



भारतीय प्रबंध संस्थान बेंगलूर
INDIAN INSTITUTE OF MANAGEMENT
BANGALORE

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Research & Publications

Annual Report 2020–2021

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Chairperson, Research and Publications

Members of Research and Publications Committee

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Prof. Rahul De'

Prof. Dalhia Mani

Prof. Ritwik Banerjee

Prof. Gopal Das

Research and Publications Team

Nirmala Manoj
Project Executive

Chitrlekha A D
Copy Editor

RESEARCH AND PUBLICATIONS

ANNUAL REPORT 2021

(April 2020 – March 2021)



भारतीय प्रबंध संस्थान बेंगलूर
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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 2020 to March 2021.

This year, IIMB faculty members have published 61 papers in academic journals. In addition, they have written 15 cases, which are distributed by Harvard Business Publishing (HBP). They have also published 4 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 2 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 2020–2021 (April 2020 to March 2021) in various forms namely books, peer-reviewed journal publications, cases, working papers, conference presentations, research projects, etc. can be found below.

Research Output: 2020–2021

Research Projects	145
Articles in IIMB Journal List	23
Total Number of Publications	61
Books	4
Chapters in Books	14
Case Studies and Teaching Notes Distributed through HBP	30
Awards, Honours, and Achievements	12
Working Papers	30
Articles in Newspapers/Magazines, etc.	140
Other Publications (Monographs, Reports, etc.)	15
Seminar/Conference/Workshop Presentations/Invited Talks by Faculty	202
Conferences/Seminar Workshop Presentations by FPM Students	50
Total Number of Conferences/Seminar/Workshop Presentations/Invited Talks by IIMB Faculty and Students	215
Articles in Conference Proceedings	20
Doctoral Theses Completed	22
Research Seminars at IIMB	2

Research Output for 2008–2021

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; 2019–20 and 2020–21.

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	2020-21
1	Total Number of Publications	59	45	78	56	69	62	58	56	60	60	48	48	61
2	Books	06	14	10	05	07	04	05	06	13	12	2	5	4
3	Chapters in Books	22	12	25	15	13	19	11	21	21	14	21	8	14
4	Total Number of Presentations in National and International Conferences	84	65	112	108	217	276	207	211	234	246	202	197	202
5	Research and Case Writing Projects	93	93	84	70	72	79	53	83	119	92	126	158	145
6	Cases and Teaching Notes Distributed through HBP	-	-	32	22	56	19	40	48	62	42	74	44	30
7	Working Papers	17	20	28	28	39	54	30	21	40	22	18	22	30
8	Other Publications (Monographs, Reports, etc.)	15	21	10	21	18	18	24	25	19	13	6	14	15
9	Articles in Newspapers/ Magazines, etc.	70	80	93	71	94	124	121	106	97	44	49	37	140
10	Research Seminars at IIMB	37	38	24	42	40	38	37	54	38	51	49	56	2

FPM Output for 2011–2021

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 and 2020–21.

Sl. No.	Category	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
1	Doctoral Theses Completed	13	13	6	18	20	20	20	24	14	22
2	Working Papers	1	2	5	2	3	5	3	-	6	4
3	Publications in Journal/Book Chapters/Cases	9	4	7	11	7	7	3	2	4	6
4	Conference / Seminar / Workshop Presentations by FPM Students	43	25	49	37	36	46	58	44	50	13
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 2020–2021 by adding more cases to the Harvard collection. About 237 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 2020–2021 is provided below.

Sl. No.	Author	Title
1	S Ramesh Kumar , Vishal Malavath and Sanju Priya V	Healthy Snacking? Consumer Mindscape, Clutter of Brands, and an Ethnic Snack – Launching A New Brand in the Indian Context
2	J. Ramachandran and Srestha Dutta	Mindtree Limited: Hostile Acquisition
3	Tarun Jain and Jishnu Hazra	Sattva Etech: Enhancing Component Sourcing Flexibility
4	Abhoy K Ojha	GUS Education India: Preserving the Soul during Rapid Growth
5	Sivakumar S and B Mahadevan	Exceed: Improving Productivity and Reliability in Delivery of Software Solutions
6	J. Ramachandran and Savithran Ramesh	Yes Bank Limited: Too Big to Fail?
7	J. Ramachandran , Savithran Ramesh, and K. S. Manikandan	The House of Tatas: Governance Challenges

Sl. No.	Author	Title
8	Anshuman Tripathy , Pranav Guglani and Abhijit S Pulimootil	Intartic: Riding the IoT Wave to A Service Model
9	Aviral Marwal, Gopal Naik and Dalhia Mani	The Saboo Foundation Model of Philanthropy: How a Self-Made Man Created Thousands More
10	Haritha Saranga and Sirish Kumar Gouda	Gray to Green Transition – The Sustainability Journey of Dalmia Cement
11	J. Ramachandran and Savithran Ramesh	Sun Pharmaceutical Industries Limited: Disclosure Practices
12	Nisheeta Bajaj and J. Ramachandran	The Art of Living: Celebrating Life
13	Debolina Dutta	Amber by inFeedo: The CEO’s Virtual Assistant Revolutionizing Employee Engagement
14	Gopal Naik and Gopi Sankar G	Totgars’ Co-Operative Sale Society Dovetailing Business to Meet Members’ Needs
15	Debolina Dutta and Rajesh G S	Capability Development for Growth: Leverage Strengths or Build Competencies at Va Tech Wabag?

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 2020–2021, there were about 23 such prominent publications which are listed below.

Sl. No.	Authors	Title of the article	Journal	Publication Details
1	Tarun Jain, Jishnu Hazra and T. C. Edwin Cheng	Illegal Content Monitoring on Social Platforms	<i>Production and Operations Management</i>	Vol. 29(8), August 2020, Pg. 1837-1857
2	Trambak Banerjee, Gourab Mukherjee, Shantanu Dutta, and Pulak Ghosh	A Large-scale Constrained Joint Modeling Approach for Predicting User Activity, Engagement And Churn with Application to Freemium Mobile Games	<i>Journal of the American Statistical Association</i>	Vol. 115(530), 2020, Pg. 538-554
3	Shubha Patvardhan and J. Ramachandran	Shaping the Future: Strategy Making as Artificial Evolution	<i>Organization Science</i>	Vol. 31(3), May-June 2020, Pg. 671-697
4	Rakesh R. Mallipeddi, Ramkumar Janakiraman, Subodha Kumar, and Seema Gupta	The Effects of Social Media Content Created by Human Brands on Engagement: Evidence from Indian General Election 2014	<i>Information Systems Research</i>	Vol. 32(1), March 2021, Pg. 212-237
5	Prakash Awasthy and Jishnu Hazra	Collaboration under Outcome-Based Contracts for Information Technology Services	<i>European Journal of Operational Research</i>	Vol. 286(1), October 2020, Pg. 350-359
6	Tarun Jain, Jishnu Hazra and T. C. Edwin Cheng	Bidding for Outsourcing Contracts with Capacity Investments and Cost Asymmetry	<i>Journal of the Operational Research Society</i>	Vol. 71(12), 2020, Pg. 1986-2012
7	Jishnu Hazra and Tarun Jain	Optimal Regulation and Sustainable Product Design under Uncertainties	<i>International Journal of Production Economics</i>	Vol. 225, July 2020, 107574, Pg. 1-14
8	Sourav Bikash Borah, Srinivas Prakhya , and Amallesh Sharma	Leveraging Service Recovery Strategies to Reduce Customer Churn in an Emerging Market	<i>Journal of the Academy of Marketing Science</i>	Vol. 48, 2020, Pg. 848-868
9	Massimo Di Francesco, Manlio Gaudioso, Enrico Gorgone, and Ishwar Murthy	A New Extended Formulation with Valid Inequalities for the Capacitated Concentrator Location Problem	<i>European Journal of Operational Research</i>	Vol. 289(3), March 2021, Pg. 975-986
10	Tushar Tanwar, U. Dinesh Kumar and Navonil Mustafee	Optimal Package Pricing in Healthcare Services	<i>Journal of the Operational Research Society</i>	Vol. 71(11), 2020, Pg. 1860-1872

Sl. No.	Authors	Title of the article	Journal	Publication Details
11	Merve Ozen and Ananth Krishnamurthy	Resource Allocation Models for Material Convergence	<i>International Journal of Production Economics</i>	Vol. 228, October 2020
12	Yasemin Limon and Ananth Krishnamurthy	Resource Allocation Strategies for Protein Purification Operations	<i>IISE Transactions</i>	Vol. 52(9), 2020, Pg. 945-960
13	Ramya Tarakad Venkateswaran and Rejie George	When Does Culture Matter? A Multilevel Study on the Role of Situational Moderators	<i>Journal of Business Research</i>	Vol. 116, August 2020, Pg. 99-122
14	Soham Sahoo and Rahul Lahoti	Are Educated Leaders Good for Education? Evidence from India	<i>Journal of Economic Behavior and Organization</i>	Vol. 176, August 2020, Pg. 42-62
15	Mukta Kulkarni	Holding on to Let Go: Identity Work in Discontinuous and Involuntary Career Transitions	<i>Human Relations</i>	Vol. 73(10), 2020, Pg. 1415-1438
16	Naveen Bharathi, Deepak Malghan , Sumit Mishra and Andaleeb Rahman	Diversity Deficit and Scale-Flip	<i>Journal of Development Studies</i>	Vol. 57(4), 2021, Pg. 695-713
17	Vidhya Soundararajan , Arnab Basu and Nancy Chau	Contract Employment as A Worker Discipline Device	<i>Journal of Development Economics</i>	Vol. 149, March 2021, 102601, Pg. 1-24
18	Rupa Chanda and Rahul Singh	Technical Regulations, Intermediate Inputs, and Performance of Firms: Evidence from India	<i>Journal of International Economics</i>	Vol. 128, January 2021, 103412, Pg. 1-25
19	Gopal Das , John Peloza, Geetika Varshneya and Todd Green	When Do Consumers Value Ethical Attributes? The Role of Perceived Quality in Gift-Giving	<i>European Journal of Marketing</i>	Vol. 55(1), 2021, Pg. 315-335
20	Gopal Das , Rajat Roy and Vik Naidoo	When Do Consumers Prefer Partitioned Prices? The Role of Mood and Pricing Tactic Persuasion Knowledge	<i>Journal of Business Research</i>	Vol. 116, August 2020, Pg. 60-67
21	Gopal Das , Rajat Roy and Mark T Spence	The Mitigating Effect of Matching Regulatory Focus with Arousal-Inducing Stimuli in Service Failure Situations	<i>Psychology and Marketing</i>	Vol. 37(10), October 2020, Pg. 1420-1432
22	Anirban Adhikary, Amalesh Sharma, Krishna Sundar D and Jayanth Jayaram	Impact of Buyer-Supplier Network Complexity on Firms' Greenhouse Gas (GHG) Emissions: An Empirical Investigation	<i>International Journal of Production Economics</i>	Vol. 230, December 2020, 107864, Pg. 1-16
23	Dorothee Honhon, Xiajun Amy Pan and Sreelata Jonnalagedda	In-Out Algorithm for Assortment Planning Under A Ranking-Based Consumer Choice Model	<i>Operations Research Letters</i>	Vol. 48(3), May 2020, Pg. 309-316

Awards, Honours, and Achievements

1. **Prof. Varun Jindal**, Satish K. Sehgal Doctoral Student Award 2020 for Excellence in Scholarship and Organizational Citizenship.
2. **Prof. Mukta Kulkarni**, Saroj Parasuraman Award (runner-up), Academy of Management, 2020
3. **Prof. Mukta Kulkarni**, Best International Paper Award, Academy of Management, 2020
4. **Prof. Mukta Kulkarni**, Runner up, Best Paper Award in OMT division, Academy of Management, 2020
5. **Prof. Mukta Kulkarni**, Carolyn B. Dexter Award, Academy of Management, 2020
6. **Prof. Mukta Kulkarni**, Representative at large for the GDO division, Academy of Management, 2020
7. **Prof. Rahul De'**, Listed as top 10 AI researcher in India, Listed by Analytics India Magazine.
8. **Prof. Rahul De'**, Honorary Conference Chair of International Conference on Information Systems 2020, This is the premier conference of the Information Systems field.
9. **Prof. Hema Swaminathan**, Article selected for a special issue in Journal of Economic Inequality, in recognition of work on inequality.
10. **Prof. Soham Sahoo**, Subir Chowdhury Visiting Post-doctoral Fellowship, London School of Economics, 2020-21.
11. **Prof. Soham Sahoo**, Honorary appointment as a Research Fellow, Institute of Labor Economics (IZA), Bonn, Germany.
12. **Prof. G Ramesh**, Honorary appointment as a Research Fellow, Institute of Labor Economics (IZA), Bonn, Germany.

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 Award’. 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 start-ups 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 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-A4 Developing the Management Curriculum for the Digital Era (MaCuDE)

Project Team: **P D Jose**

Summary: The AACSB Digital Transformation Affinity Group, with Stevens Institute of Technology, has undertaken a project to revise the Management Curriculum for the Digital Era (MaCuDE). The initiative is a collaborative one involving a consortium of about 100 business schools over a two-year period.

Sponsor: Stevens Institute of Technology

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 trade-offs 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 analyse 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: Completed

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: Completed

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). 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) 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 must 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 must 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 must 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: Completed

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 behaviour, 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 Drivers of Cluster Growth: Role of Institutions and Economic Complexity

Project Team: **Sai Yayavaram** and **Prateek Raj**

Summary: It is well known that economic activity benefits from agglomeration. Indian economic planners have recognized the importance of agglomeration and have attempted to create industrial clusters. However, their attempts have achieved only partial success. Lack of successful industrial clusters is a plausible reason for manufacturing not taking off in India. With the laudable objective of balanced regional development, Indian governments have tried to push cluster development to the hinterland and away from large urban centres. We hypothesize that the failure of clusters is due to their location in regions with low economic complexity. Our basic premise is that a cluster requires a threshold level of economic complexity before it starts benefiting from agglomeration. We intend to build a measure of economic complexity and test its relationship with cluster growth. Our work can potentially provide an answer to how the trade-offs between balanced development and agglomeration can be achieved: identify potential urban centres that are close to achieving the threshold of economic complexity and are the best candidates for concerted development efforts such as establishment of educational and research institutions and public undertakings and provision of incentives to private companies to attract investment. A concerted development of industrial clusters in such cities can lead to a more balanced regional development across India while facilitating the growth of manufacturing.

Sponsor: IIM Bangalore

Status: Ongoing

I-A13 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: Completed

I-A14 Microfoundations of Organizational Growth

Project Team: **J. Ramachandran**, Pranav Garg & Sambuddha Deb

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 trade-off 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: Challenge Grant, IIM Bangalore

Status: Ongoing

I-A15 Cases on Yes Bank Limited and Sun Pharma, along with a Technical Note on Board Monitoring

Project Team: **J. Ramachandran** and Savithran Ramesh

Summary: In the past few years, Yes Bank Limited, one of India's most promising private sector banks, has faced significant issues with its asset quality which have culminated with the bank needing to be rescued by the government. The failure of the bank presents an interesting opportunity to examine the role played by different actors, both internal and external, in the governance of a bank and to assess the extent to which the monitoring function can be adequately performed by these actors.

Sponsor: IIM Bangalore

Status: Completed

I-A16 Cases and Technical Notes on Corporate Governance (Motherson Sumi Systems Limited)

Project Team: **J. Ramachandran** and Savithran Ramesh

Summary: Motherson Sumi Systems Limited: India's biggest auto-component company recently announced a restructuring of their group structure to simplify the group structure (Samvardhana Motherson Group), align the interest of the promoter group with the minority shareholders, and strengthen future growth potential. At around the same time as the restructuring, the successful founding chairman of the group announced a stretch goal which sought to quadruple their revenues in the next 5 years and expand into new industries. This was similar to previous stretch goals announced by the founding chairman.

Sponsor: IIM Bangalore

Status: Completed

I-A17 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: Completed

I-A18 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 co-authors.

Sponsor: VRSP, IIM Bangalore

Status: Completed

I-A19 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: Completed

I-A20 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-A21 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 to develop proposals for new IoT applications. Each team works virtually and has to complete the proposal within a designated period. 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	Ramya Tarakad Venkateswaran and George, Rejie	When Does Culture Matter? A Multilevel Study on the Role of Situational Moderators	<i>Journal of Business Research</i>	Vol. 116, August 2020, Pg. 99-122
I-B2	Shubha Patvardhan and Ramachandran J	Shaping the Future: Strategy Making as Artificial Evolution	<i>Organization Science</i>	Vol. 31(3), May-June 2020, Pg. 671-697
I-B3	Farok J. Contractor, Ramesh Dangol, N. Nuruzzaman and Raghunath S	How do Country Regulations and Business Environment Impact Foreign Direct Investment (FDI) Inflows?	<i>International Business Review</i>	Vol. 29(2), April 2020 101640, Pg. 1-13
I-B4	Farok J. Contractor, Ramesh Dangol, N. Nuruzzaman and Raghunath S	How FDI Inflows to Emerging Markets are Influenced by Country Regulatory Factors: an Exploratory Study	<i>Journal of International Management</i>	Vol. 27(1), March 2021, 100834, Pg. 1-20
I-B5	Shuping Li and Yayavaram, Sai	Attenuating the Negative Effects of Network Change on Innovation: A Whole Network Level Analysis of Taiwanese Business Groups	<i>Asia Pacific Journal of Management</i>	Vol. 38, 2021, Pg. 151-177

I-D Chapters in Books

Sl. No.	Authors	Title of Chapter	Title of Book	Editors	Publication Details
I-D1	Prabhu, Ganesh N	Teaching the Scope and Limits of Generalization in Qualitative Research	<i>Qualitative Research: Practices and Challenges</i>	Elizabeth Pope et.al (eds)	Ludomedia, Portugal, Pg. 186-192, 2020
I-D2	Gupta, Subhashish, Jose P D, and Thampy, Ashok	Strategic Capabilities of Emerging Indian Multinational Enterprises	In Building Strategic Capabilities in Emerging Markets	Alvaro Cuervo-Cazurra, William Newburry, Seung Ho Park (eds)	Cambridge University Press, 2020

I-E Working Papers

Sl. No.	Author	Title	IIMB Working Paper No.	Year
I-E1	Saranga, Haritha and Raj, Prateek	How managers are critical for large-scale public crisis management – lessons from India	628	2020

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.	Diversity & Inclusivity	<i>The Hindu</i>	March 30, 2021
I-F2	Krishnan, Rishikesha T. and N. Dayasindhu	Collaborate to Innovate	<i>The Deccan Herald</i>	February 25, 2021
I-F3	Krishnan, Rishikesha T.	The New Normal in the Education Sector in 2021	<i>Businessworld</i>	January 5, 2021
I-F4	Krishnan, Rishikesha T.	Globally Yours	<i>Business India</i>	December 14-27, 2020
I-F5	Krishnan, Rishikesha T.	Seven Steps to prepare Business Leaders for a Turbulent World	<i>The Hindu Businessline</i>	December 7, 2020

Sl. No.	Authors	Title of Article	Name of Newspaper / Magazine	Date of Publication
I-F6	Krishnan, Rishiksha T.	National Education Day 2020: Big Trends that will shape Business Education	<i>The Times of India</i>	November 11, 2020
I-F7	Krishnan, Rishiksha T.	New CEO will be Orchestrator of Experiments	<i>The Week</i>	November 8, 2020
I-F8	Krishnan, Rishiksha T. and N. Dayasindhu	Injecting Dynamism into 'Industry 4.0	<i>The Hindu Businessline</i>	August 20, 2020
I-F9	Krishnan, Rishiksha T.	Indian Motorcycle Industry: A Role Model for Atmanirbhar Bharat?	<i>FoundingFuel</i>	August 13, 2020
I-F10	Kapil Viswanathan and Krishnan, Rishiksha T.	Three Ideas for us to Achieve our Higher Education Goals	<i>Mint</i>	August 12, 2020
I-F11	Shameen Prashantham and Krishnan, Rishiksha T.	Harnessing Digital Tech for Inclusive Healthcare	<i>The Hindu Businessline</i>	July 26, 2020
I-F12	Krishnan, Rishiksha T. and N. Dayasindhu	R&D Push Holds Key to Self-Reliance	<i>The Hindu Businessline</i>	July 1, 2020
I-F13	Raj, Prateek and Krishnan, Rishiksha T.	India's Covid-19-led Reverse Migration could be an Opportunity for its Hindi Heartland	<i>Quartz India</i>	June 16, 2020
I-F14	Krishnan, Rishiksha T. and N. Dayasindhu	Atmanirbhar Bharat must be Competitive	<i>The Hindu Businessline</i>	June 8, 2020
I-F15	Krishnan, Rishiksha T. and Jha, Srivardhini K.	Six Learnings on Innovation from Anticovid Efforts	<i>FoundingFuel</i>	May 27, 2020
I-F16	Jha, Srivardhini K. and Krishnan, Rishiksha T.	Four Strategies for Rapid Innovation during a Crisis	<i>The Hindu Businessline</i>	May 25, 2020
I-F17	Krishnan, Rishiksha T. , Kunal Kanungo and Kapil Kanungo	Are Labour Law Reforms the Panacea to the Investment Problem?	<i>The Hindu Businessline</i>	May 13, 2020

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
I-F18	Kapil Viswanathan and Krishnan, Rishiksha T.	We're at an Inflection Point for Management Education	<i>Mint</i>	May 8, 2020
I-F19	Krishnan, Rishiksha T. and N. Dayasindhu	Can Covid-19 Spark Deep Tech Innovation?	<i>The Hindu Businessline</i>	April 20, 2020
I-F20	Raj, Prateek	TN's Sui Generis Development Model	<i>Hindu Business Line</i>	December 16, 2020
I-F21	Raj, Prateek	“क्या हम रूढ़ियों से उठ मानवता की रक्षा कर पाएँगे”	<i>Patrika</i>	December 3, 2020
I-F22	Raj, Prateek	“धर्म या जाति - हम दोनों का चुनाव नहीं कर सकते”	<i>Patrika</i>	October 6, 2020
I-F23	Raj, Prateek	“युवाओं का भविष्य नीतियों के केंद्र में, तो ही विकास”	<i>Patrika</i>	October 15, 2020
I-F24	Raj, Prateek	“विकास का बुनियादी सिद्धांत है सतत मूल्य सृजन”	<i>Patrika</i>	September 22, 2020
I-F25	Raj, Prateek	“हिंदी समाज दक्षिणी प्रांतों से क्या सीख सकता है?”	<i>Patrika</i>	August 28 2020
I-F26	Raj, Prateek	Why do migrants get such a raw deal?	<i>Hindu Business Line</i>	May 12, 2020
I-F27	Raj, Prateek	Need to Improve Emergency Funding In India	<i>Business World</i>	April 17, 2020
I-F28	Raj, Prateek and Kamini Gupta	Gandhi's Relevance in a Populist world	<i>Forbes India</i>	October 7, 2020
I-F29	Raj, Prateek	Indian Healthcare in the broader Development Context	<i>World Health Parliament</i>	January 21, 2021
I-F30	Kaushik, Nilam	Developing Collaborative Communities to Address Complex Problems	<i>Forbes India</i>	November 6, 2020
I-F31	Ramachandran J, Savithran Ramesh and K S Manikandan	The Tata-Mistry Dispute: Does Corporate Governance have a Basic Foundation?	<i>Bloomberg</i>	December 18, 2020
I-F32	Ramachandran J	The Tata-Mistry Dispute: Quo Vadis	<i>ETHRWorld.com</i>	October 1, 2020

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	Chandrashekar, Deepak	Research and Publication: Drawing Lessons from the Experience as Author, Reviewer and Editorial Board Member	Workshop to Faculties of School of Social Work, Kumaraguru College of Liberal Arts and Science, Tamil Nadu	January 23, 2021
I-H2	Niharika Garud and Prabhu, Ganesh N	Leveraging Reconstruction of Resources in Resource Constrained R&D Settings Through Social Skills	Academy of Management Conference, Vancouver, Canada	August 7-11, 2020
I-H3	Ramya Venkateswaran, Prabhu, Ganesh N and Saurabh Pandya	Learning from International Acquisition Experience: Narratives from an EMNC	Academy of International Business Conference	July 6-8, 2020
I-H4	Prabhu, Ganesh N	Invited Talk on Case Method of Teaching	Strategic Management Forum of India Conference, Ranchi	December 21-23, 2020
I-H5	Patvardhan, S and Ramachandran J	Going Beyond Bounded Rationality: Imagination and Strategic Choice	2020 Strategy Science Conference, The Wharton School, University of Pennsylvania, Philadelphia, USA	May 1-2, 2020
I-H6	Srinivasan R and Sangeet Paul Chaudhary	Platforms Masterclass	Founding Fuel, Bangalore	April 16, 2020
I-H7	Srinivasan R	Disruptive Innovation	TTK Prestige, Bangalore	April 24, 2020
I-H8	Srinivasan R	Adapting to Teaching Online	Goa Institute of Management, Goa	May 7, 2020
I-H9	Srinivasan R	Leveraging Digital Technologies	Leveraging Digital Technologies, Council of Science and Technology (CSIR), New Delhi	October 15, 2020
I-H10	Srinivasan R	Leveraging Digital Technologies	Siemens, Bangalore	November 30, 2020
I-H11	Srinivasan R	Leveraging Current Technology Trends for Value Creation	Lafarge Holcim APAC region, Tech for Business Conference, Online	January 18, 2021

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
I-H12	Srinivasan R	Emerging technologies for navigating the uncertain world	Zacco India R&D Seminar, Online	February 4, 2021
I-H13	Abbasi A.R, and George, Rejie	Firm Heterogeneity and the Internationalization-Firm Performance Relationship	80th Annual Meeting of the Academy of Management, Vancouver, BC, Canada	August 7-11, 2020
I-H14	Abbasi A.R, and George, Rejie	Is Internationalization a Boon or a Bane? An Assessment of the I-P Relationship	80th Annual Meeting of the Academy of Management, Vancouver, BC, Canada	August 7-11, 2020
I-H15	George, Rejie	Contemporary Issues in Management	ISME, Bangalore	February 26-27, 2021
I-H16	Raghunath S	Leading in Times of Crisis and Uncertainty	Randstad Leadership Connect, Chennai	April 1, 2020
I-H17	Raghunath S	Preparing for a World after the Crisis: Leadership and the Future of Work	Randstad Leadership Connect, Chennai	April 14, 2020
I-H18	Raghunath S	Webinar How Boards Will Balance Shareholders and Stakeholders Interests in The Post COVID Era	IIM Bangalore	May 27, 2020
I-H19	Raghunath S	Cyber Security Risk - Potential Impact and Possible Implications for Boards	CCGC International Webinar series, IIM Bangalore	June 23, 2020
I-H20	Raghunath S	SEBI's Consultation Paper	ASSOCHAM virtual panel discussion, New Delhi	March 23, 2021
I-H21	Venkataraman, Vijay, D. Ku and S. Pillai	Location: Destiny or Strategy?	SMS-London conference (Virtual)	October 2020
I-H22	Krishnan, Rishikesha T.	Interactive Session with Students of NIT Trichy @ Pragyan 21	National Institute of Technology, Tiruchirappalli (NIT-T), Tiruchirappalli	March 28, 2021
I-H23	Krishnan, Rishikesha T.	Inaugural Address in the online Faculty Development Program on Entrepreneurship Development: Challenges & Opportunities	National Institute of Technology Sikkim	March 23, 2021

Sl. No.	Authors	Title of Paper/Session/Invited Talk	Name of Conference and Venue	Dates of Event
I-H24	Krishnan, Rishiksha T.	Jugaad to Systematic Innovation	National Conference on 'Invention, Innovation and Intrapreneurship', IMS Unison University, Dehradun	March 12, 2021
I-H25	Krishnan, Rishiksha T.	Role of Intellectual Property in Appropriating Value of Innovation	Hansraj College, Delhi University, New Delhi	February 28, 2021
I-H26	Krishnan, Rishiksha T.	Leveraging Digital: What does Industry 4.0 mean for the Organization of Tomorrow?	23rd National Conference, organized by National HRD Network, New Delhi	February 27, 2021
I-H27	Krishnan, Rishiksha T.	International Conference on Innovation Strategies in the Challenging Social and Business Landscape Conference	St. Joseph's Institute of Management Bangalore	February 26, 2021
I-H28	Krishnan, Rishiksha T.	Making the Vision of India's New STIP a Reality: What does this mean for the Development of Human Capital?	CSIR-National Chemical Laboratory, Pune	February 26, 2021
I-H29	Krishnan, Rishiksha T.	Organizational Design Challenges in India	Organizational Design Community	February 13, 2021
I-H30	Krishnan, Rishiksha T.	Thinkers Dialog with Rishiksha Krishnan on Innovation	Thinkers Dialog with Amit Kapoor	February 3, 2021
I-H31	Krishnan, Rishiksha T.	Capturing Value from Innovation in Digital Era	Aditya Birla Group Bizlabs NXT Digital & AI Conclave	January 29, 2021
I-H32	Krishnan, Rishiksha T.	Fostering Research and Innovation the Road Towards Self Reliance	Department of Science and Technology Centre for Policy Research at the Centre for Society and Policy, Indian Institute of Science Bengaluru	January 24, 2021
I-H33	Krishnan, Rishiksha T.	Building Technological Capabilities for a truly Atmanirbhar Bharat	Venture Centre 10th Innovation and Technology Enterprise Lecture	January 8, 2021

