



भारतीय प्रबंध संस्थान बेंगलूर  
INDIAN INSTITUTE OF MANAGEMENT  
BANGALORE

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# Research & Publications

Annual Report  
2022-2023



### **Research and Publications Team**

Prof. Kanchan Mukherjee  
Chairperson, Research and Publications

### **Members of Research and Publications Committee**

Prof. Kanchan Mukherjee

Prof. Jishnu Hazra

Prof. Rahul De'

Prof. Dalhia Mani

Prof. Ritwik Banerjee

Prof. Gopal Das

### **Research and Publications Team**

Nirmala Manoj  
Assistant Manager

# RESEARCH AND PUBLICATIONS

## ANNUAL REPORT 2023

(April 2022 – March 2023)



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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 2022 to March 2023.*

*This year, IIMB faculty members have published 82 papers in academic journals. In addition, they have written 15 cases, which are distributed by Harvard Business Publishing (HBP). They have also published 9 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. Over 36 researchers from across the globe visited IIMB and delivered research seminars. Several conferences and open house meetings were conducted as well to discuss contemporary research themes.*

*Faculty members and doctoral students gained national and international recognition for their outstanding work by winning 27 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 2022–2023 (April 2022 to March 2023) in various forms, namely, books, peer-reviewed journal publications, cases, working papers, conference presentations, research projects, etc. can be found below.

## Research Output: 2022–2023

Research Projects	128
Articles in IIMB Journal List	28
Total Number of Publications	82
Books	9
Chapters in Books	10
Case Studies and Teaching Notes Distributed through HBP	30
Awards, Honours, and Achievements	27
Working Papers	18
Articles in Newspapers/Magazines, etc.	27
Other Publications (Monographs, Reports, etc.)	2
Seminar/Conference/Workshop Presentations/Invited Talks by Faculty	220
Conferences/Seminar/Workshop Presentations by Doctoral Students	58
Total Number of Conferences/Seminar/Workshop Presentations/Invited Talks by IIMB Faculty and Students	278
Articles in Conference Proceedings	18
Doctoral Theses Completed	17

### 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; 2021–22; and 2022–23.

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	2022-23
1	Total Number of Publications	59	45	78	56	69	62	58	56	60	60	48	48	61	84	82
2	Books	06	14	10	05	07	04	05	06	13	12	2	5	4	6	9
3	Chapters in Books	22	12	25	15	13	19	11	21	21	14	21	8	14	11	10
4	Total Number of Presentations in National and International Conferences	84	65	112	108	217	276	207	211	234	246	202	197	202	260	221
5	Research and Case Writing Projects	93	93	84	70	72	79	53	83	119	92	126	158	145	127	128
6	Cases and Teaching Notes Distributed through HBP	-	-	32	22	56	19	40	48	62	42	74	44	30	62	30
7	Working Papers	17	20	28	28	39	54	30	21	40	22	18	22	30	23	18
8	Other Publications (Monographs, Reports, etc.)	15	21	10	21	18	18	24	25	19	13	6	14	15	12	2
9	Articles in Newspapers/ Magazines, etc.	70	80	93	71	94	124	121	106	97	44	49	37	140	71	27
10	Research Seminars at IIMB	37	38	24	42	40	38	37	54	38	51	49	56	2	-	36

### Doctoral Programme Output for 2011–2023

The following table provides the research output by Doctoral students during the academic years: 2011–12; 2012–13; 2013–14; 2014–15; 2015–16; 2016–17; 2017–18; 2019–20; 2020–21; 2021–22 and 2022–23.

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	2022-23
1	Doctoral Theses Completed	13	13	6	18	20	20	20	24	14	22	11	17
2	Working Papers	1	2	5	2	3	5	3	-	6	4	4	3
3	Publications in Journal/Book Chapters/Cases	9	4	7	11	7	7	3	2	4	6	4	6
4	Conference / Seminar / Workshop Presentations by Doctoral Students	43	25	49	37	36	46	58	44	50	13	29	58
5	Doctoral Workshops	2	15	14	-	6	7	4	2	4	-	1	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 Asebuss (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 2022–2023 by adding more cases to the Harvard collection. About 30 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 2022–2023 is provided below.

Sl. No.	Author	Title
1	Ludvig Levasseur and Jacqueline Gomes	Pridebites: Roles and Decisions of Entrepreneurs and Investors
2	Debolina Dutta	Firstconnect Solutions – Gig Working to Solve the Leaking Bucket
3	Debolina Dutta	dotin: Color me a talent!
4	Anshuman Tripathy, Avani Mishra, and Shlok Sangoi	Akshaya Patra: The Covid-19 Pandemic and Thereafter
5	Haritha Saranga and Shailaja Grover	Shawls or Stoles? Resource Optimization Problem at Looms of Ladakh
6	Srinivasan R (CSP), Satya Nandini A and Srividya V	Knolskape: Transforming Learning Dynamics
7	Debolina Dutta and Chaitali Vedak	entomo – Enabling People Experience for the Digital World of Work

Sl. No.	Author	Title
8	Abhishek Sahu, and <b>Debolina Dutta</b>	The Industry Dilemma: Allow Ethical Moonlighting or Lose to Gig Working?
9	<b>Deepti Ganapathy</b> , Jacqueline Gomes and Garima Dua	Net Zero To Net Hero – Can We Gross It? – Part 1
10	<b>Deepti Ganapathy</b> , Jacqueline Gomes and Garima Dua	Net Zero To Net Hero – Can We Gross It? – Part 2
11	K S Ranjani, Neeraj Pandey, Sumi Jha, Poonam Singh, Upasna Agarwal, Vivek Khanzode, Manoj K Tiwari and <b>Dinesh Kumar U</b>	Shri Ram Temple: A Fintech Solution for Large Scale Project
12	<b>Gopal P Mahapatra</b> and <b>Sourav Mukherji</b>	HR Facilitator at IOCL: Reviving Human Touch
13	Charu Rastogi, <b>Srivardhini K. Jha</b> and <b>Rishikesh T. Krishnan</b>	Mylab Discovery Solutions: Innovating Against all Odds
14	<b>Padmini Srinivasan</b> and <b>Gopal Mahapatra</b>	Career at Crossroads: Passion or Profession? (A)
15	<b>Padmini Srinivasan</b> and <b>Gopal Mahapatra</b>	Career at Crossroads: Passion or Profession? (B)

## 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 2022–2023, there were about 30 such prominent publications which are listed below.

Sl. No.	Authors	Title of the article	Journal	Publication Details
1	Srikanth Krishnaprasad and <b>Rajeev R. Tripathi</b>	A pricing mechanism to improve capacity utilisation in ridesharing	<i>Journal of the Operational Research Society</i>	Vol. 73(4), 2022, Pg. 741-753
2	<b>E S Srinivas</b> , Tom Taiyi Yan, Subra Tangirala, A. Vadera	How Employees Learn to Speak Up from Their Leaders: Gender Congruity Effects in the Development of Voice Self-Efficacy	<i>Journal of Applied Psychology</i>	Vol. 107(4), April 2022, Pg. 650-667
3	Amit K. Nandkeolyar, Jessica Bagger and <b>E S Srinivas</b>	Damned if she does, damned if she doesn't: The interactive effects of gender and agreeableness on performance evaluation	<i>Journal of Business Research</i>	Vol. 143, April 2022, Pg. 62-71
4	Park, H., Tangirala, S., Hussain, I., and <b>E S Srinivas</b>	How and When Managers Reward Employees' Voice: The Role of Proactivity Attributions	<i>Journal of Applied Psychology</i>	Vol. 107(12), 2022, Pg. 2269-2284
5	Yuanyuan (Gina) Cui, Patrickvan Esch, <b>Gopal Das</b> and Shailendra Jain	Surge price precision and political ideology	<i>Journal of Business Research</i>	Vol. 143, April 2022, Pg. 214-224
6	James Agarwal, <b>Gopal Das</b> and Mark T. Spence	Online group buying behavior: A study of experiential versus material purchases	<i>Psychology &amp; Marketing</i>	Vol. 39(10), October 2022, Pg. 1946-1963
7	<b>Abhinav Anand</b> , Souvik Dutta, and Prithwiraj Mukherjee	Platform exploitation in the sharing economy	<i>Operations Research Letters</i>	Vol. 51(1), January 2023, Pg. 47-53
8	<b>Sankarshan Basu</b> , Sharad Nath Bhattacharyya, Mousumi and Jalaj Pathak	Climate-related discussions in firms' 10-K: Who does it and what is its impact?	<i>Economics Letters</i>	Vol. 220, November 2022, 110855, Pg. 1-6

Sl. No.	Authors	Title of the article	Journal	Publication Details
9	Diana Hechavarria, Steven Brieger, <b>Ludvig Levasseur</b> , and Siri Terjesen	Cross-Cultural Implications of Linguistic Future Time Reference and Institutional Uncertainty on Social Entrepreneurship	<i>Strategic Entrepreneurship Journal</i>	Vol. 17(1), March 2023, Pg. 61-94
10	Naveen Bharathi, <b>Deepak Malghan</b> , and Andaleeb Rahman	Ethnic diversity and economic development with spatial segregation	<i>Economics Letters</i>	Vol. 222, January 2023
11	<b>Ritwik Banerjee</b> , Amadou Boly and Robert Gillanders	Anti-tax evasion, anti- corruption and public good provision: An experimental analysis of policy spillovers	<i>Journal of Economic Behavior &amp; Organization</i>	Vol. 197, May 2022, Pg. 179-194
12	<b>Venkatesh Panchapagesan</b> , Susan Thomas and Nidhi Aggarwal	When is the Order-to-trade fee effective?	<i>Journal of Financial Markets</i>	Vol. 62, January 2023, Pg. 1-22
13	Kaushal Joshi, Arturo M. Martinez, Mildred Addawe, Christian Flora Mae Soco and <b>Hema Swaminathan</b>	Contextualizing Individual- Level Asset Data Collection: Evidence from Household Surveys	<i>Journal of Development Studies</i>	Vol. 58(6), 2022, Pg. 1258-1279
14	Sonali Rakshit, and <b>Soham Sahoo</b>	Biased teachers and gender gap in learning outcomes: Evidence from India	<i>Journal of Development Economics</i>	Vol. 161, March 2023
15	<b>Nishant Kumar Verma</b> and Ashish K. Chatterjee	Process flexibility in the presence of product modularity: Does modularity help?	<i>International Journal of Production Economics</i>	Vol. 256, February 2023, Pg. 1-15
16	<b>Prithwiraj Mukherjee</b> , Souvik Dutta and Arnaud De Bruyn	Did clickbait crack the code on virality?	<i>Journal of the Academy of Marketing Science</i>	Vol. 50(3), May 2022, Pg. 482-502
17	Rashmeet Singh, <b>Deepak Chandrashekar</b> , Bala Subrahmanya Mungila Hillemane, Arun Sukumar and Vahid Jafari-Sadeghi	Network cooperation and economic performance of SMEs: Direct and mediating impacts of innovation and internationalisation	<i>Journal of Business Research</i>	Vol. 148, September 2022, Pg. 116-130
18	<b>Nilam Kaushik</b> and Bilal Gokpinar	Sequential Innovation in Mobile App Development	<i>Manufacturing &amp; Service Operations Management</i>	Vol. 25(1), February 2023, Pg. 182-199

Sl. No.	Authors	Title of the article	Journal	Publication Details
19	<b>Abhoy K. Ojha</b> and Ramya Tarakad Venkateswaran	Understanding the colonial roots of Indian management thought: An agenda to decolonise and theorise for Indian contexts	<i>Journal of Business Research</i>	Vol. 149, October 2022, Pg. 700-712
20	Saptarshi Purkayastha, Rajaram Veliyath and <b>Rejie George</b>	Type I and type II agency conflicts in family firms: An empirical investigation	<i>Journal of Business Research</i>	Vol. 153, December 2022, Pg. 285-299
21	<b>Jitamitra Desai</b> , Sandeep Srivathsan and Chuhang Yu, Dong Zhang	A 0-1 mixed-integer program-based group-and-release strategy for solving the integrated runway scheduling and taxiway routing problem	<i>Naval Research Logistics</i>	Vol. 69(7), October 2022, Pg. 939-957
22	Sunanda Katewa and <b>Tarun Jain</b>	Mobile Application's Quality and Pricing Decisions Under Competition	<i>Decision Sciences</i>	Vol. 53(5), October 2022, Pg. 896-931
23	<b>Amar Sapra</b> and Peter L. Jackson	Integration of long- and short-term contracts in a market for capacity	<i>Productions and Operations Management</i>	Vol. 31(7), July 2022, Pg. 2872-2890
24	Bibek Bhattacharya, Ipsu Khadka and <b>Dalhia Mani</b>	Shaking Up (and Keeping Intact) the Old Boys' Network: The Impact of the Mandatory Gender Quota on the Board of Directors in India	<i>Journal of Business Ethics</i>	Vol. 177, 2022, Pg. 763-778
25	Yewon Kim Pradeep K. Chintagunta and <b>Bhuvanesh Pareek</b>	Government Policy, Strategic Consumer Behavior, and Spillovers to Retailers: The Case of Demonetization in India	<i>Marketing Science</i>	Vol. 41(6), November 2022, Pg. 1029-1182
26	Michael R. Parke, Subrahmaniam Tangirala, <b>Apurva Sanaria</b> and <b>Srinivas E S</b>	How Strategic Silence enables Employee Voice to be Valued and Rewarded	<i>Organizational Behavior and Human Decision Processes</i>	Vol. 173, November 2022, 104187, Pg. 1-18
27	Akansha Misra, <b>Haritha Saranga</b> and <b>Rajeev R. Tripathi</b>	Channel choice and incentives in the cadaveric organ supply chain	<i>European Journal of Operational Research</i>	Vol. 302(3), November 2022, Pg. 1202-1214
28	<b>Tarun Jain</b> , <b>Jishnu Hazra</b> and T. C. E. Cheng	New product design decisions and free sharing of patents with rivals	<i>Journal of the Operational Research Society</i>	Vol. 74(1), 2023, Pg. 59-80

# Awards, Honours, and Achievements

1. **Prof. Deepak Chandrashekar**, Secured One of the Best Papers Award: Certificate of Appreciation for outstanding services as a reviewer at Asian Journal of Management Cases, 12<sup>th</sup> Asian Society for Innovation and Policy conference at Indian Institute of Science, Bengaluru and Ramaiah University of Applied Sciences, Bengaluru during November 24-26, 2022.
2. **Prof. Shailendra Kumar**, Teaching Excellence - Received IIMB Excellence in Teaching Award 2023 after first teaching term.
3. **Prof. Ritwik Banerjee**, Humboldt Fellowship for Experienced Researcher, Fellowship from the State of Germany.
4. **Prof. Varun Jindal**, Distinguished Alumnus Award by Panjab University Alumni Association.
5. **Prof. Venkatesh Panchapagesan**, Excellence in Teaching at IIMB.
6. **Prof. Arpita Pandey**, Research Award, North American Society for Marketing Research Award
7. **Prof. Gopal Das**, 2% Researcher in the world by Stanford University
8. **Prof. Mukta Kulkarni**, Elected Representative at large for the GDO division of the Academy of Management, 2022.
9. **Prof. Mukta Kulkarni**, Co-organizer, AOM GDO writing mentoring workshop 2022.
10. **Prof. Mukta Kulkarni**, Chair, Carolyn Dexter Award Committee, Academy of Management 2022.
11. **Prof. Mukta Kulkarni**, Chair, Saroj Parasuraman Outstanding Publication award, GDO (now DEI) division, Academy of Management 2022.
12. **Prof. Mukta Kulkarni**, Co-chair, doctoral student consortium, GDO (now DEI) division, Academy of Management 2022.
13. **Prof. Mukta Kulkarni**, Associate Editor at Journal of Management Inquiry and Equality, Diversity and Inclusion: An International Journal.
14. **Prof. Mukta Kulkarni**, Editorial Board member at Journal of Organization Behaviour and Human Relations.
15. **Prof. Gopal Mahapatra**, Recognition at the Faculty Retreat: In the recent Faculty Retreat on April 12, 2023, he was appreciated/recognised by Director for Faculty Teaching Feedback for his elective course on Managing Career Success and Transition.

16. **Prof. Haritha Saranga**, Vice President, POMS India Chapter Board.
17. **Prof. Pulak Ghosh**, 2023 Outstanding Paper Award in Financial Institutions (WRDS) at the MidWest Finance Association Annual Meeting for the paper 'Safety Nets, Credit, and Investment: Evidence from a Guaranteed Income Programme.'
18. **Prof. Shankhadeep Banerjee**, Excellence in Teaching Award at Annual Faculty Retreat IIM Bangalore 2022.
19. **Prof. Allen P Ugargol**, International Award – Fellowship. Awarded Yusuf Hamied Fellowship at Columbia Aging Centre, Mailman School of Public Health, Columbia University.
20. **Prof. Allen P Ugargol**, National Award - Indian Council for Medical Research (ICMR). ICMR's Professor Surinder Mohan Marwah Award for his sustained and significant research in the area of Ageing and Geriatric Care in India.
21. **Prof. Soham Sahoo**, Visiting Fellow, London School of Economics.
22. **Prof. Ludvig Levasseur**, Outstanding Reviewer Award, Managerial and Organizational Cognition (MOC) Division of Academy of Management 2022.
23. **Prof. Murthy Ramya**, E ISPIM Dissertation Award 2022.
24. **Prof. Sushanta K Mishra**, The paper, co-authored with the 5C group, published in the Journal of Vocational Behavior, received the Career Division Best Published Paper award Finalist at the Academy of Management Annual Meeting, 2022.
25. **Prof. Sushanta K Mishra**, Contributed as the convenor of the 8th Indian Academy of Management (INDAM) Conference at NMIMS, Mumbai, in January 2023.
26. **Prof. Sushanta K Mishra**, Invited as an external member of the Selection Committee for the Prof. Tirath Gupta Memorial Award for Best Thesis at IIM Ahmedabad.
27. **Prof. Sushanta K Mishra**, Appointed as the Associate Editor of Personnel Review, IIMB Management Review, and review editor of Frontiers in Psychology.

# Strategy (S)

*The success or failure of any business 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 changing strategies, as organizations strive to remain successful and grow in an increasingly complex, competitive, and globalised world. It is, therefore, interdisciplinary by nature and requires an understanding of all functional areas.*

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

*Members of the Area offer a number of core and elective courses for various programmes of the institute, such as PGP, EPGP, PGPEM, and FPM. They are also actively involved in guiding various student projects. The Area offers specialisation in the field of Corporate Strategy for the doctoral programme 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 (EEP) 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 21<sup>st</sup> 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, IIM Bangalore and the UNC Kenan-Flagler Business School, in collaboration with Wipro, organised a symposium titled “*Advancing Sustainability Research and Education*” in January 2015.

**Sponsor:** USEFI

**Status:** Ongoing

### I-A2 Better Place: 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, Better Place, a company that pioneered battery-charging and battery-swapping services for electric cars. Better Place was set up by Shai Agassi, an Israeli entrepreneur, with strong support from the government, investors, and politicians. In less than a year, Better Place 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 and is designed to be carried out 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: Organisations 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, organisations 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: Completed

**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 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 organisational level. In our study, building on prior studies in psychology and organisational behaviour, we intend to examine search at the individual level and then seek to understand the role of aspirations, experience, and changes in the environment on the locus and 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 recognised the importance of agglomeration and 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 hypothesise 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 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 in the context of banks and diasporas.

Sponsor: ICSSR

Status: Ongoing

#### **I-A12 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-A13 Platform Ecosystems**

Project Team: **Vijay Venkataraman** and Chris Forman

Summary: Across industries such as gaming, mobile, business software, e-commerce, and credit cards, the nature of competition has shifted from product-based to platform-based competition (Bresnahan and Greenstein, 1999; McIntyre and Srinivasan, 2016; Choudary, Van

Alstyne, and Parker, 2016). A platform ecosystem may be thought of as taking a “hub and spoke” form composed of a central product that is connected to complementors that contribute towards building around it through their product or service offerings (Jacobides, Cennamo, and Gawer, 2018; Adner and Kapoor, 2010; Gawer, 2014)

Sponsor: VRSP, IIM Bangalore

Status: Ongoing

#### **I-A14 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 specialised 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 randomised 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-A15 Balancing Traditionality and Innovation: Strategic Entrepreneurship in the Production of Handloom Saris**

Project Team: **Nilam Kaushik** and **Suresh Bhagavatula**

Summary: Recent research calls for more dedicated attention towards crafts-based ventures (Bell et. al, 2018; Korezen et. al, 2021). A call for papers for a special issue on craft-based ventures in the Strategic Entrepreneurship journal attests to the need for creating a dedicated space for studying crafts-based ventures. In India, the study of strategic entrepreneurship in the production and sales of handloom saris is a relevant and rather understudied context which we aim to

use as our empirical setting to make a contribution to the management literature on craft-based ventures. We are broadly interested in understanding how producers and intermediaries involved in the production of handloom saris balance authenticity, traditionality and innovation (Kuhn and Galloway, 2015; Kroezen and Heugens, 2019) to seek opportunities in the market and attain competitive advantage.

Sponsor: IIM Bangalore

Status: Ongoing

#### I-A16 Imagination and Strategic Choice: A Framework of Creative Rationality

Project Team: **Shubha Patvardhan** and Chad Murphy

Summary: The proposed project aims to, conceptually and empirically, explore the question: How does imagination inform managers' strategic choices and, thereby influence firms' competitive advantage? Overall the project will introduce imagination, a defining aspect of the human cognitive architecture, into the cognitive micro-foundations of strategic management. As imagination per se and its role in strategic choice is currently undertheorized in strategic management, our fundamental task is to "discover" and "build" new theory—rather than test existing theory. Our research strategy, therefore, comprises a mix of conceptual and empirical studies aimed at developing conceptual and theoretical frameworks on the role of imagination in strategy-making.

Sponsor: Strategic Management Society USA

Status: Ongoing

### I-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
I-B1	Rashmeet Singh, Chandrashekar, Deepak, M.H. Bala Subrahmanya, Arun Sukumar and Vahid Jafari-Sadeghi	Network cooperation and economic performance of SMEs: Direct and mediating impacts of innovation and internationalisation	<i>Journal of Business Research</i>	Vol. 148, September 2022, Pg. 116-130

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
I-B2	Kshitija Joshi, <b>Chandrashekar, Deepak</b> and M.H. Bala Subrahmanya	Monitoring and value-add by venture capital firms in investee firms: The case of foreign VCs operating in India	<i>International Journal of Entrepreneurial Venturing</i>	Vol. 14(2), April 2022, Pg. 202-229
I-B3	Kshitija Joshi, <b>Chandrashekar, Deepak,</b> Krishna Satyanarayana and Apoorva Srinivas	VC Funded Start-Ups in India: Innovation, Social Impact, and the Way Forward	<i>International Journal of Global Business and Competitiveness</i>	Vol. 17, 2022, Pg. 104-113
I-B4	Krishna Satyanarayana, <b>Chandrashekar, Deepak,</b> Arun Sukumar and Vahid Jafari-Sadeghi	How does international entrepreneurial orientation influence firms' internationalization? An exploration with Indian software product top management teams	<i>International Journal of Entrepreneurial Behaviour &amp; Research</i>	Vol. 28(7), 2022, Pg. 1702-1731
I-B5	<b>Kaushik, Nilam</b> and Bilal Gokpinar	Sequential Innovation in Mobile App Development	<i>Manufacturing &amp; Service Operations Management</i>	Vol. 25(1), February 2023, Pg. 182-199
I-B6	Saptarshi Purkayastha, Rajaram Veliyath and <b>George, Rejie</b>	Type I and type II agency conflicts in family firms: An empirical investigation	<i>Journal of Business Research</i>	Vol. 153, December 2022, Pg. 285-299

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

Sl. No.	Authors	Title of Article	Name of Newspaper/Magazine	Date of Publication
I-F1	Komal Nanwani, Ankit Raj and <b>Prabhu, Ganesh N</b>	Quick commerce last mile delivery: Indispensable or superfluous?	<i>Forbes</i>	December 21, 2022
I-F2	<b>Prabhu, Ganesh N</b>	Quick Commerce: Suggestions for Players to Sustain & Grow in India	<i>Indian Retailer</i>	March 27, 2023



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

Sl. No.	Authors	Title of Paper/Session/Invited Talk	Name of Conference and Venue	Dates of Event
I-H1	Prabhu, Ganesh N	Invited Panellist at the Silver Jubilee Celebrations of the CPDM MDes Programme	IISc Bangalore	April 4, 2022
I-H2	Prabhu, Ganesh N	Invited Talk – Innovation at Special Valedictory of Strategic Leadership Development	R1 RCM, Bangalore	April 6, 2022
I-H3	Kaushik, Nilam and Kevin Boudreau	Performance Effects of Team Diversity in Innovation: Field Experimental Evidence from a Collaborative Product Development Platform	Max Planck Institute for Innovation and Competition	June 2022
I-H4	Kaushik, Nilam and Kevin Boudreau	Performance Effects of Team Diversity in Innovation: Field Experimental Evidence from a Collaborative Product Development Platform	32 <sup>nd</sup> Production and Operations Management Conference	April 21-25, 2022
I-H5	Kaushik, Nilam and Kevin Boudreau	Performance Effects of Team Diversity in Innovation: Field Experimental Evidence from a Collaborative Product Development Platform	INSEAD Doriot Entrepreneurship Conference in Fontainebleau	June 2022
I-H6	Kaushik, Nilam and Kevin Boudreau	Performance Effects of Team Diversity in Innovation: Field Experimental Evidence from a Collaborative Product Development Platform	Open and User Innovation Virtual Conference	June 20-21, 2022
I-H7	Jose P D	Invited Talk	Virtual PRME Global Forum	June 6, 2022
I-H8	Jose P D	Emerging Ways of Enriching Student Learning and Experience	National Conference on Transformations and Changing Perspectives in Indian Higher Education, Christ University, Bangalore	September 21-22, 2022
I-H9	Jose P D	GRI South Asia Roundtable Series: Achieving SDGs from Retrofit to Strategic Interventions	Webinar on CSR and Indian Industry	December 5, 2022

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
I-H10	George, Rejie, Abu Rehan Abbasi and Mani, Dalhia	Interplay between Liberalization and Ownership Networks: Small Worlds in India	Southern Management Association Conference, USA	October 18-22, 2022
I-H11	George, Rejie, Saptarshi Purkayastha and Rajaram Veliyath	Diversification Strategy & Performance Among Business Group and M-Form Firms: The Moderating Effects of Institutional Development	Southern Management Association Conference, USA	October 18-22, 2022
I-H12	George, Rejie	Lecture Series on Indian Economy@75	Corporate Governance, Cochin University of Science and Technology	May 13, 2022
I-H13	Krishnan, Rishikesh T	Enhancing the Sustainability Quotient of Frugal Innovation	ASIALICS 2022 International Conference (online)	June 30, 2022
I-H14	Krishnan, Rishikesh T	Making Frugal Innovation More Sustainable	Jain University Centre for Management Studies	September 2, 2022
I-H15	Krishnan, Rishikesh T	Inaugural Address: A Contemporary Perspective on Strategy Execution	International Conference on Strategic Perspectives 2022, DAV University Jalandhar	September 24, 2022
I-H16	Krishnan, Rishikesh T	Invited Talk – Indian Management Research: Contextual Focus or Paradigm Shift?	National Convention on Indian Management Thought and Ethos, MIT World Peace University	November 20, 2022
I-H17	Krishnan, Rishikesh T	Valedictory Address: Evolution of the Indian Innovation System	12 <sup>th</sup> ASIP Conference 2022, organised by Asian Society for Innovation & Policy (Korea), Indian Institute of Science & MS Ramaiah University of Applied Sciences	November 24-26, 2022

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
I-H18	Krishnan, Rishikesha T	Chief Guest/Inaugural Speaker	International Conference on Advances in People Management, organised by School of Business Management, Christ University	December 1, 2022
I-H19	Krishnan, Rishikesha T	Panellist in Valedictory Session: Internationalization of Business Schools	ISDSI Global Conference 2022 on Building Sustainable Businesses in the Phygital World, organised by Jagdish Seth School of Management (JagSOM)	December 29, 2022
I-H20	Krishnan, Rishikesha T	Plenary Speaker on Leading Innovation in the Digital Era	INDAM 2023 Conference, organised by Indian Academy of Management (INDAM) & Narsee Monjee Institute of Management Studies, Mumbai	January 7, 2023
I-H21	Krishnan, Rishikesha T	Guest of Honour and Speaker	Foundation Day@ Institute for Bioinformatics & Applied Biotechnology, Bangalore	May 31, 2022
I-H22	Krishnan, Rishikesha T	Plenary Speaker: Building Research & Innovation Culture in HEIs	National Conference on NEP Readiness: Scope and Challenges for Transforming Higher Education, organised by Centre for Educational and Social Studies	September 29, 2022
I-H23	Krishnan, Rishikesha T	Keynote Speaker: Managing Change	Wells Fargo Leadership Conclave 2022	July 15, 2022
I-H24	Krishnan, Rishikesha T	Opening Keynote (virtual)	SAP Industry 4.0 Partner Summit	August 2022

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
I-H25	Krishnan, Rishiksha T	Talk on Leading Innovation in the Digital Era (virtual)	Wabtec Technical Lecture Series	February 13, 2023
I-H26	Krishnan, Rishiksha T	Building a Systematic Innovation Capability in the Digital Era	18 <sup>th</sup> CII Innovation Summit; Keynote Speaker for a session on Global Innovation Landscape and Key Trends	August 25, 2022
I-H27	Krishnan, Rishiksha T	Invited Speaker/Panellist: Multi-Disciplinary Education	Akhil Bharatiya Shiksha Samagam (National Conference on National Education Policy), organised by UGC and Ministry of Education	July 7, 2022
I-H28	Krishnan, Rishiksha T	Invited Thematic Lecture: Leading Innovation in the Digital Era	Space Leadership Programme, organised by ISRO	February 14, 2023
I-H29	Krishnan, Rishiksha T	Foundation Day Lecture on Supporting Biotechnology Innovation in India: The Next Frontier	Driving Future Biotechnology Revolution, Amrit Kaal Department of Biotechnology, Govt. of India 37 <sup>th</sup> Foundation Day	February 26, 2023
I-H30	Kalubandi, Sai Chittaranjan	Invited Panellist for panel discussion on entrepreneurship	India BizBuzz Conference, Visakhapatnam	April 2022
I-H31	Patvardhan, Shubha	Beyond Bounded Rationality: Exploring the Role of Imagination in Strategy-Making	ISB Hyderabad, Guest Speaker Series	September 2022
I-H32	Patvardhan, Shubha	Commonalities and Differences Between STR and OMT	Panel discussion hosted by STR Division AOM	May 2022
I-H33	Venkataraman, Vijay and A. Karunakaran	Organizational and Political Pluralism in Digital Platform Adoption: Evidence from the Banking Ecosystem in India	SMS, London, UK	September 17-20, 2022

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
I-H34	Venkataraman, Vijay, A. Lamin and Benegal S.	Being Close to the Center or Following your Peers? Software Firms' Location Choices within Bangalore	SMS, London, UK	September 17-20, 2022
I-H35	A. Lamin, Venkataraman, Vijay and Benegal S.	Geographies of Innovation: Challenges and Opportunities	AoM Paper Symposium, Seattle, USA	August 5-9, 2022
I-H36	Kang H. Y., Sohn E. and Venkataraman, Vijay	Innovation Challenge in Nascent Ecosystems: DARPA and the Rise of Autonomous Vehicles Ecosystem	ISA, Wharton, Philadelphia, USA, 2022	June 24-25, 2022

### I-I Articles in Conference Proceedings

Sl. No.	Authors	Title of Paper	Details of the Conference Proceedings
I-I-1	Srivastava, M and Yayavaram, Sai	The Choice Between Alliances and Acquisitions: A Knowledge Recombination Perspective	82 <sup>nd</sup> Annual Meeting of the Academy of Management August 5-9, 2022 Seattle, Washington, USA
I-I-2	Toegel, I and Patvardhan, Shubha	Grounded Model of Personal Rivalry and Covert Politics in Field-Identity Formation	82 <sup>nd</sup> Annual Meeting of the Academy of Management August 5-9, 2022 Seattle, Washington, USA
I-I-3	Patvardhan, Shubha	Imagination: The Cognitive Microfoundations of Strategic Leadership	Strategic Leadership Conference, Salt Lake City, Utah January 5-7, 2023
I-I-4	Toegel, I and Patvardhan, Shubha	Grounded Model of Personal Rivalry and Covert Politics in Field-Identity Formation	European Group of Organizational Studies, Vienna July 5, 2022
I-I-5	Venkataraman, Vijay, Subramanian, H and Jiang, H	Backing the Right Jockey? Founder Traits and Early- Stage Funding in Digital Entrepreneurship	82 <sup>nd</sup> Annual Meeting of the Academy of Management August 5-9, 2022 Seattle, Washington, USA
I-I-6	Subramanian, H, Venkataraman, Vijay and Jiang, H	Backing the Right Jockey? Founder Traits and Early- Stage Funding in Digital Entrepreneurship	Academy of International Business Conference, Miami, USA July 6-9, 2022

## I-J IIMB Case Studies @ Harvard Business Publishing

**I-J1 Title: Knolskape: Transforming Learning Dynamics**

**Author: Srinivasan R, Satya Nandini A and Srividya V**

**Summary:** The case on KNOLSKAPE traces the firm’s evolution from a service provider of simulation games for academia to becoming a full-stack provider of customised products and learning journeys for corporations around the world. Through its growth journey, KNOLSKAPE had transformed from a typical pipeline business to a platform business model that integrates the value propositions laid out by providers of technology, content, and service. The case is set in 2019-2020 when the business and learning worlds were disrupted by the COVID-19 pandemic and the resultant shift to online learning. This case allows students to analyse KNOLSKAPE’s platform architecture, including open-closed and proprietary-shared architectures and globalization opportunities.

