacobs**, Executive Director, International Skill Development Corporation, UK
- **Vikas Gupta**, Managing Director, Wiley India
- **Venkatesan Sukumaran**, Head, TATA Consultancy Services

The three-day conference included plenary sessions, invited talks, quiz and paper presentations focusing on the application of Business Analytics, Big Data Analytics, Machine Learning and Artificial Intelligence across domains.

The conference also included a Panel discussion on AI First – Opportunity and Challenges.

There were two parallel two-day workshops on –

- Machine Learning using Python - 32 working professionals from various corporate and academic organisations benefitted from the workshop
- Deep Learning - 32 working professionals from various corporate and academic organisations benefitted from the workshop

The conference had the support of many sponsors including Aditya Birla Group, Analytics Society of India, Cisco, Drishya.ai, Institute of Analytics (IoA) UK, International Skill Development Corporation, Jiffy, LinkedIn, Operational Research Society of India, SABRE, Tata Consultancy Service and Wiley among others.

XII-H16 Second National Conference on “Machine Learning and Artificial Intelligence”, August 26-27, 2019

As part of DCAL’s initiative to spread awareness about Data Science in Tier-II cities of India, DCAL mentored the hosting and organising of Second National Conference on “Machine Learning and Artificial Intelligence” held at Coimbatore Institute of Technology from 26-27 August 2019. The conference provided an opportunity to understand applications of ML 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. The two-day conference includes plenary sessions, invited talks, quiz, masterclass and paper presentations focusing on the application of Machine Learning and Artificial Intelligence in all fields of analytics.

- Participation by more than 200 professionals from 50+ corporates and academic institutions
- 7 invited speakers
- 4 conference tracks
- 33 paper presentations
- 100 authors and co-authors from both academia and industry

The conference had the support of many sponsors including Analytics Society of India, Barclays, Cognizant Digital Business, Indian Institute of Science Bangalore and Operational Research Society of India among others.

XII-H17 Third National Conference on “Machine Learning and Artificial Intelligence”, February 1, 2020

As part of DCAL’s initiative to spread awareness about Data Science in Tier-II cities of India, DCAL mentored the hosting and organising of Third National Conference on “Machine Learning and Artificial Intelligence” held at Lal Bahadur Shastri Institute of Management, Delhi on 1 February 2020. The one-day conference included plenary sessions, invited talks, quiz, panel discussion and paper presentations focusing on the application of Machine Learning and Artificial Intelligence in all fields of analytics.

- Participation by more than 60 professionals from 25+ corporates and academic institutions
- 8 invited speakers
- 4 conference tracks
- 23 paper presentations
- 56 authors and co-authors from both academia and industry

The conference had the support of many sponsors including Accenture, Analytics Society of India, BlackRock, IBM, Infoedge India, MasterCard, Protivity, Qualcomm and StatLabs among others.

Research AI Day

XII-H18 Topic: Usable Artificial Intelligence

DCAL in association with IBM organised an exclusive summit on Usable Artificial Intelligence on 29 June 2019. The programme aimed to showcase the current trends in AI, what it takes to do research in AI, and applications of AI such as AI & Law, AI & Health, AI & Education, AI & Retail, AI & Fashion, Adversarial AI, AI : Ethics & Responsible Use, AI & Privacy, AI & Policy/ Government, Dangers of Data, etc. We hope that all segments of the AI Community - Students, Academic Faculty/Staff, Industry practitioners and Data Scientists who develop or use AI and are influenced by it would find the programme useful in understanding the latest in the area of AI.

The event included a stellar line-up of speakers and presenters from academia and industry who explored the myriad ways that AI is advancing in today’s world. 300+ participants benefitted from the event. The event had 15+ invited speaker talks which included

- **Mausam**, Associate Professor, Indian Institute of Technology Delhi
- **Niloy Ganguly**, Professor, Indian Institute of Technology Kharagpur

- **Partha Pratim Talukdar**, Assistant Professor, Indian Institute of Science Bangalore
- **Ramshanker Kowta**, IBM
- **Seema Chopra**, Associate Technical Fellow, Boeing
- **U Dinesh Kumar**, Professor, Indian Institute of Management Bangalore
- **Vikram Goyal**, Associate Professor, Indraprastha Institute of Information Technology, Delhi

The event also had parallel programmes:

Demo/Poster Competition: Demos and posters from a spectrum of AI practitioners to present their latest development in “usable AI”. Demos/posters can include algorithms, applications of the AI, deployment models and issues, etc.