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
I-H34	Krishnan, Rishiksha T.	Valedictory Address at the 6th International Management Conference on Advances in Management through Research, Innovation & Technology	Fortune Institute of International Business (FIIB), New Delhi	December 18, 2020
I-H35	Krishnan, Rishiksha T.	Plenary Session I- Road Map for Successful Implementation of NEP 2020	4th National Teacher's Congress (NTC) organised by MIT World Peace University, Pune (MIT-WPU)	December 15, 2020
I-H36	Krishnan, Rishiksha T.	Developing Institutional Managerial Skills	26th Annual National Sahodaya Schools Conference, Harvest International School, Bangalore	December 12, 2020
I-H37	Krishnan, Rishiksha T.	Role of Startup Ecosystem/ Academia in Democratizing Industry 4.0 Technologies in India	Conference on Industrial Transformation, Confederation of Indian Industry (CII), Bangalore	December 11, 2020
I-H38	Krishnan, Rishiksha T.	Innovation Clusters	Global R&D Summit 2020, Federation of Indian Chambers of Commerce and Industry (FICCI), New Delhi	November 26, 2020
I-H39	Krishnan, Rishiksha T.	Graduation Day Talk, Humanities and Social Sciences Department	Indian Institute of Technology Madras	November 16, 2020
I-H40	Krishnan, Rishiksha T.	Roundtable Session- Programs of the Future	Eduniversal International Convention 2020	November 13, 2020
I-H41	Krishnan, Rishiksha T.	Towards Building Agile and Resilient Organizations	Fidelity India Agile Conclave	October 27, 2020
I-H42	Krishnan, Rishiksha T.	Preparing Business Leaders for a Turbulent World	8th International Business School Shanghai Conference (IBSSC) 2020 Conference Antai College of Economics & Management, Shanghai Jiao Tong University	October 22, 2020

Sl. No.	Authors	Title of Paper/Session/Invited Talk	Name of Conference and Venue	Dates of Event
I-H43	Krishnan, Rishiksha T.	Future of Management Education	Business World	October 17, 2020
I-H44	Krishnan, Rishiksha T.	Maintaining Learning Outcomes with the Right Content Strategy: New Pathways for Higher Education in India	The Digital Transformation in Universities, QS Quacquarelli Symonds and Coursera	October 16, 2020
I-H45	Krishnan, Rishiksha T.	Promoting Research and Innovation in Higher Education to Civil service trainees on Abhinav Bharat sub-theme	95th Foundation Course at Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie	October 16, 2020
I-H46	Krishnan, Rishiksha T.	Deans' Panel	Graduate Management Admission Council (GMAC) Asia-Pacific Conference	October 14, 2020
I-H47	Krishnan, Rishiksha T.	Fitness & Leadership for the Mindful Workplace	Madras Management Association, Tamil Nadu	October 13, 2020
I-H48	Krishnan, Rishiksha T.	Webinar on The Global Destination on Higher Education (Post NEP 2020 Scenario)	IIT Kharagpur Alumni Association	October 9, 2020
I-H49	Krishnan, Rishiksha T.	Mechanisms to Increase Research outputs from Indian institutions	VAIBHAV summit (Management vertical)	October 4, 2020
I-H50	Krishnan, Rishiksha T.	Webinar on Atmanirbhar Bharat 2020: Build Local to go Global - Issues and Concerns	G S Lohia Girl's College, Assam	October 3, 2020
I-H51	Krishnan, Rishiksha T.	Innovation & Atmanirbhar Bharat	33rd Foundation Day Lecture, Birla Institute of Management Technology (BIMTECH), Uttar Pradesh	October 2, 2020
I-H52	Krishnan, Rishiksha T.	Atmanirbhar Bharat: Role of Innovation and Competitiveness	SBI Institute of Leadership	September 23, 2020
I-H53	Krishnan, Rishiksha T.	Speaker session in Faculty Development Program on Transforming B Schools	XIME, Kochi	September 10, 2020

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
I-H54	Krishnan, Rishiksha T.	Role of innovation/Jugaad in Atmanirbhar Bharat	Alumni Association IIT Kanpur, Bangalore	August 8, 2020
I-H55	Krishnan, Rishiksha T.	Technology & Innovation Management Practices to Build a \$5 Tr Indian Economy	CSIR, New Delhi	August 20, 2020
I-H56	Jose P D	Turbo Charging Digital Literacies	AACSB Asia Pacific Annual Conference	October 19- 22, 2020
I-H57	Jose P D	Technology Leadership in the post COVID 19 era	CII CTO Forum - REAP4 2020, New Delhi	July 2020
I-H58	Jose P D	Panel Discussion: Digital Learning: Making Education Affordable & Accessible	Edutech 2020	September 24, 2020
I-H59	Jose P D	Faculty Workshop: Transitioning to Digital Teaching	IIM Nagpur	2020
I-H60	Jose P D	Faculty Workshop: Transitioning to Digital Teaching	IIM Vizag	2020
I-H61	Jose P D	Staff Workshop: Transitioning to Digital Teaching	IIM Nagpur	2020
I-H62	Jose P D	Blended Learning	Faculty Retreat for Goa Institute of Management, Goa	2020
I-H63	Jose P D	Seminar on Ed. Tech in New Normal	Goa Institute of Management, Goa	August 14, 2020

I-I Articles in Conference Proceedings

Sl. No.	Authors	Title of Paper	Details of the Conference Proceedings
I-I-1	Kaushik, Nilam and Boudreau, K	The Gender Gap in Tech & Competitive Work Environments? Field Experimental Evidence from an Internet-of-Things Product Development Platform	XV International Conference on Public Policy and Management, IIM Bangalore, August 24-26, 2020

Sl. No.	Authors	Title of Paper	Details of the Conference Proceedings
I-I-2	Kaushik, Nilam and Boudreau, K	The Gender Gap in Tech & Competitive Work Environments? Field Experimental Evidence from an Internet-of-Things Product Development Platform	80th Annual Meeting of the Academy of Management, Entrepreneurship Division, Vancouver, British Columbia, Canada, August 7-11, 2020
I-I-3	Farok Contractor, Raghunath S, Ramesh Dangol, and N. Nuruzzaman	How Multinationals Select FDI Locations by Comparing Regulatory and Institutional Variables: Choosing Between 120 Emerging Nations	Academy of International Business Conference, Virtual Conference, July 1-9, 2020

I-J IIMB Case Studies @ Harvard Business Publishing

I-J1 Title: **Mindtree Limited: Hostile Acquisition**

Author: **J. Ramachandran** and Srestha Dutta

Summary: The case captures the dilemma of founders of an enterprise when they are faced with a hostile acquisition bid: whether to acquiesce - cede control and maximize their wealth - or to resist and run the risk of losing both. Set in 2019, the case provides a rich description of the takeover battle between the founders of the software services firm, Mindtree and the leadership of the bidder, L&T, a widely diversified conglomerate. It invites the students to review the choices of the founders Mindtree as they vehemently opposed the bid even as the leaders of L&T sought to present their takeover proposal as a “gentlemanly overture”. The case is also significant because hostile acquisitions are rare in India and thus provides a singular opportunity to discuss the role of the board in such situations, particularly their role as mentors guiding strategic choices of firm leaderships.

I-J2 Title: **Yes Bank Limited: Too Big to Fail?**

Author: **J. Ramachandran** and Savithran Ramesh

Summary: The case tracks the rapid evolution of Yes Bank from a new private sector bank in 2003, to being regarded as a highly successful mid-size bank a decade later, to finally going through significant governance challenges that eventually led to burgeoning non-performing assets (NPAs) and a potential collapse necessitating a rescue by the government. It also briefly discusses the details of the bailout plan to rescue the bank. The case is useful for a discussion on the choices made by the founder of the bank over the years which led to phenomenal growth but

may have also led to its eventual collapse. This allows for a discussion on the role of various corporate governance mechanisms that operate in an organization (such as the board of directors, legal rights of shareholders, auditors, external observers, and regulators), and the extent to which each mechanism can satisfy the commonly expected governance objectives. The case also presents an opportunity to debate the justifications for a regulator, especially when they potentially limit the rights of shareholders in an organization.

I-J3 Title: The House of Tatas: Governance Challenges

Author: J. Ramachandran, Savithran Ramesh, and K. S. Manikandan

Summary: The case 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 three decades following economic liberalization in 1991 and the legal tussle between Tata Sons (the Group's parent company) and its minority shareholder (SP Group). The legal battle has 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. **Tata Group: Early History**, the first section of the case, traces the early years of the Tata Group, its management philosophy, the formation of Tata Trusts, the leadership years of its long-serving legendary chairman, JRD Tata and the emergence of SP Group as a minority shareholder in Tata Sons. The second section, **Ratan Tata Years** begins with the elevation of Ratan Tata as chairman of the Group in 1991 and details the Group's transformation through the institutionalization of formal systems and processes, entry into new industries, bold global acquisitions and radical innovations such as Tata Nano. **Cyrus Mistry Years** captures the key strategic choices made by the Group's next chairman, Cyrus Mistry and his Vision 2025 for the Group. The next two sections, **The October Shock** and **The Legal Battle**, details the events leading to the abrupt removal of Cyrus Mistry as chairman of Tata Sons and ensuing legal battle between Tata Sons and Cyrus Mistry at the company law tribunals. **Chandrasekaran Years** provides details of the Group strategy under its current chairman, Chandrasekaran. The following two sections, **The NCLT Order** and **The NCLAT Order** captures the salient aspects of the contrary rulings of NCLT (in favor of Tata Sons) and NCLAT (which supported the claims of Cyrus Mistry). The final section, **Postscript**, briefly states the response of Tata Sons and Cyrus Mistry to ruling of NCLAT.

- I-J4** Title: **Sun Pharmaceutical Industries Limited: Disclosure Practices**
- Author: **J. Ramachandran** and Savithran Ramesh
- Summary: In December 2018, Dilip Shanghvi, the CEO and majority shareholder of Sun Pharma, scheduled an urgent investor call to address the questions raised about the level of corporate governance at Sun Pharma. A whistleblower complaint and an analyst report was being circulated in the market that highlighted concerns about the undisclosed related party transactions with promoter owned companies, unexplained loans with third parties, and subsidiaries being audited by firms related to a promoter, among other similar concerns. The stock markets responded negatively to the clarifications provided by Dilip Shanghvi, forcing Sun Pharma to reverse some of the transactions undertaken and constitute a corporate governance and ethics committee to restore investor confidence. The case provides extensive detail about the two primary governance issues raised viz., an insufficiently disclosed loan transaction with an unnamed third party and a related party transaction with a promoter owned entity, and tracks a few interesting reactions from market participants about the expectations of good governance from an industry leader. To provide a background to this discussion, the case also tracks the development of Sun Pharma from its inception in the 1980s to becoming the fifth largest generic pharmaceutical company in the world.
- I-J5** Title: **The Art of Living: Celebrating Life**
- Author: Nisheeta Bajaj and **J. Ramachandran**
- Summary: This case brings to life how an organization, Art of Living, developed around one man's lofty aspiration and then multiplied into a movement across geographies. It provides a tangible appreciation of an otherwise amorphous notion of "Purpose", by demonstrating how Art of Living moved beyond conventional levers of growth to creating offerings and galvanizing its members around its evolving purpose (that too in a context of limited resources, since it is predominantly volunteer-run). It further delves into the organizational culture Art of Living created that supported its continued growth. Set in 2020, during the global Coronavirus pandemic, it also invites the students to engage in a provocative discussion about Art of Living's future as it embraces social media and other online channels to help people deal with the crisis through its various on-line initiatives. The case opens with a glimpse of how the founder reaches out to the world in a new way, during the Coronavirus crisis of 2020. It rewinds to its origins in 1981, with the founder's aspiration of 'Bringing a Smile on Every Face', and traces the first phase of growth of Art of Living, as it built a second line that replicated the success of the founder's offering and grew the organization's reach over the 1980s and 90s, so much so that its

25th anniversary celebration demonstrably displayed its “global” reach. The next section (over 2006-2016) illustrates how Art of Living grew in scale and scope, by broadening its purview to include a series of programs and social projects that addressed different sections of society and their various needs. As it grew, it put in place an organization that ‘enabled’ rather than ‘restricted’ its entrepreneurial culture. The subsequent section (2017 to 2019), presents an interesting evolution of its core—from meditation to mediation—that the founder adopted to further widen Art of Living’s purview to include a world without violence; while the last section (2020), presents how Art of Living reinvented its core offerings, putting into question its historical *modus operandi*.

I-K Leading Journal Publications

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

I-K1 Authors: Shubha Patvardhan and **J. Ramachandran**

Title: **Shaping the Future: Strategy Making as Artificial Evolution**

Journal: ***Organization Science***

Abstract: To investigate how firms engage in forward-looking action, we examined the processes by which a pioneering firm actively influenced the future of its industry over five decades. From our longitudinal field study, we generated a process model of strategy making that helps to explain how firms work to shape the future in some preferred fashion. Specifically, we describe our findings on shaping-oriented forward-looking strategy making in terms of “artificial evolution” processes—interventions by which a firm’s leaders challenge the status quo and leverage the internal ecology of the organization to nudge the evolution of the business landscape toward a preferred direction. This is distinct from the more conventional and commonly invoked natural selection processes that describe how firms adapt to markets or unintentionally shape them. These findings on strategy making as akin to artificial evolution complement and extend the traditional view of strategic management, which has historically focused on processes anchored in models of search and adaptation. Our findings also shed light on an exceptional mode of strategy making—one that goes beyond concerns of firm survival and competitive advantage and tackles societal grand challenges. By accounting for constructivist, forward-looking dimensions of strategic agency, our findings also contribute to the microfoundations of strategic decision making and to organization theories, more generally.

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

- I-K2** Authors: Ramya Tarakad Venkateswaran and **Rejie George**
- Title: **When does culture matter? A multilevel study on the role of situational moderators**
- Journal: ***Journal of Business Research***
- Abstract: Extending leading-edge frameworks on ‘when does culture matter?’, we propose a nuanced theoretical model to explain the context and mechanism of how the home country’s national culture influences managerial seeking of control, conditional on ‘situational moderators’ in the foreign market entry decision context. We examine the degree of ownership equity *sought* as a criterion variable, illuminating the mechanism as the acquirer signaling its intention to control based on managerial perception of transaction costs. Through a multilevel analysis of acquisitions from 27 countries into India (host country), we find that ‘magnitude of impact’ and ‘firm-level uncertainty’ act as situational moderators that activate/amplify/reverse/suppress the influence of culture on the managerial preference to seek higher levels of control based on equity ownership.

I-M Doctoral Theses Completed by FPM Students during 2020–2021

Sl. No.	Name of the Student	Dissertation Title	Members of the DAC Committee
I-M1	Ravi Shankar Pandey	Emergences of Electric Vehicle Ecosystem in India: A Longitudinal Study	S Raghunath Ganesh N Prabhu Dalhia Mani
I-M2	Karthika S	Study of Strategic Persistence	Srinivasan R Ganesh N Prabhu Srivardhini K Jha

I-N Dissertations Proposal by FPM Students during 2020–2021

Sl. No.	Name of the Student	Topic	Date
I-N1	Shooj Bhaskaran Raj	Study of Organizations around Indian Information Technology (IT) Sector, emerging, technologies, and implications for social mobility	September 17, 2020
I-N2	Abu Rehan Abbasi	Essays on Internationalization and Firm Performance	December 21, 2020

I-O Papers Presented by FPM Students in Conference/Seminar during 2020–2021

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
I-01	Abu Rehan Abbasi	Is Internationalization a Boon or a Bane? An Assessment of the I-P Relationship	Academy of Management Annual Conference, Vancouver, Virtual Conference	August 2020
I-02	Abu Rehan Abbasi	Firm Heterogeneity and the Internationalization-Firm Performance Relationship	Academy of Management Annual Conference, Vancouver, Virtual Conference	August 2020

I-P Publications by FPM Students (Journal articles/book chapters/cases/book reviews) during 2020–2021

Sl. No.	Name of the Student	Title of the Paper	Name of the Journal/Book	Publications Details
I-P1	Vikas Namadeva Prabhu	A Typological Approach and a Strategic Framework for International Entry Mode Choice	Amity Global Business Review Journal (AGBR)	Amity University, January 21

II

Economics and Social Sciences (ESS)

The Area engages in teaching, research, external engagements, and media and policy outreach in a wide range of fields. These include 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 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: Completed

II-A2 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: Completed

II-A3 Economics of IP and International Technology Transfer's World Intellectual Property Organization (WIPO), Geneva

Project Team: **Damodaran A**

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

Sponsor: WIPO, Geneva and DIPP

Status: Ongoing

II-A4 WIPO IPR Economic Studies Project

Project Team: **Damodaran A**

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

Sponsor: WIPO

Status: Ongoing

II-A5 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: Completed

II-A6 Applying Distributed Network Technologies to Spices Commodity Chains for CompetitiveProject 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-A7 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: Completed

II-A8 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-A9 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-A10 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-A11 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-A12 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-A13 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, Arnab Mukherjee, Deepak Malghan and Rajluxmi V Murthy**

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-A14 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-A15 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 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-A16 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-A17 India-Japan Trade in Services

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

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

Sponsor: India Japan Study Centre, IIM Bangalore

Status: Completed

II-A18 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-A19 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 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-A20 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-A21 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-A22 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 taxpayer'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-A23 Impact of COVID-19 Lockdown and Associated Relief Measures on Casual Workers in India

Project Team: **Manaswini Bhalla**, Rahul Lahoti and Amit Basole

Summary: The nationwide lockdown to contain the spread of the coronavirus pandemic has most adversely affected the working classes in India. It has left lakhs of poor migrants stranded in cities without work or money, thousands of daily wage households have been left without food supplies and many more are torn with anxiety about how to stave off shortages and imminent hunger. Scores of reports pouring in from across the country are a testament to the lack of preparation and planning by state governments and by the Central government. One of the biggest challenges that policymakers - Central and State governments face at this time is a policy response to alleviate the challenges of workers in the unorganised sector due to the lockdown. One of the biggest obstacles to a sound policy response is the lack of data on these workers, especially construction workers, small shopkeepers and street vendors, hotel and restaurant workers, and transport workers. To address this gap, we intend to embark on a survey that will understand the impact of the lockdown and relief measures on casual and migrant labourers across the country.

Sponsor: IIM Bangalore

Status: Completed

II-A24 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-A25 Economic and Behavioural 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 most 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-A26 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-A27 Prediction bias in times of COVID-19 Use of a linear infection-prediction model when the true model is exponential

Project Team: **Ritwik Banerjee**, Joydeep Bhattacharya and Priyama Majumdar

Summary: The COVID-19 outbreak is now a global pandemic. In many countries, it has reached Phase 3 meaning it is spreading like wildfire through community transmission. The set of measures designed to halt its unrelenting progress, prescribed by the World Health Organization and widely disseminated by local governments, include frequent washing of hands, use of hand sanitizers and face masks, social distancing and self-quarantine in case of potential exposure to COVID-19. Most countries in advanced stage of the disease and have now locked down parts of (or even entire) cities. Despite the widespread lockdown, there is a sense that people in general and policy makers in particular realized the scale of the issue a little too late, which resulted in delayed action.

Sponsor: IIM Bangalore

Status: Ongoing

II-A28 Exponential Growth Bias in the Prediction of COVID-19 Spread and Economic Expectation – An Experimental Investigation

Project Team: **Ritwik Banerjee**

Summary: EGB refers to the inclination to underestimate the future value given a specific present value, caused by the tendency to linearize an exponential data generating process. Such tendencies have been well documented in the psychology literature. In Economics, EGB has been shown to decrease savings, increase borrowings, and favor short term investments (Stango and Zinman, 2009) and lower asset accumulation (Levy and Tasoff, 2016). These findings are, in part, driven by a general inability to quantify the effects of compounding (Goda et al., 2015), a failure that also characterized the King. A natural setting where the impact of EGB can have real consequences is in the context of the COVID-19 pandemic, given the findings of several epidemiological studies that the early transmission path of the disease is exponential (Chowell et al., 2016; Zhao et al., 2020). A few studies in the recent past have documented EGB in predicting the number of future cases and have shown that such biases are associated with lower compliance behavior (Banerjee et al., 2005; Lammers et al., 2020). The mechanism implied in these studies is the following: If a person does not foresee the speed with which the disease spreads, they are unlikely to correctly estimate the risk associated with not following the standard safety compliance norms. Likewise, a person discounting the future spread of the disease may also harbour an irrationally positive expectation about the economy, and relatively less concern.

Sponsor: IIM Bangalore

Status: Ongoing

II-A29 Understanding the behavioural roots of people’s reluctance to get themselves tested for COVID-19

Project Team: **Ritwik Banerjee** and Jeevant Rampal

Summary: The COVID-19 situation has created a health and economic crisis of unprecedented intensity and magnitude in recent memory. As India and the rest of the world try to cope best with the new challenges faced every day, it is important to do an inventory check of how prepared we might be in facing the unknown and the ugly. With the government imposing nation-wide social distancing policy, it has been extremely difficult to get a sense of how the citizens of a country as huge and diverse as India are preparing to face the next few days of the crisis. In a country where in-person interaction has been as good as ruled out by social distancing laws, the responsibility of dissemination of COVID-19 related information (and unfortunately, misinformation) has mostly been taken up exclusively by social and electronic media, and this has

come with its own problems. As the news media covers COVID-19 related news from all corners of the world, it is the crucial disaggregated grass-root level information that might go missing. We would be particularly focussing on two issues related to information and misinformation. First, due to the focus on the international news on the electronic media, people in rural India might still be unaware of the information that would be crucial to their health-related and economic decision. Second, the rampant misinformation spread through social media has often resulted in the incorrect information.

Sponsor: IIM Bangalore

Status: Ongoing

II-A30 Competitiveness and Business School

Project Team: **Srinivasan Murali, Ritwik Banerjee** and Anand Kumar

Summary: Wage gap and labour market experiences of women compared to men have always evoked interest among the economists. Reuben et al. (2017) documents a large gender gap in expected future earnings. Women on average, expect to earn 31% less than men at the age of 30 and 39% less at the age of 45. Many reasons have been put forward by the literature in the past. Recent advances in literature show that gender differences in competitiveness could potentially lead to gender differences in wages and labour market experience. In this paper, we aim to understand what effect the 2-year PGP programme has on the competitiveness of students, and more importantly, the gender differences in competitiveness.

Sponsor: IIM Bangalore

Status: Ongoing

II-A31 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 mark-ups in the US and across the world. A few 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 several 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 the US and other developed economies.

Sponsor: IIM Bangalore

Status: Ongoing

II-A32 Choices of Agricultural and Non-agricultural Occupations and Earnings in India

 Project Team: **Tirthatanmoy Das**

Summary: The objective of this study is to examine how individuals choose between agricultural and non-agricultural 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-A33 Deterrent Effect of Antitrust Laws: Evidence from India

 Project Team: **Vidhya Soundararajan**

Summary: In this project, we test whether the antitrust law in India, instituted by the Competition Commission of India deterred monopolistic activities and tendencies among companies.

Sponsor: Ministry of Corporate Affairs (MCA)

Status: Ongoing

II-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
II-B1	Banerjee, Ritwik, Nabanita Datta Gupta and Marie Claire Villeval	Feedback Spillovers Across Tasks, Self-Confidence and Competitiveness	<i>Games and Economic Behavior</i>	Vol. 123, September 2020, Pg. 127-170
II-B2	Banerjee, Ritwik, Joydeep Bhattacharya and Priyama Majum	Exponential-Growth Prediction Bias and Compliance with Safety Measures Related to COVID-19	<i>Social Science and Medicine</i>	Vol. 268, January 2021, 113473, Pg. 1-9
II-B3	Ryan Engstrom, David Newhouse and Soundararajan, Vidhya	Estimating Small Area Population Density Using Survey Data and Satellite Imagery: An Application to Sri Lanka	<i>PLOS ONE</i>	Vol. 15(8): e0237063, August 2020, Pg. 1-20

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
II-B4	Soundararajan, Vidhya, Arnab Basu and Nancy Chau	Contract Employment as a Worker Discipline Device	<i>Journal of Development Economics</i>	Vol. 149, March 2021, 102601, Pg. 1-24
II-B5	Soundararajan, Vidhya, Nancy Chau and Yanyan Liu	Political Activism as a Determinant of Strategic Transfers: Evidence from an Indian Public Works Program	<i>European Economic Review</i>	Vol. 132, February 2021, 103631, Pg. 1-37
II-B6	Naik, Gopal and Gopi Sankar G	Atmanirbhar Bharat Abhiyan and Agriculture	<i>Economic & Political Weekly</i>	Vol. LV, No. 35, August 2020, Pg. 21-25
II-B7	Aparna Krishna and Naik, Gopal	Addressing Crisis in Indian Agriculture through Agricultural Information	<i>IIMB Management Review</i>	Vol. 32(2), June 2020, Pg. 217-229
II-B8	Chanda, Rupa and Rahul Singh	Technical Regulations, Intermediate Inputs, and Performance of Firms: Evidence from India	<i>Journal of International Economics</i>	Vol. 128, January 2021, 103412, Pg. 1-25

II-D Chapters in Books

Sl. No.	Authors	Title of Chapter	Title of Book	Editors	Publication Details
II-D1	Chanda, Rupa	India's Services Trade: Opportunities, Challenges and International Engagements	World Trade and India: Multilateralism, Progress and Policy Response	P. De, A. Raychaudhuri and S. Gupta (eds.)	Chapter 3, 2020, Sage Publishers
II-D2	Chanda, Rupa and Neha Vinod Betai	The Skilled South Asian Diaspora in the OECD	Routledge Handbook of Asian Diaspora & Development	Ajaya K. Sahoo	Chapter 2, Routledge, 2021, Pg. 30-50
II-D3	Chanda, Rupa	Trends, Opportunities and Challenges in India's Services Sector	Indian Economy: Performance and Policies	Uma Kapila	Academic Foundation, 2020

Sl. No.	Authors	Title of Chapter	Title of Book	Editors	Publication Details
II-D4	Gupta, Subhashish, Jose P D, and Thampy, Ashok	Strategic Capabilities of Emerging Indian Multinational Enterprises	In Building Strategic Capabilities in Emerging Markets	Alvaro Cuervo-Cazurra, William Newburry, Seung Ho Park (eds)	Cambridge University Press, 2020

II-E Working Papers

Sl. No.	Author	Title	IIMB Working Paper No.	Year
II-E1	Subhadip Mukherjee and Chanda, Rupa	Trade Liberalization and MSME Framework: Impact on Firm Productivity and Markups	609	2020
II-E2	Dasgupta, Kunal	Gains from Trade under Quality Uncertainty	610	2020
II-E3	Bernardo S. Blum, Ritabrata Bose and Dasgupta, Kunal	Enforcement of Non-Tariff Measures: Does It Matter?	611	2020
II-E4	Ankit Kumar and Subramanian, Chetan	Policy in a Pandemic	612	2020
II-E5	Murali Srinivas and Dasgupta, Kunal	Pandemic Containment and Inequality in a Developing Economy	613	2020
II-E6	Ritesh Jain and Murali, Srinivasan	Labour Search with Endogenous Outside Option	620	2020
II-E7	Ankita Dash and Chanda, Rupa	Global Value Networks: Case Study of the Indian Auto Industry	627	2020
II-E8	Neha Vinod Betai and Chanda, Rupa	Global Value Chain Participation and Intermediate Export Sophistication	629	2020
II-E9	Gopi Sankar, Gopikuttan and Naik, Gopal	Deregulation of Agricultural Markets in India	631	2020
II-E10	Murali, Srinivasan, Abhishek Naresh, Jong Kook Shin and Subramanian, Chetan	Asymmetric Business Cycles in Segmented Labour Markets	632	2020
II-E11	Pavel Chakraborty, Rahul Singh and Soundararajan, Vidhya	Import Competition, Formalization, and the Role of Contract Labor	633	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	P. Gupta and Chanda, Rupa	Avoid Old Wine in New Bottle	<i>Business Standard</i>	July 23, 2020
II-F2	Chanda, Rupa and P. Gupta	Needed: A Fresh Look at the Services Sector	<i>Business Standard</i>	June 19, 2020
II-F3	Chanda, Rupa and P. Gupta	A Threat to Global Value Chains?	<i>Financial Express</i>	May 18, 2020
II-F4	Chanda, Rupa and S. Mukherjee	Stimulus 1.0 & the MSME Bonanza	<i>Business Standard</i>	May 18, 2020
II-F5	Soundararajan, Vidhya	The MSME sector is critical in times of Covid-19	<i>Hindustan Times</i>	April 3, 2020
II-F6	Amrit Amirapu and Soundararajan, Vidhya	Disentangling the labour law debate: What does the evidence really say?	<i>Hindustan Times</i>	May 25, 2020
II-F7	Dasgupta, Kunal, Murali, Srinivasan and Soundararajan, Vidhya	Need Focus on Removing obstacles to 'Good' Jobs	<i>Hindustan Times</i>	January 21, 2021
II-F8	Damodaran A	Crush the Fear Economy	<i>ForbesIndia.com</i>	April 10, 2020
II-F9	Moorthy, Vivek	Wage Cuts are Better than Layoffs to Combat COVID Crisis	<i>Livemint</i>	May 1, 2020
II-F10	Moorthy, Vivek	Ban Extra Overtime Money to Save Manufacturing Jobs	<i>Livemint</i>	May 14, 2020
II-F11	Moorthy, Vivek	Ignore The Work Week and Reduce the Work Year Instead	<i>Livemint</i>	June 4, 2020
II-F12	Moorthy, Vivek	A Great Inexcusable Macroeconomics -GRIM - Omission	<i>Livemint</i>	July 27, 2020
II-F13	Moorthy, Vivek	The Country's Grand November Credit Bubble Should Worry Us	<i>Livemint</i>	November 17, 2020
II-F14	Moorthy, Vivek	Maradona's Goals and Argentina's Economic Instability	<i>Livemint</i>	December 28, 2020
II-F15	Moorthy, Vivek	Glaring Errors in a Widely used Textbook of Economics	<i>Livemint</i>	February 23, 2021