**I-J2 Title: Mylab Discovery Solutions: Innovating Against all Odds**

**Author: Charu Rastogi, Srivardhini K. Jha and Rishiksha T. Krishnan**

**Summary:** Mylab Discovery Solutions is a biotechnology firm based in Pune, Maharashtra, a state in the western part of India. The company is focused on developing and commercialising diagnostic solutions and automation in molecular, serology, and immunology areas. Its applications are in clinical diagnostics, drug discovery, biomedical research, agri genomics, and animal and food safety. Till early 2020, like any other young venture in a nascent market, Mylab was struggling to raise funds and spread awareness of high-priced but more accurate “molecular diagnostics” in a price-sensitive market. Its fortunes changed in March 2020, when the COVID-19 pandemic struck. The firm was dubbed the “poster child of the COVID-19 pandemic” after it rose to the limelight for developing COVID-19 RTPCR and rapid antigen test kits. The next two years saw Mylab raising funds, automating and scaling production, doubling down on research and development, launching multiple new products, and pursuing inorganic growth through acquisitions and alliances. However, by January 2022, the pandemic seemed to have run its course. The founders, Hasmukh Rawal and Shailendra Kawade, were considering strategies to maintain Mylab’s growth momentum. Through a series of interviews with key players at Mylab, we have developed a case study to delve into how a startup in the nascent biotechnology industry in India succeeded in

turning out innovation after innovation and scaling up production of test kits from a few hundred to hundreds of thousands in the span of a few months. The learning objectives of this case are to understand the unique challenges faced by ventures in nascent markets, compare the ecosystem of ventures in nascent industries with those in mature industries, and discuss how stakeholder relationships evolve as a venture advances in its journey.

### I-K Leading Journal Publications

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

- I-K1** Authors: Rashmeet Singh, **Deepak Chandrashekar**, Bala Subrahmanya Mungila Hillemane, Arun Sukumar and Vahid Jafari-Sadeghi
- Title: **Network cooperation and economic performance of SMEs: Direct and mediating impacts of innovation and internationalisation**
- Journal: *Journal of Business Research*
- Abstract: Small firms' performance has been recognised as an important topic for researchers dealing with the topics of internationalisation and innovation. The existing literature has examined the individual influence of network cooperation, innovation, and internationalisation on firm performance. However, there is an absence of research to explore the coherent relationship between network linkages, innovation performance, internationalisation performance and its cumulative influence on economic performance. That is, this research examines the mediating roles of innovation and internationalisation between network cooperation and firm performance. Based on the sample of 117 exporting Indian SMEs and using structural equation modelling, the results note that indirect effects produced by customers and Research and Development (R&D) organisations via innovation performance explain a higher proportion of their total effect on the economic performance of SMEs. Conversely, the relationship between three network stakeholders—customers, government agencies, and R&D organisations—and economic performance are mediated by the internationalisation performance of SMEs.

- I-K2** Authors: **Nilam Kaushik** and Bilal Gokpinar
- Title: **Sequential Innovation in Mobile App Development**
- Journal: *Manufacturing & Service Operations Management*
- Abstract: In today's highly dynamic and competitive app markets, a significant portion of development takes place after the initial product launch via the addition of new features and the enhancement of existing products. In managing the sequential innovation process in mobile app development, two key operational questions arise:
- (i) What features and attributes should be added to existing products in successive versions?
  - (ii) How should these features and attributes be implemented for greater market success?
- We investigate the implications of three different types of mobile app development activities on market performance. Our study contributes to the operations management literature by providing an empirically based understanding of sequential innovation and its market performance implications in mobile app development, an important industry in terms of size, scope and potential.
- Listings: **Financial Times 50**
- I-K3** Authors: Saptarshi Purkayastha, Rajaram Veliyath and **Rejie George**
- Title: **Type I and type II agency conflicts in family firms: An empirical investigation**
- Journal: *Journal of Business Research*
- Abstract: Dominant family control reduces Type I agency conflicts because of monitoring efficiencies, while increasing Type II agency conflicts because of the family's voting power. Additionally, Type II agency conflicts could be exacerbated if the family agents managed the firm solely for the family's benefit. The two different types of agency conflicts were examined in a sample of 499 public Indian family businesses during the years 2006 to 2015. Family-controlled and non-family-managed firms appeared to be optimally configured to minimise both types of agency conflicts. The absence of management control appeared to alleviate some of the dissipative agency conflict effects of dominant family ownership.



### I-L Awards, Honours, and Achievements

- I-L1 Prof. Deepak Chandrashekar**, Secured One of the Best Papers Award: Certificate of Appreciation for outstanding services as a reviewer at Asian Journal of Management Cases, 12<sup>th</sup> Asian Society for Innovation and Policy conference at Indian Institute of Science, Bengaluru and Ramaiah University of Applied Sciences, Bengaluru during November 24-26, 2022.
- I-L2 Prof. Shailendra Kumar**, Teaching Excellence - Received IIMB Excellence in Teaching Award 2023 after first teaching term.

### I-M Doctoral Theses Completed by Doctoral Students during 2022-2023

Sl. No.	Name of the Student	Dissertation Title	Members of the DAC Committee
I-M1	Caruna Bhat	Essays on Board Structure, Interlocking and Director Networks	Rejie George, Ganesh N Prabhu, Suresh Bhagavatula, S Raghunath
I-M2	Shooj Bhaskaran Raj	Creativity in Strategic Thinking: Mind Wandering, Complexity, and Strategic Outcomes	Sai Yayavaram, Rejie George, Prithwiraj Mukherjee
I-M3	Abu Rehan Abbasi	Essays on Internationalization, Corporate Governance, Ownership Networks, and Firm Performance	Rejie George, Sai Chittaranjan K, Dalhia Mani

### I-N Dissertation Proposals by Doctoral Students during 2022-2023

Sl. No.	Name of the Student	Topic	Date
I-N1	Bibek Bhattacharya	Essays on Non-Market Strategies in India	May 10, 2022
I-N2	Vikas Namadeva Prabhu	On Orchestrating Ecosystems	June 8, 2022
I-N3	Gaurav G B	Essays on Firm Capabilities	January 21, 2023
I-N4	Himanshu Shekhar	Essays on the Impact of Corporate Governance on Environmental Disclosures: The Role of Institutional and Organizational Contexts	December 22, 2022
I-N5	Veethica Smriti	Essays on Firm Capabilities	February 27, 2023

**I-O Papers Presented by Doctoral Students in Conference/Seminar during 2022–2023**

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
I-O1	Gaurav G B, Prof. Prateek Raj and Prof. Sai Yayavaram	Capability Spillovers and its Implications on Heterogeneity in Capabilities	Journal of Management Idea Development Workshop, (virtual)	June 2022
I-O2	Gaurav G B	Platform Business Models: A Stakeholder View	INDAM 2023, NMIMS, Mumbai	January 2023
I-O3	Himanshu Shekhar	From Seat to Say: Impact of Cultural Dimensions of Board Independence on Environmental Transparency	GRONEN Doctoral Consortium 2022, Hybrid	May 2022
I-O4	Himanshu Shekhar	From Seat to Say: Influence of Culture on Impact of Board Independence on Environmental Transparency	ONE Doctoral Consortium, Academy of Management Meeting, Hybrid	August 2022

**I-P Publications by Doctoral Students (Journal articles/book chapters/cases/book reviews) during 2022–2023**

Sl. No.	Name of the Student	Title of the Paper	Name of the Journal/Book	Publications Details
I-P1	Himanshu Shekhar	Sustainable Growth Pathway: Aligning with Macro, Accomplishing in Micro	<i>Defining Systems Change in Sustainable Business: Part II</i>	Cutter Consortium, May 2022
I-P2	Himanshu Shekhar, P D Jose, and Venkatachalam Anbumozhi	Building the Private Sector Engagement Strategy and Monitoring Changes at the Corporate Level: Case of Corporate Disclosures on SDGs	<i>Sustainable Development Goals and Pandemic Planning: Role of Efficiency Based Regional Approaches</i>	Springer, June 2022

## Economics (E)

*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 interest.*

*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 (AA) and Research Assistant (RA) positions to aspiring young candidates who wish to pursue an academic career and develop the required academic skills. Some ESS AAs 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 WIPO IPR Economic Studies Project

Project Team: **Damodaran A**

Summary: In its initial phase, we explored the economic dynamics of IPRs in the developing context and submitted the project 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: Completed

### II-A2 Applying Distributed Network Technologies to Spices Commodity Chains for Competitive Advantage

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: Completed

### II-A3 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-A4 **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-A5 **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-A6 **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-A7 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 USD 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-A8 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 the fields of agriculture, health, education, drinking water, and employment.

Sponsor: IIM Bangalore

Status: Ongoing

### II-A9 **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 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-A10 **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-A11 Macroeconomics and Inequality in the Context of India: Role of Monetary and Fiscal Policies**

Project Team: **Arpita Chatterjee**, Saroj Bhattarai and Gautham Udupa

Summary: Traditionally, the field of macroeconomics studies the determination of *aggregate* dynamics of macroeconomic variables, such as national income and price level. However, experience of recent decades, especially the Global Financial Crisis and now the COVID-19 pandemic in the context of sharply rising trends of inequality and rapidly rising commodity prices and general inflation as its aftermath, have refocused macroeconomists to study the *distributional* aspect of macroeconomic policies. The literature (see, for example, Ahn et al 2018 and Gornemann et al 2016), largely focused on the US and other developed economies, increasingly recognize this bi-directional relationship: macroeconomic policies impact inequality, and existing inequalities influence the aggregate impact of macroeconomic policies.

Sponsor: IIM Bangalore

Status: Ongoing

**II-A12 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: Completed

**II-A13 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. One of 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-A14 Market Concentration in the Indian Economy

Project Team: **Subhashish Gupta** and Gaurav Ghosh

Summary: Societies are increasingly worried about inequality, of late. Most of their disquiet stems from the growing inequality of incomes. Newspapers regale us with tales of the fortunes of Zuckerberg, Bezos, and Adani, and million-dollar salaries are common for CEOs, especially of technology companies, while the rest of us scrape together a living. Sometimes, the glare of attention focuses on economic or market concentration. Firms like Google, Facebook, and Amazon stride their respective industries like giants, obliterating all challenge while taking consumers for a ride. This perception, true or false, has led to competition authorities to conduct investigations of wrongdoing and to impose penalties if evidence can be found. Most of the concern with market concentration seems to be directed towards high technology businesses usually within the IT sector. These are prone to monopolization and dominance according to commentators. However, there has been consolidation within other industries as well, in Europe and North America. The economic consequences of concentration could include increased prices for consumers and reduced prices for inputs. Besides, concentration of economic power is usually frowned upon. The oldest competition law, the Sherman act, was specifically introduced to curb the power of trusts (a conglomeration of businesses) in the USA. Some countries in Europe and Asia resorted to nationalization of some industries to reduce concentration. The social and political effects of concentration are substantial and undesirable. On the flip side, one can argue that concentration provides the necessary scale to compete in international markets.

Sponsor: IIM Bangalore

Status: Ongoing

**II-A15 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 healthcare 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 healthcare 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 healthcare 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 healthcare.

Sponsor: IIM Bangalore

Status: Ongoing

**II-A16 Effect of factoring on the growth of MSME firms**

Project Team: **Chetan Subramanian** and Tanya Jain

Summary: Small firms play an important role in a country's social as well as economic development by generating employment and cultivating entrepreneurship. However, small firms' growth is constrained by unavailability of finance due to lack of collateral and banking relationships [Beck and Demirguc-Kunt, 2006]. In such a credit constrained environment, large firms use their market power to buy goods on credit and extract favourable payment terms from small suppliers [Klapper et al., 2012; Murfin and Njoroge, 2015]. This immediately raises many questions: *How do these small firms finance their receivables? Do they have to forego investment opportunities to finance their large buyers?* In this project, we plan to quantify the cost of receivables for small firms in terms of foregone investment opportunities and firm growth.

Sponsor: IIM Bangalore

Status: Ongoing

**II-A17 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 or lobby with local authorities 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 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-A18 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-A19 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 gets 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: Completed

## II-A20 Using social recognition to address the gender difference in volunteering for low- promotability tasks

Project Team: **Ritwik Banerjee** and Priyoma Mustafi

Summary: The labor market outcomes remain systematically different between men and women, despite half a century's research-based policies (Altonji and Blank, 1999; Marianne, 2011). While some scholars have focused on the role of discrimination and differences in productivity, others have taken preference or belief-based approaches as key mechanisms driving the stubborn gender gap in such outcomes.

These mechanisms can result in equilibria where the nature of tasks men and women end up performing are different. Such a separating equilibrium may be perpetuated for several reasons: managers may assign women fewer challenging tasks (De Pater et al., 2010) or women themselves may choose challenging tasks less often (Niederle and Yestrumskas, 2008).

Sponsor: IIM Bangalore

Status: Ongoing

#### **II-A21 Demographic and behavioural representativeness of online labor markets: Understanding development through alternate data sources**

Project Team: **Soham Sahoo, Ritwik Banerjee,** and Satarupa Mitra

**Summary:** In the social sciences, online surveys using convenience samples are growing in popularity. These online platforms and recruitment through commercial internet panels have proven to be a cheaper alternative to the collection of data from the field, including data on university students. Further, the alternative of using administrative data, especially in developing nations like India, is riddled with multiple shortcomings. First, observational data, often collected by administration, lack the details conforming to international standards. This difficulty is exacerbated by the disparity in nature between the data necessary for academic research and the administrative data that is usually collected to monitor programs. Second, the data collection process is infrequent and at irregular intervals. Third, given the limited state capacity in developing nations, the cost of collection of data is considerably high. This adversely affects coverage of observational datasets that are often compromised even when nationally representative. Finally, these datasets lack a comprehensive focus on the whole range of behavioral outcomes. For instance, none of India's administrative datasets provide information on behavioral characteristics such as time and risk preferences. However, it is now well established that these behavioral traits have important micro and macro implications (Akerlof, 2002; Frederick et al., 2002; Levitt and List, 2007).

Sponsor: IIM Bangalore

Status: Ongoing

## II-A22 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-A23 Dispersion, Markup, and Labour Share

Project Team: **Srinivasan Murali**

Summary: There has been a surge of interest in investigating the evolution of labour share and markups in the US and across the world. A few studies like Karabarbounis 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-A24 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 analyses occupational choices in India in the context of unobserved skill heterogeneity. This study aims to fill this gap.

Sponsor: IIM Bangalore

Status: Ongoing

#### II-A25 Automation, Aging, Skill Realignment, and Labor Market Outcomes in Japan

Project Team: **Tirthatanmoy Das**

Sponsor: MIJSC, IIM Bangalore

Status: Ongoing

#### II-A26 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: Completed

### II-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
II-B1	Tanushree Haldar and <b>Damodaran A</b>	Can cooperatives influence farmer's decision to adopt organic farming? Agri-decision making under price volatility	<i>Environment, Development and Sustainability</i>	Vol. 24, 2022, Pg. 5718-5742
II-B2	<b>Banerjee, Ritwik</b> Amadou Boly and Robert Gillanders	Anti-tax evasion, anti-corruption, and public good provision: An experimental analysis of policy spillovers	<i>Journal of Economic Behavior &amp; Organization</i>	Vol. 197, May 2022, Pg. 179-194
II-B3	Ayona Bhattacharjee and <b>Chanda, Rupa</b>	Trade in health products and population health: A long-run relation	<i>World Economy</i>	Vol. 46(1), January 2023, Pg. 182-207

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
II-B4	Gupta, Subhashish	The interaction between technology, business environment, society, and regulation in ICT industries	<i>IIMB Management Review</i>	Vol. 34(2), June 2022, Pg. 103-115
II-B5	Shrinivas, Aditya, Suhani Jalota, Aprajit Mahajan, and Grant Miller	The importance of wage loss in the financial burden of illness: Longitudinal evidence from India	<i>Social Science &amp; Medicine</i>	Vol. 317, January 2023, Pg. 1-7
II-B6	Pranjal Chandrakar, Bhalla, Manaswini and Das, Shubhabrata	Sequential Auctions with Multiple Synergies	<i>International Game Theory Review</i>	Vol. 25(1), 2023, 1-39

## II-C Books

### II-C1 Damodaran A

*Managing Arts in Times of Pandemics and Beyond*

Oxford University Press, July 2022

This book seeks to approach arts organizations in India and abroad from a management perspective, against the backdrop of COVID-19 and in the light of the advances made by digital technologies such as blockchains.



## II-E Working Papers

Sl. No.	Author	Title	IIMB Working Paper No.	Year
II-E1	Dasgupta, Kunal and Arti Grover	Trade, Transport and Territorial Development	663	2022
II-E2	Bernardo S Blum, Sebastian Claro, Dasgupta, Kunal, Ignatius J Horstmann, and Marcos Rangel	Foreign Intermediate Inputs, Import Intermediaries, and Aggregate Productivity	664	2022



Sl. No.	Author	Title	IIMB Working Paper No.	Year
II-E3	<b>Dasgupta, Kunal</b> and Rahul Rao	Land Misallocation and Industrial Development	668	2022
II-E4	Ayona Bhattacharjee, Banantika Datta, and <b>Chanda, Rupa</b>	Exploring the Canadian Market for Indian Health Workers	669	2022
II-E5	<b>Dhasmana, Anubha</b>	Foreign Reserves, Government Debt, and Endogenous Risk Premium	670	2022
II-E6	Gaurav Ghosh and <b>Gupta, Subhashish</b>	Industrial Concentration in India	677	2023
II-E7	<b>Gupta, Subhashish</b>	Japanese and Korean Firms in India	678	2023
II-E8	<b>Murali, Srinivasan</b> and Shweta Sogani	Wage Cyclicalities Across Time and Frequencies	681	2023

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

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
II-F1	Arti Grover and <b>Dasgupta, Kunal</b>	The effect of external and internal trade costs on regional development (Published on Let's Talk Development)	<i>World Bank Blogs</i>	July 27, 2022
II-F2	<b>Dasgupta, Kunal</b> and Rahul Rao	Land misallocation and industrial development	<i>Ideas for India</i>	February 7, 2023
II-F3	Monisankar Bishnu, S Chandrasekhar and <b>Murali, Srinivasan</b>	India's Labour Market Databases	<i>Moneycontrol</i>	October 10, 2022
II-F4	Prakshi Goyal, Durga Shirsat, and <b>Murali, Srinivasan</b>	How policymakers can find better solutions to solve housing and labour markets entanglement	<i>Forbes</i>	January 9, 2023

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

Sl. No.	Authors	Title of Publication	Type of Publication
II-G1	Subramanian, Chetan	Ideas for India 'Budget 2023-24: A wish list of priorities'	Ideas for India for more evidence-based policy January 2023

**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	Chatterjee, Arpita	Keynote Address on 'Productivity and Quality of Multi-Product Firms'	Australasian Trade Workshop at Cairns, Australia	March 18-19, 2023
II-H2	Chatterjee, Arpita	Invited Talk on 'Food, Fuel, and Facts: Distributional Effects of External Shocks'	Ashoka University Annual Conference, Haryana	December 11, 2022
II-H3	Chatterjee, Arpita	Invited Talk on 'Food, Fuel, and Facts: Distributional Effects of External Shocks'	Shiv Nadar University, UP	February 9, 2023
II-H4	Chatterjee, Arpita	Invited Talk on 'Food, Fuel, and Facts: Distributional Effects of External Shocks'	Crawford School of Public Policy, Australian National University	March 28, 2023
II-H5	Chatterjee, Arpita	Invited Talk on 'Productivity and Quality of Multi-Product Firms'	Centre For Advanced Financial Research and Learning (CAFRAL), Mumbai	October 19, 2022
II-H6	Chatterjee, Arpita	Invited Talk on 'Productivity and Quality of Multi-Product Firms'	Indian Statistical Institute, Delhi	February 10, 2023
II-H7	Subramanian, Chetan	Keynote Speaker	CREDAI Jaipur	September 2022

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
II-H8	Subramanian, Chetan	Invited Lecture	CREDAI Bangalore	2022
II-H9	Jakhu, Gaurav	Integrating a Free Online Service: Underlying Mechanisms and Competitive Implications	Institute of Economic Growth, New Delhi, India	February 10, 2023
II-H10	Jakhu, Gaurav	Endogenous Data Collection in Platform Market: Privacy and Welfare	15 <sup>th</sup> European Association for Research in Industrial Economics (EARIE), Vienna	August 2022
II-H11	Jakhu, Gaurav	Bundling a Free Product: Competition and Welfare	SERI Conference, ISB, Hyderabad	September 2022
II-H12	Jakhu, Gaurav	Integrating a Free Online Service: Competition and Welfare	Winter School, Delhi School of Economics	December 2022
II-H13	Jakhu, Gaurav	Integrating a Free Online Service: Competition and Welfare	Annual Conference on Economic Growth and Development, ISI, Delhi	December 2022
II-H14	Naik, Gopal	How do cooperatives manage hybridity for organizational sustainability? (Virtual Meeting on Farmers)	Organizations and Sustainable Development, Asian Development Bank Institute	September 7-9, 2022
II-H15	Naik, Gopal	Institutional design for inclusive market access and smallholders' livelihood security: A mixed-methods study (Virtual)	Development Studies Association Conference, University College of London	July 6-8, 2022
II-H16	Naik, Gopal	Farm Management Using Remote Support Services and Automated Query Generation Method	Indo-Japanese Smart City Conference	March 29-31, 2023
II-H17	Naik, Gopal	Inequality: Observations from Rural India	CPP Inequality Seminar Series, Bangalore	May 17, 2022

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
II-H18	Naik, Gopal	Agricultural Warehousing in India: Trends, Constraints, and Policies	NCDEX IPF Trust Initiative, New Delhi	June 7, 2022
II-H19	Naik, Gopal	Water Production and Consumption	IEEE at IISc Bangalore	October 1, 2022
II-H20	Naik, Gopal	Presentations on 'Envisaging Sustainability in RDWS in the context of JJM'	Emerging Issues in Rural Drinking Water Governance in India	March 23, 2023
II-H21	Naik, Gopal	Ideating on community participation in the context of government schemes	Emerging Issues in Rural Drinking Water Governance in India	March 23, 2023
II-H22	Naik, Gopal	Discussant for a paper on 'Assessing the Effects of Vulnerability and Workfare on Poverty Measures: Evidence from the Mahatma Gandhi National Rural Employment Guarantee Scheme'	IMRDC Conference, IIMB	February 3-4, 2023
II-H23	Naik, Gopal	Invited Talk on 'Good Governance: Where we are?'	Karnataka Science and Technology Association, Bangalore	December 2022
II-H24	Naik, Gopal	Developments in Indian Agriculture	Celebrating 75 years of Independence	August 15, 2022
II-H25	Dasgupta, Kunal	Wholesalers in International Production Networks and their Effects on Aggregate Productivity	CSSS, Kolkata	August 31, 2022
II-H26	Dasgupta, Kunal	Wholesalers in International Production Networks and their Effects on Aggregate Productivity	Delhi School of Economics, Delhi	September 16, 2022

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
II-H27	Dasgupta, Kunal	Wholesalers in International Production Networks and their Effects on Aggregate Productivity	Ashoka University, Haryana	December 11, 2022
II-H28	Dasgupta, Kunal	Wholesalers in International Production Networks and their Effects on Aggregate Productivity	IEG, New Delhi	March 17, 2023
II-H29	Dasgupta, Kunal	Trade, Transport, and Regional Development	IIT Kanpur	March 2, 2023
II-H30	Bhalla, Manaswini	Segregation and Connectivity	American Economic Association Conference in 2023, New Orleans	January 6-8, 2023
II-H31	Banerjee, Ritwik, Marcela Ibanez, Gerhard Riener, and Sahoo, Soham	Affirmative Action and Application Strategies: Evidence from Field Experiments in Colombia	17 <sup>th</sup> Annual Conference on Economic Growth and Development, ISI, Delhi	December 19-21, 2022
II-H32	Patil, Sanket	Invited talk at a Microeconomic Theory Workshop	Ashoka University, Haryana	March 18, 2023
II-H33	Patil, Sanket	Strategic Justifications	Asia Meetings of Econometric Society, South Central and Western Asia - Indian Institute of Technology, Bombay	January 12, 2023
II-H34	Patil, Sanket	Strategic Justifications	17 <sup>th</sup> Annual Conference on Economic Growth and Development, ISI, Delhi	December 19, 2022

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
II-H35	Bandhu, Sarvesh	A Large Population Approach to Implementing Efficiency with Minimum Inequality	17 <sup>th</sup> Annual Conference on Economic Growth and Development, ISI, Delhi	December 19-21, 2022
II-H36	Murali, Srinivasan	Gender Differences in Job Search Behaviour	Asian Meeting of Econometric Society, Tokyo	August 9, 2022
II-H37	Murali, Srinivasan	Gender Differences in Job Search Behaviour	Ashoka University	November 23, 2022
II-H38	Murali, Srinivasan	Gender Differences in Job Search Behaviour	Women and Paid Work, Great Lakes Institute	December 9, 2022
II-H39	Murali, Srinivasan	Gender Differences in Job Search Behaviour	17 <sup>th</sup> Annual Conference on Economic Growth and Development, ISI, Delhi	December 19, 2022
II-H40	Murali, Srinivasan	Gender Differences in Job Search Behaviour	Asian Meeting of Econometric Society, IIT Bombay	January 11, 2023
II-H41	Gupta, Subhashish and Ghosh, Gaurav	Industrial Concentration in India	8 <sup>th</sup> National Conference on Economics of Competition Law, Competition Commission India, India Habitat Centre, New Delhi	March 3, 2023
II-H42	Das, Tirthatanmoy	What does the Evidence Show? Consumption, Poverty, and the Labour Market in India	National Council of Applied Economics Research, India	June 9, 2022

## II-I Articles in Conference Proceedings

Sl. No.	Authors	Title of Paper	Details of the Conference Proceedings
II-I-1	<b>Banerjee, Ritwik</b> , Marcela Ibanez, Gerhard Riener and <b>Sahoo, Soham</b>	Affirmative Action and Application Strategies: Evidence from Field Experiments in Colombia	Paper presented at a conference which includes peer reviewed proceedings, 17th Annual Conference on Economic Growth and Development, ISI Delhi, December 19-21, 2022

## II-K Leading Journal Publications

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

- II-K1** Authors: **Ritwik Banerjee**, Amadou Boly, and Robert Gillanders
- Title: **Anti-tax evasion, anti-corruption, and public good provision: An experimental analysis of policy spillovers**
- Journal: *Journal of Economic Behavior & Organization*
- Abstract: Our framed laboratory experiment analyses the causal relationship between corruption and tax evasion to explore whether deterring one may have desirable spillover effects on the other. We find that the possibility of corruption causally increases tax evasion. The data offers weak evidence that tax evasion leads to more corruption. Introducing a policy to detect and punish public officials who embezzle from tax revenues significantly reduces tax evasion on the part of citizens. However, auditing and punishing tax-evading citizens do not deter embezzlement on the part of public officials. The public good provision increases in all deterrence treatments compared to a baseline, with a “Big Bang” treatment, in which both tax evasion and corruption are liable to be detected and punished, being the most effective. A standalone anti-corruption monitoring and punishment strategy is the next most effective policy followed by tax auditing. Thus, when faced with two “evils” regarding public good provision, allocating more resources to fight corruption may be a better policy response.

## II-L Awards, Honours, and Achievements

- II-L1** **Prof. Ritwik Banerjee**, Humboldt Fellowship for Experienced Researcher, Fellowship from the State of Germany.