Survey: Data scientists (model developers, data stewards, AI practitioners, AI dev Ops, AI deployment and/or others of AI ecosystem) participated in this survey to help us understand how to make the AI model “Usable”. The first key thing for “Usability” is the preparedness of the model in terms of expressing its capabilities in a simple documentation.

Maitreyee: Maitreyee is IBM Research-India’s annual women outreach programmed that was organised along with AI Day. The goal of the event was to provide a platform for computer science women researchers from academia and industry to collaborate, learn and network with each other. The session also provided an opportunity to share best practices among industry and academia and enabled discussions on how women can grow in their technical careers. We had a limited number of free registrations and we invited women students who were pursuing their Master’s or doctoral programmes to apply for the event. Exceptional undergraduate students were also considered.

Book Launch

XII-H19 Topic: Machine Learning Using Python

This book is written to provide a strong foundation in Machine Learning using Python libraries by providing real-life case studies and examples. It covers topics such as Foundations of Machine Learning, Introduction to Python, Descriptive Analytics, Predictive Analytics, and Prescriptive Analytics. Advanced Machine Learning concepts such as decision tree learning, random forest, boosting, recommender systems, and text analytics are also covered. The book takes a balanced approach between theoretical understanding and practical applications. All the topics include real-world examples and provide step-by-step approach on how to explore, build, evaluate, and optimize machine learning models. The book is enriched with more than 15 years teaching experience of its authors in various programmes at Indian Institute of Management, Bangalore and various training programmes conducted for leading corporates across industries.

The book was authored by Prof. Dinesh Kumar and Manaranjan Pradhan.

XII-J IIMB Case Studies @ Harvard Business Publishing

- XII-J1** Nandini Seth, Manupriya Agrawal, Manaranjan Pradhan and **U Dinesh Kumar**, Improving Lead Generation at Eureka Forbes Using Machine Learning Algorithms.
- XII-J2** **U Dinesh Kumar**, Shailaja Grover and Sharada Sringswara, Fantasy Sports: A Game of Skill or Chance.
- XII-J3** Aayushi Kalra, Shailaja Grover and **U Dinesh Kumar**, Supply Chain Analytics to Manage Blood at VHS Blood Bank.



Supply Chain Management Centre (SCMC)

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.

Objectives of the Centre, Faculty support & Organization:

We continue to strive towards consistently achieving the vision, mission and mandate set for the Centre, as one of the Centres of Excellence at IIMB.

Vision: To be a globally recognized Centre for Supply Chain Management dedicated to the creation and dissemination of new knowledge.

Mission: To bring together Supply Chain Management practitioners from leading industry organisations and IIMB Academia for identifying, documenting, researching, developing, and disseminating best practices.

XIII-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
XIII-B1	Prakash Awasthy and Hazra, Jishnu	Responsible Sourcing by Improving Workplace Safety through Buyer–Supplier Collaboration	<i>European Journal of Operational Research</i>	Vol. 274(1), April 2019, Pg. 155-164
XIII-B2	Tarun Jain and Hazra, Jishnu	Hybrid Cloud Computing Investment Strategies	<i>Production & Operations Management</i>	Vol. 28(5), May 2019, Pg. 1272-1284
XIII-B3	Tarun Jain and Hazra, Jishnu	Vendor’s Strategic Investments Under IT Outsourcing Competition	<i>Service Science</i>	Vol. 11(1), March 2019, Pg. 16-39
XIII-B4	Tarun Jain, Hazra, Jishnu and Jayashankar M Swaminathan	Excess Procurement Strategies by a Dominant Buyer under Constrained Supply	<i>Naval Research Logistics</i>	Vol. 66(3), April 2019, Pg. 272-280
XIII-B5	Tarun Jain and Hazra, Jishnu	“On-demand” Pricing and Capacity Management in Cloud Computing	<i>Journal of Revenue and Pricing Management</i>	Vol. 18(3), June 2019, Pg. 228-246
XIII-B6	Mahajan, Siddharth, and Sundar, D Krishna	On Supply Chain Contracts as Risk Sharing Mechanisms	<i>International Journal of Industrial and Systems Engineering</i>	Vol. 32(2), 2019, Pg. 170-183
XIII-B7	Mahajan, Siddharth	Determining Trunk Lines in Call Centers with Nonstationary Arrivals and Lognormal Service Times	<i>American Journal of Operations Management and Information Systems</i>	Vol. 4(3), September 2019, Pg. 71-79

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

- Research activity contributing significantly to theory and practice.
- Interaction between industry and academia
- Train practising executives to develop future industry leaders.
- Assist organisations to achieve best practices and performance.