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
II-F16	Narayanaswamy, Ramnath	A Divine Appearance	<i>Deccan Herald</i>	April 2, 2020
II-F17	Bhalla, Manaswini	Why Do Migrants Get Such A Raw Deal?	<i>The Hindu Business Line</i>	May 11, 2020
II-F18	Subramanian, Chetan and Panchapagesan, Venkatesh	Opt for Policies that are Pragmatic not Dogmatic	<i>Livemint</i>	April 29, 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	Naik, Gopal, Ramesh G, Chaturvedi, T and Bajje, A	Strategy Map for Karnataka Agricultural Produce, Processing and Export Corporation	Prepared Strategy Map for Karnataka Agricultural Produce, Processing and Export Corporation, Government of Karnataka, December 2020
II-G2	Naik, Gopal	Member of the committee on Agri Startup in Karnataka Chaired by Dr Ayyappan	Contributed to the Report on Agri Startup in Karnataka
II-G3	Damodaran A	Where nothing is everything - A Comparison of Japan's Noh Theatre with Its Indian Counterpart	India Japan Study Center, October 2020, Working Paper No: IIMB/IJSC/2020/003
II-G4	Chanda, Rupa	India-US H1-B Issue	Yojana, Special Issue on International Relations, Pg. 31-35, October 2020
II-G5	Chanda, Rupa and Kalpana	India-Japan Relations in Services & the India-Japan CEPA	India Japan Study Centre Report, IIM Bangalore, May 2020
II-G6	Chanda, Rupa	Implications of the RCEP Services Agreement for India's Trade with Partner Countries	Prepared for Ministry of Commerce, New Delhi, August 2020
II-G7	Chanda, Rupa	Prospects for UK-India Trade in Services: Assessment of Opportunities and Challenges	Prepared for the British High Commission, New Delhi, April 2020

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	SDG for Youth, Govt of Karnataka	SDGe-Conclave -Sustainable Development Goals Coordination Centre (SDGCC)	December 19, 2020
II-H2	Damodaran A	Financing Development Under India's Fiscal Federalism	Webinar organized by Gulati Centre for Finance and Taxation (GIFT), Kerala	February 11, 2021
II-H3	Damodaran A	Talk on Environmental Economics	Course for IAS Probationers, Lal Bahadur Shastri National Academy of Administration, Uttarakhand	November 24, 2020
II-H4	Damodaran A	Impact of COVID-19 on international conventions	IIMB, Student Media Cell	November 22, 2020
II-H5	Damodaran A	CBDC and GDP	CBDC Working Group, Organized by R3	November 4, 2020
II- H6	Damodaran A	India, Climate Change and the Global Commons, Training Programme on Climate Change: Challenges and Response	Women scientists, Lal Bahadur Shastri National Academy of Administration, Uttarakhand	October 7, 2020
II- H7	Damodaran A	Virtual Seminar on Block Chain Technology in Economic Transactions	Jnana Vaividhyta, virtual through Zoom, Rotary Club chapter, Bangalore	September 23, 2020
II- H8	Damodaran A	Virtual Conference on Developing an Indian Taxonomy of Sustainable Activities	Sustainable Finance Collaborative hosted by the Department of Economic Affairs (DEA), Ministry of Finance and the SDG Finance Facility platform housed at UNDP	August 28, 2020

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
II- H9	Damodaran A	Virtual International Round Table: A Bioconservation Agenda to Avoid Zoonotic Pandemics of Future	IIM Bangalore	July 29, 2020
II-H10	Damodaran A	The Economics of Ecosystems and Biodiversity (TEEB) initiative project TEEB Implementation: Promoting a Sustainable Agriculture and Food Sector	United Nations Environment Programme, Kenya	July 13-14, 2020
II- H11	Damodaran A	Let's Fight COVID 19 together, INK Instalive Conversation Session	Bangalore	May 19, 2020
II- H12	Naik, Gopal	Agricultural trade with special reference to plantation crops and international agreements	80th annual conference of the Indian Society of Agricultural Economists held at Tamil Nadu Agricultural University, Coimbatore	February 10-12, 2021
II- H13	Naik, Gopal	Panellist for a discussion on Recent Agri Reforms	Foundation for Economic Growth and Welfare New Delhi	October 5, 2020
II- H14	Naik, Gopal	Panellist for discussion on Farm Bill 2020	Christ University, Bangalore	October 10, 2020
II- H15	Naik, Gopal	Panellist for a discussion on Agricultural Markets	Indian Institute of Public Administration Bangalore Chapter	March 18, 2021
II- H16	Dasgupta, Kunal	The Compliance Costs of Non-Tariff Measures: Measurement, Theory, and Policy	Indian Institute of Foreign Trade, Kolkata	November 27, 2020
II- H17	Dasgupta, Kunal	The Compliance Costs of Non-Tariff Measures: Measurement, Theory, and Policy	Shiv Nadar University, Delhi	November 6, 2020
II- H18	Dasgupta, Kunal	The Compliance Costs of Non-Tariff Measures: Measurement, Theory, and Policy	Indian Institute of Science Education and Research, Bhopal	December 21, 2020
II- H19	Dasgupta, Kunal	The Compliance Costs of Non-Tariff Measures: Measurement, Theory, and Policy	Indira Gandhi Institute of Development Research, Mumbai	December 17, 2020

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
II- H20	Dasgupta, Kunal	Trade, Roads and the Spatial Distribution of Production	Ahmedabad University, Ahmedabad	March 6, 2021
II- H21	Bhalla, Manaswini	Some Aspects of Herd Behaviour	Sixth International conference on South Asian Economic Development, New Delhi	February 25-27, 2021
II- H22	Chanda, Rupa	Panelist at roundtable on RCEP-EU-India-China	Aspen Centre, New Delhi	March 24, 2021
II- H23	Chanda, Rupa	Digital Services Trade: The Case of India	Asian Development Bank, Manila	March 1-3, 2021
II- H24	Chanda, Rupa	FTAs, Services, SMEs	17th Global SME Business Summit, Confederation of Indian Industries, New Delhi	December 10, 2020
II- H25	Chanda, Rupa	BRICS Cooperation in Trade and Investment: The Indian Perspective	XII BRICS Academic Forum on BRICS New Vision for a Better World, St. Petersburg	October 22-24, 2020
II- H26	Chanda, Rupa	Moving Trade Agreements Forward	Delhi Policy Group, New Delhi	August 11, 2020
II- H27	Chanda, Rupa	Panellist at webinar on High Skilled Migration during and post COVID 19: Perspectives from Latin America and Asia	Global Research Forum on Diaspora and Transnationalism, New Delhi	August 4, 2020
II- H28	Chanda, Rupa	Panellist at webinar on One decade of India-ASEAN FTA in Goods: Achievements and Way Forward	Asian Confluence, ASEAN India Centre at RIS and ASEAN Studies Centre, Chulalongkorn University	June 29, 2020
II- H29	Chanda, Rupa	Panelist at webinar on India- EU Bilateral Remittances	ILO, India Centre for Migration, International Centre for Migration Policy Development, New Delhi	June 18, 2020
II- H30	Chanda, Rupa	Panelist at webinar on Health Sector Migration	India Centre for Migration, New Delhi	May 28, 2020

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
II- H31	Chanda, Rupa and Neha Betai	Global Value Chain Participation and Intermediate Export Sophistication	First Biennial Conference on Trade and Development, IGIDR, Mumbai	December 17-19, 2020
II- H32	Chanda, Rupa	Emerging Value Chain Opportunities in GVCs Post- COVID 19 and India-ASEAN Relations	6 th Roundtable on ASEAN-India: Strengthening Partnership in the Post- COVID Era, webinar, ASEAN-India Centre	August 20-21, 2020
II- H33	Chanda, Rupa	Panelist at webinar on Impact of COVID-19 on tourism and revival strategies of South Asian countries	South Asia Watch on Trade, Economics and the Environment, Kathmandu	October 9, 2020
II- H34	Murali, Srinivasan	Job Specialization and Labor Market Turnover	Econometric Society World Congress	August 17-21, 2020
II- H35	Murali, Srinivasan	Pandemic Containment and Inequality in a Developing Economy	European Winter Meetings of the Econometric Society	December 14 -16, 2020
II- H36	Murali, Srinivasan	Pandemic Containment and Inequality in a Developing Economy	Society for Economics Research in India (SERI) Workshop on COVID-19	September 18 -19, 2020
II- H37	Murali, Srinivasan	Pandemic Containment and Inequality in a Developing Economy	DKT Workshop	August 19, 2020
II- H38	Soundararajan, Vidhya, Pavel Chakraborty and Rahul Singh	Import Competition, Formalization, and the Role of Contract Labor	Centre for Advanced Financial Research and Learning (CAFRAL), RBI	October 21, 2020
II- H39	Soundararajan, Vidhya, Pavel Chakraborty and Rahul Singh	Import Competition, Formalization, and the Role of Contract Labor	North East Universities Development Consortium (NEUDC)	November 20
II- H40	Soundararajan, Vidhya	Import Competition, Formalization, and the Role of Contract Labor	Delhi School of Economics seminar series	December 20

II-J IIMB Case Studies @ Harvard Business Publishing

- II-J1** Title: **Totgars' Co-Operative Sale Society Dovetailing Business to Meet Members' Needs**
- Author: **Gopal Naik and Gopi Sankar G**
- Summary: Totgars' Co-operative Sale Society (TSS) is an arecanut marketing co-operative headquartered at Sirsi in Uttara Kannada (UK) district of Karnataka, India. As on March 31, 2019, it had more than 30,000 members (including both primary agricultural co-operative societies (PACS) and individuals), total turnover of ₹5047.87 million, and net profit of ₹21.03 million. The primary objective of TSS is to undertake the marketing of the agricultural produce of its members. It has several other objectives that have direct or indirect bearing on the lives of arecanut growers in UK district. The key activities of TSS could be broadly classified into those which are directly related to arecanut marketing and the support services. Activities directly related to arecanut marketing include managing the sale yard in a regulated market, trading arecanut, manufacturing value-added products, and providing storage facilities. Support services include credit, agri-inputs, extension services, animal husbandry, rice milling, transport facilities, health services, consumer goods, and guest house. The business and service portfolio of TSS is highly diversified. The co-operative balances the interests of various stakeholders such as members, employees, traders, and state agencies. This case presents how TSS integrates various businesses and services to provide benefits to its member farmers, while creating value for other stakeholders. Several lessons can be drawn from the experience of TSS.

II-K Leading Journal Publications

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

- II-K1** Authors: **Vidhya Soundararajan, Arnab Basu and Nancy Chau**
- Title: **Contract Employment as a Worker Discipline Device**
- Journal: ***Journal of Development Economics***
- Abstract: Fixed-term labor contracting has increasingly replaced regular open-ended employment in developing countries. What justifies its emergence? What determines its intensity? What policy responses are appropriate, if any? In a two-tiered task-based model of the labor market, we demonstrate that within establishments, fixed-term contracting can indeed co-exist with open-ended efficiency wage contracts as it enables firms to enforce regular worker discipline at strictly lower cost. Furthermore, the intensity of fixed-term employment is shown to increase even in times of rising labor demand, if

a fixed-term worker status does not increase the likelihood of regular job arrival. Using establishment-level data from Indian manufacturing, we find evidence consistent with such an assumption. Policy-wise, the model unveils two margins of hiring distortions associated with fixed-term employment – task assignment and total employment distortions — against which the merits of a suite of oft-noted labor market flexibility policies can be assessed.

- II-K2** Authors: Rahul Singh and **Rupa Chanda**
- Title: **Technical Regulations, Intermediate Inputs, and Performance of Firms: Evidence from India**
- Journal: *Journal of International Economics*
- Abstract: We estimate the consequences of maintaining restrictive Technical Barriers to Trade (TBT) measures on markups for manufacturing firms in India. We combine firm-product level data from Prowess with the data on TBTs that have been raised as a concern by member countries against India in the TBT committee of WTO. We find that higher TBT incidence on intermediate inputs to the industry leads to a decrease in markups for importers relative to non-importers. Firms absorb the increase in marginal costs by reducing markups with no significant increase in prices.

II-M Doctoral Theses Completed by FPM Students during 2020–2021

Sl. No.	Name of the Student	Dissertation Title	Members of the DAC Committee
II-M1	Manu Bansal	Essays on Agricultural Exports	Gopal Naik Manaswini Bhalla Abhinav Anand
II-M2	Abhishek Naresh	Essays on Labour Markets, Business Cycles and Monetary Policy in India	Chetan Subramanian Srinivasan Murali Abhinav Anand

II-O Papers Presented by FPM Students in Conference/Seminar during 2020–2021

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
II-O1	Subhasree Sarkar (Co-author Prof. Arnab Mukherji)	Impact of Social Health Insurance on Financial Burden of Households in India	Winter School 2020, Organized by the Center for Development Economics (CDE) jointly with The Econometric Society at the Delhi School of Economics, Virtual Conference	December 14-17, 2020

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
II-02	Subhasree Sarkar (Co-author Prof. Arnab Mukherji)	Impact of Social Health Insurance on Financial Burden of Households in India	3rd ICDE & 14th ISDSI Annual Conference, organized by Centre for Digital Economy, IIM Raipur, Virtual Conference	December 27-29, 2020
II-03	Subhasree Sarkar (Co-author Prof. Arnab Mukherji)	Impact of Social Health Insurance on Financial Burden of Households in India	6th International Conference on South Asian Economic Development organized by Faculty of Economics, South Asian University, Virtual Conference	February 25-27, 2021

II-P Publications by FPM Students (Journal articles/book chapters/cases/book reviews) during 2020-2021

Sl. No.	Name of the Student	Title of the Paper	Name of the Journal/Book	Publications Details
II-P1	Garima Chaklader	Active and upcoming deals: Effect on purchase intention	<i>Marketing Intelligence & Planning</i>	Vol. 38, No. 1, 2020, Pg. 32-45

II-Q Awards, Honours and Achievements by FPM Students in 2020-2021

Sl. No.	Name of the Student	Details of the Award	Date
II-Q1	Abhishek Naresh	Scholarship, Wipro Sustainability Fellowship, Wipro Foundation	July 1, 2020

II-R Working Papers FPM Students during 2020-2021

Sl. No.	Author	Title	IIMB Working Paper No.	Year
II-R1	Gopi Sankar Gopikuttan and Gopal Naik	Deregulation of Agricultural Markets in India	631	2020

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 analyse 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: Completed

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

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 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-A5 Expected Returns and Idiosyncratic Volatility

Project Team: **V Ravi Anshuman**

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

If one goes by the traditional asset pricing literature, there should no relationship between expected returns and idiosyncratic volatility, because idiosyncratic volatility can be diversified away, and therefore, should not affect

asset prices in an economy with risk-averse investors. However, the empirical findings in the study differ with this theoretical proposition.

Sponsor: IIM Bangalore

Status: Ongoing

III-A6 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-A7 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-A8 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-A9 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-A10 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-A11 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-A12 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 achieve the following:

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-A13 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: Completed

III-A14 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-A15 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: Completed

III-A16 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: Completed

III-A17 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: Completed

III-A18 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: Completed

III-A19 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: Completed

III-A20 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-A21 Corporate Governance-Post IBC Scenario

Project Team: **Jayadev M**

Sponsor: National Foundation for Corporate Governance

Summary: The project aims to analyse IBC Case Laws from a corporate governance perspective.

Status: Completed

III-A22 Bankruptcy Prediction

Project Team: **Jayadev M**

Summary: Application of statistical and Machine learning models on the MCA dataset to identify the factors determining corporate bankruptcy. This work covers both listed , unlisted and private limited companies for 2010 -2020. The report is under review.

Sponsor: Ministry of Corporate Affairs, Government of India

Status: Ongoing

III-A23 Evaluation of Crop Loan Waiver Scheme

Project Team: **Jayadev M** and **Deepak Malghan**

Sponsor: Government of Karnataka

Status: Ongoing

III-A24 Model Validation Union Bank of India

Project Team: **Jayadev M** and **Abhinav Anand**

Summary: Validation of credit, market, and operational risk models of the bank by using various statistical and Machine learning techniques. Suggestions are made to the bank to modify the risk factors in select credit risk models and suggested suitable methodologies for quantification of market and operational risk. The report accepted by the bank.

Sponsor: Union Bank of India

Status: Ongoing

III-A25 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: Completed

III-A26 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: Completed

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. 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). 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	Kaveri Krishnan, Thampy, Ashok and Basu, Sankarshan	Has the Global Financial Crisis Changed the Market Response to Credit Ratings? Evidence from an Emerging Market	<i>Journal of Emerging Market Finance</i>	Vol. 19(1), 2020, Pg. 7-32
III-B2	Jayadev M and N. Padma	Wilful Defaulters of Indian Banks: A First Cut Analysis	<i>IIMB Management Review</i>	Vol. 32(2), June 2020, Pg. 129-142
III-B3	Sunil Parameswaran and Basu, Sankarshan	The Black – Scholes Merton Model: Implications for Option Delta and Probability of Exercise	<i>Theoretical Economics Letters</i>	Vol. 10(6), December 2020, Pg. 1307-1313
III-B4	Jaslene Bawa and Basu, Sankarshan	Restructuring Assets Reform: Impact of Operational Ability, Liquidity, Bank Capital, Profitability and Capital on Bank Credit Risk	<i>IIMB Management Review</i>	Vol. 32(3), September 2020, Pg. 267-279
III-B5	Basu, Sankarshan	Policy Framework for Financial Consumer Protection: What We Know vs. What We do not know - The Indian Experience	<i>International Review of Financial Consumers</i>	Vol. 5(2), October 2020, Pg. no. 19-23
III-B6	Sunil K. Parameswaran and Basu, Sankarshan	Some Analytical Results for Models of the Bid-Ask Spread	<i>Business and Management Research</i>	Vol. 9(3), 2020, Pg. 34-45

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
III-B7	Neha Chhabra Roy and Basu, Sankarshan	Seasonal Effect and Electricity Trading – An Indian Experience	<i>The Electricity Journal</i>	Vol. 33(7), August-September 2020, 106814, Pg. 1-12
III-B8	Kaveri Krishnan, Mukherji, Arnab and Basu, Sankarshan	Market Responses to increased transparency: An Indian narrative	<i>International Review of Economics and Finance</i>	Vol. 69, September 2020, Pg. 663-677
III-B9	Harshali Damle and Basu, Sankarshan	Effect of the U.S. Quantitative Easing Policy on Institutional Investor Flows of an Emerging Country	<i>Cogent Economics and Finance</i>	Vol. 8(1), 2020, Pg. 1-17
III-B10	Das, Debojyoti, M Kannadhasan and Bhattacharyya, Malay	Oil price shocks and emerging stock markets revisited	<i>International Journal of Emerging Markets</i>	November 2020

III-D Chapters in Books

Sl. No.	Authors	Title of Chapter	Title of Book	Editors	Publication Details
III-D1	Gupta, Subhashish, Jose P D and Thampy, Ashok	Strategic Capabilities of Emerging Indian Multinational Enterprises	Building Strategic Capabilities in Emerging Economies	Alvaro Cuervo-Cazurra, William Newbury and Seung Ho Park	Chapter 4, Pg. 71-100, Cambridge University Press, 2020

III-E Working Papers

Sl. No.	Author	Title	IIMB Working Paper No.	Year
III-E1	Anand, Abhinav and John Cotter	US Banks' Exposure to Systematic Risk	617	2020
III-E2	Anand, Abhinav, Basu, Sankarshan, Jalaj Pathak, Thampy, Ashok	Who moved the Market? Analyzing the role of Central Bank Speeches	622	2020

Sl. No.	Author	Title	IIMB Working Paper No.	Year
III-E3	Anand, Abhinav, Souvik Dutta and Mukherjee, Prithwiraj	Import Tax Evasion in Cross-Border E-commerce	624	2020
III-E4	Anand, Abhinav, Basu, Sankarshan, Jalaj Pathak, Thampy, Ashok	The Impact of sentiment on emerging stock	625	2020
III-E5	Narayanawamy R	The Use and Abuse of Non-GAAP Financial Measures: An Exploratory Study of Indian Companies	637	2021

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

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
III-F1	Sabarinathan G	The Flipkart Story: Reflections of a Fly on the Wall	<i>Forbes India</i>	October 27, 2020
III-F2	Panchapagesan, Venkatesh and Subramanian, Chetan	Opt for Policies that are Pragmatic and not Dogmatic	<i>Mint</i>	April 30, 2020
III-F3	Panchapagesan, Venkatesh and KP Krishnan	India Can't Avoid Land Reforms Anymore	<i>Business Standard</i>	May 27, 2020
III-F4	Panchapagesan, Venkatesh and KP Krishnan	Clean up Land Records: Let the Financial System Spearhead the Change	<i>Business Standard</i>	May 28, 2020

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

Sl. No.	Authors	Title of Publication	Type of Publication
III-G1	Panchapagesan, Venkatesh and N Karthik	Revenue Neutral Model for Stamp Duty Reduction for Affordable Housing	Ministry of Housing and Urban Affairs and National Housing Bank
III-G2	Panchapagesan, Venkatesh and Shwetha Pai	On Indian Real Estate Post-COVID (parts 1 and 2)	IIMB Blog, July 27, 2020 and September 7, 2020

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	Jayadev M	IBC: The Economic Legislation and Corporate Governance	2nd Annual Conference in Economics and Finance Department of Economics and Finance, BITS Pilani, Hyderabad Campus	March 18, 2021
III-H2	Jayadev M	Indian Economy: Current Challenges	Amrutha Institute of Engineering and Management Sciences, Bangalore	June 9, 2020
III-H3	Srinivasan, Padmini	Finance and Internal Control: How to Ensure Financial Oversight	NGO Board Members in the workshop NGO Governance for NGO Leaders, CCGC	March 17, 2021
III-H4	Srinivasan, Padmini	Finance and Internal Control: How to ensure Financial oversight	Workshop NGO Governance for NGO Leaders, CCGC	March 16-20, 2021
III-H5	Srinivasan, Padmini	Country Spotlight: India	IIRC's Global Conference	December 1, 2020
III-H6	Basu, Sankarshan	Policy Framework for FCP: What We Know Vs. What We Do Not Know: The Indian Experience	2020 Global Forum for Financial Consumers (GFFC) and the 6th Annual Conference of the International Academy of Financial Consumers, in Seoul, South Korea	August 7, 2020
III-H7	Basu, Sankarshan	NPA Crisis in India is the Worst Behind us?	Chartered Alternative Investments Association (CAIA) event	August 26, 2020
III-H8	Jindal, Varun and Seth, R	Overlapping Insiders and Method of Payment in Acquisitions: New Tests and Evidence on Adverse Selection	70th Midwest Finance Association (MFA) Annual Meeting	March 18-19, 2021
III-H9	Jindal, Varun and Seth, R	Overlapping Insiders and Method of Payment in Acquisitions: New Tests and Evidence on Adverse Selection	60th Southwestern Finance Association (SWFA) Annual Meeting	March 18-20, 2021

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
III-H10	Narayanaswamy R	Capacity Building of Valuation Professionals in Providing Standards Compliant Valuations for the Future	51st Indian Valuers Congress (IVC-2020) on the occasion of P. C. Goel Memorial Lecture, Coimbatore	December 11, 2020
III-H11	Narayanaswamy R	Current Issues in Auditing: Can We Fix Auditing?	Indian Accounting Association South Bengal Branch and Burdwan Raj College	November 19, 2020
III-H12	Narayanaswamy R	Current Issues in Auditing: Can We Fix Auditing?	Stella Maris College, Chennai	November 12, 2020
III-H13	Narayanaswamy R	Striving for Relevance	Karnataka State Audit & Accounts Department (KSAAD), Bangalore	August 24, 2020
III-H14	Narayanaswamy R	Corporate Financial Reporting Trends and Challenges	Pension Fund Regulatory and Development Authority, New Delhi	January 8, 2021
III-H15	Narayanaswamy R	High Quality Corporate Reporting a New Paradigm	6th KPMG Accounting Reporting and Compliance Virtual Conference	March 17, 2021
III-H16	Panchapagesan, Venkatesh	Startup ecosystem in Karnataka	FICCI's Prarambh: Startup India International Summit	January 6, 2021

III-L Awards, Honours, and Achievements

III-L1 **Prof. Varun Jindal**, Satish K. Sehgal Doctoral Student Award 2020 for Excellence in Scholarship and Organizational Citizenship.

III-M Doctoral Theses Completed by FPM Students during 2020–2021

Sl. No.	Name of the Student	Dissertation Title	Members of the DAC Committee
III-M1	Srikanth Balasubramanian	CEO Characteristics, Board Diversity, and Firm Investment Outcomes	Srinivasan Rangan V Ravi Anshuman Chetan Subramanian
III-M2	Sesha Sai Ram Meka	Three Essays on the Financial Characteristics of Indian Private firms	S G Badrinath Pulak Ghosh Srinivasan Rangan

Sl. No.	Name of the Student	Dissertation Title	Members of the DAC Committee
III-M3	Harshali Damle	Essays on the Influences of Culture on Equity Markets	Ashok Thampy Sankarshan Basu K Kumar
III-M4	Ankitkumar Kariya	Essays on Financial Intermediation & Corporate Finance	Ashok Thampy Sankarshan Basu Shashidhar Murthy
III-M5	Nabendu Paul	Essays on Financing Frictions and Demand for External Finance	Jayadev M Chetan Subramanian Abhinav Anand
III-M6	Jalaj Pathak	Impact of Central Bank Speeches – A New Approach in Text Analysis	Sankarshan Basu Abhinav Anand Ashok Thampy

III-N Dissertations Proposal by FPM Students during 2020–2021

Sl. No.	Name of the Student	Topic	Date
III-N1	A Prabhu Venkatachalam	Essays on Revenue Recognition	October 12, 2020
III-N2	Padma Narayanan	Analysis of Loan Defaults	February 1, 2021
III-N3	Nikhil Vidhani	Trading Volume and Dispersion of Signals	May 18, 2020

III-R Working Papers FPM Students during 2020–2021

Sl. No.	Author	Title	IIMB Working Paper No.	Year
III-R1	Abhinav Anand, Sankarshan Basu, Jalaj Pathak, Ashok Thampy	Who moved the Market? Analyzing the role of Central Bank speeches	622	September 2020
III-R2	Abhinav Anand, Sankarshan Basu, Jalaj Pathak, Ashok Thampy	The impact of sentiment on emerging stock	625	October 2020

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 Book on Psychology of Digital Consumer (Book Project)

Project Team: **Seema Gupta**

Summary: It brings in the concept of behavioural economics and cognitive psychology, with the use of examples. The book uncovers the science behind the practiced tactics in the marketing world and their effects on the human psyche. This unique intersection of marketing with psychology makes it an absorbing read, especially for management professionals.

Sponsor: IIM Bangalore

Status: Completed

IV-A2 Case Study on Policybazaar.com

Project Team: **Seema Gupta**

Summary: Back in 2008, insurance customers in India were facing a tough time. There was lack of information on products, transparency was missing, mis-selling was rampant, there was a high lapse rate of insurance policies and consumers felt a general apathy towards the insurance industry. Insurance companies made profits from policy surrender charges and the entire industry was mired in murkiness.

Sponsor: IIM Bangalore

Status: Completed

IV-A3 Customer Segmentation at Spencer Retail

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

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

Sponsor: IIM Bangalore

Status: Completed

IV-A4 Sustainable Consumption

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

Summary: We study the role of social capital in meeting the consumption needs of subsistence communities through a multi-method approach. Based on practice theory, we assessed the self-reported consumption needs of informal workers belonging to a subsistence urban community through a longitudinal study that focused on the material, meaning and competence elements of social practices. Social capital emerged as a key source in fulfilling the evolving needs of the urban poor. Interviews were conducted with almost 100 consumers across 8 cities to assess the role played by different forms of social capital viz. bonds, bridges and linkages in meeting their consumption needs. Preliminary analysis of the qualitative empirical interview data shows that subsistence consumers leverage different forms of social capital to access resources and meet their socio-material consumption needs. We discuss contributions to theory and implications for policy makers as well as managers.

Sponsor: IIM Bangalore and Goteborg University

Status: Ongoing (Data collection and preliminary analysis completed)

IV-A5 IT-Enabled Service Innovation in Indian Health Care Industry: From Digital Divide to Digitally Enabled Inclusion

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

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-A6 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-A7 Survey Research on the Higher Education of India

Project Team: **Hyun Chul Maeng**

Summary: The objectives of the project are introducing the higher education system of India including background and history of the higher education of India, qualitative and quantitative analysis and some notable universities and institutions. The final report will be written by September 2021 and electronic book will be written based on the final report.

