



भारतीय प्रबंध संस्थान बेंगलूर
INDIAN INSTITUTE OF MANAGEMENT
BANGALORE

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Research & Publications

Annual Report 2021-2022

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RESEARCH AND PUBLICATIONS

ANNUAL REPORT 2022

(April 2021 – March 2022)



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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 2021 to March 2022.

This year, IIMB faculty members have published 84 papers in academic journals. In addition, they have written 31 cases, which are distributed by Harvard Business Publishing (HBP). They have also published 6 books during the year.

IIMB continues to distribute case studies through HBP. The research culture at IIMB is enriched by seminars at which researchers from various academic institutes and research organizations share their work. 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 22 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 2021–2022 (April 2021 to March 2022) in various forms, namely, books, peer-reviewed journal publications, cases, working papers, conference presentations, research projects, etc. can be found below.

Research Output: 2021–2022

Research Projects	127
Articles in IIMB Journal List	26
Total Number of Publications	84
Books	6
Chapters in Books	11
Case Studies and Teaching Notes Distributed through HBP	62
Awards, Honours, and Achievements	22
Working Papers	23
Articles in Newspapers/Magazines, etc.	71
Other Publications (Monographs, Reports, etc.)	12
Seminar/Conference/Workshop Presentations/Invited Talks by Faculty	231
Conferences/Seminar Workshop Presentations by FPM Students	29
Total Number of Conferences/Seminar/Workshop Presentations/Invited Talks by IIMB Faculty and Students	260
Articles in Conference Proceedings	18
Doctoral Theses Completed	11

Research Output for 2008–2022

The following table provides the 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; 2020–21 and 2021–22.

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	2021–22
1	Total Number of Publications	59	45	78	56	69	62	58	56	60	60	48	48	61	84
2	Books	06	14	10	05	07	04	05	06	13	12	2	5	4	6
3	Chapters in Books	22	12	25	15	13	19	11	21	21	14	21	8	14	11
4	Total Number of Presentations in National and International Conferences	84	65	112	108	217	276	207	211	234	246	202	197	202	260
5	Research and Case Writing Projects	93	93	84	70	72	79	53	83	119	92	126	158	145	127
6	Cases and Teaching Notes Distributed through HBP	-	-	32	22	56	19	40	48	62	42	74	44	30	62
7	Working Papers	17	20	28	28	39	54	30	21	40	22	18	22	30	23
8	Other Publications (Monographs, Reports, etc.)	15	21	10	21	18	18	24	25	19	13	6	14	15	12
9	Articles in Newspapers/ Magazines, etc.	70	80	93	71	94	124	121	106	97	44	49	37	140	71
10	Research Seminars at IIMB	37	38	24	42	40	38	37	54	38	51	49	56	2	-

FPM Output for 2011–2022

The following table provides the 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; 2020–21 and 2021–22.

Sl. No.	Category	2011–12	2012–13	2013–14	2014–15	2015–16	2016–17	2017–18	2018–19	2019–20	2020–21	2021–22
1	Doctoral Theses Completed	13	13	6	18	20	20	20	24	14	22	11
2	Working Papers	1	2	5	2	3	5	3	-	6	4	4
3	Publications in Journal/Book Chapters/Cases	9	4	7	11	7	7	3	2	4	6	4
4	Conference / Seminar / Workshop Presentations by FPM Students	43	25	49	37	36	46	58	44	50	13	29
5	FPM Workshops	2	15	14	-	6	7	4	2	4	-	1

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, that also distribute their cases through HBP. Several reputed institutes have procured our cases including University of Texas at Austin, Cambridge University, Harvard Business School, Boston University, Harvard School of Public Health, University of Baltimore, George Washington University, etc. Back home, IIM Ahmedabad, IIM Lucknow, IIM Kozhikode, and ISB Hyderabad have bought IIMB cases in large numbers. The industry/corporate companies abroad to whom IIMB cases were sold include Gillette (USA), Mars Symbioscience (USA), Fundatia Asebus (Romania), Value Partners (Italy), Sandefer Capital Partners LP (USA), ASSIST (South Korea), etc. Around 248 universities across more than 300 countries have purchased the IIMB cases.

The 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 2021–2022 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 2021–2022 is provided below.

Sl. No.	Author	Title
1	B Mahadevan and Sreelata Jonnalagedda	Redesigning Tea Auctions in India
2	Neena Pandey and Rahul De'	The Question of Net Neutrality
3	Kumar K and Praveen Sasidharan	Servicemandi™: Corporate Entrepreneurship at Ashok Leyland
4	Suresh Bhagavatula and Deepa Iyer	Freshworld: Marrying the Art of Street Vending with the Science of Modern Retail
5	Anshuman Tripathy , Amrit S, and Vanathi M	Thulasi Pharmacy: Riding the Digitalization Wave to Omnichannel Retailing
6	Anshuman Tripathy , Siddharth Gupta, and Aman Agarwal	Amagi – Pioneering Cloud Transformation in Broadcasting
7	Shankar Venkatagiri	Udaan Capital: Building Resilience

Sl. No.	Author	Title
8	Asha Vishwanathan, Kaushik Prasanna Raju, Khanij Kumar S G, Lakshmi Krishna, Naveen Kamat, and U Dinesh Kumar	Leveraging Artificial Intelligence in a Skilling Ecosystem
9	Sourav Mukherji	GoSports: Developing Sports Talent to Create Role Models
10	Debolina Dutta	EY People Advisory Services: Challenges of Enabling Global Mobility (A)
11	Debolina Dutta	EY People Advisory Services: Challenges in Enabling Global Mobility (B)
12	Priyank Goyal, Puneet Kapoor, Gyanesh Jain, Ashish Sethia, and U Dinesh Kumar	Champo Carpets: Improving Business-To-Business Sales Using Machine Learning Algorithms
13	Debolina Dutta	GHCL: Navigating the Pandemic
14	J Ramachandran , K S Maikandan, and Savithran Ramesh	ITC Limited: Nation First
15	Natasha Bhide and M S Sriram	CreditAccess Grameen: Mission Possible?
16	Rajalaxmi Kamath and Vinay Reddy Venumuddala	Software and/or Data: Dilemmas in an AI Research Lab of an Indian IT Organization
17	Debolina Dutta and Anupama Kondayya	Makemytrip and Goibibo Merger: Minimum People Disruption for Maximum Customer Advantage
18	Haritha Saranga and Shashikant Kumawat	Ecofriendly Solution to Crop Residue Burning
19	J. Ramachandran , Savithran Ramesh, and Parita Shah	Motherson Sumi Systems Limited: Rewiring the Ownership Structure
20	J. Ramachandran , Savithran Ramesh, and K.S. Manikandan	The House of Tata: Governance Challenges (A)
21	J. Ramachandran , Savithran Ramesh, and K.S. Manikandan	The House of Tata: Governance Challenges (B)
22	Deepti Ganapathy and Jacqueline Gomes	Boeing 737 Max 8 – A Stalled Communication Take-Off?

Sl. No.	Author	Title
23	Srinivasan R (CSP)	Digital Disruption at The Vikatan Group: A Case of Adaptation and Strategic Persistence
24	Srivardhini K. Jha , Jacqueline Gomes, and Suresh Bhagavatula	Part A - Fashnear: Hyperlocal Fashion
25	Srivardhini K. Jha , Jacqueline Gomes, and Suresh Bhagavatula	Part B – Meri Shop: Technology Enablement of Small Retailers
26	Srivardhini K. Jha , Jacqueline Gomes, and Suresh Bhagavatula	Part C – Meesho: Empowering India's Women Entrepreneurs
27	Haritha Saranga and Aman Chheda	Business Excellence Through Process Improvement – The Godrej Appliances Division (A)
28	Haritha Saranga and Aman Chheda	Business Excellence Through Process Improvement – The Godrej Appliances Division (B)
29	Kshitij Saxena, Medhavi Chandra, Ankush Kochhar, and Suresh Bhagavatula	Naukri.Com (A): The Business of Internet in India
30	Kshitij Saxena, Medhavi Chandra, Ankush Kochhar, and Suresh Bhagavatula	Naukri.Com (B): Corporate Venture Capital in India
31	Debolina Dutta and Vasanthi Srinivasan	LGBTQ+ Inclusion at Thoughtworks in India

Leading Journal Publications

IIMB has nurtured the research culture of giving high priority to publications in revered 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 2021–2022, there were about 30 such prominent publications which are listed below.

Sl. No.	Authors	Title of the article	Journal	Publication Details
1	Abhipsa Pala, Tejaswini Herath, Rahul De' , and H Raghav Rao	Why do people use mobile payment technologies and why would they continue? An examination and implications from India	<i>Research Policy</i>	Vol. 50(6), July 2021, Pg. 1-24
2	J Ramachandran , Shaleen Gopal, and KS Manikandan	Are there limits to diversification in emerging economies? Distinguishing between firm-level and business group strategies	<i>Journal of Management Studies</i>	Vol. 58(6), September 2021, Pg. 1532-1568
3	David Blakeslee, Ritam Chaurey, Ram Fishman, Deepak Malghan , and Samreen Malik	In the Heat of the Moment: Economic and Non-Economic Drivers of the Weather-Crime Relationship	<i>Journal of Economic Behavior & Organization</i>	Vol. 192, December 2021, Pg. 832-856
4	Ritu Tripathi , Gopal Mahapatra , M Thite, and A Varma	Appraising the Revamped Performance Management System in Indian IT Multinational Enterprises: The Employees' Perspective	<i>Human Resource Management</i>	Vol. 60(5), September/October 2021, Pg. 825-838
5	Gopal Das , Mark T Spence, and James Agarwal	Social Selling Cues: The Dynamics of Posting Numbers Viewed and Bought on Customers' Purchase Intentions	<i>International Journal of Research in Marketing</i>	Vol. 38(4), December 2021, Pg. 994-1016
6	Gopal Das , Shailendra Pratap Jain, Durairaj Maheswaran, Rebecca J Slotegraaf, and Raji Srinivasan	Pandemics and Marketing: Insights, Impacts, and Research Opportunities	<i>Journal of the Academy of Marketing Science</i>	Vol. 49, 2021, Pg. 835-854
7	Dhruv Grewal, Dinesh K Gauri, Gopal Das , James Agarwal, and Mark T Spence	Retailing and emergent technologies	<i>Journal of Business Research</i>	Vol. 134, September 2021, Pg. 198-202
8	Julian Givi and Gopal Das	To earmark or not to earmark when gift-giving: Gift-givers' and gift-recipients' diverging preferences for earmarked cash gifts	<i>Psychology & Marketing</i>	Vol. 39(2), February 2022, Pg. 420-428

Sl. No.	Authors	Title of the article	Journal	Publication Details
9	Rajat Roy and Gopal Das	The role of contextual factors in increasing Pay-What-You-Want payments: Evidence from field experiments	<i>Journal of Business Research</i>	Vol. 139, February 2022, Pg. 1540-1552
10	B Mahadevan and Sivakumar	Configuring and Pricing Smart Coproductive Services	<i>European Journal of Operational Research</i>	Vol. 294(2), October 2021, Pg. 779-789
11	Abhinav Anand and Jalaj Pathak	The Role of Reddit in the GameStop Short Squeeze	<i>Economics Letters</i>	Vol. 211, February 2022, Pg.1-4
12	Debolina Dutta , Kunal Kumar, and Sushanta Mishra	Unintended Consequences of Promotions: Importance of Annual Incentives for Performance Management Systems	<i>Human Resource Management</i>	Vol. 60(5), Septembe/October 2021, Pg. 787-801
13	Hema Swaminathan and Deepak Malghan	Global Trends in Intra-household Gender Inequality	<i>Journal of Economic Behavior & Organization</i>	Vol. 189, September 2021, Pg. 515-546
14	Anirban Adhikary, Krishna Sundar D , Sourav Bikash Borah, and Amalesh Sharma	How does the adoption of digital payment technologies influence unorganized retailers' performance? An investigation in an emerging market	<i>Journal of the Academy of Marketing Science</i>	Vol. 49, 2021, Pg. 882-902
15	Stephen E Lanivich, Adam Smith, Ludvig Levasseur , Robert J Pidduck, Lowell Busenitz, and Jintong Tang	Advancing Entrepreneurial Alertness: Review, Synthesis, and Future Research Directions	<i>Journal of Business Research</i>	Vol. 139, February 2022, Pg. 1165-1176
16	Sarah Brown, Pulak Ghosh , Bhuvanesh Pareek , and Karl Taylor	The protective role of saving: Bayesian analysis of British panel data	<i>Journal of Empirical Finance</i>	Vol. 63, September 2021, Pg. 57-72
17	Kiranmoy Das, Pulak Ghosh , and Michael J Daniels	Modeling Multiple Time-Varying Related Groups: A Dynamic Hierarchical Bayesian Approach With an Application to the Health and Retirement Study	<i>Journal of the American Statistical Association</i>	Vol. 116(534), 2021, Pg. 558-568
18	Chen, L M and Amar Sapra	Inventory renewal for a perishable product: Economies of scale and age-dependent demand	<i>Naval Research Logistics</i>	Vol. 68(3), April 2021, Pg. 359-377
19	Manaswini Bhalla , Kalyan Chatterjee, and Souvik Dutta	Social Reform as a Path to Political Leadership: A Dynamic Model	<i>Journal of Economic Behavior and Organisation</i>	Vol. 191, November 2021, Pg. 982-1010

Sl. No.	Authors	Title of the article	Journal	Publication Details
20	Malvika Chhatwani, Sushanta K Mishra , Arup Varma, and Himanshu Rai	Psychological resilience and business survival chances: A study of small firms in the USA during COVID-19	<i>Journal of Business Research</i>	Vol. 142, March 2022, Pg. 277-286
21	Smriti Anand, Jeremy D Meuser, Prajya R Vidyarthi, Robert C Liden, Denise M Rousseau, and E S Srinivas	A Multi-Level Model of I-deals in Workgroups: Employee and Coworker Perceptions of Leader Fairness, I-Deals and Group Performance	<i>Journal of Management Studies</i>	Vol. 59(2), March 2022, Pg. 489-517
22	Soudeep Deb and Sougata Deb	An ensemble method for early prediction of dengue outbreak	<i>Journal of the Royal Statistical Society: Series A</i>	Vol. 185(1), January 2022, Pg. 84-101
23	Somnath Lahiri, Amit Karna, Sai Chittaranjan Kalubandi , and Saneesh Edacherian	Performance implications of outsourcing: A meta-analysis	<i>Journal of Business Research</i>	Vol. 139, February 2022, Pg. 1303-1316
24	Tarun Jain , Jishnu Hazra , and TC Edwin Cheng	IT Outsourcing and Vendor Cost Improvement Strategies under Asymmetric Information	<i>Decision Sciences</i>	Vol. 52(5), October 2021, Pg. 1109-1136
25	Satyam Mukherjee and Tarun Jain	Do the mobility patterns for city taxicabs impact road safety?	<i>IISE Transactions</i>	Vol. 53(12), 2021, Pg. 1324-1336
26	Prasenjit Mandal and Tarun Jain	Partial outsourcing from a rival: Quality decision under product differentiation and information asymmetry	<i>European Journal of Operational Research</i>	Vol. 292(3), August 2021, Pg. 886-908
27	Sarvesh Bandhu , Bishwajyoti Mondal, and Anup Pramanik	Strategy-proofness of the unanimity with status-quo rule over restricted domains	<i>Economics Letters</i>	Vol. 210, January 2022, Pg. 1-4
28	Sushil S Nifadkar and Suresh Bhagavatula	Online health behavior: Antecedents and outcomes of employee participation in an organization's online health program	<i>Personnel Psychology</i>	Vol. 74(3), 2021, Pg. 449-476
29	Ramya K Murthy and Anoop Madhok	Overcoming the Early-stage Conundrum of Digital Platform Ecosystem Emergence: A Problem-Solving Perspective	<i>Journal of Management Studies</i>	Vol. 58(7), November 2021, Pg. 1899-1932
30	Arjun Bhardwaj, Mishra, Sushanta K , Israr Qureshi, Kunal Kamal Kumar, Alison M Konrad, Marc-David L Seidel, and Babita Bhatt	Bridging Caste Divides: Middle-Status Ambivalence, Elite Closure, and Lower-Status Social Withdrawal	<i>Journal of Management Studies</i>	Vol. 58(8), December 2021, Pg. 2111-2136

Awards, Honours, and Achievements

1. **Prof. Allen Ugargol**, ICMR National Award for Research in Geriatrics (2020). Conferred the ICMR National Award titled 'Prof. Surindar Mohan Marwah Award for Research in Geriatrics' for the year 2020. Award will be presented in 2022.
2. **Prof. Arpit Shah**, EGAP Priority Theme Grant. Awarded grant funding worth USD 15,000 for proposed research on environmental injustice in Delhi, 2021.
3. **Prof. Arpita Pandey**, Research Award, NASMEI 2021, Bala and Vasantha Balachandran Research Grant Award.
4. **Prof. Chetan Subramanian**, Debt Contract Enforcement and Product Innovation: Evidence from a Legal Reform in India, 2nd Best Paper Award at the 10th India Finance Conference. Paper presented by Tanya Jain. Co-authored by Tanya Jain and Rahul Singh.
5. **Prof. Chetan Subramanian**, Debt Contract Enforcement and Product Innovation: Evidence from a Legal Reform in India, Best paper award at IMRDC. Paper presented by Tanya Jain. Co-authored by Tanya Jain and Rahul Singh.
6. **Prof. Ganesh N Prabhu**, Asian Journal of Management Cases, Certificate of Appreciation for outstanding services as a reviewer.
7. **Prof. Gopal Das**, Awarded for Excellence in Teaching: 2021-22 by IIM Bangalore.
8. **Prof. Gopal Das**, Featured in the world's top 2% list of scientists as identified by colleagues of Stanford University 2021.
9. **Prof. Gopal Das**, Featured in the India's top 10 list of researchers, 2021 (p-ranking, ABDC, Scimago, CABS).
10. **Prof. Mukta Kulkarni**, Advisory Committee, Nanagu Shaale, a Karnataka-focused group working on inclusion of children with disability. Listing here as impact tab does not work.
11. **Prof. Mukta Kulkarni**, Honorary Advisor, Enable India, one of India's largest disability service providers.
12. **Prof. Mukta Kulkarni**, Member, Impact Future Project focused on facilitating disability access (transport, education etc).
13. **Prof. Pulak Ghosh**, Winner of the 2021 PBCSF Fintech Center Award for Best Paper on Fintech at the Western Finance Association Annual Meeting for the paper How Costly are Cultural Biases? Evidence from Fintech.
14. **Prof. Rajeev Ranjan Tripathi**, Best Paper Award (2nd position) at the 24th Annual SOM Conference.
15. **Prof. Rishiksha T Krishnan**, Teaching Excellence - Feedback >4.30.

16. **Prof. Shankhadeep Banerjee**, Received recognition for receiving 4.3+ feedback for teaching a course on Introduction to Computing in PGPBA Term 3.
17. **Prof. Shubha Patvardhan**, SRF Scholar research grant.
18. **Prof. Sushanta K. Mishra**, Selected as the President, Indian Academy of Management (an affiliate of the Academy of Management, USA).
19. **Prof. Sushanta K. Mishra**, Chairperson of the Professional Development Workshop of the INDAM Committee at the Academy of Management.
20. **Prof. Tarun Jain**, Research award by BIMTECH, Noida. Basant Kumar Birla Distinguished Research Scholar Award 2021 (Joint Winner of the Third Prize).
21. **Prof. Varun Jindal**, Springer Best Discussant Award at the Emerging Markets Conference 2021 (including a cash award of USD 500 and an in-kind award worth EUR 250). URL: <https://emergingmarketsconference.org/emc2021.html>
22. **Prof. Vasanthi Srinivasan**, Indian Academy of Management Fellow, this award is given to individuals who have contributed to the field of management in the Indian context.

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 current globalized businesses. Apart from the core aspect of strategic management, the areas of research 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 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, and Journal of Economic Behavior and Organization. Area members are on the boards of several companies and also serve as part of 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. This 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 a 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 Management Curriculum for the Digital Era (MaCuDE)

Project Team: **P D Jose**

Summary: The changes in business education necessitated by the technological revolution are likely to impact all areas of business education. The Management Curriculum for the Digital Era (MaCuDE) is a study initiated by the AACSB Digital Transformation Affinity Group, under the leadership of Stevens Institute of Technology and PwC.

Sponsor: Stevens Institute of Technology and PwC

Status: Ongoing

I-A7 **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. During these periods, organizations experience, at best, incremental changes to their deep structures which are otherwise relatively inert. We intend to distinguish conscious persistence from 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-A8 **Diversification at Amara Raja Group**

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

Summary: Amara Raja Group (AR Group) is a family-managed Indian business group that is present in a diverse range of related businesses such as batteries, power control equipment, etc. 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 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. They 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 aforementioned aspects.

Sponsor: Amara Raja Group

Status: Ongoing

I-A9 Understanding Individual Level of Search

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

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

Sponsor: IIM Bangalore

Status: Ongoing

I-A10 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-A11 Microfoundations of Organizational Growth

Project Team: **J Ramachandran**, Pranav Garg, and 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 the two. To put it simply, 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-A12 Cases in Corporate Governance

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

Summary: In March 2021, the Supreme Court of India passed a judgement on the dispute between Tata Sons and the Shapoorji Pallonji Group regarding oppression of the latter as minority shareholders, including the firing the Cyrus Mistry as Chairman of Tata Sons. The Supreme Court's ruling reconciled the two contradictory views adopted by the two company law tribunals (NCLT and NCLAT) on the dispute and opined on important questions of corporate governance in India. We have already published a case on the Tata Group that allows a discussion on the challenges of managing business group and

models of corporate governance that have enabled the two company law tribunals to arrive at conflicting judgements. We seek to write a follow-on case(s) that allows for a discussion on the view adopted by the Supreme Court in the governance debate. The current case has relevance in determining the foundation of a corporation and the rights of shareholders.

Sponsor: IIM Bangalore

Status: Completed

I-A13 ESRC-ICSSR UK-India Trade Grant

Project Team: **Prateek Raj**, Sunil Kumar (KCL), and Kamini Gupta (KCL)

Summary: To study the Enablers and Obstacles for UK-India Trade: Banks and Diasporas.

Sponsor: ICSSR

Status: Ongoing

I-A14 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-A15 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 to 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	Krishna Satyanarayana, Chandrashekar, Deepak , and Bala Subrahmanya Mungila Hillemane	An Assessment of Competitiveness of Technology-Based Startups in India	<i>International Journal of Global Business and Competitiveness</i>	Vol. 16, 2021, Pg. 28-38
I-B2	Sornsawan Obsuwan, Chandrashekar, Deepak , Sascha Kraus, Alexander Brem, and Ricarda Bouncken	Does cultural diversity matter for team performance in multinational companies? An analysis of conflict, communication, social integration, creativity, and satisfaction	<i>International Journal of Innovation Management</i>	Vol. 25(7), September 2021, Pg. 1-40
I-B3	Somnath Lahiri, Amit Karna, Kalubandi, Sai Chittaranjan , and Saneesh Edacherian	Performance Implications of Outsourcing: A Meta-Analysis	<i>Journal of Business Research</i>	Vol. 139, February 2022, Pg. 1303-1316
I-B4	George, Rejie and Kshitij Awasthi	Influence Capital in Boards: a study of ex-bureaucrats in India	<i>Asia Pacific Journal of Management</i>	Vol. 38, 2021, Pg. 1525-1559
I-B5	Ramachandran J , Shaleen Gopal and KS Manikandan	Are there limits to diversification in emerging economies? Distinguishing between firm-level and business group strategies	<i>Journal of Management Studies</i>	Vol. 58(6), September 2021, Pg. 1532-1568
I-B6	Niharika Garud and Prabhu, Ganesh N	Linking R&D Inventors' Social Skills and Bricolage to R&D Performance in Resource Constrained Environments in Emerging Markets	<i>IEEE Transactions on Engineering Management</i>	Vol. 68(3), June 2021, Pg. 713-724

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
I-B7	Farok J. Contractor, N. Nuruzzaman, Ramesh Dangol, and Raghunath S	How Do 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, Pg. 1-20

I-C Books

I-C1 R Srinivasan

Platform Business Models: Frameworks, Concepts and Design

Springer Verlag, Singapore, 2021

This book introduces platform firms as unique business models. Leveraging on the early literature on network economics and strategy frameworks, this book explores how platform business firms evolve in the modern business world. Taking a strategic perspective, it engages the reader with core concepts, case studies, and frameworks for analyzing platform business firms. The book differentiates platform business firms from traditional pipeline firms; explores engagement with different actors, value creation, and operations of platforms; elucidates resources and capabilities of platform firms that provide them sustained competitive advantage; analyzes performance levers in operating platform business models, including complementarities with other business models; and discusses the sustainability of platform business models in the face of regulatory and societal challenges, among others.

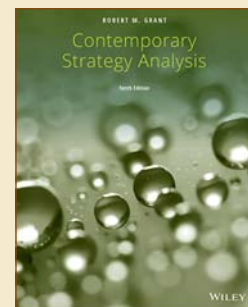


I-C2 Robert M Grant, P D Jose, Sai Yayavaram, and Rejie George

Contemporary Strategy Analysis 10th Edition

Wiley, 2021

Now in its tenth edition, *Contemporary Strategy Analysis* continues its tradition of accessibility, practicality, and real-world relevance to graduate and undergraduate students around the world. Focusing on strategic analysis, value creation, and implementation, this book provides a rigorous grounding in essential principles while offering up-to-date perspectives based on practices used at leading companies across industries and borders. Comprehensive coverage merges theory and application through new and updated cases, and the discussion surrounding business policy, business strategy, and the business environment links concept to context for a holistic understanding of the mechanisms at work.



I-D Chapters in Books

Sl. No.	Authors	Title of Chapter	Title of Book	Editors	Publication Details
I-D1	Krishnan, Rishiksha T, Srivardhini K Jha, and Sumelika Bhattacharyya	Innovation System and Start-ups: Achievements and Opportunities	<i>Shifting Orbits: Decoding the Trajectory of the Indian Start-up Ecosystem</i>	Thillai Rajan A, Srivardhini K Jha, Joffi Thomas, and Rohan Chinchwadkar (Eds.)	2021, Universities Press (India) PL
I-D2	Jose P D, Himanshu Shekhar, and Anbumozhi V	Building Private Sector Engagement Strategy and Monitoring Changes at the Corporate Level: Study of Corporate Disclosures on SDGs Sustainable Development Goals (SDGs)	<i>Sustainable Development Goals and Pandemic Planning</i>	Venkatachalam Anbumozhi, Kaliappa Kalirajan, and Fukunari Kimura (Eds.)	2022, Chapter in Book by Springer Publishing

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

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
I-F1	Ramachandran J, and Savithran Ramesh	Tata vs Mistry Dispute: Corporate Governance and Judgement Calls	<i>bloombergquint.com</i>	March 8, 2022
I-F2	Krishnan, Rishiksha T, and N Dayasindhu	Supporting Long Duration R&D Programs to Avoid Time Compression Diseconomies	<i>Forbes India</i>	May 27, 2021
I-F3	Krishnan, Rishiksha T	RIL AGM 2021 Reliance's renewable energy foray is a welcome initiative	<i>Moneycontrol</i>	June 25, 2021
I-F4	Krishnan, Rishiksha T, and N Dayasindhu	How to protect against disruptions in global value chains	<i>Forbes India</i>	July 20, 2021
I-F5	Krishnan, Rishiksha T	Spotlight on India's freedom to innovate	<i>Forbes India</i>	August 20, 2021

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
I-F6	Krishnan, Rishikesha T, and N Dayasindhu	Aravind Eye Care to Jaipur foot— India did well in frugal innovation but new innovators needed	<i>ThePrint</i>	December 21, 2021
I-F7	Krishnan, Rishikesha T	IIM Bangalore: Theory and Practice	<i>Open Magazine</i>	January 21, 2022
I-F8	Krishnan, Rishikesha T, and N Dayasindhu	Indian innovation and our commitment to climate goals	<i>The Times of India</i>	March 24, 2022

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

Sl. No.	Authors	Title of Publication	Type of Publication
I-G1	Krishnan, Rishikesha T, and N Dayasindhu	Re-shaping India's National System of Innovation: Lessons from Taiwan	STRIDE (CII Technology & Innovation Magazine), August 2021
I-G2	Jose P D, Yayavaram, Sai, and George, Rejie	Indian Adaptation of 'Contemporary Strategy Analysis'	Robert Grant

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	Deepti Sharma, and Prabhu, Ganesh N	Evidence of Reversal of Ableism among High Performing Students with Disability in a Business School	Academy of Management Virtual Conference	July 30 – August 3, 2021
I-H2	Priyatam Anurag, Deepak K Sinha, and Prabhu, Ganesh N	A Resource-Curse Prediction of Failure of Domestic and International Credit Channel Transmission	Association of International Business South Asia Online Chapter Conference	January 23-25, 2022
I-H3	Ramachandran J	Building a Career in Academia	IMR Doctoral Virtual Conference	January 21, 2022
I-H4	Jose P D	Business Beyond Markets	McGill University for Alumni of the IMPM Programme	April 14, 2021

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
I-H5	Jose P D	Embedding Robust Quality Assurance into Online Teaching	Times, The India Universities Forum	2021
I-H6	Jose P D	The Hindu-Education Plus Career Counselling 2021	Business Management Careers	2021
I-H7	Jose P D	National Web Series on NEP2020	South India's Plenary Session - New Education Policy	2021
I-H8	Jose P D	Session on Case Pedagogy, Democracy and Ethics, Democracy and Economy & Democracy and Media	Christ University, Bangalore	August 26, 2021
I-H9	Srinivasan R	Platforms and Their Role in Emerging Markets	Global Leadership of Dr Reddy's Labs, Virtual Talk	April 8, 2021
I-H10	Srinivasan R	Keynote Address at the i4.0 Think Tank	Bosch Global Software Technologies	June 8, 2021
I-H11	George, Rejie	Invited Speaker for Panel at Junior Faculty Consortium	2021 Annual Conference of the Academy of International Business	June 27, 2021
I-H12	George, Rejie, and Abu Rehan Abbasi	What Determines the Internationalization-Performance (I-P) Relationship? The Moderating Effect of Services, Manufacturing and Product Diversification	Paper Development Workshop (PDW) of the International Management (IM) Division at the virtual Annual Meeting of the Academy of Management	August 4, 2021
I-H13	George, Rejie, and Abu Rehan Abbasi	Firm Heterogeneity and the Internationalization-Firm Performance Relationship	Paper Development Workshop (PDW, held online) at the 18th Annual Journal of International Business Studies (JIBS)	June 25 - July 1, 2021
I-H14	George, Rejie, Saptarshi Purkayastha, and Rajaram Veliyath	Type I and Type II Agency Conflicts in Family Firms: An empirical investigation	8th PAN IIM World Management Conference	December 16-18, 2021
I-H15	Krishnan, Rishikesha T	Leading Innovation in the Digital Era	BJS National Business Conclave	April 4, 2021

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
I-H16	Krishnan, Rishikesha T	Keynote Speaker, Building Entrepreneurial Universities	Entrepreneurship Education Conference, Ashoka University	April 8, 2021
I-H17	Krishnan, Rishikesha T	Panel on New Education Policy (with Professors Ranjan Banerjee, Debashis Chatterjee, etc.)	School of Inspired Leadership (SOIL)	April 9, 2021
I-H18	Krishnan, Rishikesha T	Session on The Art & Science of Strategic Planning	IIT Madras (Strategic Planning Group led by the Director)	April 13, 2021
I-H19	Krishnan, Rishikesha T	Panel on Future of Management Education - Impact of NEP-2020 and Technological Disruptions	Indian B-Schools Leadership Conclave	April 27, 2021
I-H20	Krishnan, Rishikesha T	Small group interaction on “Initiative for Choice, Competition and Innovation.”	Centre for the Digital Future	May 15, 2021
I-H21	Krishnan, Rishikesha T	Speaker on Innovation for Startups	Indian Institute of Science Entrepreneur- ship and Innovation Club	May 15, 2021
I-H22	Krishnan, Rishikesha T	Panel on Skills and Careers for the Modern Management Era	Mahindra University	May 21, 2021
I-H23	Krishnan, Rishikesha T	CERE 2021 Directors’ Panel on Management Education: Lessons from Covid	IIM Indore	June 18, 2021
I-H24	Krishnan, Rishikesha T	The Future MBA – What to Teach and How	9th Annual Pan-Jaipuria Faculty Development Program on “Role of Technology and Data in the MBA Classroom”, Jaipuria Institutes of Management	June 24, 2021
I-H25	Krishnan, Rishikesha T	Invited Speaker on “Opportunities for Persons with Disability in Higher Education”	Persons with Disabilities Graduation Day Ceremony, Youth4jobs	July 9, 2021

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
I-H26	Krishnan, Rishikesha T	Invited Speakers on “Bringing Innovation into Direct Taxes Management”	Transformational Leadership (All India Webinar for Management and Soft Skills), Direct Taxes Regional Training Institute, Lucknow	July 20, 2021
I-H27	Krishnan, Rishikesha T	Keynote Address on “Building Technological Capabilities for a \$5Tr. Indian Economy”	Management Conference, NIT Warangal	July 28, 2021
I-H28	Krishnan, Rishikesha T	Talk on “Building Technological Capabilities – Role of Indian Start-ups”	Pravega, IISc Tech Festival, Indian Institute of Science	July 30, 2021
I-H29	Krishnan, Rishikesha T	Interaction with Dr K Sivan, Chairman ISRO on “New Opportunities in Space Business”	Vista (IIMB)	August 6, 2021
I-H30	Krishnan, Rishikesha T	Valedictory Talk on “Innovation for Start-ups”	Management and Entrepreneurship Event, IIAM Business School, Vizag	August 7, 2021
I-H31	Krishnan, Rishikesha T	Jury Member, Assistive Technology Awards to Start-ups and Ecosystem	AssistiveTech Foundation	August 7, 2021
I-H32	Krishnan, Rishikesha T	Talk on “Managing Business Innovation”	International Collaboration Initiative, Anahuac University, Mexico	August 12, 2021
I-H33	Krishnan, Rishikesha T	Panelist on “Roadmap to Bridging Employability Gaps in India”	Harappa Academia- Industry Bridge Event, Harappa Education	August 14, 2021
I-H34	Krishnan, Rishikesha T	Chief Guest and Speaker, Independence Day Event	eVidyaloka	August 15, 2021
I-H35	Krishnan, Rishikesha T	Panelist on “Unemployable Graduates – Who’s to Blame?” (With Rohit Kapoor, CEO Oyo Rooms India, and Nikhil Gumbhir)	Harappa Bridge, Harappa Education	August 18, 2021
I-H36	Krishnan, Rishikesha T	Masterclass on “Managing Innovation: Role of HRM”	Strategic HR Leadership Journey SHRLJ2021, NHRDN-Mumbai Chapter	August 20, 2021

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
I-H37	Krishnan, Rishiksha T	Podcast on “Managing Innovation”	Pensaar Design	August 25, 2021
I-H38	Krishnan, Rishiksha T	Plenary Speaker on “Reorienting Management Education Through the Pandemic and New Education Policy”	32nd Annual AIMS Management Convention, Association of Indian Management Schools	August 26, 2021
I-H39	Krishnan, Rishiksha T	Talk on “Technologies, Strategies and Innovation for an Atmanirbhar Bharat”	Tech-Invent 2021 Commencement of New Programmes, Chandigarh University – University School of Business - Commerce Birla Global University	September 7, 2021
I-H40	Krishnan, Rishiksha T	Panel Discussion on Role of Technology in Education CSR in COVID Times: Futuristic Solutions and Roadmap	The CSR Universe COVID Response Impact Conference & Awards 2021	September 10, 2021
I-H41	Krishnan, Rishiksha T	Emerging Role of Alumni and Institutes in Innovation	IvyCap	September 18, 2021
I-H42	Krishnan, Rishiksha T	Keynote Masterclass on Innovation in Enterprises	CII Innovation Summit	September 18, 2021
I-H43	Krishnan, Rishiksha T	Panelist CII Conclave on Global Innovation Index	CII	September 21, 2021
I-H44	Krishnan, Rishiksha T	Seminar on Integrated Programme in Management and New Education Policy	Nirma University, Department of Management	September 23, 2021
I-H45	Krishnan, Rishiksha T	Karnataka – Where the Future is Made	CII Mystic South: Global Linkages Summit	September 23, 2021
I-H46	Krishnan, Rishiksha T	Leading Innovation in the Digital Era	2nd Foundation Day Lecture, ASBM University, Bhubaneswar	September 25, 2021
I-H47	Krishnan, Rishiksha T	What Today’s MBA Students Need to Know?, Induction Programme for MBA students	Management Department, PES University	September 29, 2021
I-H48	Krishnan, Rishiksha T	CEOs’ Roundtable: The G -Force in ESG - Have We Reached the Inflection Point?	CCGC, IIM Bangalore	October 1, 2022
I-H49	Krishnan, Rishiksha T	Gen Z and the Future of Leadership	Coffee Talk @ Eduniversal	October 5, 2022

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
I-H50	Krishnan, Rishikesha T	Innovation Excellence	Microsoft Garage	October 8, 2022
I-H51	Krishnan, Rishikesha T	Making Frugal Innovation Work	Mizoram University https://www.youtube.com/watch?v=Tvb_oq3eFpEE	October 13, 2022
I-H52	Krishnan, Rishikesha T	Panelist Campus of the Future	ET Edge https://etunwired.et-edge.com/2021/10/20/excellence-and-innovation-in-education-series/	October 25, 2022
I-H53	Krishnan, Rishikesha T	Pioneer the Possible with Sweden:- Co-creating a Sustainable Future	Bengaluru Tech Summit 2021	November 17, 2022
I-H54	Krishnan, Rishikesha T	India Today / Business Today Roundtable on Management Education	Business Today Magazine https://www.youtube.com/watch?v=345G1C4yXk	November 4, 2021
I-H55	Krishnan, Rishikesha T	What Does “Self-reliant India” Mean for German Business?	Hamburg India Business Day	November 8, 2021
I-H56	Krishnan, Rishikesha T	Lecture on “The Future of Innovation in India – Lessons from Top 10 Innovations of the Last Decade”	10th NJ Yasaswy Commemorative Lecture, ICFAI Business School, Gurgaon	November 10, 2022
I-H57	Krishnan, Rishikesha T	Panelist Directors’ Roundtable: Empowering Innovation Ecosystem at IITs, IIMs, NITs	Economic Times	November 12, 2021
I-H58	Krishnan, Rishikesha T	Unlocking the Power of Deeptech in India – Panel on “Commercialisation and Social Impact of Deeptech Research”	CII ICONN 2021	November 18, 2021
I-H59	Krishnan, Rishikesha T	“Future of Case Study Method for Digital Natives”	Bimtech	November 18, 2021