Twenty-seven faculty members from different areas within IIMB were associated with the Centre during 2019-20 and the area-wise distribution is appended:

- Production & Operations Management (11)

- Decision Sciences (8)
- Marketing (3)
- Public Policy (2)
- Strategy (1)
- Finance & Accounts (1)
- Economics & Social Sciences (1)

Appended are a few details on the new sponsor Intel Corporation USA.

- Intel Corporation USA was inducted as Corporate sponsor of SCMC, effective January 2020
- Intel Corporation, an American multinational company is the world's second largest semiconductor chip manufacturer, with revenues of more than US\$ 70B+ and 100K+ employees worldwide. Intel is ranked 46 in the 2018 Fortune 500 list of the largest United States corporations by total revenue.
- Intel's Global Supply Chain plays a critical role in enabling Intel's products and solutions by being agile, responsive, smart and customer obsessed.
- Dr. Mani Janakiram, Sr. Director Global Supply Chain is the nominee on the Advisory Council, with tenure of 20 years at Intel Corporation as well as stints at other multinationals.

Activities of the Centre:

- Best Practices Meet was organised on May 17 where Prof Gopal Naik Dean (Faculty) delivered the keynote address. Session speakers comprised business leaders from Walmart Labs, Dell Technologies, BPCL, TVS SCS, Manhattan Associates and HPCL.
- Panel discussion on 'Contours of a Logistics Policy in India' was held at IIMB on August 23 as part of the XIV CPP Annual conference, which was very informative and interactive.
 - Panel comprised industry practitioners in leadership roles from CONCOR, RIVIGO, JBS Group and Prof. Jitamitra Desai, Chairperson-SCMC from Decision Sciences Area
 - Keynote address was delivered by N Sivasailam, Special Secretary, Logistics, Department of Commerce GOI, on the salient features of the proposed Logistics Policy for India
 - Panel was moderated by Prof. G Raghuram, Director IIMB
- Workshop to 'Explore cost-reduction strategies for Electric Vehicle batteries' at IIMB on September 3, 2019, co-hosted with ICRIER and spearheaded by Prof. Haritha Saranga from P&OM area, was well attended by industry practitioners from the auto sector.
- CII Institute of Quality EXIM Award for Business Excellence, Winners Conference was hosted on February 11. The 2019 winner Godrej & Boyce – Appliances Division presented their journey to the award. There was good representation from Corporate Members of CII.
- Supply Chain Startup Solutions (S³) inaugural Conference on February 14 was jointly organized by SCMC & NSRCEL and it set the platform for corporate organisations to engage with startups

- Two Advisory Council meetings were planned during 2019-20. Mid-year on October 28, 2019 and End-year on April 3, 2020 (cancelled due to Covid-19 pandemic/country-wide lockdown)

CCS Projects Sponsored by Organizations through the Centre:

- Sourcing Excellence Assessment for Titan Company Ltd. Watch & Jewellery Division was converted to a CCS project in 2020.
- Capability Assessment of Robert Bosch Engineering & Business Solutions (RBEBS) to set up a Centre of Excellence (CoE) has been kept on hold by them
- 19 CCS projects received in 2019 at the Centre sponsored by various organisations were completed successfully by PGP Class 2018-20 (Term 4 & 5) and EPGP Class 2019-20
- The inaugural SCMC 'Research Day' was organised on January 8, during which 7 CCS projects were presented by respective student groups to Dean (Faculty) and Advisory Council.
- 18 CCS projects are received in 2020 by the Centre and assigned to PGP Class 2019-21 (Term 4) and 2 have been carried forward to Term 5 & EPGP-2020-21
- Economic Research on 'Cost of Logistics' across 6 industry sectors (Agri-commodities, Pharma, Auto, Electronics, Steel coils, Cement & Fertilizer) for DP World as a Consulting/CCS project is being assessed. The duration is 2-3 months.