Sponsor: Indo-Korea Science and Technology Center

Status: Ongoing

IV-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
IV-B1	Sourav Bikash Borah, Prakhya, Srinivas and Amalesh Sharma	Leveraging Service Recovery Strategies to Reduce Customer Churn in an Emerging Market	<i>Journal of the Academy of Marketing Science</i>	Vol. 48, 2020, Pg. 848-868
IV-B2	Sergej von Janda, Shainesh G and Christina Maria Hillebrand	Studying Heterogeneity in the Subsistence Consumer Market: A Context-Sensitive Approach	<i>Journal of International Marketing</i>	Vol. 29(1), 2021, Pg. 39-56
IV-B3	Das, Gopal, John Peloza, Geetika Varshneya and Todd Green	When Do Consumers Value Ethical Attributes? The Role of Perceived Quality in Gift-Giving	<i>European Journal of Marketing</i>	Vol. 55(1), 2021, Pg. 315-335

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
IV-B4	Das, Gopal, Rajat Roy and Vik Naidoo	When Do Consumers Prefer Partitioned Prices? The Role of Mood and Pricing Tactic Persuasion Knowledge	<i>Journal of Business Research</i>	Vol. 116, August 2020, Pg. 60-67
IV-B5	Das, Gopal, Rajat Roy and Mark T Spence	The Mitigating Effect of Matching Regulatory Focus with Arousal-Inducing Stimuli in Service Failure Situations	<i>Psychology and Marketing</i>	Vol. 37(10), October 2020, Pg. 1420-1432
IV-B6	Dorothee Honhon, Xiajun Amy Pan and Jonnalagedda, Sreelata	In-Out Algorithm for Assortment Planning Under a Ranking-based Consumer Choice Model	<i>Operations Research Letters</i>	Vol. 48(3), May 2020, Pg. 309-316
IV-B7	Rakesh R. Mallipeddi, Ramkumar Janakiraman, Subodha Kumar, and Gupta, Seema	The Effects of Social Media Content Created by Human Brands on Engagement: Evidence from Indian General Election 2014	<i>Information Systems Research</i>	Vol. 32(1), March 2021, Pg. 212-237

IV-C Books

IV-C1 S. Ramesh Kumar and Anup Krishnamurthy

Advertising, Brands and Consumer Behaviour

Sage Publications, 2020

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-C2 Seema Gupta

How People Buy Online - The Psychology Behind Consumer Behaviour

Sage Publications, 2021

Marketers have long debated on what governs buying decisions of digital consumers. Are these decisions rational or are they driven by whims and fancies?



Human decisions are controlled more by the reptilian brain led by fear and the mammalian brain governed by emotions, rather than the neo cortex that works on rationale. Is it then possible for marketers to decode buying decisions of digital consumers and market their wares strategically in a highly competitive marketplace?

How People Buy Online proves it is possible. Not only does it break the myths about online shopping behaviour, but it also reveals some deep marketing insights for consumer engagement by delving into consumer psychology and behavioural economics. This unique intersection of marketing with psychology makes this book an absorbing read, especially for management professionals.

IV-D Chapters in Books

Sl. No.	Authors	Title of Chapter	Title of Book	Editors	Publication Details
IV-D1	Shirish A., Srivastava S.C and Shainesh G	Can Technology Be Leveraged for Bridging the Rural-Urban Divide?	Responsible Design, Implementation and Use of Information and Communication Technology	Hattingh M., Mathee M., Smuts H., Pappas I., Dwivedi Y., Mäntymäki M. (eds)	Lecture Notes in Computer Science, Vol. 12067, I3E 2020, Springer.

IV-E Working Papers

Sl. No.	Author	Title	IIMB Working Paper No.	Year
IV-E1	Anand, Abhinav , Souvik Dutta and Mukherjee, Prithwiraj	Import Tax Evasion in Cross-Border E-commerce	624	2020

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

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
IV-F1	Jonnalagedda, Sreelata and Anand Prahalad	A Relook at Alcohol Policy in India	<i>Deccan Herald</i>	June 17, 2020

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
IV-F2	Jonnalagedda, Sreelata	Making Social Distancing Work	<i>Forbes India</i>	April 29, 2020
IV-F3	Shainesh G	Spotlight 2020: Emerging Marketing Trends	<i>BrandEquity.com</i>	December 31, 2020
IV-F4	Shainesh G	Managers in the Digital Age can Transition into Leadership Roles quicker	<i>Business Line</i>	November 18, 2020
IV-F5	Kumar, S Ramesh	Aiming for Homoeostasis	<i>Economic Times</i>	December 31, 2020
IV-F6	Kumar, S Ramesh and S Swaminathan	Opinion: Managing Brand Complacency	<i>Economic Times</i>	November 17, 2020
IV-F7	Kumar, S Ramesh and S Swaminathan	Holistic Brand Experience in the Digital Age	<i>BrandEquity.com</i>	October 30, 2020
IV-F8	Kumar, S Ramesh and S Swaminathan	Resurrecting Demand with Lateral Marketing	<i>BrandEquity.com</i>	February 2, 2021

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	Service Excellence and Efficiency through Service Innovations and Technologies	IFIM Business School, Bangalore	December 18, 2020
IV-H2	Moore, S., Das, Gopal and Mukhopadhyay, A	Emotional Echo Chambers: Observed Emoji Clarify Individuals' Emotions and Responses to Social Media Post	American College of Radiology® (ACR®) Annual Meeting (ACR 2020, Virtual Conference)	May 16-19, 2020
IV-H3	Maeng, Hyun Chul	Higher Education of India	Seoul National University Asia Center Colloquium	June 23, 2020
IV-H4	Mukherjee, Prithwiraj	Clickbait is not Viral	IMRC online conference 2020	November 1-5, 2020
IV-H5	Mukherjee, Prithwiraj	Clickbait is not Viral	ISMS Marketing Science	June 11-13, 2020

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
IV-H6	Kumar, S Ramesh	Consumer Behavior in the digital era	Invited lecture, Indus Business Academy, Bangalore	October 1, 2020
IV-H7	Gupta, Seema	Webinar on How to Earn Income Through Affiliate Marketing	Jain University, Bangalore	July 4, 2020
IV-H8	Gupta, Seema	Webinar on Quintessential Social Media Skills Required for Business Students	Prestige Institute, Gwalior	May 29, 2020
IV-H9	Gupta, Seema	Warrior Within	NIT Raipur	February 28, 2021
IV-H10	Gupta, Seema	The other end of the line	IIT Guwahati	March 7, 2021
IV-H11	Gupta, Seema	Regenesi	TEDx Gulmohar, Mumbai	March 6, 2021
IV-H12	Kanagal, Nagasimha Balakrishna	Brand Resonance for Marketing Strategy	Presenter and Session Chair at the 42nd INFORMS Society Marketing Science Conference (Virtual Conference)	June 10-13, 2020

IV-I Articles in Conference Proceedings

Sl. No.	Authors	Title of Paper	Details of the Conference Proceedings
IV-I-1	Kanagal, Nagasimha B	The Service/ Services Impetus to Marketing Strategy and Its Trade-Offs	Proceedings of the 2020 American Marketing Association Summer Virtual Academic Conference, Chicago, USA, August 18-20, 2020
IV-I-2	Mulky, Avinash G	Qualitative Methods in Tourism Research during 2010-19: A Review of Two Leading Journals Best Abstract Award in the Hospitality/Tourism Sport Marketing Track	Proceedings of the 2020 Virtual Conference of the Atlantic Marketing Association, Virtual Conference, October 2, 2020
IV-I-3	Mulky, Avinash G	Trauma of Migrant Laborers during COVID-19 Lockdown in India: Could Social Marketing Principles Have Helped	Proceedings of the 14th Annual Conference on Asian Studies. November 20-21, 2020

Sl. No.	Authors	Title of Paper	Details of the Conference Proceedings
IV-I-4	Das, Gopal Agarwal, J, and Spence M	Group Buying of Experiential (vs. material) Purchases	American College of Radiology® (ACR®) Annual Meeting (ACR 2020, Virtual Conference, May 16-19, 2020

IV-J IIMB Case Studies @ Harvard Business Publishing

IV-J1 Title: Healthy Snacking? Consumer Mindscape, Clutter of Brands, and an Ethnic Snack – Launching a New Brand in the Indian Context

Author: S Ramesh Kumar, Vishal Malavath and Sanju Priya V

Summary: Prashant Parameswaran was confounded by the behavior of consumers. On the one hand, there was a growing awareness on health foods and on the other hand, the diffusion of healthy snacks was not as fast as the indulgent snacks. The consumer mindscape, with respect to healthy snacking was cluttered with healthy cookies, bars, fruit juices, low-diet offerings, baked savories, milk additives and yoghurts (to name a few categories). Parameswaran had also found, that several of the healthy snacks had a sizable percentage of sugar and saturated fat that may make the claims on health benefits questionable. In addition to the claimed health benefits, there was glitz and glamor associated with the ads of most of these brands that featured attractive ultra-thin models, celebrities, and models. Such models used by the brand, portrayed unattainable fitness and looks that were stunningly aspirational in nature. Were consumers really interested in healthy snacking or was it just a passing fad? How were these offerings associated with healthy snacking judged by consumers? Do glamorous ads change the focus of the consumers, who may otherwise be inclined to prefer health to indulgence, when it comes to snacking? Were consumers aware of the labeling used by brands? Were there differences between consumer segments that were deeply interested, in healthy snacking and other segments that were interested in health but were unable to change their behavior? How do consumers consider different unrelated offerings that promise health? How should a new offering be launched? The case is about the usage of attitudinal aspects to understand the attitude of consumers towards the snacking domain and their impact on branding in the Indian context.

IV-K Leading Journal Publications

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

- IV-K1** Authors: Rakesh R. Mallipeddi, Ramkumar Janakiraman, Subodha Kumar, and **Seema Gupta**
- Title: **The Effects of Social Media Content Created by Human Brands on Engagement: Evidence from Indian General Election 2014**
- Journal: ***Information Systems Research***
- Abstract: Individual celebrities or human brands in fields ranging from sports to art to politics use social media platforms to connect and engage with their audience. We analyze the effects of content generated by human brands (referred to as human brand generated content) on a popular social media platform, Twitter, on audience engagement. The first objective of this study is to examine the effects of positive and negative tone of human generated content on social media engagement. Next, we study the impact of popularity of human brands on the effect of tone on audience's engagement. Building on the arguments of perception spillover effects, we also investigate the effects of content generated by related human brands on the engagement of the focal human brand. Set in the context of the 2014 Indian general election, we find that both positive-toned content and negative toned content have a positive effect on social media engagement. We find that the popularity of a human brand negatively moderates the relationship between positive toned content and engagement. Our findings indicate interesting spillover effects of content created by related brands on the effectiveness of content created by a focal human brand. In particular, we find evidence for presence of the reinforcement effect, that is, the effect of negative tone on engagement is greater when the tone of related human brands is negative and the engagement is higher when the tones of both the focal human brand and related brands are positive. However, we find that the effect of negative-toned tweets of a focal human brand is lower when the tone of related human brands is positive. Our analyses account for endogeneity issues, correlated unobservables, and reflection problem. We supplement our core results with additional analyses that include alternative model specifications, alternative samples, estimation strategies, and engagement metrics. We present implications of this study to practice and the literature on social media content.

IV-K2 Authors: Sourav Bikash Borah, **Srinivas Prakhya**, and Amalesh Sharma

Title: **Leveraging Service Recovery Strategies to Reduce Customer Churn in an Emerging Market**

Journal: *Journal of the Academy of Marketing Science*

Abstract: Building on the properties of emerging markets, we investigate how a firm should align its service recovery strategies with different types of service failure to reduce customer churn in an emerging market. Using resource exchange theory and a multi-method approach, we show that the conventional wisdom related to service recovery needs to be reevaluated in emerging markets. Our results show that process failures lead to a higher likelihood of customer churn compared to outcome failures in emerging markets. Investigating service recovery mechanisms, we find that compensation is more effective in recovering from process failures than in recovering from outcome failures in emerging markets. Similarly, employee behavior has a stronger impact on mitigating the ill effects of process failures than those of outcome failures. The study contributes to the literature on service recovery and resource exchange theory and provides managerial insights for the effective management of customer churn due to service failures in emerging markets.

Listings: - **Financial Times 50**

IV-K3 Authors: **Gopal Das**, John Peloza, Geetika Varshneya and Todd Green

Title: **When Do Consumers Value Ethical Attributes? The Role of Perceived Quality in Gift-Giving**

Journal: *European Journal of Marketing*

Abstract: Although research demonstrates the importance of ethical product attributes for consumers, a prior study has not examined the role of consumption target (i.e. self-purchases vs gift-giving) on consumers' preference for products with ethical attributes. Notably, consumers' preference for quality can differ between self-purchases and gifts, and the presence of ethical attributes can impact product quality perceptions. The purpose of this paper is to examine how the presence of ethical attributes alters decision-making in a gift-giving context using perceptions of product quality as an explanatory variable for these differences.

IV-K4 Authors: **Gopal Das**, Rajat Roy and Vik Naidoo

Title: **When Do Consumers Prefer Partitioned Prices? The Role of Mood and Pricing Tactic Persuasion Knowledge**

Journal: *Journal of Business Research*

Abstract: Through three laboratory experiments and a study conducted in a natural setting, this research investigates the unexplored area of the role of mood (positive versus negative), pricing frame (partitioned versus combined), and pricing tactic persuasion knowledge (PTPK = low versus high) on product attractiveness and purchase intention. Study 1 explores a mood \times frame interaction, with results showing that subjects in the positive mood report higher attractiveness and purchase intention for a product framed in partitioned (versus combined) pricing. Studies 2A and 2B find a pricing frame \times PTPK interaction, and the results reveal that low PTPK subjects prefer the partitioned (versus combined) pricing offer. This effect is found to be mediated by ease-of-processing. Finally, a study conducted in a natural setting enhances the external validity of the mood-based findings. The observed results advance pricing theory and provide much-needed insights for managers.

IV-K5 Authors: **Gopal Das**, Rajat Roy and Mark T Spence

Title: **The Mitigating Effect of Matching Regulatory Focus with Arousal-Inducing Stimuli in Service Failure Situations**

Journal: *Psychology and Marketing*

Abstract: Service failures are pivotal touchpoints that can reduce customer satisfaction, encourage negative word-of-mouth, and ultimately impact a firm's market share. We advance a novel perspective that after a service failure occurs, matching incidental arousal-inducing stimuli to one's regulatory orientation can make the negative experience stemming from the service failure less deleterious. In three experiments (two stock out scenarios and one involving a rude salesperson), after a service failure, promotion-focused and prevention-focused individuals were exposed to high versus low arousal-inducing stimuli. Three approaches available to retailers were used to manipulate arousal levels: background pictures (Study 1), colors (Study 2), and music (Study 3). When high (low) incidental arousal-inducing stimuli were presented to those with a promotion (prevention) focus, this raised satisfaction, loyalty, and referral for brands compared to when promotion (prevention)-focused individuals were exposed to low (high) arousal-inducing stimuli. Changes in self-rated arousal and affect valence levels (arousal and valence levels were measured after the service failure and then after exposure to the incidental arousal-inducing stimuli) mediated the effect on these consumer behaviors. These insights extend theory by considering the combined effect of regulatory focus and affect. They also have practical relevance.

- IV-K6** Authors: Dorothee Honhon, Xiajun Amy Pan and **Sreelata Jonnalagedda**
- Title: **In-Out Algorithm for Assortment Planning under a Ranking-Based Consumer Choice Model**
- Journal: ***Operations Research Letters***
- Abstract: We consider a retailer’s assortment planning problem under a ranking-based consumer choice model. The retailer incurs a fixed carrying cost per product offered, a substitution penalty cost for each customer who does not purchase his first choice, and a penalty cost on lost sales. We develop an effective *In-Out Algorithm* to identify the optimal solution. The extensive numerical study shows that the algorithm performs well and is more than 10,000 times faster than enumeration on problems with 20 products.

IV-N Dissertations Proposal by FPM Students during 2020–2021

Sl. No.	Name of the Student	Topic	Date
IV-N1	Siddhartha Shankar Srivastava	Effects of Consumption Uncertainty	July 24, 2020
IV-N2	Parvathy B	‘Reading minds’: Three Essays on Preference (Mis) Prediction	June 29, 2020

IV-O Papers Presented by FPM Students in Conference/Seminar during 2020–2021

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
IV-O1	Dhrithi Mahadevan	A Conceptual Framework for Customer Experience in Access-Based Services	AMA Winter Conference 2021, Chicago, Virtual	February 17-19, 2021

IV-Q Awards, Honours and Achievements by FPM Students in 2020–2021

Sl. No.	Name of the Student	Details of the Award	Date
IV-Q1	Dhrithi Mahadevan	Grant Award: Blows for you and bows for you: An Analysis of Customer Experience Attribution in Access-Based Services, AIM-Sheth Proposal Grant	April 2, 2020

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: Completed

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: Completed

V-A3 Culture and Motivation

Project Team: **Ritu Tripathi** and Daniel Cervone

Summary: The present research examines the influence of culture on work behaviour. 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: Completed

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: Completed

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: Completed

V-A6 Sports and Indian Society

Project Team: **Sourav Mukherji**

Summary: Playing games and sports has been a defining characteristic of human existence. The Dutch historian Johan Huizinga wrote that Homo sapiens (thinking reasoning beings) are also Homo Ludens, i.e., playing is a significant feature of human culture and society. French sociologist Roger Caillois classified four categories of play that human beings have engaged with (agon - competition, alea - chances, mimicry andilinx - disorientation) since time immemorial; while Sigmund Freud argued that human beings engage in games and sports because it provides both eros (pleasure) and thanatos (wish for destruction). Several anthropologists have revealed how the world of sports is reflective of the social and cultural dynamics of human existence and sporting practices mirror societal beliefs about race, class and gender equity. A study of Olympians, boxers or golfers would reveal how racial and gender prejudices have provided opportunities to 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-A7 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-A8 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 labour. Feeling rules (what to feel), display rules (what to express), and behavioural 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 labour 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: Completed

V-A9 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 labour. 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: Completed

V-A10 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-A11 Which Logic Prevails? Intra-logic Plasticity, Inter-logic Plasticity, and Bounded Custodial Work in Temporary Organizing

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-A12 The Affordance of Ambiguity: Visually Communicating the Integration of Conflicting Logics

Project Team: **Israel Fortin**

Summary: This study analyses the formal visual communications of the integration of digital platforms with supply and service chains in port logistics. I argue that these two types of coordination carry competing logics, which explains the ambiguous visual representations of the implementation of digital platforms in a major European port. In addition to the digital platform coordination logic that conflicts with a chain coordination logic, I identified two logics that

maintain a chain coordination logic in the formal visual communications to port members. I also identified several ambiguous trade-offs and synergies between the logics. Based on these findings, I argue that the smooth integration of a competing logic into an existing logic framework might not be possible without clear visual representations that are aligned with verbal and textual communication. Such visual representations might suggest a disruptive rearrangement of the existing logic framework, or even the suspension of some existing competing logics. This study contributes to discussions about unintentional institutional maintenance, the integration of conflicting logics into an existing logic framework, and the ambiguous visual representation and communication of competing logics.

Sponsor: Port of Rotterdam Authority; City of Rotterdam; Dutch Government

Status: Ongoing

V-A13 Entrepreneurial Gravity: Toward an Integrative View of Entrepreneurial Tie Dynamics

Project Team: **Israel Fortin**

Summary: “Entrepreneurial gravity” locates the most attractive actors of an entrepreneurial ecosystem within the most central and cohesive areas of that ecosystem. This metaphor encompasses four meanings that describe a phenomenon that integrates several established tie dynamics and explicitly connects them with the entrepreneurship literature. I justify the need for an additional metaphor of tie dynamics in the entrepreneurship field. Next, I establish links between centralization, cohesion, and attraction. The integration of these three tie dynamics leads to the definition of entrepreneurial gravity, which includes a self-reinforcing process that can be disrupted by external shocks or by the internal resistance.

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: Completed

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: Completed

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 endeavour.” 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-A17 Leadership Agility: An Exploratory Research in the Indian Context

Project Team: **Gopal P Mahapatra**, Sadhna Dash and Sajeet Pradhan

Summary: The work world is rapidly transforming, and the nature of work is evolving too. It has implications for the workplaces and the workforce. The changing times prove particularly challenging for leadership, which is continuously under pr and execution pressure in a dynamic and tremulous environment. However, there could be a significant opportunity to research leadership agility and resilience, especially in the Indian context.

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	Kulkarni, Mukta	Rituals and Institutional Maintenance: The Case of the Beating Retreat Ceremony	<i>Journal of Management Inquiry</i>	Vol. 29, No. 2, April 2020, Pg. 159-173
V-B2	Kulkarni, Mukta	Holding on to Let Go: Identity Work in Discontinuous and Involuntary Career Transitions	<i>Human Relations</i>	Vol. 73(10), 2020, Pg. 1415-1438

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
V-B3	Tripathi, Ritu and Abhishek Kumar	Humanistic Leadership in the Tata Group: The Synergy in Personal Values, Organizational Strategy, and National Cultural Ethos	<i>Cross Cultural and Strategic Management</i>	Vol. 27(4), 2020, Pg. 607-626

V-D Chapters in Books

Sl. No.	Authors	Title of Chapter	Title of Book	Editors	Publication Details
V-D1	Dutta, Debolina , Prem Mirchandani and Anasha Kannan Poyil	The Emerging New Order: Exploring New Ways to Build an Internal Gig Employment System for IT/ITES Organizations	Beyond Human Resources - Research Paths Towards a New Understanding of Workforce Management Within Organizations		IntechOpen's Online First service, March 2021
V-D2	Anupama Kondayya and Srinivas E S	An Incongruence-Driven Approach to Careers: Insights from Ayurveda	Career Dynamics in a Global World: Indian and Western Perspectives	Premarajan, R. K., Forrier, A. & Arthur, M. B.	Chapter 2, Pg. 13-23, Elgar Publications, 2020
V-D3	Kulkarni, Mukta , Atkins, W. S., and Baldrige, D. A	Breaking Barriers by Patterning Employment Success.	The Palgrave Handbook of Disability at Work	S. Fielden, M. Moore, & G. Bend (Eds.)	Palgrave Macmillan, Cham, Pg. 2019-235, 2020

V-E Working Papers

Sl. No.	Author	Title	IIMB Working Paper No.	Year
V-E1	Mahapatra, Gopal P and Dr. Sadhna Dash	Measuring the Impact and Effectiveness of Mid-career Education Program: An Exploratory Study in the Indian Context	638	2021

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

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
V-F1	Mukherjee, Kanchan	Behavioral lessons from the great Indian Covid migration	<i>Forbes India</i>	June 30, 2020
V-F2	Mukherjee, Kanchan	Coronavirus impact: How consumer behaviour will change post-COVID-19 lockdown	<i>Business Today</i>	June 6, 2020
V-F3	Mukherjee, Kanchan	How Framing the Covid Numbers Changes Individual's Risk Perception	<i>The Indian Express</i>	May 25, 2020
V-F4	Mukherji, Sourav	Rules of Playing this Game of Uncertainty	<i>Forbes India</i>	Apr-20
V-F5	Mukherji, Sourav	Challenges for Organizations and Leaders in a Post-Covid World	<i>Forbes India</i>	Jun-20
V-F6	Saloni Goel and Tripathi, Ritu	Waste is a Resource When We Segregate It at Source	<i>The Daily Guardian</i>	March 13, 2021
V-F7	Tripathi, Ritu	The Decision-Making Side to WFH Productivity	<i>Forbes India</i>	July 20, 2020
V-F8	Tripathi, Ritu and Uday Vijayan	Fire Hazard or Covid-19: A Cultural Nudge to Prevent Safety Violations	<i>IIMB Turn, Turn, Turn Blog</i>	June 02, 2020
V-F9	Tripathi, Ritu and Uday Vijayan	Collectivism: An Indian Perspective	<i>IIMB Turn, Turn, Turn Blog</i>	June 02, 2020
V-F10	Tripathi, Ritu and Uday Vijayan	Power Distance: An Indian Perspective	<i>IIMB Turn, Turn, Turn Blog</i>	June 02, 2020
V-F11	Tripathi, Ritu and De', Rahul	Future of Work: Post-pandemic Workplace scenarios	<i>People Matters</i>	June 01, 2020

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

Sl. No.	Authors	Title of Publication	Type of Publication
V-G1	Srinivas E S	Future of Organization Development	<i>NHRD Network Journal</i> , Vol. 13(2), 2020, Pg. 246-250
V-G2	A. Ramachandra Aryasri, Jitender, Mahapatra, Gopal P	Cultural Modification and Cultural Alignment in Police Services: An Empirical Analysis of Select Variables	<i>NHRD Network Journal</i> , Vol. 13(2), 2020, Pg. 160-169

Sl. No.	Authors	Title of Publication	Type of Publication
V-G3	Subba Vaidyanathan, Mahapatra, Gopal P	Enhancing Employee Stress Resilience (Wellness): A Study of Women Leaders in Asia Pacific	<i>NHRD Network Journal</i> , Vol. 14(1), 2021, Pg. 144-154
V-G4	Rabindra Acharya, Mahapatra, Gopal P , Kadamibini Acharya	Yoga and Wellness: Key Insights from the Study on General Yoga Programme	<i>NHRD Network Journal</i> , Vol. 14(1), 2021, Pg. 51-63

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	Srinivas E S	Invited Talk on Opportunities and Challenges for Research and Publication in Indian Management	Workshop on Research in Indian Management, Centre for Educational and Social Studies, Bangalore	Dec-20
V-H2	Tripathi, Ritu , Thite, M., Varma, A. and Mahapatra, Gopal P	Perceived Purposes of Performance Management Systems in Indian IT Multinational Enterprises: 'Should be' Aspirations Are Far Higher Than 'Is' and 'Was' Evaluations, APS Virtual Poster Showcase	APS Virtual Poster Showcase, 32nd Association Psychological Science Annual Convention, US	June 1 -September 1, 2020
V-H3	Mahapatra, Gopal P	Life Skills and Holistic Development in One Week Online Faculty Development Program on NEP 2020: Impetus for Life Skills and Holistic Development	Teaching Learning Centre at Central University of Rajasthan	March 1-5, 2021
V-H4	Tripathi, Ritu	Employee Engagement, International Communication Management Conference on Creativity & Culture for Management in a Changing World	MICA, Ahmedabad	January 7-9, 2021
V-H5	Tripathi, Ritu	Panelist: 'What the Editors Say', Management Research in the Asian context: Opportunities and Challenges	BML Munjal University in Partnership with Indian Academy of Management, Gurgaon	January 7, 2021

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
V-H6	Tripathi, Ritu	Dealing with Change: Psycho-social Adjustment versus Resentment	M.D.P.G. College Pratapgarh U.P., India, in International Webinar on Changing Educational Scenario and Emerging Problems in context of COVID-19	June 19-20, 2020
V-H7	Kulkarni, Mukta	Engaging with Qualitative Research	IIMB Management Review Doctoral Conference, Bangalore	February 6, 2021
V-H8	Kulkarni, Mukta	Chair, Panel on Technology Tools and Solutions in Reaching out to Persons with Disabilities During the Pandemic	EMPOWER Conclave 2020, IIIT Bangalore	October 17, 2020
V-H9	Kulkarni, Mukta	OMT Doctoral Student Consortium (Chaired by Furnari, S & Cohen, L.)	Academy of Management, Vancouver, Canada	August 7-11, 2020
V-H10	Kulkarni, Mukta	Panel member. Bridging Social Divides in India and Beyond. Scheme for Promotion of Academic and Research Collaboration	Ministry of Human Resource Development (MHRD), Government of India, IIT Hyderabad	July 11-12
V-H11	Kulkarni, Mukta	Speaker, at the 'Accessibility and Inclusion in Progressive Organizations'	Winter School of the Centre for Accessibility in the Global South, IIIT Bangalore	January 9, 2021
V-H12	Kulkarni, Mukta	Speaker, Panel on Imperatives and Initiatives to make India an Assistive Tech Innovation Hub	A U.K. India Tech Hub Initiative	January 8, 2021
V-H13	Kulkarni, Mukta	Organizing committee member, EMPOWER Conclave 2020	IIIT Bangalore	October 17, 2020
V-H14	Mukherji, Sourav	Developing and Teaching through Cases	Faculty Development Programme - Jaipuria Institute of Management, Uttar Pradesh	May 9, 2020
V-H15	Mukherji, Sourav	Socially Conscious Business that Sustains Itself	Innovate ED Summit	April 30, 2020

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
V-H16	Mukherji, Sourav	Designing Curriculum for Online Courses	Faculty Development Programme at Kalinga Institute of Industrial Technology, Odisha	June 26, 2020
V-H17	Mukherji, Sourav	Affordable Housing in India	GNAM course conducted by UBC Sauder School of Business, Canada	October 6, 2020
V-H18	Mukherji, Sourav	Challenges of Teaching in an Age of Distraction	IIT Jammu	March 26, 2021
V-H19	Mukherji, Sourav	Control Systems in Organizations	Portfolio Companies with Assisted Technology Foundation	March 31, 2021
V-H20	Srinivasan, Vasanthi	Increasing Diversity in the C-Suite: Europe, U.S., the Caribbean, India and Australia	80th Annual Meeting of the Academy of Management, Vancouver, BC, Canada	August 7-11, 2020
V-H21	Srinivasan, Vasanthi	Scaling Organizations in Uncertain Times for TiE Chandigarh	TiE conference	April 17, 2020
V-H22	Fortin, Israel	Entrepreneurial Gravity: An Additional Metaphor of Tie Structure	80th Annual Meeting of the Academy of Management, Entrepreneurship Division, Vancouver, British Columbia, Canada	August 7-11, 2020

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 Srinivas E S	Voice Practices in conflict: Employees get less credit for voice when managers actively seek input. In Daniel Newton & Insiya Hussain (Chairs), Fanning the Voice Flame: Unpacking How Leaders and Peers Impact Employee Voice	Annual Meeting of the Academy of Management, (Online), Vancouver, BC, August 2020

Sl. No.	Authors	Title of Paper	Details of the Conference Proceedings
V-I-2	Mahapatra, Gopal P	Innovative Practices Indian Management Education	2020 AOM Annual Meeting Proceedings, Vancouver Convention Centre, Vancouver, British Columbia, August 7-11, 2020
V-I-3	Vijay, D., Monin, P., and Kulkarni, Mukta	Subaltern Solidarities and new form institutionalization: Community form for palliative care in Kerala, India	36th EGOS Colloquium, University of Hamburg, Hamburg, Germany, July 2-4, 2020
V-I-4	Kulkarni, Mukta	Disabilities in the Classroom: Best Practices for Improving Accessibility and Learning	80th Annual Meeting of the Academy of Management, Entrepreneurship Division, Vancouver, British Columbia, Canada, August 7-11, 2020
V-I-5	Vijay, D., Monin, P., and Kulkarni, Mukta	Strangers at the Bedside: Subaltern Solidarities and New Form Institutionalization	80th Annual Meeting of the Academy of Management, Entrepreneurship Division, Vancouver, British Columbia, Canada, August 7-11, 2020
V-I-6	Sommer, K., Kern, M., Kulkarni, Mukta , and Mugayar-Baldocchi, M	Language-based Exclusion increases workplace deviance among the morally disengaged	80th Annual Meeting of the Academy of Management, Entrepreneurship Division, Vancouver, British Columbia, Canada, August 7-11, 2020
V-I-7	Baldrige, D., and Kulkarni, Mukta	Symposium on Broadening our Sight: New Directions in Disability Research	80th Annual Meeting of the Academy of Management, Entrepreneurship Division, Vancouver, British Columbia, Canada, August 7-11, 2020

V-J IIMB Case Studies @ Harvard Business Publishing

V-J1	Title:	GUS Education India: Preserving the Soul during Rapid Growth
	Author:	Abhoy K Ojha
	Summary:	Shashi Jaligama, Managing Director (MD) of GUS Education India (GEI) and his colleague, Nikhil Patwardhan, Senior Director, Client Services held a review meeting with the core team at the end of the workday on April 17, 2020. After the meeting, they looked back with pride on the high level of growth that had been achieved and the high-performance organizational culture they had instilled. However, they reminded themselves that they needed to adopt some initiatives to sustain the rate of growth as well as introduce systems and processes to support the next stage of growth while maintaining the organizational culture. They were concerned that the culture could get diluted

with increase in the number of new employees, and their own inability to spare as much time in engaging with employees as they had done in the early stages. Both acknowledged that there were some signs of strain in customer and employee experiences, which needed to be addressed at the earliest. They also wondered if there was something more than culture that needed to be articulated to sustain the high performance as the organization scaled.