**II-M Doctoral Theses Completed by Doctoral Students during 2022–2023**

Sl. No.	Name of the Student	Dissertation Title	Members of the DAC Committee
II-M1	Garima Chaklader	Servicification of Manufacturing Industries	Rupa Chanda, Tirthatanmoy Das, Vidhya Soundararajan

**II-N Dissertation Proposals by Doctoral Students during 2022–2023**

Sl. No.	Name of the Student	Topic	Date
II-N1	Banantika Datta	Essays on Role of Bilateral Agreements in Service Trade and Migration	May 31, 2022
II-N2	Tanya Jain	Innovation in Emerging Economies: Role of Institutions and Policies	May 20, 2022
II-N3	Rahul Rao	Essays on Misallocation	May 18, 2022
II-N4	Anand Kumar	Essays on Behavioural and Education Economics	June 6, 2022
II-N5	Muneer Kalliyil	Essays in Education Economics	December 8, 2022
II-N6	Pragati	Essays on Human Capital Investments	November 25, 2022

**II-O Papers Presented by Doctoral Students in Conference/Seminar during 2022–2023**

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
II-O1	Satarupa Mitra	Demographic and Behavioral Representativeness of Indian Labour Market	ESA-BREW Conference 2022, IIM Bangalore	December 2022
II-O2	Satarupa Mitra, Prof. Ritwik Banerjee, Prof. Soham Sahoo, and Ashmita Gupta	Teachers' Caste and Students' Mental Health	Multidimensional Approach to Development of a Girl Child, ADRI Patna	January 2023
II-O3	Satarupa Mitra, Prof. Ritwik Banerjee, and Prof. Soham Sahoo	Demographic and Behavioral Representativeness of Online Labour Market	100 Years of Economic Development, Cornell University (Virtual)	September 2022



Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
II-O4	Satarupa Mitra, Prof. Ritwik Banerjee, and Prof. Soham Sahoo	Demographic and Behavioral Representativeness of Online Labour Market	ESA Global Meetings 2022, Santa Barbara, California USA	November 2022
II-O5	Banantika Datta and Prof. Rupa Chanda	Bilateral Agreements as an Instrument to Regulate Mobility of Healthcare Professionals: A Case Study on India	SITES 2022 Annual Conference, Università Parthenope, Naples, Italy	September 2022
II-O6	Banantika Datta	Bilateral Agreements as an Instrument to Regulate Mobility of Healthcare Professionals: A Case Study on India	SITES 2022 Annual Conference, Università Parthenope, Naples, Italy	September 2022
II-O7	Banantika Datta, and Prof. Rupa Chanda	Bilateral Agreements as an Instrument to Regulate Mobility of Healthcare Professionals: A Case Study on India	Asia-Pacific Conference on Economics and Finance (APEF), Singapore	December 2022
II-O8	Banantika Datta, and Prof. Rupa Chanda	Mobility of Health Workforce from India – Bilateral Agreements as a Regulating Instrument	62 <sup>nd</sup> Annual Conference of Indian Society of Labour Economics, Roorkee	April 2022
II-O9	Banantika Datta	Role of Deeper and Broader Preferential Trade Agreements in International Services Trade	Eighth International Conference on Empirical Issues in International Trade & Finance (EIITF), IIFT Delhi	December 2022
II-O10	Banantika Datta and Prof. Rupa Chanda	Role of Broader and Deeper Preferential Trade Agreements in International Services Trade and Migration	2 <sup>nd</sup> Society for Economics Research in India – Doctoral (SERI-D) Annual Ph.D. Students Conference 2022	December 2022

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
II-O11	Tanya Jain, Rahul Singh, and Prof. Chetan Subramanian	Debt Contract Enforcement and Product Innovation: Evidence from a Legal Reform in India	European Financial Management Association Meeting 2022, Rome, Italy	June 2022
II-O12	Tanya Jain, Rahul Singh, and Prof. Chetan Subramanian	Debt Contract Enforcement and Product Innovation: Evidence from a Legal Reform in India	European Economics Association Meeting 2022, Milan, Italy	August 2022
II-O13	Rahul Rao and Kunal Dasgupta	Land Misallocation and Industrial Development	2 <sup>nd</sup> Macroeconomics Workshop at Shiv Nadar University, Noida	May 2022
II-O14	Anand Kumar, Ritwik Banerjee, Lata Gangadharan, and Srinivasan Murali	Effect of Social Information on Competition Choice	ESA-BREW 2022, IIM Bangalore	December 2022
II-O15	Anand Kumar, Ritwik Banerjee, Lata Gangadharan and Srinivasan Murali	Effect of Social Information on Competition Choice	17 <sup>th</sup> Annual Conference on Economic Growth & Development, ISI Delhi	December 2022

### II-P Publications by Doctoral Students (Journal articles/book chapters/cases/book reviews) during 2022–2023

Sl. No.	Name of the Student	Title of the Paper	Name of the Journal/Book	Publications Details
II-P1	Anand Kumar and Soham Sahoo	Caste, Gender, and Intersectionality in Stream Choice: Evidence from Higher Secondary Education in India	<i>Education Economics</i>	Taylor & Francis, February, 2022

### II-Q Awards, Honours, and Achievements by Doctoral Students in 2022-2023

Sl. No.	Name of the Student	Details of the Award	Date
II-Q1	Banantika Datta	Mirae Asset Scholar Award, AY 2022-2023, Grant by Mirae Asset Foundation	July 2022
II-Q2	Tanya Jain	Mirae Asset Scholar Award, AY 2022-2023, Grant by Mirae Asset Foundation	July 2022
II-Q3	Rahul Rao	Mirae Asset Scholar Award, AY 2022-2023, Grant by Mirae Asset Foundation	July 2022
II-Q4	Muneer Kalliyal	DAAD PhD Exchange Program AY 2022-2023 Grant by Gottingen University	October 2022

### II-R Working Papers Doctoral Students during 2022-2023

Sl. No.	Author	Title	IIMB Working Paper No.	Year
II-R1	Kunal Dasgupta and Rahul Rao	Land Misallocation and Industrial Development	668	2022
II-R2	Ayona Bhattacharjee, Banantika Datta, and Rupa Chanda	Exploring the Canadian Market for Indian Health Workers	669	2022
II-R3	Srinivasan Murali and Shweta Sogani	Wage Cyclicity Across Time and Frequencies	681	2022



## Finance and Accounting (F&A)

*Faculty members in the Finance and Accounting (F&A) 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. The 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, the 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, the faculty here also offers several domestic and international executive education programmes targeted at finance professionals.*

*The F&A Area faculty is affiliated to the Centre for Banking and Finance Technology, the Centre for Capital Markets and Risk Management ([www.ccmrm.org](http://www.ccmrm.org)), and the Centre for Corporate Governance and Citizenship. They are 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 organisations.*

### III-A Research Projects

#### III-A1 Handelsbanken

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

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

Sponsor: Handelsbanken

Status: Ongoing

#### III-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 any firm and the wider economy. Banks evaluate loan requests and grant loans 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 characterise 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, having 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: Completed

**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: Completed

**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: Completed

**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 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 behaviour and streamline processes such as construction permits.

Sponsor: HUDCO

Status: Ongoing

### **III-A12 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-A13 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-A14 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-A15 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-A16 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-A17 Bankruptcy Prediction**

Project Team: **Jayadev M** and Aishwarya Krishna  
Summary: The primary objective of this report is to understand 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-A18 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-A19 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 operationalise 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-A20 Spillover Effects of Corporate Events**

Project Team: **Varun Jindal**

**Summary:** While the literature on firm-level effects of corporate decisions/ events is voluminous, there is scarce evidence on the effects of these events on the industry rivals of the event firms (henceforth, intra-industry spillover effects). If the primary driver of many of these corporate decisions by event firms is based on industry-level factors rather than firm-level factors, the revelation of the event to investors should lead to intra-industry spillover effects. Further, if the event firm is affiliated to a business group, the effect of the event by the group-affiliated event firm is likely to spill over to non-event firms within the same business group due to intra-group linkages/ties (henceforth, within-group spillover effects).

Sponsor: IIM Bangalore

Status: Ongoing

### III-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
III-B1	<b>Anand, Abhinav,</b> Souvik Dutta, and Prithwiraj Mukherjee	Platform exploitation in the sharing economy	<i>Operations Research Letters</i>	Vol. 51(1), January 2023, Pg. 47-53
III-B2	<b>Basu, Sankarshan,</b> Sharad Nath Bhattacharyya, and Mousumi and Jalaj Pathak	Climate-related discussions in firms' 10-K: Who does it and what is its impact?	<i>Economics Letters</i>	Vol. 220, November 2022, 110855, Pg. 1-6
III-B3	<b>Panchapagesan, Venkatesh,</b> Susan Thomas, and Nidhi Aggarwal	When is the order-to-trade fee effective?	<i>Journal of Financial Markets</i>	Vol. 62, January 2023, Pg. 1-22
III-B4	Anupam Dutta, Ugur Soytaş, <b>Das, Debojyoti,</b> and Asit Bhattacharyya	In search of time-varying jumps during the turmoil periods: Evidence from crude oil futures markets	<i>Energy Economics</i>	Vol. 114, October 2022, 106275, Pg. 1-17
III-B5	Anupam Dutta and <b>Das, Debojyoti</b>	Forecasting the realized volatility: New evidence from time-varying jumps in VIX	<i>Journal of Futures Markets</i>	Vol. 42(12), December 2022, Pg. 2165-2189
III-B6	<b>Das, Debojyoti,</b> Debasish Maitra, Anupam Dutta, and <b>Basu, Sankarshan</b>	Financial stress and crude oil implied volatility: New evidence from continuous wavelet transformation framework	<i>Energy Economics</i>	Vol. 115, November 2022, 106388 Pg. 1-25
III-B7	<b>Das, Debojyoti,</b> Vaneet Bhatia, Surya Bhushan Kumar, and Sankarshan Basu	Do precious metals hedge crude oil volatility jumps?	<i>International Review of Financial Analysis</i>	Vol. 83, October 2022, Pg. 1-16
III-B8	Jalaj Pathak, <b>Anand, Abhinav,</b> <b>Basu, Sankarshan,</b> and <b>Thampy, Ashok</b>	Whose Speeches Impact European Markets: ECBs' or the National Central Banks?	<i>European Financial Management</i>	Vol. 28(5), November 2022, Pg. 1413-1476

### III-C Books

#### III-C1 Sankarshan Basu and John C. Hull

*Option, Futures, and Other Derivatives, 11e*

Pearson Education, India

The first edition of this book was published in 1988, and in the last two decades, massive changes and developments have happened in the options and the derivatives markets. The 11<sup>th</sup> edition of *Options, Futures, and Other Derivatives* takes these changes into account and presents the reader with an up-to-date scenario. Like earlier editions, this edition has also been designed to address the needs of a wide spectrum of the market. The book will be appropriate for students pursuing graduate courses in business, finance, economics, and financial engineering. It can be used for advanced undergraduate courses involving quantitative skills. Many practitioners who are involved in derivatives markets should also find the book useful.

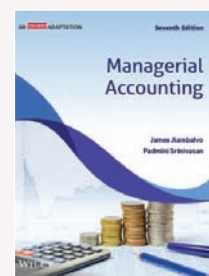


#### III-C2 James Jiambalvo and Padmini Srinivasan

*Managerial Accounting, 7ed (An Indian Adaptation)*

Wiley, May 2022

To be a successful manager, you need to understand how foundational managerial accounting concepts apply to the business world. *Managerial Accounting, 7th edition* helps students make direct connections between the classroom and the boardroom by presenting robust cases and managers' comments on real company issues. Known for its "You Get What You Measure" framework, this edition presents an updated focus on building students' decision-making and critical thinking skills through incremental analysis and data analytics coverage.



### III-D Chapters in Books

Sl. No.	Authors	Title of Chapter	Title of Book	Publication Details
III-D1	Jayadev M	Expanding and Strengthening Credit Markets: Post IBC	<i>IBC – Idea, Impressions and Implementation</i>	Part IV, Pg. 245-262 Published by Insolvency Bankruptcy Board of India, New Delhi, 2022

### III-E Working Papers

Sl. No.	Author	Title	IIMB Working Paper No.	Year
III-E1	Narendra Nath Kushwaha, Anand, Abhinav, Jayadev M and K Raghunandan	Related Party Transactions and Audit Fees: Indian Evidence	667	2022
III-E2	Anand, Abhinav, Souvik Dutta and Prithwiraj Mukherjee	Platform Exploitation in the Sharing Economy	673	2022
III-E3	Sabarinathan G	Zomato Ltd. – Understanding The “Cap Table” from a Governance Perspective	675	2022
III-E4	Viral V. Acharya, Anshuman, V Ravi and S. Viswanathan	Bankruptcy Exemption of Repo Markets: Too Much Today for Too Little Tomorrow?	676	2022
III-E5	Basu, Sankarshan, Rangan, Srinivasan and Nikhil Vidhani	Return Anomalies, Disagreement, and Trading Volume	680	2022

### 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	Digital Currency: India’s Move Towards a Digital Financial System	<i>International Banker</i>	June 23, 2022

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

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
III-H1	Anand, Abhinav	Does the choice of words of Fed’s Board of Governors’ speeches matter?	Seminar: ISI Delhi	September 2, 2022
III-H2	Anand, Abhinav	Does the choice of words of Fed’s Board of Governors’ speeches matter?	Seminar: IIT Kanpur	September 12, 2022

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
III-H3	Anand, Abhinav	A new proxy of financial texts' readability	European Accounting Association Annual Meeting, Bergen, Norway	May 11-13, 2022
III-H4	Anand, Abhinav	Does financial disclosures' readability predict shareholder proposals?	European Accounting Association Annual Meeting, Bergen, Norway	May 11-13, 2022
III-H5	Anand, Abhinav	Related party transactions: Evidence from India	FUI Business and IIMB Annual Conference	November 8-9, 2022
III-H6	Anand, Abhinav	Do poorly readable 10-Ks elicit more shareholder proposals?	British Accounting and Finance Association 2022 Annual Conference, Nottingham	April 12-13, 2022
III-H7	Anand, Abhinav	Do poorly readable 10-Ks elicit more shareholder proposals?	European Financial Management Association 2022 Conference, Italy	June 29 - July 2, 2022
III-H8	Anand, Abhinav	Do poorly readable 10-Ks elicit more shareholder proposals?	French Finance Association Conference 2022, Saint-Malo	May 23-25, 2022
III-H9	Anand, Abhinav	Does the choice of words of Fed's Board of Governors' speeches matter?	Seminar: ISI Delhi	September 2, 2022
III-H10	Dhawan, Anirudh	Getting burned by frictionless financial markets	Behavioral Research in Economics Workshop, IIMB	December 16, 2022
III-H11	Jayadev M	Invited Talk: Data Driven Research for Effective Execution of IBC	Colloquium of NCLT Member, Bangalore	March 26, 2023
III-H12	Aishwarya Krishna and Jayadev M	Effect of Bankruptcy Reform on Default Risk of Firms: Evidence from India	International Research Conference on Insolvency and Bankruptcy, IIM Ahmadabad	April 30 - May 1, 2022

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
III-H13	Aishwarya Krishna and Jayadev M	Is corporate governance more important than company financials in predicting bankruptcy?	Second Credit Scoring and Credit Rating Conference (CSCR II), Ningbo, China	October 14-16, 2022
III-H14	Nabendu Paul and Jayadev M	Financing Constraints, Creditor Rights and Corporate Borrowing: An Analysis through the Insolvency and Bankruptcy Code	International Research Conference on Insolvency and Bankruptcy, IIM Ahmadabad	April 30 - May 1, 2022
III-H15	Srinivasan, Padmini	Promoter's Role in a Technological and Financial Reporting Outsourced Environment Being Part of Dynamic and High-Performance Board	Fostering Growth through Good Governance, Assocham-IIMB	March 2023
III-H16	Srinivasan, Padmini	Business Ethics and Corporate Goal / Governance	Bank of India Staff Training College, Bhopal	May 27, 2022
III-H17	Srinivasan, Padmini	Sustainability Risk Management Disclosure: An Exploratory Study	International Conference on Corporate Governance and Analytics, Florida International University Campus, US	November 9, 2022
III-H18	Srinivasan, Padmini	Managing Risks, Resource Mobilization and Budgeting	Capacity-Building Workshop for NGO Leaders on Leadership & Governance, HCL Foundation -IIMB CCGC	September 19, 2022
III-H19	Srinivasan, Padmini	Managing Risk, Resource Mobilization and Budgeting, Capacity Building	NGO HCL foundation -IIMB CCGC	August 22, 2022



Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
III-H20	<b>Basu, Sankarshan</b>	Indian Financial Markets - From Gandhi to Globalization	The Heritage College of Management, Kolkata	December 21, 2022
III-H21	Mansabdar, S., Yaganti, C. H., and <b>Basu, Sankarshan</b>	The impact of embedded location options on the hedging effectiveness of agricultural commodity futures contracts in India	26 <sup>th</sup> Annual APRIA Conference, Shanghai University of Finance and Economics	July 26, 2022
III-H22	<b>Rangan, Srinivasan</b>	Discussion on Search of Shares: Passive Ownership, Short Covering, and Price Efficiency	ISB Accounting Research Conference	December 19, 2022
III-H23	<b>Rangan, Srinivasan,</b> Sudhakar V Balachandran, Sudershan Kuntluru, Hariom Manchiraju, and Sumeet Rajput	Discussion of Consolidated or Standalone Earnings - What do Investors React to?	JAAF Conference, ISB Hyderabad	January 6, 2023
III-H24	<b>Jindal, Varun</b>	Overlapping insiders and the method of payment in acquisitions: New tests and evidence on adverse selection	Financial Management Association (FMA) Global Conference in the Middle East, Dubai, UAE	November 15, 2022
III-H25	<b>Jindal, Varun</b>	Overlapping insiders and the method of payment in acquisitions: New tests and evidence on adverse selection	Financial Management Association (FMA) Annual Meeting in Atlanta, GA, USA	October 20, 2022
III-H26	<b>Jindal, Varun</b>	Discussion of the paper titled "Does bilateral trust matter during M&A negotiations?" and authored by Farooq Ahmad, Nihat Aktas, and Saqib Aziz	Financial Management Association (FMA) Global Conference in the Middle East, Dubai, UAE	November 15, 2022
III-H27	<b>Jindal, Varun</b>	Invited by the outgoing PGP/PGPBA Class of 2023 to deliver The Last Lecture	IIM Bangalore	March 2, 2023

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
III-H28	Panchapagesan, Venkatesh	On Future of Indian Real Estate	National Association of Realtors Annual Convention	August 2022
III-H29	Panchapagesan, Venkatesh	Data Driven Research	IBBI Conference on Insolvency and Bankruptcy	February 23-25, 2023
III-H30	Panchapagesan, Venkatesh	On Best Practices in Customer Service	Karnataka CREDAI STATECON	2022
III-H31	Panchapagesan, Venkatesh	On Conflict Resolution and Conciliation Process	RERA, Karnataka CREDAI	2022
III-H32	Panchapagesan, Venkatesh	On Conciliation Process in RERA	Indian Institute of Housing Settlements and AIFORERA	2022

### III-J IIMB Case Studies @ Harvard Business Publishing

- III-J1** Title: **Career at Crossroads: Passion or Profession? (A) & (B)**
- Author: **Padmini Srinivasan and Gopal Mahapatra**
- Summary: The case focuses on the journey of a young professional and multifaceted artist, Manasi Prasad. It follows her career progression as she strives to excel while balancing her profession and passion. Manasi Prasad faces multiple dilemmas, trials, and tribulations during her journey. The case highlights the inherent conflict of a young professional at every stage of life. The classic dilemma is between a well-trodden path or a road less travelled and various other decision-making situations. Part A of the case ends at the peak of Manasi's career when she is faced with a crisis, that is, losing her voice, being unable to sing, and having an autoimmune disease. Part B deals with her transition. The case deals with how she led the IME team from concept to reality and subsequently managed the operations, throwing light on the unique challenges she faced in each stage of her career.

### 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**, Souvik Dutta, and Prithwiraj Mukherjee  
 Title: **Platform exploitation in the sharing economy**  
 Journal: *Operations Research Letters*  
 Abstract: We model a revenue sharing contract between a sharing economy platform and a freelance service provider, where the latter hides revenue from the former by cancelling some assignments and performing them for cash (“platform exploitation”). The platform counters this via costly, imperfect audits with endogenous success probability and a variable payment. We show that at equilibrium, all agent types except the highest, indulge in revenue falsification. This problem is exacerbated by the principal’s ability to extract restitution from the agent.
- III-K2** Authors: **Sankarshan Basu**, Sharad Nath Bhattacharyya, and Mousumi and Jalaj Pathak  
 Title: **Climate-related discussions in firms’ 10-K: Who does it and what is its impact?**  
 Journal: *Economics Letters*  
 Abstract: We examine the impact of climate-related discussions in the Management Discussion & Analysis (MD&A) section of the 10-K filings of S&P 500 firms from 2007 to 2018 and find that only firms from three specific industries (Energy, Utilities and Finance) have such discussions. We also find that the increase in mention of climate related words and n-grams is significantly associated with a fall in holding period return (HPR), post the filing date and especially post the Paris agreement. This suggests that investors perceive higher climate change discussion in a negative light even without any change in fundamentals.
- III-K3** Authors: **Venkatesh Panchapagesan**, Susan Thomas, and Nidhi Aggarwal  
 Title: **When is the Order-to-Trade Fee Effective?**  
 Journal: *Journal of Financial Markets*  
 Abstract: Regulators use measures such as a fee on high order-to-trade ratio (OTR) to slow down high-frequency trading. Their impact on market

quality is, however, mixed. We study a natural experiment in the Indian stock market where such a fee was introduced twice, with differences in motivation and implementation. Using a difference-in-difference approach, we find that the fee decreased OTR and improved market quality when it was imposed on all orders, while it had little effect when it was imposed selectively on some orders. Improvement in liquidity was driven by a reduction in adverse selection costs following lower OTR.

### III-L Awards, Honours, and Achievements

**III-L1 Prof. Varun Jindal**, Distinguished Alumnus Award by Panjab University Alumni Association.

**III-L2 Prof. Venkatesh Panchapagesan**, Excellence in Teaching at IIMB.

### III-M Doctoral Theses Completed by Doctoral Students during 2022–2023

Sl. No.	Name of the Student	Dissertation Title	Members of the DAC Committee
III-M1	A Prabhu Venkatachalam	Essays on Revenue Recognition	Srinivasan Rangan, S G Badrinath, Rejie George
III-M2	Padma Narayanan	Essays on Loan Defaults	Jayadev M, Abhinav Anand, Ashok Thampy
III-M3	Srijith Mohanan	Essays on Creditor Rights	V Ravi Anshuman, Ashok Thampy, Abhinav Anand
III-M4	Velavan S	Environmental Performance and Firm Decisions	Srinivasan Rangan, V Ravi Anshuman, Arnab Mukherji

### III-N Dissertation Proposals by Doctoral Students during 2022–2023

Sl. No.	Name of the Student	Topic	Date
III-N1	Arnab Biswas	Macroeconomic and Monetary Policy Risk and Bond Premia: Indian Market Perspective	June 24, 2022
III-N2	Prateek Jain	Essays on Mutual Fund Industry in India	May 26, 2022
III-N3	Rajdeep Sharma	Essays on International Capital Flows	May 27, 2022
III-N4	Akshay Dhuria	Essays on Stock Price Crash Risk	January 25, 2023

### III-O Papers Presented by Doctoral Students in Conference/Seminar during 2022-2023

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
III-O1	Chhavi Shekhawat	Do Indian Mutual Funds Beat the Market? An Empirical Analysis	India Finance Conference, IIM Calcutta, Kolkata	December 2022
III-O2	Arnab Biswas	Inflation Uncertainty, Macroeconomic and Monetary Policy Risk: Indian Market Evidence	Biannual Development Economics Conference, IGIDR Mumbai	December, 2022
III-O3	Prateek Jain	Overreaction in Daily Top Gainers and Losers: An Event Study Analysis	Financial Markets and Corporate Governance Conference, Monash University, Australia (Virtual)	April 2022
III-O4	Prateek Jain, Prof. V Ravi Anshuman, Rajdeep Sharma	Predictability of Equity Risk Premium Conditional on Economic Policy Uncertainty: Evidence from an Emerging Market	8 <sup>th</sup> Paris Financial Management Conference (PFMC-2022), Paris	December 2022

*J*IM Bangalore has the strongest Marketing Department among the leading management institutes of the country. It consists of nine full-time faculty members with academic expertise and international exposure, demonstrating 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 on 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 assess 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. We conduct interviews 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 related knowledge & skills) lead to a digital divide, which eventually results in a difference in impact across various 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 Collaboration with University of Leeds**

Project Team: **Sreelata Jonnalagedda and Shainesh G**

Summary: With Shankha Basu and Maximillian Gerarth, researchers from University of Leeds, we are exploring mutual collaboration to take our research further. Univ. of Leeds approved a grant, which will allow us to visit Leeds in June, while their researchers will visit us in September. We hope for something purposeful.

Sponsor: University of Leeds

Status: Ongoing

#### **IV-A4 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-A5 Examining consumer-specific factors that influence sustainable consumption choices**

Project Team: **Arpita Pandey**

Summary: In view of the increasing concern for the environment, a great 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 environment-friendly products 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-A6 Studying the placement of online cause-related marketing advertisements in the consumer's decision journey

Project Team: **Arpita Pandey** and Rajeev Batra

**Summary:** Online advertisements for cause-related marketing (CRM) campaigns (partnerships between brands and social causes for mutual benefit) can be placed at different pages on an e-commerce website (e.g., homepage, individual product/service pages, payment page, etc.) How does this variation in placement impact consumer behaviour? In this study, we combine theoretical insights from the literature on CRM campaigns and the consumer decision journey to propose that the placement of CRM advertisements towards the end of the consumer decision journey (e.g., payment page) would lead to better outcomes for the brand and cause, as compared to placement at the beginning (e.g., homepage). The effects are mediated by scepticism towards the CRM campaign. Specifically, the placement of CRM advertisements towards the end would result in lower scepticism. We propose to conduct five laboratory studies and one field experiment to provide evidence in support of our theorisation. We also plan to study the moderating effects of perceived control in the shopping process and demonstrate that CRM ads that increase perceived control over the process would reduce consumer scepticism at the beginning improving the effectiveness of the CRM ad. Our work answers the call for more research on online CRM and is among the first to study the impact of placement on consumer behavior in the context of CRM. In doing so, our work will provide an approach for future researchers to categorise and study online interruption-based advertisements in the context of the consumer decision journey. Practically, our findings will enable managers to improve the effectiveness of CRM campaigns through appropriate placement strategies.

Sponsor: VRSP, IIM Bangalore

Status: Ongoing

### IV-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
IV-B1	Jochen Wirtz, Chen Lin and <b>Das, Gopal</b>	Viewpoint: cost-effective health care developments and research opportunities in China, India and Singapore	<i>Journal of Services Marketing</i>	Vol. 36(4), 2022, Pg. 461-466
IV-B2	Yuanyuan (Gina) Cui, Patrick van Esch, <b>Das, Gopal</b> and Shailendra Jain	Surge price precision and political ideology	<i>Journal of Business Research</i>	Vol. 143, April 2022, Pg. 214-224
IV-B3	Patrick van Esch, Yuanyuan (Gina) Cui, <b>Das, Gopal</b> , Shailendra Pratap Jain and Jochen Wirtz	Tourists and AI: A Political Ideology Perspective	<i>Annals of Tourism Research</i>	Vol. 97, November 2022, 103471, Pg. 1-14
IV-B4	James Agarwal, <b>Das, Gopal</b> and Mark T. Spence	Online group buying behavior: A study of experiential versus material purchases	<i>Psychology &amp; Marketing</i>	Vol. 39(10), October 2022, Pg. 1946-1963
IV-B5	<b>Pandey, Arpita</b> and Sanjeev Tripathi	To go or to let it go: A regulatory focus perspective on Bundle Consumption	<i>Journal of Service Research</i>	Vol. 26(1), 2023, Pg. 136-150
IV-B6	<b>Mukherjee, Prithwiraj</b> , Souvik Dutta and Arnaud De Bruyn	Did clickbait crack the code on virality?	<i>Journal of the Academy of Marketing Science</i>	Vol. 50(3), May 2022, Pg. 482-502

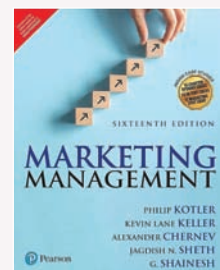
### IV-C Books

IV-C1 Philip Kotler, Kevin Lane Keller, Alexander Chernev, Jagdish N Sheth and **G. Shainesh**

*Marketing Management, 16e*

Pearson Education

This edition has been updated keeping in view the tremendous disruptions in the business models due to the ongoing globalisation, the increasing role of corporate social responsibility, technological advancement, growth in e-commerce, increasing digital communication, the growing impact of



social media, and the widespread use of data analytics, marketing automation, and artificial intelligence. These created opportunities as well as challenges for businesses. Co-authored by noted academicians, Prof. Kevin Lane Keller, Prof. Alexander Chernev, Prof. Jagdish N. Sheth and Prof. G. Shainesh, the book continues to draw on the rich findings of various scientific disciplines—such as economics, behavioural science, and management theory—for fundamental concepts and tools that are directly applicable to marketing challenges and opportunities. Enriched with Indian case studies, the text is comprehensive, lucid and engaging at the same time, with the latest examples that illustrate effective marketing principles, strategies and practices. The points of discussion and the discourse on the topics are useful not just for students of marketing but also for industry practitioners to design and execute successful marketing strategies.

#### IV-E Working Papers

Sl. No.	Author	Title	IIMB Working Paper No.	Year
IV-E1	Durairaj Maheswaran and Malika M	Person Thing Orientation and Brand Extensions	671	2022

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

Sl. No.	Authors	Title of Paper/Session/Invited Talk	Name of Conference and Venue	Dates of Event
IV-H1	Shainesh G	Sustainable Value Chain and Trade	28 <sup>th</sup> annual ISDRS Conference – Sustainable Development and Courage: Culture, Art and Human Rights, Stockholm	June 15-17 2022
IV-H2	Das, Gopal	The Impact of Information Search Modality on Brand Attitude: How Voice Search Differs from Text Search	ACR 2023, Washington, DC	May 6-10, 2022
IV-H3	Nagpal, Mayank	From Words to Indices: Measuring Digitalization from Corporate Reports	Indira Gandhi Institute of Development Research, Mumbai	February 15, 2023

### IV-I Articles in Conference Proceedings

Sl. No.	Authors	Title of Paper	Details of the Conference Proceedings
IV-I-1	Pandey, Arpita	Impact of dynamic ranks on consumer perceptions	The Association for Consumer Research (ACR) Conference 2022 Sheraton Denver Downtown Hotel, Denver, USA October 20-23, 2022
IV-I-2	Pandey, Arpita	Impact of regulatory focus and temporal distance on sustainable consumption	16 <sup>th</sup> NASMEI International Marketing Conference 2022 Great Lakes Institute, Chennai December 2022
IV-I-3	Givi, Julian and Das, Gopal	Eschewing gifts that are inferior to one’s products: How regulatory focus and concerns about offending lead givers to go awry	The Association for Consumer Research (ACR) Conference 2022 Sheraton Denver Downtown Hotel, Denver, USA October 20-23, 2022
IV-I-4	Kanagal, Nagasimha Balakrishna	Cutting-edge Product Strategy	Proceedings of the 2023 American Marketing Association Winter Academic Conference, Nashville, Tennessee, USA, February 9-12, 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: Yuanyuan (Gina) Cui, Patrick van Esch, **Gopal Das** and Shailendra Jain

Title: **Surge price precision and political ideology**

Journal: *Journal of Business Research*

Abstract: Across three studies, we investigate the interaction of political ideology and surge pricing precision on consumer decision making. Our findings suggest that when compared to liberals, politically conservative consumers respond to rounded (vs. precise) surge pricing more negatively (Study 1). Furthermore, we show that this effect occurs because rounded (vs. precise) surge pricing exerts

greater resentment for politically conservative (vs. liberal) consumers (Studies 2 and 3). The findings offer practical implications for marketers and advance our understanding of surge pricing, such that consumer responses towards surge pricing strategies differ based on their political ideology, and surge pricing precision is associated with perceptions of the status quo.

- IV-K2** Authors: James Agarwal, **Gopal Das** and Mark T. Spence
- Title: **Online group buying behavior: A study of experiential versus material purchases**
- Journal: *Psychology & Marketing*
- Abstract: More than 50 million consumers participate in online group buying, hence its importance to retailers cannot be ignored. Four studies are conducted to determine (a) whether customers' preferences to participate in group buying relative to buying alone are more in the case of experiential (vs. material) purchases; (b) underlying psychological mechanisms affecting an individual's willingness to invite additional buyers; and (c) the moderating role of analytic versus holistic thinking orientation within the mediational framework. Consistent with expectations, preferences to invite additional buyers to receive a further discount (vs. buying alone and taking the deal-of-the-day) were greater for experiential purchases than material purchases. Three psychological motivators—*social relatedness*, *conversational value*, and *anticipatory enjoyment*—act as parallel mediators. Finally, moderated-mediation analysis shows that holistic thinking accentuates the mediational pathway of anticipatory enjoyment but not for social relatedness, whereas analytical thinking accentuates the mediational pathway of conversational value. Of practical relevance to those designing group buying websites is that offering an additional discount to buyers if they are willing to expend the effort to form a larger group not only reduced the number of individuals indicating that they would not make a purchase at all, but about a quarter of respondents indicated that they would endeavour to find additional buyers. In addition, there is a clear preference for experiential goods; and for material goods, the findings suggest drawing attention to the experiences that material goods offer.