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
I-H60	Krishnan, Rishikesha T	Panelist Campus to Corporate Series II	Indian Society for Training & Development	November 19, 2021
I-H61	Krishnan, Rishikesha T	Jury Member, CII Intellectual Property Awards 2021	CII	November 22, 2021
I-H62	Krishnan, Rishikesha T	Jury Member, CII Industrial Innovation Awards 2021	CII	November 24-25, 2021
I-H63	Krishnan, Rishikesha T	Convocation Speaker	IILM University	November 27, 2021
I-H64	Krishnan, Rishikesha T	Resource Person and Anchor: Sessions on the Future of Work and Talent Experience + Talent Ecosystem and Shifts in Learning Patterns	Deloitte Dean's Summit:	December 8, 2021
I-H65	Krishnan, Rishikesha T	Invited Talk on Execution: The Critical but Unglamorous Dimension of Strategy	CII CSO Forum	December 9, 2021
I-H66	Krishnan, Rishikesha T	Presentation on "Improving the Effectiveness of Higher Education: The Role of Data"	Birla Institute of Technology & Science (BITS)	December 10, 2021
I-H67	Krishnan, Rishikesha T	Readers of Today, Leaders of Tomorrow	Orient Blackswan	December 10, 2021
I-H68	Krishnan, Rishikesha T	DST CII Technology Summit: Tech Leadership Plenary: Solving Shared Problems with Joint Solutions – Addressing the Needs of New India	CII	December 16, 2021
I-H69	Krishnan, Rishikesha T	Great Manager Awards – HR Lifetime Achievement	People Business	December 17, 2021
I-H70	Krishnan, Rishikesha T	Chief Guest, Address on Building an Impactful Academic Career	Doctoral Conference, Institute of Management, Nirma University	December 17, 2021
I-H71	Krishnan, Rishikesha T	POMS India International Conference: Panel on "Changing Landscape of Business Education"	SP Jain Institute of Management & Research	December 23, 2021
I-H72	Krishnan, Rishikesha T	Talk on "Planning Your Career for Growth & Leadership"	Vidya Mandir Senior Secondary School, Chennai	December 24, 2021

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
I-H73	Krishnan, Rishikesha T	Talk on “The Changing Contours of Innovation in India”	Indian Economic Association 104th Annual Conference: Session on Innovation and Data Needs of the Economy	December 26, 2021
I-H74	Krishnan, Rishikesha T	ICSI Annual Conference: Panel on Independent Directors and Corporate Governance	Institute of Company Secretaries of India	January 7, 2022
I-H75	Krishnan, Rishikesha T	Jury Member, Kincentric Best Employer Awards 2021	Kincentric	January 18, 2022
I-H76	Krishnan, Rishikesha T	Panel on “The Future of Education: Transformation & Disruptions” in the Higher Education Dialogue on Revisiting Higher Education in India: Global, Local and Digital Imperatives	Indian School of Business	January 20, 2022
I-H77	Krishnan, Rishikesha T	Strategic Management Forum of India: Silver Jubilee Symposium – Panel Discussion on Management Research	Strategic Management Forum of India	January 21, 2022
I-H78	Krishnan, Rishikesha T	Innovation Workshop	Fiat India	January 22, 2022
I-H79	Krishnan, Rishikesha T	Talk on “What Today’s MBA Students Need to Know?”	Inauguration of MBA Programme, RV Institute of Management	January 27, 2022
I-H80	Krishnan, Rishikesha T	“New Age Organization – Conversation with Aravind Chinchure” at Bangalore Business Literature Festival	BBLF	January 29, 2022
I-H81	Krishnan, Rishikesha T	AMDISA Faculty Development Programme – Panel on Making Research Relevant	AMDISA	February 5, 2022
I-H82	Krishnan, Rishikesha T	Keynote Address on “Leading Innovation in the Digital Era”	International Conference SCMHRD, Pune	February 7, 2022

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
I-H83	Krishnan, Rishikesha T	Chief Guest Annual Day	Bharatiya Vidya Bhavan School, Elamakkara, Kochi	February 11, 2022
I-H84	Krishnan, Rishikesha T	Invited Talk on “Excellence in Management Education”	Institution-building Talk Series at Faculty Retreat MICA, Ahmedabad	February 14, 2022
I-H85	Krishnan, Rishikesha T	Invited Talk on “The Approach Towards Becoming Leader in the Steel Industry and Beyond” to the senior and top management of Rourkela Steel Plant	SAIL Rourkela Steel Plant	February 18, 2022
I-H86	Krishnan, Rishikesha T	Guest of Honour, Tata Steel Productivity Week Valedictory – “Self-reliance Through Productivity”	Tata Steel	February 18, 2022
I-H87	Krishnan, Rishikesha T	Chief Guest & Talk on “Skills & Learning for Future Competitiveness”	Learning Convention 2022, TVS Institute of Quality & Learning	February 22, 2022
I-H88	Krishnan, Rishikesha T	Businessworld Future of Management Education Conclave, Fireside Chat with Annurag Batra, Editor Businessworld	Businessworld Magazine	February 25, 2022
I-H89	Krishnan, Rishikesha T	Talk on “From Jugaad to Systematic Innovation”	TiE Mysuru Chapter Knowledge Series	February 25, 2022
I-H90	Krishnan, Rishikesha T	National Science Day: Panel on Integrated Approach in Science and Technology for a Sustainable Future (Other Panelists – Gagandeep Kang, Anu Acharya)	Sun Pharma	February 28, 2022
I-H91	Krishnan, Rishikesha T	CII Karnataka Annual Day: Panel on “The Future of Enterprise”	CII	March 10, 2022
I-H92	Krishnan, Rishikesha T	Speaker, Inaugural Session, Future of Aviation & Aerospace Conference	IIMB, BIAL, and Toulouse Business School	March 12, 2022

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
I-H93	Krishnan, Rishikesha T	Panel on ‘Research in the New World’ at AIMA’s Conference on ‘Global Disruption & Transformation in Higher Education’ (Other panelists: Professors Raj Srivastava and Ashok Misra)	All India Management Association (AIMA)	March 12, 2022
I-H94	Krishnan, Rishikesha T	Speaker on “Making India’s STIP a Reality: Implications for the Development of Human Capital”	National Institute of Advanced Studies	March 18, 2022
I-H95	Krishnan, Rishikesha T	Panel on “The Future of the Case Method in the Metaverse”	AIMA	March 24, 2022
I-H96	Krishnan, Rishikesha T	IIC 16th Edition 2022: Resilience and Sustainability as Drivers of Growth	Jaipuria Institute of Management, Lucknow	March 25, 2022
I-H97	Krishnan, Rishikesha T	Talk on “Innovation in India”	CEIBS Shanghai: Course on Comparing Innovation Systems, CEIBS, Shanghai	March 30, 2022
I-H98	S Raghunath	Role of International Business and Sustainable Development in South Asian Economies	The Academy of International Business Conference, South Asia Conference, IIM Vishakhapatnam	December 2021
I-H99	S Raghunath	Panelist on Succession Planning in Boards -Better Ensure than Endure	AIMA & IIM Bangalore	November 24, 2021
I-H100	Kalubandi, Sai Chittaranjan	Meta Analysis Workshop for PhD Candidates	Trinity College, Dublin	2021
I-H101	Hashai, N, Kalubandi, Sai Chittaranjan, Karna, A, and Sud, M	How Do Firms Diversify? Industry Regulation and Diversification	Strategy Science Online Conference 2021, Harvard Business School	April 28-29, 2021

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
I-H102	Sharma, D, Edacherian, S, Kalubandi, Sai Chittaranjan, Karna, A	The Role of Foreign Market Knowledge and Home Country Institutions in Entrepreneurial Internationalization- Performance Relationship: A Meta-Analysis	AIB 2021 Annual Online Conference	June 28 – July 2, 2021
I-H103	Eklund J, Vijay, Venkataraman	Attention and Adjustment: How Corporate Offices and Business Units Impact Customer Adoption of New Technologies	ISA Conference (MIT, Boston, USA - Virtual)	June 2021
I-H104	Eklund J, Vijay, Venkataraman	Attention and Adjustment: How Corporate Offices and Business Units Impact Customer Adoption of New Technologies	SMS Annual Conference, Toronto, Canada (Virtual)	October 2021
I-H105	Prateek Raj, and Pankaj Anand	Stigma and Breakout Success: The Unbreakable Glass Ceiling Entrepreneurship as a Solution to Social Issues: Fostering New Insights and a Research Agenda	Academy of Management Conference	August 2021

I-I Articles in Conference Proceedings

Sl. No.	Authors	Title of Paper	Details of the Conference Proceedings
I-I-1	Patvardhan, Shubha, and J Ramachandran	Imagination: The Cognitive Roots of Strategic Choice and Competitive Advantage	Strategic Management Society Annual Conference, Toronto, Canada, September 18-21, 2021
I-I-2	Patvardhan, Shubha	Creative Rationality: The Constructivist Dimension of Managerial Agency	Strategic Management Society Annual Conference, Toronto, Canada, September 18-21, 2021
I-I-3	Pranav Garg, Pradhan, Diptiprakash, and J Ramachandran	Work-from-home and Employee Performance: COVID-19 as a Natural Experiment	People and Organizations Conference, Centre for Human Resources, The Wharton School, University of Pennsylvania, Philadelphia, USA, September 24-25, 2021

Sl. No.	Authors	Title of Paper	Details of the Conference Proceedings
I-I-4	Ku, David, Pillai, Sandeep, and Venkataraman, Vijay	Location: Destiny or Strategy?	8th Pan IIM World Management Conference, IIM Kozhikode, India, December 2021

I-J IIMB Case Studies @ Harvard Business Publishing

- I-J1** Title: **ITC Limited: Nation First**
- Author: **J Ramachandran**, K S Maikandan, and Savithran Ramesh
- Summary: The case traces the evolution of ITC Limited (ITC) from its inception in 1910 as a cigarette marketing company and a subsidiary of British American Tobacco Limited (BAT) to an independent ‘Indian’ diversified company. Apart from tobacco business, the company now includes a wide range of products and services such as hospitality, paper, packaging, agricultural commodities, information technology, packaged food, and personal care. The case is located in 2021 as ITC faces tough questions from the shareholders on its recent diversifications amidst the pursuit of its goal to transform itself into the country’s largest FMCG company.
- I-J2** Title: **Motherson Sumi Systems Limited: Rewiring the Ownership Structure**
- Author: **J Ramachanran**, Savithran Ramesh, and Parita Shah
- Summary: The case opens with a recent proposal from Motherson Sumi Systems Limited (MSSL) to simplify the ownership structure of the group which had become complex over the years as a result of global acquisitions, among other reasons. To set the context and enable a discussion on the potential concerns with the existing group structure and the impact of the proposed restructuring, the case is divided into three sections that trace the evolution of MSSL from a small firm that got an unexpected opportunity to become a wiring harness manufacturer and progressed to a global tier-1 auto-component company with presence in 41 countries and housing over 135,000 employees. The first section provides the early history of the firm and its strategy that enabled it to take advantage of opportunities provided by the liberalization of India’s economy in the 1990s. It also provides insight into the management style of the founder, who opted to relinquish his formal executive role and take up the role as chairman. The second section provides an account of MSSL’s 5-year visions, MSSL’s acquisition-led growth strategy that enabled it to expand globally, and the role played by the group holding company, which was controlled by the

founder family, in making acquisitions and pursuing diversified business opportunities. The third section elaborates on the proposed restructuring scheme that is intended to address investor concerns about the existing group structure and the potential conflicts. Finally, this section also provides details about the latest 5-year vision plan announced immediately after the announcement of the group's restructuring scheme.

- I-J3** Title: **The House of Tata: Governance Challenges (A)**
- Author: **J Ramachandran**, Savithran Ramesh, and K S Manikandan
- Summary: The two-part case “The House of Tata: Governance Challenges” is based on one of India's oldest, renowned, and most internationalized business groups. The case provides an account of the evolution of the Tata Group with an emphasis on the developments in the last 30 years (the years following economic liberalization in 1991) and the legal tussle between Tata Sons (the Group's parent company) and its minority shareholder (SP Group). The legal battle has been keenly watched for its potential ramifications on the evolution of corporate governance in India, a country marked by controlling ownership of corporations and concerns over protection of the interests of minority shareholders. The first section of Part A of the case, Tata Group: Early History, 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 of Part A, 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 section, The October Shock, details the abrupt removal of Cyrus Mistry as Executive Chairman of Tata Sons and the subsequent controversies that culminated in him being removed as the Director in all the group companies. The final section of Part A, Chandrasekaran Years, provides details of the Group's strategy under its current Chairman, Chandrasekaran.
- I-J4** Title: **The House of Tata: Governance Challenges (B)**
- Author: **J Ramachandran**, Savithran Ramesh, and K S Manikandan
- Summary: Part B of the case begins with a section titled The Legal Battle detailing the ensuing legal battle between Tata Sons and Cyrus Mistry at the company law tribunals - the National Company Law Tribunal (NCLT) and the National Company Law Appellate Tribunal (NCLAT). This section also captures the

disagreement between Cyrus Mistry and Tata Trusts regarding the former's performance as chairman, the role of the board and the role of the trusts in the governance of Tata Sons and Tata Group. 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, Appeal to the Supreme Court, details the appeals of a new controversy between Tata Trusts and SP Group about the latter's ability to pledge their shares in Tata Sons, a settlement proposal by SP Group, and the final verdict by the Supreme Court of India in the legal battle between the two parties.

- I-J5 Title: Digital Disruption at The Vikatan Group: A Case of Adaptation and Strategic Persistence**
- Author:** Karthika A S and **Srinivasan R (CSP)**
- Summary:** The case traces the digital journey of the Vikatan Group, a Tamil media conglomerate in India. The case can be used to build a process-based framework for ensuring organizational longevity, especially when the environment is dynamic. Vikatan faced a continuous onslaught of technological changes which at first sight are peripheral to the magazine publishing industry. However, these digital disruptions later became the defining media for news and entertainment. Vikatan made some decisions early on to follow where its customers went. It encouraged low stakes experiments with new technology. It ensured that the top management was open to inputs from the successes/failures of the experiments. Finally, it built flexibility into its organizational core to ensure that it successfully overcame the digital disruptions. The case provides the facts of this digital journey and helps students identify how organizational longevity can be built into a firm through conscious strategic decision making.

I-K Leading Journal Publications

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

- I-K1 Authors: J Ramachandran, Shaleen Gopal, and KS Manikandan**
- Title: Are There Limits to Diversification in Emerging Economies? Distinguishing between Firm-Level and Business Group Strategies**
- Journal: *Journal of Management Studies***
- Abstract:** The viability of unrelated diversification as a strategy in emerging economies is an unresolved puzzle. Because business groups dominate the landscape in these economies, and are known to diversify either by expanding the scope

of existing affiliate firms and/or setting up new firms, we argue that it is important to make a distinction between firm-level and business group-level diversification. The results of our study covering the 15-year period, following India's economic liberalization, confirm our thesis. While all firms, including business group affiliates, reduced unrelated scope to negotiate product and capital market pressures, business groups took advantage of the opportunity-rich, post-reform environment to enter into new unrelated businesses by setting up new affiliates. Our findings suggests that, as institutions strengthen, the locus of unrelated diversification moves away from managers of public corporations to entities with different types of ownership structures. We present the business group as one such ownership structure.

- Listings: **Financial Times 50**
- I-K2 Authors: Somnath Lahiri, Amit Karna, **Sai Chittaranjan Kalubandi**, Saneesh Edacherian
- Title: **Performance implications of outsourcing: A meta-analysis**
- Journal: ***Journal of Business Research***
- Abstract: Although outsourcing remains a dominant strategic choice for managers, the understanding of its implications on the firm remains inconclusive. In this paper, we focus on empirical evidence around contingencies that determine whether and how outsourcing impacts firm performance. Specifically, we examine how types of value chain activity (core vs. non-core), industrial nature of activity (manufacturing vs. services), and provider's location (domestic vs. international) impact performance. We conduct a meta-analysis of 121 samples from 106 primary studies spanning over 28 years (1992–2019). We find that outsourcing–firm performance relationship is positive. But more importantly, our results demonstrate that the association is stronger for non-core outsourcing than core outsourcing. Interestingly, the outsourcing–firm performance relationship does not meaningfully vary across manufacturing and services outsourcing. Our results further indicate that the positive relationship is stronger for international outsourcing than domestic outsourcing. We discuss implications of our findings and present opportunities for future research.

I-L Awards, Honours, and Achievements

- I-L1 **Prof. Ganesh N Prabhu**, Certificate of Appreciation for outstanding services as a reviewer at Asian Journal of Management Cases.
- I-L2 **Prof. Rishikesh T Krishnan**, Teaching Excellence - Feedback >4.30.
- I-L3 **Prof. Shubha Patvardhan**, SRF Scholar, Research Grant.

I-N Dissertation Proposals by FPM Students During 2021–2022

Sl. No.	Name of the Student	Topic	Date
I-N1	Caruna Bhat	Essays on Board Structure, Interlocking and Director Networks	November 1, 2021

I-O Papers Presented by FPM Students in Conference/Seminar During 2021–2022

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
I-O1	Abu Rehan Abbasi and Prof. Rejie George P	What Determines the Internationalization-Performance (I-P) Relationship? The Moderating Effect of Services, Manufacturing and Product Diversification	Academy of International Business (AIB) Annual Virtual Meeting – 2021	June 25 – July 1, 2021
I-O2	Bibek Bhattacharya	Paying Attention to Informal Peers: Informal Competition and Time Assigned For Innovation	Annual Virtual Conference, Academy of Management	August 5-9, 2021
I-O3	Vikas Namadeva Prabhu and Prof. R Srinivasan	Enacted Clock-Time: How Temporal Agency Structures Strategic Activity	Annual Virtual Conference, Academy of Management	August 2021
I-O4	Vikas Namadeva Prabhu and Prof. R Srinivasan	Logic, Engagement, and Governance: Unpacking the Innovativeness of Open Innovation	World Open Innovation Virtual Conference	December 2021

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 members 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. Our 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 while 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 (RA) 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 at institutions overseas, including Notre Dame, Penn State, Arizona State, and George Mason University, among others. Some even went on to obtain faculty and research positions at these institutions along with those 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 conducted by visiting faculty and scholars from Indian and foreign universities.

II-A Research Projects

II-A1 Economics of IP and International Technology Transfer 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-A2 WIPO IPR Economic Studies Project

Project Team: **Damodaran A**

Summary: In its initial phase explored the economic dynamics of IPRs in the developing context, the project 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-A3 Applying Distributed Network Technologies to Spices Commodity Chains for Competitive

Project Team: **Damodaran A**

Summary: India's spices exports (notably pepper and cinnamon) have followed the spices route since time immemorial. The oldest spice routes of the world involved travel from Cochin to the Arabian Sea and across the port of Aden and the Gulf of Hormuz towards the Mediterranean and then to Europe. This trade was conducted by Arabs through the land route and across the Cape of Good Hope to Europe. With Vasco da Gama's discovery of Malabar (Calicut) in 1498, there was a new development in 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-A4 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 the kind of impact new information has on agricultural production, sustainability, and income of farmers?

Sponsor: ESRC and IIM Bangalore

Status: Ongoing

II-A5 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-A6 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-A7 Sustainable Water Use in Agriculture

Project Team: **Gopal Naik**

Summary: The goals of the project are as follows:

1. To identify the influence of the management factors on equal and efficient use of water.
2. To analyze the irrigation process and to identify the factors which influence the level of farmers' efficient water use.
3. To identify the initiatives taken individually and by the community to improve the management of water resources.

Sponsor: HSS

Status: Ongoing

II-A8 Agricultural Warehousing in India

Project Team: **Gopal Naik** and G Raghuram

Summary: The goals of the project were as follows:

1. To understand the extent to which agricultural warehousing policies have achieved the intended outcomes.
2. To identify the factors that constrain the achievement.
3. To understand the impact of underachievement and asymmetry of information, if any, on price discovery and transmission.
4. To make recommendations for significant improvements in the realization of outcomes.

Sponsor: NCDEX

Status: Completed

II-A9 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 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 have been a significant challenge. Having recognized this challenge, 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-A10 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: This is an action research project where the focus is on assisting the existing institutions to do their functions better at the village level using better information and technology. Under the project, 5 Gram Panchayats have been taken into consideration and work has been done in agriculture, health, education, drinking water, and employment.

Sponsor: IIM Bangalore

Status: Ongoing

II-A11 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-A12 Inequality of Opportunity in Australia: Occupational Network of Parents and Labor Market Outcomes of Children

Project Team: **Arpita Chatterjee, Andrew Carter, Aarti Singh, and Satoshi Tanaka**

Summary: In this project, we aim to achieve the following:

- A. Document the overall degree of intergenerational persistence in labor market outcomes, income, and occupation in Australia using comprehensive tax records data.

B. Document regional variation in intergenerational mobility in Australia and relate it to spatial variation in infrastructure, social network, and school quality.

C. Examine joint determination of occupational and income mobility in a structural model.

We have nearly completed aim A described above and are currently preparing a draft. We plan to submit this study for an Australian Research Council grant this year.

Sponsor: UNSW, University of Queensland

Status: Ongoing

II-A13 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-A14 Role of Indian Information Technology Firms in “Factory Asia”

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

Summary: 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 the 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: Completed

II-A15 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-A16 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-A17 Dynamic Income Tax Enforcement

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

Summary: In this paper, we were 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 a 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: Completed

II-A18 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-A19 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 a policy remain. These include – how to minimize stigma 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-A20 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, while 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-A21 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: Completed

II-A22 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 psychology literature. In Economics, EGB has been shown to decrease savings, increase borrowings, 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 be less concerned.

Sponsor: IIM Bangalore

Status: Completed

II-A23 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 focusing 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: Completed

II-A24 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 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 past literature. 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-A25 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 Karabarounis and Neiman (2013) and Autor et al. (2017) have documented a decline in labour share in the United States and other economies. Dao et al. (2017) have documented a decline in labour share in several countries, including India, which is 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-A26 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-A27 Automation, Aging, Skill Realignment, and Labor Market Outcomes in Japan

Project Team: **Tirthatanmoy Das**

Sponsor: MIJSC, IIM Bangalore

Status: Ongoing

II-A28 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-A29 Trade, Transport, and Territorial Development

Project Team: **Kunal Dasgupta**

Summary: The spatial distribution of economic activity is known to depend on trade costs, both international and domestic. This paper examines the interplay between these external and internal trade costs using a model of trade and production that we test with the organized manufacturing sector data for India from 1989 to 2009. We establish that the trade liberalization episode of the early 1990s helped spread manufacturing away from the primary region (districts closest to ports) to the secondary region between 1994 and 2000. Such dispersion of activity away from primary to secondary region was driven by high internal trade costs that insulated manufacturers from import competition. This trend, however, reversed post-2000, a period of massive decline in internal trade costs, attributed to the Golden Quadrilateral highway upgrades. During this period, the districts along the highway network in secondary region gained market access and manufacturing activity, while the ones off the network lost. Irrespective of the period, or the nature of trade costs, manufacturing activity in the interior region (districts farthest from ports) remained depressed, thereby emphasizing the importance of complementary conditions in driving territorial development.

Sponsor: World Bank

Status: Completed

II-A30 Explaining the Errors in Recommendations for Deficit Monetization and Ongoing Policy Implications

Project Team: **Vivek Moorthy**

Summary: The implications of bond versus money financing of the deficit is both a longstanding and contemporary analytical and political issue. Using the IS/ILM model, the postwar literature (a) in the 1960s, introduced stocks and flows and imposed the long run budget balance condition (Ott, Ott and Yoo, 1965, Christ, 1968) (b) in the 1970s, introduced wealth effects from

the stocks of bonds and money (Friedman, 1970) and (c) then combined interest payments on the government debt with long run budget balance (cf. below) to logically counter Friedman's views. The debate in the 1980s and beyond were conducted within the Domar debt framework, with varying seigniorage to monetize the deficit (Sargent and Wallace, 1983) and later using the intertemporal budget constraint (Buiter and Patel etc.)

Sponsor: IIM Bangalore

Status: Completed

II-A31 Explaining the Errors in Recommendations for Deficit Monetization and Ongoing Policy Implications

Project Team: **Vivek Moorthy**

Summary: Work sharing and/or shorter hours policies to save jobs in response to a downturn or automation are increasingly being discussed in response to the layoffs induced by the pandemic. Despite a few isolated recent instances (the four-day work week in Iceland and New Zealand), shorter hours have not progressed in proportion to the drop in demand post the 2008 crisis and the pandemic.

Sponsor: IIM Bangalore

Status: Completed

II-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
II-B1	Dhasmana, Anubha	Employment Growth in the Face of Exchange Rate Uncertainty: The Role of Trade and Foreign Equity Finance	<i>Southern Economic Journal</i>	Vol. 88(1), 2021, Pg. 79-117
II-B2	Shahana Mukherjee and Chanda, Rupa	Financing Constraints and Exports: Evidence from Manufacturing Firms in India	<i>Empirical Economics</i>	Vol. 61, 2021, Pg. 309-337
II-B3	Chanda, Rupa and Neha Vinod Betai	Implications of Brexit for Skilled Migration from India to the UK	<i>Foreign Trade Review</i>	Vol. 56(3), 2021, Pg. 289-300
II-B4	Bhalla, Manaswini, Kalyan Chatterjee, and Souvik Dutta	Social Reform as a Path to Political Leadership: A Dynamic Model	<i>Journal of Economic Behavior and Organization</i>	Vol. 191, November 2021, Pg. 982-1010

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
II-B5	Pranjal Chandrakar, Das, Shubhabrata, and Bhalla, Manaswini	Lease Auctions with Retention Options	<i>Journal of Quantitative Economics</i>	Vol. 20, 2022, Pg. 97-136
II-B6	Bandhu, Sarvesh, Bishwajyoti Mondal, and Anup Pramanik	Strategy-proofness of the unanimity with status-quo rule over restricted domains	<i>Economics Letters</i>	Vol. 210, January 2022, 110164, Pg. 1-4
II-B7	Banerjee, Ritwik Amadou Boly, and Robert Gillanders	Is corruption distasteful or just another cost of doing business?	<i>Public Choice</i>	Vol. 190, 2022, Pg. 33-51

II-E Working Papers

Sl. No.	Author	Title	IIMB Working Paper No.	Year
II-E1	Naik, Gopal and Aparna Krishna	Hybrid Agricultural Information Delivery System as a Means to Improve Sustainability of Agriculture: Experimental Evidence from India	639	2021
II-E2	Srinivasan Murali	Job Specialization and Labor Market Turnover	641	2021
II-E3	Tanya Jain, Rahul Singh, and Subramanian, Chetan	Debt Contract Enforcement and Product Innovation: Evidence from a Legal Reform in India	649	2021
II-E4	Saunok Chakrabarty and Chanda, Rupa	What Drives Global Value Chain Participation?	650	2021
II-E5	Ankit Kumar, Rahul Rao, and Subramanian, Chetan	Conventional vs. Unconventional Monetary Policy under Financial Repression	652	2021
II-E6	Dhasmana, Anubha	Ownership Structure and Credit Constraints: A Stochastic Frontier Analysis	657	2021

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

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
II-F1	Damodaran A	Towards a sui generis cryptomoney regulation system for India	<i>Forbes India</i>	December 3, 2021
II-F2	Damodaran A	Memes and NFT trends can save heritage performing arts	<i>Forbes India</i>	September 9, 2021
II-F3	Damodaran A	Why global commodity supercycles are not good for Paris climate targets	<i>Forbes India</i>	May 14, 2021
II-F4	Naik, Gopal and Manu Bansal	India's futures market needs a rethink. Look at our pepper, cardamom sales	<i>ThePrint</i>	June 16, 2021
II-F5	Subramanian, Chetan, Megha Malpani, and Saumya Gupta	Will Reserve Bank of India's Quantitative Easing Approach Stimulate Economic Recovery?	<i>Forbes India</i>	August 3, 2021

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

Sl. No.	Authors	Title of Publication	Type of Publication
II-G1	Jakhu, Gaurav	Advertising Competition in Platform Markets: Role of Content Monetization	This is currently a working paper and is ready to be submitted to a journal

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	Partners in Climate Action U.S.-India Clean Energy Agenda	Panelist at International Webinar, CPPR, and US Consulate General, Chennai	June 17, 2021
II-H2	Damodaran A	Panel Discussion on Biodiversity, Climate Change and Agriculture	UNEP-EU Webinar	August 4, 2021

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
II-H3	Damodaran A	Biodiversity funding requirements for India and South Asian countries under the Global Environmental Facility	International Webinar	August 6, 2021
II-H4	Damodaran A	Interface between Science and Climate Action Against the Backdrop of India's National Action Plan on Climate Change	NIAS-DST Online Training Programme on Policy for Science and Science for Policies, National Institute of Advanced Studies, Bangalore	October 29, 2021
II-H5	Damodaran A	Panelist at Virtual Conference. Climate Change and India: Implications for Environment, Policy, and International Politics	FLAME University	December 9, 2021
II-H6	Damodaran A	Panelist at Session: Presented India's Approach to Crypto Regulations to Policy Makers	Global Technology Summit (GTS), Carnegie Endowment for International Peace India & Ministry of External Affairs, Government of India	December 15, 2021
II-H7	Damodaran A	Interface between Blockchains, Cryptotokens and Metaverse	Speaker on Blockchain Technologies, Kerala Innovation Talks, 2nd Edition, Kerala Development Innovation Council	January 14, 2022
II-H8	Damodaran A	Virtual Talk: Economics of Climate Change and Related Market Mechanisms	EcoCircle, St. Xavier's College, Mumbai	February 12, 2022
II-H9	Damodaran A	Webinar: The New Technology of Trust & Future Prospects?	The Hindu Events, The Hindu Group	February 20, 2022
II-H10	Damodaran A	GIs and Traditional Cultural Expressions-Possibilities for Mizoram, National Institute of Micro Small and Medium Enterprises, Ministry of Micro, Small and Medium Enterprises, Government of India	International Virtual Conference on Export Promotion of GI Products, Mizoram	February 5, 2022

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
II-H11	Damodaran A	Blockchains and its applications to public services	IMA Virtual Workshop, TechRupt 2022	March 8, 2022
II-H12	Chatterjee, Arpita	The Road to an Inclusive Recovery Post Pandemic Era	Third Annual Economics Conference, Ahmedabad University	2021
II-H13	Jakhu, Gaurav	Endogenous Data Collection in Platform Markets: Privacy and Welfare	Postal Economics Conference, Toulouse School of Economics	April 7, 2022
II-H14	Jakhu, Gaurav	Data as a source of competitive advantage	The Centre for Digital Future, India Development Foundation	December 9, 2021
II-H15	Jakhu, Gaurav	Endogenous Data Collection in Platform Markets: Privacy and Welfare	Delhi School of Economics	December 17, 2021
II-H16	Jakhu, Gaurav	Endogenous Data Collection in Platform Markets: Privacy and Welfare	Annual Conference on Economic Growth and Development, Indian Statistical Institute, Delhi Centre	December 20, 2021
II-H17	Naik, Gopal	Webinar on Digital India: Tele-education and Telemedicine	EGROWS	May 31, 2021
II-H18	Naik, Gopal	Overcoming Issues of Quality Standardization in Agricultural Commodities to Facilitate Participation in Derivatives	CPAI and MCX	July 12, 2021
II-H19	Naik, Gopal	Reviving Future Trading for Plantation Crops	Leap Research Seminar	July 15, 2021
II-H20	Bandhu, Sarvesh	Voting with Lying Costs: A Behavioral Approach to Overcoming Gibbard-Satterthwaite Theorem	2021 North American Summer Meeting (Virtual), Montreal, Canada	Jun 10-13, 2021
II-H21	Murali, Srinivasan	Pandemic Containment and Inequality in a Developing Economy	CMIE-CPHS Seminar Series	April 29, 2021
II-H22	Murali, Srinivasan	Pandemic Containment and Inequality in a Developing Economy	EALE Annual Conference	September 18, 2021

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
II-H23	Das, Tirthatanmoy and Solomon W. Polachek	A New Strategy to Identify Causal Relationships: Estimating a Binding Average Treatment Effect	New York Camp Econometrics XV (Virtual)	April 10-11, 2021
II-H24	Das, Tirthatanmoy, Aishvarya, and U Dinesh Kumar	Fantasy Sports: A Game of Skill or Chance?	8th International Conference on Business Analytics and Intelligence (ICBAI)	December 20-22, 2021
II-H25	Das, Tirthatanmoy and Solomon W. Polachek	A New Strategy to Identify Causal Relationships: Estimating a Binding Average Treatment Effect	Economics Group of IIM Calcutta	October 5, 2021

II-I Articles in Conference Proceedings

Sl. No.	Authors	Title of Paper	Details of the Conference Proceedings
II-I-1	Shaji, J, Shivam Sakshi, and Naik, Gopal	How do we ensure drinking water supplied in rural areas is potable? A case of rural water supply of Tumkuru district, Karnataka, India	International E-Conference on Sustainable Livelihoods: Water, Climate Change and Geo-Spatial Development, organized by Institute of Public Enterprise, Hyderabad & Lanka Rainwater Harvesting Forum, Sri Lanka, October 2021

II-K Leading Journal Publications

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

- II-K1** Authors: **Manaswini Bhalla**, Kalyan Chatterjee, and Souvik Dutta
- Title: **Social Reform as a Path to Political Leadership: A Dynamic Model**
- Journal: ***Journal of Economic Behavior and Organization***
- Abstract: A political leader, aiming to replace a repressive regime, wishes to establish her credibility with citizens whose participation in her movement affects its success. If her perceived ability is in an intermediate range of values, her optimal strategy is to masquerade as a no-threat before announcing a movement directly against the regime. In this range, for low costs

of repression, the regime finds it optimal to exert force even against a movement that has purely non-political motives. Interestingly, if the average ability of the political leader is low (high) relative to the non-political type, then the range where the regime exerts force against a non-political movement, increases (decreases) with the leader's likelihood of being non-political.

- II-K2** Authors: **Sarvesh Bandhu**, Bishwajyoti Mondal, and Anup Pramanik
- Title: **Strategy-proofness of the unanimity with status-quo rule over restricted domains**
- Journal: *Economics Letters*
- Abstract: In this paper, we provide a complete characterization of preference domains on which the unanimity with status quo rule is strategy-proof. Further, we introduce a notion of “conflicting preference domains” and show that the unanimity with status quo rule defined over these domains is strategy-proof.

II-L Awards, Honours, and Achievements

- II-L1 Prof. Chetan Subramanian**, Debt Contract Enforcement and Product Innovation: Evidence from a Legal Reform in India, 2nd Best Paper Award at the 10th India Finance Conference, Paper presented by Tanya Jain. Co-authored with Tanya Jain and Rahul Singh.
- II-L2 Prof. Chetan Subramanian**, Debt Contract Enforcement and Product Innovation: Evidence from a Legal Reform in India, Best Paper Award at IMRDC. Paper presented by Tanya Jain. Co-authored with Tanya Jain and Rahul Singh.
- II-L3 Prof. Ritwik Banerjee**, Humboldt Fellowship, Germany.

II-M Doctoral Theses Completed by FPM Students During 2021–2022

Sl. No.	Name of the Student	Dissertation Title	Members of the DAC Committee
II-M1	Subhasree Sarkar	Health Care Access and Demand: Role of Health Insurance and Health Services Trade	Rupa Chanda, Arnab Mukherji, and Tirthatanmoy Das

II-N Dissertation Proposals by FPM Students During 2021–2022

Sl. No.	Name of the Student	Topic	Date
II-N1	Garima Chaklader	Essays on Servicification of Manufacturing Industries	July 21, 2021
II-N2	Satarupa Mitra	Essays in Behavioural Economics	July 5, 2021

II-O Papers Presented by FPM Students in Conference/Seminar During 2021–2022

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
II-O1	Banantika Datta	Bilateral Agreements as an Instrument to Regulate Mobility of Health Workforce, with specific focus on India	Indian Academy of Management (INDAM) 2022	January 8, 2022
II-O2	Tanya Jain (Co-author Rahul Singh, Prof. Chetan Subramanian)	Debt Contract Enforcement and Product Innovation: Evidence from a legal Reform in India	IMRDC 2022, Winter School 2021 jointly organized by DSE and the Econometric Society; India Finance Conference 2021, 12th Emerging Markets Conference 2021, 16th Annual Conference on Economic Growth and Development	January 20-22, 2022
II-O3	Tanya Jain (Co-author Rahul Singh, Prof. Chetan Subramanian)	Debt Contract Enforcement and Product Innovation: Evidence from a legal Reform in India	American Finance Association 2022 (Poster Virtual Session)	January 7, 2022
II-O4	Tanya Jain (Co-author Rahul Singh, Prof. Chetan Subramanian)	Debt Contract Enforcement and Product Innovation: Evidence from a legal Reform in India	2021 Comparative Analysis of Enterprise Data Annual Virtual Conference	2021

II-P Publications by FPM Students (Journal articles/book chapters/cases/ book reviews) during 2021–2022

Sl. No.	Name of the Student	Title of the Paper	Name of the Journal/Book	Publications Details
II-P1	Pragati, Pooja Sharma, Prarthna Agarwal Goel, Pooja Jain and Rupeesha Galhotra	Air Pollution and Associated Health Outcomes: An Analysis from Delhi, India	Emerging Trends in Disease and Health Research	Book Publisher International, March 2022

II-Q Awards, Honours, and Achievements by FPM Students in 2021–2022

Sl. No.	Name of the Student	Details of the Award	Date
II-Q1	Tanya Jain (Co-author Rahul Singh, Prof. Chetan Subramanian)	Best Paper Award at IMRDC 2022; Second Best Paper Award at IFC 2021, IMRDC, India Finance Association	January 20-22, 2022

II-R Working Papers FPM Students During 2021–2022

Sl. No.	Author	Title	IIMB Working Paper No.	Year
II-R1	Tanya Jain, Rahul Singh, and Chetan Subramanian	Debt Contract Enforcement and Product Innovation: Evidence from a Legal Reform in India	649	2021
II-R2	Ankit Kumar, Rahul Rao, and Chetan Subramanian	Conventional vs. Unconventional Monetary Policy under Financial Repression	652	2021



Finance and Accounting (F&A)

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

The Area faculty offers core courses in Financial Accounting and Reporting, Managerial Accounting, and Corporate Finance. Faculty here 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 Handelsbanken

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

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

Sponsor: Handelsbanken

Status: Ongoing

III-A2 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 loan requests and grant loan based on the cash flows of the firm, the collateral value or a combination of the two. This project intends to explore the characteristics of the firm, industry, and bank under which the two approaches are applied, while also taking a look at the associated impact on the firm.