- V-J2** Title: **Amber by inFeedo: The CEO's Virtual Assistant Revolutionizing Employee Engagement**
- Author: **Debolina Dutta**
- Summary: inFeedo leveraged its understanding of artificial intelligence (AI), NLP, and machine learning (ML) techniques to develop a chatbot named Amber. With CEO sponsorship within client organizations, Amber engaged with employees at pre-defined periods as a "virtual assistant of the CEO." The aggregated chat sentiment provided employee engagement analytics to the leadership team. The platform predicted disengaged employees and identified the attrition risk. Besides, compared to the annual engagement surveys, the broad-based sentiment analysis was more effective in reporting employee engagement. Employee engagement measurement involves massive spending by organizations. However, these engagement surveys are costly, face delays in translating information to action, and lack actionable insights for the practitioners. The case touches upon issues such as the use of "Amber" as a replacement for the conventional practices within HR, the changing role of HR, the efficacy of the use of AI in transactional HR work, ethics of using AI, and challenges of instituting a culture change within the HR divisions. Can leveraging AI help the function break out of its "administrative" image and emerge as a strategic contributor to the organization's direction-setting exercises? Additionally, the ethics around the use of AI-based chatbots and the resulting data analytics present challenges to both the users and the advocates of this new system.
- V-J3** Title: **Capability Development for Growth: Leverage Strengths or Build Competencies at Va Tech Wabag?**
- Author: **Debolina Dutta** and Rajesh G S
- Summary: VA Tech Wabag, an Indian MNC firm was an industry leader in total water management. The case presents an alternative method of talent development that focuses on leveraging an individual's strengths against the practice of focusing on functional and behavioural competencies and develops training need analysis (TNA). This approach appears to be contrary to the ongoing deficit culture, which concentrates on weaknesses. The HR head

of the organization resists the paradigm shift in the approach to capability development. The case addresses three principal issues. 1. Understanding the strengths-based approach to capability building 2. Clarifying the competency-based approach to talent management 3. Building leadership capabilities by understanding and leveraging individual strengths and appreciating the role of competencies in enabling success. All of this raises the question of the role of competency frameworks, the TNA approach's limitations, and synergizing both ideologies. Some specific questions raised by this case are: Is it possible to build capability by adopting either approach? What are the challenges of adopting strengths-based approach for recruitment? How can the organization leverage team strengths? Understanding these dichotomies can help L&D functions manage the best out of their talent and build effective leaders.

V-K Leading Journal Publications

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

- V-K1** Authors: **Mukta Kulkarni**
- Title: **Holding on to Let Go: Identity Work in Discontinuous and Involuntary Career Transitions**
- Journal: ***Human Relations***
- Abstract: This study examined the identity work processes of severely disabled soldiers who faced discontinuous and involuntary career transitions. As these individuals engaged in rehabilitation and vocational training at a military-affiliated facility, their identity transitions were not marked by deletions of past identity elements or reference groups. Instead, their transitions involved collectively and contextually edited imaginations of the future that allowed for continuity of their foundational self-narratives. The findings extend past research by identifying why the forging of continuity is generative during certain identity transitions. The findings also show that when similar others contribute to the script of one's identity narrative within a familiar liminal context, maintaining a semblance of the status quo is construed as change.
- Listings: - **Financial Times 50**

V-L Awards, Honours, and Achievements

- V-L1 Prof. Mukta Kulkarni**, Saroj Parasuraman Award (runner-up), Academy of Management, 2020
- V-L2 Prof. Mukta Kulkarni**, Best International Paper Award, Academy of Management, 2020
- V-L3 Prof. Mukta Kulkarni**, Runner up, Best Paper Award in OMT division, Academy of Management, 2020
- V-L4 Prof. Mukta Kulkarni**, Carolyn B. Dexter Award, Academy of Management, 2020
- V-L5 Prof. Mukta Kulkarni**, Representative at large for the GDO division, Academy of Management, 2020

V-M Doctoral Theses Completed by FPM Students during 2020-2021

Sl. No.	Name of the Student	Dissertation Title	Members of the DAC Committee
V-M1	Yangerjungla Pongener	Identity Work of Individuals with Disparate Work Identities	Mukta Kulkarni Abhoy K Ojha Shibashis Mukherjee
V-M2	Sweta Singh	Organizational Career Management Practices as a Predictor of Career Satisfaction and Intention to Quit: A Role Theory Perspective	Vasanthi Srinivasan Ganesh N Prabhu Ritu Tripathi

V-N Dissertations Proposal by FPM Students during 2020-2021

Sl. No.	Name of the Student	Topic	Date
V-N1	Anjana Karumathil	Cyber' Connected?: Empirically Investigating Relatedness as a Motivational Need among Skilled Gig Workers	February 18, 2021

V-O Papers Presented by FPM Students in Conference/Seminar during 2020-2021

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
V-O1	Anupama Kondayya	A Discursive Model of Institutional Entrepreneurship: The Case of the Kinnar Akhara in India	80th Annual Meeting of the Academy of Management (AOM), Vancouver, Virtual	August 7-11, 2020

V-P Publications by FPM Students (Journal articles/book chapters/cases/book reviews) during 2020–2021

Sl. No.	Name of the Student	Title of the Paper	Name of the Journal/Book	Publications Details
V-P1	Anupama Kondayya, Co-author Prof. Srinivas Ekkirala	An Incongruence-driven Approach to careers: Insights from Ayurveda	Career Dynamics in a Global World: Indian and Western Perspectives	Edward Elgar Publishing, May 2020
V-P2	Anjana Karumathil, Co-author Prof. Ritu Tripathi	Culture and Attitudes towards Euthanasia: An Integrative Review	OMEGA – Journal of Death & Dying	SAGE, December 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 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-A3 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-A4 BETS Project

Project Team: **Krishna Sundar D**

Sponsor: Centre for Digital Financial Inclusion, New Delhi

Status: Ongoing

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

Project Team: **Anshuman Tripathy**

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

Sponsor: IIM Bangalore

Status: Completed

VI-A6 Product Development Capabilities Relating to Offshoring and Outsourcing

Project Team: **Anshuman Tripathy**

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

Sponsor: IIM Bangalore

Status: Completed

VI-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
VI-B1	Jain, Tarun, Hazra, Jishnu and T. C. Edwin Cheng	Strategic Sourcing under Supplier Development Investments	<i>IEEE Transactions on Engineering Management</i>	Vol. 67(3), 2020, Pg. 902-917
VI-B2	Prakash Awasthy and Hazra, Jishnu	Collaboration under Outcome-based contracts for information technology services	<i>European Journal of Operational Research</i>	Vol. 286(1), October 2020, Pg. 350-359
VI-B3	Jain, Tarun, Hazra, Jishnu and T. C. Edwin Cheng	Illegal Content Monitoring on Social Platforms	<i>Production and Operations Management</i>	Vol. 29(8), August 2020, Pg. 1837-1857
VI-B4	Jain, Tarun, Hazra, Jishnu and T. C. Edwin Cheng	Bidding for outsourcing contracts with capacity investments and cost asymmetry	<i>Journal of the Operational Research Society</i>	Vol. 71(12), 2020, Pg. 1986-2012
VI-B5	Hazra, Jishnu and Jain, Tarun	Optimal regulation and sustainable product design under uncertainties	<i>International Journal of Production Economics</i>	Vol. 225, July 2020, 107574, Pg. 1-14
VI-B6	Sirish Kumar Gouda and Saranga, Haritha	Pressure or premium: what works best where? Antecedents and outcomes of sustainable manufacturing practices	<i>International Journal of Production Research</i>	Vol. 58(23), 2020, Pg. 7201-7217
VI-B7	Anirban Adhikary, Amalesh Sharma, Sundar, D Krishna and Jayanth Jayaram	Impact of buyer-supplier network complexity on firms' greenhouse gas (GHG) emissions: An empirical investigation	<i>International Journal of Production Economics</i>	Vol. 230, December 2020, 107864, Pg. 1-16
VI-B8	Sriraghav Srinivasan, Tanuj Arora, Sundar, D Krishna and Shashank Garg	Corporate social responsibility: governance through a conceptual blockchain framework	<i>International Journal of Electronic Governance</i>	Vo. 12(3), 2020, Pg. 276-289
VI-B9	Mahajan, Siddharth	Nonstationarity and Abandonment in Markovian Queues with Application to Call Centers	<i>American Journal of Operations Management and Information Systems</i>	Vol. 5(4), December 2020, Pg. 74-83

VI-D Chapters in Books

Sl. No.	Authors	Title of Chapter	Title of Book	Editors	Publication Details
VI-D1	Chintapalli, Prashant and Christopher S Tang	The Impact of Crop Minimum Support Prices on Crop Selection and Farmer Welfare in the Presence of Strategic Farmers	<i>Responsible Business Operations Challenges and Opportunities</i>	Swaminathan, Jayashankar, Deshpande, Vinayak (Eds.)	Springer Nature Switzerland AG, 2021

VI-E Working Papers

Sl. No.	Author	Title	IIMB Working Paper No.	Year
VI-E1	Saranga, Haritha and Raj, Prateek	How Managers are critical for large-scale public crisis management – lessons from India	628	2020

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

Sl. No.	Authors	Title of Article	Name of Newspaper/Magazine	Date of Publication
VI-F1	Saranga, Haritha and Jonnalagedda, Sreelata	Staggering Work and Home Quarantine: A Strategy for Measured Relaxation of Lockdown	<i>ForbesIndia.com</i>	May 6, 2020
VI-F2	Saranga, Haritha and Jonnalagedda, Sreelata	Invoking Gandhi for Business Strategy in the post-Covid-world	<i>ForbesIndia.com</i>	May 28, 2020
VI-F3	Tripathi, Rajeev Ranjan	How Bihar Can Address the Economic Concerns of the Returning Migrants	<i>The Hindu Business Line</i>	June 5, 2020
V-F4	Tripathi, Rajeev Ranjan	Covid-19 has Proven that Internet Needs Complete Rehaul	<i>Economic Times CIO</i>	May 21, 2020
V-F5	Sapra, Amar	Making Vaccine Distribution More Efficient	<i>Forbes India</i>	January 6, 2021
V-F6	Sapra, Amar	Operational Strategies to Get Production Going	<i>LiveMint.com</i>	April 20, 2020

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
V-F7	Sapra, Amar, Ronak Bose and Tushar Dhande	Rethinking Supply Chains from the Lens of Omni-Channel Retailing	ForbesIndia.com	March 5, 2021

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	Saranga, Haritha	Assessment of Industry Readiness for Manufacturing of Battery Electric Vehicles (BEVs) in India	Video Conference on Disseminate the Study Assessment of Industry Readiness for Manufacturing of BEV in SAARC Countries, SAARC Energy Center, Islamabad, Pakistan	September 29, 2020
VI-H2	Prakash Awasthy and Hazra, Jishnu	Service Collaboration under Risk Aversion	50th Northeast Decision Sciences Institute Annual Conference 2021	March 26-27, 2021

VI-J IIMB Case Studies @ Harvard Business Publishing

- VI-J1** Title: **Sattva Etech: Enhancing Component Sourcing Flexibility**
 Author: **Tarun Jain** and **Jishnu Hazra**
 Summary: This case describes the sourcing contract selection challenge faced by an electronics manufacturing company. The company must decide whether to continue the existing wholesale price contract, or should they switch to the quantity flexibility contract suggested by the supplier.
- VI-J2** Title: **Exceed: Improving Productivity and Reliability in Delivery of Software Solutions**
 Author: Sivakumar S and **B Mahadevan**
 Summary: This case describes the managerial challenge faced by a mid-size hardware and software services company in determining the course of action that needs to be taken to address certain productivity and quality concerns raised by their customer. As the managing director of the company investigates the cause

of the poor quality and under-productivity of a project team, he receives a plethora of equally plausible causes along with supporting data. The challenge is to sift through the myriad problems and causes in a systematic manner to identify the best course of action. This case is rooted in a B2B service business setting and can be used to comprehensively demonstrate the application and utility of the various quality control tools for managerial decision making.

- VI-J3** Title: **Intartic: Riding the IoT Wave to a Service Model**
- Author: **Anshuman Tripathy**, Pranav Guglani and Abhijit S Pulimootil
- Summary: Intartic, an Indian mobile accessories manufacturer was incorporated in 2015 by two ex-colleagues from Nokia who sought to explore the mobile phone accessory market in India, building initially on designs, parts and components imported from China. The case traces the evolution of Intartic and the various challenges it faces as it transitions from the mobile accessories business to the IoT-based safety wearables business. The case involves the study of technology management processes followed within the company and the imminent decision on the organizational and structural changes amid the changing business contexts and aspiration of the company. Starting by outlining the overall environment of the mobile accessories industry in India, the case introduces readers to the events leading to organizational change and transformation in ownership of assets by the corporate leadership. The case captures the transition of Intartic, from a commoditized mobile accessories manufacturer to a technologically challenging space of IoT-based safety wearables market. It also essays Intartic's vision to segue into the service business of developing software IP for a connected ecosystem across wearables, connected homes and automobiles, along with the challenges that it is likely to face in its transition and its potential solutions. This transition provides scope for learning various aspects of organizational development such as building organizational and technology capability, creating processes, managing portfolio of varied product development projects, and also educates readers about the evolving investor ecosystem.
- VI-J4** Title: **Gray to Green Transition – The Sustainability Journey of Dalmia Cement**
- Author: **Haritha Saranga** and Sirish Kumar Gouda
- Summary: The primary objective of this case is to introduce the concepts of sustainability and its operationalization in practice. To achieve this objective, the case makes use of a manufacturing firm in an emerging market, from one of the most polluting industries, namely, cement production. With the help of this example, the case demonstrates (i) the criticality of setting aggressive sustainability targets, (ii) role of top management in setting a long-term sustainability

strategy to achieve these targets, (iii) creating a culture of sustainability, and finally, (iv) operationalizing the strategy on a day-to-day basis. The case also provides detailed description of carbon pricing and its role in promotion and adoption of various green technologies. The case narrates the sustainability journey of Dalmia Cement, which is part of a well-respected business group in India. The case begins with a detailed description of the cement production process, which along with the main raw material input (limestone) is the major contributor to the carbon emissions. The efforts of senior management towards creating a sustainability culture and instilling the appropriate values are discussed next. The case summarizes the various commitments made by the management towards environmental and social sustainability and the respective initiatives adopted to fulfil these commitments. The case finally ends with a dilemma regarding how the company will fulfil the pledge that their CEO had made at the Global Climate Action Summit-2018, that they would become Carbon Negative by 2040.

VI-K Leading Journal Publications

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

- VI-K1** Authors: **Tarun Jain, Jishnu Hazra** and T. C. Edwin Cheng
- Title: **Illegal Content Monitoring on Social Platforms**
- Journal: ***Production and Operations Management***
- Abstract: Illegal content uploads on social platforms have grown rapidly in recent years. While previous research has studied various enforcement efforts to remove illegal content, we consider such enforcement efforts in the setting where the content is sold through a platform firm. Furthermore, we consider the situation in which along with the subscription-based legal content on the platform, there is free illegal content that may generate revenues through advertisements for the platform. Specifically, we analyze three scenarios of illegal content monitoring: (i) only the content developer monitors, (ii) only the platform firm monitors, and (iii) both the content developer and platform firm monitor the illegal content. We find that, under certain conditions, it is beneficial for the platform firm to exert a higher monitoring effort than the content developer even though the former may gain advertisement revenues through the display of illegal content. In addition, while it is expected that the content developer's profit is highest when only it exerts the monitoring effort, we observe that the scenario where both players exert monitoring efforts results in a win-win situation. We also analyze the social welfare under all the three illegal content monitoring scenarios.

- Listings:
- **Financial Times 50**
 - **UTD 24**
- VI-K2** Authors: Prakash Awasthy and **Jishnu Hazra**
- Title: **Collaboration under Outcome-based Contracts for Information Technology Services**
- Journal: ***European Journal of Operational Research***
- Abstract: The accelerated expansion of markets and intense competition have motivated firms to collaborate closely with vendor firms by outsourcing critical aspects of the business, including Information Technology services. We analyze the interaction between a service provider and a client in which they collaborate to deliver services. We assume that revenue generated from the service depends on their efforts. The client determines retail price and marketing efforts while the service provider decides on quality improvement efforts in the services. We analyze the impact of revenue share proportion on the effort exerted by both firms and the impact of the capability of the service provider on the retail pricing of the service. We develop an analytical framework to characterize the actions of the service provider and the client.
- VI-K3** Authors: **Tarun Jain, Jishnu Hazra** and T. C. Edwin Cheng
- Title: **Bidding for Outsourcing contracts with capacity investments and cost asymmetry**
- Journal: ***Journal of the Operational Research Society***
- Abstract: In this article, we consider a service supply chain where two vendor firms compete to win an information technology outsourcing contract from a client firm, which faces uncertain demand. The vendors' variable operations costs are private information. The vendors also serve an external market with uncertain demand. After the award of the contract through bidding competition, vendors invest in capacity to meet their service requirements. We derive the optimal sourcing strategy for the client firm and the capacity investment decisions of the vendor firms. We characterise a threshold policy on the client's outsourced requirements with respect to demand variability. We also observe that as the vendors' mean cost increases, the requirements outsourced by the client firm decrease. In addition, we observe a threshold policy on the client's outsourced requirements with respect to cost variability through numerical studies.

- VI-K4** Authors: **Jishnu Hazra and Tarun Jain**
- Title: **Optimal Regulation and Sustainable Product Design under Uncertainties**
- Journal: ***International Journal of Production Economics***
- Abstract: This paper studies the impact of environmental regulations on the design decisions of auto manufacturers. In a duopolistic setting, each manufacturer determines the price as well as the level of fuel economy and acceleration capability of its vehicle. The manufacturers are subject to environmental regulations, and the government determines the level of greenhouse gas emissions each vehicle is allowed to produce. Depending on the realization of the uncertainties during the design phase, if the emission level of a vehicle exceeds the emission standard, the manufacturer also incurs an additional retrofitting cost. We find that when the customers are less price-sensitive, then high intensity of competition on vehicle acceleration induces the regulator to impose strict emission norms. Therefore, firms design low acceleration, low power vehicles. However, if customers are price-sensitive, then high vehicle acceleration competition leads to relaxed emission norms. Here, firms design high acceleration, low mileage vehicles.
- VI-K5** Authors: Anirban Adhikary, Amalesh Sharma, **Krishna Sundar D** and Jayanth Jayaram
- Title: **Impact of Buyer-supplier Network Complexity on Firms' Greenhouse Gas (GHG) Emissions: An Empirical Investigation**
- Journal: ***International Journal of Production Economics***
- Abstract: Building on transaction cost economics theory and social network theory, we investigate the impact of dimensions of buyer-supplier network (BSN) complexity (horizontal, vertical, and spatial) on firms' environmental performance, specifically, greenhouse gas (GHG) emissions. Using secondary data from diverse sources on the supply networks of 319 firms, extending to the Tier-2 level, we present and test a robust empirical model that also accounts for potential endogeneity effects. To understand this key relationship between BSN complexity and environmental performance at a deeper level, we further test the moderating influence of BSN members' reach on this key relationship. We also test the moderating effects of a focal firm's control over its BSN on this key relationship. We find that both the vertical complexity dimension and the horizontal complexity dimension of BSNs had a U-shaped relationship with the participating firms' GHG emissions. In contrast, the spatial complexity dimension of BSNs had a positive impact on the participating firms' GHG emissions. With respect to the moderating effects, we found that firms' control over their BSN negatively influenced these relationships, whereas the reach of the BSN members positively influenced these relationships. Taken

together, this set of mixed-pattern findings casts new light on the broad literature of multitier BSNs, environmental sustainability, and the effective management of supply chains. The managerial implications of our findings are also discussed.

VI-M Doctoral Theses Completed by FPM Students during 2020-2021

Sl. No.	Name of the Student	Dissertation Title	Members of the DAC Committee
VI-M1	Srikanth Krishnaprasad	Capacity Management in Ridesharing Operations	Rajeev R Tripathi Jishnu Hazra Sreelatha Jonnalagedda
VI-M2	Akansha Mishra	Essays on Healthcare Operations in India	Haritha Sarang Dinesh Kumar U Rajeev R Tripathi

VI-N Dissertations Proposal by FPM Students during 2020-2021

Sl. No.	Name of the Student	Topic	Date
VI-N1	Dastrala Sudha Madhavi	Essays on Internet Economy	December 16, 2020
VI-N2	Achal Goyal	Essays on Matching Supply with Demand for Short Life Products	March 3, 2021

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: Completed

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 VHSProject 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 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 Rs. 2.16 crore. 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 IndiaProject 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: Completed

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: Completed

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

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

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

Sponsor: VRSP, IIM Bangalore

Status: Ongoing

VII-A11 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-A12 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 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: Completed

VII-A13 Strategies for Dynamic Management of Innovation in Technology Products

Project Team: **Ishwar Murthy**

Summary: In the domain of technology products, innovation is a key component to becoming a market leader for any company. A couple of decades back, the notion of technology products was limited to personal computers, television sets and smart phones. Today, technology products span a much wider canvas of consumer goods, services, and industrial products. They now include such items as smart watches, sky cameras, drones, electric cars, net banking, robotics in manufacturing, surgery, physiotherapy and several more. What is common across all these products is that they contain innovations in the form of embedded software that seeks to enhance

the functionality of the basic product, whether they be cameras, cars, or watches. These innovations, if managed properly and with some luck can dramatically swing the fortunes of a company vis-à-vis its competitors.

There are three major challenges to managing innovations in a technology product. First, the up-front investment required to fund this type of innovation is enormous – both in terms of research and development, as well as integrating the innovations into an existing product. Second, while the development cost associated with the innovation is enormous, as to how well would these innovations be received by the target consumer is largely unknown. The high degree of uncertainty in the potential consumer demand makes investing in any innovation a daunting task. Furthermore, even if the potential demand is high, its shelf life is relatively short. By definition, innovations in technology products tend to become obsolete in a few years. Lastly, despite the risks associated with investing in innovations, in the presence of competitors, product technology companies have no option but to engage in innovations of particular interest is to study the path traversed by companies in Japan that are in the forefront of technological innovations. In the context of Japan, it is important to study those Japanese companies that were in the forefront, but have lost ground to others, as well as those that have maintained their edge in the innovation race. What strategic lessons can we learn from those companies that were in the forefront, but failed to maintain their edge? Sony's Walkman is a classic case in point. How did it lose out to Apple's iPod? Similarly, what strategic interventions helped some companies develop their leadership? What managerial actions were taken by Boston Dynamics, a wholly owned subsidiary of SoftBank Group, that explains their success in robotics? These are two such questions that motivate this research.

Sponsor: Mizuho India Japan Study Centre Indian Institute of Management Bangalore

Status: Ongoing

VII-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
VII-B1	Bhattacharyya, Malay and Saswat Patra	Does Volume really matter? A Risk Management Perspective using cross-country evidence	<i>International Journal of Finance & Economics</i>	Vol. 26(1), January 2021, Pg. 118-135
VII-B2	Bhattacharyya, Malay and Saswat Patra	How Risky Are the Options? A Comparison with the Underlying Stock Using MaxVaR as a Risk Measure	<i>Risks</i>	Vol. 8(3) 76, 2020, Pg. 1-17

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
VII-B3	Trambak Banerjee, Gourab Mukherjee, Shantanu Dutta and Ghosh, Pulak	A Large-scale Constrained Joint Modeling Approach for Predicting User Activity, Engagement and Churn with Application to Freemium Mobile Games	<i>Journal of the American Statistical Association</i>	Vol. 115(530), 2020, Pg. 538-554
VII-B4	Massimo Di Francesco, Manlio Gaudio, Enrico Gorgone, and Murthy, Ishwar	A New Extended Formulation with Valid Inequalities for the Capacitated Concentrator Location Problem	<i>European Journal of Operational Research</i>	Vol. 289(3), March 2021, Pg. 975-986
VII-B5	Tushar Tanwar, Dinesh Kumar U and Navonil Mustafee	Optimal package pricing in healthcare services	<i>Journal of the Operational Research Society</i>	Vol. 71(11), 2020, Pg. 1860-1872
VII-B6	Ravi Suman and Krishnamurthy, Ananth	Analysis of tandem polling queues with finite buffers	<i>Annals of Operations Research</i>	Vol. 293, 2020, Pg. 343-369
VII-B7	Merve Ozen and Krishnamurthy, Ananth	Resource allocation models for material convergence	<i>International Journal of Production Economics</i>	Vol. 228, October 2020
VII-B8	Yasemin Limon and Krishnamurthy, Ananth	Resource allocation strategies for protein purification operations	<i>IIE Transactions</i>	Vol. 52(9), 2020, Pg. 945-960
VII-B9	Yasemin Limon and Krishnamurthy, Ananth	Dynamic resource scheduling of biomanufacturing projects	<i>Computers & Industrial Engineering</i>	Vol. 147, September 2020, 106527, Pg. 1-11
VII-B10	Das, Debojyoti , M Kannadhasan and Bhattacharyya, Malay	Oil price shocks and emerging stock markets revisited	<i>International Journal of Emerging Markets</i>	November 2020

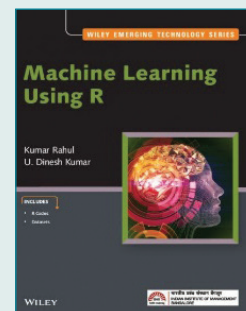
VII-C Books

VII-C1 Kumar Rahul and Dinesh Kumar U

Machine Learning Using R

Wiley India, 2020

Machine Learning Using R aims to make ML concepts and model development using R simpler for students and practitioners. This book covers the theoretical concepts behind ML algorithms and illustrates use of R for developing ML models using datasets from customer relationship management, healthcare, finance, human resource management, social media, and sports. The book discusses challenges and remedies in building machine learning models using several real-life cases which the authors have worked upon as a part of consulting engagements.