- IV-K3** Authors: **Prithwiraj Mukherjee**, Souvik Dutta and Arnaud De Bruyn
- Title: **Did clickbait crack the code on virality?**
- Journal: *Journal of the Academy of Marketing Science*
- Abstract: Although clickbait is a ubiquitous tactic in digital media, we challenge the popular belief that clickbait systematically leads to enhanced sharing of online content on social media. Using the Persuasion Knowledge Model, we predict that clickbait tactics may be perceived by some readers as a manipulative attempt, leading to source derogation where the publisher may be perceived as less competent and not trustworthy. This, in turn, may reduce some readers’ intention to share content. Using a controlled experiment, we confirm that high-emotional headlines are shared more often and show evidence that clickbait often leads to inferences of manipulative intent and source derogation. We then use a well-known secondary data set containing 19,386 articles from 27 leading online publishers. We supplement it with Twitter share data, sentiment analysis, topic modeling, and additional control variables. We confirm that, on average, clickbait articles elicit far fewer shares than non-clickbait articles. Our results are stable, with large effect sizes even after controlling for endogenous selection.
- Listings: **Financial Times 50**

#### IV-L Awards, Honours, and Achievements

- IV-L1** Prof. Arpita Pandey, Research Award, North American Society for Marketing Research Award
- IV-L2** Prof. Gopal Das, 2% Researcher in the world by Stanford University

#### IV-M Doctoral Theses Completed by Doctoral Students during 2022–2023

Sl. No.	Name of the Student	Dissertation Title	Members of the DAC Committee
IV-M1	Mauli Soni	Exploring Emerging Market Heterogeneity	Ashish Mishra, Avinash G Mulky, Ganesh N Prabhu, Ramya Neelamegham (Ex Member)
IV-M2	Dhrithi Mahadevan	Essays on Customer Experience in Access-Based Services	G Shainesh, Sreelata Jonnalagedda, Vidhya Soundararajan

#### IV-N Dissertation Proposals by Doctoral Students during 2022-2023

Sl. No.	Name of the Student	Topic	Date
IV-N1	Ravikanth Vazrapu	Models to Understand Consumer Behaviour in Auctions and Household Purchases	December 8, 2022

#### IV-O Papers Presented by Doctoral Students in Conference/Seminar during 2022-2023

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
IV-O1	Jose Manu M A	Customer Engagement in Review Platforms: A Study on the Impact of Network Characteristics	Customer Engagement in Review Platforms: A Study on the Impact of Network Characteristics, Glasgow, Scotland	June 2022
IV-O2	Gopinath Annadurai, Midhila K S, and Krishna A	Planning Fallacy - Breaking it Down	Online Student Research Conclave on Behavioral Science, Judgment, and Decision Making, IIT Delhi	October 2022

## Organizational Behavior & Human Resources Management (OBHRM)

*The OBHRM area at IIM Bangalore offers courses, conducts research, and provides 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, along with micro issues such as motivation and personal effectiveness that affect individual employees across the entire spectrum of organizations and institutions, namely for-profit commercial enterprises, public institutions, not-for-profit social enterprises, and entrepreneurial organizations. The area's faculty members offer courses in the postgraduate and doctoral programmes of IIMB and in executive development programmes for industry practitioners through intense classroom sessions as well as through Massive Open Online Courses (MOOCs).*

*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. Meanwhile, cases written by area members continue to be among the top selling cases distributed globally by Harvard Business Publishing. Faculty members have designed and offered many new courses and workshops – Learning to Lead, Innovation and Change in Teams, Organizations and Ecosystems, and 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; 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 sportspersons 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. They have risen rapidly in national and international rankings, with close to 75% of students among the top 100 in the IIT-JEE merit list preferring 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 analyses how Indian students appropriate neo-managerial and entrepreneurial discourses during their MBA programme. The manner in which students justify their social conduct reveals the dynamics of systems of justification among them. We will interview the students of MBA programmes of two prominent Indian management schools. We will conduct approximately twenty to thirty interviews of one hour in each school which mostly focus on the projections of the students of their courses of action in their future careers. Furthermore, we will record and analyse five to ten focus groups in these two schools to better understand the dynamics of group discussions and networking among the students. This research will help to better understand economic mutations in light of social transformations and how discursive transformations among Indian management students will shape the future of entrepreneurship in India.

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

Status: Completed

**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: Completed

#### V-A5 **The Affordance of Ambiguity: Visually Communicating the Integration of Conflicting Logics**

Project Team: **Israel Fortin**

Summary: This study analyses the formal visual communications of the integration of digital platforms with supply and service chains in port logistics. I argue that these two types of coordination carry competing logics, which explains the ambiguous visual representations of the implementation of digital platforms in a major European port. In addition to the digital platform coordination logic that conflicts with a chain coordination logic, I identified two logics that maintain a chain coordination logic in the formal visual communications to port members. I also identified several ambiguous trade-offs and synergies between the logics. Based on these findings, I argue that the smooth integration of a competing logic into an existing logic framework might not be possible without clear visual representations that are aligned with verbal and textual communication. Such visual representations might suggest a disruptive rearrangement of the existing logic framework, or even the suspension of some existing competing logics. This study contributes to discussions about unintentional institutional maintenance, the integration of conflicting logics into an existing logic framework, and the ambiguous visual representation and communication of competing logics.

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

Status: Completed

**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 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 internal resistance.

Sponsor: IIM Bangalore

Status: Completed

**V-A7 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 various workplaces and the workforce. The changing times prove particularly challenging for leadership, which is continuously under PR and execution pressure in a dynamic and tremulous environment. However, there could be a significant opportunity to research leadership agility and resilience, especially in the Indian context.

Sponsor: IIM Bangalore

Status: Ongoing

**V-A8 Leader as a Coach: Examining the Role of a Leader Going Forward**

Project Team: **Gopal P Mahapatra**, Sajeet Pradhan, and Inika Sharma

Summary: The leader’s focus today is on facilitating organisational goals by integrating every individual into the system, as against the previously adopted traditional practices of command and control. Lawrence (2013) describes how leaders across levels are vital in ensuring their organisations respond to the VUCA environment’s requirements. The necessity for leaders to build several new capacities for shared sense-making is a significant component of leadership frameworks

in the 21<sup>st</sup> century (O’Connell, 2014). Alldredge and Nilan (2000) emphasise how the behaviour of an organisation’s leaders will be the deciding factor in either unleashing or inhibiting such differentiation in its human capital.

Sponsor: IIM Bangalore

Status: Ongoing

#### V-A9 Framing of Time and Subjective Likelihood Judgements

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

Summary: Predicting future events is a constant human endeavour. In many domains, this necessarily involves subjective judgements 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 maximising the former and minimising the latter (Detert & Edmondson, 2011; Morrison, See, & Pan, 2015; Sherf, Parke, & Isaakyan, 2020).

Sponsor: IIM Bangalore

Status: Ongoing

#### V-A11 A study of Mentoring from Mentor and Mentee Perspective

Project Team: **Apurva Sanaria**, Jayant Narayanan, and **Srinivas E S**

Summary: Briefly describe the background of the problem and the literature. A manager plays an important role as a mentor to his/her subordinates, which enhances the career as well as psychosocial development of the subordinates (Kram, 1983). Workplace mentoring serves primarily two functions: career mentoring or psychosocial mentoring (Kram, 1985; Kram & Isabella, 1985; Allen, et al., 2004; Wanberg et al., 2003; Allen et al., 2008; Eby et al., 2008). The manager is recommended as a mentor because he/she is argued to be in a better position to influence workplace mentoring outcomes (Raabe & Beehr, 2003). This is important and beneficial for the manager as it provides them with better performing subordinates, better relationships with subordinates, as well as more power and visibility in the organisation (Orth, Wilkinson, & Benfari, 1987). However, only 5.7% of mentoring studies have used manager-subordinate sample (Allen et al., 2008). This paper focuses on the manager-subordinate mentoring.

Sponsor: IIM Bangalore

Status: Ongoing

#### V-A12 Manager Trustworthiness and Voice

Project Team: **Srinivas E S**, Subra Tangirala, and Hyusun Park

Summary: Organisational units often face threats or events that potentially can cause harm to their survival and well-being (Lazarus 1966, Staw et al. 1981). For instance, the entry of a new competitor or the emergence of novel technology can disrupt markets and trigger unit failure (Christensen and Overdof 2000). In the face of such threats, units are said to have a limited time within which they can respond to threats or prepare to do so, termed the “recovery window” (Edmondson et al. 2005). When units take advantage of this recovery window and make an appropriate realignment of their internal products

or processes to meet the demands of the threat, they can remain successful; otherwise, they can falter.

Sponsor: IIM Bangalore

Status: Ongoing

### V-A13 Managing HRM in Project-Based Organizations

Project Team: **Vasanthi Srinivasan**

Summary: Our HRMJ paper was a qualitative case study of a single organisation. 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-A14 Gender Diversity Index

Project Team: **Vasanthi Srinivasan**

Summary: The project intends to review the gender diversity indices available globally and develop a gender diversity index for Indian companies.

Sponsor: NFCG

Status: Ongoing

## V-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
V-B1	Srinivas E S, Tom Taiyi Yan, Subra Tangirala, and A. Vadera	How Employees Learn to Speak Up from Their Leaders: Gender Congruity Effects in the Development of Voice Self-Efficacy	<i>Journal of Applied Psychology</i>	Vol. 107(4), April 2022, Pg. 650-667
V-B2	Amit K. Nandkeolyar, Jessica Bagger, and Srinivas E S	Damned if she does, damned if she doesn't: The interactive effects of gender and agreeableness on performance evaluation	<i>Journal of Business Research</i>	Vol. 143, April 2022, Pg. 62-71

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
V-B3	Park, H., Tangirala, S., Hussain, I., and Srinivas E S	How and When Managers Reward Employees' Voice: The Role of Proactivity Attributions	<i>Journal of Applied Psychology</i>	Vol. 107(12), 2022, Pg. 2269-2284
V-B4	Tripathi, Ritu and Anjana Karumathil	Culture and Attitudes Towards Euthanasia: An Integrative Review	<i>Journal of Death and Dying</i>	Vol. 86(2), 2022, Pg. 688-720
V-B5	Amitabh Anand, Tripathi, Ritu, Anjana Karumathil and Tanvika Kalra	Applying systematic bibliometric methods to track a journal's impact and review its knowledge contribution	<i>Global Knowledge, Memory, and Communication</i>	Vol. 71(8/9), 2022, Pg. 928-946
V-B6	Anjana Karumathil and Tripathi, Ritu	Mere Algorithms may be Demotivating	<i>Nature Reviews Psychology</i>	Vol. 1, 2022, Pg. 682
V-B7	Ankur Jain and Srinivasan, Vasanthi	What happened to the work I was doing? Sociomateriality and cognitive tensions in technology work	<i>Organizational Dynamics</i>	Vol. 51(4), November 2022, Pg. 1-8
V-B8	Malvika Chhatwani, Mishra, Sushanta K, and Himanshu Rai	Active and Passive Social Media Usage and Depression among the Elderly during COVID-19: Does Race Matter?	<i>Behaviour and Information Technology</i>	Vol. 42(2), 2023, Pg. 215-226
V-B9	Gunjan Tomar, Mishra, Sushanta K, and Israr Qureshi	Features of technology and its linkages with turnover intention and work exhaustion: A multi-study investigation among IT professionals	<i>International Journal of Information Management</i>	Vol. 66, October 2022, Pg. 1-16
V-B10	Mit Vachhrajani, Mishra, Sushanta K, Himanshu Rai, and Amit Paliwal	Direct and indirect effect of neuroticism on work engagement of nurses during Covid-19: A temporal analysis	<i>Frontiers in Psychology</i>	Vol. 13, October 2022



Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
V-B11	Shanu Shukla, <b>Mishra, Sushanta K</b> , and Rahmi Agustino	Reflection of Types of Prosocial Behavior during COVID-19 in Collectivistic Asian Countries – India and Indonesia	<i>Qualitative Health Research</i>	Vol. 32(13), September 2022, Pg. 1993-2005
V-B12	Ravisankar Jayaraman and <b>Mishra, Sushanta K</b>	Work and non-work life of R&D professionals during Covid-19: A cultural perspective	<i>Management Decision</i>	Vol. 60(6), 2022, Pg. 1744-1762
V-B13	Sushanta Kumar Sarma, Kunal Kamal Kumar, and <b>Mishra, Sushanta K</b>	Strategic response to COVID-19: How do social enterprises navigate crisis situations?	<i>Social Enterprise Journal</i>	Vol. 18(4), 2022, Pg. 626-642
V-B14	<b>Dutta, Debolina, Mishra, Sushanta K</b> , and Pawan Budhwar	Ethics in competency models: A framework towards developing ethical behaviour in organisations	<i>IIMB Management Review</i>	Vol. 34(3), September 2022, Pg. 208-277
V-B15	<b>Dutta, Debolina</b> , Chaitali Vedak, and Harshal Sawant	The old order Changeth! Building sustainable knowledge management post covid-19 pandemic	<i>VINE Journal of Information and Knowledge Management Systems</i>	Vol. 53(2), 2023, Pg. 210-231
V-B16	<b>Kulkarni, Mukta</b>	Hiding but hoping to be found: Workplace disclosure dilemmas of individuals with hidden disabilities	<i>Equality, Diversity and Inclusion</i>	Vol. 41(3), April 2022, Pg. 491-507
V-B17	Yang Yang, <b>Kulkarni, Mukta</b> , David Baldrige and Alison M. Konrad	Earnings of persons with disabilities: Who earns more (less) from entrepreneurial pursuit?	<i>Equality, Diversity and Inclusion</i>	Vol. 41(6), 2022, Pg. 847-865
V-B18	<b>Kulkarni, Mukta</b> , David Baldrige, and Michele Swift	Conceptualizing disability accommodation device acceptance by workgroups through a sociomaterial lens	<i>Equality, Diversity and Inclusion</i>	Vol. 42(2), 2023, Pg. 285-299

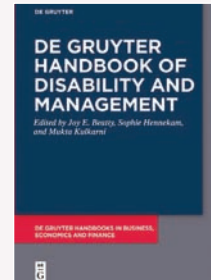
Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
V-B19	Ojha, Abhoy K and Ramya Tarakad Venkateswaran	Understanding the colonial roots of Indian management thought: An agenda to decolonise and theorise for Indian contexts	<i>Journal of Business Research</i>	Vol. 149, October 2022, Pg. 700-712
V-B20	Michael R. Parke, Subrahmaniam Tangirala, Sanaria, Apurva, and Srinivas E S	How Strategic Silence Enables Employee Voice to be Valued and Rewarded	<i>Organizational Behavior and Human Decision Processes</i>	Vol. 173, November 2022, 104187, Pg. 1-18

**V-C Books**

V-C1 Joy E. Beatty, Sophie Hennekam, and Mukta Kulkarni

*De Gruyter Handbook of Disability and Management*

De Gruyter, 2023



Globally, the prevalence of disability is growing, as is disability awareness. The disability rights movement argues that the right to employment is essential for full participation and human dignity. While there have been improvements related to broad diversity programs and policies, those for persons with disabilities, especially less visible or invisible disabilities, have received less attention.

Contextual factors such as the legal environment and protections, cultural and social values, religious norms, and broader economic conditions shape the employment prospects for persons with disabilities. The *De Gruyter Handbook of Disability and Management* uses an interdisciplinary lens to study disability and management, integrating perspectives from disability studies, psychology, education, and legal domains. It aims to incorporate a contextually sensitive and global perspective to emphasise actionable areas of inclusion and provide a more international focus by including contributions from countries and regions that have till date received less attention in the area of disability studies.

Managers, human resource professionals, and policymakers can be more proactive to support persons with disabilities, and more insights, best practices, and tools are needed to facilitate this support. This handbook will guide and support efforts of organisational stakeholders and policymakers as they strive to be more inclusive.

**V-D Chapters in Books**

Sl. No.	Authors	Title of Chapter	Title of Book	Editors	Publication Details
V-D1	Kulkarni, Mukta and Yangerjungla Pongener	The making of a (dis)abled entrepreneur: An entrepreneurial identity perspective	<i>Research Handbook on Disability and Entrepreneurship</i>	Yousafzai, S., Coogan, T., Sheikh, S., & Ng, W. (Eds.)	Chapter 17, Pg. 247-261, Edward Elgar Publishing, UK, 2022
V-D2	Mahapatra, Gopal and Mishra, Sushanta K,	Innovative Practices in Management Education in India	<i>Indigenous Indian Management</i>	Ashish Pandey, Pawan Budhwar, and Dharam P S Bhawuk (Eds)	Palgrave Macmillan, August 2022
V-D3	Bishakha Majumdar, Mishra, Sushanta K, and Pawan Budhwar	Human Resource Management in the Twenty-First Century: Present Stand and the Emerging Trends in Indian Organizations	<i>HRM in the Global South: A Critical Perspective</i>	Toyin Ajibade Adisa and Chima Mordi (Eds)	Pg. 217-252, 2022 Palgrave Macmillan Cham

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

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
V-F1	Abhinayan Sridhar and Mukherjee, Kanchan	Swept by intuition: Bad decisions by good leaders	<i>Forbes</i>	March 9, 2023
V-F2	Saranga, Haritha, Satyajit Roy, and Mukherjee, Kanchan	Can children make parents adopt more sustainable lifestyles? What is the role of New Education Policy?	<i>Times of India</i>	February 28, 2023
V-F3	Shanti Raghavan and Kulkarni, Mukta	Include purple to energize the economy	<i>Deccan Herald</i>	May 20, 2022

**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	Undoing the enduring colonial influence of Weber's	Eurocentric perspective on India, INDAM Conference	January 8, 2023
V-H2	Dutta, Debolina	Panel Speaker – The Future of HR and Employee Wellbeing	Alliance University, Bangalore	April 23, 2022
V-H3	Dutta, Debolina	Panel Speaker – Designing the Leadership Archetypes of the Future	Zinnov Confluence, Bangalore	July 21, 2022
V-H4	Dutta, Debolina	Keynote Speaker – New Trends in HR and Changing Ways of Working	Vinod Gupta School of Management (VGSOM), IIT Kharagpur	August 4, 2022
V-H5	Dutta, Debolina	Panel Speaker – Inclusive Work Culture: Benefits and Challenges	Presidency University, Bangalore	September 29, 2022
V-H6	Mahapatra, Gopal	Session Chair – Building Agility to Talent Refactoring	IFTDO 49 <sup>th</sup> International Conference and Exhibition, Le Meridian, New Delhi	May 20, 2022
V-H7	Mahapatra, Gopal and Tanvika Karla	Psychological Resilience during the Covid-19 Pandemic	IFTDO 49 <sup>th</sup> International Conference and Exhibition, Le Meridian, New Delhi	May 20, 2022
V-H8	Mukherjee, Kanchan	30 Promising Leaders of 2023	Forbes India Event, Bangalore	February 22, 2023
V-H9	Sonpar, K., Pazzaglia, F., Kulkarni, Mukta, and Maheshwari, N	Negotiating a new role identity: The experiences of first batches of female military officers	Academy of Management, Seattle	August 5-9, 2022
V-H10	Kulkarni, Mukta	Mentor, OMT Global Consortium: Doing Organizational Research around the World	Academy of Management, Seattle	August 5-9, 2022
V-H11	Kulkarni, Mukta	Co-Chair, GDO Doctoral Student Consortium	Academy of Management, Seattle	August 5-9, 2022

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
V-H12	Kulkarni, Mukta and Baldrige, D.	Presenter Symposium. Rethinking workplace inclusion of persons with disabilities through multiple levels and lenses	Academy of Management, Seattle	August 5-9, 2022
V-H13	Kulkarni, Mukta	Discussant, Work and Collaboration across and between the Global South and Global North (Chaired by Thomason, B.)	Academy of Management, Seattle	August 5-9, 2022
V-H14	Kumar, K. K., and Mishra, Sushanta K	Deepening the divide by legitimizing the stigma: The fake promise of meritocracy	38 <sup>th</sup> EGOS Colloquium 2022, WU Vienna, Austria	July 7-9, 2022
V-H15	Shukla, M., Tyagi, D., and Mishra, Sushanta K	Being on a foreign land amid the COVID-19 pandemic: Examining the expatriates' experiences during the pandemic and reconsidering the tenets of the push-pull theory	38 <sup>th</sup> EGOS Colloquium 2022, WU Vienna, Austria	July 7-9, 2022
V-H16	Tyagi, D., and Mishra, Sushanta K	Too Clean to Do the Dirty Work: Understanding the Influence of Dirty Workers Caste on their Work and Non-Work Lives	38 <sup>th</sup> EGOS Colloquium 2022, WU Vienna, Austria	July 7-9, 2022
V-H17	Singh, S., Kumar, K. K., and Mishra, Sushanta K	Leveraging Artificial Intelligence and Human Intelligence for HRM in Uncertainty: A COVID-19 Research Agenda	Indian Academy of Management Conference, SBM-NMIMS, Mumbai	January 6-8, 2023
V-H18	Kumar, K. K., and Mishra, Sushanta K	Good at political skills, close to my boss: I keep my lips closed, and I don't voice to boss	EURAM, Zurich, Switzerland	June 15-17, 2022

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
V-H19	Mishra, Sushanta K	Delivered a lecture in 5 <sup>th</sup> Refresher Course on Research Methodology (IDC) through online mode	HRDC-JNU	December 27, 2022
V-H20	Mishra, Sushanta K	Conducted a workshop on Social Impact of Research - Measurement & Challenges	Goa Institute of Management	February 20, 2023
V-H21	Mishra, Sushanta K	Guest speaker in the MBA induction program	Sanjivani Group, Ahmednagar, Maharashtra	November 17, 2022
V-H22	Smriti Zubin Irani, Kunal Kamal Kumar, and Mishra, Sushanta K	The Necessity and Pitfalls of Ranking Management Institutions: The NIRF Experience	IIM Udaipur	February 28, 2023
V-H23	Kunal Kamal Kumar and Mishra, Sushanta K	For the Sake of Science: Being Non-Aligned in an Increasingly Unipolar World of Academic Research	7 <sup>th</sup> EMIC Conference organized by the Stockholm Business School	May 25, 2022
V-H24	Mukherji, Sourav	Guest Lecture: Inclusive Business Models	University of British Columbia Executive Programme	2022
V-H25	Mukherji, Sourav	Challenges in Management Education	Christ University FDP	April 2022
V-H26	Mukherji, Sourav	Learning from Failures	SELCO's Impact Failure Conference	October 2022
V-H27	Mukherji, Sourav	Inclusive Business Models	Flanders Business School	2022
V-H28	Mukherji, Sourav	Writing Research Papers	Masterclass at Society General (Bangalore)	2022
V-H29	Mukherji, Sourav	Re-energizing the classroom	IIT Madras, Department of Management	2022

**V-I Articles in Conference Proceedings**

Sl. No.	Authors	Title of Paper	Details of the Conference Proceedings
V-I-1	Sonpar, K., Pazzaglia, F., <b>Kulkarni, Mukta</b> and Maheshwari, N.	Negotiating a new role identity: The experiences of first batches of female military officers	82 <sup>nd</sup> Annual Meeting of the Academy of Management August 5-9, 2022 Seattle, Washington, USA
V-I-2	<b>Kulkarni, Mukta</b> and Baldrige, D.	Rethinking workplace inclusion of persons with disabilities through multiple levels and lenses	82 <sup>nd</sup> Annual Meeting of the Academy of Management August 5-9, 2022 Seattle, Washington, USA
V-I-3	<b>Kulkarni, Mukta</b>	Discussant, Work and Collaboration across and between the Global South and Global North	82 <sup>nd</sup> Annual Meeting of the Academy of Management August 5-9, 2022 Seattle, Washington, USA
V-I-4	Poyil, A. K., Dutta, D., and <b>Mishra, Sushanta K</b>	Employee Share Participation: The Anticipated and Unanticipated Outcomes on Employee Performance	Academy of Management Proceedings, Vol. 22(1), 2022

**V-J IIMB Case Studies @ Harvard Business Publishing**

- V-J1** Title: **FirstConnect Solutions: Gig Working to Solve the Leaking Bucket**
- Author: **Debolina Dutta**
- Summary: Founded in May 2020, FirstConnect Solutions is a micro, small, and medium enterprise (MSME) focused on providing recruitment and staffing solutions. When the pandemic hit recruitment activities across industries, FirstConnect Solutions demonstrated its mettle through robust growth within the first year, meeting clients' expectations by successfully filling the few but challenging recruitment mandates. The pandemic environment also allowed the firm to hire inexperienced recruiters and train them on the job. The company motivated recruiters with monetary incentives linked to successful placement and a powerful reward and recognition program. While all employees appreciated the organisation's culture, FirstConnect continued to lose recruiters after they were painstakingly trained and had just started to become productive. To ensure client service did not suffer, FirstConnect hired gig recruiters, who were paid only for sourcing relevant candidate profiles through a milestone-based

incentive system. The variability in quality and availability meant that this route of ensuring client satisfaction was not entirely reliable owing to an uncertain talent pool. The dilemma for FirstConnect was to identify the target demographic segments for its permanent workforce and how to build its employer brand and employee value proposition to prevent attrition. Further, it needed to determine the percentage of work to be managed by gig workers without risking their client servicing capability.

- V-J2** Title: **dotin: Color me a talent!**
- Author: **Debolina Dutta**
- Summary: dotin.in was a technology startup founded by Ganesh Iyer in California, a spin-off from a product venture incubated by Cisco Systems created to solve the attraction and retention of talent. Leveraging their understanding of artificial intelligence (AI), natural language processing (NLP), and machine learning (ML) techniques, dotin incorporated the motivation science developed from the Color Munsell Theory. The insights of individual motivations are assessed through a quick 60-second colour preference assessment based on Holland’s vocational personality type, Gardner’s multiple intelligence theory, and the Color Munsell System. It also incorporated an assessment of learning style to develop individual fit reports for specific job roles. dotin then based their report of fit based on a standard job competency dictionary of ONET taxonomy. The patented product was proposed as an end-to-end solution for talent management. dotin appealed to the recruiter community by providing a large database of potential candidates comprising passive job seekers. This database was developed by accessing and stitching together applicant information from multiple data sources, compliant with data privacy norms and laws. Recruiters could then connect with these passive applicants and invite them for specific job opportunities. If the applicant evinced interest, they responded to a one-minute colour motivation patented assessment. The emerging analysis delivered a comprehensive functional (skill) fit, motivation and behaviour, and preferred learning style. The resulting report offered insights to recruiters who hire internal and external talent. By assessing the fit and suitability for future roles, organisations could make informed data-based decisions on the potential capability of their talent and succession pipelines. The dotin assessment suggests appropriate development interventions to develop future leaders based on individual learning styles and motivation.



- V-J3** Title: **entomo - Enabling People Experience for the Digital World of Work**
- Author: **Debolina Dutta** and Chaitali Vedak
- Summary: A people experience platform, entomo delivers a digital experience for all customers' employees to revamp talent development, performance, and engagement through hyper-personalised insights and nudges for each employee. The entomo talent experience suite provides a solution for all facets required for enhanced talent development and people performance. Recognising that 'enterprises of tomorrow' require hyper-personalised experiences of relevant upskilling, the entomo platform enables an individualised skill gap analysis, learning journey, and nudges for self-development. At an aggregate level, the platform also indicated skill repository analysis, which enabled strategic investment in talent acquisition and/or development. entomo is increasingly receiving recognition and awards as a leader in digital performance management. However, a myopic view by some industry practitioners, who preferred to use the subjective assessment of organisational skills or focus on other HR initiatives rather than getting the organisation future-ready, presented some challenges to entomo. Employees, those experiencing technology and digital fatigue, were further challenged by yet another platform, thus reducing the stickiness of the offering.
- V-J4** Title: **The Industry Dilemma: Allow Ethical Moonlighting or Lose to Gig Working?**
- Author: Abhishek Sahu and **Debolina Dutta**
- Summary: NHRD, a leading HR industry forum in India, had organised an HR Conclave to discuss the future of the workplace and the unfolding methods of work. However, the discussion quickly segued to the problem of moonlighting. For many HR leaders, the dilemma was whether they should strictly enforce single employment laws, risk the pain of increased attrition in a talent-short market, or embrace moonlighting by allowing employees to acknowledge it and define boundaries in which moonlighting could be allowed.
- V-J5** Title: **HR Facilitator at IOCL: Reviving Human Touch**
- Author: **Gopal P Mahapatra** and **Sourav Mukherji**
- Summary: This case relates to a novel human resource initiative undertaken by IOCL, one of India's largest public sector organisations. IOCL,

a Fortune 500 organisation, had 33,000 employees spread across seven business divisions and 40 offices across India and abroad. When Ranjan Mahapatra assumed office as Director of Human Resources at IOCL in February 2018, he realised that many IOCL employees perceived that the human resources department is distant and indifferent, in spite of increasing automation of human resources function. Several concerns related to human resource policies remained unaddressed, although the organisation had complaint redressal forums. Mahapatra proposed an idea of a novel role of a human resource facilitator (HRF), an HR personnel who would act as a single point of contact for employees within their department and ensure that employee concerns are addressed while navigating the organisational bureaucracy. The case describes how Mahapatra and his team implemented the new HRF scheme. Within seven months of its introduction, the 41 HRFs successfully resolved 1600 queries raised by the employees, which was widely appreciated. The case ends by highlighting some challenges faced by HRFs and leaves Mahapatra wondering whether he should delay the launch of the HRF scheme in other business verticals until these challenges are overcome.

- V-J6** Title: **Career at Crossroads: Passion or Profession? (Parts A & B)**
- Author: **Padmini Srinivasan and Gopal Mahapatra**
- Summary: The case focuses on the journey of a young professional and multifaceted artist, Manasi Prasad. It reveals her career progression as she strives to excel while balancing her profession and passion. Manasi Prasad faces multiple dilemmas, trials, and tribulations during her journey. This case highlights the inherent conflict of a young professional at every stage of life. The classic dilemma is between a well-trodden path or a road less travelled and various other decision-making situations. Part A of the case ends at the peak of Manasi's career when she is faced with a crisis, that is, losing her voice, being unable to sing, and having an autoimmune disease. Part B deals with her transition. The case deals with how she led the IME team from concept to reality and subsequently managed the operations, throwing light on the unique challenges she faced at each stage of her career.

## V-K Leading Journal Publications

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

- V-K1** Authors: E S Srinivas, Tom Taiyi Yan, Subra Tangirala, and A. Vadera
- Title: **How Employees Learn to Speak Up from Their Leaders: Gender Congruity Effects in the Development of Voice Self-Efficacy**
- Journal: *Journal of Applied Psychology*
- Abstract: Voice or the expression of ideas, concerns, or opinions on work issues by employees can help organisations thrive. However, we highlight that men and women differ in their voice self-efficacy, or the personal confidence in formulating and articulating work-related viewpoints. Such differences, we argue, can impede women's voice from emerging at work. Drawing on social cognitive theory (SCT), we propose that women tend to develop greater voice self-efficacy and thereby speak up more when they have the opportunity to observe female rather than male leaders speak up. Hence, we point to the potential absence of women leaders who can role model speaking up at work as a likely inhibitor of women's voice. We found support for our hypotheses using data from a correlational field study involving 368 employees and their leaders from a variety of industries in India and an experimental study in an online panel of 546 US-based workers. We discuss the implications of our research for theory and practice. (PsycInfo Database Record (c) 2022 APA, all rights reserved).
- Listings: **Financial Times 50**
- V-K2** Authors: Amit K. Nandkeolyar, Jessica Bagger, and E S Srinivas
- Title: **Damned if she does, damned if she doesn't: The interactive effects of gender and agreeableness on performance evaluation**
- Journal: *Journal of Business Research*
- Abstract: The role congruity theory and research on gender stereotypes suggest that communion and agency tendencies explain gender discrimination in performance evaluations. We propose that high agreeableness, a Big Five personality trait, captures the communal dimension of an individual's concern for others. Across two studies conducted in India and the United States, we found evidence that the relationship between agreeableness and performance evaluations is nonlinear for female employees. Women are rated as high performers when

they exhibit moderate levels of agreeableness. For male employees, we find a communal bonus effect in which they benefit from being agreeable in the workplace. Our findings demonstrate the stability of these findings across Indian and North American cultures. Our findings contribute to the literature on role congruity, personality theories, and job performance.