Ongoing Actions at the Centre for 2020-2021

- 1) Corporate sponsorship annual fee revision
 - Proposed hike to Rs. 800,000 (Local)/US\$ 15,000 (Overseas)
 - Chairperson to draft an appropriate communication and decide on the timing of release
 - BPCL corporate sponsorship annual fee for 2019 is awaited, despite repeated reminders.
- 2) TVS SCS MOOCs (SCM modules)
 - Progress calls effective January'2020 between Dy. MD (Ravichandran) & Chairperson
 - Dr. Sabesan (Head Knowledge Management) met Prof. Vasanthi Srinivasan (Chairperson-Digital Learning) on February 14 to expedite the creation of customised MOOCs (SCM Module)
- 3) TVS SCS endowed Logistics Chair
 - Proposal sent by Chairperson to Dy. MD (Ravichandran) on January 10
 - Follow-up telecon done with Dy. MD (Ravichandran) on January 31
 - Feedback awaited to move forward
- 4) SCMC planned to host @ IIMB on Thursday April 09, 2020 the inaugural Advanchainge & CSCMP India Supply Chain challenge 2020, to unlock Supply Chain talent for Business Advantage, postponed due to the Covid-19 pandemic/country-wide lockdown. We hope to revive this event during 2020-21

Contemporary Concern Study (CCS) Projects Completed: 2019

Sl. No.	Abbreviated Description of Topic	Company
1	Integrated Logistics Model for SCM at APMC	ReMSL
2	Determine Product Life Cycle Stage of Current Product Portfolio	Titan
3	First Mile Cluster and Wave Modelling	Flipkart
4	Inland Water Transport for LPG in India	HPCL
5	Daily HSD Rate Variation Impact on Transportation & Logistics sector	ShipX
6	Demand Sensing & Inventory Optimization - Retail & Manufacturing	HCL Tech
7	Post GST Distribution Rationalization	Titan
8	Impact of GST on Petroleum Products (MS & HSD)	HPCL
9	Biodiesel Plant - Case study	HPCL
10	Warehousing in E-commerce	Flipkart
11	MSME Auto Component Sector in India	Bosch
12	Mapping of Manufacturing Data Flow to Achieve Optimal Process	TKAP
13	Development of Gender Diversity and Inclusion Policy	TKAP
14	Streamlining of Passenger Movement at Kempegowda Interchange Metro Station	BMRCL
15	Impact Assessment Analysis on Commodity Prices Post UMP Implementation	ReMSL
16	Quantity & Price Variance Analysis under Different Price Discovery Mechanisms	ReMSL
17	Establish a Logistics Driven Manufacturing with Digitalization	Bosch
18	Unified Market Platform (UMP) Data Analysis for Agricultural Commodities, Case study	ReMSL
19	Review Current Challenges and Propose a Road Map for the Way Forward, Case study	SmallBagDelivery.com

Contemporary Concern Study (CCS) Projects in Progress: 2020

Sl. No.	Abbreviated Description of Topic	Company
1	Sourcing excellence assessment for Watches & Accessories division	Titan
2	B2B fashion supply chain in India - current state & white spaces	Flipkart
3	Prognostics and health management in industrial applications	Honeywell
4	To develop a Connected Supply Chain between demand and supply for an unsatisfied customer	Bosch

Sl. No.	Abbreviated Description of Topic	Company
5	Study of labour productivity for the auto sector in India (general) and for the company (specific)	TKAP
6	Working capital loans for grocery and fashion kiranas in India - Current state and white spaces	Flipkart
7	Develop a business model and establish the supply chain for an organic food aggregator	Adi Naturals
8	How Zilingo cracked the B2B fashion market in South East Asia	Flipkart
9	Streamlining of supply chain in lubes business for an oil & gas company	HPCL
10	Making bio-fuels profitable with current ethanol policy and profitability study of setting up and operating a stand-alone distillery for producing Ethanol	HPCL
11	Develop a digitalized integrated supply chain for the auto component sector	TKAP
12	Connected machines in MSME for a maximum efficiency	Bosch
13	3PL Market entry strategy for bulk chemicals and pharma segments	TVS SCS
14	High-tech electronics manufacturing eco system analysis	Intel Corp
15 & 16	Capability assessment of the SCM organization currently in B2B model to also handle the B2C model for residential solar rooftops & solar pumps	Tata Power Solar
17	Learn to see, observe, and augment measures for a global auto component production system. Improve supplier value stream by applying lean tools leading to waste elimination	Bosch
18	Warehouse solution modelling and templatization for 3PL business	TVS SCS
19	Supply chain control tower - benefits & usage	HCL Tech
20	HR competency mapping	TKAP

XIII-J IIMB Case Studies @ Harvard Business Publishing

- XIII-J1** **Haritha Saranga**, Tele-Ophthalmology – Is this the Solution to India’s Rural Eye Care Problem?
- XIII-J2** **Anshuman Tripathy**, Nitish Kumar and Medha Sravani Boddeda, Paytm Mobile Payments: Will It Emerge as a Dominant Design in India?
- XIII-J3** **Anshuman Tripathy** and Arijit Ghosh, Biocon Research: Preparing for the Bio-Pharmaceutical Transition.
- XIII-J4** Kiran K and **Anshuman Tripathy**, Akshaya Patra Vrindavan: Operations and Resources Planning for a Mega Kitchen



Centre for Teaching and Learning (CTL)

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.