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

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
VII-F1	Bhattacharya, Malay	A radical idea, proposed by Kautilya	<i>Deccan Herald</i>	November 12, 2020
VII-F2	Bhattacharya, Malay	Is government's frenzy for world's largest vaccination programme misplaced?	<i>Forbes India</i>	January 20, 2021
VII-F3	Bhattacharya, Malay	What NEP 2020 overlooked	<i>IIMB Blog</i>	January 4, 2021
VII-F4	Bhattacharya, Malay	24x7 news or frivolous debates and propaganda?	<i>Deccan Herald</i>	September 2, 2020
VII-F5	Bhattacharya, Malay	University ratings system is unconvincing	<i>Hindu Business Line</i>	August 14, 2020
VII-F6	Bhattacharya, Malay	Restoration of Normalcy after a Super Cyclone Takes Time	<i>The Echo of India</i>	June 25, 2020
VII-F7	Bhattacharya, Malay	Is it really a Pandemic?	<i>IIMB Blog</i>	May 26, 2020
VII-F8	Bhattacharya, Malay	Corona virus Everywhere What is the big deal?	<i>IIMB Blog</i>	May 26, 2020
VII-F9	Dinesh Kumar U	Banking on AI and ML to Vanquish Security Challenges	<i>Forbes India</i>	July 27, 2020

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	Desai, Jitamitra	Challenges and Opportunities of Teaching Online	Harvard Business Publishing Education (HBPE)	December 17, 2020
VII-H2	Bhattacharyya, Malay	Continuing the Quest for Stock Price Model	International Virtual Conference on Advanced Statistical Techniques in Business and Industries, Department of Statistics, Cochin University of Science and Technology	December 28-30, 2020
VII-H3	Bhattacharyya, Malay	National Education Policy 2020 - Way forward: A Road Map from the Regular and Special Educators perspective on Inclusive education of students with disabilities	NEP 2020: Inclusivity in Higher Education	September 10-11, 2020
VII-H4	Ghosh, Pulak	Banking the Unbanked: What Do 255 Million New Bank Accounts Reveal about Financial Access?	CAFRAL and World Bank Conference on State Intervention in the Financial Sector, Mumbai	February 26-27, 2020
VII-H5	Ghosh, Pulak	Role of Data in Arti	AIMA's 2nd AI and Big Data Retreat, Goa	February 14-16, 2021
VII-H6	Roy, Rishideep	Multinomial data with randomly varying probabilities	Ashoka University, New Delhi	March 16, 2021
VII-H7	Dinesh Kumar U	Demystifying Artificial Intelligence	The conference by Wiley	January 21, 21
VII-H8	Dinesh Kumar U	Artificial Intelligence Demystified	Analytics Society of India, Bangalore	March 26, 2021
VII-H9	Dinesh Kumar U	Business Analytics Driving Digitization	Wiley Webinar Series	May 22, 2020
VII-H10	Dinesh Kumar U	Data and Beyond	Vista	November 1, 2020

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
VII-H11	Dinesh Kumar U	Business Analytics with application in Supply Chain	National Institute of Industrial Engineering (NITIE), Mumbai	August 18, 2020
VII-H12	Dinesh Kumar U	AI Demystified	Thyagarajar College of Engineering, Tamil Nadu	January 27, 2021

VII-I Articles in Conference Proceedings

Sl. No.	Authors	Title of Paper	Details of the Conference Proceedings
VII-I-1	Desai, Jitamitra and A. S. Bhandari	Modeling the Aircraft Sequencing Problem under Stochastic Time Arrivals and Varying Flight Velocities	Proceedings of the International Conference on Industrial Engineering and Engineering Management, 2020
VII-I-2	R. Suman, Krishnamurthy, Ananth	Evaluation of Optimal Scheduling Policies in a Tandem Network of Polling Queues	Proceedings of 2020 Institute for Operations Research & Management Science (INFORMS), Annual Meeting, Virtual Conference, November 7-13, 2020

VII-K Leading Journal Publications

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

VII-K1 Authors:	Trambak Banerjee, Gourab Mukherjee, Shantanu Dutta, and Pulak Ghosh
Title:	A Large-scale Constrained Joint Modeling Approach for Predicting User Activity, Engagement and Churn with Application to Freemium Mobile Games
Journal:	<i>Journal of the American Statistical Association</i>
Abstract:	We develop a constrained extremely zero inflated joint (CEZIJ) modeling framework for simultaneously analyzing player activity, engagement, and dropouts (churns) in app-based mobile freemium games. Our proposed framework addresses the complex interdependencies between a player's decision to use a freemium product, the extent of her direct and indirect engagement with the product and her decision to permanently drop its usage. CEZIJ extends the existing class of joint models for longitudinal and survival data

in several ways. It not only accommodates extremely zero-inflated responses in a joint model setting but also incorporates domain-specific, convex structural constraints on the model parameters. Longitudinal data from app-based mobile games usually exhibit a large set of potential predictors and choosing the relevant set of predictors is highly desirable for various purposes including improved predictability. To achieve this goal, CEZIJ conducts simultaneous, coordinated selection of fixed and random effects in high-dimensional penalized generalized linear mixed models. For analyzing such large-scale datasets, variable selection and estimation are conducted via a distributed computing based split-and-conquer approach that massively increases scalability and provides better predictive performance over competing predictive methods. Our results reveal codependencies between varied player characteristics that promote player activity and engagement. Furthermore, the predicted churn probabilities exhibit idiosyncratic clusters of player profiles over time based on which marketers and game managers can segment the playing population for improved monetization of app-based freemium games. Supplementary materials for this article, including a standardized description of the materials available for reproducing the work, are available as an online supplement.

- VII-K2** Authors: Massimo Di Francesco, Manlio Gaudio, Enrico Gorgone, and **Ishwar Murthy**
- Title: **A New Extended Formulation with Valid Inequalities for the Capacitated Concentrator Location Problem**
- Journal: ***European Journal of Operational Research***
- Abstract: We present a new disaggregated formulation of the Capacitated Concentrator Location Problem (CCLP) using the notion of cardinality of terminals assigned to a concentrator. This formulation consists of $O(mnn)$ variables and constraints, where m denotes the number of concentrators and n the number of terminals, respectively. We prove that this extended formulation is stronger than the traditional one. We also present two classes of inequalities exploiting the cardinality effect of the extended formulation. The first class is a generalization of the well-known Cover and $(1, k)$ -Configuration inequalities, which collectively are stronger than the original Cover and $(1, k)$ -Configuration inequalities. The second class, called the 2-Facility Cardinality Matching Inequality, holds for the uncapacitated version of the Concentrator Location Problem and can be lifted to become a strong inequality for CCLP. We solve the LP relaxation of the extended formulation and use separation heuristics to identify and sequentially add the previous valid inequalities to improve the lower bound. This approach is embedded in a branch-and-bound and results in a branch-and-cut approach. We test our solution approach on a large set of benchmark problems. The experimentation shows that we can identify the optimal solution at the root node in most of the problem instances with up to 50 concentrators and 50

terminals. For larger sized test problems with up to 100 concentrators and 1000 terminals, the branch-and-cut procedure using the disaggregated formulation outperforms the branch-and-cut procedure applied to the traditional formulation both in terms of CPU and the required number of branch-and-bound nodes.

VII-K3 Authors: Tushar Tanwar, **Dinesh Kumar U** and Navonil Mustafee

Title: **Optimal Package Pricing in Healthcare Services**

Journal: *Journal of the Operational Research Society*

Abstract: Fixed pricing for healthcare services is emerging as an attractive business model for private healthcare service providers. Under fixed pricing (or flat rate) contract, the patient is charged a fixed price for the healthcare services irrespective of the actual cost incurred by the hospital. Such contracts increase the risks for the healthcare service provider, thus making pricing decision crucial. In this paper, we study uncertainty and analyse the flat rate pricing contract for a profit maximising hospital to find the optimal price of treatment and examined value-at-risk (VaR) associated with such contracts for a risk minimising hospital. Bounds on price were derived to support healthcare providers with price negotiations. We extended the basic models by adding constraints to obtain risk-adjusted optimal price. We proved analytically that the optimal price lies between profit maximisation value and risk minimisation value of price, which we refer to as the efficient pricing interval. Our models and insights provide practical support to private healthcare service providers for optimal pricing and keep them informed about their risk position.

VII-K4 Authors: Merve Ozen and **Ananth Krishnamurthy**

Title: **Resource allocation models for material convergence**

Journal: *International Journal of Production Economics*

Abstract: Immediately after a major disaster, large volumes of solicited and unsolicited relief items start to flow into the disaster affected region. This phenomenon is known as material convergence. The sheer volume of incoming materials, coupled with limited resources, make sorting and distribution of relief items a difficult task. The challenge is exacerbated when a large portion of the unsolicited donations are low-priority or inappropriate items, diverting volunteer, space, and transportation capacity from more critical items. This paper investigates volunteer allocation decisions under material convergence and varying levels of high-priority donations. First, we interview disaster response practitioners to understand challenges with resource allocation decisions. Then, we model the donation arrival and sorting process for both solicited and unsolicited donations as transient multi-server queues. Using this model, we quantify the

level of material convergence and evaluate the impact of resource allocation decisions on relief item output. We provide insights that can help address the problems of resource allocation under material convergence, that are critical to satisfy needs of disaster victims.

- VII-K5** Authors: Yasemin Limon and **Ananth Krishnamurthy**
- Title: **Resource Allocation Strategies for Protein Purification Operations**
- Journal: ***IISE Transactions***
- Abstract: We analyze resource allocation challenges in protein purification operations where differences in scientist capabilities can lead to significantly different outcomes. We use queuing models to capture the underlying dynamics and quantify the performance of different strategies based on solutions obtained using the matrix-geometric approach. We show that certain partial flexibility structures coupled with appropriate priority rules can yield very efficient system performance. We also define a new server utilization metric that can be very effective in rank ordering strategies. Through numerical studies, we provide useful rules for the biomanufacturers to achieve higher profits and shorter lead times.

VII-M Doctoral Theses Completed by FPM Students during 2020–2021

Sl. No.	Name of the Student	Dissertation Title	Members of the DAC Committee
VII-M1	Nandini Seth	Essays on Next Best Action in Digital Marketing Using Reinforcement Learning	U Dinesh Kumar Shankar Venkatagiri Sreelatha Jonnalagedda
VII-M2	Pranjal Chandrakar	Evaluation of Policies to Auction, Retain, and Value Players' Service in IPL and other Sports Tournaments	Shubhabrata Das Manaswini Bhalla Rishideep Roy

VII-N Dissertations Proposal by FPM Students during 2020–2021

Sl. No.	Name of the Student	Topic	Date
VII-N1	Giriraj	Essays on Analysis of Multifractal Time Series	March 19, 2021

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.

VIII-A Research Projects

VIII-A1 Analysis of Large Datasets

Project Team: **Shankar Venkatagiri**

Summary: Over the last year, I have helped IIM Bangalore set up IT infrastructure to process large datasets, whose sizes may range from a few gigabytes to terabytes ('000 GBs). Having begun to acquire large datasets from various sources, the logical next step is to process the data and analyse 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 orthopaedics 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

VIII-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
VIII-B1	Abhipsa Pal, Tejaswini Herath, De’, Rahul and H. Raghav Rao	Contextual facilitators and barriers influencing the continued use of mobile payment services in a developing country: Insights from adopters in India	Information Technology for Development	Vol. 26(2), 2020, Pg. 394-420
VIII-B2	Abhipsa Pal, De’, Rahul and Tejaswini Herath	The Role of Mobile Payment Technology in Sustainable and Human-Centric Development: Evidence from the Post-Demonetization Period in India	Information Systems Frontiers	Vol. 22, 2020, Pg. 607-631

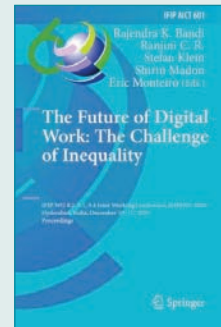
VIII-C Books

VIII-C1 Rajendra K Bandi, Ranjini C R, Stefan Klein, Shirin Madon, Eric Monteiro

The Future of Digital Work: The Challenge of Inequality

Springer, December 2020

This book constitutes the refereed proceedings of the IFIP WG 8.2, 9.1, 9.4 Joint Working Conference on the Future of Digital Work: The Challenge of Inequality, IFIPJWC 2020, which was supposed to be held in Hyderabad, India, in December 2020, but was held virtually due to the COVID-19 pandemic. This conference was organized for IFIP's 60th anniversary and to commemorate its mission to "achieve worldwide professional and socially responsible development and application of ICTs."



VIII-D Chapters in Books

Sl. No.	Authors	Title of Chapter	Title of Book	Editors	Publication Details
VIII-D1	Ashay Saxena, Venkatagiri, Shankar and Bandi, Rajendra K	Managing Contradictory Tensions in Agile Distributed Development: An Ambidextrous Approach	Balancing Agile and Disciplined Engineering and Management Approaches for IT Services and Software Products	Manuel Mora, Jorge Marx Gómez, Rory V. O'Connor and Alena Buchalceková (Eds.)	Chapter 5, Pg. 101-114, 2020, IGI Global Publisher of Timely Knowledge

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

Sl. No.	Authors	Title of Article	Name of Newspaper/Magazine	Date of Publication
VIII-F1	De', Rahul and Venkatesh Balakrishnan	A Wish List for the Union Budget 2021	Data Quest	January 27, 2021
VIII-F2	De', Rahul, J Chris Macman, and Priyanka Deverakonda	A possible congestion index for public spaces during the pandemic	Express Healthcare	November 30, 2020
VIII-F3	De', Rahul	Lessons from BigBasket security breach	Economic Times	November 19, 2020

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
VIII-F4	De', Rahul, TirthaTushar Panda and Shreyash Tade	The practice of DevOps	DataQuest	November 2, 2020
VIII-F5	De', Rahul	Future of work: Post-pandemic workplace scenarios	People Matters	June 1, 2020
VIII-F6	De', Rahul, Neena Pandey and Abhipsa Pal	COVID-19 Pandemic and the Possibilities of Digital Surge	DataQuest India	May 9, 2020
VIII-F7	De', Rahul and Neena Pandey	Internet Governance in Times of a Pandemic	Sflc.in	July 5, 2020
VIII-F8	De', Rahul and Abhipsa Pal	Mobile Phones and Access during the Pandemic	Business World	April 17, 2020
VIII-F9	De', Rahul, Neena Pandey and Abhipsa Pal	The tech effects of Covid-19, and offices of the future	Forbes India	April 16, 2020
VIII-F10	De', Rahul, Meera Sarma and Thomas Matheus	Shouldn't eGov Software Be Free and Open Source?	The Bastion Development in Depth	October 31, 2020
VIII-F11	De', Rahul	Importance of data governance and management in times of a global pandemic	Express Computer	March 30, 2021
VIII-F12	Bandi, Rajendra K	Corona: Apps, Surveillance, and Lack of Privacy	The New Indian Express	June 16, 2020
VIII-F13	Bandi, Rajendra K	Trump-Twitter Spat: Sovereignty or Fundamental Rights?	Forbes India Magazine	July 1, 2020

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

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
VIII-H1	Krishnamurthy, S. and De', Rahul	ICT for Development: Comparison between Developing and Developed Countries	IFIP Joint Working Conference 2020, Hyderabad	December 10 -11, 2020
VIII-H2	De', Rahul	Managing Information Systems During and After a Pandemic	Wiley India Webinar	May 2, 2020

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
VIII-H3	De', Rahul	Managing Information Systems During and After a Pandemic	Christ University, Bangalore	August 14, 2020
VIII-H4	De', Rahul	Impact of Covid-19 pandemic on information management research and practice: Transforming education, work and life	International Webinar organised by UK Academy for Information Systems and International Journal of Information Management	August 25, 2020
VIII-H5	De', Rahul	Ethics of AI	NASSCOM, New Delhi	August 28, 2020
VIII-H6	De', Rahul	AI in R&D and Technology Management	Council of Scientific and Industrial Research, New Delhi	October 9, 2020
VIII-H7	De', Rahul	Impact of Digital Surge	Kent University, UK	January 18, 2021
VIII-H8	De', Rahul	Leveraging Open Source for Digital Transformation	Kerala Looks Ahead International Conference and Consultation, Kerala	February 1-3, 2021

VIII-I Articles in Conference Proceedings

Sl. No.	Authors	Title of Paper	Details of the Conference Proceedings
VIII-I-1	Bhavya Shroff and Bandi, Rajendra K	A Linking Pin or Beyond? A Decision Rights Perspective of the Guardian Vendor Role in IT Multisourcing	Proceedings of the 25th International Conference on Information Systems (ICIS 2020), Virtual Conference, December 13-16, 2020

VIII-L Awards, Honours, and Achievements

VIII-L1 Prof. Rahul De', Listed as top 10 AI researcher in India, Listed by Analytics India Magazine.

VIII-L2 Prof. Rahul De', Honorary Conference Chair of International Conference on Information Systems 2020, This is the premier conference of the Information Systems field.

VIII-M Doctoral Theses Completed by FPM Students during 2020–2021

Sl. No.	Name of the Student	Dissertation Title	Members of the DAC Committee
VIII-M1	Jyoti Manjeshwar Bhat	Examining 'As-a-Service'- The Duality of Software-as-a-Services (Saas)	Rahul De' Rajendra K Bandi Suresh Bhagavatula
VIII-M2	Ravikumar Narasimhamurthy	Effect of Business IT Alignment of Information Systems Integration Success in M&A: A Three Stage Alignment Model	Rajendra K Bandi Rahul De' Sourav Mukherji
VIII-M3	Sunil Reddy Kunduru	Social Media Affordances and the Structure of Public Discourse	Rajendra K Bandi Rahul De' Shankar Venkatagiri

VIII-N Dissertations Proposal by FPM Students during 2020–2021

Sl. No.	Name of the Student	Topic	Date
VIII-N1	Sai Dattathrani	The Capabilities of Artificial Intelligence and its Implications: An Ethics of Personhood Perspective	February 11, 2021

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 multi-layered 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: Completed

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 labour 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 labour force participation are high across India. Women's labour 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 overrepresented 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 trade-off 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: Completed

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 policymakers.

Sponsor: IIM Bangalore

Status: Completed

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

Project Team: **Deepak Malghan**

Summary: There is no idea in entire 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, book length study of the global career of efficiency.

Sponsor: VRSP, IIM Bangalore

Status: Completed

IX-A9 Swachh Bharat Abhiyan: Valimikis in the National Capital

Project Team: **Deepak Malghan**

Summary: The Swachh Bharat Abhiyan (SBA) or the Clean India Campaign was launched by the Narendra Modi government in 2014. At the launch of Swachh Bharat Mission at Rajpath in New Delhi Prime Minister Narendra Modi said, "a clean India would be the best tribute India could pay to Mahatma Gandhi on his 150th birth anniversary in 2019". The SBA was launched with the aim to create a mass movement across the country to make India free from garbage and filth. Well known personalities of the country also lent their support for the mission. However, this alluring project has also been subjected to criticism by various public intellectuals, civil rights activists and hostile political camps. Moreover, ruling coalition successfully defied any such criticism by framing those critics as 'anti-Modi' and 'antidevelopment' elements.

Sponsor: IIM Bangalore

Status: Completed

IX-A10 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: Completed

IX-A11 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 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: Completed

IX-A12 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: Completed

IX-A13 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 childbirth 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: Completed

IX-A14 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: Completed

IX-A15 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 analysing data from India.

Sponsor: IIM Bangalore

Status: Ongoing

IX-A16 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-A17 Assessment of Impact of a School Quality Improvement Pilot in 1000 Representative Government Schools in Uttar Pradesh

Project Team: **Soham Sahoo** and **Ritwik Banerjee**

Summary: The objective of this research project is to evaluate the impact of the Gyan Shala intervention in 1000 government schools in Uttar Pradesh. The intervention

will be implemented through a Randomized Control Trial. The intervention is designed according to the model of Gyan Shala – a school education program by the Education Support Organization. The program aims at building a holistic approach involving students, teachers, and pedagogical aspects in imparting effective learning for students in their formative years.

Sponsor: Education Support Organization

Status: Ongoing

IX-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
IX-B1	Sahoo, Soham and Rahul Lahoti	Are Educated Leaders Good for Education? Evidence from India	<i>Journal of Economic Behavior and Organization</i>	Vol. 176, August 2020, Pg. 42-62
IX-B2	S. K. Tomer, M. Sekhar, K. Balakrishnan, Malghan, Deepak , S. Thiyaku, M. Gautam and Vishal K. Mehta	A model based estimate of the groundwater budget and associated uncertainties in Bengaluru, India	<i>Urban Water Journal</i>	Vol. 18(1), 2021, Pg. 1-11
IX-B3	Naveen Bharathi, Malghan, Deepak , Sumit Mishra and Andaleeb Rahman	Diversity Deficit and Scale-Flip	<i>Journal of Development Studies</i>	Vol. 57(4), 2021, Pg. 695-713
IX-B4	Kaveri Krishnan, Mukherji, Arnab and Basu, Sankarshan	Market responses to increased transparency: An Indian narrative	<i>International Review of Economics and Finance</i>	Vol. 69, September 2020, Pg. 663-677
IX-B5	Anirban Mitra and Mitra, Shabana	Redistribution of Economic Resources due to Conflict: The Maoist Uprising in Nepal	<i>Journal of Comparative Economics</i>	Vol. 48(3), September 2020, Pg. 578-604
IX-B6	Sriram M S	Farm Laws Conflating Deregulation with Modernisation	<i>Economic & Political Weekly</i>	Vol. 56(11), March 2021, Pg. 37-42
IX-B7	Kamath, Rajalaxmi and Eureka Sarkar	The Engineer ... No Longer a Person but a Number on an Excel Sheet: Enterprise Resource Planning and Commoditisation of Labour	<i>Global Labour Journal</i>	Vol. 11(2), May 2020, Pg. 103-117

IX-D Chapters in Books

Sl. No.	Authors	Title of Chapter	Title of Book	Editors	Publication Details
IX-D1	Sriram M S	The Changing Context of Governance and Leadership on Public Sector Banks	Transformational Leadership in Banking: Challenges of Governance, Leadership and HR in a Digital and Disruptive World	Anil Khandelwal (Ed).	February 2021, New Delhi: Sage Publications
IX-D2	Sriram M S	Covid 19 Pandemic: The Policy Response	Inclusive Finance India Report 2020	Tamal Bandyopadhyay (Ed)	2021, New Delhi: Access Assist
IX-D3	Sriram M S	Review of the Banking System: Evolving Landscape	Inclusive Finance India Report 2020	Tamal Bandyopadhyay (Ed)	2021, New Delhi: Access Assist

IX-E Working Papers

Sl. No.	Author	Title	IIMB Working Paper No.	Year
IX-E1	Naveen Bharathi, Malghan, Deepak Sumit Mishra and Andaleeb Rahman	Fractal Urbanism: City Size and Residential Segregation in India	616	2020
IX-E2	Naveen Bharathi, Malghan, Deepak Sumit Mishra and Andaleeb Rahman	Diversity Deficit and Scale-Flip	618	2020
IX-E3	Naveen Bharathi, Malghan, Deepak , and Andaleeb Rahman	A Relative Entropy Framework for Residential Segregation in Urban India	619	2020
IX-E4	Ramesh G	Governance and management of Temples: A Framework	621	2020
IX-E5	Raghuram G , Rachna Gangwar and Charu Rastogi	A Critique of the Initiative for Public Private Partnership in Passenger Train Operations	623	2020

Sl. No.	Author	Title	IIMB Working Paper No.	Year
IX-E6	Ramesh G, Anand Jangid, Lewin Sivamalai and Aishwarya Bharathi Rebilly	NPCI: Chartering a Payment Freeway	626	2020
IX-E7	S Chandrasekhar, Sahoo, Soham and Swaminathan, Hema	Seasonal Migration and Feminization of Farm Management: Evidence from India	630	2020
IX-E8	Naveen Bharathi, Malghan, Deepak, Sumit Mishra and Andaleeb Rahman	Residential Segregation and Public Services in Urban India	634	2020
IX-E9	Vinay Reddy Venumuddala and Kamath, Rajalaxmi	Critical Realism and Mobility Research: A Perspective on Social Mobility and the Indian Information Technology (IT) Sector	635	2021
IX-E10	Sneha Thapliyal and Malghan, Deepak	A Simple Metric for Inclusive Growth with Illustrations from India (1983-2012)	636	2021

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	Indian Banking Reforms: Talking Tokyo, Looking London?	<i>The India Forum</i>	February 5, 2021
IX-F2	Sriram M S	Strengthening the MSP System: A Solution to Resolve the Farm Crisis	<i>The India Forum</i>	February 5, 2021
IX-F3	Sriram M S	Civil Society Organisations and Foreign Contributions: Why the Xenophobia?	<i>The India Forum</i>	January 1, 2021
IX-F4	Sriram M S	India's Micro Firms Face a Credit Squeeze	<i>Mint</i>	September 29, 2020
IX-F5	Sriram M S and Ankur Sarin	How India Can Boost Social Impact Investing	<i>Mint</i>	August 14, 2020
IX-F6	Sriram M S	Banks and the Contagion	<i>Business Standard</i>	July 30, 2020
IX-F7	Sriram M S	Banks and the Contagion	<i>Bankers Weekly</i>	August 9, 2020

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
IX-F8	Sriram M S	Girish Karnad Had Been a Living Example of How to Talk About Death.	<i>The Wire</i>	June 12, 2020
IX-F9	Sriram M S	Remembering A. Vaidyanathan, the Scholar Who Changed the Role of Data in India	<i>The Wire</i>	June 11, 2020
IX-F10	Sriram M S	The unbearable likeness of being	<i>Business Standard</i>	May 26, 2020
IX-F11	Mitra, Shabana	The curse of daughters in dynasties	<i>Forbes India</i>	February 19, 2021
IX-F12	Mitra, Shabana	Do Elections Stimulate the Rural Economy or Merely Infuse Cash on a Temporary Basis?	<i>The Wire</i>	November 6, 2020
IX-F13	Mitra, Shabana and Lakshmi Parvathy	A double whammy for Karnataka	<i>Forbes India</i>	May 15, 2020
IX-F14	Mitra, Shabana	Rejuvenate anganwadis for children to start school early	<i>Deccan Herald</i>	August 25, 2020
IX-F15	Mitra, Shabana	Ek tareeke se mushkil hai abhyarthe ka sahi ankalan	<i>Rajasthan Patrika</i>	August 26, 2020
IX-F16	Mitra, Shabana	NEP 2020: How early should children start school?	<i>Forbes India</i>	September 25, 2020
IX-F17	Mitra, Shabana	Cyclewali ladkiyaan Nitish ko kyun vote dein?	<i>Rajasthan Patrika</i>	October 30, 2020
IX-F18	Mitra, Shabana	Kamkaji mahila, corona aur work-from-home	<i>Rajasthan Patrika</i>	November 27, 2020
IX-F19	Mitra, Shabana	Baar-baar janandolan ki noabat kyun?	<i>Rajasthan Patrika</i>	December 12, 2020
IX-F20	Naveen Bharathi, Malghan, Deepak and Andaleeb Rahman	How wide is the 'sink of localism' in India?	<i>Ideas for India for more evidence-based policy</i>	January 18, 2021
IX-F21	Malghan, Deepak, Mukherji, Arnab and Sneha Thapliyal	Declining common lands in India: Role of economic inequality	<i>Ideas for India for more evidence-based policy</i>	January 14, 2021
IX-F22	Naveen Bharathi, Malghan, Deepak, Sumit Mishra and Andaleeb Rahman	Diversity and public goods: Why the geographical unit of analysis matters	<i>Ideas for India for more evidence-based policy</i>	November 23, 2020

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
IX-F23	Naveen Bharathi, Malghan, Deepak and Andaleeb Rahman	A permanent cordon-sanitaire: Dalits and Muslims in urban India	<i>Ideas for India for more evidence-based policy</i>	October 9, 2020
IX-F24	Naveen Bharathi, Malghan, Deepak , Sumit Mishra and Andaleeb Rahman	Residential segregation in urban India and persistence of caste	<i>Ideas for India for more evidence-based policy</i>	July 1, 2020
IX-F25	Malghan, Deepak	Why Can't Elite Liberal Discourse Distinguish Between Etiquette and Exclusion?	<i>The Wire</i>	July 10, 2020
IX-F26	Malghan, Deepak	When Will India's Educational Institutes Have Their 'Dalit Lives Matter' Moment?	<i>The Wire</i>	July 2, 2020
IX-F27	Naveen Bharathi, Malghan, Deepak and Andaleeb Rahman	How Wide is the "Sink of Localism" in India?	<i>Center for the Advanced Study of India</i>	November 23, 2020
IX-F28	Naveen Bharathi, Malghan, Deepak and Andaleeb Rahman	Segregation in rural Karnataka greater than local Black-White division in US south: Study	<i>ThePrint</i>	November 25, 2020
IX-F29	Malghan, Deepak	What is the extent of caste segregation in Indian villages today? New data gives us an idea	<i>Scroll.in</i>	November 25, 2020
IX-F30	Sahoo, Soham and Sudipa Sarkar	Employment entry and exit by women in India	<i>Ideas for India</i>	January 19, 2021
IX-F31	Sahoo, Soham , Nishith Prakash, Deepak Saraswat, and Reetika Sindhi	When criminality begets crime: The role of elected politicians	<i>Ideas for India</i>	March 19, 2021
IX-F32	Rahul Lahoti and Swaminathan, Hema	The COVID-19 Lockdown Will Ravage Prospects for India's Female Workforce	<i>The Wire</i>	April 15, 2020
IX-F33	Swaminathan, Hema	Legislations versus reality: women's property rights	<i>Rajasthan Patrika</i>	September 2020
IX-F34	Swaminathan, Hema	Goddesses, Women and COVID 19	<i>Rajasthan Patrika</i>	October 2020

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
IX-F35	Swaminathan, Hema	Women as Farm Managers	Rajasthan Patrika	December 2020
IX-F36	Swaminathan, Hema	Powering education through empowerment	Rajasthan Patrika	January 2021

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

Sl. No.	Authors	Title of Publication	Type of Publication
IX-G1	Swaminathan, Hema and Malghan, Deepak	Intra-household Gender Inequality, Welfare, and Economic Development	LWS working paper series No. 34, 2021
IX-G2	Gaddis, Isis; Lahoti, Rahul Suresh, Swaminathan, Hema	Women's Legal Rights and Gender Gaps in Property Ownership in Developing Countries (English).	Policy Research working paper no. WPS 9444 Washington, D.C.: World Bank Group. http://documents.worldbank.org/curated/en/601621603199863261/Womens-Legal-Rights-and-Gender-Gaps-in-Property-Ownership-in-Developing-Countries

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

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
IX-H1	Mukherji, Arnab	National Conference on Monitoring, Evaluation and Learning	Niti Aayog, New Delhi	March 18-19, 2021
IX-H2	Mukherji, Arnab, Chrys Esseau-Thomas, Omar Galarraga and Sherif Khalifa	Epidemics and Income Inequality, 2000-2019	International Health Economics Association session for the 2021 American Economic Association/American Social Science Associate Conference in session titled COVID-19: Impacts on Household Economics, Inequality and Poverty	January 5, 2021