- V-K3** Authors: Park, H., Tangirala, S., Hussain, I., and E S Srinivas
- Title: **How and When Managers Reward Employees' Voice: The Role of Proactivity Attributions**
- Journal: *Journal of Applied Psychology*
- Abstract: Recent voice research has noted that providing adequate *job rewards* for speaking up can sustainably motivate voice from employees. We examine why managers who seek out voice at work might not always properly reward the behaviour. Drawing on theories of dispositional attribution, we propose that, in general, managers tend to reward voice because it signals to them that employees possess a valued underlying trait—*proactivity*—which is characterised by change-orientation and foresight. However, we argue that when managers engage in more *voice solicitation*—that is, explicitly ask for voice and take a listening posture towards it—their tendency to infer proactivity from employees' voice weakens. Thus, we make a case that voice solicitation, a managerial behaviour intended to set facilitating conditions for speaking up at work, inadvertently *weakens* the (indirect) relationship between employee voice and job rewards. We establish support for our theory in a set of two studies with complementary designs. Study 1 was a preregistered between-subjects experiment that used a realistic vignette design with an online panel of 592 working adults based in the United States. Study 2 was a multisource field survey with a sample of 385 employees and their managers working at the Indian branch of a global technology company in the oil and gas industry. We discuss the theoretical and practical implications of our results.
- Listings: **Financial Times 50**
- V-K4** Authors: **Abhoy K. Ojha** and Ramya Tarakad Venkateswaran
- Title: **Understanding the colonial roots of Indian management thought: An agenda to decolonise and theorise for Indian contexts**
- Journal: *Journal of Business Research*

**Abstract:** Despite several calls to develop indigenous theories to contribute to Indian management knowledge, there has been limited success. There is no well-developed alternate Indian paradigm in management that can sustain a rigorous research programme and be relevant to practice. We argue that the intellectual colonisation of Indian academia due to the prevailing Eurocentrism (and US-centrism) and the use of English as a language for research and dissemination of knowledge are two key reasons underlying this failure. We demonstrate this by illustrating the near absence of scholarly work on Kautilya's *Arthashastra* despite its wide acceptance in popular writings in India and its use in management practice. Finally, we suggest strategies to achieve intellectual decolonisation or freedom to enable scholars to engage with Indian issues and phenomena using indigenous knowledge perspectives and to contribute to an indigenous paradigm that might provide unique insights into managing the Indian way.

**V-K5 Authors:** Michael R. Parke, Subrahmaniam Tangirala, **Apurva Sanaria**, and **E S Srinivas**

**Title:** **How strategic silence enables employee voice to be valued and rewarded**

**Journal:** *Organizational Behavior and Human Decision Processes*

**Abstract:** We challenge the predominant viewpoint in the literature that employee silence is inherently harmful. We theorise that employees can engage in *strategic silence*, or the intentional withholding of untimely ideas or concerns, in order to raise issues that resonate better with managers when they do speak up. More specifically, we propose that employees' voice is deemed higher quality by managers, and as a result, earns them higher performance evaluations and rewards, when those employees also engage in strategic silence. In a qualitative study (Study 1), we document the dimensions and real-life examples of strategic silence. In two multi-source survey-based field studies (Study 2a and Study 2b) and a pre-registered online experiment (Study 3), we demonstrate support for our theoretical model. Through our findings, we highlight that strategic silence is a functional and useful type of silence that employees use to gain more positive appraisal of their voice from managers.

**Listings:** **Financial Times 50**

### V-L Awards, Honours, and Achievements

- V-L1 **Prof. Mukta Kulkarni**, Elected Representative at large for the GDO division of the Academy of Management, 2022.
- V-L2 **Prof. Mukta Kulkarni**, Co-organizer, AOM GDO writing mentoring workshop 2022.
- V-L3 **Prof. Mukta Kulkarni**, Chair, Carolyn Dexter Award Committee, Academy of Management 2022.
- V-L4 **Prof. Mukta Kulkarni**, Chair, Saroj Parasuraman Outstanding Publication award, GDO (now DEI) division, Academy of Management 2022.
- V-L5 **Prof. Mukta Kulkarni**, Co-chair, doctoral student consortium, GDO (now DEI) division, Academy of Management 2022.
- V-L6 **Prof. Mukta Kulkarni**, Associate Editor at Journal of Management Inquiry and Equality, Diversity and Inclusion: An International Journal.
- V-L7 **Prof. Mukta Kulkarni**, Editorial Board member at Journal of Organization Behaviour and Human Relations.
- V-L8 **Prof. Gopal Mahapatra**, Recognition at the Faculty Retreat: In the recent Faculty Retreat on April 12, 2023, he was appreciated/recognised by Director for Faculty Teaching Feedback for his elective course on Managing Career Success and Transition.
- V-L9 **Prof. Sushanta K Mishra**, The paper, co-authored with the 5C group, published in the Journal of Vocational Behavior, received the Career Division Best Published Paper award Finalist at the Academy of Management Annual Meeting, 2022.
- V-L10 **Prof. Sushanta K Mishra**, Contributed as the convenor of the 8th Indian Academy of Management (INDAM) Conference at NMIMS, Mumbai, in January 2023.
- V-L11 **Prof. Sushanta K Mishra**, Invited as an external member of the Selection Committee for the Prof. Tirath Gupta Memorial Award for Best Thesis at IIM Ahmedabad.
- V-L12 **Prof. Sushanta K Mishra**, Appointed as the Associate Editor of Personnel Review, IIMB Management Review, and review editor of Frontiers in Psychology.

### V-N Dissertation Proposals by Doctoral Students during 2022–2023

Sl. No.	Name of the Student	Topic	Date
V-N1	Rajashik Roy Choudhury	Memento Vivere: Response from Organizations and Individuals to Exogenous Shocks	October 28, 2022

**V-O Papers Presented by Doctoral Students in Conference/Seminar during 2022–2023**

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
V-O1	Anupama Kondayya	The Expansion of the 'Drug' Regulatory Category in the Drugs Act, 1940	4 <sup>th</sup> India Public Policy Network Conference, IIM Ahmedabad	December 2022
V-O2	Anupama Kondayya and Prof. Abhoy K Ojha	Emergence of a Values-Based Category: The Case of Ayurvedic Pharmaceuticals	PhD Workshop, Alberta Institutions Conference 2022, Alberta, Canada	June 2022
V-O3	Anupama Kondayya and Prof. Abhoy K Ojha	Emergence of a Values-Based Category: The Case of Ayurvedic Pharmaceuticals	Pre-Colloquium PhD Workshop, EGOS 2022, Vienna, (Hybrid)	July 2022
V-O4	Anupama Kondayya and Prof. Dalhia Mani	Category Status Reclamation: How a Marginalized Gender Reclaimed its Status	Annual Meeting of the Academy of Management, Seattle	August 2022
V-O5	Anupama Kondayya and Prof. Abhoy K Ojha	Emergence of a Values-Based Category: The Case of Ayurvedic Pharmaceuticals	Annual Meeting of the Academy of Management, Seattle (Hybrid)	August 2022
V-O6	Anupama Kondayya and Prof. Abhoy K Ojha	The Exercise of Fiat by the State and the Emergence of Values-Based Categories: The Case of Ayurvedic Pharmaceuticals in India	4 <sup>th</sup> Annual Research Workshop on "The Nexus of Business and Government in the Global Economy", Singapore	March 2023
V-O7	Nitesh Bhat	Delving into the Micro Foundations of Strategy: The Potential Role of Meaningful Work in Managerial Cognition	INDAM 2023, NMIMS, Mumbai	January 2023
V-O8	Nitesh Bhat and Prof. Rajalaxmi Kamath	Meaningful Work or Peer Influence? A Structuration Theory Perspective of Voluntary Career Transitions	INDAM 2023, NMIMS, Mumbai	January 2023

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
V-O9	Harshith P D	Influence of CSR Practices on Employees with Disabilities	International Research Conference on Sustainable Goals, IIM Bodh Gaya	September 2022

**V-P Publications by Doctoral Students (Journal articles/book chapters/cases/book reviews) during 2022–2023**

Sl. No.	Name of the Student	Title of the Paper	Name of the Journal/Book	Publications Details
V-P1	Anupama Kondayya and Ankur Jain	Leader Development: How 'Leaders in the Making' Manage Uncertainties	IIMB Management Review	March, 2023
V-P2	Harshith P D and Prof. Apurva Sanaria	Work Identity Among Differently Abled Employees	GLIMS Journal of Management Review and Transformation	March, 2023



## Productions and Operations Management (P&OM)

*The Production & Operations Management (POM) Area plays a leading role in addressing key and topical issues of concern to businesses. The faculty in POM brings together a diverse and rich set of expertise in several areas pertaining to managing both manufacturing and service organisations. 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 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:** 90% of industrial organisations in India are categorised 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 (*kiranas*) and suggest an experimental retail application model that facilitates micro-payments for retail transactions conducted at these 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 digitisation 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 to quantify default risk and develop a 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	Srikanth Krishnaprasad and <b>Tripathi, Rajeev R</b>	A pricing mechanism to improve capacity utilisation in ridesharing	<i>Journal of the Operational Research Society</i>	Vol. 73(4), 2022, Pg. 741-753
VI-B2	R. Sreedevi, <b>Saranga, Haritha</b> , and Sirish Kumar Gouda	Impact of a country's logistical capabilities on supply chain risk	<i>Supply Chain Management</i>	Vol. 28(1), 2023, Pg. 107-121
VI-B3	<b>Verma, Nishant K</b> and Ashish K Jha	Social Media Sustainability Communication: An Analysis of Firm Behaviour and Stakeholder Responses	<i>Information Systems Frontiers</i>	Vol. 25, 2023, Pg. 723-742

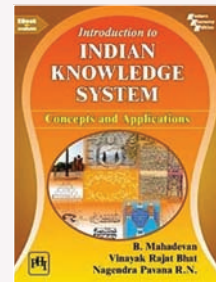
Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
VI-B4	Verma, Nishant K and Ashish K. Chatterjee	Process flexibility in the presence of product modularity: Does modularity help?	<i>International Journal of Production Economics</i>	Vol. 256, February 2023, Pg. 1-15
VI-B5	Debarati Basu, Kamalika Chakraborty, Shabana Mitra and Verma, Nishant K	Customer reciprocity in greening: The role of service quality	<i>International Journal of Quality and Service Sciences</i>	Vol. 14(2), 2022, Pg. 238-257
VI-B6	Debarati Basu, Shabana Mitra and Verma, Nishant K	Mitigating credit risk: Modelling and optimizing co-insurance in loan pricing	<i>Applied Economics</i>	Vol. 55(29), 2023, Pg. 3422-3441
VI-B7	Satyam Mukherjee and Jain, Tarun	Social brokerage and productivity of users in online innovation networks	<i>Journal of Product Innovation Management</i>	Vol. 40(2), March 2023, Pg. 231-254
VI-B8	Sunanda Katewa and Jain, Tarun	Mobile Application's Quality and Pricing Decisions Under Competition	<i>Decision Sciences</i>	Vol. 53(5), October 2022, Pg. 896-931
VI-B9	Satyam Mukherjee and Jain, Tarun	Impact of COVID-19 on the mobility patterns: An investigation of taxi trips in Chicago	<i>PLOS One</i>	Vol. 17(5), May 2022, Pg. 1-19
VI-B10	Sapra, Amar and Peter L. Jackson	Integration of long- and short-term contracts in a market for capacity	<i>Production and Operations Management</i>	Vol. 31(7), July 2022, Pg. 2872-2890
VI-B11	Akansha Misra, Saranga, Haritha and Tripathi, Rajeev R	Channel choice and incentives in the cadaveric organ supply chain	<i>European Journal of Operational Research</i>	Vol. 302(3), November 2022, Pg. 1202-1214
VI-B12	Jain, Tarun, Hazra, Jishnu and T. C. E. Cheng	New product design decisions and free sharing of patents with rivals	<i>Journal of the Operational Research Society</i>	Vol. 74(1), 2023, Pg. 59-80
VI-B13	Jain, Tarun, Hazra, Jishnu and T. C. E. Cheng	Analysis of upstream pricing regulation and contract structure in an agriculture supply chain	<i>Annals of Operations Research</i>	Vol. 320, 2023, Pg. 85-122

## VI-C Books

## VI-C1 Mahadevan, B., Bhat, V.R., and Nagendra Pavana, R. N.

*Introduction to Indian Knowledge System: Concepts & Applications*

PHI Learning Pvt. Ltd., New Delhi, June 2022



This textbook is a culmination of multiple efforts of the authors to fill in the gap for offering a required course on Indian Knowledge System (IKS), recently mandated by AICTE. Moreover, the New Education Policy (NEP) has also provided a clear trajectory for imparting IKS in the higher education curriculum, necessitating a book of this kind in several higher education institutions in the country in the days to come.

The book seeks to introduce the epistemology and ontology of IKS to the Engineering and Science students in a way they can relate, appreciate and explore further, should there be a keen interest in the matter. After a brief section on the key concepts of IKS, the remaining part of the book traces IKS and brings out the applications. After a formal and concise introduction to IKS, the book provides certain foundational concepts applicable across all domains of Science and Engineering. These form the second part. The Science applications are laid out in Part 3, Engineering applications in Part 4 and other important topics in the final part of the book.

## VI-D Chapters in Books

Sl. No.	Authors	Title of Chapter	Title of Book	Editors	Publication Details
VI-D1	Ashish Kumar Jha, Verma, Nishant K., and Indranil Bose	Measuring and managing digital supply chain performance	<i>The Digital Supply Chain</i>	MacCarthy, B. and Ivanov, D. (Eds)	Chapter 12, Pg. 199-214, 2022, Elsevier

## VI-E Working Papers

Sl. No.	Author	Title	IIMB Working Paper No.	Year
VI-E1	Tripathy, Anshuman and Sudha Madhavi Dastrala	Make in India: So Far and Going Ahead	674	2023

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

Sl. No.	Authors	Title of Article	Name of Newspaper/Magazine	Date of Publication
VI-F1	Saranga, Haritha, Satyajit Roy, and Mukherjee, Kanchan	Can children make parents adopt more sustainable lifestyles? What is the role of New Education Policy?	<i>Times of India</i>	February 28, 2023

**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 Storage and Trading for a Commodity in the Presence of Inventory Conversion Flexibility	INFORMS Annual Meeting, Indianapolis	October 17, 2022
VI-H2	Sapra, Amar	Expert Talk on 'Mitigating the Impact of Supply Chain Disruptions'	Bosch	September 14, 2022
VI-H3	Haritha Saranga	Lessons to Prevent Crop Residue Burning through the Lens of DATA	Women in Data Science (WiDS) Bengaluru Conference, IIM Bangalore	April 9, 2022
VI-H4	Prakash Awasthy and Jishnu Hazra	Buyer-supplier collaboration under risk and information asymmetry	ISDSI Global Conference 2022, Bangalore	December 27-29, 2022
VI-H5	Rajeev R Tripathi	Fair Pricing on a Platform with Heterogeneous Sellers: A Cooperative Game Approach	33 <sup>rd</sup> Stony Brook International Conference on Game Theory, New York	July 18-21, 2022
VI-H6	Sudha Madhavi Dastrala and Rajeev R Tripathi	Interplays of Sponsored Data, Free Subscription Offerings, and Emerging Roles of Network Service Providers in the Internet Value Chain	Conference on Mechanism and Institution Design, Economics Department, National University of Singapore	July 11-15, 2022

Sl. No.	Authors	Title of Paper/Session/Invited Talk	Name of Conference and Venue	Dates of Event
VI-H7	Rajeev R Tripathi	Building a career in academia: An early career academic's perspective	IME Seminar Series, IIT Kanpur	September 15, 2022
VI-H8	Shalique M S, Sidhartha S Padhi, and Nagesh Murthy	Investigating the role of intertemporal preferences in multimodal comparisons for farmers' investment decisions in sustainable practices	BREW-ESA Conference 2022, IIM Bangalore	December 16-18, 2022

### VI-J IIMB Case Studies @ Harvard Business Publishing

- VI-J1** Title: **Akshaya Patra: The Covid-19 Pandemic and Thereafter**
- Author: **Anshuman Tripathy, Avani Mishra, and Shlok Sangoi**
- Summary: The Akshaya Patra Foundation (TAPF) is a Non-Governmental Organisation (NGO) headquartered in Bengaluru, India. It was founded by ISKON (religious foundation) in the year 2000 and runs the world's largest school meal program that was serving 1.8 million children every day in 2019. In March 2020, however, as the COVID-19 pandemic struck India, schools were shut and hence the mid-day meals were stopped. This gave rise to not only a new challenge of still continuing to feed underprivileged children but also fulfilling other needs such as relief feeding for poor families and migrant workers. The foundation has a mission to feed 5 million children every day in the near future and are challenged in not only how to scale up but also how to sustain their operations and growth (both in terms of capital and operating expenditures), especially considering that the government subsidisation of their meals (as a fraction of the total cost per meal) is only reducing.
- VI-J2** Title: **Shawls or Stoles? Resource Optimization Problem at Looms of Ladakh**
- Author: **Haritha Saranga and Shailaja Grover**
- Summary: Looms of Ladakh (LL) is a women's cooperative that has a vision to empower local women artisans of Ladakh by not just upskilling but also making them independently manage the entire cooperative. The cooperative is managed and governed by the local artisans

and has recently hired talent from leading design and management schools to oversee their operations. The founders realised that to scale up and collaborate with design houses and online retailers, and thereby increase their presence and profits, they will have to work in a more structured and data-driven fashion. Optimal use of resources and material is key to compete in the modern market and sell their products in international market at competitive prices. The case provides students with an opportunity to come up with a resource optimisation model using the data collected by LL over a period of time. The objective is to help LL earn maximum profits by making optimum usage of the available human and material resources and by identifying an optimal product mix that maximises their profitability.

### VI-K Leading Journal Publications

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

- VI-K1** Authors: Srikanth Krishnaprasad and **Rajeev R Tripathi**  
 Title: **A pricing mechanism to improve capacity utilisation in ridesharing**  
 Journal: *Journal of the Operational Research Society*  
 Abstract: Low vehicle occupancy is an issue faced by many ridesharing platforms. One of the ways to address this issue is to design a pricing mechanism that incentivises riders to join large-size pools. In this study, we propose a pricing mechanism and a decision rule to aid the platforms in achieving high-capacity utilisation (forming large-size pools), even in the presence of rider inconveniences. We factor inconveniences due to both detouring and sharing of personal space while designing the mechanism. The proposed mechanism incentivises riders to join the “largest size” pool and also ensure that no rider benefits at the cost of others. The decision rule helps to identify the right participants to share a ride. We employ cooperative game theory for this study.
- VI-K2** Authors: **Nishant K Verma** and Ashish K Chatterjee  
 Title: **Process flexibility in the presence of product modularity: Does modularity help?**  
 Journal: *International Journal of Production Economics*



**Abstract:** One of the primary goals of supply chain management is to reduce supply–demand mismatch (SDM). Product variety explosion is a common occurrence across industries and is one of the primary sources of demand uncertainty, resulting in SDM and the associated costs. Researchers and practitioners have investigated the role of process flexibility in addressing SDM caused by product variety. This study investigates the impact of product modularity on the benefits of process flexibility. It answers the critical question: Does introducing modularity in product structure lead to reduced process flexibility requirements? As flexibility investment is costly, the reduced requirement in the presence of product modularity positively impacts financially constrained manufacturing firms (e.g., those belonging to the SME sector or start-up ecosystem). Two stochastic optimisation problems are formulated, one with two products and one with multiple products. The results show that in the presence of product modularity, the optimal production policy handles demand uncertainty better and thus reduces SDM cost more than the integrated product case. Further, the need for investment in process flexibility decreases in the presence of modularity. In the multi-product formulation, the researchers investigate the supply-chain process flexibility structure requirement. In the presence of product modularity, a 2-chain process flexibility structure is sufficient to almost achieve the performance of a full flexibility structure, in contrast to integrated product scenarios where at least 3 to 4 chains are required.

- VI-K3** **Authors:** Sunanda Katewa and **Tarun Jain**
- Title:** **Mobile Application’s Quality and Pricing Decisions Under Competition**
- Journal:** *Decision Sciences*
- Abstract:** In this article, we investigate the pricing and quality decisions of mobile applications (apps) by the platform owner and third-party app developer. The third-party app developer shares some fraction of revenue with the platform owner. We investigate the impact of revenue sharing fraction on quality enhancement and pricing decisions. One would expect that, as the revenue sharing fraction earned by the platform increases, the platform’s effort towards enhancing the quality of the app should increase. However, our analysis reveals that when the third-party app developer’s cost structure is high (/low), and the difference between initial app quality valuation of the platform’s app and developer’s app is

high (/low), then the platform decreases the quality improvement efforts. Similarly, we also find that if the developer's revenue-sharing fraction increases, they may also decrease the quality efforts. Later, we also analyse the scenario where a platform can influence the competing developer's app quality. We find that if the platform's effort only influences the competing third-party developer's app quality, then the platform reduces the rival's app quality. Finally, in our analysis, we find that if the platform's effort towards the rival's app enhances its own app's quality, it may increase the rival's app quality.

- VI-K4** Authors: **Amar Sapra** and Peter L. Jackson
- Title: **Integration of long- and short-term contracts in a market for capacity**
- Journal: *Production and Operations Management*
- Abstract: Motivated by the potential growth of capacity markets due to 3D manufacturing, we examine the integration of long- and short-term contracts for a capacity marketplace. In the marketplace, manufacturers and suppliers first participate in long-term contracts in which manufacturers reserve capacity at one or more suppliers. Subsequently, manufacturers and suppliers trade in a spot market to fulfill residual demand and sell residual capacity, respectively; in the spot market, the equilibrium price is determined dynamically and endogenously by the balance of supply and demand for capacity. We build a model to derive insights on the decisions taken by the manufacturers and suppliers and on the equilibrium characteristics of the market. We show existence of equilibria in both long- and short-term contract markets and establish a relationship between the equilibrium prices for the two types of contracts. We also find that when short-term-only contracts are available, the expected backlog is lower compared to when integrated contracts are used for much of the planning horizon. Further, we find that the presence of long-term contracts increases the volatility of spot prices. Our results will make practising managers aware that contractual arrangement can influence spot price volatility.

- VI-K5** Authors: Akansha Misra, **Haritha Saranga** and **Rajeev R. Tripathi**  
 Title: **Channel choice and incentives in the cadaveric organ supply chain**  
 Journal: *European Journal of Operational Research*  
 Abstract: The low rate of cadaveric organ donation is a challenge that most countries struggle with. In this study, we examine factors and alternate decision-making setups that influence the supply of cadaveric organs and identify possible incentives and mechanisms to increase it. We develop a model that captures the interaction between supply-side entities – a coordinating organisation, whose objective is to maximise the social welfare, and a hospital that performs the organ retrieval. Under different setups, we evaluate the two levers available to the coordinating organisation, its own effort and reimbursement fees, which can be used to induce higher effort by hospitals. We contrast these decisions and payoffs to determine if any benefits are forthcoming from the coordinating organisation’s effort commitment. We also examine the hospital’s optimal channel decision in the presence of an unauthorised channel and a low paying authorised channel and derive the conditions under which the hospital would prefer the authorised channel over the unauthorised channel. Our results provide insights that lead to better outcomes for the players, and result in the improved organ donation rate.
- VI-K6** Authors: **Tarun Jain, Jishnu Hazra,** and T. C. E. Cheng  
 Title: **New product design decisions and free sharing of patents with rivals**  
 Journal: *Journal of the Operational Research Society*  
 Abstract: Intrigued by observations in the automobile industry where some firms share their new battery technologies with their competitors, we consider the problem where an innovator firm, that owns a novel technology, licenses it to a rival firm that uses the conventional technology to manufacture an existing product. The rival firm uses the licensed technology to develop a new product to compete with the innovator firm in the downstream market. We address the innovator firm’s pricing issue of the new technology licence and characterise the design features of the new product the rival firm develops using the licenced technology. We show that under specific conditions, it makes sense for the innovator firm to license its technology free of charge to the rival firm. We conduct numerical studies to examine the impact of the model parameters on the optimal outcomes and generate some practical insights.

## VI-L Awards, Honours, and Achievements

VI-L1 **Prof. Haritha Saranga**, Vice President, POMS India Chapter Board.

## VI-M Doctoral Theses Completed by Doctoral Students during 2022–2023

Sl. No.	Name of the Student	Dissertation Title	Members of the DAC Committee
VI-M1	Ranajyoti Datta	Contractual Issues in Digital Platforms	Tarun Jain, Jishnu Hazra

## VI-N Dissertation Proposals by Doctoral Students during 2022–2023

Sl. No.	Name of the Student	Topic	Date
VI-N1	Ashish Singh Bhandari	Impact of Battery Energy Storage System on Electricity Generation through Renewable and Non-Renewable Energy Sources	August 29, 2022
VI-N2	Ayesha Arora	Operational Issues in Digital Supply Chains	February 7, 2023
VI-N3	Subhankar Saha	Essays on Agricultural Supply Chain Management	January 27, 2023
VI-N4	Shubham Singh	Essays on the Impact of Suppliers, Competitors, and Strategic Partners on a Firm's Innovation	February 14, 2023

## VI-O Papers Presented by Doctoral Students in Conference/Seminar during 2022–2023

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
VI-O1	Sayan Chowdhury and Prof. Nishant Verma	Walking a Tightrope: Impact of Adopting Voluntary Right-to-Repair Policy on Firm Profit and Consumer Welfare	POMS HK Conference, Hongkong	January 2023
VI-O2	Subhankar Saha, Prof. Haritha Saranga and Sriram Narayanan	Impact Assessment of Large-scale Community-level Intervention to Encourage Adoption of Sustainable Practices	POMS India International Conference, IIM Kozhikode	December 2022

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
VI-O3	Subhankar Saha, Sriram Thirumalai and Sarang Sunder	Patient Insurance Status, Healthcare Procedures, and Patient Outcomes: An Empirical Study of Physician Behavioural Biases	POMS India International Conference, IIM Kozhikode	December 2022
VI-O4	Subhankar Saha and Prof. Sreelata Jonnalagedda	Impact of Access to Credit on Supply Chain Outcomes	POMS 2022 Annual Conference (Virtual)	April 2022
VI-O5	Subhankar Saha, Sriram Thirumalai and Sarang Sunder	Patient Insurance Status, Healthcare Procedures, and Patient Outcomes: An Empirical Study of Physician Behavioural Biases	POMS 2022 Annual Conference (Virtual)	April 2022

#### VI-Q Awards, Honours, and Achievements by Doctoral Students in 2022-2023

Sl. No.	Name of the Student	Details of the Award	Date
VI-Q1	Subhankar Saha	Best Paper Award: POMS India International Conference 2022	December 2022
VI-Q2	Ayesha Arora	Mirae Asset Scholar Award, AY 2022-2023, Mirae Asset Foundation	July 2022

## Decision Sciences (DS)

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

*The Area faculty participates in and influences policy making at the national and international levels as members of critical committees. They are also involved in managing important initiatives with significant social impact.*

## VII-A Research Projects

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

Project Team: **Dinesh Kumar U**

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

Sponsor: Manipal Health Enterprises

Status: Ongoing

### VII-A2 Impact Assessment Model

Project Team: **Dinesh Kumar U**

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

Sponsor: Agastya Foundation

Status: Ongoing

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

Project Team: **Dinesh Kumar U**

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

Sponsor: ScaleneWorks, Bangalore

Status: Ongoing

### VII-A4 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: The project aims to develop a data-driven farm advisory system that will advise farmers and policymakers 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 their own hospital as well as other hospitals across Chennai. The total revenue generated by the blood bank in 2017-18 was INR 2.16 crores. 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: Completed

#### 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:** The 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 upfront 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. 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, IIMB

Status: Completed

#### **VII-A11 Assessment of Socio-Economic Impact of Investment in National Highways Development**

Project Team: **Jitamitra Desai**, Kunal Dasgupta, Arpita Chatterjee, and Sai Chittaranjan

Sponsor: National Highway Authority of India (NHAI)

Status: Ongoing

#### **VII-A12 Cash Transfers, Credit, and Entrepreneurial Activity: Evidence from a Universal Basic Income Program**

Project Team: **Pulak Ghosh**

Sponsor: NSE - NYU Stern Grant

Status: Ongoing

**VII-B Articles in Academic Journals**

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
VII-B1	Merve Ozen and <b>Krishnamurthy, Ananth</b>	G-Network Models to Support Planning for Disaster Relief Distribution	<i>International Journal of Production Research</i>	Vol. 60(5), 2022, Pg. 1621-1632
VII-B2	<b>Deb, Soudeep</b>	A goal-based index to analyze the competitive balance of a football league	<i>Journal of Quantitative Analysis in Sports</i>	Vol. 18(3), October 2022, Pg. 171-186
VII-B3	<b>Das, Shubhabrata</b>	Maximum Likelihood Estimation of Two-Sample Population Proportions under Constraint on their Difference	<i>Communications in Statistics – Theory and Methods</i>	Vol. 52(9), 2023, Pg. 2836-2851
VII-B4	<b>Desai, Jitamitra</b> , Sandeep Srivathsan, Chuhang Yu, and Dong Zhang	A 0-1 mixed-integer program-based group-and-release strategy for solving the integrated runway scheduling and taxiway routing problem	<i>Naval Research Logistics</i>	Vol. 69(7), October 2022, Pg. 939-957
VII-B5	<b>Desai, Jitamitra</b> , Sandeep Srivathsan, Woen Yon Lai, Liqun Li, and Chuhang Yu	An optimization-based decision support tool for air cargo loading	<i>Computers and Industrial Engineering</i>	Vol. 175, January 2023
VII-B6	Abhiroop Mukherjee, George Panayotov, Rik Sen, Harsha Dutta, and <b>Ghosh, Pulak</b>	Measuring vaccine effectiveness from limited public health datasets: Framework and estimates from India’s second COVID wave	<i>Science Advances</i>	Vol. 8(18), May 2022, Pg. 1-11
VII-B7	Yewon Kim, Pradeep K. Chintagunta, and <b>Pareek, Bhuvanesh</b>	Government Policy, Strategic Consumer Behavior, and Spillovers to Retailers: The Case of Demonetization in India	<i>Marketing Science</i>	Vol. 41(6), November 2022, Pg. 1029-1182
VII-B8	Pranjal Chandrakar, <b>Bhalla, Manaswini</b> and <b>Das, Shubhabrata</b>	Sequential Auctions with Multiple Synergies	<i>International Game Theory Review</i>	Vol. 25(1), 2023, 1-39

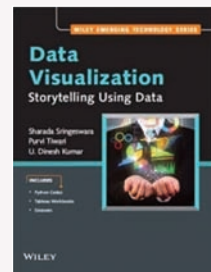
## VII-C Books

### VII-C1 Sharada Sringeswara, Purvi Tiwari, and U Dinesh Kumar

*Data Visualization - Storytelling with Data*

Wiley, July 2022

This book explains data insights through visuals and shows how to make them compelling and comprehensible through a series of real-world examples. It provides a roadmap that covers everything from understanding “why data visualization and storytelling are important” to learning “how to visualize data and communicate it to an audience effectively.” This book attempts to provide students and industry professionals with a practical method for mastering data storytelling skills.

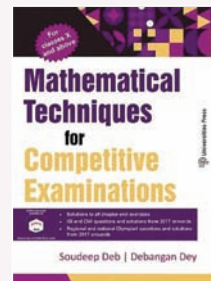


### VII-C2 Soudeep Deb and Debangana Dey

*Mathematical Techniques for Competitive Examinations*

Orient Blackswan Pvt. Ltd., January 2023

This is a problem-based book aimed at high-school students interested in mathematical topics related to the ISI and CMI entrance tests as well as Mathematics Olympiads. This book will help students in designing a well-planned pathway to tackle complicated problems from topics such as number theory, combinatorics, algebra, calculus, Euclidean and coordinate geometry, probability, and statistics. The problem-solving strategies and pointers described here will help students become confident in mathematics and pave the way to attaining success.