Sponsor: IIM Bangalore

Status: Ongoing

III-A3 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 data 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. However, 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-A4 Strategic Disclosure of Transitory Items

Project Team: **Srinivasan Rangan** and Prabhu Venkatachalam

Summary: Our research aims to examine how quantitative and textual information can be combined to (a) identify transitory items, (b) assess whether firms are being strategic in the disclosure of these transitory items, and (c) examine how investors price transitory items and the associated disclosures. 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 be 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 its inception, the firm 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 such as 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 aims 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:

1. Document the various entities who exploit weaknesses and extract rents in the real estate value chain either directly or indirectly through collusion.

2. Identify key processes and players who facilitate and feed this network, including governmental approval processes such as construction permits.
3. Estimate the impact of each entity on the overall cost of real estate to end users.
4. 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 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 Stern Initiative for the Study of Indian Capital Markets Grant

Status: Ongoing

III-A14 Private Placements and Wealth Constraints of Owner-Managers

Project Team: **Venkatesh Panchapagesan**, **V Ravi Anshuman**, and Marti Subrahmanyam

Sponsor: NSE-NYU Stern Initiative for the Study of Indian Capital Markets Grant

Status: Ongoing

III-A15 Estimating Economic Value of Regularizing Land Tenure to the Urban Poor Evidence from India

Project Team: **Venkatesh Panchapagesan**, Deepa Krishnan, and Shwetha Pai

Sponsor: IGC

Status: Ongoing

III-A16 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

Sponsor: IGC

Status: Ongoing

III-A17 When is the Order to Trade Fee Effective?

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

Sponsor: NSE-NYU Stern Initiative for the Study of Indian Capital Markets Grant

Status: Ongoing

III-A18 Do Indian Business Group-Owned Mutual Funds Maximize Value for their Investors?

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

Sponsor: NSE-NYU Stern Initiative for the Study of Indian Capital Markets Grant

Status: Ongoing

III-A19 Effectiveness of E-Auctions in Emerging Economies

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

Sponsor: IGC

Status: Ongoing

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 Bankruptcy Prediction

Project Team: **Jayadev M**

Summary: The primary objective of this report is understanding the distress and bankruptcy risk of Indian firms by application of various statistical and

machine learning models on data from Ministry of Corporate Affairs (MCA) for the period 2011-2020.

Sponsor: Ministry of Corporate Affairs, Government of India

Status: Ongoing

III-A22 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 suitable methodologies are recommended for quantification of market and operational risk. The report has been approved by the bank.

Sponsor: Union Bank of India

Status: Ongoing

III-A23 Improving Corporate Governance in Post IBC Scenario

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

Summary: This project reported reviews of IBC and the progress made, analyzes the corporate governance aspects of IBC with relevant case laws emphasizing protection of various stakeholders' debtors, creditors, and employees, and discusses conflicts of interests between various stakeholders.

Sponsor: National Foundation for Corporate Governance

Status: Completed

III-A24 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 to 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	Das, Debojyoti, Rabin K Jana and Indranil Ghosh	A differential evolution-based regression framework for forecasting bitcoin price	<i>Annals of Operations Research</i>	Vol. 306, 2021, Pg. 295-320
III-B2	Rabin K Jana, Indranil Ghosh, Das, Debojyoti, and Anupam Dutta	Determinants of electronic waste generation in Bitcoin network: Evidence from the machine learning approach	<i>Technological Forecasting and Social Change</i>	Vol. 173, December 2021, Pg. 1-12
III-B3	Pratik Amrutkar, Swapnil Joshi, and Basu, Sankarshan	Interest Rate Transmission of Monetary Policy: India Perspective	<i>Great Lakes Management Review</i>	Vol. 1(1), June 2021, Pg. 30-47
III-B4	Neha Chhabra Roy and Basu, Sankarshan	Bank's Battle Against Insider Frauds Igniters and Mitigators: An Emerging Nation Experience	<i>Journal of Facilities Management</i>	Vol. 19(4), 2021, Pg. 437-457
III-B5	Dinakar Prabhu, Rishabh Soni, Mridul Mishra, and Basu, Sankarshan	Examining the Impact of ETF Investments on Different Characteristics of the Underlying Stocks in the US	<i>Journal of International Finance and Economics</i>	Vol. 21(1), 2021, Pg. 49-69
III-B6	Vaneet Bhatia and Basu, Sankarshan	Do crude oil demand and supply shocks cause stock markets?	<i>Finance Research Letters</i>	Vol. 40, May 2021, Pg. 1-7
III-B7	Anand, Abhinav, Basu, Sankarshan Jalaj Pathak, and Thampy, Ashok	The impact of sentiment on emerging stock markets	<i>International Review of Economics & Finance</i>	Vol. 75, September 2021, Pg. 161-177
III-B8	Anand, Abhinav and Jalaj Pathak	The Role of Reddit in the GameStop Short Squeeze	<i>Economics Letters</i>	Vol. 211, February 2022, Pg.1-4

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
III-B9	R Narayanaswamy, Kannan Raghunandan, and Dasaratha V Rama	Economic Theory and Social Pressure: A Note on Director Departures in India	<i>Managerial Auditing Journal</i>	Vol. 36(8), 2021, Pg. 1053-1067
III-B10	Thampy, Ashok and Mrityunjay K Tiwary	Local banking and manufacturing growth: Evidence from India	<i>IIMB Management Review</i>	Vol. 33(2), June 2021, Pg. 95-104

III-E Working Papers

Sl. No.	Author	Title	IIMB Working Paper No.	Year
III-E1	Anand, Abhinav, Sankarshan Basu, Jalaj Pathak, and Thampy, Ashok	Whose speeches impact European markets: ECBs' or the national central banks'?	640	2021
III-E2	Anand, Abhinav and Jalaj Pathak	WallStreetBets Against Wall Street: The Role of Reddit in the GameStop Short Squeeze	644	2021
III-E3	Panchapagesan, Venkatesh, Madalasa Venkataraman, and Chinmoy Ghosh	On the Impact of Infrastructure Improvement on Real Estate Property Values: Evidence from a Quasi-natural Experiment in an Emerging Market	646	2021
III-E4	Arnab Dutta, Richard K Green, Panchapagesan, Venkatesh, and Madalasa Venkataraman	Are Move-in Ready Properties More Expensive?	647	2021
III-E5	Anand, Abhinav, Basu, Sankarshan, and Jalaj Pathak	A new measure of financial texts' readability	648	2021
III-E6	Anand, Abhinav, Xing Huan, and Jalaj Pathak	Does financial disclosure readability predict shareholder activism?	654	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	Jayadev M	Can the Financial System Support the Revival of the Indian Economy?	<i>International Banker</i>	June 9, 2021
III-F2	Panchapagesan, Venkatesh	Guidance value cut: Cut for whom?	<i>Deccan Herald</i>	January 12, 2022
III-F3	Panchapagesan, Venkatesh and Nachiket Kulkarni	Innovative Solutions: Govts must lead the way	<i>The Hindu</i>	December 19, 2021

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	Thampy, Ashok	Digital finance and regulation	College of Supervisors, Reserve Bank of India	2021
III-H2	Das, Debojyoti	Interview with the Finance and Investment Cell	Sri Ram College of Commerce, University of Delhi	July 27, 2021
III-H3	Jayadev M	Risk Management for the Students of Department of Management Studies	IIT Roorkee	February 21, 2022
III-H4	Srinivasan, Padmini	Ensuring Better Communication, ASSOCHAM	Financial Reporting & Control Recent Developments and Challenges	May 7, 2021
III-H5	Srinivasan, Padmini	Dramatic changes in profession due to AI, Digitization, Analytics, Block Chain and the Future of CA profession, beyond audit and tax	CA Profession by 2030- The Changing Scenario, Institute of Chartered Accountants of India	July 1, 2021
III-H6	Srinivasan, Padmini	Role and effectiveness of NRC	Effective Nomination and Remuneration Committee, Corporate Governance Symposium Series	October 21, 2021

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
III-H7	Srinivasan, Padmini	How India Can Build Outstanding Sustainable Businesses	Greenlit Festival	December 8, 2021
III-H8	Srinivasan, Padmini	Future of Corporate Transparency and Disclosures	IIMB CCGC Webinar on Corporate Reporting Dialogue	August 26, 2021
III-H9	Srinivasan, Padmini	Financial discipline and control for NGOs	HCL Foundation and CCGC, IIM Bangalore	October 29, 2021
III-H10	Srinivasan, Padmini	Internal control process and financial discipline for NGO leaders	HCL Foundation and CCGC, IIM Bangalore	February 8, 2022
III-H11	Anshuman, V Ravi and Rajdeep Sharma	Rollover Risk, Liquidity Buffer, and Systemic Risk Exposure of Shadow Banks	10th India Finance Conference 2021, IIM Bangalore	December 16-18, 2021
III-H12	Anshuman, V Ravi, Viral Acharya, and S Vish Viswanathan	Bankruptcy Exemption of Repo Markets: Too Much Today for Too Little Tomorrow?	American Finance Association (AFA) 2022 Annual Meeting, Boston, Massachusetts	January 7-9, 2022
III-H13	Anshuman, V Ravi	Financial Stability. What it Smells for the Resilience of the Indian Financial System	College of Supervisors (CoS), Reserve Bank of India	January 28, 2022
III-H14	Anshuman, V Ravi	An Assessment of the Macro- Financial System in India	Foundation Course for Officers in Grade B (DR-OP) - New Recruits (DOS, DOR, FSU & EFD) - Batch 02, Reserve Bank of India	January 31, 2022
III-H15	Anshuman, V Ravi	An Assessment of the Macro- Financial System in India	Foundation Course for Officers in Grade B (DR-OP) - New Recruits (DOS, DOR, FSU & EFD) - Batch 03, Reserve Bank of India	February 28, 2022
III-H16	Jindal, Varun	Rights Issues and Earnings Management: New Evidence on Tunneling	International Conference of the French Finance Association (AFFI)	May, 2021

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
III-H17	Jindal, Varun	Rights Issues and Earnings Management: New Evidence on Tunneling	International Finance and Banking Society (IFABS) Oxford Conference	September, 2021
III-H18	Jindal, Varun	Rights Issues and Earnings Management: New Evidence on Tunneling	Hawai Accounting Research Conference (HARC)	January, 2022
III-H19	Jindal, Varun	Discussion of Post-Bid Takeover Resistance: Antitakeover Provisions, Initial Offer Quality, and Target Board Motivation	Emerging Markets Conference (EMC)	December, 2021
III-H20	Jindal, Varun	Discussion of the Impact of Government Borrowing on Corporate Acquisitions: International Evidence	Journal of Accounting, Auditing, and Finance (JAAF) India Symposium	January, 2022
III-H21	Panchapagesan, Venkatesh	On the Impact of Infrastructure Improvement on Real Estate Property Values: Evidence from a Quasi-natural Experiment in an Emerging Market	Property Rights Research Consortium Omidyar Network	June 10, 2021

III-I Articles in Conference Proceedings

Sl. No.	Authors	Title of Paper	Details of the Conference Proceedings
III-I-1	Jayadev M and Paul Nabendu	Institutional Factors and Demand for Debt Finance: A Cross-Country Analysis	Cross Country Perspectives in Finance (CCPF) - Sustainable Finance Special Theme Virtual Conference, March 18-19, 2022

III-K Leading Journal Publications

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

- III-K1** Authors: **Abhinav Anand** and Jalaj Pathak
 Title: **The Role of Reddit in the GameStop Short Squeeze**
 Journal: ***Economics Letters***
 Abstract: We present evidence that the tone of r/wallstreetbets (WSB) discussions displayed significant predictive associations with intraday GameStop variables and that the comment distribution obeyed a power law and in fact it was 462 users whose posts most impacted GME.

III-L Awards, Honours, and Achievements

- III-L1 Prof. Varun Jindal**, Springer Best Discussant Award at the Emerging Markets Conference 2021 (including a cash award of USD 500 and an in-kind award worth EUR 250).
 URL: <https://emergingmarketsconference.org/emc2021.html>

III-M Doctoral Theses Completed by FPM Students During 2021–2022

Sl. No.	Name of the Student	Dissertation Title	Members of the DAC Committee
III-M1	Nikhil Vidhani	Trading Volume and Dispersion of Signals	Sankarshan Basu, Srinivasan Rangan, and Abhinav Anand

III-N Dissertation Proposals by FPM Students During 2021–2022

Sl. No.	Name of the Student	Topic	Date
III-N1	Chhavi Shekhawat	Essays on Off-Balance Sheet Liabilities	November 10, 2021
III-N2	Srijith Mohanan	Essays on Creditor Rights	August 2, 2021
III-N3	Velavan S	Environmental Performance and Firm Decisions	September 29, 2021

III-O Papers Presented by FPM Students in Conference/Seminar During 2021–2022

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
III-O1	Velavan S	Do firms that emit more greenhouse gases engage in real earnings management?	1st Management Doctoral Colloquium (Shodh Samagam), IIM Visakhapatnam	December 9-10, 2021

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
III-O2	Velavan S	Do firms that emit more greenhouse gases engage in real earnings management?	8th Management Doctoral Colloquium and VGSOM Scholar's Day, IIT Kharagpur	February 2-3, 2022
III-O3	Velavan S	Do firms that emit more greenhouse gases engage in real earnings management?	IMR Doctoral Conference 2022, IIM Bangalore	January 20-22, 2022
III-O4	Velavan S	Do firms that emit more greenhouse gases engage in real earnings management?	India Finance Conference 2021, IIM Bangalore	December 16-18, 2021
III-O5	Velavan S	Do firms that emit more greenhouse gases engage in real earnings management?	ISDSI Global Conference 2021, IIM Nagpur	December 27, 2021
III-O6	Rajdeep Sharma (Co-authored by Prof. V Ravi Anshuman)	Rollover Risk, Liquidity Buffer, and Systemic Risk Exposure of Shadow Banks	India Finance Conference 2021, IIM Bangalore	December 16-18, 2021
III-O7	Prabhu Venkatachalam	Hawaii Accounting Doctoral Consortium	Hawaii Accounting Research Doctoral Institute, Shidler School of Business, University of Hawaii, Manoa	June 8, 2021

III-Q Awards, Honours, and Achievements by FPM Students in 2021-2022

Sl. No.	Name of the Student	Details of the Award	Date
III-Q1	Velavan S	Best Paper Award for the paper titled "Do firms that emit more greenhouse gases engage in real earnings management?" at 1st Management Doctoral Colloquium (Shodh Samagam), IIM Visakhapatnam	December 9-10, 2021
III-Q2	Velavan S	Second Best Paper Award at 8th Management Doctoral Colloquium and VGSOM Research Scholars' Day, IIT Kharagpur	February 2-3, 2022
III-Q3	Velavan S	PhD Fellowship Award, Mirae Asset Scholars Award 2021, Mirae Asset Foundation	July-27, 2021
III-Q4	Sanchit Jain	Best Paper Presenter Award, Inspira Research Association	May 01, 2021

*J*IM 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 areas 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 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-A2 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-A3 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-A4 Survey Research on the Higher Education of India

Project Team: **Hyun Chul Maeng**

Summary: This project is aimed at introducing the higher education system of India including its background and history and conducting a 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: Completed

IV-A5 Examining consumer-specific factors that influence sustainable consumption choices

Project Team: **Arpita Pandey**

Summary: In view of increasing concern about the environment, an increasing number of organizations have responded by creating ‘green’ products and services. Examples include electric vehicles, ‘green’ garments, sustainable retailing practices, and sustainable travel options. While awareness about the need to preserve the environment is increasing, surveys indicate that only a small proportion of consumers are actually willing to pay a premium for environmentally-friendly product and service options. In this context, it becomes important to examine the drivers of sustainable consumption

among consumers. While recent research has begun to examine the issue, there is a lack of clarity on how consumer-specific factors, such as regulatory focus (Higgins, 2012), drive sustainable consumption.

Sponsor: IIM Bangalore

Status: Ongoing

IV-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
IV-B1	Das, Gopal, Mark T Spence, and James Agarwal	Social Selling Cues: The Dynamics of Posting Numbers Viewed and Bought on Customers' Purchase Intentions	<i>International Journal of Research in Marketing</i>	Vol. 38(4), December 2021, Pg. 994-1016
IV-B2	Das, Gopal, Shailendra Pratap Jain, Durairaj Maheswaran, Rebecca J Slotegraaf, and Raji Srinivasan	Pandemics and Marketing: Insights, Impacts, and Research Opportunities	<i>Journal of the Academy of Marketing Science</i>	Vol. 49, 2021, Pg. 835-854
IV-B3	Dhruv Grewal, Dinesh K Gauri, Das, Gopal, James Agarwal, and Mark T Spence	Retailing and emergent technologies	<i>Journal of Business Research</i>	Vol. 134, September 2021, Pg. 198-202
IV-B4	Julian Givi and Das, Gopal	To earmark or not to earmark when gift-giving: Gift-givers' and gift-recipients' diverging preferences for earmarked cash gifts	<i>Psychology & Marketing</i>	Vol. 39(2), February 2022, Pg. 420-428
IV-B5	Rajat Roy and Das, Gopal	The role of contextual factors in increasing Pay-What-You-Want payments: Evidence from field experiments	<i>Journal of Business Research</i>	Vol. 139, February 2022, Pg. 1540-1552
IV-B6	Devansh Pandey, Srabanti Mukherjee, Das, Gopal, and Jonathan Z. Zhang	Improving base-of-the-pyramid consumer welfare through mobile technology services	<i>Journal of Services Marketing</i>	Vol. 36(2), 2022, Pg. 232-244

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

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
IV-F1	Chul Maeng, Hyun	Hyundai motors boycott	<i>Sisain Weekly Magazines</i>	March 5, 2022
IV-F2	Kumar, S Ramesh and S Swaminathan	Holistic brand experience in the digital age	<i>ET Brand Equity</i>	October 30, 2021
IV-F3	Kumar, S Ramesh	Aiming for homeostasis	<i>Economic Times</i>	December 31, 2021
IV-F4	Kumar, S Ramesh	The Psychology and Physiology of Brand Loyalty; an emerging perspective	<i>ET Brand Equity</i>	April 8, 2021
IV-F5	Kumar, S Ramesh	Brand Intent: The Post Covid connect	<i>ET Brand Equity</i>	July 13, 2021
IV-F6	Kumar, S Ramesh	Automaticity induced branding	<i>ET Brand Equity</i>	August 14, 2021
IV-F7	Kumar, S Ramesh	The 3-D approach to digital marketing strategies	<i>ET Brand Equity</i>	September 20, 2021
IV-F8	Kumar, S Ramesh and Sairam Krishnamurthy	The enigma of the eternal appeal	<i>ET Brand Equity</i>	October 28, 2021
IV-F9	Kumar, S Ramesh and Madhurjya Banerjee	The Pricing Conundrum	<i>ET Brand Equity</i>	November 15, 2021
IV-F10	Kumar, S Ramesh	Lower Your Expectations	<i>Economic Times</i>	April 9, 2021
IV-F11	Kumar, S Ramesh	The Gloat Factor	<i>Economic Times</i>	May 9, 2021
IV-F12	Kumar, S Ramesh	Overcome self-deceit	<i>Economic Times</i>	June 21, 2021
IV-F13	Kumar, S Ramesh	Rewiring Our Brain	<i>Economic Times</i>	July 12, 2021
IV-F14	Kumar, S Ramesh	Focused and Resilient	<i>Economic Times</i>	September 25, 2021
IV-F15	Kumar, S Ramesh	Paradox of autonomy	<i>Economic Times</i>	November 1, 2021
IV-F16	Kumar, S Ramesh	Managing Stereotypes	<i>Economic Times</i>	December 1, 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	Pandey, Arpita	All for a good cause: A study of the placement of online cause-related marketing advertisements in the consumer's decision journey	15 th NASMEI International Marketing Conference 2021, Great Lakes Institute of Management, Chennai	December 2021
IV-H2	Shainesh G	Future Policy on MRO and Component Manufacturing	Future of Aerospace and Aviation (FOAA) Conference, Bangalore	March 12, 2022
IV-H3	Shainesh G	Speaker for the Global Cafe - Navigating the Academic Career During Tenure Track	Doctoral Consortium 2021 during 9 th AIM AMA Sheth Foundation Doctoral Consortium, Jagdish Sheth School of Management, Bangalore	June 28, 2021
IV-H4	Shainesh G	Sustainable Value Chain and Trade	ISDRS Conference 2021, Mid Sweden University	July 13-15, 2021
IV-H5	Julian Givi and Das, Gopal	To Earmark or Not to Earmark: Givers and Recipients Diverging Preferences for Earmarked Cash Gifts	American College of Rheumatology (ACR) Virtual Meeting, 2021	October 28-30, 2021
IV-H6	Kanagal, Nagasimha Balakrishna	Market-based strategies	15 th North American Society for Marketing Educators in India (NASMEI) Virtual Conference 2021	December 21-22, 2021

IV-I Articles in Conference Proceedings

Sl. No.	Authors	Title of Paper	Details of the Conference Proceedings
IV-I-1	Julian Givi and Das, Gopal	To Earmark or Not to Earmark: Givers and Recipients Diverging Preferences for Earmarked Cash Gifts	Society for Consumer Psychology Annual Virtual Conference, March 3-5, 2022

IV-K Leading Journal Publications

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

- IV-K1** Authors: **Gopal Das**, Mark T Spence, and James Agarwal
- Title: **Social Selling Cues: The Dynamics of Posting Numbers Viewed and Bought on Customers' Purchase Intentions**
- Journal: *International Journal of Research in Marketing*
- Abstract: Online retailers provide social selling cues, such as “39 customers bought this product” or “156 customers viewed our product per hour”, to encourage sales. Revealing the numbers bought has been shown to increase purchase intentions, but what remains unexplored are the ramifications of posting the number of brand-related views or revealing both numbers bought and viewed so customers can determine the views-to-bought ratio. The number of views is much higher than the numbers bought, which customers may anchor on as a signal for product quality; however, a countervailing force is that views are a more ambiguous, hence a less diagnostic, cue. Five experiments revealed that: (1) showing the number of views or bought can, but does not always, increase purchase intentions; (2) revealing the number bought has a monotonically increasing (at diminishing rate) effect on purchase intentions; and (3) views exhibit a concave curvilinear effect in that, beyond a tipping point, increasing the number of views lowers purchase intentions. Given the anchoring effect of the larger views number, if the number of views or the number bought are relatively low, it is better to show the larger views number, but the reverse is true if the respective numbers are both high. Additional insights reveal that it is only advantageous to reveal both numbers if the views-to-bought ratio is lower than 20:1, which would apply to about the top 25% of brand landing pages. These findings were further validated in a choice experiment. Perceptions of product quality mediate the relationship between these social selling cues and purchase intentions; however, this is not the case for perceived skepticism (lack of trust in the information). Revealing these social selling cues is an online retailer's prerogative; hence, these insights are theoretically interesting and have practical relevance.

- IV-K2** Authors: **Gopal Das**, Shailendra Pratap Jain, Durairaj Maheswaran, Rebecca J Slotegraaf, and Raji Srinivasan
- Title: **Pandemics and Marketing: Insights, Impacts, and Research Opportunities**
- Journal: *Journal of the Academy of Marketing Science*
- Abstract: Pandemics have been an unfortunate but consistent facet of human existence over centuries, threatening lives as well as livelihoods globally. Disconcertingly, their frequency persists, with four “major” pandemics disrupting the planet in the last 65 years and more expected in the future. While many of the economic and health consequences of pandemics are well-documented, their marketing implications are less understood. Addressing this gap, we develop a broad, conceptual framework to highlight the characteristics and impacts of pandemics as they relate to marketing. We first identify four macro-level forces that characterize pandemics and highlight their marketing implications. Next, using the 7P marketing mix model as the organizing structure, we discuss these implications at a micro-level and identify a set of research questions to stimulate further inquiry, not only to generate deeper insights pertaining to pandemics’ marketing implications but also to envision new developments in these areas. Finally, we identify pandemics’ disproportionate impacts on and implications for some industry sectors, including healthcare, retail, education, hospitality, and tourism.
- Listings: **Financial Times 50**
- IV-K3** Authors: Dhruv Grewal, Dinesh K Gauri, **Gopal Das**, James Agarwal, and Mark T Spence
- Title: **Retailing and emergent technologies**
- Journal: *Journal of Business Research*
- Abstract: The ways in which emergent technologies are disrupting retailing are manifold. The internet, social media, mobile technologies, augmented reality, artificial intelligence, robotics, and natural user interfaces all combine to grant consumers access to more information and channels than ever before, through virtually seamless connections with retailers, competitors, and other consumers. The resulting transformations due to such technologies, thus, are widespread, affecting retail marketplaces, the retailing industry, retail real estate, and consumers’ behaviors in terms of where and how they shop for products and services. In response to these changing circumstances, retailers develop innovative strategies and new business models in their efforts to enter, expand, and defend their markets. This special issue offers some insights, with the objective of motivating researchers to undertake in-depth investigations of the effects of new and, emergent technologies on both retailers and evolving consumer behaviors.

- IV-K4** Authors: Julian Givi and **Gopal Das**
- Title: **To earmark or not to earmark when gift-giving: Gift-givers’ and gift-recipients’ diverging preferences for earmarked cash gifts**
- Journal: *Psychology & Marketing*
- Abstract: Much research has shed light on the *what to give* facet of gift-giving; that is, which types of products should consumers give as gifts? However, little research has investigated the *how to give* component of gift-giving; that is, holding the gift itself constant, how should it be given? In the present work, we explore the messaging aspect of *how to give*, thereby expanding the gift-giving literature. Specifically, we investigate gift-givers’ and gift-recipients’ preferences regarding the practice of *earmarking* cash gifts (i.e., suggesting that a cash gift be used on a particular product). Across multiple studies, we demonstrate that givers are less likely to earmark cash gifts as per recipients preference, because givers view earmarking as less thoughtful compared to recipients. Moreover, consistent with a thoughtfulness account, we show that givers are more likely to earmark in situations where they view earmarking as thoughtful. We conclude by discussing how our work offers a unique contribution to the gift-giving literature (as it is the first to document a giver-recipient asymmetry involving *how to give*), suggests that givers should earmark cash gifts more often, and clears many paths for future research (on other potential giver-recipient asymmetries tied to *how to give*).
- IV-K5** Authors: Rajat Roy and **Gopal Das**
- Title: **The role of contextual factors in increasing Pay-What-You-Want payments: Evidence from field experiments**
- Journal: *Journal of Business Research*
- Abstract: In the real world, PWYW businesses can either engage supervised payments or honour boxes where consumers can drop their loose change to make payments. As consumers can pay any amount (including zero) for PWYW payments, the current work delineates conditions under which higher payments can be encouraged. Findings from a series of field experiments show that low arousal music facilitates higher PWYW payments under an external influence (e.g., a salesperson), while high arousal music motivates consumers to make higher payments when they carry more versus less loose change. Further, the interactions of music with salesperson and loose change respectively drives higher payments through the subject’s internal reference price. The current work is novel in testing the influence of salesperson, loose change, and music in driving higher PWYW payments. The current work also provides managers with a strategic tool (e.g., ambient music) that will help drive higher PWYW payments.

IV-L Awards, Honours, and Achievements

IV-L1 Prof. Arpita Pandey, Research Award, NASMEI 2021, Bala and Vasantha Balachandran Research Grant Award.

IV-L2 Prof. Gopal Das, Awarded for Excellence in Teaching: 2021-22 by IIM Bangalore.

IV-L3 Prof. Gopal Das, Featured in the world's top 2% list of scientists as identified by colleagues of Stanford University 2021.

IV-L4 Prof. Gopal Das, Featured in India's top 10 list of researchers, 2021 (p-ranking, ABDC, Scimago, CABS).

IV-M Doctoral Theses Completed by FPM Students During 2021–2022

Sl. No.	Name of the Student	Dissertation Title	Members of the DAC Committee
IV-M1	Nikhil Vidhani	Trading Volume and Dispersion of Signals	Sankarshan Basu, Srinivasan Rangan, and Abhinav Anand

IV-N Dissertation Proposals by FPM Students During 2021–2022

Sl. No.	Name of the Student	Topic	Date
IV-N1	Dhrithi Mahadevan	Essays on Computer Experience in Access-Based Services	May 20, 2021
IV-N2	Jose Manu MA	The Impact of Network Characteristics on Customer Engagement in Review Platforms	October 28, 2021

IV-O Papers Presented by FPM Students in Conference/Seminar During 2021–2022

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
IV-O1	Jose Manu M A and Soumya Pal	Do You Believe it or Not?: The Role of Source Credibility in Reducing Stigma and Misinformation about HIV-Aids	2021 AMA Marketing and Public Policy Virtual Conference	June 24-25, 2021

The OBHRM area at IIM Bangalore offers courses and does research and consultancy in the domains of management and leadership focused on deriving the best out of employees in organizations and institutions. These include macro-organizational issues such as structures, processes and culture to micro issues that affect individual employees such as motivation and personal effectiveness across the entire spectrum of organizations and institutions, namely for-profit commercial enterprises, public institutions, not-for-profits, social enterprises and entrepreneurial organizations. The area's faculty members offer courses at all master's and doctoral programmes of IIMB, at executive development programmes for industry practitioners through intense classroom sessions as well as through Massive Open Online Courses.

During the past year, scholarly papers written by area members have been published in top quality journals such as Academy of Management Journal and Human Relations and cases written by area members continue to be among the top selling cases distributed globally by Harvard Business Publishers. Faculty members have designed and offered many new courses and workshops – Learning to Lead, Innovation and Change in Teams, Organizations and Ecosystems, Inspirational Leadership: Insights from East and West, to name a few. Apart from their teaching and research, area faculty members continue to create impact through their positions of responsibility in editorial boards of journals (Journal of Organization Behaviour, Human Relations, etc.), advisory boards of organizations, external institutions such as National Human Rights Commissions as well as by occupying key leadership positions at IIM Bangalore such as that of Dean of Programmes and Chair of Internal Committee.

V-A Research Projects

V-A1 Sports and Indian Society

Project Team: **Sourav Mukherji**

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

Sponsor: IIM Bangalore

Status: Ongoing

V-A2 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 which, in turn, resulted in their ascendancy towards global recognition 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-A3 Comparative Study of Systems of Justification among Indian Students of Business/ Management Institutions

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

Summary: The *Indianization* of business/management discourses remains a major issue in Indian higher education institutions (Thakur & Babu, 2016). This project analyzes 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 analyze 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-A4 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 innovation 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-A5 **The Affordance of Ambiguity: Visually Communicating the Integration of Conflicting Logics**

Project Team: **Israel Fortin**

Summary: This study analyzes 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-A6 **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-A7 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 workforce (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 urbanization, economic power-shift between developing and developed countries, and depleting natural resources resulting in the rise of alternative energy sources and livelihood. The rapidly evolving area of automation, machine learning and artificial intelligence holding the threat of replacing jobs and skills is clearly of significant concern. As per the report, skills for the future include problem-solving, leadership, Emotional Intelligence (EQ), 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 ‘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: Completed

V-A8 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 pressure 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-A9 Framing of time and subjective likelihood judgments

Project Team: **Kanchan Mukherjee** and Kriti Jain

Summary: Predicting future events is a constant human endeavor. In many domains, this necessarily involves subjective judgments of probabilities of future events, since well-defined data-generating processes often do not exist (Braun & Yaniv, 1999; Vaughan & Spouge, 2002). For example, consider predicting the price of oil or the level of Dow Jones Industrial Average one year from today, or the outcome of a political process, or the risk of a climatic event. It has been extensively shown that subjective assessments of probabilities of such uncertain events is often severely and systematically biased due to various cognitive factors such as *representativeness*, *availability*, *anchoring*, and so on, not just for the laymen but also for experienced “experts” (Tversky & Kahneman, 1974).

Sponsor: IIM Bangalore

Status: Ongoing

V-A10 Employee voice and Performance Ratings

Project Team: **Apurva Sanaria**, Michael Parke, and Subra Tangirala

Summary: Voice represents employees’ expression of suggestions, opinions, or concerns on work issues (Van Dyne & Lepine, 1998). In contrast, silence represents their intentional withholding of suggestions, opinions, or concerns on work issues (Tangirala & Ramanujam, 2008). The prevailing viewpoint is that voice is helpful and functional, whereas silence is harmful or dysfunctional. That is, when employees speak up, teams are said to avoid mistakes and make improvements in their products and processes; by comparison, when employees suppress their input, teams are posited to suffer performance

decrements (Morrison, 2014). In this way, the literature treats voice as an indicator of employees’ engagement and experience of psychological safety, and silence as a symptom of their fear, defensiveness, or disengagement (Brinsfield, 2013; Kish-Gephart, Detert, Treviño, & Edmondson, 2009; Knoll & van Dick, 2013; Morrison, 2011). As a result, most studies aim to identify the antecedents of voice and silence so as to prescribe ways of maximizing the former and minimizing the latter (Detert & Edmondson, 2011; Morrison, See, & Pan, 2015; Sherf, Parke, & Isaakyan, 2020).

Sponsor: IIM Bangalore

Status: Ongoing

V-A11 Managing HRM in project-based organizations

Project Team: **Vasanthi Srinivasan**

Summary: Our HRMJ paper was a qualitative case study of a single organization. We have a small grant to do a set of interviews to validate the findings and write a project for a large-scale study.

Sponsor: Middlesex University

Status: Ongoing

V-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
V-B1	Tripathi, Ritu, Mahapatra, Gopal, M Thite, and A Varma	Appraising the Revamped Performance Management System in Indian IT Multinational Enterprises: The Employees’ Perspective	<i>Human Resource Management</i>	Vol. 60(5), September/ October 2021, Pg. 825-838
V-B2	Dutta, Debolina and Sushant Mishra	Are women from Venus? A mixed-method study determining important predictors of job pursuit intention across gender groups	<i>Equality, Diversity, and Inclusion</i>	Vol. 40(6), 2021, Pg. 708-736
V-B3	Dutta, Debolina, Kunal Kumar, and Sushanta Mishra	Unintended Consequences of Promotions: Importance of Annual Incentives for Performance Management Systems	<i>Human Resource Management</i>	Vol. 60(5), September/ October 2021, Pg. 787-801

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
V-B4	Dutta, Debolina and Sushant Mishra	Predictors of Applicant Attraction among Gen-X and Millennials: Evidence from an Emerging Economy	<i>International Journal of Manpower</i>	Vol. 42(8), 2021, Pg. 1479-1499
V-B5	Sushanta Mishra and Dutta, Debolina	Chatting with the CEO's Virtual Assistant: Impact on climate for trust, fairness, employee satisfaction, and engagement	<i>AIS Transactions on Human-Computer Interaction</i>	Vol. 13(4), 2021, Pg. 431-451
V-B6	Debolina Dutta, Prem Mirchandani, and K P Anasha	Internal GIG Ecosystem in IT/ITeS Organizations for Non-linear Growth	<i>South Asian Journal of Human Resources</i>	Vol. 8(2), 2021, Pg. 280-289
V-B7	Malvika Chhatwani, Mishra, Sushanta K, Arup Varma, and Himanshu Rai	Psychological resilience and business survival chances: A study of small firms in the USA during COVID-19	<i>Journal of Business Research</i>	Vol. 142, March 2022, Pg. 277-286
V-B8	Arjun Bhardwaj, Mishra, Sushanta K, Israr Qureshi, Kunal Kamal Kumar, Alison M Konrad, Marc-David L Seidel, and Babita Bhatt	Bridging Caste Divides: Middle-Status Ambivalence, Elite Closure, and Lower-Status Social Withdrawal	<i>Journal of Management Studies</i>	Vol. 58(8), December 2021, Pg. 2111-2136
V-B9	Smriti Anand, Jeremy D Meuser, Prajya R Vidyarthi, Robert C Liden, Denise M Rousseau, and Srinivas E S	A Multi-Level Model of I-deals in Workgroups: Employee and Coworker Perceptions of Leader Fairness, I-Deals, and Group Performance	<i>Journal of Management Studies</i>	Vol. 59(2), March 2022, Pg. 489-517
V-B10	Vivek Vivek, Malghan, Deepak, and Mukherjee, Kanchan	Toward achieving persistent behavior change in household water conservation	<i>The Proceedings of the National Academy of Sciences (PNAS)</i>	Vol. 118(20), June 2021, Pg. 1-7
V-B11	Kshitij Awasthi, K V Gopakumar, and Ojha, Abhoy K	Why Do Institutions Revert? Institutional Elasticity and Petroleum Sector Reforms in India	<i>Business & Society</i>	Vol. 61(1), 2022, Pg. 81-116

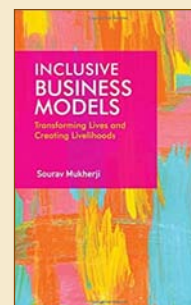
V-C Books

V-C1 Sourav Mukherji

Inclusive Business Models: Transforming Lives and Creating Livelihoods

Cambridge University Press, 2021

Inclusive Business Models talks about organizations that employ principles of business to address the needs of the poor. It takes an analytical approach to derive insights about business models by comparison with other inclusive models seen within the same sector and through comparisons with models from a different sector. This cross sector comparison, especially with a number of case studies, would enable readers to cumulate their learning, and act as a guide to management students, practicing managers, and entrepreneurs for understanding and analyzing any business model that intends or claims to be inclusive. This book is beneficial for students of entrepreneurship, social enterprises, and human resource management. Sections of this book would be relevant for courses on social enterprises, developmental economics, and inclusive business models taught globally, given that India today has emerged as a hotbed of experiments and innovations to deal with the problems of poverty and inequality.