The Centre for Teaching and Learning (CTL) was established in 2017 with the following objectives:

- Conduct research on innovation pertaining to teaching / pedagogy
- Facilitate the development of teaching content
- Evolve measures to evaluate teaching performance and learning
- Provide teaching inputs to faculty members and doctoral students

CTL organized several activities of pedagogic significance between 2019 and 2020. The impact of these activities reached a diverse audience. These included:

- New Faculty Teaching Workshop conducted from April 01-04, 2019 for IIMB faculty.
- CTL in collaboration with Executive Education Programme also conducted a “Quality Improvement and Capacity Building” Programme for Members of Association of Indian Management Schools from April 22-24, 2019.
- Teaching Workshop, conducted from January 02-04, 2020, for doctoral students. 17 external participants attended the workshop. They were from IIM Ahmedabad, IIM Kozhikode, IIM Lucknow, IIIM Calcutta, IIM Indore, IIM Tiruchirappalli, ISB, IIT Madras and Christ University, Bangalore.
- Teaching Workshop, conducted from January 13-15, 2020, for doctoral students of IIM Bangalore in their 5th year of PhD. 17 participants attended the workshop.
- Prof. Sourav Mukherji, Chairperson CTL, conducted a day-long case teaching workshop for faculty members of National Police Academy at Hyderabad on December 14, 2019.

During this year, the Centre for Development of Cases and Teaching Aids came under the fold of CTL. As a result, CTL started managing the Harvard Case submission process:

- Twenty-three cases were submitted to CTL for review of which 20 passed successfully through the review process and all are (or in the process of) being published by HBP.

- Cases written by IIMB faculty and published at HBP for Educators continue to be used by management institutions in India and abroad. Our January–December 2019 Harvard Sales report indicates that over 75000 copies of our cases were sold worldwide.
- Some of IIMB’s blockbuster cases with half-yearly sales of more than 1000 copies are as follows

Case Name	IIMB Author (s) *
Demand Forecasting at idFresh Foods	Dinesh Kumar
Saffola Journey	Srinivas Prakhya
Customer Analytics at Bigbasket	Dinesh Kumar
ITC Limited	Abhoy Ojha
Procter and Gamble India	Seema Gupta
Shodh Market Research for Economy Housing	Avinash Mulky
Volkswagen in India	Seema Gupta

*Many of these cases have other non-IIMB authors

- CTL also created a summary ‘Style Guideline’ document and increased the database of reviewers.

Dr. Chitra Andrade, Manager of CTL was engaged with IIMB’s Office of Disability Services (ODS) in creating a document on learning and study strategies to guide students with learning disabilities. This document will help stakeholders understand various types of learning disabilities and how to work with adults with learning disabilities.

CTL has added a ‘Resource Centre’ to its website to house the content developed by the Centre. It has a ‘faculty’ section and a ‘student’ section. A list of articles published on Resource Centre is as follows:

Students	Faculty
<ul style="list-style-type: none"> • The Case Method: A Fun-damental Truth • Case Method in Management by Prof. Ganesh N Prabhu • Effective Learning in Virtual Classrooms • Learning and Study Strategies for Students with Learning Disabilities • Learning Styles: Myth Busted • Peer Learning 	<ul style="list-style-type: none"> • Teaching the Scope and Limits of Generalizability in Qualitative Research by Prof. Ganesh N Prabhu • Teaching in a Virtual Classroom • Making Zoom Secure • Cases published by HBPE • Learning Disabilities: A Note for Tutors

Two case writers have been hired recently to help Professors with writing cases. The writers will also be helping the Centre with creating digital content for IIMB.

CTL is working to streamline and automate the process of royalty disbursement among case-authors.