## VII-E Working Papers

Sl. No.	Author	Title	IIMB Working Paper No.	Year
VII-E1	Chandrasekharan, Reshma and Tony Wauters	A Constructive Matheuristic Approach For The Vertex Colouring Problem	665	2022

## 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	Murthy, K. and Deo, Anand	Letting the Samples Speak: A New Approach Towards Efficient Importance Sampling for Tail Events	SNAPP Onne Seminar Series	February 20, 2023
VII-H2	Krishnamurthy, Ananth	Analytics and E-commerce: Exciting Opportunities	FUI Business and IIMB Annual Conference	November 8-9, 2022
VII-H3	Krishnamurthy, Ananth	Coordination of Polling Queues	9 <sup>th</sup> International Conference on Business Analytics and Intelligence, IIMB	December 15-17, 2022
VII-H4	Pareek, Bhuvanesh	Balancing on the leaves	IISA Conference, IISc Bangalore	December 26-30, 2022
VII-H5	Desai, Jitamitra	Keynote Address: Intersection between optimization and machine learning	9 <sup>th</sup> International Conference on Business Analytics and Intelligence, IIMB	December 15-17, 2022
VII-H6	Ghosh, Pulak	Keynote Address on 'Open Banking and ChatGPT: Future of Banking and Financial Sector'	3 <sup>rd</sup> Pan India Fintech Summit	January 2023
VII-H7	Ghosh, Pulak	Third Wave of Economics- Data & Data	State Bank of India Economics Conclave	November 17, 2022
VII-H8	Chandrasekharan, Reshma and Tony Wauters	A Matheuristic approach for the graph vertex coloring problem	EURO 2022, Espoo, Finland	June 11, 2022
VII-H9	Chandrasekharan, Reshma and Tony Wauters	Decomposition approaches for the graph vertex coloring problem	International Conference on Graphs, Networks, and Combinatorics, Ramanujan College, University of Delhi	January 10-12, 2023
VII-H10	Roy, Rishideep	Effect of media attention on crude oil price volatility using a non- parametric time series regression	ICSIDS Conference in Florence, Italy	December 15, 2022

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
VII-H11	Roy, Rishideep	Effect of media attention on crude oil price volatility using a non-parametric time series regression	Kings College London	December 19, 2022
VII-H12	Roy, Rishideep	Coexistence in discrete time multi type competing frog models	University of London	June 27, 2022
VII-H13	Roy, Rishideep	Some results in interacting particle systems	IIT Bombay	February 23, 2023
VII-H14	Das, Shubhabrata	Optimal Soccer Squad Selection	EURO 2022, Espoo, Finland	July 2022
VII-H15	Deb, Soudeep	A Bayesian approach to identify changepoints in spatio-temporal ordered categorical data	IISA 2022 Conference, Bengaluru, India	December 2022
VII-H16	Deb, Soudeep	A nonparametric approach to deal with spatio-temporal quantile regression problems	15 <sup>th</sup> International Conference of the ERCIM WG on Computational and Methodological Statistics (CMStatistics 2022), London, UK	December 2022
VII-H17	Deb, Soudeep	Analyzing count data using a time series model with an exponentially decaying covariance structure	EURO 2022 Conference, Espoo, Finland	July 2022
VII-H18	Deb, Soudeep	A goal based index to analyze the competitive balance of a football league	8 <sup>th</sup> Western Football and Finance Conference (virtual), Reading, UK	May 2022
VII-H19	Deb, Soudeep	Developing statistical methods in Health (Epidemiological) Data	SERB-AV Workshop on Data Science and its Applications in Health Technology, IIIT Dharwad, Hubli, India	December 2022

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
VII-H20	U Dinesh Kumar	Invited Talk: Masterclass on Markov Process	Dayananda Sagar Institute of Management	February 28, 2023
VII-H21	U Dinesh Kumar	Invited Talk: Healthcare Analytics	International School of Management Excellence, Bangalore	February 24, 2023
VII-H22	U Dinesh Kumar	Invited Talk: Masterclass on Demystifying Artificial Intelligence	Dr. NGP College of Arts and Sciences, Coimbatore	February 15, 2023
VII-H23	U Dinesh Kumar	Invited Talk: Masterclass on Demystifying Artificial Intelligence	SRM University, Chennai	January 31, 2023
VII-H24	U Dinesh Kumar	Invited Talk: Masterclass on Data Analytics	College of Engineering, Trivandrum	January 5, 2023
VII-H25	U Dinesh Kumar	Invited Talk: Masterclass on Demystifying Artificial Intelligence	ICFAI Business School, Bangalore	January 19, 2023

### VII-I Articles in Conference Proceedings

Sl. No.	Authors	Title of Paper	Details of the Conference Proceedings
VII-I-1	Chandrasekharan, Reshma and Tony Wauters	A constructive Matheuristic approach for the vertex colouring problem	13 <sup>th</sup> International Conference on the Practice and Theory of Automated Timetabling; Leuven, Belgium, August 30 - September 2, 2022

### VII-J IIMB Case Studies @ Harvard Business Publishing

VII-J1	Title:	<b>Shri Ram Temple: A Fintech Solution for Large Scale Project</b>
	Author:	K S Ranjani, Neeraj Pandey, Sumi Jha, Poonam Singh, Upasna Agarwal, Vivek Khanzode, Manoj K Tiwari, and <b>U Dinesh Kumar</b>
	Summary:	This case focuses on the challenges faced by the Shri Ram Janma Bhoomi Teerth Kshetra (SRJBTK) in managing the fund collection drive project for the construction of the Shri Ram Janma Bhoomi Temple in Ayodhya, Uttar Pradesh, India. The campaign was



designed to raise awareness of the temple's construction, enlist public support, generate a large base of contributors, and accept contributions, regardless of size. While raising funds was part of the campaign, the focus remained on the masses' emotional and social support. The targets were defined based on the number of connections established and the number of people reached out to, rather than on the collected funds, the COVID-19 pandemic notwithstanding. The campaign wanted to reach out to as many people's hearts and not just their wallets. Various strategic dilemmas needed to be resolved. Accountability, integrity, and trust were the key focus areas of this campaign since misuse of funds can create a huge trust gap between the people and the campaign management team of SRJBTK. What role does communication play in building and sustaining trust? Could a loosely defined network of organizations run an extensive campaign with no formal organizational structures in place?

### VII-K Leading Journal Publications

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

- VII-K1** Authors: **Jitamitra Desai**, Sandeep Srivathsan, Chuhang Yu, and Dong Zhang
- Title: **A 0-1 mixed-integer program-based group-and-release strategy for solving the integrated runway scheduling and taxiway routing problem**
- Journal: *Naval Research Logistics*
- Abstract: With growing air traffic demand and the required airport infrastructure lagging behind by at least a decade, it has become imperative for air traffic controllers to efficiently squeeze the available capacity at an airport in order to minimize aircraft delays. It has been well documented that the two major bottlenecks affecting the smooth functioning of air traffic operations at an airport are runways and taxiways. The key problem involving these resources includes the scheduling of flights on the runway, and the determination of the taxiway paths to be traversed by flights from their assigned gates to the runway. We address this problem by modeling an integrated runway scheduling and taxiway routing problem as a 0-1 mixed-integer program (MIP) in a free-path setting where any feasible taxiway route can potentially be assigned to a flight. As a direct application of this MIP model is not suitable for solving large-scale

instances, we develop a three-step group-and-release strategy that first segregates the flights based on their allocated gates and associated ramps, and then solves the MIP model for each ramp to determine the taxiway path for each flight. In the final step, the path for each flight is fixed, and a sequencing problem over all flights is solved to determine high quality, feasible solutions. The performance of the proposed methodology is benchmarked against three algorithms, namely: (i) constraint-generation; (ii) sequential two-stage algorithm; and (iii) FCFS algorithm. Our numerical experiments, based on actual flight data from Changi airport (Singapore), show that, on average, the optimality gap as well as the computational time is considerably reduced for our strategy as compared to existing methods, thereby highlighting the efficacy of the proposed approach in solving realistic instances.

- VII-K2** Authors: Yewon Kim, Pradeep K. Chintagunta and **Bhuvanesh Pareek**
- Title: **Government Policy, Strategic Consumer Behavior, and Spillovers to Retailers: The Case of Demonetization in India**
- Journal: *Marketing Science*
- Abstract: This paper studies strategic consumer shopping behavior in response to a macroeconomic policy and quantifies its unintended consequences for retailers vis-à-vis the policy goal. Using transaction-level data from a large retail chain in India, we document consumer strategies that leverage retailers to avoid costs associated with the country's currency reform policy. We observe both an increase in returns of cash-purchased items that were bought before demonetization (*strategic returns*) and a spike in final (unreturned) cash purchases with soon-to-be-illegal notes (*strategic purchases*). Both practices serve consumer incentives either to receive legal notes from the retailer or to avoid depositing cash in formal bank accounts. Our analysis suggests that strategic consumers hindered the intended policy effect while partly benefiting the retail chain, leaving INR 20 million (USD 0.3 million) of demonetized notes outside the formal tax network through this retail chain only; when we scale up the estimates to the country's market size, the estimated total impact reaches INR 100 billion (USD 1.5 billion). Our findings offer implications for policymakers by quantifying a wide spillover effect of government interventions that go beyond the target group and document a new role of the retail industry – absorbing and facilitating a response to macro shocks.

### VII-L Awards, Honours, and Achievements

**VI-L1 Prof. Pulak Ghosh**, 2023 Outstanding Paper Award in Financial Institutions (WRDS) at the MidWest Finance Association Annual Meeting for the paper ‘Safety Nets, Credit, and Investment: Evidence from a Guaranteed Income Programme.’

### VII-M Doctoral Theses Completed by Doctoral Students during 2022–2023

Sl. No.	Name of the Student	Dissertation Title	Members of the DAC Committee
VII-M1	Akshita Srivastava	Essays on Warranty Claims	U Dinesh Kumar, Rajluxmi V Murthy, Srinivas Prakhya
VII-M2	Anchal Soni	Methods of Analyzing Structural Breaks in Multivariate Time Series: Applications to Financial Data	Soudeep Deb, Rishideep Roy, Debojyoti Das
VII-M3	Aishvarya	Essays on Evaluation of Skill Dominance, Game Design, and Online Community of Daily Fantasy Sports	U Dinesh Kumar, Rajluxmi V Murthy, Tirthatanmoy Das

### VII-N Dissertation Proposals by Doctoral Students during 2022–2023

Sl. No.	Name of the Student	Topic	Date
VII-N1	Md. Shahrukh Anjum	Improving the Solvability of Combinatorial Optimization Problems	October 28, 2022
VII-N2	Siddharth Rawat	Spatio-Temporal Models in Epidemiology and Climate Change	May 28, 2022
VII-N3	Antra	Essays on Healthcare Analytics	February 9, 2023

### VII-O Papers Presented by Doctoral Students in Conference/Seminar during 2022–2023

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
VII-O1	Md. Shahrukh Anjum, Prof. Jitamitra Desai	A Cardinality Based Extended Formulation for the Unsplittable Multi Commodity Network Design Problem	Institute of Industrial and Systems Engineers (IISE), USA	May 2022

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
VII-O2	Siddharth Rawat, Soudeep Deb, Candace Berrett	A Bayesian Approach to Identify Change Points in Spatio-Temporal Ordered Categorical Data: An Application to COVID-19 Data	Computational and Methodological Statistics Conference (CMStat), London	December 2022
VII-O3	Kapil Gupta, Vijayshankar Krishnamurthy, Soudeep Deb	What Elements of the Opening Set Influence the Outcome of a Tennis Match? An In-depth Analysis of Wimbledon Data	IMR Doctoral Conference 2023, IIMB	February 2023

#### VII-P Publications by Doctoral Students (Journal articles/book chapters/cases/book reviews) during 2022–2023

Sl. No.	Name of the Student	Title of the Paper	Name of the Journal/Book	Publications Details
VII-P1	Kapil Gupta	An Integrated Batting Performance Analytics Model for Women's Cricket using Principal Component Analysis and Gini Scores	<i>Decision Analytics Journal</i>	August, 2022

## Information Systems (IS)

*The Information Systems Area at IIM Bangalore brings to bear considerable experience and expertise in teaching and research on managing IT. The core focus of the Area is on managing information systems across 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 Study on antecedents and consequences of user's trust and circumvention in sharing platforms

Project Team: **Rajendra K Bandi** and Sowmya Kini

**Summary:** For a platform to sustain, effective functioning of both providers and consumers is necessary. Trust in the platform and the transacting party has been shown to be of crucial importance right from onboarding to continued engagement, for providers as well as consumers. However, in both practice and academia, consumers' trust in different targets has been well explored and exploited with a limited focus on providers' trust (Huurne et al., 2017; Sun, 2010). As the trust formation mechanisms vary for both providers and consumers, findings from consumers' studies cannot be generalized to the providers (Sun, 2010). The limited studies on providers' trust in online platforms have been mostly in the context of e-commerce (Guo et al., 2017). The nature and degree of risks in sharing platforms differ from e-commerce. Most sharing instances involves two components: a) an online component and b) an offline component. The online component is where users look for potential peers, analyze the available cues on platform and decide whether to share or not to share. This component is facilitated by the sharing platforms. The offline component is the one where the actual sharing of resource takes place, where peers may interact in a physical world. This interaction is beyond the purview of the platform, thus exposing both the parties to a range of risks. Particularly, in this component, providers are highly vulnerable as the chances of risks such as damage to property, theft, vandalism, safety risk, etc. are high. Since consumer's side is sufficiently focused on the prior literature, we address this limitation by studying the provider's side in sharing economy platforms.

Sponsor: IIM Bangalore

Status: Ongoing

### VIII-A2 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 (1000 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-A3 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-A4 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 and 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% 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, hospital operations, and domestic purchases (Shepard, 2017). The immediate result was a 300% 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-A5 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	De', Rahul et.al.	Climate change and COP26: Are digital technologies and information management part of the problem or the solution? An editorial reflection and call to action	<i>International Journal of Information Management</i>	Vol. 63, April 2022, Pg. 1-39
VIII-B2	De', Rahul and Sai Dattathranai	The Concept of Agency in the Era of Artificial Intelligence: Dimensions and Degrees	<i>Information Systems Frontiers</i>	Vol. 25, 2023, Pg. 29-54
VIII-B3	Banerjee, Shankhadeep and Indranil Bose	An attractive proposition? Persuading retail consumers to prefer reward-based crowdfunding for owning upcoming technologies	<i>Information &amp; Management</i>	Vol. 59(6), September 2022, 103663, Pg. 1-17



Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
VIII-B4	Banerjee, Shankhadeep and Priya Seetharaman	How attractive is a locale to e-tailers? Introducing a regional e-tailing adoption model for non-metropolitan India	<i>IIMB Management Review</i>	Vol. 34(2), June 2022, Pg. 116-129

### VIII-E Working Papers

Sl. No.	Author	Title	IIMB Working Paper No.	Year
VIII-E1	Dharanikota, Spurthy	A Critical Success Factor Approach to Address Telemedicine Implementation Challenges: A Longitudinal Study	679	2023

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

Sl. No.	Authors	Title of Article	Name of Newspaper/Magazine	Date of Publication
VIII-F1	Banerjee, Shankhadeep	Tapping retail consumers to fund startups via reward-based crowdfunding	<i>Indian Retailer</i>	August 16, 2022
VIII-F2	De', Rahul, PN Vamshi, and Mansi Agrawal	Whither metaverse?	<i>Times of India</i>	December 4, 2022

### 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	Inauguration Speech: Paper Development Workshop	AIS India Chapter Co-hosted by IIM Shillong and IIM Kashipur	Monday 23, 2022
VIII-H2	De', Rahul	AI and Applications	Anahuac University, Mexico	2022

Sl. No.	Authors	Title of Paper/ Session/ Invited Talk	Name of Conference and Venue	Dates of Event
VIII-H3	De', Rahul	Panel Discussion: India Digital Personal Data Protection Bill - Way Forward	TCS	2022
VIII-H4	Banerjee, Shankhadeep	Guest Speaker	Yu's Foundation NTHU ISS Seminar Series held at the National Tsing Hua University, Taiwan	November 2022
VIII-H5	Dharanikota, Spurthy	A webinar on Research Methods for Product Management	ISPMA	2022

### VIII-I Articles in Conference Proceedings

Sl. No.	Authors	Title of Paper	Details of the Conference Proceedings
VIII-I-1	Sowmya Kini and Bandi, Rajendra K	A Review of Literature on Trust in Online Platforms: Conceptual Unified Framework and Future Research Directions	Proceedings of the Americas Conference on Information Systems (AMCIS 2022), August 10- 14, 2022, Minneapolis, USA
VIII-I-2	Shubha Krishnamurthy and Bandi, Rajendra K	Importance of Interactions in Emerging Forms of Telemedicine	Pacific Asia Conference on Information Systems (PACIS) 2022, July 5-9, 2022, Taipei/Sydney
VIII-I-3	Banerjee, Shankhadeep, Bhattacharyya, S and Bose, I	Impact of community recognition on the quality of online reviewer contribution	Pacific Asia Conference on Information Systems (PACIS) 2022, July 5-9, 2022, Taipei/Sydney (Virtual)

### VIII-L Awards, Honours, and Achievements

VIII-L1 Prof. Shankhadeep Banerjee, Excellence in Teaching Award at Annual Faculty Retreat IIM Bangalore 2022.

### VIII-M Doctoral Theses Completed by Doctoral Students during 2022-2023

Sl. No.	Name of the Student	Dissertation Title	Members of the DAC Committee
VIII-M1	Sai Dattathrani	Essays on the Agency of AI: Theory, Method, and Ethical Implications	Rahul De', Rajendra K Bandi, Jayaram Uparna

### VIII-N Dissertation Proposals by Doctoral Students during 2022-2023

Sl. No.	Name of the Student	Topic	Date
VIII-N1	Shubha K	Disembodied Care Practices in Telemedicine: Adaptions and Diagnostic Outcomes	February 2023

### VIII-O Papers Presented by Doctoral Students in Conference/Seminar during 2022-2023

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
VIII-O1	Sowmya Kini and Prof. Rajendra K Bandi	A Review of Literature on 'Trust in Online Platforms: A Conceptual Unified Framework and Future Research Directions'	Americas Conference on Information Systems, Minneapolis, USA	August 2022
VIII-O2	Sowmya Kini	Essays on Trust in Online Platforms	PACIS 2022 (Virtual)	July 2022
VIII-O3	Shubha Krishnamurthy and Prof. Rajendra K Bandi	Importance of Interactions in Emerging Forms of Telemedicine	PACIS 2022 (Virtual)	July 2022

## Centre for Public Policy (CPP)

*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, policymaking, 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, including Central and State Government agencies, legislative bodies, national and international academic institutions and policy agencies, NGOs, private organizations, 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
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 the 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 the 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. The 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, secondary 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 titled 'National Health Stack - Strategy and Approach' (dated July 2018) 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 PHC for UHC**

Project Team: **Arnab Mukherji**

Summary: The research team will define and conduct an ambitious set of research questions relating with health policy and system reform to understand how primary health centers (PHCs) contribute to achieving universal health care (UHC) by studying PHC reforms in at least 2 states of India.

Sponsor: Alliance for Health Systems Reform (WHO)

Status: Ongoing

**IX-A6 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**

Project Team: **Allen P Ugargol**, Dwajani S, and Vidya Jeevan

**Summary:** Despite the availability of vaccines, a vaccination program's success depends immensely on societal uptake of the vaccines to achieve immunity. The study aimed to investigate the scale and factors of vaccine hesitancy among groups prioritized for COVID-19 vaccination in Bangalore district such that tailored and targeted strategies can be developed to address these concerns, improve awareness and acceptance among the population, and reduce the public health burden. A total of 250 participants who had not received the first dose of COVID-19 vaccination were approached. Twenty-five of these individuals withdrew participation and hence 225 responses were obtained. Overall reluctance to vaccination was higher among women (56%) as compared to men (44%). Concerns about the side effects of the vaccine were a distinct personal factor identified among all clusters with a rate ranging from 40 - 75 %. Lack of understanding of the disease, its transmission, effects, and prevention were major contributors to vaccine hesitancy. We find that most factors influencing vaccine hesitancy stem from a lack of evidence-based information and mistrust regarding vaccines. Addressing vaccine hesitancy hence requires a multifaceted approach. It involves addressing concerns with transparent and accurate information, building trust in the healthcare system, promoting vaccine education, and addressing access barriers.

Sponsor: MGR Educational & Research Foundation

Status: Completed

**IX-A7 Collaboration 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**

Project Team: **Allen P Ugargol**

**Summary:** With the rapid adoption of technology in healthcare, accelerated by the recent COVID-19 pandemic and recognizing that there is now a greater need than ever for skilled healthcare professionals with expertise in technology. ACCESS Health International brought together industry and academic experts for multiple rounds of discussions to understand and address the skill gaps in this area. The health informatics curriculum so developed is designed to

produce well-rounded professionals with a combination of healthcare, technology, and management skills, covering topics such as medical terminologies, artificial intelligence, and data analytics. The curriculum will be a valuable resource for any academic institution looking to train the next generation of health informatics professionals.

Sponsor: Access Health International

Status: Completed

#### **IX-A8 Labour Contractor and Contract Labour in India**

Project Team: **Rajalaxmi Kamath** and Lakshmi Parvathy

Summary: Intermediaries are ever-changing and constantly evolving, yet theories on intermediation continue to be an underdeveloped area of economic theory (Benner, 2003). Of particular interest to this research are the intermediaries in the labour market in India. The role of labour market intermediaries in India, specifically the labour contractor, have been discussed within informality literature (Barrientos, 2008; De Neve, 2014; Mamgain, 2018; Mezzadri, 2016). Although there has been some research on specific types of intermediaries, few studies have built a comprehensive understanding and developed a framework of typologies of labour market intermediaries. This extant research borrows the framework put forth by Benner, 2003 and Bonet et al., 2013 in classifying labour market intermediaries and applies it to the context of India. This framework primarily identifies three kinds of labour market intermediaries (LMIs) based on the kinds of activities undertaken, such as executive search firms that act as brokers to fill jobs, temp agencies that lease labour to clients but also less familiar entities such as professional employer organizations (PEOs) that take on the legal obligations of employment for clients, etc.

Sponsor: IIM Bangalore

Status: Ongoing

#### **IX-A9 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, 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 analyzing data from India.

Sponsor: IIM Bangalore

Status: Ongoing

#### **IX-A10 Determinants of Private School Fees in India: The Market or the Politics?**

Project Team: **Soham Sahoo**

Sponsor: University of Warwick

Status: Ongoing

#### **IX-A11 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-A12 Demographic and behavioural representativeness of online labor markets: Understanding development through alternate data sources**

Project Team: **Soham Sahoo, Ritwik Banerjee** and Satarupa Mitra

Summary: In the social sciences, online surveys using convenience samples are growing in popularity. These online platforms and recruitment through commercial internet panels have proved to be a cheaper alternative to the collection of data from the field, including data on the university students. Further, the alternative of using administrative data, especially in developing nations like India, is riddled with multiple shortcomings. First, observational data collected often by administration lack the details conforming to international standards. This difficulty is exacerbated by the disparity in nature between the data necessary for academic research and the administrative data that is usually collected to monitor programs. Second, the data collection process is infrequent and at irregular intervals. Third, given the limited state capacity in developing nations, the cost of collection of data is considerably high. This adversely affects coverage of observational datasets that are often compromised even when nationally representative. Finally, these datasets lack a comprehensive focus on the whole range of behavioral outcomes. For instance, none of India’s administrative datasets provide information on behavioral characteristics such as time and risk preferences. However, it is now well established that these behavioral traits have important micro and macro implications (Akerlof, 2002; Frederick et al., 2002; Levitt and List, 2007).

Sponsor: IIM Bangalore

Status: Ongoing

**IX-A13 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-A14 Environmental injustice in Bengaluru and Delhi using high-resolution paired data**

Project Team: **Arpit Shah** and Evan Lieberman

Summary: Researchers have argued that urbanization, which is one of the most important drivers of environmental change in the Global South, holds the promise of diluting existing inequalities based on caste, religion, and income in India. In this research, we plan to combine high-resolution spatial data from the Census and Election Commissions of India with administrative and remote sensing information to examine how urbanization can create new pathways for the creation of environmental injustice through residential segregation in Bengaluru and Delhi, two of India's largest cities. In doing so, we will examine the 'diversity deficit' hypothesis, which posits a negative relationship between diversity and the provision of public goods (including environmental goods). Preliminary evidence from our analysis of residential segregation in Bengaluru indicates that a group's access to environmental goods (e.g., green spaces) and exposure to environmental bads (air pollution, high temperature, etc.) is strongly linked to that group's position in a racialized hierarchy determined by religion, caste, and income levels. To the best of our knowledge, our study will provide the first high-resolution characterization of environmental injustice in urban India.

Sponsor: VRSP, IIM Bangalore

Status: Ongoing

**IX-A15 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: Completed

#### **IX-A16 Caste Segregation and Rural Public Goods in Tamil Nadu**

Project Team: **Deepak Malghan** and Gopinath Annadurai

Summary: One of the foundational hypotheses in political economy is the negative association between ethnic diversity and development. However, recent research has shown that this negative relationship is modified by spatial segregation of diverse groups. Emerging evidence from India suggests that spatial segregation modulates the association between caste diversity and public goods provisioning. Much of the evidence, for how the diversity and segregation are combined, has come from urban India. We know very little about how segregation modulates development outcomes in rural India despite caste-based segregation being one of the constitutive features of India's agrarian political economy.

Sponsor: IIM Bangalore

Status: Ongoing

#### **IX-A17 Residential Segregation in an Urbanizing India (Census Record Digitization)**

Project Team: **Deepak Malghan**

Summary: This project investigates one of the foundational questions in urban sociology – the impact of urbanization on agrarian cleavages such as caste and religion.

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	Naveen Bharathi, <b>Malghan, Deepak</b> , Sumit Mishra, and Andaleeb Rahman	Residential segregation and public services in urban India	<i>Urban Studies</i>	Vol. 59(14), 2022, Pg. 2912-2932
IX-B2	Naveen Bharathi, <b>Malghan, Deepak</b> , and Andaleeb Rahman	Ethnic diversity and economic development with spatial segregation	<i>Economics Letters</i>	Vol. 222, January 2023
IX-B3	<b>Swaminathan, Hema</b> , Isis Gaddis, and Rahul Lahoti	Women's Legal Rights and Gender Gaps in Property Ownership in Developing Countries	<i>Population and Development Review</i>	Vol. 48(2), June 2022, Pg. 331-377
IX-B4	Kaushal Joshi, Arturo M. Martinez, Mildred Addawe, Christian Flora Mae Soco, and <b>Swaminathan, Hema</b>	Contextualizing Individual-Level Asset Data Collection: Evidence from Household Surveys	<i>Journal of Development Studies</i>	Vol. 58(6), 2022, Pg. 1258-1279
IX-B5	S Chandrasekhar, Vijay Laxmi Pandey, and <b>Sahoo, Soham</b>	Land use and cropping decisions of agricultural households in India	<i>Food Security</i>	Vol. 14, 2022, Pg. 621-635
IX-B6	Sonali Rakshit, and <b>Sahoo, Soham</b>	Biased teachers and gender gap in learning outcomes: Evidence from India	<i>Journal of Development Economics</i>	Vol. 161, March 2023
IX-B7	Arijit Nandi, Thomas J. Charters, Amm Quamruzzaman, Erin C. Strumpf, Jay S. Kaufman, Jody Heymann, <b>Mukherji, Arnab</b> , and Sam Harper	Health care services use, stillbirth, and neonatal and infant survival following implementation of the Maternal Health Voucher Scheme in Bangladesh: A difference-in-differences analysis of Bangladesh Demographic and Health Survey data, 2000 to 2016	<i>PLOS Medicine</i>	Vol. 19(8), August 2022
IX-B8	Shruti Verma and <b>Ugargol, Allen P</b>	A Situational Review of Recommended Dietary and Lifestyle Management Guidelines during the COVID-19 Pandemic	<i>Health and Population: Perspectives and Issues</i>	Vol. 45(4), October 2022, Pg. 183-189

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
IX-B9	Dwajani. S, Lavanya Ravi, Abhishek Ram S, A S Praveena, and Ugargol, Allen P	Deleterious effect of increased screen time among professionals during the COVID-19 pandemic in India	<i>International Journal of Scientific Research</i>	Vol. 11(6), June 2022, Pg. 75-79
IX-B10	Sriram M S	Financial Inclusion and the Pandemic	<i>Economic and Political Weekly</i>	Vol. 57(20), May 2022, Pg. 85-91

### IX-C Books

#### IX -C1 Rajalaxmi Kamath and Vinay Reddy Venumuddala

*Emerging Technologies and the Indian IT Sector*

Chapman & Hall, 2023

This book examines the implementation of emerging technology projects in the service-based Indian IT sector. The title shows how emerging technologies impact IT-enabled Services (ITeS) organizations and examines the mobility prospects for engineers and students looking to enter the Indian IT sector. Indian IT, dominated by organizations offering ITeS, provides services to clients across the world. Fueling this sector's growth are engineering graduates. Emerging technologies, such as AI, Big Data, Cloud, and Blockchain, have brought the IT and engineering education sectors to a crossroad with global implications. The IT sector is facing growing demands for new technology solutions from its clients, and it is engineering students who are expected to upskill in order to build these solutions. The volume provides a rare, bottom-up look at the intersection of technology, education, and organizational structure, based on an ethnographic study.