V-D Chapters in Books

Sl. No.	Authors	Title of Chapter	Title of Book	Editors	Publication Details
V-D1	Mishra, Sushant K, Gopal Prasad Mahapatra, and Chirag Dagar	Innovative Practices in Management Education in India	<i>Indigenous Indian Management</i>	Ashish Pandey, Pawan Budhwar, Dharm P S Bhawuk (Eds.)	2022, Pg. 593-522, Palgrave Studies in Indian Management
V-D2	Tripathi, Ritu and Naureen Bhullar	Seeking Convergence Between Experimental and Survey Methods for Investigating Organizational Behavior in a Virtually Connected World	<i>Towards an Integrative Psychological Science</i>	R C Tripathi, Bhoomika R Kar, Namita Pande (Eds.)	2022, Springer, Pg. 45-62

V-E Working Papers

Sl. No.	Author	Title	IIMB Working Paper No.	Year
V-E1	Mahapatra, Gopal and Sadhna Dash	Impact of mid-career education in a transforming work context and future implications for the Executive Education Program	661	2022

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

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
V-F1	Vivek, Malghan, Deepak, and Mukherjee, Kanchan	Inducing water conservation in affluent urban households	<i>Ideas for India</i>	August 23, 2021
V-F2	Vivek, Malghan, Deepak, and Mukherjee, Kanchan	संपन्न शहरी परिवारों में जल संरक्षण को प्रेरित करना	<i>Ideas for India</i>	September 14, 2021
V-F3	Mukherjee, Kanchan and Vivek	Can we train the brain to conserve water?	<i>Forbes India</i>	July 5, 2021
V-F4	Mahapatra, Gopal	Why are part-time MBA programmes so popular?	<i>Deccan Herald</i>	January 18, 2022

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

Sl. No.	Authors	Title of Publication	Type of Publication
V-G1	Anupama Kondayya and Ojha, Abhoy K	Emergence of a Values-Based Category: The Case of Ayurvedic Pharmaceuticals	Alberta Institutions Conference 2022
V-G2	Mahapatra, Gopal and Sadhna Dash	Round Table - Talent development in a changing world of work	IIMB Management Review Vol. 34(1), March 2022, Pg. 83-91

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

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
V-H1	Ojha, Abhoy K	Going beyond Eurocentric paradigms to embrace pluralistic approaches	MSR Research, Management, Spirituality and Religion Interest Group Workshop, Academy of Management	2021
V-H2	Ojha, Abhoy K and Nitesh Bhat	Intellectual Freedom: A decolonisation perspective inspired by the Gandhian ideals	Academy of Management Virtual Conference	July 31, 2021
V-H3	Dutta, Debolina	HRM Transformations for Building an Adaptive Workforce	IIM Sirmaur	December 17, 2021
V-H4	Kulkarni, Mukta and Baldrige, D	Showcase Presenter Symposium. Allies and detractors: Insights on disability inclusion in organizations	Academy of Management, Virtual Conference	July 29- August 4, 2021
V-H5	Kulkarni, Mukta	Organizational narratives and the construction of a prototypical disabled employee	Academy of Management, Virtual Conference	July 29- August 4, 2021
V-H6	Beatty J, and Kulkarni, Mukta	Advancing research on workplace disclosure of disabling conditions	Academy of Management, Virtual Conference	July 29- August 4, 2021
V-H7	Kulkarni, Mukta and Beatty J	Composing self-conceptions and disability disclosure strategies in the face of ongoing identity threats	Academy of Management, Virtual Conference	July 29- August 4, 2021
V-H8	Kulkarni, Mukta	OMT Doctoral Student Consortium	Academy of Management, Virtual Conference	July 29- August 4, 2021
V-H9	Pongener Y, and Kulkarni, Mukta	Identity work of individuals in disparate professions	EGOS Colloquium, Amsterdam	July 8-10, 2021
V-H10	Kulkarni, Mukta	Panel Member, Disability sector as an engine for economic growth	Catalyzing Change webinar (Catalyst 2030), Bangalore	May 5, 2021

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
V-H11	Kulkarni, Mukta	Thirty years of the ADA: Current state and way forward	Society for Industrial and Organizational Psychology (SIOP) New Orleans, Louisiana	April 15-17, 2021
V-H12	Tripathi, Ritu	Session Chair, OB Track,	7th Biennial Online Conference of Indian Academy of Management 2022, IIM Rohtak	January 7-9, 2022
V-H13	Tripathi, Ritu	Methodological Considerations in the Study of Culture and Motivation	Department of Humanities and Social Sciences, Indian Institute of Technology Guwahati	October 8, 2021
V-H14	Tripathi, Ritu	Humanistic Leadership in the Tata Group, in the undergraduate class of Humanistic Philosophy and Modern Business	Nottingham University Business School China	April 19, 2021
V-H15	Karumathil, A and Tripathi, Ritu	Exploring Relatedness Among Skilled Gig Workers Using Textual Analysis of Twitter Feeds	7th Biennial Online Conference of Indian Academy of Management 2022, IIM Rohtak	January 7-9, 2022
V-H16	Mishra, Sushanta K	Strengthening mental health policies, legislation, awareness and best practices to ascertain employees' psychological health and wellbeing	Symbiosis Centre for Management and Human Resource Development	February 10, 2022
V-H17	Mishra, Sushanta K	Happiness and Well-being at Workplace	IIM Sirmaur	March 20, 2022
V-H18	Mishra, Sushanta K	Conference coordinator of the 7th INDAM Conference	IIM Rohtak	January 7-9, 2022
V-H19	Mishra, Sushanta K	Junior Faculty Consortium	7th INDAM Conference, IIM Rohtak	January 6, 2022
V-H20	Mukherji, Sourav	Education in an Age of Disruption	NITTIE Conference	July 17, 2021

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
V-H21	Mukherji, Sourav	Inclusive Business Models	ANAHAUC Business School, Mexico	March 16, 2022
V-H22	Mukherji, Sourav	Understanding Control Systems in Organizations	Assistive Technology Foundation	February 25, 2022
V-H23	Srinivasan, Vasanthi	The Impact of Good Corporate Governance	Diversity Inc.	June 10, 2021

V-I Articles in Conference Proceedings

Sl. No.	Authors	Title of Paper	Details of the Conference Proceedings
V-I-1	Nitish Bhat and Ojha, Abhoy K	Intellectual Freedom: A decolonisation perspective inspired by the Gandhian ideals	Academy of Management Conference, 2021
V-I-2	Sommer K, Pinkhasik E, Sidibe S, and Kulkarni, Mukta	Perspective differences in attributions for linguistic ostracism	Society for Personality and Social Psychology Annual Convention, San Francisco, CA, February 16-19, 2022
V-I-3	Kulkarni, Mukta	Organizational narratives and the construction of a prototypical disabled employee	Academy of Management, July 29-August 4, 2021
V-I-4	Kulkarni, Mukta and Baldrige D	Allies and detractors: Insights on disability inclusion in organizations	Showcase Presenter Symposium, Academy of Management, July 29-August 4, 2021
V-I-5	Beatty J and Kulkarni, Mukta	Advancing research on workplace disclosure of disabling conditions	Presenter Symposium, Academy of Management, July 29-August 4, 2021
V-I-6	Kulkarni, Mukta and Beatty J	Composing self-conceptions and disability disclosure strategies in the face of ongoing identity threats	Academy of Management, July 29-August 4, 2021
V-I-7	Pongener Y and Kulkarni, Mukta	Identity work of individuals in disparate professions	EGOS Colloquium, Amsterdam, July 8-10, 2021
V-I-8	Kulkarni, Mukta	Thirty years of the ADA: Current state and way forward (mashup session chaired by Bonaccio, S and Fisher, S)	Society for Industrial and Organizational Psychology (SIOP), New Orleans, Louisiana, April 15-17, 2021

Sl. No.	Authors	Title of Paper	Details of the Conference Proceedings
V-I-9	Mukherji, Sourav, C Rastogi, and S Mehrotra	Promoting Gender Equity through Sports: Learning from a Failed Intervention	37th EGOS Colloquium; Amsterdam, July 8-9, 2021

V-J IIMB Case Studies @ Harvard Business Publishing

V-J1 Title: GoSports: Developing Sports Talent to Create Role Models

Author: Sourav Mukherji

Summary: The case “GoSports: Developing Sports Talent to Create Role Models” describes the evolution of an Indian not-for-profit organization GoSports, whose mission is to identify high quality sporting talent and provide them necessary support so that they can excel in international sporting competitions and win laurels for the country. Despite being a nation of 1.3 billion people with no dearth of talent, India’s performance in international sporting events have been modest. This is because of multiple structural factors such as lack of hard and soft infrastructure for promoting sports, inadequate financial support from the government and private sector as well as absence of career options for sportspeople after an active career. GoSports has positioned itself as a bridging organization that would provide the necessary encouragement to talented sportspersons until they become famous enough to receive adequate support from the government or the private sector. Being a pioneer in this field, GoSports’ journey exemplifies how an organization sets about creating an ecosystem for sports in a country where multiple economic, social, and cultural barriers have traditionally prevented sports from getting its due importance in nation building. Learning from its initial failures to build a for-profit talent management organization, GoSports concentrated on raising funds from the corporate sector through their athlete-focused development programs, many of which were mentored by highly acclaimed role models from the world of sports. In parallel, GoSports created a network of support services comprising coaches, nutritionists, and sports scientists - all of whom played important roles in ensuring optimum performance from sportspersons. Dedicated athlete managers from GoSports maintained a trust-based relationship with the sportspersons such that every young sportsperson felt assured there was someone to help them deal with the myriad challenges in their intensely competitive domain.

- V-J2** Title: **EY People Advisory Services: Challenges of Enabling Global Mobility (A)**
 Author: **Debolina Dutta**
 Summary: Ernst & Young (EY) is a global consortium of firms offering advisory, taxation, and audit services across all industries and countries. The People Advisory Services (PAS) team within EY specialized in advising their clients on all people-related systems and processes, including global mobility compensation and taxation. Amarpal Singh Chadha's challenge, as the partner at EY PAS, lay in suggesting the most economical, compliant, and appropriate global compensation structure that adhered to the client's specified budget requirements. Part (A) of the case challenges the students to present the best possible options that address the employees' needs and meet the host countries' processes and compliances. Part (B) of the case introduces taxation complexities that individuals may experience during expatriate and mobility assignments.
- V-J3** Title: **EY People Advisory Services: Challenges in Enabling Global Mobility (B)**
 Author: **Debolina Dutta**
 Summary: Ernst & Young (EY) is a global consortium of firms offering advisory, taxation, and audit services across all industries and countries. The People Advisory Services (PAS) team within EY specialized in advising their clients on all people-related systems and processes, including global mobility compensation and taxation. Amarpal Singh Chadha's challenge, as the partner at EY PAS, lay in suggesting the most economical, compliant, and appropriate global compensation structure that adhered to the client's specified budget requirements. Part (A) of the case challenges the students to present the best possible options that address the employees' needs and meet the host countries' processes and compliances. Part (B) of the case introduces taxation complexities that individuals may experience during expatriate and mobility assignments.
- V-J4** Title: **GHCL: Navigating the Pandemic**
 Author: **Debolina Dutta**
 Summary: Erstwhile Gujarat Heavy Chemicals Limited (GHCL Ltd.), a publicly-listed large chemical manufacturing organization with over 6000 employees, had been recognized as a "Great Place to Work" (GPTW) for four consecutive years. However, the COVID-19 pandemic disrupted normal manufacturing and supply chain operations, impacting cash flows and challenged business continuity. With its working capital under pressure, the GHCL management team faced significant challenges in managing the costs. As a pre-emptive measure to sustain employee morale, the organization had announced that there would be no retrenchment of employees. With a major digitization

effort to pivot the organization to Industry 4.0 standards, large investment decisions were planned, including investing in a cloud-based human resource information system (HRIS). Feedback from the previous year's GPTW survey had thrown up a number of action points that Goswami, the CHRO, wanted to implement. GHCL was focused on sustaining the GPTW accreditation, even during the pandemic. The challenge for Goswami was to work on the various cost levers, minimize HR costs without diluting employee experience and long-term organizational objectives. The virtual environment of working also required higher digitization and stronger communication measures, which were likely to extend even beyond the end of the pandemic. Managing people's decisions in an uncertain business climate is a key learning objective of the case.

- V-J5 Title: Makemytrip and Goibibo Merger: Minimum People Disruption for Maximum Customer Advantage**
- Author: Debolina Dutta** and Anupama Kondayya
- Summary:** In 2016, MakeMyTrip, a prominent player in the online booking of travel space in India, moved to acquire arch-rival Goibibo (GI) to consolidate market share, build complementary synergies, and enable profitable growth. MMT was a leader in the online travel and premium hotel booking segment. GI penetrated the economy hotel segment and acquired redBus (RB) to diversify into the online bus booking space. Due to the merger, the processes of policies of the three entities in various aspects of business had to be aligned for smooth operations so as to capitalize on the expected synergies of the separate entities. Key priorities during a merger are in engaging and retaining critical talent and aligning human resource management policies and practices, including employer branding, talent acquisition (internal and external), performance management, benefits and policies, and separation and exits. Strategic talent decisions and cultural alignment can significantly influence the capabilities and performance needed from the workforce after a merger and acquisition (M&A). An integration project team had been commissioned for this and was expected to make recommendations to achieve this standardization. The case examines the challenges of identifying all aspects of people systems and processes that influence organizational culture. Alignment and standardization of the disparate organizational policies of the merging entities and communication of the final policies and practices require balancing organizational and employee needs and expectations. The case highlights the need to prioritize the integration of functions based on strategic organizational requirements.

- V-J6 Title: LGBTQ+ Inclusion at Thoughtworks in India**
- Author: Debolina Dutta and Vasanthi Srinivasan**
- Summary:** Thoughtworks, a mid-sized IT consulting firm that integrated strategy, design, and software engineering for their clients, with over 10,000 technologists spread over 48 offices in 17 countries, started in 1993. Thoughtworks developed a strong inclusivity culture and was anchored on three principal values: creating a sustainable for-profit organization, championing software excellence, and advocating social and economic justice for all. The organization had always embraced gender and cultural diversity and initiated multiple organizational practices to support and build inclusivity. In India, ThoughtWorks had been pioneering “Women in Tech” to promote gender diversity as the most visible inclusivity agenda. After the 2018 historic judgment repealing Section 377 of the Indian Penal Code, the opportunity to broaden the inclusivity domain to embrace LGBTQ+ workforce emerged. The founders and senior management had also taken public stands on the discriminatory attitude toward the LGBTQ+ community and the criminalization legislation in force in India. The organization had taken multiple initiatives and introduced progressive policies to demonstrate its support toward the LGBTQ+ community. However, LGBTQ+ inclusion was creating some dilemmas for the organization.

V-K Leading Journal Publications

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

- V-K1 Authors: Ritu Tripathi, Gopal P Mahapatra, M Thite, and A Varma**
- Title: Appraising the Revamped Performance Management System in Indian IT Multinational Enterprises: The Employees’ Perspective**
- Journal: *Human Resource Management***
- Abstract:** In recent times, leading information technology (IT) multinational enterprises claim to have abandoned many traditional features of their performance management systems (PMSs), including the bell curve. However, there is no published empirical study on how employees are perceiving the change. Using an inductive approach and an employee-centric theoretical lens, we investigated employees’ ($n = 426$) perceptions and satisfaction levels with the revamped PMS in three Indian IT services and business solutions multinational enterprises. Employees perceived the present purposes of PMS marginally more favorably than those in the past; however, the gap between the present and future aspirational

perceived purposes of PMS was significantly much higher. Satisfaction levels with different dimensions of PMS and alignment of PMS with other human resource functions and leader-member exchange were only modest. Employees mentioned goal setting and continuous feedback as the most positive features of the current PMSs, and transparency, 360° feedback, and adherence to timelines—as improvement areas. The results are indicative of a positive, but the only modest trend in employee satisfaction and perceptions. We discuss the implications of the findings for the employee-centric theory and practice of PMS in the IT industry.

- Listings: **Financial Times 50**
- V-K2** Authors: **Debolina Dutta**, Kunal Kumar and, Sushanta Mishra
- Title: **Unintended Consequences of Promotions: Importance of Annual Incentives for Performance Management Systems**
- Journal: ***Human Resource Management***
- Abstract: With increased globalization, multinational enterprises (MNEs) have become pervasive in emerging economies such as India. Given that employee performance is multidimensional and culture-bound, the management of performance in MNEs is very critical for the successful implementation of their business strategy. We focus on promotions and incentives as they are considered the two crucial aspects of any performance management system. Based on a multisource, temporal study spanning over 19 months, we tested the interaction effect of promotion and annual incentive on employee outcomes. We conducted interviews of 15 senior officers in phase 2 to understand the inconsistencies in our findings. The contribution of the study to industry and academia are discussed.
- Listings: **Financial Times 50**
- V-K3** Authors: Malvika Chhatwani, **Sushanta K Mishra**, Arup Varma, and Himanshu Rai
- Title: **Psychological resilience and business survival chances: A study of small firms in the USA during COVID-19**
- Journal: ***Journal of Business Research***
- Abstract: Small firms make huge contributions to the circular economy. However, survival of these firms has been a concern, more so in the context of COVID-19. Hence, it is critical to understand the factors predicting business survival chances of small firms. The present study examines whether owners' resilience (a psychological resource) is positively related to small firms' business survival chances during the pandemic. We borrowed from the broaden-and-build theory to posit that psychological resilience provides

a broadened repertoire of resources which help in coping with depression, leading to higher chances of business survival. Further, using a sample of 657 small firm owners, we investigated if direct and indirect linkages between psychological resilience and business survival chances change with owners' experience of financial fragility (i.e., lack of financial resources). Our study carries significant implications for theory and practice.

V-K4 Authors: Smriti Anand, Jeremy D Meuser, Prajya R Vidyarthi, Robert C Liden, Denise M Rousseau, and E S Srinivas

Title: **A Multi-Level Model of I-deals in Workgroups: Employee and Coworker Perceptions of Leader Fairness, I-Deals and Group Performance**

Journal: *Journal of Management Studies*

Abstract: We test theory regarding the within-group dynamics linking employees' leader fairness judgments to the receipt of idiosyncratic deals ('i-deals'), and how differences between workgroups in the extent and variability of i-deals influence workgroup performance. We assert that employees, their co-workers, and the workgroup leader are three key stakeholders to i-deals. Drawing on fairness heuristic theory, we hypothesize that employees are more likely to obtain i-deals when they view their workgroup leaders as procedurally fair. Further, individual perceptions of leader fairness exist within the context of their co-workers' perceptions of leader fairness, that is, (in)congruence between the two affects individual i-deals. At the workgroup level, we hypothesize a positive association between the access and extent of i-deals and workgroup performance. Employing polynomial regression on data from 258 employees nested in 69 workgroups, we find that congruence between individual and co-workers' perceptions of leader fairness is positively related to the individual's receipt of i-deals; incongruence has an asymmetric effect, such that individual perceptions matter more. Finally, within-group access and extent of i-deals are positively related to group performance.

Listings: - **Financial Times 50**

V-K5 Authors: Arjun Bhardwaj, **Sushanta K Mishra**, Israr Qureshi, Kunal Kamal Kumar, Alison M Konrad, Marc-David L Seidel, and Babita Bhatt

Title: Bridging Caste Divides: Middle-Status Ambivalence, Elite Closure, and Lower-Status Social Withdrawal

Journal: *Journal of Management Studies*

Abstract: Network theory and research have identified the powerful dynamic of homophily whereby individuals are more likely to connect with similar

rather than dissimilar others. However, less is known about when individuals might connect with dissimilar others to enhance organizational diversity benefits and mitigate social exclusion. This study builds upon prior evidence linking homophily to both elite group closure and lower-status self-segregating social withdrawal to propose a new dynamic of middle-status ambivalence toward homophily, generating a greater propensity toward diversity. Indian society offers a unique context of a legally codified, stable, three-tiered status hierarchy to test the idea that middle-status individuals will develop the most diverse networks. Using a unique longitudinal friendship network dataset, we find empirical support for our prediction, a novel contribution extending classic homophily theory. In addition, due to potent status dynamics, we theorize and find that lowest-status group members initiate more ties over time but also exhibit lower tie stability and greater losses of early ties than higher-status group members, resulting in the appearance of lowest-status group homophilous withdrawal. Overall, we advance homophily theory and offer practical suggestions for organizations seeking to enhance social ties across diversity and improve the effectiveness of social inclusion policies.

Listings: **Financial Times 50**

V-L Awards, Honours, and Achievements

- V-L1 **Prof. Mukta Kulkarni**, Advisory Committee, Nanagu Shaale, Nanagu Shaale works on inclusion of children with disability (Karnataka focus). Listing here as impact tab does not work, 2021
- V-L2 **Prof. Mukta Kulkarni**, Honorary Advisor, Enable India, Enable is one of India's largest disability service providers, 2021
- V-L3 **Prof. Mukta Kulkarni**, Member, Impact Future Project, This is about disability access (transport, education, etc.), 2021
- V-L4 **Prof. Vasanthi Srinivasan**, Indian Academy of Management, Fellow, This award is given to individuals who have contributed to the field of management in the Indian context, 2021
- V-L5 **Prof. Sushanta K Mishra**, Selected as the President, Indian Academy of Management (an affiliate of the Academy of Management, USA)
- V-L6 **Prof. Sushanta K Mishra**, Chairperson of the Professional Development Workshop of the INDAM Committee at the Academy of Management.

V-M Doctoral Theses Completed by FPM Students During 2021–2022

Sl. No.	Name of the Student	Dissertation Title	Members of the DAC Committee
V-M1	Romana Gulshani	Not mere silent partners – Understanding the role of venture capitalists in human resource management of startups	Vasanthi Srinivasan, Sourav Mukherji, and Suresh Bhagavatula
V-M2	Anjana Achan Karumathil	Cyber Connected?: Empirically Investigating Relatedness as a Motivational Need among Skilled Gig Workers	Ritu Tripathi, E S Srinivas, Ganesh N Prabhu, and Saras D Sarasvathy

V-O Papers Presented by FPM Students in Conference/Seminar During 2021–2022

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
V-O1	Anupama Kondayya (Co-author Prof. Dalhia Mani)	From Criminals to Demigods: Status Recategorization of the Third Gender in India	37th EGOS Colloquium, Amsterdam Virtual	July 8-10, 2021
V-O2	Anupama Kondayya (Co-author Prof. Dalhia Mani)	From Criminals to Demigods: Status Recategorization of the Third Gender in India	116th Annual Virtual Meeting of the American Sociological Association	August 6-10, 2021
V-O3	Anupama Kondayya (Co-author Dr. Shubhda Arora, Dr. Pearl Malhotra)	‘Somewhere I Belong’: Alienation and Belonging Among Homosexual Corporate Employees in India	81st Annual Virtual Meeting of the Academy of Management	July 29-August 4, 2021
V-O4	Rajashik Roy Choudhury	“How do We Achieve it?” A Relational View of Service Quality Enhancement in High-involvement Service	8th PAN IIM World Management Virtual Conference, IIM Kozhikode	December 16-18, 2021

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
V-O5	Rajashik Roy Choudhury	Does goal setting autonomy lead to selection of difficult goals? Analysing contextual effects of performance history, intrinsic motivation, and leader-member congruence on expected contribution	INDAM 7th Biennial Virtual Conference, IIM Rohtak	January 7-9, 2022
V-O6	Nitesh Bhat	A Reconceptualization of Meaningful Work Using the Indian Perspective of Karma Yoga	7 th Biennial INDAM 2022, IIM Rohtak	January 7-9, 2022

V-Q Awards, Honours, and Achievements by FPM Students in 2021–2022

Sl. No.	Name of the Student	Details of the Award	Date
V-Q1	Anupama Kondayya	Fellowship Grant, Wipro Sustainability Fellowship, Wipro Ltd.	July 27, 2021
V-Q2	Anupama Kondayya	Award: IMRDC-2022 Best Critique Award, IIMB Management Review Doctoral Conference	January 22, 2022

VI

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 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 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 India's 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 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: Centre for Digital Financial Inclusion, 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 Development of a Textbook on IKS

Project Team: **B Mahadevan**

Sponsor: AICTE, New Delhi

Status: Ongoing

VI-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
VI-B1	Mahadevan B and Sivakumar	Configuring and Pricing Smart Coproductive Services	<i>European Journal of Operational Research</i>	Vol. 294(2), October 2021, Pg. 779-789
VI-B2	Anirban Adhikary, Sundar D , Krishna , Sourav Bikash Borah, and Amalesh Sharma	How does the adoption of digital payment technologies influence unorganized retailers' performance? An investigation in an emerging market	<i>Journal of the Academy of Marketing Science</i>	Vol. 49, 2021, Pg. 882-902
VI-B3	Chen, L M and Sapra, Amar	Inventory renewal for a perishable product: Economies of scale and age-dependent demand	<i>Naval Research Logistics</i>	Vol. 68(3), April 2021, Pg. 359-377
VI-B4	Jain, Tarun , Hazra, Jishnu , and T C Edwin Cheng	IT Outsourcing and Vendor Cost Improvement Strategies under Asymmetric Information	<i>Decision Sciences</i>	Vol. 52(5), October 2021, Pg. 1109-1136
VI-B5	Satyam Mukherjee and Jain, Tarun	Do the mobility patterns for city taxicabs impact road safety?	<i>IISE Transactions</i>	Vol. 53(12), 2021, Pg. 1324-1336

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
VI-B6	Prasenjit Mandal and Jain, Tarun	Partial outsourcing from a rival: Quality decision under product differentiation and information asymmetry	<i>European Journal of Operational Research</i>	Vol. 292(3), August 2021, Pg. 886-908
VI-B7	Prasenjit Mandal, Jain, Tarun , and Abhishek Chakraborty	Quality collaboration contracts under product pricing strategies	<i>Annals of Operations Research</i>	Vol. 302, 2021, Pg. 231-264
VI-B8	Satyam Mukherjee and Jain, Tarun	Social embeddedness in user innovation networks: Evidence from Stackoverflow.com	<i>Economics of Innovation and New Technology</i>	Vol. 31(3), 2022, Pg. 191-208
VI-B9	Mahajan, Siddharth	The Pricing of Meetings and Event Spaces in Hotel Revenue Management	<i>American Journal of Operations Management and Information Systems</i>	Vol. 6(4), December 2021, Pg. 86-91
VI-B10	Tripathy, Anshuman	BHEL Smart Wall Blowing System: New Product Development in Manufacturing Industry: Case Analysis	<i>VIKALPA The Journal for Decision Makers</i>	Vol. 45(4), May 2021, Pg. 250-252

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

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
VI-F1	Tripathy, Anshuman and Sudhir M Chadha	Agile or Waterfall, which method should project developers adopt?	<i>Forbes India</i>	August 10, 2021
VI-F2	Tripathy, Anshuman and Hariram T Ramesh	How to lay the solid foundation for semiconductor fabrication in India	<i>Forbes India</i>	July 28, 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	Sapra, Amar	Optimal Processing and Trading for a Commodity in the Presence of Inventory Conversion Flexibility and Random Supply	Manufacturing & Service Operations Management (MSOM) Conference, Indiana University	June 9, 2021
VI-H2	Sapra, Amar	Invited seminar: Optimal Processing and Trading for a Commodity in the Presence of Inventory Conversion Flexibility and Random Supply	Wilfrid Laurier University, Canada	2021
VI-H3	Saranga, Haritha	Online seminar on Mastering the Make in India Challenge	BHEL, Bangalore	February 15, 2022
VI-H4	Jain, Tarun, Hazra, Jishnu, and Subodha Kumar	Pricing Cloud Computing Instances: Reserved, On-Demand, or Hybrid Model?	INFORMS 2021 Annual Meeting, Anaheim, California, USA (Virtual)	October 24-27, 2021
VI-H5	Jain, Tarun, Hazra, Jishnu, and Subodha Kumar	Pricing Cloud Computing Instances: Reserved, On-demand, Or Hybrid Model?	2021 INFORMS Annual Conference, Anaheim, California	October 24-27, 2021
VI-H6	Prakash Awasthu and Hazra, Jishnu	IT service collaboration: An analytical study	ISDSI-Global Conference 2021, IIM Nagpur, Nagpur	December 27-30, 2021

VI-J IIMB Case Studies @ Harvard Business Publishing

VI-J1	Title:	Redesigning Tea Auctions in India
	Author:	B Mahadevan and Sreelata Jonnalagedda
	Summary:	The production of tea increased by 10% and the Indian economy experienced an inflation of 5.24% in 2018; the average auction price for tea had been stagnant at Rs. 140 per kg since 2013. The existing auction system was built on an archaic technology and the auction rules were constraining the system. This was triggering the buyers to move away from the auction to private sales, and thus stifling price discovery. The Tea Board of India hired consultants to redesign the auction system based on the principles of design

simplicity, ease of use, and sustainability. Three areas for auction design improvement related to the type, closure, and transparency of auctions, were identified. But would they have the desired effect? The case provides an opportunity for students to discuss if the proposed interventions will work from the lens of auction as a pricing mechanism. With increase in adoption of auctions from selling search words and ad-spaces to surplus inventory, this case should be interesting for students intending to build different pricing/business models. It is also useful for students to understand the mechanism in order to improve the existing auction systems.

VI-J2 Title: Thulasi Pharmacy: Riding the Digitalization Wave to Omnichannel Retailing

Author: Anshuman Tripathy, Amrit S, and Vanathi M

Summary: The case discusses the opportunity for Thulasi Pharmacy to develop an online sales model, thereby transitioning from a sole store format to omnichannel retailing. Thulasi Pharmacy was most prominently present in the state of Tamil Nadu in South India, with 69 stores and an annual turnover of \$16.5 million. With the advent of e-pharmacy in India, riding on growing internet penetration and a positive change in consumers' preferences toward online shopping, Thulasi was contemplating on whether extending their services into e-pharma was the next step in expansion. The case also introduces change management in the context of organizational changes required to build a hybrid business model. It describes the situation at Thulasi Pharmacy, challenges students to understand an industry in depth and explains the importance of core competencies to a retail organization. While discussing how a company can leverage digitalization to move into omnichannel retailing, the case encourages students to think about the various new stakeholders and organizational changes required to bring synergy between the offline and online business models.

VI-J3 Title: Amagi – Pioneering Cloud Transformation in Broadcasting

Author: Anshuman Tripathy, Siddharth Gupta, and Aman Agarwal

Summary: This case follows the journey of Amagi, founded by three entrepreneurs, as an Indian company founded in 2008 with a technological solution for the media and entertainment (M&E) industry. Amagi was set up as a technology company that leveraged its geo-targeting technology to work with broadcasters and advertisers to reach audiences regionally and globally. The company started facing challenges due to the inherent market structure along with various other external forces, posing questions about the existing business model and the need for diversification. The M&E industry, at

this point, was also rapidly transforming on account of technological evolutions as the linear broadcasting businesses were being overtaken by the incoming OTT players providing video-on-demand services both in terms of customers and advertisement dollars, further pushing Amagi to rethink its strategy. The case outlines the geo-targeting business model and its evolution during the journey of Amagi over the past decade. It also highlights the various challenges the company was facing in the existing set-up along with laying down the management's expectations from a successful business. The case also outlines the evolving industry structure, business landscape, and the value chain where Amagi was playing within the industry and how different players were responding to the changes in the market scenario. The case shows what firms need to consider while evaluating future business strategies; and how their activities, ideologies, and core capabilities influence the firm's choice of path.

VI-J4 Title: Eco-friendly Solution to Crop Residue Burning

Author: Haritha Saranga and Shashikant Kumawat

Summary: The case describes the problems in agricultural practices in the north-western states of India and the efforts of a non-governmental organization, CII-ITC Centre of Excellence for Sustainable Development (CESD) and CII Foundation (CIIF), to address those problems. Through the journey of the CIIF team in learning about the problem and piloting the solutions, the case describes the nature and scale of the problem of crop residue burning (CRB) after harvesting the paddy crop. The case explains the decision-making pattern of farmers and the factors that compel them to adopt the unsustainable practice of CRB. The case sensitizes students to the adverse impact of such unsustainable agriculture practice not just in the local ecology but also in the air quality of the nearby region of Delhi NCR. The students can not only learn about the various technical solutions but also about non-technical aspects such as how successful collaborations between various governmental and non-governmental stakeholders can help address the problem of crop residue management (CRM). The pilots on a smaller scale (select villages) by CIIF also generated valuable data about the key considerations of farmers in choosing CRB over the eco-friendly alternative CRM solutions. The students are expected to use this data to objectively arrive at the CRM option best suited for a particular farmer. The data presented in the case allows for the learning and application of various multi-criteria decision-making (MCDM) techniques such as analytical hierarchy process (AHP) and decision tree analysis.

VI-J5 Title: Business Excellence Through Process Improvement – The Godrej Appliances Division (A)

Author: Haritha Saranga and Aman Chheda

Summary: Godrej Appliances Division (GAD) of Godrej & Boyce Manufacturing Company Limited – which had been around for more than 60 years and was the first company to manufacture refrigerators in India – began to face intense competition in the early to late 2000s due to the entry of multinational companies (MNCs), such as LG and Samsung, after the liberalization of the Indian economy. GAD had been among the top 3 players in the industry until the entry of the MNCs, and subsequently, their market share fell by half to 13% in the late 1990s and further decreased to 6% by 2010. To improve their competitiveness, benchmark with industry best practices, and get feedback from the assessment process, GAD chose to participate in the Confederation of Indian Industry’s (CII) Business Excellence (BE) award, modeled after EFQM, from 2011 onward. The objective was to use this feedback to identify their internal gaps vis-à-vis the competition and improve the respective processes in order to regain their market share. The case describes how GAD made use of the EFQM philosophy and the award criteria to completely revamp their processes and bridge gaps with the competition. They focused on the five enablers: (1) Leadership (2) Strategy (3) People (4) Partnerships & Resources and (5) Processes, Products & Services, to improve their business and organizational processes. These efforts paid off, and GAD progressively improved their products and processes during the next several years, finally achieving the CII-BE award in 2019. Case A ends with a list of operational capabilities that GAD acquired in the process and how they can exploit them, just when COVID-19 pandemic hit India. Case B then goes on to describe how GAD made use of these capabilities to quickly develop and introduce new products that were urgently needed in the country, to address the challenges posed by the pandemic.

VI-J6 Title: Business Excellence Through Process Improvement – The Godrej Appliances Division (B)

Author: Haritha Saranga and Aman Chheda

Summary: Godrej Appliances Division (GAD) of Godrej & Boyce Manufacturing Company Limited – which had been around for more than 60 years and was the first company to manufacture refrigerators in India – began to face intense competition in the early to late 2000s due to the entry of multinational companies (MNCs), such as LG and Samsung, after the

liberalization of the Indian economy. GAD had been among the top 3 players in the industry until the entry of the MNCs, and subsequently, their market share fell by half to 13% in the late 1990s and further decreased to 6% by 2010. To improve their competitiveness, benchmark with industry best practices, and get feedback from the assessment process, GAD chose to participate in the Confederation of Indian Industry's (CII) Business Excellence (BE) award, modeled after EFQM, from 2011 onward. The objective was to use this feedback to identify their internal gaps vis-à-vis the competition and improve the respective processes in order to regain their market share. The case describes how GAD made use of the EFQM philosophy and the award criteria to completely revamp their processes and bridge gaps with the competition. They focused on the five enablers: (1) Leadership (2) Strategy (3) People (4) Partnerships & Resources and (5) Processes, Products & Services, to improve their business and organizational processes. These efforts paid off, and GAD progressively improved their products and processes during the next several years, finally achieving the CII-BE award in 2019. Case A ends with a list of operational capabilities that GAD acquired in the process and how they can exploit them, just when COVID-19 pandemic hit India. Case B then goes on to describe how GAD made use of these capabilities to quickly develop and introduce new products that were urgently needed in the country, to address the challenges posed by the pandemic.

VI-K Leading Journal Publications

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

- VI-K1** Authors: **B Mahadevan** and Sivakumar
- Title: **Configuring and Pricing Smart Coproductive Services**
- Journal: ***European Journal of Operational Research***
- Abstract: Coproductive services involve the active participation of customers by exerting physical/mental effort as a part of the service process to co-create value. While the demand for coproduction models is surging, there are complaints about customer experience and service system design. Owing to these dissatisfaction issues, providers are now shifting away from self-service models toward the notion of smart service, where service tasks are efficiently divided between the provider and the customer. This study addresses the business problem of the configuration and pricing of such a smart coproduction service channel targeted at a segment within

an incumbent provider's captive customer base. We analyze the relative preference of the popular uniform pricing policy against a new proposed policy that accounts for the strategic behaviour of customers. This study uses a suite of analytical modeling tools to address this problem. We analyze the applicability of the alternate pricing regimes when providers are pursuing certain prevalent marketing strategies. We also analyze the influence of relative co-creation productivity between the provider and customer on the choice of pricing regime. We find that the popularity of the uniform pricing model can be explained with its simplicity in configuration and applicability. On the other hand, we find that the proposed strategic pricing regime not only induces customers to adopt coproduction channels but also enables providers to charge a price premium where possible. Furthermore, our analysis explains several observations in practice w.r.t. uptake and proliferation of coproduction channels. We also present useful guidelines to managers for configuring and pricing coproduction service channels.