Israel Centre (IC)

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 centre. 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, Professor, Strategy; Sourav Mukherji, Professor, Organizational Behavior & Human Resources Management; Srivardhini K Jha, Associate 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 programmes, research collaborations and student exchange programmes with leading Israeli academic institutions, especially with Tel Aviv University (TAU) in the last four years.
- Faculty at IIMB have 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

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 programmes 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, and havens for start-up ecosystems and research. This centre, 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 centre of Israeli technology innovations, business strategy and history, and culture
- To nurture ongoing relationships with centres of Indian studies in higher education institutions in Israel
- Public service (making available the results of academic research/teaching on the centre'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 programmes between Israel and IIMB
- Create specific Executive Education courses for Indian and Israeli management personnel, including course 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 programmes 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 2019–2020

- Israel Centre and Research & Publications hosted a seminar on August 30, 2019 by Tomer Broude, from Hebrew University of Jerusalem. Title: Once Bitten, Twice Shy? Investment Disputes, State Sovereignty and Change in Treaty Design
- The centre offered elective course “Developing Partnerships between enterprises in India and Israel (DPEII) 2019” to Term 4 students. This year, the students from PGP & PGPEM registered for the programme. Prof. Sourav Mukherji and Prof. Srivadhini Jha were the Programme Directors along with our Israeli Counterpart Prof. Gad Ariav from Coller School of Management, Tel Aviv University (TAU). Prof. Srivardhini K Jha invited two guest speakers from the Israeli company called Jfrog. This company entered India by acquiring the DevOps intelligence platform CloudMunch
- The centre offered the executive development programme on, “Developing Technology Partnerships between firms in India and Israel DTPII-X 2019”, participants from industry, mainly from mid-size firms and start-ups visited Coller School, Tel Aviv University; this course was jointly offered by IIMB

and Collier School. Also this year, NSRCEL shortlisted few incubates from the WSP Team for the programme. The programme was handled by Prof. Abhoy K. Ojha and Prof. Sai Yayavaram from IIMB and Prof. Gad Ariav from Collier School.

- Israel Centre and Research & Publications hosted a talk on October 11, 2019 by Dr. Rafi Netz-Zehngut, Bar-Ilan University. Title: The Israeli Collective Memory of Israel-Arab/Palestine Conflict
- Israel Centre @ IIMB, in collaboration with the Consulate General of Israel and the Consulate General of Canada, organized an event to commemorate International Holocaust Remembrance Day at IIMB on January 27, 2020. At the event, a short Canadian movie “*The Good Nazi*” was screened after which Nicole Girard, Consul General of Canada, Dana Kursh, Consul General of Israel, and Margit Hellwig-Boette, Consul General of Germany shared some of their comments on the occasion and the movie and interacted with members of the audience.



India Japan Study Centre (IJSC)

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

- December 12, 2019** – An interactive session about Innovation and Entrepreneurship was conducted at IJSC with a large group of executives from Suntory Group, the world's 3rd largest Beverage and Food Company in Japan. The presentation and discussions were held with Prof. Suresh Bhagavatula and Prof. Krishna Sundar. This session was followed by a campus tour. Participants included Mr. Naoki Tashiro, Director and Ranajit, Coordinator of Yuimaru India Pvt. Ltd., Ryoji Iizuka, Media Director and India Project Manager of Whitehole Corporation along with 29 delegates from Suntory Group.
- January 15, 2020** – Session talk by Takashi Suzuki, Director General from JETRO to BPIM students.

Achievements

1. On February 6, 2020, MoU was signed between IIMB and Mizuho Bank. The bank contributed through their CSR payment of ₹ 70 Million, to be used for various activities of IJSC.
2. On March 19, 2020, Toshiba Software India Private Limited contributed through their CSR payment of ₹ 1 Million to IJSC.

- Hardik Gandhi from EPGP 2019–2020 batch was recruited for the position of “Head of Digital Innovation” for Mizuho Bank through IJSC. He joined the bank in April 2020.

Academic Activities

- PGP elective: BPIM-Japan – this elective course for PGP Programme, was planned and executed in the 5th/6th trimester breaks. Highlight of the course was a successfully organized 2-week immersion in Japan, with exposure to Japan’s industry, academia, and society. One section of 43 students and three Professors, D. Krishna Sundar, N. Ravi, and Suresh Bhagavatula along with Ms. Sowmya. G. of IJSC visited Japan from November 25 to December 8, 2019.
- India Japan Leadership Programme 2020** A unique programme was launched in February 2020 (February 21 to 24, 2020), structured as a boot camp, for identifying innovative joint India-Japan projects and developing action plans. Prof. Suresh Bhagavatula coordinated the programme. Participants included senior executives/entrepreneurs from India (5) and Japan (11). Highlights were the first three days of the programme held at IIMB and the last day project presentation and certification at Japan Embassy, New Delhi.

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
5.	Persisting with promising technology under conditions of uncertainty	Prof. Sai Yayavaram

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 centres of excellence are invited to present their on-going or recently completed research. The audience mainly comprises the faculty and doctoral students providing enthusiastic and intellectual discussions on research topics. Details of the research seminars during the academic year 2019–2020 are provided here.