### IX-D Chapters in Books

Sl. No.	Authors	Title of Chapter	Title of Book	Editors	Publication Details
IX-D1	Sriram M S	Journey of FPO: Understanding Typology and Evolution	<i>State of Sector Report Farmer Producer Organisations in India: A report on FPOs in India and emerging landscape</i>	Gouri KV	Authors UpFront Publishing Services Private Limited, 2022

Sl. No.	Authors	Title of Chapter	Title of Book	Editors	Publication Details
IX-D2	Kamath, Rajalaxmi and Nithya Joseph	From social workers to proxy-creditors to bank tellers: Financialization in the work of microcredit field staff in a South Indian town	<i>Financializations of Development Global Games and Local Experiments</i>	Chiapello, Anita Engels and Eduardo Gonçalves Gresse (Eds)	Routledge, London, 2023
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>	Ajay Bailey, Martin Hyde, and K. S. James (Eds)	Chapter 6, Pg. 86-117, October 2022, Published online by Cambridge University Press

### IX-E Working Papers

Sl. No.	Author	Title	IIMB Working Paper No.	Year
IX-E1	Naveen Bharathi, Malghan, Deepak, and Andaleeb Rahman	A Critical Success Factor Approach to Address Telemedicine Implementation Challenges: A Longitudinal Study	672	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	Sriram M S	All is not well in India's agriculture sector; State must help farmers access market systems	<i>The Print</i>	December 26, 2022
IX-F2	Sriram M S	The Importance of Anand Teltumbde's Thoughts in a Republic of Caste	<i>The Wire</i>	August 5, 2022

Sl. No.	Authors	Title of Article	Name of Newspaper/Magazine	Date of Publication
IX-F3	Ugargol, Allen P	How an MBA in Enterprise Management helps in adapting to shifting global realities in avenues	<i>The Pioneer</i>	March 19, 2023
IX-F4	Ugargol, Allen P	Envisioning age friendly health systems for India: A health policy imperative!	<i>Express Healthcare</i>	December 29, 2022
IX-F5	Ugargol, Allen P	Ageing and inclusive climate action advocacy	<i>Times of India (Voices, Environment, India)</i>	December 30, 2022
IX-F6	Swaminathan, Hema	What do we Miss on Women's Employment in Survey Data?	<i>The India Forum</i>	February 21, 2023
IX-F7	Swaminathan, Hema	Mind The Gender Gap	<i>Podcase: Ep. 2</i>	April 11, 2022

### 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	Invited Talk: Dissemination Event for the Health Informatics Model Curriculum Report	Health Informatics Network, convened by ACCESS - Health International	December 15, 2022
IX-H2	Ugargol, Allen P	Invited participant at the meeting convened by the Secretary, Ministry of Health and Family Welfare to discuss the implementation of the Public Health Management Cadre	India Habitat Centre, New Delhi	October 21, 2022
IX-H3	Mukherji, Arnab	Webinar: Health Seeking Behaviour in Four Indian States	Lakshmi Mittal and Family South Asia Institute, Harvard University	November 23, 2022



Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
IX-H4	Shah, Arpit	Invited talk for paper on climate justice in Bangalore	MIT Political Science Department	2022
IX-H5	Shah, Arpit	Invited talk for paper on climate justice in Bangalore	CEMIS, University of Gottingen	2022
IX-H6	Shah, Arpit	Invited talk for paper on climate justice in Bangalore	CASI, University of Pennsylvania meeting in New Delhi	2022
IX-H7	Shah, Arpit	Invited talk for paper on climate justice in Bangalore	Azim Premji	2022
IX-H8	Swaminathan, Hema	Building the SDG Economy: Emerging Challenges and Prospects	International Conference on Emerging Perspectives in Commerce, Economics, Environment and Management (ICCEEM) organized by St. Xavier College (Autonomous), Kolkata	February 11, 2023
IX-H9	Swaminathan, Hema	Emerging Imperative for Banks (Lead Speaker & Social Panel on ESG)	Indian Banks Association (IBA)	December 9, 2022
IX-H10	Swaminathan, Hema	Digital Innovation & Technology for Gender Equality (Panellist)	CSIR-CECRI	March 2023
IX-H11	Swaminathan, Hema	Women, Work, and Wealth: Measurement Challenges	CeMIS Winter Colloquium 2022-23, University of Gottingen	November 9, 2022
IX-H12	Gaddis I., Lahoti R., and Swaminathan, Hema	Women's legal rights and gender gaps in property ownership in developing countries	UNU WIDER Conference on Reducing Inequality, UNIANDES Bogota, Colombia	October 5-7, 2022
IX-H13	Abraham, R., Anjum, N., Lahoti, R., and Swaminathan, Hema	(S)he said what? Comparing self and proxy reported employment status	30 <sup>th</sup> IAFFE Annual Conference, Geneva Graduate Institute	June 29-July 1, 2022

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
IX-H14	Abraham, R., Lahoti, R., and <b>Swaminathan, Hema</b>	Does marriage and motherhood impact women’s participation in labor markets in India?	30 <sup>th</sup> IAFFE Annual Conference, Geneva Graduate Institute	June 29- July 1, 2022
IX-H15	<b>Sriram M S</b>	Convocation Address: Bankers Trust	National Institute of Bank Management, Pune	2022
IX-H16	<b>Sriram M S</b>	Sustainable Rural Growth: Pathways to Resilient Future	India Rural Colloquy, Transforming Rural India Foundation	August 8, 2022
IX-H17	<b>Sriram M S</b>	National Conference on Youth Employability & Entrepreneurship (Panellist)	Transforming Rural India Foundation	February 7, 2023
IX-H18	Lakshmi Parvathy and <b>Kamath, Rajalaxmi</b>	From Thekedaar to Staffing Solution Providers: The Evolution of Indian Labour Contractor	62 <sup>nd</sup> Annual Conference of the Indian Society of Labour Economics, IIT Roorkee, Uttarakhand	April 11-13, 2022
IX-H19	<b>Sahoo, Soham</b>	When Criminality Begets Crime: The Role of Elected Politicians in India (Invited Speaker)	Annual Economics Conference, BITS Pilani Hyderabad Campus	February 10, 2023
IX-H20	<b>Sahoo, Soham</b>	When Criminality Begets Crime: The Role of Elected Politicians in India	100 Years of Economic Development, Cornell University	September 17, 2022
IX-H21	<b>Sahoo, Soham</b>	When Criminality Begets Crime: The Role of Elected Politicians in India	PEGNet Conference (Kampala, Uganda)	September 1-2, 2022
IX-H22	<b>Sahoo, Soham</b>	When Criminality Begets Crime: The Role of Elected Politicians in India	German Development Economics Conference, University of Hohenheim, Germany	June 9-10, 2022
IX-H23	<b>Sahoo, Soham</b>	When Criminality Begets Crime: The Role of Elected Politicians in India	Nordic Conference on Development Economics, Helsinki Graduate School of Economics, Finland	June 15-16, 2022

## IX-I Articles in Conference Proceedings

Sl. No.	Authors	Title of Paper	Details of the Conference Proceedings
IX-I-1	Ugargol, Allen P Bailey A., Hutter I., and James KS	Care Arrangements for Older Adults: Exploring the Intergenerational Contract in Emigrant Households of Goa, India	British Society of Gerontology 51 <sup>st</sup> Annual Conference (BSG 2022), July 8, 2022
IX-I-2	Ugargol, Allen P	The role of social entrepreneurship education: A scoping review of training opportunities for trailblazers in India and the possibilities they offer for achieving developmental goals	Social Enterprise Consultation –Influencing a Positive Future for Social Entrepreneurship in a Post COVID-19 and Sustainability-Driven World, The Institute for Life course Development (ILD), University of Greenwich, United Kingdom, July 19, 2022
IX-I-3	Lakshmi Parvathy and Kamath, Rajalaxmi	Labour Market Intermediaries in India	63 <sup>rd</sup> Annual Conference of the Indian Society of Labour Economics (ISLE), Rajiv Gandhi University, Itanagar, Arunachal Pradesh, March 1-3, 2023

## 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: **Ethnic diversity and economic development with spatial segregation**

Journal: *Economics Letters*

Abstract: We revisit the negative association between ethnic diversity and development to show how the diversity-development association is conditional on spatial segregation. We introduce a new census-scale micro-dataset from the Indian state of Karnataka (n = 36.5 million rural residents). Using the first-ever spatially explicit enumeration and coding of endogamous Indian caste groups (*jatis*), we develop a multi-group metric for measuring local spatial segregation. We find that diversity is a bane for development only when it is also

accompanied by high levels of spatial segregation. Our results contribute to the emerging research on the implications of inter-group contact and spatial proximity for economic outcomes.

**IX-K2** Authors: Kaushal Joshi, Arturo M. Martinez, Mildred Addawe, Christian Flora Mae Soco, and **Hema Swaminathan**

Title: **Contextualizing Individual-Level Asset Data Collection: Evidence from Household Surveys**

Journal: *Journal of Development Studies*

Abstract: We present asset ownership estimates for men and women from Georgia, Mongolia, and Philippines using individual-level data collected through household surveys. The concept of asset ownership includes reported and documented ownership and alienation rights (right to sell and right to bequeath) over property. We find significant gender gaps in property ownership—land, dwelling, and other real estate—for reported and documented owners. Further, our results suggest a positive correlation between documented ownership and alienation rights. Women documented owners are more likely to have some alienation rights and less likely to report having no rights. Women, across countries, are also less likely to be exclusive owners of property than men. We find mixed evidence of divergence of ownership estimates for a sub-sample of households based on whether the information was collected by self-reporting or proxy-reporting. The results reinforce the usefulness of collecting high-quality individual-level asset data for a deeper understanding of economic inequality within the household and for adopting a multidimensional approach to understanding gendered property ownership. We also identify the need for deeper research on marital regimes and their impact on women’s property ownership.

**IX-K3** Authors: Sonali Rakshit and **Soham Sahoo**

Title: **Biased teachers and gender gap in learning outcomes: Evidence from India**

Journal: *Journal of Development Economics*

Abstract: We investigate the effect of stereotypical beliefs of teachers on cognitive and non-cognitive outcomes of secondary school students in two states of India. We measure teacher’s bias through an index capturing teacher’s subjective beliefs about the role of gender in academic performance. We tackle the potential endogeneity of

teachers' subjective beliefs by controlling teacher fixed effects in a value-added model that includes lagged test scores of students. We find that a standard deviation increase in the biased attitude of the math teacher increases the female disadvantage in math performance by 0.09 standard deviation over an academic year. We also find significant impacts on the gender gap in students' math attitude, academic self-confidence, and effort as potential mechanisms for the effect on math score. We do not find any significant effect of English teachers' gender bias on English learning of the students.

### IX-L Awards, Honours, and Achievements

- IX-L1 Prof. Allen P Ugargol**, International Award – Fellowship. Awarded Yusuf Hamied Fellowship at Columbia Aging Centre, Mailman School of Public Health, Columbia University.
- IX-L2 Prof. Allen P Ugargol**, National Award - Indian Council for Medical Research (ICMR). ICMR's Professor Surinder Mohan Marwah Award for his sustained and significant research in the area of Ageing and Geriatric Care in India.
- IX-L3 Prof. Soham Sahoo**, Visiting Fellow, London School of Economics.

### IX-M Doctoral Theses Completed by Doctoral Students during 2022–2023

Sl. No.	Name of the Student	Dissertation Title	Members of the DAC Committee
IX-M1	Gopi Shankar Gopikuttan	Institutional Design for Market Participation and Livelihood Security of Smallholder Farmers: Case Study of an Agricultural Marketing Cooperative	Gopal Naik, Hema Swaminathan, Rajalaxmi Kamath
IX-M2	Soumya Pal	Essays on Economics of Poor Environment	Arnab Mukherji, Soham Sahoo, Kunal Dasgupta

### IX-N Dissertation Proposals by Doctoral Students during 2022–2023

Sl. No.	Name of the Student	Topic	Date
IX-N1	Shivangi Rajora	Banking Structures in Rural India and Poverty Alleviation	June 27, 2022
IX-N2	Tanieem Noor Darvesh	Essays on Women Empowerment and Economic Development	December 9, 2022

Sl. No.	Name of the Student	Topic	Date
IX-N3	Sajad S Santhosh	Urban Flood Vulnerability and Climate Justice	January 9, 2023
IX-N4	Deepti Sharma	Essays on Policy Approaches to Bridging Healthcare Deficits	November 16, 2022

### IX-O Papers Presented by Doctoral Students in Conference/Seminar during 2022–2023

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
IX-O1	Tanieem Noor Darvesh and Prof. Hema Swaminathan	Her Story Vs His Story: Women's House Ownership and Bargaining Power	Biannual Development Economics Conference, IGIDR Mumbai	December 2022
IX-O2	Tanieem Noor Darvesh and Prof. Hema Swaminathan	Her Story Vs His Story: Women's House Ownership and Bargaining Power	Advanced Graduate Workshop (AGW) on Poverty, Development and Globalization, Bangalore	July 2022
IX-O3	Deepti Sharma and Prof. Arnab Mukherji	Tiding COVID-19 Waves in India: Longitudinal Evidence from Indian Households	4 <sup>th</sup> India Public Policy Network Conference, IIM Ahmedabad	December 2022
IX-O4	Deepti Sharma and Prof. Arnab Mukherji	Tiding Covid-19 Waves in India: Longitudinal Evidence from Indian Households	Biannual Development Economics Conference, IGIDR Mumbai	December 2022
IX-O5	Deepti Sharma, Prof. Hema Swaminathan and Rahul Lahoti	Does it Matter Who You Ask for Time Use Data?	The Econometric Society Conference, IIT Bombay, Mumbai	January 2023
IX-O6	Deepti Sharma, Prof. Hema Swaminathan and Rahul Lahoti	Does it Matter Who You Ask for Time Use Data?	International Association for Feminist Economics (Virtual)	June 2022

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
IX-O7	Lakshmi Parvathy and Prof. Rajalaxmi Kamath	Labour Market Intermediaries in India	62 <sup>nd</sup> Annual Conference, Indian Society of Labour Economics, Roorkee	April 2022
IX-O8	Lakshmi Parvathy and Prof. Rajalaxmi Kamath	From Thekedaar to Staffing Solution Providers: The Evolution of the Indian Labour Contractors	62 <sup>nd</sup> Annual Conference, Indian Society of Labour Economics, Roorkee	April 2022
IX-O9	Gopinath Annadurai, Midhila K S, and Krishna A	Planning Fallacy - Breaking it Down	Online Student Research Conclave on Behavioral Science, Judgment, and Decision Making, IIT Delhi	October 2022
IX-O10	Gopinath Annadurai	Economical Excludability and Cultural Excludability: The Role of Culture in the Public Goods Theories	4 <sup>th</sup> India Public Policy Network Conference, IIM Ahmedabad	December 2022

### IX-S Seminars/Conferences/Workshops Organized by CPP during 2022-2023

#### ❖ 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. Ms. Mrinal Pande, former Chair of Prasar Bharti delivered the fourth Lecture series on: **“Unseen Bipolarity at the Heart of our Media Policies ”** on 10<sup>th</sup> July 2022.

#### ❖ 17th Annual International Conference on Public Policy and Management (August 22nd to 24th, 2022)

- **Papers:** This year we had received 155 papers, number of Papers Presented (including Special Tracks): 44.Nos.
- **Pre-Conference Event:** On 21st August 2022, Panel discussion on **Indian Public Finance**, **Panellists:** Prof. N R Bhanumurthy, Vice Chancellor, Babasaheb Ambedkar

School of Economics; Prof. Vinod Vyasulu, President, CBPS; & Dr. M. Govinda Rao, Member Advisory Board, CPP, IIM Bangalore.

**Moderator:** Prof. Rajalaxmi Kamath

- **Inaugural Speech:** On 22nd August 2022, Shri Gopalkrishna Gandhi, Former Governor of West Bengal, delivered the keynote address on '**Pre-Autumnal Reflections-2022**'. **Chair:** Prof. Rishiksha Krishnan, Director, IIM Bangalore

**Moderator:** Prof. Arnab Mukherji, IIM Bangalore

- **Special Session:** On 23rd August 2022, Shri C Chandramouli, IAS(Retired), Former Registrar General & Former Secretary, DoPT delivered special session on **Public Policy in India: Empirical Evidence- The missing link.**

**Moderator:** Prof. Arpit Shah.

- **Closing Address:** 24th August 2022, Prof Virginius Xaxa, Visiting Professor, Indian Institute of Human Development delivered valedictory address on **How Inclusive are Public Policies in India? An Exploration.**

**Moderator:** Prof. Hema Swaminathan

- **Tracks:** • The micro-politics of Public Policy: What can we learn from land governance in India • Public Health Governance in India.
- **Sessions:** • Health Economics, Technology and Policy Management • Informal Economy in India: Issues & Solutions • Environmental Governance & Sustainable Marketing • Fiscal and Monetary Policy • Communities at the Margins • Financing Ecosystem for Micro Enterprises in India • Climate Change & Sustainable Investments • IT Infrastructure, Economic Development & Public Policy • Role of Ed-Tech in the Post-Pandemic Era • Reshaping Solidarities – Caste & Public Policy • Women's inheritance rights, income allocation & unpaid care work • Inclusive sustainable growth: Gaps & possibilities
- **Participants:** 197 Nos.

#### ❖ **Impact/Failure Conclave 2022:**

CPP in association with the Selco Foundation hosted the second edition of the "Impact/Failure Conclave 2022" held between 25th - 29th November 2022.

#### ❖ **Inequality Conversations:**

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

- Inequality Conversations, Series – 5: Title of the talk "Women's Legal Rights and Inequality in Economic Resources: A Global Perspective" delivered by Hema Swaminathan held on 18th April 2022



- Inequality Conversations, Series – 6: Title of the talk “**Inequality: Observations from Rural India**” Delivered by Prof Gopal Naik held on 17th May 2022
- Inequality Conversations, Series – 7: Title of the talk “**Intellectual Property Rights and Wage Inequality**” Delivered by Prof Chirantan Chatterjee held on 20th June 2022
- Inequality Conversations, Series – 8: Title of the talk “**Inequality in Housing Market**” Delivered by Prof. Venkatesh Panchapagesan held on 9th September 2022:
- Inequality Conversations, Series – 9 Title of the talk “**Matsya Nyaya through the Kautilyan lens: A discussion on Kautilya’s views on Inequality**” delivered by Sriram Balasubramaniam held on 19th September 2022.

#### ❖ **Book talk and Workshops:**

- Ms. Maja Daruwala, Chief Editor India Justice Report and Valay Singh Project Lead. Topic: **India Justice Report 2022** Moderator: Prof. Trilochan Sastry held on 20th January 2023.
- 1st District Case Workshop: A scoping exercise for Population Council, KEM-Pune, The George Institute, Institute of Public Health Shillong, SOCHARA, and IIMB. 14th November 2022.
- 2nd District Case Workshop: Early Results for Population Council, KEM-Pune, The George Institute, Institute of Public Health Shillong, SOCHARA, Center for Health Research and Development, SAS and IIMB. 23-24 March 2023.

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

Programme Directors: Prof. Arnab Mukherji

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.

- 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 COVID 19 pandemic, the admission cycle has been delayed by almost 3 months. Phase 2 is started on the 25th of October 2021

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

**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 setting 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

❖ **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)
- Collaborated with Access Health International, India to deliberate towards the formalization and standardization of curriculum for Health Informatics to create a cadre of well-qualified and trained health informatics professionals in India. This Model Curriculum on Health Informatics has been prepared and is now available: <https://accessh.org/reports/model-curriculum-on-health-informatics/>

**Research Projects**

❖ **Major International Research Collaborations**

- **Allen P Ugargol:** Exploring a research collaboration with Columbia University Mailman School of Public Health in April-May 2023

❖ **Electives Offered by CPP**

- Business Unusual: Understanding Alternative Business Models. **M S Sriram**
- Business Law: **Anil Suraj**
- Public Administration and Law: **Anil Suraj**
- Legal and Institutional Dynamics: **Anil Suraj**
- Ageism, Work and Society **Allen Ugargol**
- Climate Change, Society and Public Policy **Arpit Shah**
- Social Entrepreneurship: **Trilochan Sastry**
- Behavioral Economics and Public Policy **Ritwik Banerjee**
- Foundations of Development Economics **Arnab Mukherji, Soham Sahoo, Rajalaxmi Kamath and Allen Ugargol**
- Social Theory for Framing Research **Rajalaxmi Kamath**

- Public Economics **Rajalaxmi Kamath**
- Corporate Excellence with Econometrics **Tirthotanmay Das**
- Health Economics: Theory and Practice for Fragmented Markets: **Arnab Mukherji & Allen Ugargol**
- Rural Banking & Financial Inclusion: **M S Sriram**
- Education Economics and Policy: **Soham Sahoo**
- Building sustainable and livable cities: **Arpit Shah**
- Development Studies: **Hema Swaminathan**

#### ❖ **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**

- M S Sriram: Financial Inclusion and the Pandemic:
  - *Economic and Political Weekly.*
- M S Sriram: Ela Bhatt (1933-2022) An Ongoing Journey: *Commentary*:
  - *Economic and Political Weekly*
- A Mukherjee, G. Panayotov, R. Sen, H. Dutta, and Pulak Ghosh: Measuring vaccine effectiveness from limited public health records in data-deficient countries: Framework and estimates from India's second COVID-19 wave;
  - *Science Advances*
- W. Lu, H. Chen, and R. Song & Pulak Ghosh. On learning and Testing of Counterfactual Fairness through Data Pre-processing
  - *Journal of the American Statistical Association*
- W. Lu, M. Ma, and S. Yang & Pulak Ghosh: Multiplicative structural Nested Mean Model for Zero-Inflated Outcomes
  - *Biometrika*
- Ugargol AP, Mukherji A, & Tiwari R (2023). In search of a fix to the primary health care chasm in India: can institutionalizing a public health cadre and inducting family physicians be the answer?.
  - *The Lancet Regional Health - Southeast Asia.*
- Verma, S., & Ugargol, A. P. (2022). A Situational Review of Recommended Dietary and Lifestyle Management Guidelines during the COVID-19 Pandemic.
  - *Health and Population: Perspectives and Issues*

- Patel, V., Bhadada, S., Mazumdar-Shaw, K., Mukherji, A., Khanna, T. and G. Kang. (2022) A historic opportunity for universal health coverage in India.  
- *The Lancet*
- Nandi, A., Charters, T. J., Quamruzzaman, A., Strumpf, E. C., Kaufman, J. S., Heymann, J., Mukherji, A. and Harper, S. (2022). Health care services use, stillbirth, and neonatal and infant survival following implementation of the Maternal Health Voucher Scheme in Bangladesh: A difference-in-differences analysis of Bangladesh Demographic and Health Survey data, 2000 to 2016.  
- *Plos Medicine*
- Althaf, S. and A. Mukherji. (2022) To Rx or not - Mainstreaming Informal Providers  
- *Vikalpa*
- Ritwik Banerjee, Amadou Boly and Robert Gillanders: Anti-tax evasion, anti-corruption and public good provision: An experimental analysis of policy spillovers:  
- *Journal of Economic Behavior & Organization*
- Ritwik Banerjee, Priyama Majumdar: Exponential growth bias in the prediction of COVID-19 spread and economic expectation:  
- *Economica: Wiley Online Liabrary*
- Rakshit, S., & Sahoo, S. (2023). Biased teachers and gender gap in learning outcomes: Evidence from India.  
- *Journal of Development Economics*
- Kumar, A., & Sahoo, S. (2023). Caste, Gender, and Intersectionality in Stream Choice: Evidence from Higher Secondary Education in India.  
- *Education Economic*

❖ **Popular Press/News Paper Articles:**

- The India Forum, April 2023: What Do We Miss on Women’s Employment in Survey Data?: **Hema Swaminathan**
- Podcast: Mind The Gender Gap: Invisible Women: Gaps in Gender Data in India: **Hema Swaminathan**
- All is not well in India’s agriculture sector. State must help farmers access market systems The Print December 26, 2022: **M S Sriram**
- The Importance of Anand Teltumbde’s Thoughts in a Republic of Caste. The Wire, August 5th 2022: **M S Sriram**
- How an MBA in enterprise management is changing to adapt to shifting global realities: In Voices, Times of India (TOI): **Allen P Ugargol**

- How an MBA in Enterprise Management helps in adapting to shifting global realities: In Avenues, the Pioneer: **Allen P Ugargol**
- Envisioning age friendly health systems for India: A health policy imperative: Express Healthcare: **Allen P Ugargol**
- Ageing and inclusive climate action advocacy: In Voices, Environment, Times of India (TOI): **Allen P Ugargol**

#### ❖ Working Papers:

- Prakash, N., Sahoo, S., Saraswat, D., & Sindhi, R. (2022). **When Criminality Begets Crime: The Role of Elected Politicians in India**. IZA Discussion Paper 15259
- Jain, C., Kashyap, S., Lahoti, R., & Sahoo, S. (2022). **Is economic development affected by the leaders' education levels? Evidence from India** (No. 2022/68). WIDER Working paper

#### ❖ Book Reviews:

- Review of The Last Heroes: Foot Soldiers of Indian Freedom Deccan Herald, December 11, 2022: **M S Sriram**
- Review of Forks in the Road: My Days at RBI and Beyond Business Standard, November 16, 2022: **M S Sriram**
- Review of The Third Eye of Governance: Rise in Populism, Decline in Social Research Business Standard, October 19, 2022: **M S Sriram**
- Review of Anchoring Change, Business Standard, September 13, 2022: **M S Sriram**
- Review of Land Guns Caste Woman, Business Standard, May 27, 2022: **M S Sriram**

#### ❖ Edited Book:

- Inclusive Finance Report 2023: **N S Vishwanathan**

#### ❖ Book chapters:

- Care arrangements for older adults: exploring the intergenerational contract in emigrant households of Goa, India. In, Care for Older Adults in India (pp. 86-117). Policy Press. **Ugargol, A. P.**, Bailey, A., Hutter, I., & James, K. S

#### ❖ External Grants:

- **Soham Sahoo**: Co-Investigator of the project "Determinants of Private School Fees in India: The Market or The Politics?" funded by Faculty of Social Sciences Research Development Fund, University of Warwick
- **Pulak Ghosh**: NSE - NYU Stern Grant on "Cash Transfers, Credit, and Entrepreneurial Activity: Evidence from a Universal Basic Income Program"

- **Arnab Mukherji:** District Case Studies, funded by CMC-Vellore
- **Arnab Mukherji:** PHC to UHC, funded by Alliance for Health Policy and Systems Research, WHO

❖ **Key Research Activities/ Projects**

- **Arnab Mukherji and Allen Ugargol:** The Management’s Decision Dilemma over Expansion and Sustainability Plans for the eLAJ Smart Clinics
- **Vidya Jeevan, Dwajani S and Allen P Ugargol:** 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)
- **Allen P Ugargol:** Collaboration 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.
- **Arnab Mukherji:** Vulnerability Index for Tamil Nadu
- **Arnab Mukherji:** UHC Index: A district level measure of health systems
- **Soham Sahoo, Ritwik Banerjee and Satarupa Mitra:** Demographic and behavioural representativeness of online labor markets- understanding development through alternate data sources.

❖ **Designed new programme**

- Hema Swaminathan: Designed new programme: Workplace Conflict: An Opportunity for Growth

❖ **Awards:**

**Allen P Ugargol**

- Awarded the prestigious ‘Yusuf Hamied Fellowship 2022-23’ and invited as Visiting Fellow to Columbia University’s Mailman School of Public Health for the Spring of 2023. Exploring collaborative research with public health faculty at Columbia University
- Awarded the Indian Council of Medical Research (ICMR)’s Prof. Surinder Mohan Marwah Award (for 2020) for sustained research work in the area of Ageing and Geriatric Care in India

**Arnab Mukherji**

- Awarded a research grant funded by WHO to study the use of Primary Health Care to achieve Universal Health Care

**Pulak Ghosh:**

- 2023 outstanding Paper Award in Financial Institutions (WRDS) at the MidWest Finance Association Annual Meeting for the paper “Safety Nets, Credit, and Investment: Evidence from a Guaranteed Income Programme”
- Selected as Fellow of Asian Bureau of Finance and Economic Research (ABFER)
- Selected as Fellow of Luohan Academy

**Ritwik Banerjee:**

- Awarded Humboldt Foundation Fellowship for experienced Researcher.

❖ **Positions:****N S Vishwanathan:**

- Chair Governing Council Institute for Development of Research in Banking Technology (Set up by RBI)
- Chair of the Academic Council, College of Supervisors (Set up by RBI)

**M S Sriram**

- Appointed on the Governing Council of Institute of Public Enterprises
- Appointed on the Board of Credit Access Life Insurance Company Limited
- Appointed the Chair of the Academic Council of National Institute of Bank Management
- Appointed as the Chair of SIDBI Expert Committee on Microfinance

**Hema Swaminathan**

- Invited to be an external member of IITM Institute Ethics Committee, 2023-2026

**Pulak Ghosh**

- Chair, Committee to prepare the guidelines for usage of AI/ML applications in the Indian Securities market, appointed by SEBI
- Member, Organizing Committee for Seminar series on Innovation & Productivity Growth in the Digital Era: East Asia and Beyond by Asian Bureau of Finance & Economics Research

**Arnab Mukherji, Rajalaxmi Kamath and Tirthotanmay Das**

- Members, Cross-IIM MGNF Coordination Committee

**Allen P Uragol**

- Member of the Institutional Ethics Committee (IEC) at the Institute for Social and Economic Change (ISEC), Bengaluru
- Member of the DSMB (Data and Safety Monitoring Board) of the Central Ayurveda Research Institute, Bengaluru

- Member of the Institutional Review Board (IRB) of the Institute for Health Management and Research (IIHMR), Bengaluru

#### ❖ Academic Conference

Sl. No.	Authors	Conference details	Date & Year
1.	Prof. Hema Swaminathan	<b>30th IAFFE Annual Conference:</b> <ul style="list-style-type: none"> <li>• S/he said what? Comparing self and proxy reported employment status</li> <li>• Does marriage and motherhood impact women’s participation in labor markets in India?</li> <li>• Panel Discussion: Low labour force participation of women in India - Explaining the policy gaps.</li> </ul>	June 29 – July 1, 2022
		<b>UNU WIDER Conference on Reducing Inequality,</b> UNIANDES, In Bogota, Colombia <ul style="list-style-type: none"> <li>• Women’s legal rights and gender gaps in property ownership in developing countries</li> </ul>	5-7 October 2022
		Who is asked what? The effect of respondent identity and question framing on estimates of women’s employment’. Presented at the Great Lakes Institute of Management.	December 11, 2022
		Who is asked what? The effect of respondent identity and question framing on estimates of women’s employment’. Presented at the IIHS Internal Chat Box, IIHS	February 9, 2023
		The imperatives of marriage, motherhood and employment”, presented at the Gender Sensitive Economic Recovery and Resilience in Asia, organised with Inclusion Economics, Yale and ADB	March 11-13, 2023
		<b>Invited Speaker</b> <b>CeMIS Winter Colloquium 2022-23,</b> Women, Work, and Wealth: Measurement Challenges	November 9, 2022



Sl. No.	Authors	Conference details	Date & Year
		DigitALL: Innovation & Technology for Gender Equality” Panelist, CSIR-CECRI	March 2023
		Lead Speaker at SOCIAL PANEL on ESG-Emerging Imperative for Banks: Indian Banks’ Association (IBA)	December 9, 2022
		ICCEEM: Building the SDG Economy: Emerging Challenges and Prospects: St. Xavier’s College (Autonomous), Kolkata, State, Gender, and Economic Justice	February 11, 2023
2.	Prof. M S Sriram	Sustainable Rural Growth: Pathways to Resilient Future – panel member in the India Rural Colloquy: Organised by Transforming Rural India Foundation	August 8, 2022
		Panelist in National Conference on Youth Employability & Entrepreneurship”: Organised by Transforming Rural India Fopundation.	February 07, 2023
3.	Prof. Soham Sahoo	100 Years of Economic Development Conference (Cornell University, USA)	September 15-17, 2022
		PEGNet Conference (Kampala, Uganda)	September 1-2, 2022
		German Development Economics Conference (University of Hohenheim, Germany)	June 9-10, 2022
		Nordic Conference on Development Economics (Helsinki Graduate School of Economics, Finland)	June 13-15, 2022
		International Conference in Development Economics (Clermont-Ferrand, France);	June 30 - July 1, 2022
		Seminar at University of Manchester	December 2, 2022
		Seminar at London School of Economics	December 7, 2022
		<b>4<sup>th</sup> Annual Conference in Economics &amp; Finance</b>	February 9-11, 2023

Sl. No.	Authors	Conference details	Date & Year
4.	Prof. Rajalaxmi Kamath	Lakshmi Parvathy and R. Kamath (2022). From Thekedaar to Staffing solution providers-the evolution of Indian labour contractor presented at the 62nd Annual Conference of the Indian Society of Labour Economics (ISLE), organised by the the Department of Humanities and Social Sciences, IIT Roorkee, Uttarakhand	April 11-13, 2022
		Lakshmi Parvathy and R. Kamath (2023) Labour Market intermediaries in India presented at the 63rd Annual Conference of the Indian Society of Labour Economics (ISLE), organized by Rajiv Gandhi University, Itanagar, Arunachal Pradesh	March 3, 2023
5.	Prof. Allen P Ugargol	Dissemination Event for the Health Informatics Model Curriculum Report, which was created by the Health Informatics Network, convened by ACCESS Health International: New Delhi	December 15, 2022
		Invited participant at the meeting convened by the Secretary, Ministry of Health and Family Welfare to discuss the implementation of the Public Health Management Cadre	October 21, 2022
		Health Economics, Technology and Policy Management' at the XVII International Conference on Public Policy and Management organized by the Centre for Public Policy, Indian Institute of Management Bangalore.	August 22-24, 2022
		Hybrid round table discussion hosted by Access Health International between select academic leaders to deliberate towards the formalization and standardization of education in Health Informatics to create a cadre of well-qualified and trained health informatics professionals	February 4, 2022

Sl. No.	Authors	Conference details	Date & Year
		Presented a conference paper titled 'Care Arrangements for Older Adults: Exploring the Intergenerational Contract in Emigrant Households of Goa, India' (co-authored with Bailey A, Hutter I and James KS) at the British Society of Gerontology's 51st Annual Conference (BSG 2022) themed Better Futures for Older People Towards Resilient and Inclusive Communities in the Parallel Session titled "Parallel session 7G: Care for older adults in India: Living arrangements and quality of life"	July 8, 2022
		The role of social entrepreneurship education: A scoping review of training opportunities for trailblazers in India and the possibilities they offer for achieving developmental goals' at the Social Enterprise Consultation titled 'Influencing a Positive Future for Social Entrepreneurship' in a Post Covid-19 and Sustainability Driven World organized by the Institute for Lifecourse Development (ILD), University of Greenwich, United Kingdom	July 19, 2022

*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 papers 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, and Management Programme for Entrepreneurs and Family Businesses (MPEFB). They also 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 the previous 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 the attention of 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 (Murmann 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 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 they would like to dispose of it to bring in a more contemporary product, as 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 years.

Sponsor: IIM Bangalore

Status: Ongoing

#### **X-A5 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 of 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 include:

- a) Practical knowledge of setting up of a firm
- b) Existence of skilled labour
- c) Availability of raw material
- d) Enabling support services
- e) 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-A6 Balancing Traditionality and Innovation: Strategic Entrepreneurship in the Production of Handloom Saris**

Project Team: **Nilam Kaushik** and **Suresh Bhagavatula**

Summary: Recent research calls for more dedicated attention towards crafts-based ventures (Bell et. al, 2018; Korezen et. al, 2021). A call for papers for a special issue on craft-based ventures in the Strategic Entrepreneurship journal attests to the need for creating a dedicated space for studying crafts-based ventures. In India, the study of strategic entrepreneurship in the production and sales of handloom saris is a relevant and rather understudied context which we aim to use as our empirical setting to make a contribution to the management literature on craft-based ventures. We are broadly interested in understanding how producers and intermediaries involved in the production of handloom-based saris balance authenticity, traditionality and innovation (Kuhn and Galloway, 2015; Kroezen and Heugens, 2019) to seek opportunities in the market and attain competitive advantage.