- VI-K2** Authors: Anirban Adhikary, **Krishna Sundar D**, Sourav Bikash Borah, and Amalesh Sharma
- Title: **How does the adoption of digital payment technologies influence unorganized retailers' performance? An investigation in an emerging market**
- Journal: *Journal of the Academy of Marketing Science*
- Abstract: Unorganized retail dominates the retail landscape across emerging markets (EMs) and is undergoing rapid digitalization. However, the extant literature has not explored the impact of digital payment system adoption on unorganized retailer (UR) performance. By conducting three related studies and relying on the tenets of the resource-based view of firms, we show that the adoption of digital payment technologies' increases economic performance (i.e., revenue) for a sample of 403 EM URs. This effect is enhanced by such retailers' prioritization of technological investments and attenuated by their credit facilities. We find that card-based and app-based technologies positively impact UR performance. URs can maximize their performance by adopting two technologies, and there is a synergistic effect between card-based and account-based technologies. On average, adoption increases a UR's economic performance by 9.6%. We present a nuanced understanding of whether, how much, and which digital payment technologies should be adopted by EM URs.
- Listings: **Financial Times 50**

- VI-K3** Authors: Chen, L M, and **Amar Sapra**
- Title: **Inventory renewal for a perishable product: Economies of scale and age-dependent demand**
- Journal: *Naval Research Logistics*
- Abstract: We consider a finite-horizon, periodic-review system for a perishable product at a retailer that faces stochastic, age-dependent demand and loses excess demand, if any. For this system, we build three models that capture two sources of unfilled demand, insufficient inventory, and inappropriate age, and penalize them at different rates. The models are characterized by increasing replenishment flexibility, and the goal of each model is to identify when to place an order and the quantity whenever an order is placed. In the first model, reorder intervals are equal. In the second model, reorder intervals can vary across orders. In the third model, reorder intervals continue to remain flexible but the retailer can also partially salvage her inventory whenever she has excess inventory. Using the models, we explore the effect of lost-sales penalties on the structure of the optimal value function. We find that the inventory-related cost in a period may lack convexity if the ratio of penalties for stockout and high age is below a threshold, which percolates to the value function as well. We also identify properties of the optimal replenishment policy for the three models. Finally, we conduct numerical experiments to identify the marginal value added by the flexibility in reorder intervals and the option to partially salvage inventory as a function of model parameters.
- VI-K4** Authors: **Tarun Jain, Jishnu Hazra**, and T C Edwin Cheng
- Title: **IT Outsourcing and Vendor Cost Improvement Strategies under Asymmetric Information**
- Journal: *Decision Sciences*
- Abstract: In this article, we study the scenario under which two information technology (IT) vendor firms compete for the outsourcing requirements of a client firm. The vendors' cost structures are private information. In addition, the vendors can improve their unit costs through learning-by-doing and by making investments in process improvement, that is, induced learning. We study the impacts of vendor-based learning and process improvement in the asymmetric cost setting on the client firm's outsourcing strategy and the vendor firm's process improvement investments. Our analysis reveals that the client firm may adopt the single-sourcing strategy or a combination of dual and single-sourcing strategies depending on the learning efficiency of the vendor base. We also find that high heterogeneity in the vendor cost structure increases the first-period outsourcing requirements of the client

firm. Our findings provide interesting managerial implications for the IT outsourcing industry.

- VI-K5** Authors: Satyam Mukherjee and **Tarun Jain**
- Title: **Do the mobility patterns for city taxicabs impact road safety?**
- Journal: *IISE Transactions*
- Abstract: Recently, large investments have been made by cities such as Singapore, New York City, and London toward creating smart city initiatives in the areas of traffic safety enhancement and higher mobility. In this article, we investigate the impact of various network topology measures on the number of vehicle crashes in a city mobility network. Extant literature on mobility in city traffic networks has not studied the impact of network structure on road accidents. We fill this important gap by identifying the structural properties of critical zones in the city traffic network, which have a high risk of vehicle crashes. We use econometric methods to analyze a large dataset on city mobility from the New York Taxi and Limousine Commission, and a dataset on motor vehicle collisions from the New York Police Department; and derive various insights on the scope of traffic safety issues in a smart city. Our dataset has information on about 100,000,000 taxi trips over the year 2018. In this year, around 1,500,000 vehicle crash events were reported in New York City. One would expect that due to a large number of shortest paths, the number of accidents should be significantly more in the high betweenness centrality zones in the traffic mobility network. However, our analysis reveals that zones with high betweenness centrality tend to have a lower number of accidents. Furthermore, zones with a high degree centrality in the traffic mobility network are associated with a higher number of vehicle crash incidents. Our study reveals some crucial pointers for smart city policymakers and the operations managers of ride-sharing companies on how information on the mobility patterns of the high accident risk zones can be leveraged to reduce motor vehicle collisions.
- VI-K6** Authors: Prasenjit Mandal and **Tarun Jain**
- Title: **Partial outsourcing from a rival: Quality decision under product differentiation and information asymmetry**
- Journal: *European Journal of Operational Research*
- Abstract: Firms, along with producing components in-house, source some requirements from a supplier competing in the downstream market (encroachment). However, the supplier may strategically choose not to compete with the

manufacturer (no-encroachment). In a stylized game-theoretic model, we characterize component quality decisions of the supplier, a two-part tariff contracting structure, and the market output decisions of both players. We focus on investigating the effect of product quality differentiation and partial outsourcing strategy on the above decisions. We find that product quality may increase or decrease with the increase in product differentiation. Further, we find that the increase in the fraction of requirements outsourced by the manufacturer to the supplier may increase or decrease the product quality. Later, our analysis reveals that when a manufacturer's in-house quality cost is very low, or the degree of product differentiation is in the moderate range, the supplier encroachment could lead to a “win-win” outcome for both players.

VI-L Awards, Honours, and Achievements

- VI-L1 Prof. Rajeev Ranjan Tripathi**, Best Paper Award (2nd position) at the 24th Annual SOM Conference.
- VI-L2 Prof. Tarun Jain**, Research award by BIMTECH, Noida. Basant Kumar Birla Distinguished Research Scholar Award 2021 (Joint Winner of the Third Prize).

VI-M Doctoral Theses Completed by FPM Students During 2021–2022

Sl. No.	Name of the Student	Dissertation Title	Members of the DAC Committee
VI-M1	Dastrala Sudha Madhavi	Essays on Internet Economy	Rajeev Ranjan Tripathi, Prashant Chintapalli, Tarun Jain, and Ranganathan V (Ext)
VI-M2	Achal Goyal	Essays on Matching Supply with Demand for Short-Life Products	Amar Sapra, Jishnu Hazra, Jitamitra Desai, and Sridhar Seshadri (Ext)

VI-N Dissertation Proposals by FPM Students During 2021–2022

Sl. No.	Name of the Student	Topic	Date
VI-N1	Sayan Chowdhury	Incorporating Sustainability in Business	March 28, 2022

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 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 banks to quantify risks associated with retail loans under big data context.
3. Develop statistical models to predict probability of default (PD).

4. Develop models for predicting different types of frauds within the banking sector.
5. Design and develop web-enabled software that will assist banks to easily adopt the models.

Sponsor: Department of Electronics and Information Technology

Status: Ongoing

VII-A5 Data Management and 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: Develop a data-driven farm advisory system that will advise the farmers and policy makers on issues such as crop selection, crop rotation, disease management, pest and fertilizer management and marketing of crops.

Sponsor: DST, Government of India

Status: Ongoing

VII-A6 Optimal Sourcing and Inventory Management of Blood at the VHS

Project Team: **U Dinesh Kumar**

Summary: Voluntary Health Services (VHS) Blood Bank was established in 1963 as a part of the Voluntary Health Services and Research Centre, a multi-specialty hospital in Chennai. VHS Blood Bank supplies quality blood to various hospitals in and around Chennai. The blood bank organizes blood donation camps at various locations, which has helped VHS 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 INR 2.16 crore. It supplies over 3200 units of blood on average every month.

Sponsor: IIM Bangalore

Status: Ongoing

VII-A7 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-A8 **New techniques to analyze categorical and discrete time series data**

Project Team: **Soudeep Deb, Rishideep Roy,** and Anagh Chattopadhyay

Summary: Integer-valued time series (popularly known as count data) appears in many disciplines, ranging from economics to public health to social sciences. Popular examples of such data are the number of people affected from a virus, the number of a certain product sold per day, the number of website visits, the number of extreme environmental events at a location or the number of accidents at an intersection. Generalized linear models (GLM) with Poisson or negative binomial distribution are suitable to deal with the discreteness and they can assess the effect of different regressors on the response variable, but they fail to address the correlated nature of the data. Meanwhile, models like autoregressive integrated moving average (ARIMA) can analyze the covariance structure for a real-valued time series in an appropriate way, but they are also inappropriate for count data as they do not produce coherent forecasts. In fact, modeling count data demands one to consider both the discreteness and the time-dependence properties of the series. To that end, under specific assumptions, models like INAR, GLARMA, ACP, INGARCH, etc. have been developed. However, they lack a sense of generality in the modeling framework. The same can be stated about categorical time series data and related models as well. In this project, we aim to develop a general modeling framework for both categorical and discrete time series data; especially in the context of analyzing economic data. We also aim to extend the work to deal with spatio-temporal models for categorical and discrete random variables, and work on some interesting applications on environmental datasets.

Sponsor: IIM Bangalore

Status: Ongoing

VII-A9 **Biopharmaceutical Supply Chains: Global Challenges and Local Opportunities**

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

Summary: Biopharmaceutical 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 the biopharmaceutical 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-A10 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 smartphones. 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-A11 Supplier Ecosystem Intelligence

Project Team: **Jitamitra Desai**

Summary: The global semiconductor industry has been characterised by rising demand, newer applications, fluctuating supply, stricter regulation, and demanding quality. Companies in the industry are under constant pressure to optimise their supply chains to provide complex product and service solutions for customers. The sourcing strategy has become critical in these demanding times. Supplier ecosystems present a different approach that may provide an opportunity for supply chain managers to overcome the shortcomings of the conventional approach by building tighter and integrated supply chains, allowing faster response to unexpected marketplace events, new business models, strategic alliances, the ability to quickly identify, qualify, onboard and manage new suppliers, drive new levels of efficiency and productivity, and mitigate risk. India, with its fast-growing electronics system design manufacturing industry, strong design capabilities, and talented pool of engineers, provides an opportunity for Intel to create alternative solutions that allow for risk diversification and facilitate portfolio management. The aim of this project was to build a framework which can populate variables needed to create an AI/ML algorithm for supplier selection and ranking. A four-step approach was used to execute this project. Through a literature review, 108 variables were identified which can be used for supplier evaluation. These variables were categorised into 11 different classes. Datasets and websites were identified which would provide a list of

potential manufacturers for various products and furnish financial, legal, and management information about suppliers. It was found that there is no single database in India which carries the manufacturing, technological, and R & D capacities of a supplier. The best source of this information was identified to be the supplier's own website. A framework was created which carried a series of programmes like search queries, web scraping, and NLP to be run on the various datasets and websites to extract all possible information about the suppliers. A ranking methodology was drafted to rank the suppliers after information had been gathered about their credentials. The above framework is the first step on the journey. The vendors identified through this framework then need to be contacted in person to access their capabilities in meeting the needs of the Intel supply chain.

Sponsor: Intel

Status: Completed

VII-A12 Do Too Many Cooks Spoil the Broth?: Multiple Politicians, Firm Entry, and Economic Growth

Project Team: **Pulak Ghosh**, Nishant Vat, Arko Sarkar, and Satya Sai Harsha

Sponsor: NSE

Status: Completed

VII-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
VII-B1	Sarah Brown, Ghosh, Pulak, Pareek, Bhuvanesh, and Karl Taylor	The protective role of saving: Bayesian analysis of British panel data	<i>Journal of Empirical Finance</i>	Vol. 63, September 2021, Pg. 57-72
VII-B2	Kiranmoy Das, Ghosh, Pulak, and Michael J Daniels	Modeling Multiple Time-Varying Related Groups: A Dynamic Hierarchical Bayesian Approach with an Application to the Health and Retirement Study	<i>Journal of the American Statistical Association</i>	Vol. 116(534), 2021, Pg. 558-568
VII-B3	Kiranmoy Das, Bhuvanesh Pareek, Sarah Brown, and Ghosh, Pulak	A semi-parametric Bayesian dynamic hurdle model with an application to the health and retirement study	<i>Computational Statistics</i>	Vol. 37, 2022, Pg. 837-863

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
VII-B4	Sarah Brown, Ghosh, Pulak Daniel Gray, Bhuvanesh Pareek, and Jennifer Roberts	Saving behaviour and health: A high-dimensional Bayesian analysis of British panel data	<i>The European Journal of Finance</i>	Vol. 27(16), 2021, Pg. 1581-1603
VII-B5	Rakesh Prakash, Rajesh Piplani, and Desai, Jitmitra	An Optimal Data-Splitting Algorithm for Aircraft Sequencing on Two Runways	<i>Transportation Research Part C: Emerging Technologies</i>	Vol. 132, November 2021,103403, Pg. 1-15
VII-B6	Rakesh Prakash, Desai, Jitmitra , and Rajesh Piplani	An Optimal Data-Splitting Algorithm for Aircraft Sequencing on a Single Runway	<i>Annals of Operations Research</i>	Vol. 309, 2022, Pg. 587-610
VII-B7	Deb, Soudeep and Sougata Deb	An ensemble method for early prediction of dengue outbreak	<i>Journal of the Royal Statistical Society: Series A</i>	Vol. 185(1), January 2022, Pg. 84-101
VII-B8	Das, Shubhabrata and Pranjal Chandrakar	Measuring the Values of Cricket Players	<i>Australian and New Zealand Journal of Statistics</i>	Vol. 63(4), December 2021, Pg. 565-578
VII-B9	Pranjal Chandrakar, Das, Shubhabrata , and Bhalla, Manaswini	Lease Auctions with Retention Options	<i>Journal of Quantitative Economics</i>	Vol. 20, 2022, Pg. 97-136
VII-B10	Roy, Rishideep and Kumarjit Saha	Coexistence in discrete time multi-type competing frog models	<i>Electronic Communications in Probability</i>	Vol. 26(70), 2021, Pg. 1-9

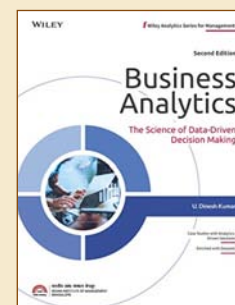
VII-C Books

VII-C1 Dinesh Kumar U

Business Analytics, 2ed: The Science of Data - Driven Decision Making

Wiley, 2021

Business Analytics has become one of the most important skills that every student of Management and Engineering should acquire to become successful in their career. The use of analytics across industries for decision making, problem solving, and driving organizational innovation makes it an essential skill to develop. Analytics is used as a competitive strategy by many successful companies.



VII-E Working Papers

Sl. No.	Author	Title	IIMB Working Paper No.	Year
VII-E1	Sumit Agarwal, Meghana Ayyagari, Yuxi Cheng, and Ghosh, Pulak	Road to Stock Market Participation	651	2021
VII-E2	Das, Shubhabrata, Sidhartha S Guru, and Abhiram Iyer	Forecasting Mortality Rates for India Using Lee-Carter Model with Applications to Projecting Population Pyramid, Gender Imbalance, and Dependency Ratio	656	2022
VII-E3	Murthy, Ishwar	A Cardinality Induced Extended Formulation of the Single-Source Un-capacitated Facility Location Problem and its Polyhedra	659	2022

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

Sl. No.	Authors	Title of Article	Name of Newspaper/Magazine	Date of Publication
VII-F1	Desai, Jitamitra and Srivardhini Jha	Using the case method as a pedagogical tool for management education in India	<i>The Hindu</i>	December 4, 2021
VII-F2	Desai, Jitamitra	Role of disruptive technology and future of business analytics in management education	<i>Open Magazine</i>	Jan-22

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	Pareek, Bhuvanesh	Leaf nodes of decision trees as balancing score in observational studies with multiple treatments	COMDATA 2021	November 22, 2021
VII-H2	Desai, Jitamitra	Panel discussion on multimodal logistics	European Business Technology Centre, Bangalore	2021
VII-H3	Ghosh, Pulak	Third Wave of Economics-Data & Data	State Bank of India Economics Conclave	November 17, 2021

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
VII-H4	Ghosh, Pulak	Data -AI and Strategy	Economic Times CIO Data Strategy Summit	September 2021
VII-H5	Deb, Soudeep	Spectral density-based clustering method for spatio-temporal datasets	4th International Conference on Econometrics and Statistics, EcoSta 2021 Virtual, Hong Kong.	June 24-26, 2021
VII-H6	Deb, Soudeep	Analyzing count data using a time series model with an exponentially decaying covariance structure	Australian and New Zealand Statistical Conference (Virtual), Australia	July 5-9, 2021
VII-H7	Deb, Soudeep	Impact of global warming on rainfall: A spatio- temporal study	RSS International conference 2021 (Virtual), Manchester, UK	September 2021
VII-H8	U Dinesh Kumar	OR and Business Analytics	Operations Research Society of India, Bangalore Chapter	April 24, 2021
VII-H9	U Dinesh Kumar	Application of Reinforcement Learning in Next Best Action Decisions	National University of Ireland (NUI)	September 2021
VII-H10	U Dinesh Kumar	Deep Learning Models for Predicting Rare Events	International Conference on Business Analytics and Intelligence, IISc Bangalore	December 20-22, 2021

VII-I Articles in Conference Proceedings

Sl. No.	Authors	Title of Paper	Details of the Conference Proceedings
VII-I-1	Desai, Jitamitra	Optimizing Integer Programming Problems using a Branch-Line- and-Search Algorithm	Institute of Industrial and Systems Engineering Conference, Montreal, Canada, May 2021

VII-J IIMB Case Studies @ Harvard Business Publishing

VII-J1 Title:	Leveraging Artificial Intelligence in a Skilling Ecosystem
Author:	Asha Vishwanathan, Kaushik Prasanna Raju, Khanij Kumar S G, Lakshmi Krishna, Naveen Kamat, and U Dinesh Kumar
Summary:	Trans Neuron Technologies (TNT) is a learn-to-launch (L2L) company, which aims to transform job-seekers into industry-ready professionals by

providing them with adequate backing to undertake that journey. TNT is an innovative company with immense faith in the power of the youth. The company offers eKaushal, a unified platform for various stakeholders in the skilling ecosystem, including candidates, training providers, employers, and assessment agencies. Hundreds of youth visit the eKaushal platform every day to undergo various forms of professional training. These candidates belong to various demographics, education level, income brackets, etc. It was found that some of the candidates could not leverage the training for employment opportunities. The business goal is clearly defined for TNT – they want to enable efficiencies in the entire skilling ecosystem, thus helping youth with employment opportunities. For Shivaam Sharma, the Chief Executive Officer of TNT, the objective is to recommend relevant training to the candidates to increase their employability chances. Sharma wants to use the collected data to achieve the following: 1. Recommend suitable trainings to candidates, so that dropouts are reduced and placement chances for candidates are increased. 2. Compare efficiencies of the training providers (TP) and understand if some of the TPs are underperforming and therefore leading to fewer training completions.

- VII-J2 Title:** **Champo Carpets: Improving Business-To-Business Sales Using Machine Learning Algorithms**
- Author:** Priyank Goyal, Puneet Kapoor, Gyanesh Jain, Ashish Sethia, and U **Dinesh Kumar**
- Summary:** Champo Carpets is one of the largest carpet manufacturing companies based in India, with customers across the world, including some of the most reputed stores and catalog companies. Champo Carpets is based out of Bhadohi, Uttar Pradesh, which is one of the most famous clusters of carpet weaving in India. This cluster is spread over 1,000 sq. km and comprises many villages and districts in and around it. The company is a vertically integrated manufacturer and exporter of carpets and floor coverings, with more than 52 years of existence. At the beginning of 2020, the company employed 1,500 people with a capacity to produce 200,000 pieces of carpets and floor coverings per month. As part of sales and marketing, Champo Carpets shared sample designs with its potential customers, based on which the customer placed an order. The sample design selection was done in various ways and the process itself is costly and elaborate. To capture industry trends, a team of the company visited various trade shows and events and sent samples to the client as per the latest fiber and color trends. However, their sample-to-order conversion ratio was low compared to the industry average. This had cost repercussions as well as lost opportunities. The company identified the cause as inaccurate targeting of products to their customers. It subsequently implemented an enterprise resource planning (ERP) application and has been capturing data at every

point of production as well as sales. They believe this accumulated data can help target their products accurately to the right clients and design an appropriate recommender system.

VII-K Leading Journal Publications

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

- VII-K1** Authors: Sarah Brown, **Pulak Ghosh**, **Bhuvanesh Pareek**, and Karl Taylor
 Title: **The protective role of saving: Bayesian analysis of British panel data**
 Journal: *Journal of Empirical Finance*
 Abstract: We explore whether a protective role for savings against future financial hardship exists, using household level panel data for a nationally representative sample of UK households. We jointly model the incidence and extent of financial problems, using a dynamic two-part approach allowing different data-generating processes for experiencing financial hardship and to measure extent of financial hardship experienced. Our results show that: (i) saving on a regular basis mitigates the likelihood of experiencing, as well as the number of, future financial problems; (ii) state dependence in financial problems exists; (iii) interdependence exists between financial problems and housing costs, with higher housing costs associated with an increased probability of experiencing financial hardship.
- VII-K2** Authors: Kiranmoy Das, **Pulak Ghosh**, and Michael J Daniels
 Title: **Modeling Multiple Time-Varying Related Groups: A Dynamic Hierarchical Bayesian Approach with an Application to the Health and Retirement Study**
 Journal: *Journal of the American Statistical Association*
 Abstract: As the population of the older individuals continues to grow, it is important to study the relationship among the variables measuring financial health and physical health of the older individuals to better understand the demand for healthcare and health insurance. We propose a semiparametric approach to jointly model these variables. We use data from the Health and Retirement Study which includes a set of correlated longitudinal variables measuring financial and physical health. In particular, we propose a dynamic hierarchical matrix stick-breaking process prior for some of the model parameters to account for the time dependent aspects of our data. This prior introduces dependence among the parameters across different groups which vary over time. A Lasso type shrinkage prior is specified for the covariates with time-invariant effects for selecting the set of covariates with significant

effects on the outcomes. Through joint modeling, we are able to study the physical health of the older individuals conditional on their financial health, and vice-versa. Based on our analysis, we find that the health insurance (medicare) provided by the government (of the United States) to the older individuals is very effective, and it covers most of the medical expenditures. However, none of the health insurances conveniently cover the additional medical expenses due to chronic diseases like cancer and heart problem. Simulation studies are performed to assess the operating characteristics of our proposed modeling approach. Supplementary materials for this article, including a standardized description of the materials available for reproducing the work, are available as an online supplement.

- VII-K3** Authors: **Soudeep Deb** and Sougata Deb
 Title: **An ensemble method for early prediction of dengue outbreak**
 Journal: ***Journal of the Royal Statistical Society: Series A***
 Abstract: Predicting a dengue outbreak well ahead of time is of immense importance to healthcare personnel. In this study, an ensemble method based on three different types of models has been developed. The proposed approach combines negative binomial regression, autoregressive integrated moving average model and generalized linear autoregressive moving average model through a vector autoregressive structure. Lagged values of terrain and climate covariates are used as regressors. Real-life application using data from San Juan and Iquitos shows that the proposed method usually incurs a mean absolute error of less than 10 cases when the predictions are made 8 weeks in advance. Furthermore, using model confidence set procedure, it is also shown that the proposed method always outperforms other candidate models in providing early prediction for a dengue epidemic.

VII-L Awards, Honours, and Achievements

- VI-L1 Prof. Pulak Ghosh**, Winner of the 2021 PBCSF Fintech Center Award for Best Paper on Fintech at the Western Finance Association Annual Meeting for the paper \ How Costly are Cultural Biases? Evidence from Fintech.

VII-M Doctoral Theses Completed by FPM Students During 2021–2022

Sl. No.	Name of the Student	Dissertation Title	Members of the DAC Committee
VII-M1	Giriraj	Time Series Clustering, Testing of Memory in Time Series, and Quantifying Dependence in Volatility of Financial Time Series Using Complex Network Theory	Malay Bhattacharyya, Rajluxmi V Murthy, and Abhinav Anand

VII-O Papers Presented by FPM Students in Conference/Seminar During 2021–2022

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
VII-O1	Aishvarya (Co-authors Prof. Tirthatanmoy Das and Prof. Dinesh Kumar U)	Fantasy Sports: A Game of Skill or Chance?	18th International Virtual Conference on Business Analytics and Intelligence, IISc Bangalore	December 20-22, 2021
VII-O2	Siddharth Rawat (Co-author Prof. Soudeep Deb)	A spatio-temporal statistical model to analyze COVID-19 spread in the USA	Royal Statistical Society International Conference, Hybrid	September 9, 2021
VII-O3	Kapil Gupta (Co-authors Vijayshankar Krishnamurthy and Prof. Soudeep Deb)	Does the outcome of a tennis match hinge on the opening set? An in-depth analysis of the Wimbledon data	8th MathSport International Virtual Conference, University of Reading	June 24-25, 2021
VII-O4	Kapil Gupta	Measuring Batting Performance in Women's Cricket: An In-depth Analysis of One-Day International Matches	Management Doctoral Colloquium Shodh Samagam, IIM Vishakhapatnam (Virtual)	December 9-10, 2021

**VII-P Publications by FPM Students (Journal articles/book chapters/cases/
book reviews) during 2021–2022**

Sl. No.	Name of the Student	Title of the Paper	Name of the Journal/Book	Publications Details
VII-P1	Siddharth Rawat	A Spatio-temporal Statistical Model to Analyze COVID-19 Spread in the USA	<i>Journal of Applied Statistics</i>	Prof. Jie Chen, Editor-in-chief, Journal of Applied Statistics, August 2021

VII-Q Awards, Honours, and Achievements by FPM Students in 2021–2022

Sl. No.	Name of the Student	Details of the Award	Date
VII-Q1	Kapil Gupta	Academic excellence: Director's Merit List award, IIM Bangalore	June 29, 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 organizations, 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 analyze the outcomes. This will eventually help me publish papers based on empirical findings.

Sponsor: IIM Bangalore

Status: Ongoing

VIII-A2 Ganga Hospitals Case Writing Project

Project Team: **Shankar Venkatagiri**

Summary: The Indian healthcare industry has matured across several decades. Procedures of high complexity are routinely performed with success at our hospitals. Large, integrated hospitals cover multiple specialties (e.g. AIIMS, Fortis). More recently, tertiary and quaternary care hospitals have started to focus on single specialties, such as neonatology (e.g. Ovum), oncology (e.g. HCG), and so on. Of particular interest is Ganga Medical Centre & Hospitals, Coimbatore, whose primary areas of specialization are orthopedics 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 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 a remarkable 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	Is the Convenience Worth the Risk? An Investigation of Mobile Payment Usage	<i>Information Systems Frontiers</i>	Vol. 23, 2021, Pg. 941-961
VIII-B2	Abhipsa Pal, Tejaswini Herath, De', Rahul , and H Raghav Rao	Why do people use mobile payment technologies and why would they continue? An examination and implications from India	<i>Research Policy</i>	Vol.50(6), July 2021, 104228, Pg. 1-24
VIII-B3	Prem Bhushan Khanala, Benoit A Aubert, Jean-Grégoire Bernard, Ravikumar Narasimhamurthy, and De', Rahul	Frugal innovation and digital effectuation for development: The case of Lucia	<i>Information Technology for Development</i>	Vol. 28(1), 2022, Pg. 81-110

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 Abhipsa Pal	Will the RBI-Issued Digital Rupee Based on Blockchain Technology be a Big Boon for India?	<i>Outlook Money</i>	February 28, 2022
VIII-F2	De', Rahul, Dhanvi Kamath, and Anamika Saha	GANs is changing the face of advertising	<i>ET CIO.com</i>	February 7, 2022
VIII-F3	De', Rahul, Sharvari Dabhade, and Monalisa Mallick	Challenges of telemedicine	<i>DataQuest</i>	February 7, 2022
VIII-F4	De', Rahul, Nitisha Ahuja, and Palash Kotgirwar	Human in the Loop for AI in Healthcare	<i>ET Healthcare</i>	November 9, 2021
VIII-F5	De', Rahul and Abhipsa Pal	Crisis and Mobile Money	<i>ET BFSI.com</i>	October 2, 2021

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	De', Rahul and Shankar Venkatagiri	Digital India: Artificial Intelligence & Machine Learning	EGROW Webinar Series Foundation for Economic Growth and Welfare	June 10, 2021
VIII-H2	De', Rahul	Ethics in AI Talk Series: Information Regulation, AI, and Governance	Centre for Law and Policy Research and CSITM, IIM Bangalore	July 8, 2021
VIII-H3	De', Rahul	Panel discussion on Policy on Crypto Currencies for India	77th Skoch Summit Living with Crypto	November 20, 2021
VIII-H4	De', Rahul	AI for Development	Department of Informatics, Orebro University, Sweden	November 25, 2021

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
VIII-H5	De', Rahul	Conducting Qualitative Research using Interpretive and Critical Perspectives	Pre-Conference Workshop at PANIIM Conference	December 16, 2021

VIII-I Articles in Conference Proceedings

Sl. No.	Authors	Title of Paper	Details of the Conference Proceedings
VIII-I-1	Divya Dwivedi and Bandi, Rajendra K	Impact of Covid-19 on Digitization of Micro, Small, and Medium Enterprises (MSMEs) in India	Proceedings of the 1st International Conference on Management of MSMEs, (Virtual Conference), January 22-23, 2022

VIII-J IIMB Case Studies @ Harvard Business Publishing

VIII-J1 Title: **The Question of Net Neutrality**

Author: Neena Pandey and **Rahul De'**

Summary: For a telecom regulatory authority in a developing country, reducing the digital divide is an important goal, while it maintains net neutrality through the mechanisms it implements or allows to be implemented. The case "The Question of Net Neutrality" presents the dilemma that the Indian telecom regulator, the TRAI, faces while it decides whether to allow a private firm, Facebook, to launch a zero-rating service. The case is set at the time when Facebook Inc. came up with an offer of launching Internet.org as a zero-rating service. Under this plan, Internet.org (later rebranded as Free Basics) would act as a platform to connect a range of content providers (CPs) through which the hitherto unconnected populations would have access to the internet. However, this access would be limited to the content provided by CPs, who tied up with the Free Basics platform. Presenting a comprehensive history of the net neutrality debate, the case offers views of all the stakeholders called by the regulatory authority to present their perspectives. The stakeholders include the ISPs (internet service providers), CPs, end consumers represented by civil society, the regulatory body itself, and the government. The case brings up the issues related to the digital divide, privacy of consumers, competition, freedom of expression, etc., from the perspective of all the stakeholders.

VIII-J2 Title: udaanCapital: Building Resilience

Author: Shankar Venkatagiri

Summary: Founded in 2016, udaan operated India’s largest B2B e-commerce platform, which catered to millions of vendors registered on its app and trading a wide range of products. Its capital arm focused on enabling the country’s multitude of micro-enterprises with financial services and products, so that sellers and buyers could grow their business with easily accessible trade credit. Having crossed the “small start-up” stage, the HR team at udaanCapital was weighing its options to grow the organization with structured yet empowering processes and policies. The case goes over how the Head of HR architected a performance management framework along contemporary lines. Its philosophy laid emphasis on combining organizational targets with employee aspirations via constructive dialog around goals. Skill ladders were drawn up to help employees at different career stages to navigate their path within the organization. The case reader is invited to contrast this approach with rank-and-yank approaches, which rely on assessments that craft a score to guide actions on rewards and layoffs. Managers were integral to this framework rollout and had to be carefully equipped to conduct productive conversations with employees. A technology tool captured the reviews and tracked the milestones of the exercise. Insights derived from these conversations informed the HR team about the next steps.

VIII-K Leading Journal Publications

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

VIII-K1 Authors: Abhipsa Pala, Tejaswini Herath, **Rahul De’**, and H Raghav Rao

Title: **Why do people use mobile payment technologies and why would they continue? An examination and implications from India**

Journal: ***Research Policy***

Abstract: Mobile payment technology continues to spread across the globe, but its diffusion has not been uniform. Its low usage in developing economies is of particular concern to policymakers since this technology has the potential to enable financial inclusion. In this study, in order to develop policy interventions for greater usage, we comparatively analyze factors impacting actual usage and future use intention. India, with its uneven trajectory of mobile payments, gives us an appropriate field to investigate citizens’ usage behaviour. Considering users’ perceptions of both positive

and negative attributes of the technology, we develop research models under the umbrella of the valence framework. We utilize technology affordances and constraints theory (TACT) to refine the research models through an understanding of various innovative uses. To test the valence-TACT models, we collect survey responses of 551 citizens across four Indian cities. The results from the models show how certain factors, such as convenience, reflection, and security, have different impacts on actual usage and future use intention, respectively. These findings have implications for critical issues like security, risk, and digital literacy, and can help in the design of policy recommendations for enhancing the use of mobile payments, thereby impacting financial inclusion for all. The valence-TACT model provides a theoretical contribution to mobile payment and innovation literature and also offers several policy insights.

Listings: **Financial Times 50**

VIII-L Awards, Honours, and Achievements

VIII-L1 Prof. Shankhadeep Banerjee, Received recognition for receiving 4.3+ feedback for teaching a course Introduction to Computing in PGPBA Term 3.

VIII-M Doctoral Theses Completed by FPM Students During 2021–2022

Sl. No.	Name of the Student	Dissertation Title	Members of the DAC Committee
VIII-M1	Bhavya Peapully Shroff	A Study of the Guardian Vendor Role in it Multisourcing	Rajendra K Bandi, Rahul De', and Abhoy K Ojha

VIII-N Dissertation Proposals by FPM Students During 2021–2022

Sl. No.	Name of the Student	Topic	Date
VIII-N1	B Sowmya Kini	Essays on Trust in Online Platforms	December 10, 2021

VIII-Q Awards, Honours, and Achievements by FPM Students in 2021–2022

Sl. No.	Name of the Student	Details of the Award	Date
VIII-Q1	Sai Dattathrani (Co-author Prof. Rahul De')	The Concept of Agency in the Era of AI, Invited talk in a seminar series at IIT Delhi	February 16, 2022

The Centre for Public Policy (CPP) is an independent policy think tank engaged in pioneering research, teaching, training and capacity building. The centre, established in 2000 through a partnership agreement between the Department of Personnel and Training (DoPT), Government of India (GoI), United Nations Development Programme and IIMB, aspires to lead policy-thinking and praxis in India, promoting equitable, inclusive and sustainable solutions to emergent problems.

The twin objectives of the centre to influence policy discourse and improve governance are achieved through rigorous research and stakeholder engagement across domains. Its strong evidence-based research has focused on government innovations, regulation, policy-making, administrative and organizational reform, public-private partnerships and IT in government. A vibrant academic ambience for scholarly engagement has helped CPP emerge as a platform for ideation, debate and exploration.

CPP faculty members represent diverse disciplines and research interests. Some of the broad themes of ongoing research projects involving CPP faculty members are: Financial Inclusion, Health, Urban Governance, Gender, Environment and Sustainability, Education, Political Economy, Regulation, Infrastructure and Transportation Systems.

CPP engages with a variety of stakeholders/partners. They include Central and State Government agencies, legislative bodies, national and international academic institutions and policy agencies, NGOs, private industry, and individuals.

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 project are to examine 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 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 by 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 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 castes tend to be overrepresented in low-paying jobs.

Sponsor: IIM Bangalore

Status: Ongoing

IX-A3 Social Identities and the Labour Market, Co-Principal Investigator

Project Team: **Hema Swaminathan**

Summary: This research project identifies the 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-A4 The Management’s Decision Dilemma over Expansion and Sustainability Plans for the eLAJ Smart Clinics

Project Team: **Arnab Mukherji and Allen P Ugargol**

Summary: The NITI Aayog document dated July 2018 titled the ‘National Health Stack – Strategy and Approach’ outlines challenges in the current delivery of healthcare in India while the National Digital Health Mission (NDHM) of August 2020 suggests opportunities for creating an ecosystem for providing better healthcare services in the country.

Sponsor: IIM Bangalore

Status: Ongoing

IX-A5 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: Completed

IX-A6 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, based on which their relative effectiveness may also vary across different outcomes. Thus, whether education can be viewed as an indicator of a 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-A7 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: Completed

IX-A8 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-A9 Racialization and environmental injustice in Delhi

Project Team: **Arpit Shah**

Summary: Examine environmental injustice and residential segregation in the National Capital territory of Delhi

Sponsor: EGAP, University of California Berkeley

Status: Ongoing

IX-A10 Geospatial Analytics for Estimating the Impact of Pandemic on the Agrarian Economy

Project Team: **Deepak Malghan**

Summary: Environment and development policy research has traditionally relied on detailed individual- and household-level survey data which are able to collect in-depth information on multiple dimensions related to specialized study objectives, but they are costly, time consuming, and difficult to scale-up and repeat. Further, data obtained from sparsely located in-situ measurements of biophysical variables (such as water and air quality data, meteorological data, etc.) often fail to provide the necessary representative

convergence needed to complement information gathered from large-scale survey studies and are not publicly accessible. The current proposal will focus on combining remote sensing data with some of the most detailed village-level administrative and survey data to develop a comprehensive post-COVID economic recovery roadmap. The project will also contribute to micro (village-level) economic planning by combining social, economic, and ecological variables. We will use machine learning algorithms at the frontier of this research to develop models to build a real-time village-level longitudinal data of social and economic change. Our platform can both help inform interventions that are most likely to succeed, and also monitor the actual impact of the intervention.