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
IX-H3	Mukherji, Arnab	Webinar Effective Public Policy for Revival of Economy & ways for transition towards Self-Sustainable India	National Productivity Council, New Delhi	May 23, 2020
IX-H4	Malghan, Deepak	Talk on Efficiency	Indian Institute of Technology Tirupati	February 23, 2021
IX-H5	Sriram M S	Rural Credit Policies in the Time of Pandemic	Voices from the field: Transforming Rural Credit Policies in Covid Times	May 19, 2020
IX-H6	Sriram M S	Surviving and Reviving: A Study on Impact of Unfolding COVID 19 on MFIs and Clients	Sa-Dhan The Association of Community Development Finance Institutions, New Delhi	May 22, 2020
IX-H7	Sriram M S	Webinar on Rebuilding MSMEs: Are Small Finance Banks Up To The Challenge?	Inclusive Finance India Forum, New Delhi	June 25, 2020
IX-H8	Sriram M S	Co-operative Banks – The path ahead and the roadblocks	Reimagining India's Future: Cooperatives, Cooperative Banks and their relevance for the future of India	July 12, 2020
IX-H9	Sriram M S	GS Ajjibala Memorial Lecture: The islands of success in a sea of Failures - Cooperatives in India	MES College, Sirsi	March 26, 2021
IX-H10	Mitra, Shabana	Cash for votes: Evidence from India	2020 European Winter Meetings of the Econometric Society, Virtual	December 14 -16, 2020
IX-H11	Mitra, Shabana	Political Economy Workshop	Calcutta University, Virtual	March 27, 2021
IX-H12	Sahoo, Soham	Systematic Review and Meta Analysis	Development Monitoring Evaluation Office - NITI Aayog, New Delhi	June 25, 2020
IX-H13	Sahoo, Soham	Biased Teachers and Gender Gap in Learning Outcomes: Evidence from India	IZA/World Bank/NJD/UNU-WIDER Jobs and Development online Conference	September 1-4, 2020

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
IX-H14	Sahoo, Soham	Do Educated Leaders Affect Economic Growth? Evidence from India	American Political Science Association (APSA) online Conference	September 10, 2020
IX-H15	Sahoo, Soham	Biased Teachers and Gender Gap in Learning Outcomes: Evidence from India	APPAM Fall Research online Conference	November 11-13, 2020
IX-H16	Sahoo, Soham	Biased Teachers and Gender Gap in Learning Outcomes: Evidence from India	IUSSP Population, Poverty and Inequality Research (PopPov) online Conference	December 8-10, 2020
IX-H17	Sahoo, Soham	Biased Teachers and Gender Gap in Learning Outcomes: Evidence from India	NEUDC (Dartmouth College, USA)	November 7, 2020
IX-H18	Sahoo, Soham	Biased Teachers and Gender Gap in Learning Outcomes: Evidence from India	University of the West of England online seminar	February 24, 2021
IX-H19	Ramesh G	Disaster management on Disaster Management Day	Special Center for Disaster Research (SCDR), Jawaharlal Nehru University, New Delhi	2020
IX-H20	Ramesh G	Parliamentary Democracy in Covid times	Madras Management Association	June 23, 2020

IX-I Articles in Conference Proceedings

Sl. No.	Authors	Title of Paper	Details of the Conference Proceedings
IX-I-1	Malghan, Deepak	Inclusive Growth Paper	NEUDC Conference

IX-K Leading Journal Publications

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

- IX-K1** Authors: Rahul Lahoti and **Soham Sahoo**
- Title: **Are Educated Leaders Good for Education? Evidence from India**
- Journal: ***Journal of Economic Behavior and Organization***
- Abstract: Formal education is often viewed as a proxy for the quality of leaders. Recently, candidates with low education levels have been disqualified from contesting local elections in some states in India. But there is no conclusive evidence linking education to the effectiveness of leaders. Against this backdrop, we investigate whether having educated political leaders in the state legislatures in India improves education outcomes. Using comprehensive data on various outcomes such as learning levels, enrolment, school funding and infrastructure, we find that the effectiveness of educated leaders depends on the initial level of development of the state. Educated leaders yield better education outcomes for their constituents only in those states where the initial level of development is high. There is no impact of educated leaders in less-developed states or in the overall sample. Our identification strategy is based on an instrumental variable that exploits the quasi-experimental election outcomes of close elections between educated and less-educated politicians. The results are consistent throughout various robustness analyses. These findings have implications for recent policy changes mandating minimum education requirements on candidates in two states and similar proposed changes in other states.
- IX-K2** Authors: Naveen Bharathi, **Deepak Malghan**, Sumit Mishra and Andaleeb Rahman
- Title: **Diversity Deficit and Scale-Flip**
- Journal: ***Journal of Development Studies***
- Abstract: We present a comprehensive multi-scale test of the diversity-deficit hypothesis that posits a negative association between diversity and development. We develop a ‘scale-flip hypothesis’ that formalises how the political salience of diversity is contingent on the level of analysis. We also contribute to the political economy of public goods literature using the largest dataset used to date – $n \approx 1.2$ million village-year points from a two-period panel of all villages in the Indian national census data. We find evidence for ‘scale-flip’ so that there is a robust positive association between diversity and public goods at the local level.

IX-L Awards, Honours, and Achievements

- IX-L1 Prof. Hema Swaminathan**, Article selected for a special issue in Journal of Economic Inequality, in recognition of work on inequality.
- IX-L2 Prof. Soham Sahoo**, Subir Chowdhury Visiting Post-doctoral Fellowship, London School of Economics, 2020-21.
- IX-L3 Prof. Soham Sahoo**, Honorary appointment as a Research Fellow, Institute of Labor Economics (IZA), Bonn, Germany.
- IX-L4 Prof. G Ramesh**, Honorary appointment as a Research Fellow, Institute of Labor Economics (IZA), Bonn, Germany.

IX-M Doctoral Theses Completed by FPM Students during 2020–2021

Sl. No.	Name of the Student	Dissertation Title	Members of the DAC Committee
IX-M1	T R Sreenivas	Disruptive Public Policy Challenges in Implementation	Gopal Naik G Ramesh Hema Swaminathan
IX-M2	Vivek	Behavioural Response to Policy Instruments towards Domestic Water Conversation	Deepak Malghan G Ramesh Kanchan Mukherjee Ritwik Banerjee
IX-M3	Jothsna Rajan	Essays on Plural Logics of Regional Development	Gopal Naik Deepak Malghan Rajalaxmi Kamath Srivardhini K Jha

IX-N Dissertations Proposal by FPM Students during 2020–2021

Sl. No.	Name of the Student	Topic	Date
IX-N1	Vinay Reddy Venumuddala	Study of Organizations around Indian Information Technology (IT) Sector, emerging technologies, and implications for social mobility	November 10, 2020

IX-O Papers Presented by FPM Students in Conference/Seminar during 2020-2021

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
IX-01	Gopi Sankar G	Institutional Innovations for Linking Smallholder Farmers with Markets: Design and Welfare Impact	1st Doctoral Colloquium in Management and Development, IRMA, Virtual	November 4-6, 2020
IX-02	Soumya Pal and Gopi Sankar G	Incentivising Girl Child: Evidence from a Conditional Cash Transfer Program in India	Association for Public Policy Analysis and Management Annual Meeting, Virtual	November 11-13, 2020
IX-03	Soumya Pal, co-authored Prof. Arnab Mukherji	Smog at the downstream: Abatement Cost of delay in Paddy Cultivation at the upstream	IRMA Doctoral Colloquium, Virtual	October 2020
IX-04	Soumya Pal, co-authored Prof. Arnab Mukherji	Smog at the downstream Abatement Cost of delay in the Paddy cultivation at the upstream	Association for Public Policy Analysis and Management Annual Meeting, virtual	November 2020
IX-05	Soumya Pal, co-authored Prof. Arnab Mukherji	Smog at the downstream Abatement Cost of delay in the Paddy cultivation at the upstream	Southern Economic Association Annual Meeting, Virtual	November 2020
IX-06	Shivangi Rajora	Understanding Multiplicity of Institutions in Urban Governance: Case of Bangalore City	36th EGOS Colloquium, University Hamburg, Virtual	July 2-4, 2020

IX-P Publications by FPM Students (Journal articles/book chapters/cases/book reviews) during 2020-2021

Sl. No.	Name of the Student	Title of the Paper	Name of the Journal/Book	Publications Details
IX-P1	Soumya Pal, Emerson Augusto Baptista and Sudeshna Dey	Chronic respiratory disease mortality and its associated factors in selected Asian countries: evidence from panel error correction model	BMC Public Health, Biomed Central	January 2021
IX-P2	Gopi Shankar G and Prof. Gopal Naik	Atmanirbhar Bharat Abhiyan and Agriculture	Economic and Political Weekly, Sameeksha Trust	August 29, 2020

IX-Q Awards, Honours and Achievements by FPM Students in 2020–2021

Sl. No.	Name of the Student	Details of the Award	Date
IX-Q1	Soumya Pal	Runner's up in Best Paper Competition in IRMA DOCMAD: Smog at the downstream: Abatement Cost of delay in Paddy Cultivation at the upstream, IRMA	November 7, 2020
IX-Q2	Soumya Pal	Young Fellowship: GLO Virtys Young Fellowship, Global Labour Organization	November 2020
IX-Q3	Gopi Shankar G	Fellowship: Fulbright Nehru Doctoral Research Fellowship, USIEF	September 4, 2020
IX-Q4	Gopi Shankar G	Best Paper Award: First Prize in Doctoral Proposal Truck, IRMA	November 4, 2020

IX-R Working Papers FPM Students during 2020–2021

Sl. No.	Author	Title	IIMB Working Paper No.	Year
IX-R1	Vinay Reddy Venumuddala and Rajalaxmi Kamath	Critical Realism and Mobility Research: A Perspective on Social Mobility and the Indian Information Technology (IT) Sector	635	2021

IX-S Seminars/Conferences/Workshops Organized by CPP during 2020–2021

Sl. No.	Details of the Conference/Workshop/Lecture	Dates of Events	Venue
IX-S1	Reconnect and Rebound: A webinar on Migrant workers, Employment and Economy	June 24, 2020	IIM Bangalore
IX-S2	Foundation Day Lecture Series	July 10, 2020	IIM Bangalore
IX-S3	Lecture on The Caste of Merit: Engineering Education in India delivered by Prof. Ajantha Subramanian, Professor of Anthropology and of South Asian Studies, Chair, Department of Anthropology, Harvard University	August 19, 2020	IIM Bangalore
IX-S4	15th Annual International Conference on Public Policy and Management	August 24-26, 2020	IIM Bangalore

Sl. No.	Details of the Conference/Workshop/Lecture	Dates of Events	Venue
IX-S5	Talk on “Is there caste discrimination in modern Bengaluru” Explaining Caste Discrimination in Bengaluru in conversation with Naveen Bharathi, Vijeta Kumar, Cynthia Stephen, and Rajendran Prabhakar	2020	IIM Bangalore
IX-S6	Webinar on Aatmanirbhar Bharat: Evaluating the India Opportunity by Dr. Ajai Chowdhry founding member of HCL and the former chairman of HCL Infosystems.	2020	IIM Bangalore
IX-S7	A book talk on The Tyranny of Merit: What’s Become of The Common Good? Prof. Michael Sandel, Harvard University, followed by discussion, on his new book, ‘The Tyranny of Merit: What’s Become of Common Good?’	March 4, 2021	IIM Bangalore
IX-S8	A book discussion on The Age of Pandemics, Prof. Arnab Mukherji had a discussion with Dr. Chinmay Tumbe, on the latter’s latest book, ‘Age of Pandemics, written during the pandemic in just 10 months. It chronicles the many facets of the cholera, plague and influenza pandemics, which claimed over 70 million lives between 1817 and 1920.	March 12, 2021	IIM Bangalore

IX-S9 Key Activities of CPP Faculty

- Prof. Soham Sahoo is working on the project “Educated Political Leaders and Development Outcomes in India”
- Prof. Soham Sahoo, is working on the project “The effect of local crime on child marriage, school dropout and employment outcomes: A gender perspective from India”
- Prof. Soham Sahoo, is working on the project “Assessment of Impact of a School Quality Improvement Pilot in 1000 Representative Government Schools in UP” Prof. Arnab Mukherji is working on the project, “Consultancy and Paper writing to support Fiscal Policy Institute (Bangalore)’s work on Child Budget in Karnataka”, funded by UNICEF
- Prof. Hema Swaminathan is working on the project, “Social Identities and the Labour Market: What Can Household Surveys Reveal?”
- 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. Rajalaxmi Kamath is working on the project “Identifying the Structure(s), Agency and Mobility within Indian IT Organizations”: IIMB Faculty Seed Research Fund

- Prof. G Ramesh is working on the project “Framework for Governance and Management of Temples”, report submitted to Government of Tamil Nadu: Policy Study (self-funded)

IX-S10 Mahatma Gandhi National Fellowship (MGNF)

Programme Director: Prof. Arnab Mukherji

This programme is conducted in collaboration with the Government of India. It is a two-year blended programme to train individuals with an undergraduate degree to work with District Skill Committees. MGNF is an opportunity for young, dynamic individuals to contribute towards enhancing skill development and promoting economic development.

- Phase 1 completes one year with the batch commencing on 8 March 2020. 3 out of the 4 academic modules were completed in spite of COVID-related challenges. It was functional in 69 districts of India.
- Phase 2, based on the success of Phase 1, sees national roll-out with 9 other IIMs acting as academic partners spanning 663 districts in India. Almost 24000 applications were received. The 2nd wave of COVID has delayed the admission cycle by at least a month.

o **Partnerships:**

- Working collaboratively with the second Karnataka Administrative Reforms Commission
- Policy opeds with Rajasthan Patrika
- Participation in Lancet Commission (Prof Arnab Mukherji)
- NITI Aayog

IIMB has a strategic and technical collaboration with the Development Monitoring and Evaluation Office (DMEO), Niti Aayog, to strengthen monitoring and evaluation in India. The objective is to encourage and promote cooperation in the area of capacity building of public officials and to conduct joint studies in the field of monitoring and evaluation of government policies and programmes. CPP is the nodal department for operationalization of the collaboration with DMEO.

- MOU with Development Monitoring and Evaluation Office, Niti Aayog and CPP
- Prof Soham Sahoo delivered a special session under this partnership: DMEO – NITI Aayog seminar, “Systematic review and meta-analysis”, 25 June 2020

o **Lancet Citizen’s Commission and District Case Studies at IIMB**

The goal of the Lancet Citizen’s Commission is to identify a pathway to ensure Universal Health Coverage for India.

Prof. Arnab Mukherji is functioning as its Commissioner. There have been discussions within the commission on identifying health system success stories, failures, and status

in rural, urban, tribal setting across the country. Significant faculty have shown interest in supporting the mission. 10+ faculty members across areas have expressed their support.

Unit of Analysis: District (significant convergence with MGNF)

Timeline: 8-10 months

The commission initially seeks to develop a Universal Health Coverage Index.

o **Visiting Scholars / Public Policy and Management Associate**

- **Prof. Manoj Mohanan** (August 2019 – June 2020)

Information and Community Participation for Accountability in Public Service Delivery

- **Prof. Sanchari Roy** (September 2019 – August 2020)

Enabling Access to Work Opportunities for Women in India

o **Research Projects**

o **Major International Research Collaborations**

- **Prof. Soham Sahoo**, ESRC funded project with University of Warwick.
- **Prof. Ritwik Banerjee**, Identity Poverty: The effects of Majoritarian Politics on Cognitive functions and Social Identity choices,” with Joseph Gomes, Amma Pannin and Emma Lindam, 2021

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 the faculty members 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 CSR Implementation and Compliance with the provisions of Sec 135 of Companies Act 2013: An Empirical investigation using data from 2014-15 to 2018-19

Project Team: **Dalhia Mani** and Bibek Bhattacharya

Summary: In 2013, India became the first country in the world to pass a law which mandated firms which meet a certain threshold of profitability or size to spend at least 2% of their average net profits for last three years on CSR activities (Gatti, Vishwanath, Seele, & Cottier, 2019; Jammulamadaka, 2018). Apart from the minimum spend requirement, the law identified some broad sectors or causes to which this money can be donated and specified detailed reporting requirements for the eligible firms. This mandatory CSR regime has drawn much attention amongst business scholars as well as researchers from other disciplines (Afsharipourt, 2011; Bird, Mukherjee, & Duppati, 2017; Deodhar, 2016; Dhanesh, 2014; Kansal, Joshi, Babu, & Sharma, 2018; Subramaniam, Kansal, & Babu, 2017; Wang, Tong, Takeuchi, & George, 2016) we investigate the success of this legislation both for the companies and the intended beneficiaries. We find that the impact of the legislation has fallen short of expectations both in terms of the volume of CSR expenditure generated and the activities to which it has been directed. In particular, we find that the legislation has had a negative effect on the relationship between CSR and profitability which in turn can have a perverse effect on the willingness of companies to spend in this area. We conclude that greater care has to be taken when implementing mandatory CSR if it is to be effective.””container-title”:”SSRN Electronic Journal”,”DOI”:”10.2139/ssrn.2898552”,”ISSN”:”1556-5068”,”journalAbbreviation”:”SSRN Journal”,”language”:”en”,”source”:”DOI.org (Crossref. Our objective in this project is to leverage this unique institutional context and rich empirical setting and contribute to both management theory and practice. Next, we discuss relevant literature to motivate the descriptive and theoretical topics which we intend to tackle in this project.

Sponsor: IIM Bangalore

Status: Ongoing

X-A2 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-A3 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-A4 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-A5 Constructing Materiality: Understanding the aesthetic production value chain of traditional textilesProject Team: **Suresh Bhagavatula**

Summary: Traditional textiles such as saris and other garments mean differently to different stakeholders as they move through the value chain. These fabrics move from the producers – weavers to consumers through varied channels and each of these channels have the same or different intermediaries. Broadly, these intermediaries are cooperatives, master weavers, store owners, NGOs, social organizations, etc. As the same piece of fabric traverses this chain, what it means to these stakeholders differs. For instance, a customer may buy a purple-coloured checked sari because it is her favourite colour or since it reminds of her grandmother or because she does not have it in her wardrobe or because the storeowner gave a discount. For the store owner, this sari has not been sold for many months and would like to dispose of it to bring in a more contemporary product, off-season, and traditional saris like these do not sell. For a master weaver and a weaver, it is just a part of their livelihood and perhaps they chose this colour because that was the only colour available with the local dye trader. While the narrative here may seem contrived and convenient, the traditional textile market comprises millions of such interactions across the value chain and the year.

Sponsor: IIM Bangalore

Status: Ongoing

X-A6 How do Manager's Time Perspectives Shape Strategic Choices and Actions for Born-Global Firms in the Covid-19 Era?Project Team: **Ludvig Levasseur**, Paul Drnevich, Safal Batra

Summary: While the general concepts of time and temporal perspectives have received growing attention in recent literature (e.g., Aeon & Aguinis, 2017; Kunisch, Bartunek, Mueller, & Huy, 2017; Reinecke & Ansari, 2015), their potential role and influence in how managers shape strategic choices and actions has not. For example, scholars have investigated dimensions of objective (measurable) time (e.g., Bluedorn, 2002) such as deadlines, schedules, and work pace. However, they have somewhat neglected subjective (psychological) time (for exceptions, see DesJardine & Shi, in press; Shipp, Edwards, & Lambert, 2009) and one of its key aspects: TP (i.e., the sum of the individual's viewpoints of his psychological past and future existing at a given time; see Lewin, 1997: 222). In particular, scholars have not shed much light on how the valence (the positive value of a past-positive, present-hedonistic, and future TP; the negative value of a past-negative and present-fatalistic TP) of temporal experiences (past, present, and future) (i.e., the TP) impacts how

managers shape strategic choices and actions for important strategic decisions such as international diversification and their performance implications in international markets. The factors are particularly exacerbated in these current Covid-19 times.

Sponsor: IIM Bangalore

Status: Ongoing

X-A7 Impact of Time Perspective on Entrepreneurs' Alertness to New Opportunities

Project Team: **Ludvig Levasseur**, Jintong Tang, Masoud Karami and Lowell Busenitz

Summary: While the general concepts of time and temporal perspectives have received growing attention in recent literature (e.g., Aeon & Aguinis, 2017; Kunisch, Bartunek, Mueller, & Huy, 2017; Reinecke & Ansari, 2015), their potential role and influence in how entrepreneurs do think and act has for the most part not. For example, entrepreneurship scholars have investigated some dimensions of objective (measurable) time (e.g., Bluedorn & Martin, 2008) such as deadlines, schedules, and work pace. However, they have somewhat neglected subjective (psychological) time (for exceptions, see Bird & West, 1997; Lévesque & Stephan, 2020) and one of its key aspects: TP (i.e., the sum of the individual's viewpoints of his psychological past and future existing at a given time; see Lewin, 1997: 222). In particular, entrepreneurship scholars have not shed much light on how the valence (the positive value of a past-positive, present-hedonistic, and future TP; the negative value of a past-negative and present-fatalistic TP) of temporal experiences (past, present, and future) (i.e., the TP) impacts how entrepreneurs think and act.

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, Bhagavatula, Suresh and Kumar K	Handle with Care: Entrepreneurial Reputation-Borrowing in an Emerging Economy	<i>Journal of Business Venturing Insights</i>	Vol. 13, June 2020, e00156 Pg. 1-7
X-B2	Mani, Dalhia	Who controls the Indian economy: The role of families and communities in the Indian economy	<i>Asia Pacific Journal of Management</i>	Vol. 38, 2021, Pg. 121-149

X-E Working Papers

Sl. No.	Author	Title	IIMB Working Paper No.	Year
X-E1	Jha, Srivardhini K	Creating Experiential Knowledge Networks in Emerging Entrepreneurial Ecosystems	614	2020
X-E2	Jha, Srivardhini K, E. Richard Gold and Laurette Dubé	Modular Network Governance: A Conceptual Framework for Addressing Complex Social Problems	615	2020

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

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
X-F1	Jha, Srivardhini K	A guide to a successful entrepreneurial journey for aspiring entrepreneurs	<i>Entrepreneur India</i>	December 1, 2020
X-F2	Jha, Srivardhini K	Building entrepreneurs: Processes to build entrepreneurship abilities in students	<i>BW Businessworld</i>	November 5, 2020
X-F3	Jha, Srivardhini K and Srinivasan, Vasanthi	The virtues of going virtual in a workplace	<i>Dataquest</i>	May 31, 2020
X-F4	Krishnan, Rishiksha T and Jha, Srivardhini	Six Learnings on Innovation from Anticovid Efforts	<i>Founding Fuel</i>	May 27, 2020
X-F5	Krishnan, Rishiksha T and Jha, Srivardhini	Four Strategies for Rapid Innovation during a Crisis	<i>The Hindu Businessline</i>	May 25, 2020

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 Harmony: Complex Ownership in the Indian Corporate Network	Seoul National University	2020

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
X-H2	Mani, Dalhia	Prioritizing Peace: Role of Family Structure and Justice on Corporate Governance in Indian Business Groups	India Research Forum 2020	2020
X-H3	Bhawe, N and Jha, Srivardhini K	Scaling Hybrid Organizations Along Twin Dimensions: The Impact of Product Diversification Strategy (Conducted virtually)	80th Annual Meeting of the Academy of Management, Entrepreneurship Division, Vancouver, British Columbia, Canada	August 7-11, 2020
X-H4	Bhuwania, A, Bhawe, N and Jha, Srivardhini K	The enduring effect of founder experience on social enterprise strategy	Annual SMS Conference, London	October 24-27, 2020
X-H5	Jha, Srivardhini K	Women Entrepreneurship Development Program	DST at NITK Surathkal	Feb-21
X-H6	Kumar K	Managing the Family and the Business for Growth and Perpetuity	Mahratta Chamber of Commerce, Industries and Agriculture (MCCIA), Pune	February 5, 2021
X-H7	Kumar K	Engineering Business Growth in the post-Covid Scenario	Alumni office, IIM Bangalore	July 3, 2020

X-I Articles in Conference Proceedings

Sl. No.	Authors	Title of Paper	Details of the Conference Proceedings
X-I-1	Bhawe, N and Jha, Srivardhini K	Scaling Hybrid Organizations Along Twin Dimensions: The Impact of Product Diversification Strategy	80th Annual Meeting of the Academy of Management, Entrepreneurship Division, Vancouver, British Columbia, Canada, August 7-11, 2020
X-I-2	Bhawe, N and Jha, Srivardhini K	The enduring effect of founder experience on social enterprise strategy	SMS 40th Annual Conference, London, October 26-30, 2020

X-J IIMB Case Studies @ Harvard Business Publishing

- X-J1 Title:** **The Saboo Foundation Model of Philanthropy: How a Self-Made Man Created Thousands More**
- Author:** Aviral Marwal, **Gopal Naik**, and **Dalhia Mani**
- Summary:** Anand Saboo Foundation (ASF) is a philanthropic organization set up by an industrialist, Anand Saboo, with the aim of transforming poor people into entrepreneurs. Saboo focused on helping women living below the poverty line to become independent and sustainable small business owners. Saboo is himself a self-made entrepreneur, currently in his 70s, who set up Saboo Foundation in 1991. After experimenting with several different philanthropic models, he settled on the “Saboo Foundation Model”, which relies on multiple stakeholders, focuses on equipment rather than cash, and links participating women to a customer base and a supply chain. Initial results show that the 362 women who availed a loan during October 2018 to January 2019 had zero default-rate. Participating women reported an average income of Rs. 7000 (93.3 USD) to Rs. 24,000 (320 USD) per month (3 to 4 times higher than their previous earnings). Saboo Foundation’s approach is novel and shares more similarities with a venture capital investment model rather than a traditional lending model. Multiple philanthropic, government, semi-government, and non-profit organizations have worked in this space for decades, and the Anand Saboo Foundation, a relative newcomer in this space, so far, has enjoyed extraordinary success. This case study helps students understand the key facets that make a successful philanthropic model, with a focus on how to develop and support micro-entrepreneurs at the bottom of the pyramid.

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.

The Centre was among the first to be accredited as a National Centre of Excellence by the National Foundation for Corporate Governance, sponsored by the Ministry of Corporate Affairs. IIMB-CCGC has been recently selected as a member of the Oversight Body of IIRC Academic Network.

Core Purpose

- *To promote and shape better understanding, appreciation, and delivery of good corporate governance through its research, teaching, training, and policy support efforts.*
- *Be the Country's First Choice Go-To Centre of Excellence in Corporate Governance Research, Teaching, Training, Dissemination, and Policy Support.*

Advocacy

- *The Centre organizes, participates and encourages debate on contemporary subjects spanning various areas of governance and responsible Business, through conclave, roundtables, workshops and seminars.*
- *The Centre also conducts an experiential leadership dialogue series, called Leaderspeak, where speakers from diverse sectors are invited to speak on contemporary issues relating to corporate governance and citizenship.*
- *The Leaderspeak dialogue series is an engagement with the public on issues concerning governance, ethics, sustainability and responsible business and of the Centre has hosted distinguished thought leaders to debate these issues in a contemporary context.*

Current activities

- *Certificate Courses for Board Members, Aspiring Directors, Independent Directors*
- *Chairman's Round Tables*
- *CEOs Closed door: Board Conversations Series*
- *Webinars and Master Classes*
- *Online Programmes*

Research, Projects and Reports: Focus Areas

- *CG & Firm Performance*
- *CG in Public Sector Enterprises*
- *Forms of PPP Governance*
- *Circular Economy and Triple Bottom Line*
- *Governance of NGOs and Different Frameworks*

BOARD CONVERSATIONS

- *The Board Conversation series was designed to encourage sharing and learning on topics of interest and impact on boards and directors*
- *The closed-door sessions were focused on issues relevant to the board or each of the main board committees.*

Dissemination

www.teachcsr.com

- *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 1700 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.*
- *TeachCSR has undergone major technical and content upgrades over time.*

CCGC Work in Progress

- *To create a strong presence at the state level*
- *To work closely with public sector enterprises*
- *In dialogue with Department of Public Enterprises, GOK for strengthening corporate governance in state enterprises*

RESEARCH PROJECTS

Sl. No	Research Projects
1	<i>"Business and Human Rights Wipro Phase 2 project"</i> <i>Prof Vasanthi Srinivasan</i>
2	<i>"Environmental, Social and Governance (ESG) disclosures in India"</i> <i>Prof Vasanthi Srinivasan</i>
3	<i>"Do Indian Mutual Fund voting practices impact Corporate Governance?"</i> <i>Prof Badrinath</i>
4	<i>"Improving Corporate Governance in Post IBC scenario"</i> <i>Prof M Jayadev</i>
5	<i>"Revisiting Bank Governance In India"</i> <i>Prof Ashok Thampy</i>
6	<i>"Cyber Security Risk - Potential Impact and Possible Implications for Boards"</i> <i>Prof Raghunath</i>

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

Sl. No.	Details of the Event	Dates of the Event
1	Chairmen's Roundtable: How Boards Will Balance Shareholders and Stakeholders Interests in The Post COVID Era? Sunil Kant Munjal, Chairman, Hero Enterprise R. Seshasayee, Executive Vice Chairman, Hinduja Group Suresh Narayanan, Chairman & Managing Director, Nestle India Ltd.	May 27, 2020
2	IIMB-CCGC Excellence Series: Are Current Board Practices Adequate to Address Emerging Governance Challenges? Ajay Vipin Nanavati, Former Chairman, Syndicate Bank & Former, MD, 3M G. Narayanan, Former Chairman, Vijaya Bank R.A. Sankara Narayanan, Former CEO & MD, Canara Bank	June 16, 2020
3	IIMB CCGC International Governance Session: Cyber Security Risk – Potential Impact And Possible Implications for Boards Anil Menon, Senior Advisor to the Chairman, World Economic Forum, Geneva Daniel Martinez-Valle, CEO, Orbia, Mexico Gal Gnainsky, Chief Security Officer, Royal Phillips Co., Netherlands.	June 23, 2020
4	IIMB-CCGC Board Conversation Series with Global CEOs: Chuck Robbins, Chairman & CEO CISCO on Cyber Preparedness for the New World	October 1, 2020
5	IIMB-CCGC Excellence Series: Audit Committee -Trustee for the shareholders or Trustee for all stakeholders N. S. Vishwanathan, Former Deputy Governor, RBI. T. N. Manoharan, Chairman, Canara Bank M. K. Sharma, Chairman, Diageo India and Former Chairman, ICICI Bank Mahalingam, Wholetime Member, SEBI Moderator: Suresh Senapaty, Chairman, Honeywell Automation	November 18, 2020
6	IIMB CCGC Five Day Workshop On Leadership And Governance For NGO Leaders Prof. Padmini Srinivasan, Associate Professor, Finance & Accounting, IIMB Nityananda, Tax Expert Sanjay Kajuria, Director, Corporate Affairs, Nestlé India Prof. P D Jose, Professor, Strategy, IIMB Deepak Jain, Senior Advisor, Wipro Care Dileep Ranjekar, Chief Executive Officer, Azim Premji Foundation Prof. S Raghunath, Chairperson – CCGC, IIMB	December 3-16, 2020
7	IIMB-CISCO Workshop for Board Members on Cyber Security and Risk Governance Tobby Simon, Founder & President, Synergia Foundation; Commissioner - Global Commission on Internet Governance and Cyber Security Corien Vermaak, Cyber Security Specialist, CISCO, Sydney Prof. S Raghunath, Chairperson – CCGC, IIMB	January 25, 2021
8	IIMB-CCGC Workshop for Board Members on Role of the Board in Overseeing Cyber Security Risk Management and Implementation Corien Vermaak, Cyber Security Specialist, CISCO, Sydney Prof. S Raghunath, Chairperson – CCGC, IIMB	March 15, 2021

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 Vehicle Maintenance Retention

Project objective:

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

XII-A2 Airport Analytics

Project objective:

- Analysed the revenue of various concessionaires over the years.
- Correlation between revenue of concessionaires and Tatvam rating was analysed over the years.
- Correlation between passenger traffic and revenue of different concessionaires was analysed monthly.
- Average wallet share per million passengers was analysed for various factors such as cleanliness, crowd, price, staff and so on.