Sl. No.	Speaker Name and Institution	Institution Affiliated	Title of the Talk	Date
XVII-1	Prof. Swapnendu Banerjee	Jadavpur University	Other Regarding Principal and Moral Hazard with Multiple Agents	May 14, 2019
XVII-2	Prof. Sunanda Sen	Economist	Employment in India: Aggregate Demand and Structural Transformations	June 7, 2019
XVII-3	Prof. Theja Tulabandhula	University of Illinois Chicago	Stochastic Bandits for Sticky Recommendations	June 10, 2019
XVII-4	Prof. Ellapulli Vasudevan	Aalto University School of Business	Some Gains Are Riskier Than Others: Volatility Changes, Belief Revisions, and the Disposition Effect	June 12, 2019
XVII-5	Prof. Sourav Bhattacharya	Royal Holloway University of London	Condorcet Jury Theorem in a Spatial Model of Elections	June 14, 2019
XVII-6	Prof. Namrata Kala	MIT Management Sloan School	Workhorses or White Elephants? The Effects of Earned Autonomy on State Owned Enterprises	June 24, 2019
XVII-7	Prof. Siva Viswanathan	University of Maryland	Mechanism Design for Online Platforms	June 27, 2019
XVII-8	Prof. Gaurav Chiplunkar	Darden School of Business, University of Virginia	How Important are Matching Frictions in The Labour Market? Experimental and Non-Experimental Evidence from a Large Indian Firm	July 1, 2019
XVII-9	Prof. Deepti Goel	Azim Premji University	Drivers of Student Performance: Evidence from Higher Secondary Public Schools in Delhi	July 5, 2019
XVII-10	Prof. Sayar Karmakar	University of Florida	Simultaneous Inference for Curve Estimation in Time-Varying Models	July 12, 2019
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XVII-13	Prof. Samarth Gupta	NCAER, New Delhi	Inter-Organizational Transaction Costs Theory and Credit Delivery	July 19, 2019
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XVII-18	Prof. Joseph Flavian Gomes	Université catholique de Louvain	The Reach of Radio: Ending Civil Conflict through Rebel Demobilization	August 23, 2019
XVII-19	Prof. Lincoln Wood	Otago University	Once Bitten, Twice Shy? Investment Disputes, State Sovereignty and Change in Treaty Design	August 23, 2019
XVII-20	Prof. Shailendra Pratap Jain	University of Washington	Experiments in Brand Transgressions	August 29, 2019
XVII-21	Prof. Tomer Broude	Hebrew University of Jerusalem	Once Bitten, Twice Shy? Investment Disputes, State Sovereignty and Change in Treaty Design	August 30, 2019
XVII-22	Prof. Shraman Banerjee	OP Jindal	Treating Symmetric Buyers Asymmetrically	September 5, 2019
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XVII-24	Prof. Ritesh Jain	Academia Sinica	A Systematic Test of the Independence Axiom: Around Certainty	September 19, 2019
XVII-25	Prof. Vaibhav Ranjan	National University of Singapore	Healthcare Analytics: Learning from Multiple Heterogeneous Data Sources	September 26, 2019
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XVII-27	Dr. Vivek Asokan	University of Tokyo	Data-Intensive Approaches for Sustainability – A Review and An Analysis of Web Data Portals in Monsoon Asia	October 9, 2019
XVII-28	Dr. Rafi Netz-Zehngut	Bar-Ilan University	The Israeli Collective Memory of Israel-Arab/Palestine Conflict	October 11, 2019
XVII-29	Prof. Anaka Aiyar	Cornell University	Health Insurance and Infant Mortality: Evidence from India	November 7, 2019
XVII-30	Prof. Manish Kacker	McMaster University	Performance Implications of Organizational Signaling and Screening in Interfirm Networks: Evidence from Franchising	November 13, 2019
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XVII-33	Prof. Amit Karna	IIM Ahmedabad	Workshop on Meta Analysis	December 6, 2019
XVII-34	Prof. Nachiket Bhawe	North Carolina State University	Organizing for Product Innovation in The ‘Gig Economy’- A Study of Knowledge Integration in the Video Game Industry	December 16, 2019
XVII-35	Prof. Ram Janakiraman	University of South Carolina	In-Store Clienteling and CRM Technology on Customer Behavior: Evidence from Field Research	December 18, 2019
XVII-36	Prof. Anoop Madhok	York University	FPM workshop	December 18, 2019
XVII-37	Prof. Monideepa Tarafdar	Lancaster University	Deliberate or Instinctive? Proactive and Reactive Coping for Technostress	January 7, 2020
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XVII-39	Prof. Abhishek Chakravarthy	The University of Manchester	Informed Citizens and Political Entry: Evidence from a Large Education Programme in India	January 8, 2020
XVII-40	Prof. Hari Bapuji	Melbourne	Conversation on Inclusive Markets: Role of Caste	January 10, 2020
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XVII-42	Prof. Johan Hagberg	Goteborg University	Retail Digitalization: Past, Present and Future	January 22, 2020
XVII-43	Prof. Suresh Sundaresan	Columbia University	Unintended Consequences of Post-Crisis Liquidity Regulation	January 28, 2020
XVII-44	Prof. Prashant Bharadwaj	University of California, San Diego	The Effects of Health Shocks to the Elderly on Children’s Labor Supply	January 28, 2020
XVII-45	Prof. Sriram Shankar	Australian National University	Estimating Efficiency Effects in a Panel Data Stochastic Frontier Model	January 29, 2020
XVII-46	Prof. Sandeep Devanatha Pillai	Bocconi	Workshop on Historical Methods in Research	January 29, 2020
XVII-47	Prof. Sandeep Devanatha Pillai	Bocconi	Learning to Scale or Scaling to Learn? An Empirical Exploration of Production Scaling in the Early American Automobile Industry	January 30, 2020