Sponsor: IIM Bangalore

Status: Ongoing

IX-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
IX-B1	Malghan, Deepak	(Un)flatten the curve: A simple model of sink capacity	<i>Ecological Economics</i>	Vol. 182, April 2021, 106826, Pg. 1-3
IX-B2	Malghan, Deepak, Naveen Bharathi, and Andaleeb Rahman	A permanent cordon sanitaire: Intra-village spatial segregation and social distance in India	<i>Contemporary South Asia</i>	Vol. 29(2), 2021, Pg. 212-219
IX-B3	Naveen Bharathi, Malghan, Deepak, Sumit Mishra, and Andaleeb Rahman	Fractal Urbanism: City Size and Residential Segregation in India	<i>World Development</i>	Vol. 141, May 2021, 105397, Pg. 1-16
IX-B4	David Blakeslee, Ritam Chaurey, Ram Fishman, Malghan, Deepak, and Samreen Malik	In the Heat of the Moment: Economic and Non-Economic Drivers of the Weather-Crime Relationship	<i>Journal of Economic Behavior & Organization</i>	Vol. 192, December 2021, Pg. 832-856
IX-B5	Sahoo, Soham and Stephan Klasen	Gender Segregation in Education: Evidence from Higher-Secondary Stream Choice in India	<i>Demography</i>	Vol. 58(3), June 2021, Pg. 987-1010
IX-B6	Swaminathan, Hema and Malghan, Deepak	Global Trends in Intra-household Gender Inequality	<i>Journal of Economic Behavior & Organization</i>	Vol. 189, September 2021, Pg. 515-546

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
IX-B7	Hema Swaminathan, Marya Hillesland, and Caren Grown	Women's Land Ownership and Household Income Diversification Patterns in Malawi	<i>Journal of African Development</i>	Vol. 23(1), 2022, Pg. 58-86
IX-B8	Chandrasekhar S, Hema Swaminathan, and Soham Sahoo	Seasonal Migration and Feminization of Farm Management: Evidence from India	<i>Feminist Economics</i>	Vol. 28(1), 2022, Pg. 86-113
IX-B9	Megha Rao, Arnab Mukherji, and Hema Swaminathan	Trends in rural fiscal decentralisation in India's Karnataka state: A focus on public health	<i>Commonwealth Journal of Local Governance</i>	Vol. 25, December 2021, Pg. 56-78
IX-B10	Vivek Vivek, Deepak Malghan, and Kanchan Mukherjee	Toward achieving persistent behavior change in household water conservation	<i>PNAS</i>	Vol. 118(20), June 2021, Pg. 1-7
IX-B11	Harsh Mittal and Arpit Shah	Discursive politics and policy (im)mobility: Metro-TOD policies in India	<i>Environment and Planning C: Politics and Space</i>	Vol. 40(2), March 2022, Pg. 463-480
IX-B12	Sriram M S	Continuity or Change: Leadership Discourse and Policy Analysis at the Helm of Reserve Bank of India	<i>Indian Public Policy Review</i>	Vol. 2(3), May-June 2021, Pg. 32-40
IX-B13	Pearl Maria D'Souza, and Ugargol, Allen P	A Situational Review of Comprehensive Infection Prevention and Control Guidelines Aimed at Preventing the Nosocomial Spread of COVID-19	<i>RGUHS National Journal of Public Health</i>	Vol. 6(2), Pg. 47-53
IX-B14	Sunita Jakhar and Ugargol, Allen P	An Assessment of Awareness, Preparedness, and Availability of Personal Protective Equipment among Frontline Healthcare Providers in India during the COVID-19 Pandemic	<i>RGUHS National Journal of Public Health</i>	Vol. 6(1), Pg. 71-14

IX-D Chapters in Books

Sl. No.	Authors	Title of Chapter	Title of Book	Editors	Publication Details
IX-D1	Sriram M S	Banking System and Financial Inclusion	<i>Inclusive Finance India Report 2021</i>	N S Vishwanathan	2021, Chapter 3, Pg. 25-37, Access Development Services, New Delhi
IX-D2	Sriram M S	MSMEs Remain the Bulwark of the Economy: Need to Build Back Better & Bigger	<i>Inclusive Finance India Report 2021</i>	N S Vishwanathan	2021, Chapter 5, Pg. 59-67, Access Development Services, New Delhi
IX-D3	Ugargol, Allen P, Bailey A, Hutter I, and James K S	Care Arrangements for Older Adults: Exploring the Intergenerational Contract in Emigrant Households of Goa, India	<i>Care for Older Adults in India</i>	A, Hyde, M and James, K S (Eds.)	2022, Policy Press, United Kingdom (in press)
IX-D4	Mitra, A and Mukherji, Arnab	Brothers in Arms? Covid-19 and Hindu-Muslim Conflict in India in the COVID-19 Pandemic	<i>India and the World: Economic and Social Policy Perspectives</i>	R Bhattacharyya, A Ghosh Dastidar, and S Sikdar (Eds.)	2021, Routledge Taylor & Francis: UK.
IX-D5	Mukherji, Arnab and Arjun Shatrunjay	Coping with COVID-19 and its Consequences: Household Adjustments in India in the COVID-19 Pandemic	<i>India and the World: Economic and Social Policy Perspectives</i>	R Bhattacharyya, A Ghosh Dastidar, and S Sikdar (Eds.)	2021, Routledge Taylor & Francis: UK.

IX-E Working Papers

Sl. No.	Author	Title	IIMB Working Paper No.	Year
IX-E1	Vinay Reddy Venumuddala, Manjunath A N, and Kamath, Rajalaxmi	Exploring the impact of policy mediated technological change on female workforce representation in occupations across industries in India	642	2021
IX-E2	Vinay Reddy Venumuddala and Kamath, Rajalaxmi	Lean 4.0 for customer-centric digital transformation: Analysis through a work systems framework	643	2021
IX-E3	Malghan, Deepak and Swaminathan, Hema	Global Trends in Intra-household Gender Inequality	645	2021
IX-E4	Jothsna Rajan and Malghan, Deepak	Administrative Proliferation and Developmental Outcomes: Data from India	658	2022

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

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
IX-F1	Vivek, Malghan, Deepak and Mukherjee, Kanchan	Inducing water conservation in affluent urban households	<i>Ideas for India</i>	August 23, 2021
IX-F2	Vivek, Malghan, Deepak and Mukherjee, Kanchan	संपन्न शहरी परिवारों में जल संरक्षण को प्रेरित करना	<i>Ideas for India</i>	September 14, 2021
IX-F3	Malghan, Deepak	How Gandhi Offered an Antidote to Our Sanitised Economic Inequality Discourse	<i>The Wire</i>	March 2, 2022
IX-F4	Siddharth Joshi and Malghan, Deepak	Why Exclude SC Students Wanting to Study 'Indian' Topics Abroad from National Scholarship?	<i>The Wire</i>	February 20, 2022
IX-F5	Siddharth Joshi and Malghan, Deepak	राष्ट्रीय ओवरसीज़ छात्रवृत्ति योजना से चुनिंदा विषयों को हटाना ब्राह्मणवादी सोच का नतीजा है	<i>The Wire</i>	March 4, 2022

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
IX-F6	Sriram M S	Why is the New Ministry of Cooperation Creating Anxiety, but not Aspiration?	<i>The Wire</i>	July 17, 2021
IX-F7	Sriram M S	In honour of TS Shanbhag: Books to audio and e-books – the changing contours of publishing value chain	<i>Forbes</i>	July 27, 2021
IX-F8	Sriram M S	Demonetisation: Was it a flash in the pan or something more?	<i>Financial Express</i>	November 8, 2021
IX-F9	Sriram M S	The hint of a ‘one nation one NGO’ regime	<i>The Hindu</i>	January 5, 2022
IX-F10	Sriram M S	The Bare Minimum	<i>Indian Express</i>	January 15, 2022
IX-F11	Ugargol, Allen P	Covid-19 and mental health fallout: Building resilience support for frontline workers essential to limit exits	<i>Forbes India</i>	July 13, 2021
IX-F12	Ugargol, Allen P	Covid in rural areas: Empower ASHAs	<i>Deccan Herald</i>	July 27, 2021
IX-F13	Ugargol, Allen P	Government needs to focus on care for those in their sunset years	<i>Deccan Herald</i>	September 12, 2021
IX-F14	Ugargol, Allen P	Battling COVID-19: Vaccine Hesitancy in India Is Real – How To Overcome It?	<i>The Quint</i>	November 22, 2021
IX-F15	Kamath, Rajalaxmi, Vinay Reddy, and Manjunath AN	National Education Policy needs to strengthen core engineering disciplines for the success of Industry 4.0	<i>India Forbes Magazine</i>	February 25, 2022
IX-F16	Kamath, Rajalaxmi and Vinay Reddy	Indian IT-BPM sector needs to restructure processes to bridge the ‘Core vs IT’ divide	<i>India Forbes Magazine</i>	October 1, 2021

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	Ugargol, Allen P	Panel Discussion on Improving the Public Health Competencies in Masters programme in Public Health Dentistry in India	Indian Association of Public Health Dentistry (IAPHD)	January 2022
IX-H2	Ugargol, Allen P	Rewiring intangible software: A rapid exercise to landscape organizational culture change interventions in the public health system in India	Oxford Policy Management	January 2022
IX-H3	Ugargol, Allen P	Culture, Context, & Aging of Older Indians: Narratives from India and Beyond	Shastri Indo-Canadian Institute (SICI), Shastri Publication Grant (SPG)	December 15, 2021
IX-H4	Ugargol, Allen P	Round table discussion on academic leaders to deliberate toward the formalization and standardization of education in Health Informatics to create a cadre of well-qualified and trained health informatics professionals	Access Health International, Bangalore	February 4, 2022
IX-H5	Shah, Arpit	The politics of sustainability in the Mumbai metro project	37 th EGOS Colloquium, Netherlands	July 8-10, 2021
IX-H6	Malghan, Deepak	Urban Local Body Conference	Govt. of Karnataka	February 2022
IX-H7	Malghan, Deepak	Talk on Efficiency	Indian Institute of Technology, Tirupati (IIT Tirupati)	2022
IX-H8	Sriram M S	Crisis in Indian Agriculture: Exploring the Missing Links	OP Jindal Global University, Haryana	September 18, 2021
IX-H9	Sriram M S	Inclusion, Insulation, and Integration: The Trilemma of Financial Co-operatives	College of Agricultural Banking (RBI) Foundation Day Lecture Series, Pune	September 28, 2021

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
IX-H10	Sriram M S	Are Cooperatives a Relic of the Past? Will the Rivers of Milk Flow Again?	Ahmedabad University Seminar Series, Ahmedabad	October 23, 2021
IX-H11	Sriram M S	Cooperatives as an alternative approach (model and positioning) toward inclusive finance	International Research Conference on Strengthening Primary (Urban) Cooperative Banks through a Differentiated Business Model, College of Agriculture Banking	December 14, 2021
IX-H12	Sahoo, Soham	Repositioning Education in the Changing Economy and Society	Economics of Education Research Interest Group, CESI Annual Online Conference 2021	December 17, 2021
IX-H13	Sahoo, Soham	Biased Teachers and Gender Gap in Learning Outcomes: Evidence from India	International Conference in Development Economics organized by DIAL, GREThA and LAREFI, France	July 1-2, 2021
IX-H14	Sahoo, Soham	Biased Teachers and Gender Gap in Learning Outcomes: Evidence from India	Royal Economic Society Annual Conference	April 12-14, 2021

IX-J IIMB Case Studies @ Harvard Business Publishing

IX-J1 Title: **CreditAccess Grameen: Mission Possible?**

Author: **Natasha Bhide and M S Sriram**

Summary: CreditAccess Grameen Limited (CAGL) was a successful company serving the credit requirements of the niche customer segment of lower income households. It was registered as a non-banking finance company microfinance institution (NBFC-MFI) and focused its loan book on a specified category of customers defined as inclusive. Given the nature of vulnerability of the customers, the segment as well as the organizations serving it were open to several risks that went beyond the risks faced by mainstream banking and financial services companies. These included

political as well as social risks, as evidenced in the Kolar crisis and the Andhra Pradesh (AP) crisis discussed in the case. CAGL had weathered many crises that hit the organization and sub-sector either due to regulatory over-reach or macroeconomic factors. CAGL was able to resiliently sail through this crisis given its flexible repayment systems, where the customer could choose the schedule. It recognized that the model of group guarantees was no longer effective, but nevertheless kept the system intact for the purpose of aggregation of transactions. The COVID-19 pandemic posed a challenge to group meetings and aggregation, as lockdowns and social distancing threatened the basic premise on which the Grameen model was built. CAGL was able to innovate even during this crisis - it leveraged its operational technology and focused on retaining customer loyalty and stickiness. With all these under the belt, CAGL was now ready for the next leap forward. With the transition of ownership from promoters to investors, CAGL had also moved from having a social orientation (sometimes at the cost of financial efficiency) to being an investor-driven corporation with social objectives. It therefore had to clearly delineate its commercial and social activities.

IX-J2 Title: Software and/or Data: Dilemmas in an AI Research Lab of an Indian IT Organization

Author: Rajalaxmi Kamath and Vinay Reddy Venumuddala

Summary: This case is based on a four-month-long ethnography conducted from January to May 2020 in the research lab of an established IT-BPM (Information Technology - Business Process Management) services organization (ITSO) situated in Bengaluru, India. It focuses on the dilemmas facing this research lab garnering AI expertise as it operates under a larger service-based organizational environment. The case deals with the important themes in current times: project life cycle of an AI project, the various roles for such emerging technology projects, and the strategies of the Indian IT firms implementing these projects. The case brings out perspectives of technical and managerial work roles at ITSO as they engage in IT-BPM services augmented using emerging technologies like AI. Furthermore, it tries to bring out crucial dilemmas facing ITSO's AI Research Lab. These dilemmas stem from the fact that while this lab's stated objective was to further research expertise around AI, its sustenance depended on executing AI projects emerging from ITSO's mainstream IT-BPM services offered by its ODCs. This case tries to bring out the challenges faced by the research lab and its key members as they try to navigate through these dilemmas. It also provides opportunities to discuss the challenges facing the Indian IT sector as it transitions into AI technologies and projects.

IX-K Leading Journal Publications

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

- IX-K1** Authors: David Blakeslee, Ritam Chaurey, Ram Fishman, **Deepak Malghan**, and Samreen Malik
- Title: **In the Heat of the Moment: Economic and Non-Economic Drivers of the Weather-Crime Relationship**
- Journal: *Journal of Economic Behavior & Organization*
- Abstract: Using daily data on the universe of crimes from 600 police stations in Karnataka, India between 2011 and 2016, and daily weather data from a dense network of monitoring stations, we study the daily and seasonal weather-crime relationship. We analyze a wide variety of crime types, and find that violent crimes respond to both daily and seasonal variation in temperatures and rainfall, whereas property crimes only respond to seasonal variation. The results provide novel evidence for the economic theory of crime, but also for the importance of non-economic drivers of violent crime, including violence against women and ethnically marginalized groups, and inter-group conflict.
- IX-K2** Authors: **Hema Swaminathan** and **Deepak Malghan**
- Title: **Global Trends in Intra-household Gender Inequality**
- Journal: *Journal of Economic Behavior & Organization*
- Abstract: We present trends in intra-household gender inequality for forty five different countries across a four decade period (1973–2016), using global micro-data from 2.85 million households. Intra-household gender inequality has declined by 20% in the four decades that we study. However, current levels are still significant so that any neglect of intra-household gender inequality results in a substantial underestimation of overall earnings inequality. For a sub-sample of countries, we show that the relationship between intra-household gender inequality and household economic status is non-monotonic – that we refer to as the “micro-GKC” (micro Gender Kuznets Curve) relationship. We also develop an empirical framework to measure the aggregate welfare loss from intra-household gender inequality. For a range of plausible inequality aversion assumptions, we report a median welfare loss of over 15% of aggregate earnings.

IX-L Awards, Honours, and Achievements

IX-L1 Prof. Allen Ugargol, ICMR National Award for Research in Geriatrics (2020), Conferred the ICMR National Award titled ‘Prof. Surindar Mohan Marwah Award for Research in Geriatrics’ for the year 2020. Award will be presented in 2022.

IX-L2 Prof. Arpit Shah, EGAP Priority Theme Grant, Awarded grant funding worth USD 15,000, for proposed research on environmental injustice in Delhi, 2021.

IX-M Doctoral Theses Completed by FPM Students During 2021–2022

Sl. No.	Name of the Student	Dissertation Title	Members of the DAC Committee
IX-M1	H Venuprasad	Cropping Pattern and the Human-Elephant Conflict in South India	Deepak Malghan, M S Sriram, and P D Jose
IX-M2	Vinay Reddy Venumuddala	Implications of Emerging Technologies on the Indian Information Technology Sector and Beyond	Rajalaxmi Kamath, Deepak Malghan, and Suresh Bhagavatula

IX-N Dissertation Proposals by FPM Students During 2021–2022

Sl. No.	Name of the Student	Topic	Date
IX-N1	Soumya Pal	Essays on Economics of Poor Environment	November 18, 2021

IX-O Papers Presented by FPM Students in Conference/Seminar During 2021–2022

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
IX-O1	Jose Manu M A and Soumya Pal	Do You Believe It or Not? : The Role of Source Credibility in Reducing Stigma and Misinformation about HIV-AIDS	2021 AMA Marketing and Public Policy Virtual Conference	June 24-25, 2021
IX-O2	Lakshmi Parvathy (Co-author Prof. Rahul De’)	ICT and the Gig-Economy: An Appropriate Technology?	PAN IIM World Management Conference	December 16-18, 2021

IX-P Publications by FPM Students (Journal articles/book chapters/cases/book reviews) during 2021–2022

Sl. No.	Name of the Student	Title of the Paper	Name of the Journal/Book	Publications Details
IX-P1	Soumya Pal, Abhishek Singh, and Kaushalendra Kumar	Length of Life Inequality in India	<i>Journal of Population Research</i>	Vol. 39, 2022, Pg. 315-340
IX-P2	Gopinath Annadurai	A Micro-ethnographic Study on Provision and Access of Public Goods in an Indian Village	<i>Economic & Political Weekly</i>	Vol. 56(37), September 2021

IX-Q Awards, Honours, and Achievements by FPM Students in 2021–2022

Sl. No.	Name of the Student	Details of the Award	Date
IX-Q1	Soumya Pal	Appointed as Fellow at Global Labor Organization	2021

IX-R Working Papers FPM Students During 2021–2022

Sl. No.	Author	Title	IIMB Working Paper No.	Year
IX-R1	Vinay Reddy Venumuddala, Manjunath A N, and Rajalaxmi Kamath	Exploring the impact of policy mediated technological change on female workforce representation in occupations across industries in India	642	2021
IX-R2	Vinay Reddy Venumuddala and Rajalaxmi Kamath	Lean 4.0 for customer-centric digital transformation: Analysis through a work systems framework	643	2021

IX-S Seminars/Conferences/Workshops Organized by CPP during 2021–2022

❖ Foundation Day Lecture

- **CPP was set up** on July 10, 2000, through a partnership agreement between the Department of Personnel and Training (DoPT), Government of India (GoI), United Nations Development Programme, and IIM Bangalore. In the past years, we have been organizing an annual Foundation Day Lecture. The Third Lecture in this Series: “**Policy Implications of the Pandemic: Learnings from Managing Covid 19**” was delivered

by **K. K. Shailaja**, former Minister for Health, Social Justice, and Woman and Child Development, Government of Kerala.

❖ **16th Annual International Conference on Public Policy and Management (August 23rd to 25th, 2021)**

- **Papers:** This year we had received 112 papers, number of papers presented (including special tracks): 57
- **Opening Plenary:** Date: 23rd August 2021. Speaker: Dr. Mahesh Rangarajan, Vice Chancellor, Krea University. <https://youtu.be/n0mcNQBSQHc>
- **Special Lecture:** Date: 23rd August 2021. Speaker: P.T.R Thiagarajan, Honorable Minister of Finance, Government of Tamil Nadu. <https://youtu.be/H6fzItHZ2Xc>
- **Closing Address:** Date: 25th August 2021. Dr. Jean Dreze, Visiting Professor at Ranchi University and Honorary Professor at the Delhi School of Economics. <https://youtu.be/GZ-2sZi30PU>.
- **Tracks:**
 - Environment-Social-Governance (ESG): Policy, Trends & Disclosure
 - Co-operatives and Collectives Special Track in Honour of Dr. Verghese Kurien- divided in two sessions
 - Lessons learnt from the impact of the pandemic on Economy, Employment & Expenditure: Exploring Common Threads
 - Human Development & Inclusion in India.
- **Sessions:**
 - NABARD's Initiatives for Cooperatives and Farmer Producer Organizations
 - Law, Politics, and Policy
 - Gender Mainstreaming: Analysing Work, Travel & Healthcare Policies
 - Financial Policy & Economic Evaluation
 - Financial Inclusion: Policies, Innovation & Challenges
 - Production Systems, Technology, and Sustainability in Agribusiness
 - Infrastructure and Inclusion
 - Sexuality and Identity in Shifting Institutional Contexts
 - Diversity, Equality & Social Sustainability
 - Exploring the Nuances of Politics, Institutions, & Governance
- **Participants:** 197

❖ **Book talks**

- CPP organized a book talk held on 20th October 2021 on the topic “**The story of India’s agrarian crisis**” delivered by **Prof. Jaideep Hardikar**, a Nagpur-based independent journalist, researcher, and writer. Hardikar discussed the problems plaguing Indian agriculture based on decades of committed journalism and reporting.
- CPP organized a book talk held on 25th November 2021 on “**Asylum, the Battle for Mental Healthcare in India**” delivered by **Daman Singh**, a Mathematics graduate from St. Stephen’s College, Delhi.

❖ **Brown Bag Seminars:**

- “**Technology, occupations, and gender in the Indian context - Analysis based on NSSO employment and unemployment rounds**”, held on 9th April 2021, Speaker: **Vinay Reddy Venumuddala** (PhD student, IIM-B), Co-Authors: Rajalaxmi Kamath (Faculty, IIM-B), Manjunath AN ((PhD student, IIM-B)
- **Governance and Management of Temples: A Framework** held on 30th April 2021, Speaker: G Ramesh (Faculty, IIM-B)
- **Does it Matter Who You Ask for Time Use Data?** Held on 12th November, 2021, Speaker: Deepti Sharma (PhD student, IIM-B), Co-Authors: Rahul Lahoti (UNU-WIDER, Finland) and Hema Swaminathan (IIM-B)
- **Discussion on book titled ‘Rethinking Policy Piloting: Insights from Indian agriculture’** held on 24th November 2021, Speaker: Sreeja Nair (Faculty, National University of Singapore)
- **Moving Away from the Joneses to Keep up with: Information Gap and Signaling** held on 10th February, 2022, Speaker: **Shihab Abdul Razak** (AA, IIM-B), Co-Authors: Upasak Das (Manchester University) and Rupayan Pal (IGIDR).

❖ **Inequality Conversations:**

In the backdrop of World Inequality Report 2022 authored by Lucas Chancel, Thomas Piketty, Emmanuel Saez, and Gabriel Zuchman, CPP has been organizing a series of talks under the theme of inequality. The following talks were delivered during the year:

- Talk 1 was delivered by Prof. Arpit Shah, CPP on **Environmental Inequality. The talk was delivered** on 31st January 2022.
- Talk 2 was delivered by Prof. Vishwanathan N S, Senior Fellow and former Deputy Governor, RBI on **Review of Taxation Policy. The talk was delivered on** 7th February 2022.
- Talk 3 was delivered by Prof. Trilochan Sastry on “**Current Status of Inequality**” on 14th February 2022.
- Talk 4 was delivered by Prof. Deepak Malghan on “**Inequality and Efficiency: A Three-hundred-year Potted History**” on 14th March 2022.

❖ **Mahatma Gandhi National Fellowship (MGNF)**

Programme Directors: Prof. Arnab Mukherji and Prof. Sankarshan Basu

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

- Mahatma Gandhi National Fellowship Phase 1 commenced on 8th March 2020 and concluded on 4th March 2022. 3 out of the 4 academic modules stand completed despite the COVID-19 pandemic. The valedictory event had been scheduled for 4th March 2022 followed by a learning workshop for the fellows. 69 fellows were graduated and placed in various departments.
- Based on the success of Phase 1, the Ministry planned the national roll-out with 8 other IIMs to act as academic partners spanning 663 districts in India. ~24000 applications were received and ~15000 wrote the written exam. Due to the COVID 19 pandemic, the admission cycle got delayed by almost 3 months. Phase 2 started on the 25th of October 2021.

❖ **Partnerships:**

- Programme Director: Prof. Arnab Mukherji: Mahatma Gandhi National Fellowship Award Phase 1 and Phase 2 (in collaboration with the Ministry of Skill Development and Entrepreneurship, Government of India)
- Programme Director: Prof. Allen P Ugargol: Collaborated with the Centre for Educational and Social Studies (CESS)'s ICSSR sponsored project titled 'Framework for Post-Pandemic Developmental Needs of India - Underpinning the Need for Self-Reliance' in developing a comprehensive policy framework and specific recommendations.
- Programme Director: Prof. Allen P Ugargol: Collaborated with Access Health International, India to deliberate towards the formalization and standardization of education in Health Informatics to create a cadre of well-qualified and trained health informatics professionals in India.
- Programme Director: Prof. Soham Sahoo: Collaborated with NGOs - Child Rights and You (CRY), Education Support Organization, and Central Square Foundation.
- Working with the second Karnataka Administrative Reforms Commission on multiple themes
- MOU with Development Monitoring and Evaluation Office, Niti Aayog, and CPP

❖ **Lancet Citizen's Commission and District Case Studies at IIMB**

The goal of Lancet Citizen's Commissions is to identify a pathway to ensure universal health coverage for India.

- Prof. Arnab Mukherji is functioning as a Commissioner on the Commission.

- Significant interest in discussions within the Commission on identifying health system success stories, failures, and status in rural, urban, tribal settings across the country.
- Significant faculty interest in supporting the mission. 10+ faculty members across Areas have written into support.
- Unit of Analysis: District (significant convergence with MGNF)
- Timeline: 8-10 months
- Initial work seeking to develop Universal Health Coverage Index

❖ Research Projects

❖ Major International Research Collaborations

- Prof. Soham Sahoo, ESRC funded project with University of Warwick.
- Prof. Arnab Mukherji is working on the project “Evaluating the role of health insurance for reducing social inequalities in health in India.”
- Prof. Arnab Mukherji is working on the project What Drives Poor Care for Child Diarrhoea? A Standardized Patient Experiment
- Prof. Arnab Mukherji is working on the project “Micro and macroeconomics of child health and nutrition for child development and budget in Karnataka.”
- Prof. Arnab Mukherji is working on the project “Survey of Health Trends (SEHAT) in India.”

❖ Key Activities of CPP Faculty

- Prof. Hema Swaminathan is working on the project “Social Identities and the Labour Market”, Co-Principal Investigator Initiative for What Works to Advance Gender Equality (333,365 USD), 2019-2022. Indian Institute of Management Bangalore, Seed Grant
- Prof. Ritwik Banerjee is working on the project “Humboldt Fellowship for Experienced Researcher”, for a visit to Universities of Gottingen and Dusseldorf
- Dr. Allen P Ugargol is working on the project “Exploring the drivers of vaccine hesitancy for COVID-19 vaccination and factors influencing the same among groups prioritized for COVID-19 vaccination in Bangalore district” (Co-Investigator)
- Prof. Arpit Shah is working on the project “Linking the Racialization of a Metropolitan City in India (Delhi) with Environmental Injustice Using High Resolution Paired Data” (with international collaborators)

❖ Publications

The Centre for Public Policy faculty has been active on the research front, publishing their work in reputed journals, contributing chapters in books, and being active in prestigious academic conferences.

❖ **Peer Reviewed Journals**

- Mittal, Harsh, and Arpit Shah. “Discursive politics and policy (im) mobility: Metro-TOD policies in India.”
 - **Environment and Planning C: Politics and Space**
- Blakeslee, D., Chaurey, R., Fishman, R., Malghan, D., & Malik, S. (2021). In the heat of the moment: Economic and non-economic drivers of the weather-crime relationship
 - **Journal of Economic Behavior & Organization**
- Malghan, D., & Swaminathan, H. (2021). Global trends in intra-household gender inequality,
 - **Journal of Economic Behavior & Organization**
- Vivek, V., Malghan, D. & Mukherjee, K. (2021). Toward achieving persistent behaviour change in household water conservation.
 - **Proceedings of the National Academy of Sciences of the United States of America**
- Bharathi, N., Malghan, D., Mishra, S., & Rahman, A. (2021). Fractal urbanism: City size and residential segregation in India.
 - **World Development**
- Vinay Reddy and Rajalaxmi Kamath. Work systems in the Indian Information Technology (IT) industry delivering Artificial Intelligence (AI) solutions and the challenges of Work from Home’. Published in March 2022.
 - **Information Systems Frontiers.**
- Chandrasekhar, S., Pandey, V. L., & Sahoo, S. (2022). Land use and cropping decisions of agricultural households in India.
 - **Food Security**
- Hema Swaminathan, Marya Hillesland, and Caren Grown. Women’s Land Ownership and Household Income Diversification Patterns in Rural Malawi.
 - **Journal of African Development**
- Hema Swaminathan, S. Chandrasekhar, and Soham Sahoo. Seasonal Migration and Feminization of Farm Management: Evidence from India.
 - **Feminist Economics**
- Hema Swaminathan, Megha Rao, and Arnab Mukherji. Trends in Rural Fiscal Decentralisation in Karnataka: A Focus on Public Health, Common Wealth
 - **Journal of Local Governance**
- Hema Swaminathan, Kaushal Joshi, Arturo Jr M. Martinez, Mildred Addawe, and Christian Flora Mae Soco. Contextualizing Individual-Level Asset Data Collection: Evidence from Household Surveys.
 - **Journal of Development Studies**

- Aiyar, Y., V. Chandru, M. Chatterjee, S. Desai, A. Fernandez, A. Gupta, G. Kang, T. Khanna, K. Mazumdar-Shaw, N. Mor, Arnab Mukherji, P. Muttreja, T. Narayan, B. Patwardhan, K. S. Rao, S. Sharma, D. Shetty, S. V. Subramanian, L. E. C. Varkey, S. Venkaterswaran, V. Patel (2021), India's resurgence of COVID-19: Urgent action needed.
 - **The Lancet**
- Naik, G. Debdatta Saha: 'Economics of the Food Processing Industry: Lessons from Bihar, India' in the series "Themes in Economics: Theory, Empirics, and Policy".
 - **Indian Economic Review**
- Gopikuttan, G. S. and Gopal Naik. Markets for farmers: Revisiting the role of mandis in the context of farm laws' repeal
 - **Economic & Political Weekly**
- M S Sriram. Continuity or Change: Leadership Discourse at the Helm of Reserve Bank of India.
 - **Indian Public Policy Review**
- M S Sriram. Emerging Challenges of Civil Society Organizations.
 - **The India Forum**
- Mukherjee, A., Panayotov, G., Sen, R., Dutta H., Ghosh, P., Measuring vaccine effectiveness from limited public health records in data-deficient countries: Framework and estimates from India's second COVID-19 wave
 - **Science Advances**
- Das, K., Pareek, B., Brown, S., Ghosh, P. (2022) A semi-parametric Bayesian dynamic hurdle model with an application to the health and retirement. study.
 - **Computational Statistics**
- Das, K., Ghosh, P., and Daniels, M. (2021), A Semiparametric Bayesian Approach for the Analysis of Longitudinal Data from Multiple Time-varying Related Groups.
 - **Journal of the American Statistical Association**
- Brown, S., Ghosh, P., Pareek, B., Taylor, K. (2021) The protective role of saving: Bayesian analysis of British panel data
 - **Journal of Empirical Finance**
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- ❖ **Working Papers:**
 - M S Sriram. Future of Development Assistance: Horizons Framework and New Financial Instruments, University Practice Connect, Azim Premji University. December 07, 2021

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- Kumar, A., & Sahoo, S. (2021). Social Identity and STEM Choice: Evidence from Higher Secondary Schooling in India. GLO Discussion Paper No. 900.
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- Agarwal, S., Chomsisengphet, S., Ghosh, P., Ruan, T., Zhang, M., Ghosh, P., Ruan, T., Zhang, Y., Convenience versus Privacy in Digital Economy: Evidence from Data Breach, Management Science (R&R)
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- Agarwal, S., Ghosh, P., Ruan, T., Zhang, Y., Convenience versus Privacy in Digital Economy: Evidence from Data Breach Management Science (R&R)
- Yu, M., Lu, W., Yang, S., Ghosh, P. Multiplicative Structural Nested Mean Model for Zero-inflated Outcomes Biometrika (R&R) Exemption Policy and Consumers Consumption, Review of Financial Studies (R&R)

❖ **Cases**

- Software and/or Data: Dilemmas in an AI Research Lab of an Indian IT organization', Rajalaxmi Kamath and Vinay Reddy. IIMB-HBP (Harvard Business Publishing) case. Case and Teaching Note submitted in August 2021.

- Credit Access Grameen Limited: Mission Possible? M S Sriram with Natasha Bhide (No. IMB 887, Mimeo: IIM Bangalore)
- ❖ **Edited Book:**
 - Vishwanathan NS (2022): Inclusive Finance India Report 2021. New Delhi: Access
- ❖ **Book Proposal:**
 - Book proposal titled, ‘The Era of Emerging Technologies and the Indian IT Sector’ accepted, for publication by Chapman & Hall (CRC Press) under Computer Science and Aligned Areas. Contract signed as of March 27, 2022 - Vinay V Reddy and Rajalaxmi Kamath (authors).
- ❖ **Book chapters:**
 - Mitra, A. and Arnab Mukherji (2021) Brothers in Arms? Covid-19 and Hindu-Muslim Conflict in India” In The COVID-19 Pandemic, India and the World: Economic and Social Policy Perspectives, (Ed.) R. Bhattacharyya, A. Ghosh Dastidar, and S. Sikdar. Routledge Taylor & Francis: UK.
 - Arnab Mukherji and Arjun Shatrunjay (2021) Coping with COVID-19 and its Consequences: Household Adjustments in India” In The COVID-19 Pandemic, India and the World: Economic and Social Policy Perspectives, (Ed.) R. Bhattacharyya, A. Ghosh Dastidar, and S. Sikdar. Routledge Taylor & Francis: UK
 - Ugargol, A.P., Bailey. A., Hutter, I., James, K.S. (2022). Care Arrangements for Older Adults: Exploring the Intergenerational Contract in Emigrant Households of Goa, India. In Bailey, A., Hyde, M. and James, K.S. (Eds). Care for Older Adults in India, Policy Press, United Kingdom (in press).
 - M S Sriram (2022) MSMEs Remain the Bullwark of Economy: Need to Build Back Better and Bigger. Inclusive Finance India Report 2021. Vishwanathan NS (Ed) New Delhi: Access Assist.
 - M S Sriram (2022): Banking System and Financial Inclusion.: Inclusive Finance India Report 2021. Vishwanathan NS (Ed)New Delhi: Access Assist.
- ❖ **Newspaper Pieces / Popular press:**
 - Forbes India article: ‘Indian IT-BPM sector needs to restructure processes to bridge the ‘Core vs IT’ divide’, **Rajalaxmi Kamath and Vinay Reddy.**
 - Forbes India article: ‘National Education Policy needs to strengthen core engineering disciplines for the success of Industry 4.0’, **Rajalaxmi Kamath, Vinay Reddy, and Manjunath AN**
 - Covid-19 and mental health fallout - Building resilience support for frontline workers essential to limit exits, **Allen P Ugargol**
 - Covid in rural areas: Empower ASHAs, **Allen P Ugargol**
 - Government needs to focus on care for those in their sunset years, **Allen P Ugargol**

- Battling COVID-19: Vaccine Hesitancy in India Is Real – How To Overcome It?, **Allen P. Ugargol and Arnab Mukerji**
- The Bare Minimum Indian Express January 15th 2022. **M S Sriram**
- The hint of a ‘one Nation on NGO’ regime The Hindu January 5th, 2022. **M S Sriram**
- Demonetisation: Was it a flash in the pan or something more? Financial Express November 8th 2021 **M S Sriram**
- In honour of TS Shanbhag: Books to audio and e-books—the changing contours of publishing value chain Forbes Jul 27, 2021 **M S Sriram**
- Why Is the New Ministry of Cooperation Creating Anxiety, but Not Aspiration? The Wire (online), July 17th 2021. **M S Sriram**
- India’s Micro Firms Face a Credit Squeeze Mint, September 29, 2020. **M S Sriram**
- Women’s Legal Rights and Gender Gaps in Property Ownership in Developing Countries. Summarized at Ideas for India (with Isis Gaddis and Rahul Lahoti). April 23 2021. **Hema Swaminathan**
- A caged university cannot sing: On freedom in academics and research, Forbes India. Aug 2021. **Hema Swaminathan**
- Holistic approach is necessary to free women of ‘motherhood penalties’ at the workplace, Forbes India. March 8, 2022. **Hema Swaminathan**
- India’s futures market needs a rethink. Look at our pepper, cardamom sales, The Print. **Naik, G. and Bansal, M**

❖ **Report**

- Report of the Expert Committee on Urban Cooperative Banks, Vishwanathan NS, Chair and MS Sriram, Member

❖ **Awards**

- Allen P Ugargol is conferred the prestigious Indian Council of Medical Research (ICMR)’s Prof. Surindar Mohan Marwah National Award (2020) for his sustained and significant research in the discipline of Geriatrics in India (award notified on 28th December 2021).
- Pulak Ghosh is the winner of the 2021 PBCSF Fintech Center Award for Best Paper on Fintech at the Western Finance Association Annual Meeting for the paper “How Costly are Cultural Biases? Evidence from Fintech.
- Arpit Shah is the winner of the EGAP funding for “Environmental justice in Delhi”, worth USD 15,000. The proposal was selected from a competitive application process.