XII-A3 Fire Prediction Project - Kimberly-Clark

Project objectives:

This project aims to predict the fire on the shop floor of one of the manufacturing units of Kimberly- Clark (KC). This fire has to be predicted 10-15 minutes in advance so that there is enough time to initiate actions by the team and prevent the fire. The objective is to create a machine learning and deep learning models to predict the fire as well as find out key factors that increase the probability of fire on the shop floor. Data of multiple sensors are collected at the second and minute interval is used to create multiple models to predict the fire. Random Forest along with PCA and LSTM with autoencoders is finally used to find the key features which can be controlled or are correlated with the high probability of fire and also to reduce the dimensionality of the data and finally LSTM to predict the fire event 10 minutes in advance.

XII-A4 One-Championship (Skill Vs Chance Analysis)**Project objectives:**

One Championship is a Singapore-based mixed martial arts (MMA), Muay Thai, and kickboxing promotion company and they are also into fantasy sports, where the users play along with the championships by forming their own teams. Based on the performance of the player chosen by the user, the scores are awarded to the users, which decides the rewards of the user. The objective of the project is to test various hypothesis to check if the fantasy sports is a game of skill or chance. This project involves studying the data of various games and the teams made by the users and the scores obtained by them and creating various hypotheses to test if the dominant factor getting high scores is skill of the user or chance.

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 centre 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 20-21, 2020 - As a part of the Symposium, working professionals and students from our programme in Business Analytics and Intelligence (BAI) presented their projects in the analytics domain. These projects have been undertaken in collaboration with various organizations on real-life problem/data. 15 different projects were presented, and the symposium was judged by representatives from various organizations. Along with other participants like alumni and BAI students, more than 200+ participants from the industry attended the event.
- XII-H2** A three-day workshop on “Machine Learning using Python” and “Deep Learning” - 42 participants benefited from the workshop held during June 20-21, 2020.
- XII-H3** Analytics Masterclass is a DCAL initiative for academics and practitioners to share the applications of Analytics and Big Data in various disciplines of management. During the Masterclass, domain experts discuss how Analytics and Big Data can be used for solving domain and sector specific problems.
- 100+ students and working professionals from academia and industry benefited from the event.
- Prof. Dinesh spoke about Analytics and its subsets such as Machine Learning, Deep Learning and Artificial Intelligence, and how analytics techniques like Market Basket Analysis, Travelling Salesman Problem and so on are being used by firms to handle real life problem statements.
- He also briefly spoke about various analytics cases studies published at Harvard Business Publishing and how these techniques have been applied.
- XII-H4** A three-day workshop on Machine Learning using Python was held in June 2020; 25 working professionals from various corporate and academic organisations benefitted from the workshop.
- XII-H5** A three-day workshop on Deep Learning was held in June 2020; 17 working professionals from various corporate and academic organisations benefitted from the workshop.
- XII-H6** WiDS Bengaluru Datathon Workshop on Healthcare; 100+ working professionals from various corporate and academic organisations benefitted from the session on January 14, 2021).

- XII-H7** WiDS Bengaluru Pre-Conference event by IBM, January 27, 2021).
- XII-H8** WiDS Bengaluru Pre-Conference event by IBM, February 10 & 24, 2021
- XII-H9** WiDS Bengaluru Pre-Conference event on International Women's Day, March 8, 2021
- XII-H10** A half-day Masterclass on Demystifying Artificial Intelligence was held in March 2021 and attended by 100+ participants
- XII-H11** A three-day workshop on Machine Learning using Python was held in March 2021; 16 working professionals from various corporate and academic organisations benefitted from the workshop.
- XII-H12** A three-day workshop on Deep Learning was held in March 2021; – 12 working professionals from various corporate and academic organisations benefitted from the workshop.
- XII-H13** Indian Case: Learning from Global Perspective (March 30-31, 2021)
- XII-H14** The Global Women in Data Science (WiDS) Conference was organized on August 8, 2020 to coincide with the annual Global WiDS conference held at Stanford University and around 150+ locations worldwide. All genders were invited to attend the event which featured impactful work carried out by women data scientists. 150+ participants got to hear from 13 women achievers. Prof. U Dinesh Kumar was nominated the WiDS Ambassador for the Bangalore region along with two other nominees.

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 organizations 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	Jain, Tarun, Hazra, Jishnu and T. C. Edwin Cheng	Strategic Sourcing under Supplier Development Investments	<i>IEEE Transactions on Engineering Management</i>	Vol. 67(3), 2020, Pg. 902-917
XIII-B2	Prakash Awasthy and Hazra, Jishnu	Collaboration under outcome-based contracts for information technology services	<i>European Journal of Operational Research</i>	Vol. 286(1), October 2020, Pg. 350-359
XIII-B3	Jain, Tarun, Hazra, Jishnu and T. C. Edwin Cheng	Illegal Content Monitoring on Social Platforms	<i>Production and Operations Management</i>	Vol. 29(8), August 2020, Pg. 1837-1857
XIII-B4	Jain, Tarun, Hazra, Jishnu and T. C. Edwin Cheng	Bidding for outsourcing contracts with capacity investments and cost asymmetry	<i>Journal of the Operational Research Society</i>	Vol. 71(12), 2020, Pg. 1986-2012
XIII-B5	Hazra, Jishnu and Jain, Tarun	Optimal regulation and sustainable product design under uncertainties	<i>International Journal of Production Economics</i>	Vol. 225, July 2020, 107574, Pg. 1-14
XIII-B6	Sirish Kumar Gouda and Saranga, Haritha	Pressure or premium: what works best where? Antecedents and outcomes of sustainable manufacturing practices	<i>International Journal of Production Research</i>	Vol. 58(23), 2020, Pg. 7201-7217
XIII-B7	Anirban Adhikary, Amalesh Sharma, Sundar, D Krishna and Jayanth Jayaram	Impact of buyer-supplier network complexity on firms' greenhouse gas (GHG) emissions: An empirical investigation	<i>International Journal of Production Economics</i>	Vol. 230, December 2020, 107864, Pg. 1-16
XIII-B8	Sriraghav Srinivasan, Tanuj Arora, Sundar, D Krishna and Shashank Garg	Corporate social responsibility: governance through a conceptual blockchain framework	<i>International Journal of Electronic Governance</i>	Vo. 12(3), 2020, Pg. 276-289
XIII-B9	Mahajan, Siddharth	Nonstationarity and Abandonment in Markovian Queues with Application to Call Centers	<i>American Journal of Operations Management and Information Systems</i>	Vol. 5(4), December 2020, Pg. 74-83

XIII-H Seminars/Conferences/Panel Discussion

Event	Keynote Speakers	Date
Panel Discussion on Supply Chain Disruptions	Panelists <ul style="list-style-type: none"> • K K Mishra, Director, Ministry of Railways • Ushasri Tirumala, Sr VP, Manhattan Associates • Sonny Kunnakkat, Head Global Engineering Services, Applied Materials • Prof Jitamitra Desai, IIM Bangalore 	November 22, 2020
Panel Discussion on Supply Chains in Atmanirbhar Bharat	Panelists <ul style="list-style-type: none"> • Vikram Mansukhani, COO TVS Supply Chain Solution Ltd • Vijay Wadhvani, Head SCM, Relaxo Footwears Ltd. • Venkatesh Seshadri, CII • Prof Jitamitra Desai, IIM Bangalore 	December 11, 2020

Contemporary Concern Study (CCS) Projects

Sl. No.	Abbreviated Description of Topic	Year
1	Sourcing Excellence Assessment for Watches & Accessories division	2020-21
2	B2B fashion supply chain in India - current state and white spaces	2020-21
3	Prognostics and Health Management in Industrial applications	2020-21
4	To develop a Connected Supply chain between demand and supply for an unsatisfied customer	2020-21
5	Study of Labour Productivity for the Auto sector in India (general) and for the Company (specific)	2020-21
6	Working capital loans for grocery and fashion kiranas in India - Current state and white spaces	2020-21
7	Develop a business model and establish the supply chain for an Organic Food Aggregator	2020-21
8	How Zilingo cracked the B2B fashion market in South East Asia	2020-21
9	Streamlining of Supply Chain in Lubes Business for an Oil & Gas Company	2020-21
10	Making Bio-fuels profitable with current Ethanol Policy and Profitability study of setting up and operating a standalone distillery for producing Ethanol	2020-21
11	Develop a digitalized integrated supply chain for the Auto component sector	2020-21
12	Connected machines in MSME for a maximum efficiency	2020-21
13	3PL Market entry strategy for bulk chemicals and pharma segments	2020-21

Sl. No.	Abbreviated Description of Topic	Year
14	High-tech electronics manufacturing ecosystem analysis	2020-21
15	Capability assessment of the SCM organization currently in B2B model to also handle the B2C model for residential solar rooftops & solar pumps	2020-21
16	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	2020-21
17	Warehouse Solution Modelling and Templatization for 3PL Business	2020-21
18	Supply Chain Control Tower - Benefits & Usage	2020-21
19	HR Competency Mapping	2020-21

XIII-J IIMB Case Studies @ Harvard Business Publishing

- XIII-J1** **Tarun Jain** and **Jishnu Hazra**, Sattva Etech: Enhancing Component Sourcing Flexibility
- XIII-J2** Sivakumar S and **B Mahadevan**, Exceed: Improving Productivity and Reliability in Delivery of Software Solutions
- XIII-J3** **Anshuman Tripathy**, Pranav Guglani and Abhijit S Pulimootil, Intartic: Riding the IoT Wave to A Service Model.
- XIII-J4** **Haritha Saranga** and Sirish Kumar Gouda, Gray to Green Transition – The Sustainability Journey of Dalmia Cement

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

The Centre has the following objectives:

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

Activities

CTL organized several activities of pedagogic significance between 2020 and 2021. The impact of these activities reached a diverse audience. These included:

- **New Faculty Orientation Workshop** from January 11 to 13, 2021 for IIMB faculty; 17 participants attended the workshop.
- **Teaching Workshop** from January 18 to 20, 2021 for IIMB's doctoral students; 13 participants attended the workshop.
- **Teaching Workshop** from February 01 to 03, 2021 for external doctoral students; 23 participants attended the workshop. They were from IIM Ahmedabad, IIM Lucknow, IIM Calcutta, IIM Indore, IIM Tiruchirappalli, IIM Udaipur, IIT Mumbai, ISB Hyderabad, Institute of Rural Management, Anand, Indian Institute of Foreign Trade, Delhi and Xavier School of Management, Jamshedpur.
- **Mentorship Programme**, from November 2020, for IIMB faculty members, based on request or need assessed by FDEC or Dean Faculty. Dean Faculty and CTL Chairperson met 17 faculty members who joined IIMB during 2020 to understand the support they needed for their teaching. Based on the discussion, five faculty members volunteered to be mentored. CTL identified an external mentor, Dr Arun Pereira, who has extensive experience in mentoring faculty for teaching. Four faculty members completed their mentorship with Dr Pereira by March 2021 and expressed high degree of satisfaction with the process.

- **Webinar** held in the form of online panel discussions was conducted as part of ‘Samiksha’ series of webinars on the topic: *How will Learning in Higher Education Be Different in the Post-Covid/ Vaccinated World?* This was the first webinar in the ‘Samiksha’ series of webinars. It was held in the form of an online panel discussion on March 12, 2021.

The panellists included Professor **Karen Swan**, Stukel Distinguished Professor of Educational Leadership at the University of Illinois Springfield, Professor **Ryan Baker**, Associate Professor at the University of Pennsylvania, and Director of the Penn Center for Learning Analytics, and Professor **Anant Agarwal**, CEO and Founder of edX, and Professor of Electrical Engineering and Computer Science at MIT, Cambridge, Massachusetts. The discussion was moderated by Professor **Sourav Mukherji**, faculty in the Organizational Behavior & Human Resources Management area, IIMB.

- The Centre has developed a **‘Resource Centre’** on its [webpage](#) for hosting articles on teaching and learning and disseminating IIMB-HBPE case and teaching note templates, company release form and HBPE case submission guidelines to all stakeholders. The resource centre has various other useful resources like articles, guidelines, templates, etc. for IIMB students and faculty and seekers of knowledge from other fields and institutes. A list of articles published so far on the Resource Centre in the current year is given in Table 1.
- CTL manages the **case submission process** for cases authored by IIMB faculty that are published at Harvard Business Publishers website for Educators (HBPE). It provides copy editing, peer review and publication related support for IIMB-HBPE cases.

Twenty cases were submitted to CTL for review, of which eighteen passed successfully through the review process. Thirteen of these cases were successfully published by HBPE between April 2020 and March 2021 and the remaining five cases were published by HBPE after March 2020.

Prof. Anshuman Tripathy and Akshat Raj won ‘EFMD Case Writing Competition 2020’ in the category ‘Indian Management Issues and Opportunities’ for their case titled ‘The Akshaya Nidhi Foundation – in Aid of Akshaya Patra’. The case shows how a non-profit social organization can create a parallel for-profit organization, using existing resources, to sustain itself economically.

Cases written by IIMB Faculty and published at HBP for Educators continue to be used by management institutions in India and abroad. January-December 2020 Harvard Sales Report indicates that over 85000 copies of IIMB’s cases were sold worldwide.

Some of IIMB’s blockbuster cases with more than 1000 copies in 2020 are provided in Table 2.

- In keeping with current practices, CTL has updated the template for IIMB-HBPE cases and teaching notes.
- CTL has developed a database of >1000 reviewers for double-blind peer review of the IIMB-HBPE cases.

Table 1: Articles Published by CTL Resource Centre

Students	Faculty
<ul style="list-style-type: none"> • IIMB Podcast on the Future of Learning • Turning a corner in COVID times • The Case Method: A Fundamental 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 • Writing Assignments Well 	<ul style="list-style-type: none"> • Peer Learning: Designing Better Learning Environments • Faculty Mentoring in Higher Education Settings • Compilation of Select Online Courses on Teaching and Learning • Curated List of Readings on Teaching and Learning from CTLs around the World • Recording of HBPE webinar titled ‘The Challenges and Opportunities of Teaching and Learning Online’ presented by Prof. Jitamitra Desai, IIMB • Writing Business Cases • Writing Teaching Notes • Teaching the Scope and Limits of Generalizability in Qualitative Research by Prof. Ganesh N Prabhu • Teaching in a Virtual Classroom • Making Zoom Secure • Learning Disabilities: A Note for Tutors • Designing Assignments

Table 2: IIMB Faculty authored cases that sold more than 1000 copies in 2020. Details are provided in Appendix 1.

Faculty Name*
U Dinesh Kumar (9 cases with sales more than 1000 units)
S Ramesh Kumar (4 cases with sales more than 1000 units)
Seema Gupta (3 cases with sales more than 1000 units)
Haritha Saranga (2 cases with sales more than 1000 units)
Srinivas Prakhya
Abhoy K Ojha
Debolina Dutta
Anshuman Tripathy
Avinash G Mulky

*Many cases have other non-IIMB authors.

Appendix 1

Sl. No.	Case Name	Authors
1	Customer Analytics at Bigbasket - Product Recommendations	Paul Abraham, Manaranjan Pradhan, Lakshminarayanan S, Ganesh Iyer and U Dinesh Kumar
2	The Saffola Journey	Rochna Poddar and Srinivas Prakhya
3	Demand Forecasting for Perishable Short Shelf Life Home Made Food at iD Fresh Food	Raman Narasimhan, Amardeep Sibia, Shirsha Ray Chaudhuri, S.R. Vigneshwaran and U Dinesh Kumar
4	HR Analytics at ScaleneWorks: Behavioral Modeling to Predict Renege	Kumar Rahul and U Dinesh Kumar
5	Improving Lead Generation at Eureka Forbes Using Machine Learning Algorithms	Nandini Seth, Manupriya Agrawal, Manaranjan Pradhan and U Dinesh Kumar
6	Alibaba - Building a Social Sustainability Ecosystem for E-commerce	Haritha Saranga and Yanghua Huang
7	Nielsen: Market Research for Pantene	Seema Gupta
8	ITC LTD.: Toward a Triple Bottom Line Performance	Abhoy K Ojha
9	Talent Acquisition Group at HCL Technologies: Improving the Quality of Hire Through Focused Metrics	Debolina Dutta , Sushanta Kumar Mishra and Mathew J Manimala
10	Package Pricing at Mission Hospital	Sriram T K, Shailaja Grover, Satyabala Hariharan and U Dinesh Kumar
11	A Dean's Dilemma: Selection of Students for the MBA Program	Dhimant Ganatra and U Dinesh Kumar
12	Resource Planning at Akshaya Patra, Vasanthapura	Anshuman Tripathy and Kiran K
13	Behavioral Drivers of Brand Equity - Head & Shoulders in India	Loveneet Tyagi and S Ramesh Kumar
14	Volkswagen in India	Seema Gupta

Sl. No.	Case Name	Authors
15	Marketing Transformation Using Social Network on Digital Media: How BJP Used WhatsApp to Create a Successful WOM Campaign	Ami Shah and U Dinesh Kumar
16	Procter & Gamble India: Gap in the Product Portfolio?	Seema Gupta, Kanchan Mishra and Ashish Maheshwari
17	Sensory Branding: Oreo in the Indian Context	S Ramesh Kumar, Nalin Goel and Gireesh Gera
18	Era of Quality at the Akshaya Patra Foundation	Srujana H M, Haritha Saranga and U Dinesh Kumar
19	Shodh - Market Research for Economy Housing (A)	Avinash G Mulky
20	Sustaining an Ethnic Soft Drink - Paper Boat: Brand Positioning and Consumer Behavior	S Ramesh Kumar, and Mithun Sivagurunathan
21	Forecasting Demand for Food at Apollo Hospitals	Sujoy Roychowdhury, Alok Shrivastava, and U Dinesh Kumar
22	XYLYS: Exploring Consumer Perception about Premium Watches in the Indian Context	S Ramesh Kumar and Kasturi Baral

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. These would include domains such as business environment, government policies, innovation, project management, sourcing, technology transfer, development and management, sustainability, intellectual property rights, and understanding of local culture and business practices. The sectoral focus would be on infrastructure including energy, transportation, and small and medium enterprises.

The India-Japan Study Centre @ IIMB, renamed as Mizuho India Japan Study Centre (from April 2021 onwards to acknowledge the generous contribution by Mizuho Bank), aims to become a leading research and networking hub that would provide students, researchers, business managers and policy makers with a deeper understanding of Japanese and Indian business. Bangalore, as a location, has one of the highest numbers of Japanese companies and professionals in India. Focused activities of the Mizuho India-Japan Study Centre @ IIMB will be aimed at stimulating, strengthening, and sustaining Indo-Japanese academic- business interactions.

Ongoing Activities (Academic)

There are many activities which have continued from 2019-20. Some of these are:

- Research Projects funded by MIJSC
- Electives for PGP students
- Student Exchange
- Outreach activities (industry-specific programmes/ collaborative activities/ webinars/ newsletter/ language programmes, etc.)

a. Elective courses from MIJSC: J-EMPS, BPIM - J

A new elective, J-EMPS elective (offered by a team of faculty led by Prof Subhashish Gupta, and Profs. N Ravi, Avinash Mulki & D. Krishna Sundar) was conducted for PGP students for the first time successfully.

BPIM-J elective (offered by Prof Krishna Sundar) for PGPs was restructured and offered with a one-week virtual Japan immersion and projects sponsored by Japanese organizations with senior Japanese business leaders as industry mentors.

b. Status of MIJSC funded Research Projects

IJSC has sponsored seven research projects till date. Of these, 3 have been completed, two are in advanced stages and the rest are being worked upon. The status of these projects is summarized as follows:

Sl. No.	Project Title	Prof	Status
1	Impacts of UNESCO's Intangible Cultural Heritage (ICH) Tag on the Sustainability of Nogaku Theatre in Japan: Comparison with India's Kutiyattam	Damodaran. A.	Completed
2	India-Japan CEPA: Implications for the IT-ITeS sector	Rupa Chanda	Completed
3	Keiretsus and Indian Business Houses: A Comparative Study	Subhashish Gupta	Completed
4	Understanding handloom business in Japan and implication for India	Suresh Bhagavatula	In Progress
5	Persisting with promising technology under conditions of uncertainty	Sai Yayavaram	In Progress
6	Strategies for Dynamic Management of Innovation in Technology Products	Ishwar Murthy	Started in April 2021
7	Demographic Complementarities & Opportunities for India Japan Engagement	Rupa Chanda	Started in April 2021

New Activities Launched / In Pipeline

Many new initiatives are on the anvil. Business Evaluation and Transformation Index (**BET-Index**) is a project on which we are working since November 2019. Similarly, Visionary Learning Community of India (**VLCI**) is being worked on since July 2020. We are also exploring collaboration with Hiroshima University for the VLCI project since January 2021.

a. Webinar Series

One initiative that has taken-off is a webinar-based lecture series which focuses on bringing in experts from various fields to promote understanding of Japan in India and India in Japan. These **Webinar lecture series** is designed to foster the interaction of experts in the field to interact with IIMB and local/global community to produce insights into the various challenges of industry, academia, and the society. **Tatsujin-Speak** has the objective of bringing high-quality information and insights in the fields of management and technology, to the informed and interested members of the public. The format of the lecture series is a one-hour talk, followed by Q&As. The current status is summarized as follows:

Name	Expertise	Date	Topic
Dr. Sandeep Goyal	Author & Industrialist	14 Aug'20	The Japan that Surprises the World
Tomotaka Takahashi	Inventor & Industrialist	27 Sep'20	The Creation of a New Robot Era
Anupam Joshi	Musician & Language Expert	13 Nov'20	Identifying our Shared Identities
Naoko Yamazaki	Astronaut & Thought Leader	22 Jan'21	Space Technology & Society
Baba Kalyani	Business Leader	19 Feb'21	SME's role in Aero & Defence Production
Jayaram Easwaran	Management Consultant, Mentor & Author	28 May'21	Lessons from Transformational Leaders
Hidehito Jay Araki	Industry Consultant & Platform Coordinator, JETRO	25 Jun'21	Exclusive Insights on Corporate Landscape
Furuhashi Takeyuki	Business Consultant & Expert in Flow Transformation	23 Jul'21	Leadership Secrets for Improving Manufacturing Competitiveness

b. BET Index

BET Index is an evolution of the SSS (sourcing-selecting-scaling) Model that was originally conceptualized in 2019. The focus of index is not only to help SMEs to scale up through transparent evaluation and providing networking opportunities with Japanese investors, but also to provide a rich database of companies who are trying to improve their business performance. This data could be used for research studies hosted by the Centre. Business Evaluation and Transformation

(BET) Index Approach is based on business excellence maturity framework. One of the highlights of the BET Index Model is that it is primarily modelled on Malcolm Baldrige and EFQM models of Business Excellence. However, unlike the other models, BET Index model is designed to move the companies up on the ladder of business excellence.

c. VLCI Programme

Another outreach initiative is **Visionary Learning Community of India (VLCI)**. The genesis of this programme is linked with the Visionary Leaders for Manufacturing (VLFM) programme initiated by CII and mentored by Prof. Shoji Shiba, a well-known academician in Japan and USA. This programme was initiated in 2007 to help Indian manufacturing to introduce breakthrough improvements in various fields linked with manufacturing. Flow transformation was required to be developed right from the college level, so that a stream of well-trained engineers would be available for being tapped by the SMEs as and when they need new manpower at the plant level. Visionary Learning Community of India (VLCI) was conceptualized to provide state-of-art inputs to engineering college students by forming learning communities of SMEs, college faculty and engineering students. The current status is that over 50 engineering colleges across India are giving these new inputs. It is planned to bring this under the aegis of MIJSC to offer certification programmes, both for faculty and students of rural/semi-urban engineering colleges.

d. Newsletter

A newsletter has been released on a quarterly basis, starting January '21. The inaugural issue is shown here:



e. CCS Project(s) for PGP Students

MIJSC intends to offer projects under CCS for PGP students. As a beginning, a CCS project titled '**Evaluation framework to make SMEs competitive in global supply networks**' was done by PGP students.

f. Japan section in Library

Initiated work on creating "Japan Section" in IIMB library. We have received a few books from Japan Consulate in Bangalore and we are also procuring books based on faculty recommendations.

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 2020–2021 are provided here.

Sl. No.	Speaker Name and Institution	Institution Affiliated	Title of the Talk	Date
XVI-1	Dr. Lorenz Graf-Vlachy	CEO and CFO communication with infomediaries	Playing the Part: The Effects of CEO and CFO Individual and Team Language on Infomediaries' Evaluations	October 10, 2020
XVI-2	Dr. Emre Soyer	Behavioral Scientist, SOYER Decision Advisory	The Myth of Experience: Learning the right lessons to improve decisions	January 6, 2021

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

Research and Publications

Indian Institute of Management Bangalore

Bannerghatta Road

Bangalore 560 076, India

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

Ph: +91 80 2699 3156

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

Editorial Team:

Nirmala Manoj

Chitralekha A D

The Indian Institute of Management Bangalore (IIMB) was registered in 1972 and formally inaugurated in 1973. The Institute offers Doctoral, Post-Graduate, and Executive Education programmes. Long- duration, diploma-granting programmes offered by the Institute are the Fellow Programme in Management (FPM), the Post Graduate Programme in Management (PGP), the Executive Post Graduate Programme in Management (EPGP), the Post Graduate Programme in Enterprise Management (PGPEM) and the Post Graduate Programme in Public Policy & Management (PGPPM). IIMB's Executive Education is aimed at broadening the outlook and strengthening the skills of practicing middle level and senior managers across the globe to make them more effective in a fast-changing world scenario. The Executive Education Programmes comprise short and long duration Open Programmes, Customized Programmes that are designed to meet the specific needs of organizations and International Programmes offered in collaboration with leading international business schools and universities for global practicing managers. IIMB Centres of Excellence are engaged in adding value to their communities in the areas of Public Policy, Financial Management & Risk Management, Corporate Governance & Citizenship, Entrepreneurship, Software & IT Management and Supply Chain Management, to name a few. In 2017, IIMB also started two country-based centres: Israel and Japan. IIMB has also established academic exchange partnership arrangements with Business Schools and Universities around the world.

IIMB's focus on research and education in the area of management is enabled by faculty who are actively engaged in research, teaching, consulting and pedagogy development. IIMB is the first B-School in Asia to sign an agreement with Harvard Business Publishing (HBP) to distribute teaching cases developed by IIMB faculty. Around 248 universities across more than 300 countries have purchased the IIMB cases. In December 2021 IIMB has been re-accredited by the European Quality Improvement System (EQUIS) for five years. Managed by the European Foundation for Management Development (EFMD), this quality assessment builds on existing national accreditation associations working in the field of management research and provides an accreditation framework at an international level.

For more information on research at IIMB, visit: <http://iimb.ac.in/iimb-research>



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

INDIAN INSTITUTE OF MANAGEMENT BANGALORE

Bannerghatta Road, Bangalore 560 076, India.

Tel : +91 80 2658 2450 | Fax : +91 80 2658 4050

Website: www.iimb.ernet.in