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XVII-49	Prof. Jay Swaminathan	Kenan-Flagler Business School, University of North Carolina, Chapel Hill	Optimizing Seed Planting Schedules for Improved Yields under Rainfall Uncertainty	February 4, 2020
XVII-50	Prof. Anisha Sharma	Ashoka University	Preferences and Expectations: Understanding the Gender Gap in Major Choice	February 12, 2020
XVII-51	Prof. TES Raghavan	University of Illinois at Chicago	Measuring the Power of the Dominant Partner among Married Couples	February 17, 2020
XVII-52	Prof. TES Raghavan	University of Illinois at Chicago	A Policy Improvement Algorithm for Discounted Two-Person Zero-Sum Stochastic Game of Perfect Information	February 18, 2020
XVII-53	Prof. Moses Shayo	Hebrew University of Jerusalem	On the Social and Political Effects of Financial Markets: Peace, (In)Equality, and Rationality	February 20, 2020
XVII-54	Prof. Kathan Shukla	IIM Ahmedabad	Does Negative Teacher Behaviour Influence Students' Motivational Beliefs?	March 2, 2020
XVII-55	Prof. Kathrin Moeslein	FAU Erlangen-Nuremberg	Leading Open Innovation – What's in It for universities?	March 4, 2020
XVII-56	Dr. Chanchal Balachandran	Senior Research Fellow, USI Lugano, Switzerland	Director Turnover in New Venture Boards	March 11, 2020

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Prof. Sunanda Sen



Prof. Theja Tulabandhula



Prof. Ellapulli Vasudevan



Prof. Namrata Kala



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Prof. Gaurav Chiplunkar



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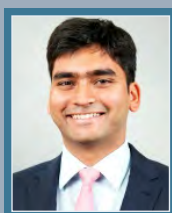
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Prof. Chandan Jha



Prof. Durairaj Maheswaran



Prof. Samarth Gupta



Prof. Saikat Sinha



Prof. Ashwini Deshpande



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Prof. Deepak Saraswat



Prof. Joseph Flavian



Prof. Lincoln Wood



Prof. Shailendra Pratap



Prof. Tomer Broude



Prof. Shraman Banerjee



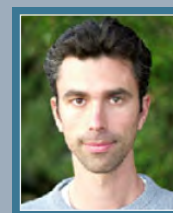
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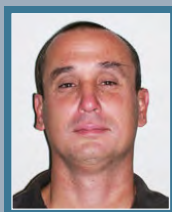
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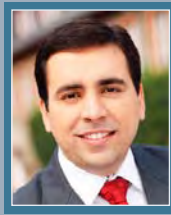


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Prof. Nachiket Bhawe



Prof. Ram Janakiraman



Prof. Anoop Madhok



Prof. Monideepa Tarafdar



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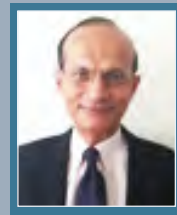
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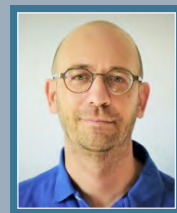
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Dr. Chanchal Balachandran

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