❖ **Committee**

- Pulak Ghosh, Chair, Committee to prepare the guidelines for usage of AI/ML applications in the Indian Securities market, appointed by SEBI
- Pulak Gosh, Member, High-powered Covid Taskforce on Economy, Govt of India. March 2020- June 2021

❖ Academic Conference

Sl. No.	Authors	Conference details	Date & Year
1	Prof. Hema Swaminathan	International Association for Feminist Economics	
		1. Does it Matter Who You Ask for Time Use Data? (with Rahul Lahoti and Deepti Sharma). Online	June 24, 2021
		2. Childbirth and women's work: Evidence from rural India (with Rahul Lahoti and Rosa Abraham). Online	June 25, 2021
		Society for Economics Research in India	
		Childbirth and Women's Labour Market Transitions in India (with Rahul Lahoti and Rosa Abraham).	July 18, 2021
2	Prof. M S Sriram	Invited Speaker	
		International Association for Feminist Economics,	----
		Panel on Doing Research under Authoritarian Regimes	
		Alliance Française de Bangalore, round table discussion on the theme "Together we can forge women's equality", AF Bangalore	March 16, 2022
2	Prof. M S Sriram	Guest Speaker "Gender Equality Today for a Sustainable Tomorrow"	March 8, 2022
		organized by Shri Vaishnav Vidyapeeth Vishwavidyalaya, Indore on the occasion of International Women's Day	
		Crisis in Indian Agriculture: Exploring the Missing Links, OP Jindal Global University	September 18, 2021
		Inclusion, Insulation, and Integration: The Trilemma of Financial Co-operatives, College of Agricultural Banking (RBI) Foundation Day Lecture Series.	September 28, 2021
2	Prof. M S Sriram	Are Cooperatives a Relic of the Past? Will the Rivers of Milk Flow Again? Ahmedabad University Seminar Series.	October 23, 2021
		Cooperatives as an alternative approach (model and positioning) toward inclusive finance, College of Agriculture Banking (RBI), International Research Conference on Strengthening Primary (Urban) Cooperative Banks through a Differentiated Business Model	December 14, 2021

Sl. No.	Authors	Conference details	Date & Year
3.	Prof. Soham Sahoo	International Conference in Development Economics organized by DIAL, GREThA and LAREFI, France: Biased Teachers and Gender Gap in Learning Outcomes: Evidence from India”.	July 1-2, 2021
		Royal Economic Society Annual Conference: UK. “Biased Teachers and Gender Gap in Learning Outcomes: Evidence from India”.	April 12-14, 2021
		Invited Speaker: Panel Discussion: ‘Repositioning Education in the Changing Economy and Society’ organized as part of the Economics of Education Research Interest Group, CESI Annual Conference	December 17, 2021
4	Prof. Rajalaxmi Kamath	Indian Information Technology (IT) Engineers transitioning to work roles in emerging technologies: Findings from an ethnographic study’, Vinay Reddy and Rajalaxmi Kamath, Presented in Americas Conference on Information Systems (AMCIS),	August 2021
5	Prof. Shah, Arpit	“Politics of Infrastructure, Development, and Environment around Mumbai Metro in India” EGOS Colloquium, Amsterdam	2021
6	Prof. Arnab Mukherji	Webinar on “Health Seeking Behaviour in Four Indian States” hosted by Lakshmi Mittal and Family South Asia Institute, Harvard University	November 23, 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 with 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 that 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. 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: Completed

X-A5 Constructing Materiality: Understanding the aesthetic production value chain of traditional textiles

Project 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 her 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 Cluster Development of Informal Ventures: The Case of Uppada Handloom Cluster

Project Team: **Suresh Bhagavatula**

Summary: There can be no single explanation why enterprises manufacturing the same product concentrate in the same geographical area to form clusters. Whatever be the reason for this phenomenon venture agglomeration, unless there are people wanting to set up firms, however small they may be, clusters cannot come into existence. Factors that make it easy for new firm formation in an industrial cluster are: practical knowledge of setting up of a firm, existence of skilled labour, availability of raw material, enabling support services, favourable governmental policies, etc. Considering the beneficial economic effects clusters bring about to regions and countries, in addition to nurturing natural clusters, many governments across the world have induced clusters as well.

Sponsor: IIM Bangalore

Status: Ongoing

X-A7 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 have 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: Completed

X-A8 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: Completed

X-A9 High-Skilled Solo Self-Employment

Project Team: **Ludvig Levasseur**, Jean-Yves Ottmann, Dominique Mahut, and David Audretsch

Summary: In many countries, and certainly throughout Europe, self-employment continues to play an increasingly important role in market dynamics (e.g., de Vries et al. 2019; Fritsch et al. 2019; Luber and Leicht 2000). Self-employed individuals working on their own account for the lion's share of this emerging trend (e.g., Kitching 2015), as most individuals with self-employment experience are solo self-employed (e.g., Blanchflower 2000; Bögenhold 2019). Attesting to the growing interest in and research on the self-employment phenomenon (Koch et al. 2019), scholars have, for instance, investigated the attitudes and motivations of these individuals (e.g., Carter et al. 2003; Koch et al. 2019; Kolvereid 1996), their expressions of grief over career setbacks (e.g., Shepherd 2003), and their diverse individual profiles in terms of motivations (opportunity versus necessity; e.g., Block and Sandner 2009; de Vries et al. 2019; Parker 2018), types of entrepreneurs (e.g., serial entrepreneurs; e.g., Burton et al. 2016; Dobrev and Barnett 2005), and firm size (e.g., Van Stel and de Vries 2015).

Sponsor: VRSP, IIM Bangalore

Status: Completed

X-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
X-B1	Jintong Tang, Levasseur, Ludvig , Masoud Karami, and Lowell Busenitz	Being alert to new opportunities: It is a matter of time	<i>Journal of Business Venturing Insights</i>	Vol. 15, June 2021, e00232, Pg. 1-7
X-B2	Stephen E Lanivich, Adam Smith, Levasseur, Ludvig , Robert J Pidduck, Lowell Busenitz, and Jintong Tang	Advancing Entrepreneurial Alertness: Review, Synthesis, and Future Research Directions	<i>Journal of Business Research</i>	Vol. 139, February 2022, Pg. 1165-1176

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
X-B3	Levasseur, Ludvig, Jintong Tang, Masoud Karami, Lowell Busenitz, and K Michele Kacmar	Increasing alertness to new opportunities: The influence of positive effect and implications for innovation	<i>Asia Pacific Journal of Management</i>	Vol. 39, 2022, Pg. 27-49
X-B4	Levasseur, Ludvig, Sofia Johan, and Jonathan Eckhardt	Mixed Methods in Venture Capital Research: An Illustrative Study and Directions for Future Work	<i>British Journal of Management</i>	Vol. 33(1), January 2022, Pg. 26-45
X-B5	Jha, Srivardhini K, Nachiket Bhawe, and P Satish	Scaling Social Enterprises Through Product Diversification	<i>Sustainability</i>	Vol. 13(21), 2021, 11660, Pg. 1-19
X-B6	Jha, Srivardhini K, E Richard Gold, and Laurette Dubé	Modular Interorganizational Network Governance: A Conceptual Framework for Addressing Complex Social Problems	<i>Sustainability</i>	Vol. 13(18), 2021, 10292, Pg. 1-20
X-B7	Sushil S Nifadkar and Bhagavatula, Suresh	Online health behavior: Antecedents and outcomes of employee participation in an organization's online health program	<i>Personnel Psychology</i>	Vol. 74(3), 2021, Pg. 449-476
X-B8	Murthy, Ramya K and Anoop Madhok	Overcoming the Early-stage Conundrum of Digital Platform Ecosystem Emergence: A Problem-Solving Perspective	<i>Journal of Management Studies</i>	Vol. 58(7), November 2021, Pg. 1899-1932

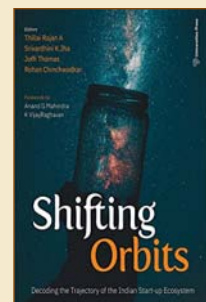
X-C Books

X-C1 Thillai Rajan A, Srivardhini K Jha, Joffi Thomas, and Rohan Chinchwadkar

Shifting Orbits: Decoding the Trajectory of the Indian Start-up Ecosystem

Universities Press (India) PL, 2021

In the new millennium, the shape of India's vibrant entrepreneurial economy has changed significantly to move toward one driven by technology and innovation. Today, India is one of the largest start-up and innovation hubs in the world, and the Indian start-up ecosystem has become an important contributor in our journey to become a \$5 trillion economy. *Shifting Orbits* chronicles the spectacular rise of the start-up landscape in India in four different sections: innovation, incubation, funding, and industry perspectives.



X-D Chapters in Books

Sl. No.	Authors	Title of Chapter	Title of Book	Editors	Publication Details
X-D1	Jha, Srivardhini K	Going Deep: The Dynamics of Founding Radically Innovative Start-ups	<i>Shifting Orbits: Decoding the Trajectory of the Indian Start-up Ecosystem</i>	Thillai Rajan A, Srivardhini K Jha, Joffi Thomas, and Rohan Chinchwadkar (Eds.)	2021, Universities Press (India) PL
X-D2	Jha, Srivardhini K	India's Innovation System and Start-ups: Achievements and Opportunities	<i>Shifting Orbits: Decoding the Trajectory of the Indian Start-up Ecosystem</i>	Thillai Rajan A, Srivardhini K Jha, Joffi Thomas, and Rohan Chinchwadkar (Eds.)	2021, Hyderabad: Universities Press (India) Private Limited.

X-E Working Papers

Sl. No.	Author	Title	IIMB Working Paper No.	Year
X-E1	Murthy, Ramya K and Anoop Madhok	Platform Scope and Value Creation in Digital Platforms	653	2021
X-E2	Ramya K Murthy and Anoop Madhok	Platform Sponsor Scope and Ecosystem Structure: A Configurational Approach to Ecosystem Heterogeneity	660	2022

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

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
X-F1	Masoud Karami, Jintong Tang, and Levasseur, Ludvig	How to take small firms global: Tips for entrepreneurs	<i>Forbes India</i>	February 9, 2022
X-F2	Masoud Karami, Jintong Tang, and Levasseur, Ludvig	6 lessons for entrepreneurs and managers of small businesses to handle uncertainty	<i>Forbes India</i>	January 24, 2022

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
X-F3	Masoud Karami, Jintong Tang, and Levasseur, Ludvig	Energetic and happy: The overlooked effect of positive emotions on entrepreneurial alertness	<i>Forbes India</i>	January 17, 2022

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 and Ravi Shankar Pandey	Time to Create and a Time to Imitate: The 40 Year Evolution of the Indian Electric Vehicle Industry	Academy of Management Virtual Conference, 2021	August 3, 2021
X-H2	Mani, Dalhia and Jayaram S Uparna	Boys don't cry: Entrepreneurial pitches in crowd-financing	Academy of Management Virtual Conference, 2021	August 3, 2021
X-H3	Mani, Dalhia and Sukanya Roy	Impact of Venture Capitalists' Experience on their Diversification Strategy in India	Academy of Management Virtual Conference, 2021	August 3, 2021
X-H4	Mani, Dalhia and Anupama Kondaya	From Criminals to Demigods: Status Recategorization of the Third Gender in India	37 th EGOS Colloquium 2021, Netherlands	July 8-10, 2021
X-H5	Kumar K and A N Majunath	Bangalore (1900s to 2010s): From a Cantonment Town to the Making of a Global Entrepreneurial Ecosystem	Second International Virtual Conference on Indian Business and Economic History, IIM Ahmedabad	August 25-27, 2021
X-H6	A N Manjunath, Kumar K, and V Vinay Reddy	Taming the beast versus nurturing the beast: Rethinking entrepreneurship policy	XVI International Conference on Public Policy and Management, IIM Bangalore	August 23-25, 2021
X-H7	Murthy, Ramya K and Madhok, A	Platform Sponsors Alliances and Implications for Ecosystem Value	Strategic Management Society Annual Conference	October 2021
X-H8	Jha, Srivardhini K	Invited session on business models to a cohort of deep tech start-ups incubated	Venture Center, Pune	2021

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
X-H9	A N Manjunath, Kumar K , and V Vinay Reddy	Taming the beast versus nurturing the beast: Rethinking entrepreneurship policy	XVI International Conference on Public Policy and Management, IIM Bangalore	August 23-25, 2021

X-J IIMB Case Studies @ Harvard Business Publishing

X-J1 Title: **Servicemandi™: Corporate Entrepreneurship at Ashok Leyland**

Author: **Kumar K** and Praveen Sasidharan

Summary: Ashok Leyland (AL) has been a good performer in the commercial vehicle (CV) industry in India, and has emerged as a leading player in the global CV industry. It has done well to survive and grow in a cyclical industry and has overcome many recessions and downturns in the nearly 70 years of its existence. The case describes the efforts of AL in conceptualizing and launching a new initiative called ServiceMandi to garner a greater share of the aftersales service part of the value chain, thus taking AL into a market that was historically dominated by the unorganized sector. The SM initiative comes with its own set of rewards and challenges and confronts AL with tradeoffs whose resolutions are not so obvious. This case presents an insight into the conceptualization of the SM initiative, the approach followed by AL in converting the SM concept into reality, and the progress made so far with this initiative. The case also presents the potential directions that this initiative can take in the future and provides an opportunity for students to think through the various options in terms of the pros and cons and recommend a course of action for AL.

X-J2 Title: **Freshworld: Marrying the Art of Street Vending with the Science of Modern Retail**

Author: **Suresh Bhagavatula** and Deepa Iyer

Summary: The case tracks the evolution of FreshWorld, a unique mobile fruit and vegetable vending (FnV) startup in India. It gives a snapshot of the dilemmas faced by the entrepreneur Rajiv Rao during the initial years. This is against the backdrop of the evolving FnV retail domain in India, which is moving from the informal to the formal sector, from roadside vendor and mom and pop stores to organized retail, from technology independence to technology dependence. The case sets the stage for discussing how a startup needs to understand the market, the customer, and the competition. It provides students with an opportunity to examine a startup using the lens of the lean startup methodology. Having surmounted various challenges that were directly related to the way in which FreshWorld was conceived of

as a solution; Rao must decide what to do next. He could share his plan and request more funding from his investors. Alternately, he could accept a buyout offer from a leading online retailer. The task before the students is to examine FreshWorld's journey and identify where the entrepreneur is in his endeavor? What can he do? How would he decide? This case can be used in a course on entrepreneurship or social entrepreneurship.

- X-J3 Title:** **Part A - Fashnear: Hyperlocal Fashion**
- Author:** **Srivardhini K Jha, Jacqueline Gomes, and Suresh Bhagavatula**
- Summary:** Meesho is a three-part case that highlights the ups and downs, and the twists and turns, of a typical entrepreneurial journey. It follows the experiences and decisions of Vidit Aatrey and Sanjeev Barnwal, two IIT Delhi graduates, as they build their venture - Meesho. The idea that they begin with, morphs substantially as they go through the process of finding a product-market fit. Each time they face a hurdle, they dig deeper into the needs and challenges of their customers, until they arrive at what could potentially be product-market fit. Even then, they struggle to monetize and decide to pivot yet again, in order to unlock the value created by their venture. The case provides rich material to discuss the iterative, non-linear nature of venture building. It reinforces the importance of continuously measuring and responding to metrics.
- X-J4 Title:** **Part B – Meri Shop: Technology Enablement of Small Retailers**
- Author:** **Srivardhini K Jha, Jacqueline Gomes, and Suresh Bhagavatula**
- Summary:** Meesho is a three-part case that highlights the ups and downs, and the twists and turns, of a typical entrepreneurial journey. It follows the experiences and decisions of Vidit Aatrey and Sanjeev Barnwal, two IIT Delhi graduates, as they build their venture - Meesho. The idea that they begin with, morphs substantially as they go through the process of finding a product-market fit. Each time they face a hurdle, they dig deeper into the needs and challenges of their customers, until they arrive at what could potentially be product-market fit. Even then, they struggle to monetize and decide to pivot yet again, in order to unlock the value created by their venture. The case provides rich material to discuss the iterative, non-linear nature of venture building. It reinforces the importance of continuously measuring and responding to metrics.
- X-J5 Title:** **Part C – Meesho: Empowering India's Women Entrepreneurs**
- Author:** **Srivardhini K Jha, Jacqueline Gomes, and Suresh Bhagavatula**
- Summary:** Meesho is a three-part case that highlights the ups and downs, and the twists and turns, of a typical entrepreneurial journey. It follows the experiences and decisions of Vidit Aatrey and Sanjeev Barnwal, two IIT Delhi graduates,

as they build their venture - Meesho. The idea that they begin with, morphs substantially as they go through the process of finding a product-market fit. Each time they face a hurdle, they dig deeper into the needs and challenges of their customers, until they arrive at what could potentially be product-market fit. Even then, they struggle to monetize and decide to pivot yet again, in order to unlock the value created by their venture. The case provides rich material to discuss the iterative, non-linear nature of venture building. It reinforces the importance of continuously measuring and responding to metrics.

- X-J6 Title:** **Naukri.Com (A): The Business of Internet in India**
- Author:** Kshitij Saxena, Medhavi Chandra, Ankush Kochhar, **Suresh Bhagavatula**
- Summary:** Info Edge is the first Indian Internet company to list on the Indian stock markets (in 2006). It is a widely successful company with many lines of business - it operates a jobs classified (naukri.com), a real estate classifieds (99acres.com), a matrimonial classifieds (jeevansaathi.com) and a higher education classifieds (shiksha.com). Info Edge also has a very successful corporate VC arm, which at different points owned ~50% of Zomato (restaurant listings and food delivery) and Policy Bazaar (insurance comparison shopping). We have related Info Edge's 30-year journey across two cases - Naukri.com (A): the Business of Internet in India and Naukri.com (B): Corporate Venture Capital in India. Both cases have separate teaching notes and are designed to be used either independent of each other in 90-minute sessions, or to be used one after the other in two 90-minute sessions This case examines Naukri.com's fight for relevance in a world that is increasingly being dominated by the three largest Internet aggregators - Google, Facebook, and LinkedIn (owned by Microsoft). It touches upon strategic aspects involving Internet marketplaces and social media networks, which are hotly debated topics in business media and various discussion forums as of 2022, and hence, you should expect strong participation from a typical MBA or executive MBA class.
- X-J7 Title:** **Naukri.Com (B): Corporate Venture Capital in India**
- Author:** Kshitij Saxena, Medhavi Chandra, Ankush Kochhar, **Suresh Bhagavatula**
- Summary:** Info Edge is the first Indian Internet company to get listed on the Indian stock markets (in 2006). It is a widely successful company with many lines of business - it operates a jobs classified (naukri.com), a real estate classifieds (99acres.com), a matrimonial classifieds (jeevansaathi.com), and a higher education classifieds (shiksha.com). Info Edge also has a very successful corporate VC arm, which at different points owned ~50% of Zomato (restaurant listings and food delivery) and Policy Bazaar (insurance

comparison shopping). We have related Info Edge's 30-year journey across two cases - Naukri.com (A): the Business of Internet in India and Naukri.com (B): Corporate Venture Capital in India. Both cases have separate teaching notes and are designed to be used either independent of each other in 90-minute sessions, or to be used one after the other in two 90-minute sessions. This case examines Naukri.com's internal investments in other online classifieds - 99Acres, Jeevansaathi, and Shiksha, its attempts at vertical integration - Allcheckdeals and Quadrangle, as well as its corporate venture capital arm that makes financial investments in other startups like Zomato and Policy Bazaar. This case touches upon strategic aspects involving venture capital and popular consumer Internet startups in India, which are hotly debated topics in business media and various discussion forums. The case examines the strategic background of venture investments in great detail and ends by questioning the parameters of defensibility of venture funds. The case also discusses Info Edge's investment decision-making and valuation frameworks and examines the differences between financial venture capital and corporate venture capital.

X-K Leading Journal Publications

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

- X-K1** Authors: Stephen E Lanivich, Adam Smith, **Ludvig Levasseur**, Robert J Pidduck, Lowell Busenitz, and Jintong Tang
- Title: **Advancing Entrepreneurial Alertness: Review, Synthesis, and Future Research Directions**
- Journal: *Journal of Business Research*
- Abstract: *Alertness* is increasingly associated with entrepreneurial opportunities. However, ambiguity in the conceptualization and operationalization of the construct have limited its potential and utility for entrepreneurship research. Given the variations in treatment of alertness, we investigate the concept as it is currently evolving in entrepreneurship scholarship. With this examination, we bring to the forefront inconsistencies and emerging trends regarding the nomological alignment and measurement of alertness. This review and synthesis of alertness research clarifies conceptual inconsistencies stemming from its Kirznerian roots and offers a framework with agenda for entrepreneurial alertness research. This agenda includes the application of entrepreneurial alertness to the opportunity *creation* paradigm.

- X-K2** Authors: Sushil S. Nifadkar and **Suresh Bhagavatula**
- Title: **Online health behavior: Antecedents and outcomes of employee participation in an organization’s online health program**
- Journal: *Personnel Psychology*
- Abstract: Working in organizations can result in health problems for employees, who may develop health conditions such as hypertension, cardiac problems, and obesity. To promote healthy behavior among employees, some companies use tailored online health platforms, which are customizable and accessible. Although these programs are available to all employees, they differ in terms of their participation, and we do not understand the reasons underlying variations in the use of these programs. We also have a limited understanding of the potential organizational outcomes of such participation. Thus, in this study, we develop a model of the antecedents and outcomes of employees’ participation in an organization’s online health program. We propose that employees’ health beliefs, social influence to participate, and intention to participate influence their participation in an organization’s online health program, which is associated with their health behavior within the organization. In turn, employees’ organizational health behavior influences organizationally relevant outcomes through mediation by availability of task- and family-related support from coworkers. We tested our model through a four-phase, multisource study by using data from 331 employees working in an Indian information technology company. Results generally supported our model. Our findings contribute to our knowledge of employees’ health behavior by examining why they may participate in online health programs and how their participation may promote health behavior and lead to organizationally relevant outcomes.
- X-K3** Authors: **Ramya K Murthy** and Anoop Madhok
- Title: **Overcoming the Early-stage Conundrum of Digital Platform Ecosystem Emergence: A Problem-Solving Perspective**
- Journal: *Journal of Management Studies*
- Abstract: Platform sponsors and complementors co-create value in digital platform ecosystems. But how does a digital platform ecosystem emerge in the incipient stage, especially in a situation where value co-creation involves attracting complementors to platform sponsors who are unknown to one another? We posit that a platform sponsor’s choice of scope signals value co-creation opportunities and thereby attracts complementors and consumers. We draw upon the problem-solving perspective, rooted in the knowledge-based view of the firm, to shift the emphasis away from the actor (‘who’) to the problem at hand (‘what’) and demonstrate how incipient platform

sponsors can align their scope with the problem to stimulate ecosystem emergence. Using fuzzy-set qualitative comparative analysis on a dataset of crowdfunding campaigns, we identify multiple pathways and associated propositions for successful emergence of digital platform ecosystems, notably for innovation, open-source, and information ecosystems. The framework we conceptualize highlights novel considerations to overcome the early-stage challenge of attracting participation to an ecosystem that is yet to emerge.

Listings: **Financial Times 50**

X-O Papers Presented by FPM Students in Conference/Seminar During 2021–2022

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
X-O1	Sukanya Roy (Co-author Prof. Dalhia Mani)	Impact of Venture Capitalists' Experience on their Diversification Strategy in India	81st Annual Meeting of the Academy of Management Virtual	August 3, 2021

X-Q Awards, Honours, and Achievements by FPM Students in 2021–2022

Sl. No.	Name of the Student	Details of the Award	Date
X-Q1	Aman Bhuwania	Babson College Doctoral Consortium Grant Kauffman Foundation	August 8, 2021

The Centre for Management Communication was established to develop best practices in Managerial Communication. Our objectives include conducting research in emerging areas of digital communication, developing new courses and working with practitioners to develop robust case studies. Over the years, the Centre has facilitated a number of programs, webinars, and avenues for academic and professional deliberation.

XI-A Research Projects

XI-A1 Conversations around COP26: A thematic representation of tweets by large organizations

Project Team: **Deepti Ganapathy**

Summary: The aim of this research project is to assess the Twitter communication of 53 companies before, during, and after the COP26 Summit in order to look at (1) emerging themes; (2) alignment to their commitment/goals; (3) timeline of tweets to assess their consistency and relevance.

Sponsor: IIM Bangalore

Status: Completed

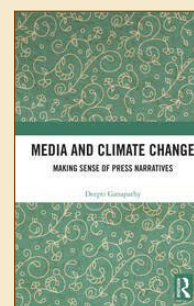
XI-C Books

XI-C1 Deepti Ganapathy

Media and Climate Change: Making Sense of Press Narratives

Routledge (UK) 2022

This book looks at the media's coverage of Climate Change and investigates its role in representing the complex realities of climate uncertainties and its effects on communities and the environment.



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

Sl. No.	Authors	Title of Article	Name of Newspaper/Magazine	Date of Publication
XI-F1	Ganapathy, Deepti	Why consistent communication through a crisis is important	<i>Forbes India</i>	March 24, 2022
XI-F2	Ganapathy, Deepti	Corporate decisions and purported social values: Why hasn't the movement caught on in India?	<i>Economic Times</i>	December 12, 2021
XI-F3	Ganapathy, Deepti	Why the image building operation is necessary for India	<i>Forbes India</i>	October 28, 2021
XI-F4	Ganapathy, Deepti	Reflections from the Zoom Screen	<i>Deccan Herald</i>	August 31, 2021
XI-F5	Ganapathy, Deepti	India vs. US: Different impacts and outcomes of the mediatization of public health outbreaks	<i>Forbes India</i>	August 27, 2021
XI-F6	Ganapathy, Deepti	First person: Brand push for budding sportspersons	<i>Deccan Herald</i>	July 24, 2021

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
XI-F7	Ganapathy, Deepti	Critical communication networks need to be mined to contain an epidemic within a pandemic	<i>Forbes India</i>	June 10, 2021
XI-F8	Ganapathy, Deepti	To prevent spread of mucormycosis, very fast, quick treatment critical	<i>Express Health Care</i>	June 10, 2021
XI-F9	Ganapathy, Deepti	Golden Poppies in the Desert	<i>Deccan Herald</i>	April 25, 2021

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

Sl. No.	Authors	Title of Publication	Type of Publication
XI-G1	Ganapathy, Deepti	WJEC- IIMC- UNESCO Roundtable	Journalism Education in India. ISBN: 978-81-953439-5-9. August 2021
XI-G2	Ganapathy, Deepti	Beyond the glass ceiling	Blogs IIM Bangalore, March 4, 2022
XI-G3	Ganapathy, Deepti	COP 26 Glasgow	Blogs IIM Bangalore, October 26, 2021
XI-G4	Ganapathy, Deepti	The Unsung Guardians	Blogs IIM Bangalore, June 2, 2021
XI-G5	Ganapathy, Deepti	The community tree	Blogs IIM Bangalore, April 26, 2022
XI-G6	Ganapathy, Deepti	Moderated the 7th Women Leadership Summit – Panel Discussion on Reimagining a New Generation	YouTube Live Session, January 30, 2022
XI-G7	Ganapathy, Deepti	Podcast for IIMB's Student Media Cell on Sustainability	Podcast, July 25, 2021

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

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
XI-H1	Deepti Ganapathy	Seminar on Workshop on Climate Studies	International Centre for Theoretical Sciences -Tata Institute of Fundamental Research	March 2022

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
XI-H2	Deepti Ganapathy	Seminar on Media Representations of Climate Change	Centre for Climate Change Communication, George Mason University, Virginia, US	January 2022
XI-H3	Deepti Ganapathy	Academic Lecture on “Climate Reporting”	Indian Institute of Mass Communication, Department of English Journalism, New Delhi	December 2021
XI-H4	Navarro C, Ganapathy D, and Raynauld V	Strategic political communication on Instagram and socio-cultural influences: A comparative analysis between Spain and India	Universitat Ramon Llull, Barcelona	October 7-9, 2021
XI-H5	Deepti Ganapathy	Roundtable on De-colonising Journalism Education and Pedagogy: The Road Ahead	WJEC-IIMC-UNESCO	August 2021
XI-H6	Deepti Ganapathy	Moderator: Science of Learning, Online discussion with Prof. Sanjay Sarma, MIT	Centre for Teaching & Learning, IIM Bangalore	July 2021
XI-H7	Deepti Ganapathy	Academic Lecture on Digital Communication	Indian Institute of Mass Communication, Department of English Journalism, New Delhi	April 2021

XI-J IIMB Case Studies @ Harvard Business Publishing

XI-J1 Title: Boeing 737 Max 8: A stalled communication take-off?

Authors: Deepti Ganapathy and Jacqueline Gomes

Summary: This case focuses on a key business decision taken by The Boeing Company to counter competition from its rival Airbus - in a duopoly market. The pressure to stay relevant, be competitive, and bag a large market pie in the burgeoning aviation sector, led Boeing to make a series of untimely decisions that resulted in two plane crashes, followed by an exposé of several safety and regulatory practices and processes. The case presents Boeing’s flagship 737 MAX 8 aircraft; throws light on the popularity of the model; provides an overview of the aviation market; and the context surrounding the two crashes that occurred when the 737 MAX aircraft were released; and the ensuing communication debacle that followed.

Outcome-based Assessments:

In November 2021, the global edition of my book ‘Media and Climate Change-Making Sense of Press Narratives’ was released where I argued that communicating about Climate Change is the most pressing issue of our times. My book was intended to reach three main stakeholders:

1. Environmental communication scholars and Climate Change reporters
2. Indigenous Communities and their role in communicating Climate Change
3. Policy makers and political party leaders

Eleven months on, my book has attracted the attention of all the three above stakeholders and intended audience and the visible impacts of the book and its message is evident in the diverse forums I am invited to, across the globe to represent the country and speak about this message loud and clear.

Academic institutions weigh in heavily on citations, journal impact factor, but these systems of measurement are similar to the social media practice of ‘like’ of a post or tweet and do not measure impact which is of benefit to society at large.

The irony of this situation being that communicating about Climate Change has taken decades of ineffective practices resulting in a situation where we are now at the brink of knowing or not knowing what to do, to cool the planet.

As pointed out in this article, “The point of communicating science is to reach the people who can benefit from it and to change their hearts or minds in some way that leads to changes in practice or policy that make the world better. Where appropriate, knowledge co-produced with diverse groups is more likely to have impact.”

To do this, we invited senior environmental journalists on the occasion of World Environment Day on 05 June 2022 to IIM Bangalore for a workshop titled “Climate and Communication: Building Skills and Knowledge for Effective Engagement between the Media, Opinion Leaders and Communities.”

The follow-up to this workshop was the launch of the South Asian edition of my book and a panel discussion. The event was widely covered in mainstream media including Indian Express, Deccan Herald, and Doordarshan.



A collage of news coverage following the South Asian Edition book launch

This was followed by an invitation to be a Plenary Speaker at the East West Centre’s International Media Conference at Hawaii in June 2022. My talk was well-appreciated and I was introduced to the US Deputy Secretary of State, Liz Allen who was in the audience. This picture was tweeted and @UnderSecPD was tagged on Twitter.

In trying to be an “Engaged Scholar”. Through the MGNF Faculty Mentorship, I have connected the Fellows to similar forms of Indigenous Skill Development Programmes that I witnessed in Hawaii. The MGNF Fellows, whom I mentor, have also handed over my book to the Deputy Conservator of Forests, Chikmagalur, Karnataka and a prominent environmental activist in the region – with the objective to make a vernacular edition of the book available for wider reach amongst the forest officers and conservationists.



Padmashree awardee, Tulsi Gowda was initially invited for the book launch in June 2022, but since protocols were being adhered to, in the wake of the pandemic, it was not feasible for her to travel to Bengaluru. However,

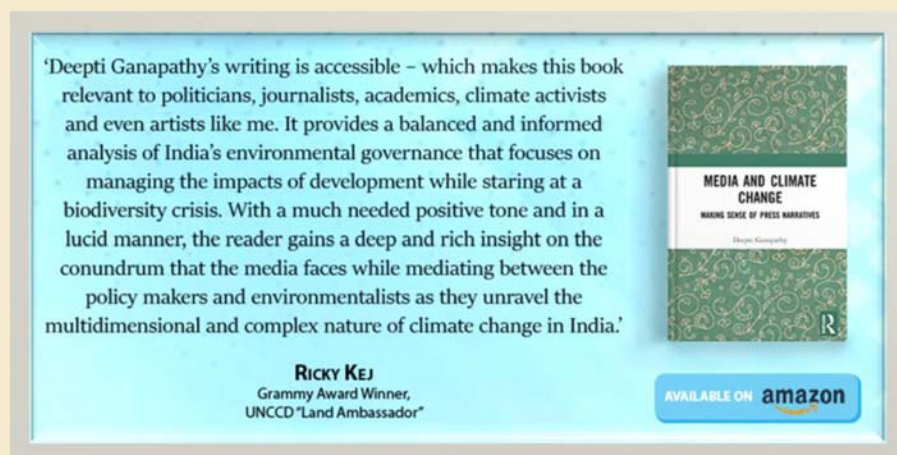
I consider this as an “impact” that our students are keen to invite role models such as Tulsi Gowda - who are the grassroots ‘Climate Warriors’, to their flagship events and fests. This shift will go a long way in breaking conventional norms and is sure to encourage the younger generation to tap into indigenous wisdom to find climate solutions.

Recently, I have been invited to the Centre for Climate Change Communication, George Mason University, as an Affiliate Faculty to engage in a research project on Climate Change and its impact on Health. This will be followed by an International Conference that the University is organizing – 17th Conference on Communication and Environment, *Many Voices, One Planet: Accounting for the past and narrating sustainable futures*.

To briefly communicate about these past 11 months and 11 odd book engagements, I have produced and published this less than 2-minute video: 11 months and 11 book talks. Thank you! - YouTube

References:

Notable among the advance praises for my book were Professor Andrew Hoffman, University of Michigan and a leading scholar in the field of Sustainability as well as two-time Grammy winner Ricky Kej.



The book was also featured on the website of UNESCO-founded International Association for Media and Communication Research (IAMCR), International Communication Association (ICA) and US government's East West Centre (EWC).

Gmail - ICA Environmental Communication Division: January 2022 Newsletter

2. Book announcement: Media and Climate Change – Making sense of Press Narratives by Deepthi Ganapathy

Professor Deepthi Ganapathy, faculty in the Management Communication Area at IIM Bangalore has published her book 'Media and Climate Change – Making sense of Press Narratives' with a renowned publisher Routledge world-wide, on 30 November 2021. The book looks at the Indian media's coverage of Climate Change and investigates its role in representing the complex realities of climate uncertainties and its effects on communities and the environment. The book focuses on the Western Ghats as a macrocosm of Climate Change complexities and delves into a five-year analysis of the coverage of media reporting on Climate Change in the period between 2012 and 2017. The author explores the topic through various chapters such as - Why report Climate Change? Is the media shying away from covering climate change issues? Comparative analysis of two Indian broadsheets, Mediatization of Press narratives, Climate Change Communication, Creating community-driven reports on Climate Change, Reimagining the narrative of Climate Change. For this, the author travelled extensively into the Western Ghats and met many stakeholders.

More information can be found: <https://docs.google.com/document/d/1xo-wZvi467eRU7Th4PKLMtxi1NzJK6Z0/edit>

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Media alumni pen more books

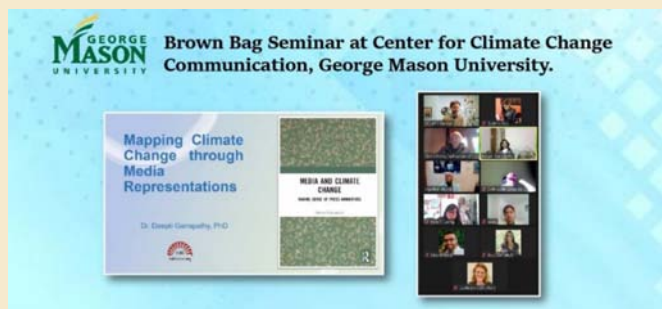
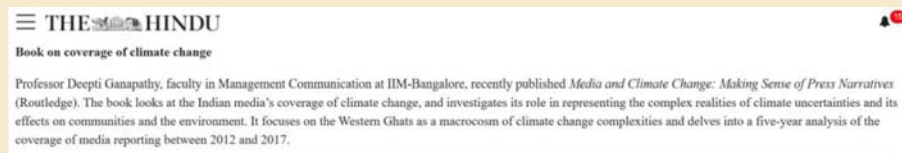
Deepthi Ganapathy (2016 International Media Conference), faculty of communication at Indian Institute of Management Bangalore, India, authored the recently published book [Media and Climate Change – Making Sense of Press Narratives](#).

Listed on IAMCR Webpage:

Snapshot from Amazon bookshelf:



Media coverage



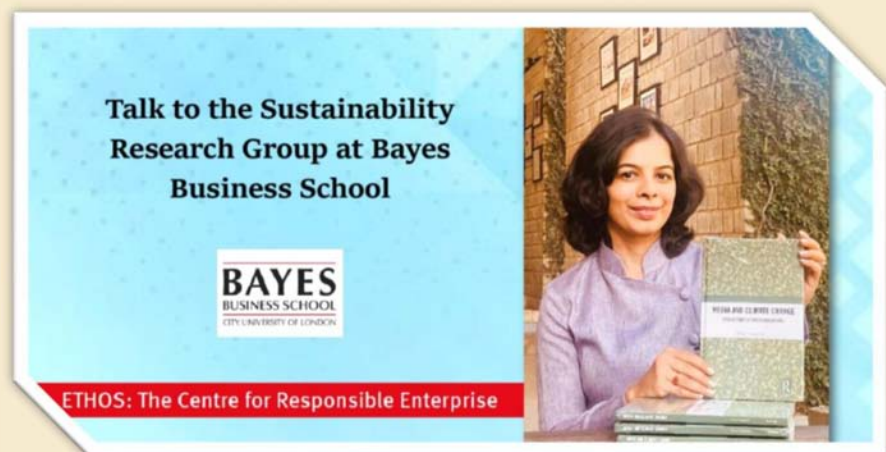
Please find details of the talk below, which was published in IIMB Digest:

On 12 January, Professor Deepti Ganapathy spoke to an audience consisting of faculty members, PhD scholars, policy analysts, and others at the Center for Climate Change Communication, George Mason University. Notable amongst the audience were David Hales, who serves as Trustee of the Parliament of the World's Religions, and as Chair of Climate Action for the Parliament, Chair of the Board of Trustees of Future Generations University, and on the Steering Committee of the Renewable Energy Network for the 21st Century (REN21) which promotes renewable energy around the world. He mentioned that he had a special interest in the book written by

Professor Ganapathy on the World Heritage Site in India, as he was the first American to serve as Chair of the World Heritage Convention and presided over the first inscriptions on the honor roll of World Heritage sites.

As a diplomat, Hales has represented the United States in numerous intergovernmental negotiations, and has frequently been called upon to serve as chair or moderator of international conferences, including the Washington and Bonn International Conferences on Renewable Energy, the Hague Conference on Energy for Development, and the Ministerial Meetings of the UN Economic and Social Council.

Professor Jagadish Shukla, from MIT, Professor Dale Rothman, Mason University, scholars from Yale, Mason, and other affiliated universities were also present. Thanking Professor Ganapathy for her fascinating and multi-faceted talk, Dr. John Kotcher, faculty at Mason University moderated the one-hour program.



Presentation to EU scholars

South Asian edition was launched by two-time Grammy winner and environmentalist Ricky Kej, at IIM Bangalore on 16 June 2022.

In the News:

June 18, 2022

- The New Indian Express: <https://indianexpress.com/article/world/climate-change/iim-b-facultys-book-socioeconomic-cultural-understanding-of-climate-change-7974066/>

June 18, 2022

- Deccan Herald: <https://www.deccanherald.com/city/book-on-climate-change-launched-1119112.html>

June 17, 2022

- The New Indian Express: <https://www.newindianexpress.com/states/karnataka/2022/jun/17/media-has-power-to-build-climate-change-narrativegrammy-winner-ricky-kej-2466475.html>
- DD Chandana News: <https://www.youtube.com/watch?v=nLZQTXaWAjs>

Radio and TV interviews; Podcasts

- Interviewed on All India Radio on Climate Change and Communication, episode sponsored by Karnataka State Pollution Control Board, 10 October, 2022, repeat broadcast thrice a week on FM 101.3 (Bengaluru city), Vividh Bharati and state-wide.
- Interviewed on All India Radio on Climate Change and Communication, episode sponsored by Karnataka State Pollution Control Board, 01 September, 2022, repeat broadcast thrice a week on FM 101.3 (Bengaluru city), Vividh Bharati and state-wide.
- Interviewed on All India Radio-FM Rainbow 101.3 on the occasion of World Environment Day, 05 June, 2022
- Podcast for IIMB's Student Media Cell on Sustainability, 25 July, 2021
- Since the world wide release of my book in November last year, and the release of the South Asian edition in June this year, my book is now stocked in 133 libraries world wide.

- 1 . I have been invited to talk about my work at some of the world's leading sustainability/climate change academic hubs. These include:
 - (a) George Mason University's Centre for Climate Change Communication
 - (b) Bayes Business School, University of London's Ethos Sustainability Research Group
 - (c) Indian Institute of Technology Gandhinagar's Dr Kiran C Patel Centre for Sustainability Development
 - (d) An upcoming podcast to The Fletcher School at Tufts University
- 2 . Invited Plenary Panelist, Asian Conference for Political Communication, Singapore, October 12-13, 2022.

Dr. Deepti Ganapathy at the Asian Conference for Political Communication 2022 – The IIMB Digest
- 3 . Invited Plenary Panelist, “Reframing the Conversation on Climate,” 7th East-West Center International Media Conference, Honolulu, Hawai'i, June 27-30, 2022. <https://digest.iimb.ac.in/2022/06/dr-deepti-ganapathy-speaks-on-climate-issues-at-the-2022-east-west-center-international-media-conference/>

Invited Panelist, ICTS-TIFR, Workshop on Climate Studies, March 2022.

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 core purpose of the Centre is to promote and shape better understanding, appreciation, and delivery of good corporate governance through its research, teaching, training, and policy support efforts and be the country's first choice go-to Centre of Excellence in Corporate Governance Research, Teaching, Training, Dissemination, and Policy Support.

The focus of the Centre falls under the five broad areas of a) Advocacy, b) Education, c) Training, d) Research, and e) Dissemination.

Education Programmes

The Centre has conducted education programmes in corporate governance, governance, leadership and management for public leaders, political leaders, board members, chief executives, and directors and board members from all types of organizations, including NGOs and banks. Topics covered were board evaluations; succession planning; corporate transparency; financial control and accounting; the role of audit committee and auditors in current scenario; multiple stakeholders activism; role of independent directors; cyber security risk governance, to name a few.

Capability Building Sessions for NGO and Leaders

The Centre conducted two short-term five-day online capability building workshops on “Entrepreneurial Leadership & Governance” for NGO leaders during 2021-22.

The objective of the workshop was to enable non-profit organizations and their leaders to develop competencies and skills that can make them more effective and sustainable, thus increasing the potential for NGOs to enrich lives and solve society’s most difficult problems. The workshop had NGO leaders participating from the states of Andhra Pradesh, Delhi, Karnataka, Maharashtra, Tamil Nadu, Rajasthan, Telangana, and Uttar Pradesh.

Research, Monitoring, Evaluation and Curriculum Development

Research is the key area of the Centre’s work – impacting both academic and corporate governance practices. Through its research, the Centre focuses exclusively on contemporary and globally pertinent research areas around corporate governance.

The research projects undertaken by CCGC during 2021-22 were :

1. **Improving Corporate Governance in Post IBC Scenario - Prof. M Jayadev**
2. **Sustainability Risks and Business - Prof. Padmini Srinivasan**
3. **Revisiting Bank Governance in India - Prof. Ashok Thampy**

Advocacy

The Centre organizes, participates, and encourages debate on contemporary subjects spanning various areas such as Governance, Responsible Business, etc. through conferences, roundtables, workshops, and seminars. The main objective of these activities is to bring scholars from academia, the industry, and the practitioners together to discuss, debate, and provide a knowledge sharing & learning experience on the trends and practices of good corporate governance both nationally and globally.

Some of the programmes held in the year 2021-22 were:

- Workshop for Board Members on Cyber Security and Risk Governance addressed by Mr. Tobby Simon, Founder & President, Synergia Foundation; Commissioner - Global Commission on Internet Governance and Cyber Security; Ms Corien Vermaak, Cyber Security Specialist, CISCO, Sydney, and Prof. S Raghunath, Chairperson – IIMB-CCGC

- Workshop on The Role of Board in Overseeing Cyber Security Risk Management & Implementation. Ms Corien Vermaak, Cyber Security Specialist, CISCO, Sydney was the keynote speaker at the session.
- Online session on Corporate Reporting Dialogue. The speakers were: Future of Corporate Transparency and Disclosures Mr. R Mukundan, Managing Director, Tata Chemicals Ltd.; Mr. G Mahalingam, Whole time Director, SEBI; Mr. Amit Bajoria, Senior Vice President, Wipro Ltd., and Mr. V Srinivasa Rangan, Executive Director, HDFC Ltd. The session was chaired by Prof. Padmini Srinivasan, Chairperson, CCGC.
- CEOs Roundtable on The G Force in ESG: Environment, Social and Governance: Have we Reached the Inflection Point? addressed by Mr. Suresh Narayanan, Chairman & MD, Nestle India Ltd, Ms Rekha Menon, Chairperson & Sr MD, Accenture, India, Mr. C K Venkataraman, Managing Director, Titan Company, and Mr. Rishiksha Krishnan, Director, IIM Bangalore.
- Panel Discussion on “Succession Planning in Boards : Better Ensure than Endure” addressed by Mr. Sunil Kant Munjal, Past President, AIMA & Chairman, The Hero Enterprise, Mr. Harshpati Singhania, Vice Chairman & MD, J K Paper Limited, Prof. S Raghunath, Professor – Strategy, IIM, Bangalore, Mr. D Shivakumar, Group Executive President, Corporate Strategy & Business Development, Aditya Birla Management Corporation, Mr. Arun Duggal, Former CEO of Bank of America, India.
- Panel Discussion on “Shareholder Activism: Influences on Good Corporate Governance” addressed by Mr. T V Mohandas Pai, Chairman, Aarin Capital Partners; J N Gupta, Managing Director, Stakeholders Empowerment Services; Mr. Richard Rekhy, Board Member, KPMG Dubai & Former CEO, KPMG India, and Mr. Ajay Nanavati, Former Chairman, Syndicate Bank & Former Managing Director, 3M India Ltd.

These sessions were well-received and widely attended by over 1500 delegates across India and overseas.

For the first time, CCGC has undertaken a Contemporary Concern Study project, titled “My E-Haat” – a project on Arts & Crafts with the focus on strengthening the value chain; improving digital marketing for better outreach / visibility and sales; and strategies to improve product quality, packaging, & production plan.

These were some of the key activities of CCGC during 2021-22.

XII-A Research Projects

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

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

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

Sl. No.	Details of the Event	Dates of the Event
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 since October 2012, DCAL 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. It has published several case studies and publications in international journals. DCAL has also organized Analytics and BAI conferences and knowledge dissemination workshops while focusing on training next-generation professionals and researchers. The faculty at the centre 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.

XIII-A Research and Consulting Projects

XIII-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 their based on the other services they have sought.
- Recommendation engine for brake service.

XIII-A2 Airport Analytics

Project objective:

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

XIII-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 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 collected at the second and minute interval are 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.

XIII-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 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, 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 the skill of the user or chance.

XIII-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 reduce antibiotic resistance in babies and further reduce mortality due to antibiotic resistance.

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

Weather data available with KSNDMC 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 KSNDMC to advise the farmers on the disease condition as well as suggest appropriate actions. This project is done in collaboration with KSNDMC, which will be integrated with their call centre application in order to convey the grape advisory to the farmers.

XIII-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.

XIII-H Conferences/Workshops Organized by DCAL

- XIII-H1** Ninth International Conference on Business Analytics and Intelligence (BAICONF 2019) - 350+ participants benefited from the conference held during December 15-17, 2022.
- XIII-H2** Third Women in Data Science Conference (WiDS 2021) - 100+ participants benefited from the conference held on April 17, 2021.
- XIII-H3** Eleventh Symposium on Business Analytics and Intelligence - 434 participants benefited from the symposium held during July 09-10, 2021.
- XIII-H4** Workshop on Machine Learning using Julia - 11 participants benefited from the workshop held during July 16-18, 2021.
- XIII-H5** Workshop on Natural Language Processing - 10 participants benefited from the workshop held during July 16-18, 2021.

Supply Chain Management Centre (SCMC) is a strategic multi-disciplinary Centre of Excellence within IIMB, dedicated toward carrying out specialized theoretical and applied research on supply chain management and promoting and enduring industry–institute collaboration.

Objectives of the Centre, Faculty Support & Organization:

We continue to strive toward 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.

XIV-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
XIV-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
XIV-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
XIV-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
XIV-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
XIV-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
XIV-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
XIV-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
XIV-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
XIV-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

XIV-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 Modeling and Templatization for 3PL Business	2020-21
18	Supply Chain Control Tower - Benefits & Usage	2020-21
19	HR Competency Mapping	2020-21

XIV-J IIMB Case Studies @ Harvard Business Publishing

- XIV-J1** **Tarun Jain** and **Jishnu Hazra**, Sattva Etech: Enhancing Component Sourcing Flexibility
- XIV-J2** Sivakumar S and **B Mahadevan**, Exceed: Improving Productivity and Reliability in Delivery of Software Solutions
- XIV-J3** **Anshuman Tripathy**, Pranav Guglani, and Abhijit S Pulimootil, Intartic: Riding the IoT Wave to a Service Model
- XIV-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:

- Facilitate the development of teaching content such as teaching cases and teaching notes.
- Launch initiatives for the benefit of the teaching-learning community.
- Create platforms for discussions around effective and emerging pedagogical practices.
- Evolve measures to evaluate teaching performance and learning.
- Provide teaching-related support and inputs to faculty members and doctoral students.
- Act as a national resource for improving the standards of teaching in institutes of higher education.

Activities

The Centre for Teaching and Learning organized and initiated several activities of pedagogic significance in 2021-22 under the guidance of the Chair-CTL, Prof. Chetan Subramanian (Dean Faculty).

Workshop and Consortium on Teaching and Learning

- A four-day workshop was organized for the faculty and PhD students at IIMB from June 22 to 25, 2021.

Prof. R Srinivasan, Prof. Vasanthi Srinivasan, Prof. P D Jose and Prof. Sourav Mukherji conducted the sessions, and were attended by 33 participants.

Prof. Chetan Subramanian was the Programme Director for this workshop.

- A four-day online Doctoral Consortium on Teaching 2022 was organized from January 10-13, 2022, for the IIM Bangalore PhD students who are in the final year (or concluding stages) of their doctoral programme. 13 PhD scholars participated in the programme.

The Consortium was led by Professor Sourav Mukherji, Professor Jitamitra Desai, and Dr. Arun Pereira (eminent educator and faculty mentor).

Ms. Aruna Gopakumar and Ms. Rashmi Ravikumar, from Navigati, a leadership development organization, conducted sessions on various techniques and ways to build/develop and create 'effective presence' as an educator by working on one's body and voice.

- A three-day online Doctoral Consortium on Teaching 2022 was organized from 31 January to 2 February 2022 for PhD students who are in the final year (or concluding stage) of their doctoral programme at other management schools/institutes.

This Consortium too was led by Professor Sourav Mukherji, Professor Jitamitra Desai, and Dr. Arun Pereira (eminent educator and faculty mentor).

23 participants from the following institutes participated in the Consortium:

1. Indian Institute of Management, Ahmedabad
2. Indian Institute of Management, Lucknow
3. Indian Institute of Management, Indore
4. Indian Institute of Management, Trichy
5. Indian Institute of Management, Calcutta
6. Indian School of Business, Hyderabad
7. XLRI, Jamshedpur
8. Indian Institute of Technology, Dhanbad
9. Indian Institute of Technology, Roorkee

HBP Case Review & Submission Process

CTL manages the case review and submission process for cases authored by IIMB faculty that are published at Harvard Business Publishers website for Educators (HBPE). It provides copyediting, peer review, and publication-related support for IIMB-HBPE cases. All of this is done in consultation with and under the guidance of the Chair-CDOCTA, Prof. Jishnu Hazra.

The teaching cases written by IIMB Faculty and published at HBP for Educators continue to be used by management institutions in India and abroad.

34 new IIMB cases were processed and added to the HBPE collection during the year Jan-Dec 2021. See **Table 1** for the list of cases processed and submitted to the HBP during Jan-Dec 2021.

The Harvard Sales report indicate that over 1,06,769 copies of IIMB's cases were sold worldwide during the same period (Jan-Dec 2021). See **Table 2** for the list of cases that sold more than thousand copies during Jan-Dec 2021

'Samiksha' Webinar Series

Launched the popular webinar series in March 2021 and hosted 9 webinars. These webinars were streamed live and are still available on IIMB's YouTube channel. Viewership ranged from 2000+ to over 60,000 views. See **Table 3** for the list of webinars.

In the process, a database of 10,000+ participants was created which covers the top 170 colleges and universities in India.

Teaching Tips on Tap (TTT)

A database of short video clips or nuggets, each containing easy-to-implement and quick teaching tips, has been built to help the teaching community be more effective in the classroom. The videos are from Sourav Mukherji, Vasanthi Srinivasan, B Mahadevan, Dinesh Kumar, Prateek Raj, Rahul De', and L S Murty (Retd.). See **Table 4** for the list of 23 TTT videos released so far.

In the next season of this initiative, the focus will be on releasing videos in regional languages.

New Faculty Information Programme 2022

The first NFIP of 2022 was organized virtually, in coordination with the Dean-Faculty office, in a phased manner in February and March 2022. The sessions were attended by 15-18 new faculty members on designated days of the programme.

The aim of the programme was to

- inform and orient the new faculty members about the essential institutional and administrative aspects, initiatives, and policies.
- address their queries about the mentioned areas or aspects.
- provide them the space for sharing their thoughts on the journey they have had so far as a faculty in the institute.

Mentoring Programme

CTL manages the Mentoring Programme launched in 2021 and maintains various records pertaining to it. As part of this programme, the identified faculty members are mentored by Dr. Arun Pereira (MIT-Sloan International Faculty Fellow, and Emeritus Faculty at the Chaifetz School of Business, Saint Louis University, USA) to help them emerge as effective educators.

So far, 10 plus IIMB faculty members have benefitted from this programme.

Small Group Feedback Mechanism

To test the effectiveness and feasibility of the Group Feedback mechanism, a pilot run was conducted with the support of EPGP office. Four electives were identified for this exercise.

As part of the exercise, the students of the respective courses were divided into small-size groups and were asked to provide feedback on the course and faculty based on consensus. Collated feedback received from them were later shared with the concerned faculty members. The Centre also collected group feedback for two more faculty members on their request.

Resource Centre

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 student, faculty, guidelines, and templates and other resources sections. See **Table 5** for the list of articles published on the Resource Centre page.

Table 1: Cases processed and submitted to HBP during Jan – Dec 2021

Sl. No.	Author	Case Name
1	Debolina Dutta	Amber by inFeedo: The CEO's Virtual Assistant Revolutionizing Employee Engagement
2	Gopal Naik and Gopi Sankar G	Totgars' Co-Operative Sale Society Dovetailing Business to Meet Members' Needs
3	Debolina Dutta and Rajesh G S	Capability Development for Growth: Leverage Strengths or Build Competencies at Va Tech Wabag?
4	B Mahadevan and Sreelata Jonnalagedda	Redesigning Tea Auctions in India
5	Neena Pandey and Rahul De'	The Question of Net Neutrality
6	Kumar K and Praveen Sasidharan	Servicemandi™: Corporate Entrepreneurship at Ashok Leyland
7	Suresh Bhagavatula and Deepa Iyer	Freshworld: Marrying the Art of Street Vending with the Science of Modern Retail
8	Anshuman Tripathy, Amrit S, and Vanathi M	Thulasi Pharmacy: Riding the Digitalization Wave to Omnichannel Retailing
9	Anshuman Tripathy, Siddharth Gupta, and Aman Agarwal	Amagi – Pioneering Cloud Transformation in Broadcasting
10	Shankar Venkatagiri	Udaan Capital: Building Resilience
11	Asha Vishwanathan, Kaushik Prasanna Raju, Khanij Kumar S G, Lakshmi Krishna, Naveen Kamat, and U Dinesh Kumar	Leveraging Artificial Intelligence in A Skilling Ecosystem
12	Sourav Mukherji	GoSports: Developing Sports Talent to Create Role Models
13	Debolina Dutta	EY People Advisory Services: Challenges of Enabling Global Mobility (A)
14	Debolina Dutta	EY People Advisory Services: Challenges in Enabling Global Mobility (B)
15	Priyank Goyal, Puneet Kapoor, Gyanesh Jain, Ashish Sethia, and U Dinesh Kumar	Champo Carpets: Improving Business-to-Business Sales Using Machine Learning Algorithms

Sl. No.	Author	Case Name
16	Debolina Dutta	GHCL: Navigating the Pandemic
17	J Ramachandran, K S Maikandan, and Savithran Ramesh	ITC Limited: Nation First
18	Natasha Bhide and M S Sriram	CreditAccess Grameen: Mission Possible?
19	Rajalaxmi Kamath and Vinay Reddy Venumuddala	Software and/or Data: Dilemmas in an AI Research Lab of an Indian IT Organization
20	Debolina Dutta and Anupama Kondayya	MakeMyTrip and Goibibo Merger: Minimum People Disruption for Maximum Customer Advantage
21	Haritha Saranga and Shashikant Kumawat	Eco-friendly Solution to Crop Residue Burning
22	J Ramachandran, Savithran Ramesh, and Parita Shah	Motherson Sumi Systems Limited: Rewiring the Ownership Structure
23	J Ramachandran, Savithran Ramesh, and K S Manikandan	The House of Tata: Governance Challenges (A)
24	J Ramachandran, Savithran Ramesh, and K S Manikandan	The House of Tata: Governance Challenges (B)
25	Deepti Ganapathy and Jacqueline Gomes	Boeing 737 Max 8 – A Stalled Communication Take-Off?
26	Karthika AS and Srinivasan R (CSP)	Digital Disruption at the Vikatan Group: A Case of Adaptation and Strategic Persistence
27	Srivardhini K Jha, Jacqueline Gomes, and Suresh Bhagavatula	Meesho (A): Exploring Hyperlocal Fashion
28	Srivardhini K Jha, Jacqueline Gomes, and Suresh Bhagavatula	Meesho (B): Technology Enablement Of Small Retailers
29	Srivardhini K Jha, Jacqueline Gomes, and Suresh Bhagavatula	Meesho (C): Empowering India's Women Entrepreneurs
30	Haritha Saranga and Aman Chheda	Business Excellence Through Process Improvement – The Godrej Appliances Division (A)
31	Haritha Saranga and Aman Chheda	Business Excellence Through Process Improvement – The Godrej Appliances Division (B)

Sl. No.	Author	Case Name
32	Kshitij Saxena, Medhavi Chandra, Ankush Kochhar, and Suresh Bhagavatula	Naukri.Com (A): The Business of Internet in India
33	Kshitij Saxena, Medhavi Chandra, Ankush Kochhar, and Suresh Bhagavatula	Naukri.Com (B): Corporate Venture Capital in India
34	Debolina Dutta and Vasanthi Srinivasan	LGBTQ+ Inclusion at Thoughtworks in India

Table 2: Cases that sold more than 1000 copies in during Jan-Dec 2021

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	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
3	A Dean's Dilemma: Selection of Students for the MBA Program	Dhimant Ganatra and U Dinesh Kumar
4	Procter & Gamble India: Gap in the Product Portfolio?	Seema Gupta , Kanchan Mishra, and Ashish Maheshwari
5	HR Analytics at ScaleneWorks: Behavioral Modeling to Predict Renege	Kumar Rahul and U Dinesh Kumar
6	The Saffola Journey	Rochna Poddar and Srinivas Prakhya
7	Shodh - Market Research for Economy Housing (A)	Avinash G Mulky
8	Bosch Group in India: Transition to a Transnational Organization	Abhoy K Ojha
9	Behavioral Drivers of Brand Equity - Head & Shoulders in India	Loveneet Tyagi and S Ramesh Kumar
10	Data-Enabled Insights from Sericulture: Jayalaxmi Agro Tech	Giriraj A and U Dinesh Kumar
11	Improving Lead Generation at Eureka Forbes Using Machine Learning Algorithms	Nandini Seth, Manupriya Agrawal, Manaranjan Pradhan, and U Dinesh Kumar

Sl. No.	Case Name	Authors
12	Nielsen: Market Research for Pantene	Seema Gupta
13	Package Pricing at Mission Hospital	Sriram T K, Shailaja Grover, Satyabala Hariharan, and U Dinesh Kumar
14	Coats Indonesia: Leadership Challenges in an Unfamiliar Culture	Abhoy K Ojha and Arun Bansal
15	Talent Acquisition Group at HCL Technologies: Improving the Quality of Hire Through Focused Metrics	Debolina Dutta , Sushanta Kumar Mishra, and Mathew J Manimala
16	Alibaba - Building a Social Sustainability Ecosystem for E-commerce	Haritha Saranga and Yanghua Huang
17	Forecasting Demand for Food at Apollo Hospitals	Sujoy Roychowdhury, Alok Shrivastava, and U Dinesh Kumar
18	Era of Quality at the Akshaya Patra Foundation	Srujana H M, Haritha Saranga , and U Dinesh Kumar
19	XYLYS: Exploring Consumer Perception about Premium Watches in the Indian Context	S Ramesh Kumar and Kasturi Baral
20	ITC Ltd.: Towards a triple bottom-line performance	Abhoy K Ojha
21	Marketing Transformation Using Social Network on Digital Media: How BJP Used WhatsApp to Create a Successful WOM Campaign	Ami Shah and U Dinesh Kumar
22	Testing Marketing Hypotheses at WSES	U Dinesh Kumar
23	Enhancing Visitor Experience at ISKCON Using Text Analytics	R Vinodhini, S R Vigneshwaran and U Dinesh Kumar
24	Resource Planning at Akshaya Patra, Vasanthapura	Anshuman Tripathy and Kiran K
25	Retail Credit Scoring for Auto Finance Limited	Sujoy Roychowdhury and Srinivas Prakhya
26	Volkswagen in India	Seema Gupta

Table 3: Samiksha series of webinars conducted in 2021-22

Date	Webinar Topic	Speaker/Panellists
17 January 2022	Mental Health & Wellbeing	Abhinav A Bindra, Dr. Urvakhsh M Mehta, and Dr. Rathna Isaac (panelists) Prof. Vasanthi Srinivasan (moderator)
15 December 2021	Don't Just Make a Living, Make a Life	Gurcharan Das (speaker) Prof. Dalhia Mani (moderator)
02 December 2021	Is National Education Policy (NEP) a Game-Changer for Higher Education?	Dr. Shashi Tharoor (speaker) Shekhar Gupta (moderator)
08 November 2021	National Education Policy (NEP) and its Impact on the Education Landscape in India	Prof. M K Sridhar (speaker) Prof. Abhoy K Ojha (moderator)
25 October 2021	Everything Matters: How Complexity Theory Changes Our View of History and Economics	Shri Sanjeev Sanyal (speaker) Prof. Chetan Subramanian (moderator)
30 September 2021	Ancient India and Lessons for Business, Government, and Society	Shri. Pavan K Varma, Prof. Kumkum Roy, and Prof. B Mahadevan (panelists) Prof. Prateek Raj (moderator)
26 August 2021	The Future of Case Method as a Pedagogical Tool	Dr. Jaan Elias, Prof. V G Narayanan, and Prof. Srivardhini K Jha (panelists) Andrew Jack (moderator)
27 July 2021	Science of Learning	Sanjay Sarma (speaker) Prof. Sourav Mukherji, Prof. R Srinivasan, Prof. Jitamitra Desai, and Ms. Anupama Kondayya (panelists) Prof. Deepti Ganapathy (moderator)
12 March 2021	How will Learning in Higher Education be Different in the Post-Covid/Vaccinated World?	Prof. Karen Swan, Prof. Ryan Baker, and Prof. Anant Agarwal (panelists) Prof. Sourav Mukherji (moderator)

Table 4: List of Teaching Tips on Tap videos

TTT Video Topic	Faculty's Name
<ul style="list-style-type: none"> Challenges in Teaching Teacher-centric Education vs. Student-centric Education Desirable Level of Difficulty: Introduction - The 3 Principles Desirable Level of Difficulty: The Generation Effect or Allowing Struggles in Learning Desirable Level of Difficulty: Repetition in Learning Desirable Level of Difficulty: Interleaving Desirable Level of Difficulty: Conclusion 	Prof. Sourav Mukherji
<ul style="list-style-type: none"> Engaging Students in the Classroom 	Prof. Rahul De'
<ul style="list-style-type: none"> Teaching Business Management vs. Teaching a Science Course Tips on Becoming a Great Academic Traits of a Confident Teacher Importance of a Detailed Session Plan How Often Should You Start a New Elective 	Prof. B Mahadevan
<ul style="list-style-type: none"> Preparing for a Class in 4 Steps Session Plan – Development and Process Creating Energy in the Classroom 	Prof. Vasanthi Srinivasan
<ul style="list-style-type: none"> Creating More Student Engagement in Class Being More Confident in the Classroom 	Prof. Prateek Raj
<ul style="list-style-type: none"> When the Teacher Does Not Know the Answer 	Prof. U Dinesh Kumar
<ul style="list-style-type: none"> Am I Adequately Prepared for the Class? When Class Participation is Low When Class Participation is Too Much When Class Discussion Goes Haywire 	Prof. L S Murthy

Table 5: Articles published on CTL resource centre in 2021-22

Articles for Students	Articles for Faculty
<ul style="list-style-type: none"> Navigating Lecture-Based Classes Writing Assignments Well 	<ul style="list-style-type: none"> Designing Assignments Lecture Method of Teaching

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 programs etc.)

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

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

BPIM-J elective (offered by Prof. Krishna Sundar) for PGPs was restructured & offered with a one-week virtual Japan immersion & projects sponsored by Japanese organizations with senior Japanese business leaders as industry mentors from November 2021 to March 2022.

b. Status of MIJSC funded Research Projects

MIJSC has sponsored few Research projects, the status of which is summarized below:

MIJSC Funded Research Projects (IIMB Faculty) Overview			
	Sl No	Research Project	Faculty
In Progress	1	Identities, Womanhood and Abenomics – A Comparative Analysis of the Works of Junichiro Tanizaki and Ismat Chughtai	A. Damodaran
	2	Strategies for Dynamic Management of Innovation in Technology Products	Ishwar Murthy
	3	Demographic Complementarities & Opportunities for India Japan Engagement	Rupa Chanda
	4	Automation, Aging, Skill Realignment and Labour Market Outcomes in Japan	Tirthatanmoy Das
Completed	1	The Trends in FDI Inflows from Japan to India	Rupa Chanda
	2	Business Groups in India and Japan	Subhashish Gupta
	3	India-Japan Relations in Services & the India-Japan Comprehensive Economic Partnership Agreement	Rupa Chandra
	4	A Comparative Analysis of Japan's Noh Theatre with its Indian Counterpart	A. Damodaran
	5	Insights into Understanding Japanese Crafts & Related Policies	Suresh Bhagavatula

c. Academic Partnerships

- MIJSC works with higher education partners in Japan.
- MoUs' with five universities in Japan:
 - Keio University
 - International University of Japan
 - Hitotsubashi University
 - Kyoto University
 - Waseda University
- New relationships are being explored with other universities like
 - Meiji University
 - Hiroshima University
 - NUCB Nagoya
- Partnerships with Engineering Colleges

d. 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. This **webinar lecture series** is designed to foster the interaction of experts of 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 below:

Sl. No.	Name	Expertise	Date	Topic
1	Dr. Sandeep Goyal	Author & Industrialist	14 Aug'20	The Japan that Surprises the World
2	Tomotaka Takahashi	Inventor & Industrialist	27 Sep'20	The Creation of a New Robot Era
3	Anupam Joshi	Musician & Language Expert	13 Nov'20	Identifying our Shared Identities
4	Naoko Yamazaki	Astronaut & Thought Leader	22 Jan'21	Space Technology & Society
5	Baba Kalyani	Business Leader	19 Feb'21	SMEs' role in Aero & Defence Production

Sl. No.	Name	Expertise	Date	Topic
6	Jayaram Easwaran	Independent Director, Consultant, Author & Columnist	28 May'21	Leadership Begins where Management Ends
7	Hidehito Jay Araki	Director, Consultant, Platform Coordinator, JETRO	25 Jun'21	Unlocking the Secrets of Transnational Business Success
8	Furuhashi Takeyuki	Consultant, Flow Transformation Expert, JICA Expert (VLFM Program)	23 Jul'21	Transform Self Before Transforming Company
9	Prof. Michael A Cusumano	SMR Distinguished Professor, Deputy Dean, MIT Sloan School of Management, Founder, Tokyo Entrepreneurship, & Innovation Center, Tokyo University of Science	24 Sep'21	Innovation & Entrepreneurship
10	Takashi Ishikawa	MD, (TSIPL) Chairperson, JCCI, Bangalore	29 Oct'21	Innovation Triggered Transformation
11	Venkataraman Sriram	CEO, Cocreate Inc. Former Country Head, Infosys Japan Vice President, ICIJ	26 Nov'21	India – Japan Business: A Practitioner's Perspective

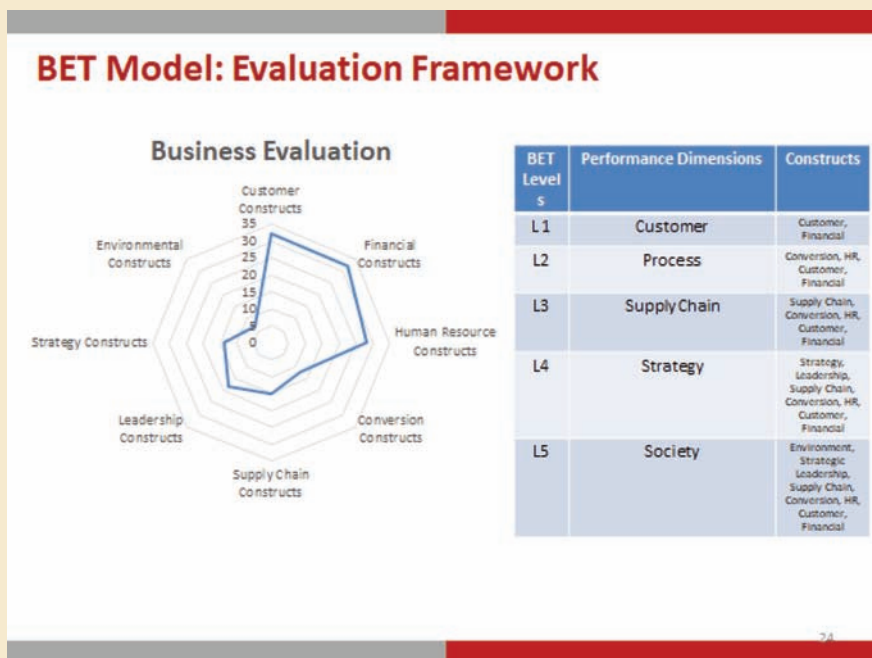
Another initiative that has taken off is a webinar-based panel presentation series '**Meijin-Samvad**' aka '**Expert-Conversation**', a discussion series about a specific topic amongst a select group of panelists from India and Japan who share different perspectives on a particular topic, with a large audience. The panel, typically experts in the field, would share facts, offer opinions, and bring high-quality information and insights in the fields of management, technology, society, and culture to the informed and interested members of the public.

Sl. No.	Name	Expertise	Date	Topic
1	Prof. Kazem Vafadari & Dr. Nimit Chowdhary	Department of Tourism & Hospitality	27 Jan'22	Reinventing Tourism in a Post-Pandemic World: Lessons from India & Japan

e. BET Index

BET Index is an evolution of the SSS (sourcing-selecting-scaling) Model that was originally conceptualized in 2019. The main focus of this 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 modeled on Malcolm Baldrige and EFQM models of business excellence. However, unlike the other models, BET Index model is designed to move the companies up the ladder of business excellence. Further, industry and academic experts would vet and finalize the rating. The evaluation is based on five maturity levels (L1 to L5). The experts are then asked to give their inputs and support to move the companies one notch higher. Further, networking events would be conducted to find their partners across the globe with a special focus on Japanese companies. Figure below gives an indicative sample of the BET Model Evaluation Framework.



A map pictorially captures the performance of the company w.r.t eight constructs which have been identified. At present, MIJSC is working on tendering process for selection of technology & marketing partner for s/w platform, onboarding the subscribers, and market development.

f. **VLCI Program**

Another outreach initiative is **Visionary Learning Community of India (VLCI)**. The genesis of this program is linked with Visionary Leaders for Manufacturing (VLFM) program initiated by CII and mentored by Prof. Shoji Shiba, a well-known academician in Japan and in the USA. This program 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 give state-of-the-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 programs, both for faculty and students of rural/semi-urban engineering colleges.

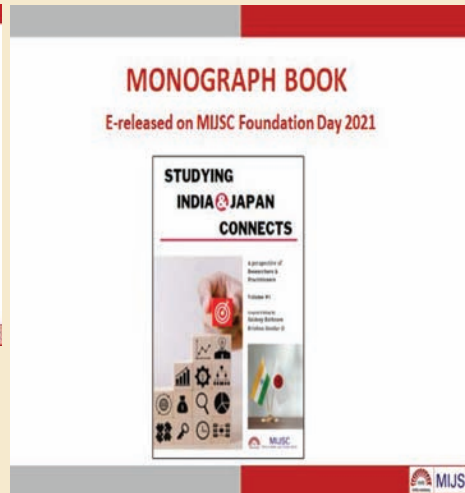
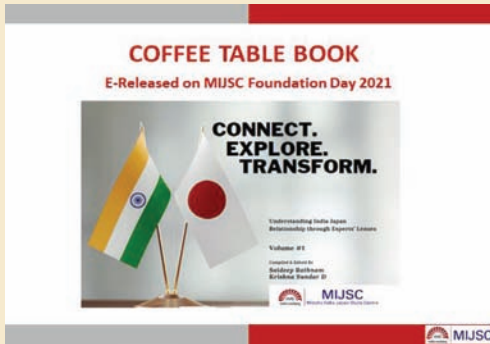
g. Newsletter

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



h. MIJSC Publications

- Using the two inputs viz. Research Papers Published on MIJSC website and Webinars conducted at MIJSC, two publications created, e-published & uploaded on website (*Editors: Saideep Rathnam, Prof. Krishna Sundar*)
- Book has 4 chapters:
 - Leadership, Management, Business
 - Innovation, Tradition, Society
 - People, Art, Culture
 - Science, Technology, Sustainability



i. Brochures



1. 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 Jan 2021.

a. Japan section in Library

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

b. Launch of BET Project

c. Launch of VLCI Project Mixed-Mode Learning Program

CCS Projects are proposed under both these initiatives.

Industry linkages to be finalised.

VLCI Projects:

- Effectiveness of VLCI Intervention for Students from Engineering Colleges.
- Design Internship Intervention for Improving Overall VLCI Effectiveness.
- Training Engineering Faculty as Industry Consultants.

Similar Projects for BET Index initiative planned.

d. Roadshows

- Field events, covering the academic and industrial sectors, are planned to highlight the various initiatives of the Centre.
- Purpose: take MIJSC’s message and brand to various partners, both in India and in Japan.
- Typically, would be half-day events that bring customers, prospects, and partners together for thought leadership, product demonstrations, and networking.
- Roadshows are planned both in India and Japan to highlight and popularize the BET and VLCI projects.
- We also plan to have roadshows to get more funds for specific projects undertaken at MIJSC.

e. International Conference (Sep / Oct’22)

- Research theme linked with India-Japan relationships.
- Idea is to bring together researchers, practitioners, and experts from various fields to network, share ideas, and create possible solutions to the issues raised.

- Planning to host in a physical mode.

We are establishing relations with

- Meiji University
- Hiroshima University
- NUCB Business School, Nagoya

f. **Japanese Language Course**

- Focus on developing *Conversational Competence*, rather than focusing only on reading and writing competency.
- Three key competency levels: (Certified by MIJSC)
 - Level 1: Survival Japanese
 - Level 2: Fundamental Japanese (plus N5 JLPT certification)
 - Level 3: Basic Japanese (plus N4 JLPT certification)
- Conversational Competency would be built through immersive learning experiences which are built into the program
 - @L1, support will be given through online interaction with other learners.
 - @L2, support will be given through native language speakers @ online and internship opportunities in Japanese companies in India.
 - L3, support will be given through internship at Japanese companies/universities.

2. **Areas Needing Support**

IIMB faculty can support MIJSC by taking active part in MIJSC's activities & funded research projects. MIJSC would like to expand the scope and include scholars outside IIMB who could be funded, with the provision that the research output would be the IP of MIJSC/IIMB.

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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>



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