Sponsor: IIM Bangalore

Status: Ongoing

**X-A7 Platform Scope Choice and Implications on Complementors' Decisions: Evidence from Wikipedia**

Project Team: **Ramya K Murthy** and **Anoop Madhok**

Summary: In digital platforms, value is co-created by the platform sponsor and an ecosystem of autonomous complementors (Jacobides et al., 2018; Kretschmer et al., 2021). The value cocreation process begins with the platform sponsor as the initiator of the ecosystem, choosing the product and market space to compete and choosing which parts of the value creation process to perform while opening the rest to the complementors. The platform literature in the technology and strategy streams has documented that such a choice encompasses the technology (Boudreau, 2017; Gawer, 2014) and governance elements, (Chen et al., 2021; Gawer, 2020) while shaping the value creation process. However, we do not fully understand how the scope choice impacts the complementors' performance and their decisions to participate and contribute to value creation within the ecosystem. Since platform sponsors can only indirectly influence the complementors, understanding how scope choices can impact the complementors is vital. This project examines this issue by studying the complementors' decisions in response to platform scope changes.



Sponsor: VRSP, IIM Bangalore

Status: Ongoing

### X-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
X-B1	Diana Hechavarria, Steven Brieger, <b>Levasseur, Ludvig</b> , and Siri Terjesen	Cross-Cultural Implications of Linguistic Future Time Reference and Institutional Uncertainty on Social Entrepreneurship	<i>Strategic Entrepreneurship Journal</i>	Vol. 17(1), March 2023, Pg. 61-94
X-B2	Bibek Bhattacharya, Ipsu Khadka, and <b>Mani, Dalhia</b>	Shaking Up (and Keeping Intact) the Old Boys' Network: The Impact of the Mandatory Gender Quota on the Board of Directors in India	<i>Journal of Business Ethics</i>	Vol. 177, 2022, Pg. 763-778

### X-D Chapters in Books

Sl. No.	Authors	Title of Chapter	Title of Book	Editors	Publication Details
X-D1	<b>Bhagavatula, Suresh</b> and Zuber S	Do You Have it in Other Colours: Insights into Handloom Sales?	<i>Routledge Handbook of Crafts and Sustainability in India</i>	Rachel Beth Egenhoefer	2023
X-D2	<b>Murthy, Ramya K</b> and Anoop Madhok	Platform Scope and Value Creation in Digital Platforms	<i>Handbook of Research on Digital Strategy</i>	C. Carmelo, F. Zhu and G. Dagnino	2023

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

Sl. No.	Authors	Title of Article	Name of Newspaper/Magazine	Date of Publication
X-F1	Mani, Dalhia	What are the hindrances to the growth of Indian family businesses?	<i>Forbes</i>	June 17, 2022
X-F2	Mani, Dalhia	Women at Work: A Primer for Male Colleagues and Subordinates	<i>Deccan Herald</i>	May 25, 2022
X-F3	Siri Terjesen, Levasseur, Ludvig, Diana Hechavarria, and Steven Brieger	How does future time reference impact the likelihood of individual engagement in social entrepreneurship?	<i>Forbes</i>	December 6, 2022
X-F4	Bidisha Bhattacharjee and Levasseur, Ludvig	The Jack Welch way: 11 measures entrepreneurs should take to be the true leaders of their ventures	<i>Forbes</i>	May 12, 2022
X-F5	Murthy, Ramya K	Digital Technologies Fuelling The India Startup Story	<i>BW Businessworld</i>	May 16, 2023

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

Sl. No.	Authors	Title of Publication	Type of Publication
X-G1	Mani, Dalhia	Karnataka Administrative Reforms Commission	Report on Improvements to Registrar's office, Police Station, etc. (Accepted, presented to legislature, and published on GOK website), 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	Invited Talk: Building and Leveraging Networks in an Uncertain Environment	Mindtree	2022

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
X-H2	Mani, Dalhia	Category Status Reclamation: How a Marginalized Gender Reclaimed its Status	82 <sup>nd</sup> Annual Meeting of the Academy of Management, Seattle, Washington, USA	August 5-9, 2022
X-H3	Mani, Dalhia	VCs in an Emerging Market: Becoming Increasingly Diversified with Experience	82 <sup>nd</sup> Annual Meeting of the Academy of Management Seattle, Washington, USA	August 5-9, 2022
X-H4	Levasseur, Ludvig Holt, D., and Kammerlander, N.	Time perspective and innovativeness in family firms: Some theoretical propositions	5 <sup>th</sup> Creative Spark Workshop, Berlin, Germany	March 2023
X-H5	Mahmood, N., Murthy, Ramya K and Madhok, A.	Theory of Digital Platform Ecosystem Advantage	Strategic Management Society Annual Conference 2022, London, UK	September 17-20, 2022
X-H6	Murthy, Ramya K and Madhok, A.	Platform Sponsor Alliances and Ecosystem Value	IIM Ahmedabad ICODO Conference 2023	January 8-9, 2023
X-H7	Murthy, Ramya K and Madhok, A.	Platform Scope Choices and Ecosystem Heterogeneity: A Configurational Approach	82 <sup>nd</sup> Annual Meeting of the Academy of Management Seattle, Washington, USA	August 5-9, 2022

### X-J IIMB Case Studies @ Harvard Business Publishing

- X-J1** Title: **Pridebites: Roles and Decisions of Entrepreneurs and Investors**
- Author: **Ludvig Levasseur** and Jacqueline Gomes
- Summary: PrideBites is a case that highlights the entrepreneurial journey of four young graduates who witnessed the dearth of cheap, good quality, and customizable pet products in the market and decided to make these products. The founders also had to seek funds to grow their business. The case walks readers through the decisions investors make and the roles of entrepreneurs in successfully getting funds from venture capitalists. This case also provides an opportunity for

students to understand Mises and Rothbard’s emergence and the function of entrepreneurial profit and loss, and how this informs everyday business life and experiences. It presents rich material to understand that funding a venture is a result of a negotiation process between the venture capital firm and the entrepreneurial firm and is more an art than a science.

- X-J2**    **Title:**                    **Mylab Discovery Solutions: Innovating Against all Odds**
- Author:**                    Charu Rastogi, **Srivardhini K. Jha**, and **Rishiksha T. Krishnan**
- Summary:**                Mylab Discovery Solutions is a biotechnology firm based in Pune, Maharashtra, a state in the western part of India. The company is focused on developing and commercializing diagnostic solutions and automation in molecular, serology, and immunology areas. Its applications are in clinical diagnostics, drug discovery, biomedical research, agri genomics, and animal and food safety. Till early 2020, like any other young venture in a nascent market, Mylab was struggling to raise funds and spread awareness of high-priced but more accurate “molecular diagnostics” in a price-sensitive market. Its fortunes changed in March 2020, when the COVID-19 pandemic struck. The firm was dubbed the “poster child of the COVID-19 pandemic” after it rose to the limelight for developing COVID-19 RTPCR and rapid antigen test kits. The next two years saw it raising funds, automating and scaling production, doubling down on research and development, launching multiple new products, and pursuing inorganic growth through acquisitions and alliances. However, by January 2022, the pandemic seemed to have run its course. The founders, Hasmukh Rawal and Shailendra Kawade, were considering strategies to maintain Mylab’s growth momentum. Through a series of interviews with key players at Mylab, we have developed a case study to delve into how a startup in the nascent biotechnology industry in India succeeded in churning out innovation after innovation and scaling up production of test kits from a few hundred to hundreds of thousands in the span of a few months. The learning objectives of this case are to understand the unique challenges faced by ventures in nascent markets, compare the ecosystem of ventures in nascent industries with those in mature industries, and discuss how stakeholder relationships evolve as a venture advances in its journey.

## X-K Leading Journal Publications

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

- X-K1** Authors: Diana Hechavarria, Steven Brieger, **Ludvig Levasseur**, and Siri Terjesen
- Title: **Cross-Cultural Implications of Linguistic Future Time Reference and Institutional Uncertainty on Social Entrepreneurship**
- Journal: *Strategic Entrepreneurship Journal*
- Abstract: Using a sample of 205,792 individuals in 70 countries with 39 languages, this paper presents novel empirical evidence for how a language's *future time reference*, defined as the requirement that speakers mark time in the future, affects a speaker's likelihood of engaging in social entrepreneurship. FTR subtly shapes a speaker's temporal orientation, such that speaking a futured language (i.e., strong FTR) favours a short-term orientation which positively affects the likelihood of being a social entrepreneur. Furthermore, institutional uncertainty arising from weakly entrenched institutions moderates this relationship. Individuals who speak futured languages in contexts characterized by regulatory institutional uncertainty (weak rule of law, weak property rights, and strong corruption) are more likely to engage in social entrepreneurship. Theoretical and practical implications and future research directions are discussed.
- Listings: **Financial Times 50**
- X-K2** Authors: Bibek Bhattacharya, Ipsu Khadka, and **Dalhia Mani**
- Title: **Shaking Up (and Keeping Intact) the Old Boys' Network: The Impact of the Mandatory Gender Quota on the Board of Directors in India**
- Journal: *Journal of Business Ethics*
- Abstract: Prior research on the impact of mandatory quotas in one dimension of diversity on other dimensions shows contradictory results. We seek to resolve this puzzle by relying on theory in social psychology on homophily and recategorization processes in hiring. In the context of a law mandating a gender quota on Indian boards, we predict and find that boards respond to the law by hiring new women directors who are similar to existing directors in terms of caste and community dimensions. We find that this homophily effect is impactful to the extent that even high-status women directors cannot overcome it. At the aggregate level, these organizational-level practices result in caste and community inequalities remaining intact despite the

introduction of 1309 new women directors. We contribute to research on inequality, board of directors, and affirmative action.

Listings: **Financial Times 50**

### X-L Awards, Honours, and Achievements

**X-L1 Prof. Ludvig Levasseur**, Outstanding Reviewer Award, Managerial and Organizational Cognition (MOC) Division of Academy of Management 2022.

**X-L2 Prof. Ramya K Murthy**, Finalist, ISPIM Dissertation Award 2022.

### X-N Dissertation Proposals by Doctoral Students during 2022–2023

Sl. No.	Name of the Student	Topic	Date
X-N1	Manjunath A N	Entrepreneurial Agency in Regional Transformation: An Entrepreneurial History of Old Mysore Region (1881 – 1956)	May 6, 2022
X-N2	Aman Bhuwania	Essays on Venture Learning within Accelerators	May 30, 2022
X-N3	Sneetha Saji	Identity Work of Women Entrepreneurs	December 16, 2022

### X-O Papers Presented by Doctoral Students in Conference/Seminar during 2022–2023

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
X-O1	Sukanya Roy and Prof. Dalhia Mani	VCs in an Emerging Market: Becoming Increasingly Diversified with Experience	82 <sup>nd</sup> Annual Meeting of the Academy of Management (Virtual)	August, 2022
X-O2	Bidisha Bhattacharjee	From Taking All to Giving Back: A Philosophical Rendering of the Path to Embedding Sustainability Orientation in Firms	International Research Conference on Sustainable Goals, IIM-Bodh Gaya	September 2022
X-O3	Charu Rastogi	Challenges Faced by Green Entrepreneurs in the Clean Tech Space in India	International Research Conference on Sustainable Goals, IIM-Bodh Gaya	September 2022

## Centre for Management Communication

*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 Climate Change and Health Communication: Frames of Newspaper Reporting in India and How Health Inequalities Characterize Determinants for Setting the Agenda

Project Team: **Deepti Ganapathy**

Summary: This study will examine the range of healthcare issues being prioritized by the news media, particularly newspapers at the national level in India. It will aim to highlight issues – the impact of climate change on the health of vulnerable sections of the population that exerts a disproportionate burden on the healthcare system – that should be of concern to policymakers, stakeholders, and journalists.

Sponsor: VRSP, IIMB

Status: Ongoing

## 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	The latest IPCC report calls for concerted climate action	<i>The Times of India</i>	April 1, 2022
XI-F2	Ganapathy, Deepti	Preparing for crisis management: The contact, direction, and distance approach for communication	<i>Forbes India</i>	June 1, 2022

## 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	Ganapathy, Deepti	Mapping Climate Change through Press Narratives	International Conference on Climate Crisis and Future Implications, School of Social Sciences and Humanities, VIT-AP University	May 7-8, 2022



Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
XI-H2	Ganapathy, Deepti	Corporate Sustainability	Ethos Research Group, Bayes Business School, University of London, London, UK	April 2022
XI-H3	Ganapathy, Deepti	Communicating Climate Change to a Fragmented Audience	Kiran C Patel Centre for Sustainable Development, IIT Gandhinagar	October 31, 2022
XI-H4	Ganapathy, Deepti	Computer-mediated Communication and Social Media	Omaha School of Communication, Fine Arts and Media, University of Nebraska	November 1, 2022
XI-H5	Ganapathy, Deepti	Global Journalism and Media	Loyola University, Maryland	February 16, 2023
XI-H6	Ganapathy, Deepti	Keynote Speaker at International Conference on Contemporary Developments in Entrepreneurship, Business and Management in Digitized Era - Towards Industry 5.0	REVA University	December 27-28, 2022
XI-H7	Ganapathy, Deepti	Invited Panellist: Contextualizing Climate Change Education for Karnataka, Scaling-Up and Strengthening Climate and Environmental Education Access to Children and Youth in India: A joint initiative of Centre for Environment Education and UNICEF, Government of Karnataka (Second Stakeholder Meeting)	IISc, Bengaluru	November 28, 2022
XI-H8	Ganapathy, Deepti	Invited Plenary Panellist	Asian Conference for Political Communication, Singapore	October 12-13, 2022

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
XI-H9	Ganapathy, Deepti	Invited Plenary Panellist, Reframing the Conversation on Climate	7 <sup>th</sup> East-West Center International Media Conference, Honolulu, Hawaii	June 27-30, 2022
XI-H10	Ganapathy, Deepti	Invited Panellist: WHO technical consultation on building a global curriculum for infodemic management	Belgrade, Serbia	March 21-23, 2022
XI-H11	Bandi, Swati	Invited Moderator for The Structural Transformation of Media in the 21 <sup>st</sup> Century with Reference to Platform, Politics, and Culture at Mediatron	Jyoti Nivas College	2022

### XI-J IIMB Case Studies @ Harvard Business Publishing

**XI-J1 Title: Net Zero to Net Hero - Can We Gross It? (Part 1 & 2)**

**Authors: Deepti Ganapathy, Jacqueline Gomes, and Garima Dua**

**Summary:** This is a two-part case that highlights the pressing need for businesses to move towards sustainable practices. This is particularly relevant in today’s climate crisis environment, where governments and businesses need to work together at COP summits to lay out policy roadmaps. Paving the way for sustainability in a firm, is a multipronged approach with interlinkages to local as well as global policy directives and understanding this, through the context of what CII does, gives the bigger picture for any small, medium or large firms to strategically plan and communicate their approach to achieving the Sustainable Development Goals (SDGs) as well as to be seen as clearly “walking the talk” when it comes to showcasing themselves as being oriented towards truly caring for the planet.

## Centre for Corporate and Governance and Citizenship (CCGC)

*The Centre for Corporate and Governance and Citizenship (CCGC) has established itself as a repository of knowledge and commitment in the field of Corporate Governance and Corporate Responsibility under the umbrella of Responsible Business.*

*The 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.*

**CCGS : CEOs speak sessions : 2022-23**

- **Gate Keepers & Whistle-Blowers : Implications for Corporate Governance**

Speakers

Mr M Damodaran, Chairperson, Excellence Enablers Pvt Ltd; Dr Omkar Goswami, Founder & Chairperson, CERG Advisory Pvt Ltd ; Ms Padmaja Chunduru, MD & CEO, National Securities Depository Ltd and Mr Vikram Chandra, Founder & CEO, Editorji Technologies.

- **The Tipping Point of Hubris : Corporate Takeovers & Market for Corporate Control**

Speakers

Mr Arun Maira, Former Member, Planning Commission of India; Mr N Krishnakumar, Managing Partner, Mela Ventures and Mr Shriram Subramanian, Founder & MD, In-Govern Research Services

- **Panel discussion on Cyber Resilience Strategy, Cyber Forensics and Governance**

Speakers

Dr Gulshan Rai, Chief Information Security Officer, Prime Minister's office, Government of India; Mr K M Reddy, Chief Information Security Officer, Union Bank of India; Mr Sujith Babu, Cyber Leader - India & SAARC, Cisco Systems and Mr Ajit Menon, Chief Information Security Officer, Tata Consultancy Services

- **Ways for the Future: Board Independence - Insider Influence and Vested Interests**

Speakers

Mr Sundararaman Ramamurthy, Managing Director & CEO, Bombay Stock Exchange; Mr J N Gupta, Managing Director, Stakeholders Empowerment Services; Dr Ashok Haldia, Past Secretary, Institute of Chartered Accountants of India

- **Boards & ESG : Action your Aspiration & Enhance Accountability**

Speakers

- Mr C K Venkataraman, Managing Director, Titan Company Ltd; Prof Lawrence Loh, Director - CGS, NUS Business School, National University of Singapore and Mr Thomas Thomas, CEO, ASEAN CSR Network

***IIMB-CCGS Five Day Capability Building Initiative on Leadership and Governance for NGO Leaders Two online workshops of five days each.***

***Dates : 7-11 February & 19-23 September 2022***

***Over 65 NGOs Leaders participated.***

***Objective was to enable NGOs and their leaders to develop competencies and skills that can make them more effective and sustainable.***

***Speakers***

- *Mr Sanjay Khajuria, Director-Corp Affairs, Nestle India Ltd*
- *Prof S Raghunath, Prof-Strategy, IIMB*
- *Prof P D Jose, Prof - Strategy, IIMB*
- *Mr Deepak Jain, Senior Adviser, Wipro Care*
- *Mr Sunil Kunte, Mentor & Mr Jaison George, CEO, Christel House*
- *Mr Harish Bijoor, Brand Guru*
- *Prof Sourav Mukherji, Prof - OD, IIMB*
- *Prof Padmini Srinivasan, Associate Prof - Finance & Accounting, IIMB*
- *Dr Nidhi Pundhir, Director, HCL Foundation*
- *Mr Aroon Raman, MD, Telos Investments & Technologies*
- *Prof Abhoy Ojha, Prof-HR, IIMB*
- *Prof L Sridhar, Chartered Accountant, Sridhar & Britto Chartered Accounts*
- *Mr L Prabhakar, Sr VP & Head-Social Investments, ITC Ltd*
- *Mr Dipak Marwah, Director, Brandmusiq*
- *Dr Aravind Srinivasan, Director-Projects, Aravind Eyecare System*
- *Mr Vishal Bali, Co-Founder & Chairman, Medwell Ventures*
- *Prof Debolina Dutta, Prof - OB & HRM, IIMB*
- *Mr Ashoke Joshi, Former Chairman, The Srinivasan Services Trust*
- *Prof Anil Suraj, Associate Prof-Public Policy, IIMB*
- *Prof Vijay Venkataraman, Assistant Prof - Strategy, IIMB*

### ***CCGS-NSRCEL Five Day Online Governance Programme for Start-ups***

*Theme : Establishing Corporate Governance to Ensure Your Start-up's Long-Term Success*

*Dates : 5 - 9 September 2022*

*Over 60 CEOs & Senior Executives from Start-ups participated.*

*The workshop focused on adopting good Corporate Governance Practices by Start-ups.*

#### *Speakers*

- *Mr Sateesh Andra, Managing Director, Endiya Partners,*
- *Mr Navas Meeran, Chairman, Meeran Group of Companies, addressed the inaugural session.*
- *Mr Ajay Nanavati, Former Chairman, Syndicate Bank and former MD, 3M India*
- *Mr N S Vishwanathan, Senior Fellow at IIMB and former deputy governor of RBI*
- *Prof S Raghunath, Prof-Strategy, IIMB*
- *Prof Padmini Srinivasan, Associate Prof - Finance & Accounting, IIMB*
- *Mr Harish HV, Managing Partner, ECube Investment Advisors*

- *Mr Bijou Kurien, Chairman, Retailers Association of India*
- *Ms Dipali Ved, Talent Head – Consulting, Deloitte India*
- *Mr Vivek Kedia, Partner – Risk Advisory, KPMG India*
- *Prof Anil Suraj, Associate Prof-Public Policy, IIMB*
- *Mr Nishanth Ravindran, Senior Associate, AZB & Partners*

***IIMB-FLORIDA INTERNATIONAL UNIVERSITY  
ACADEMIC CONFERENCE: 8-9 NOVEMBER 2022***

- *IIMB-Centre for Corporate Governance & Sustainability and Florida International University College of Business jointly hosted an International Conference on Corporate Governance and Analytics on 8<sup>th</sup> and 9<sup>th</sup> November 2022.*
- *Conference focused on theoretical and applied work on Corporate Governance and Analytics*
- *Programme structured with a combination of paper presentations, panel discussions and workshop*
- *Speakers, authors and co-authors of the paper presentations at the conference include many of the IIMB faculty members, industry other Indian institutions.*
- *Attended by delegates from academia and industry*



***SMES DEVELOPMENT PROGRAMME***

***Fostering Growth through Good Governance***

- *The Centre for Corporate Governance and Sustainability (CCGS), IIM Bangalore hosted a one-day programme on “Fostering Growth Through Good Governance” on 10<sup>th</sup> March 2023*
- *Focused on enhancing the organizational effectiveness towards overall performance, governance aspects, ethical business conduct and reporting beyond compliance that leads to the sustainable growth of SMEs.*

- Sessions were addressed by speakers from Industry; IIMB and accounting and financial management agencies
- The programme was held under the aegis of the National Foundation for Corporate Governance (NFCG).
- The programme was attended by over 100 delegates from different sectors; representing Small and Medium Enterprises.
- ASSOCHAM provided participants and speakers support to the programme.



### **IIMB-CCGS CEOs SURVEY : GOVERNANCE 4.0**

- In May 2022, CCGS initiated a CEOs Survey on “Corporate Governance challenges in India”
- Survey covered key CEOs of industry across India
- Survey contained questions ranging from economy; technological changes; cyber threat; ESG with the key focus on Corporate Governance & challenges
- Respondents to the survey are from sectors ranging from manufacturing, information technology, agro and food processing, financial services, automobiles, and electronics.
- This survey also suggested some important areas of research and activities for IIMB-CCGS.

### **CEOS VIDEO SERIES ON CORPORATE GOVERNANCE**

- A series of video sessions with CEOs on the key topics of Corporate Governance
- Topics covered : Common threads and themes on Corporate Governance; Role of Independent Directors; Board Succession; Board’s effective functioning; and evolution & importance of ESG
- Uploaded on CCGS website for wider reach



### **CCS Project : 2022**

- CCGS facilitated a Contemporary Concern Study (CCS) project.
- Two groups of students worked on a project titled “My E-Haat”
- Project focused on Arts & Crafts.
- The students group submitted a detailed report on strengthening the value chain; improving the digital marketing for better outreach / visibility and sales; and strategies to improve the product quality, packaging & production plan.



## Data Centre and Analytics Lab (DCAL)

*Data Centre Analytics Lab (DCAL) at the Indian Institute of Management Bangalore (IIMB) represents the institute's guiding principle: Excellence in education comes through high-quality research. In its short history 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 Intel-Supply Chain Resilience

Supply chain resiliency is the ability to respond quickly to operational disruptions through flexible contingency planning and forecasting – from material sourcing to logistics and the final delivery of products and services. The key to supply chain resiliency lies in quickly identifying possible disruptions to supply chain and act on it. The key to identifying these disruptions involve continuously monitoring the worlds events through news sites/articles and any other sources. Any event with a high risk of supplier disruption should be flagged and communicated to the relevant teams for any initiation of BCP (Business Continuity Plan) so that the effect of the event on the business is minimized.

One key capability within supply chain risk management is the ability to search and identify potential supplier risks through ‘web scraping’ and the ability to link/detect supplier risks based on vulnerabilities in the eco system. This project focusses on using Generative AI to create a robust supply chain resilient system which detects the potential threats to supply chain and severity of impact of these threats. Objective of the project is to build a Generative AI model to extract the intelligence from those inputs of incidents/articles or news feeds provided by the business, and map those to potential suppliers which will be affected. The model will create a generic supplier profile for affected suppliers based on context, location and intelligence extracted by the AI model. Post identification of potential suppliers which could be affected by the incident the objective is to create a risk score for these affected suppliers by ranking factors the severity of impact mapped to the supplier information and its affect on supply chain resilience.

### XIII-A2 SOGI - Winners in rummy game

Skill Online Games Institute (SOGI) is an initiative created to be a hub for reliable and credible data concerning skill games online. SOGI’s main mission is to grant industry stakeholders access to timely insights into the latest developments in the online gaming industry and emerging global trends.

Objective of the project is to analyse the data of game of rummy and assess the business strategy and skills that is used in the game using the game data. Data Analysis to test if business strategy and skills are used in the game of rummy (Loss aversion etc). Using the data to understand and list down the gaming strategies that the consistent winners of the game use and is there a trend and pattern that can be published in players and winner behaviour and game play.

The output of the data and statistical analysis will be published in the form of a publication which can be consumed by the policymakers and gaming companies worldwide.

**XIII-A3 Cargill**

1. Problem Statement: Forecasting as a Service (FaaS) -
  - The objective of the product is to utilize machine learning in python to generate sales forecasts for over 600+ products, with a focus on improving accuracy and minimizing absolute error.
  - To build a robust forecasting “engine” that could make several statistical/machine learning models that can be compared and come up with the best model.
2. Problem Statement: Price Freight forecasting (CASC) -
  - The aim was to forecast the price of transportation along specific routes from farms to cities in Brazil.
  - To make the pre-processing techniques more robust such as data imputation, data interpolation, anomaly detection and removal etc.
  - To understand any statistical violation in the currently deployed global prophet model.

**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** Fourth Women in Data Science Conference (WiDS 2022) - 120+ participants benefited from the conference held on April 9, 2022.
- XIII-H3** Twelfth Symposium on Business Analytics and Intelligence - 241 participants benefited from the conference held during July 15-16, 2022.
- XIII-H4** First BAI & BDA Alumni Meet - 100+ participants benefited from the workshop held during July 16, 2022.
- XIII-H5** Masterclass on Artificial Intelligence - VIT Bhopal - 500 participants benefited from the conference held during September 16, 2022.
- XIII-H6** Workshop on Data Visualization and Storytelling - 27 participants benefited from the workshop held during July 17-18, 2022.
- XIII-H7** Workshop on Machine Learning Operations - 15 participants benefited from the workshop held during December 13-14, 2022.
- XIII-H8** Workshop on Data Visualization and Storytelling - 10 participants benefited from the workshop held during December 13-14, 2022.

## Supply Chain Management Centre (SCMC)

*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	Srikanth Krishnaprasad and <b>Tripathi, Rajeev R</b>	A pricing mechanism to improve capacity utilisation in ridesharing	<i>Journal of the Operational Research Society</i>	Vol. 73(4), 2022, Pg. 741-753
XIV-B2	R. Sreedevi, <b>Saranga, Haritha</b> , and Sirish Kumar Gouda	Impact of a country's logistical capabilities on supply chain risk	<i>Supply Chain Management</i>	Vol. 28(1), 2023, Pg. 107-121
XIV-B3	<b>Verma, Nishant K</b> and Ashish K Jha	Social Media Sustainability Communication: An Analysis of Firm Behaviour and Stakeholder Responses	<i>Information Systems Frontiers</i>	Vol. 25, 2023, Pg. 723-742
XIV-B4	<b>Verma, Nishant K</b> and Ashish K. Chatterjee	Process flexibility in the presence of product modularity: Does modularity help?	<i>International Journal of Production Economics</i>	Vol. 256, February 2023, Pg. 1-15
XIV-B5	Debarati Basu, Kamalika Chakraborty, Shabana Mitra and <b>Verma, Nishant K</b>	Customer reciprocity in greening: The role of service quality	<i>International Journal of Quality and Service Sciences</i>	Vol. 14(2), 2022, Pg. 238-257
XIV-B6	Debarati Basu, Shabana Mitra and <b>Verma, Nishant K</b>	Mitigating credit risk: Modelling and optimizing co-insurance in loan pricing	<i>Applied Economics</i>	Vol. 55(29), 2023, Pg. 3422-3441
XIV-B7	Satyam Mukherjee and <b>Jain, Tarun</b>	Social brokerage and productivity of users in online innovation networks	<i>Journal of Product Innovation Management</i>	Vol. 40(2), March 2023, Pg. 231-254
XIV-B8	Sunanda Katewa and <b>Jain, Tarun</b>	Mobile Application's Quality and Pricing Decisions Under Competition	<i>Decision Sciences</i>	Vol. 53(5), October 2022, Pg. 896-931
XIV-B9	Satyam Mukherjee and <b>Jain, Tarun</b>	Impact of COVID-19 on the mobility patterns: An investigation of taxi trips in Chicago	<i>PLOS One</i>	Vol. 17(5), May 2022, Pg. 1-19
XIV-B10	<b>Sapra, Amar</b> and Peter L. Jackson	Integration of long- and short-term contracts in a market for capacity	<i>Production and Operations Management</i>	Vol. 31(7), July 2022, Pg. 2872-2890
XIV-B11	Akansha Misra, <b>Saranga, Haritha</b> and <b>Tripathi, Rajeev R</b>	Channel choice and incentives in the cadaveric organ supply chain	<i>European Journal of Operational Research</i>	Vol. 302(3), November 2022, Pg. 1202-1214

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
XIV-B12	Jain, Tarun, Hazra, Jishnu and T. C. E. Cheng	New product design decisions and free sharing of patents with rivals	<i>Journal of the Operational Research Society</i>	Vol. 74(1), 2023, Pg. 59-80
XIV-B13	Jain, Tarun, Hazra, Jishnu and T. C. E. Cheng	Analysis of upstream pricing regulation and contract structure in an agriculture supply chain	<i>Annals of Operations Research</i>	Vol. 320, 2023, Pg. 85-122

#### XIV-H Seminars/Conferences/Panel Discussion

##### Research activities and Papers

The Centre has been actively pursuing research and consultancy assignments with the government sector. The following assignments were executed during the 2022-23 period.

##### Office of the Principal Accountant General (Audit-I) Karnataka, Bengaluru

The research project had the primary objective of comprehensively examining the supply chain system of the Targeted Public Distribution System (TPDS) in Karnataka. This encompassed a detailed investigation into issues related to warehousing and the transport network, with the overarching goals of identifying and quantifying inefficiencies, minimizing duplications, and resolving bottlenecks within the system. A key focus of the project was to assess the end-to-end IT systems implemented by the department, emphasizing the rectification of deficiencies in the monitoring mechanisms associated with the scheme. Commencing in July 2022, the project reached its completion in March 2023. The findings derived from the research constitute an integral component of the final audit report, which is currently being delivered by the Public Accountant General (PAG) office to the Karnataka state government.

##### Impact of MBM Measures on the Shipping Industry

This research project, commissioned by the Directorate General of Shipping, sought to undertake comprehensive analytical and investigative research on the repercussions of economic measures, specifically carbon taxes and Emission Trading Systems (ETS), on the shipping industry. The study delved into the effects of different magnitudes of carbon levies on key economic factors, including freight costs, landed costs, and the ultimate product prices for India's foremost traded commodities—Coal, crude oil, iron ore, and palm oil.

##### European Business and Technology Centre (EBTC)

EBTC and IIM B have co-authored a white paper on the warehousing industry in India. The white paper tracks the growth of warehousing in India, identifies key challenges faced by the warehousing industry and distinguishes the macro trends & developments in the

warehousing industry. The paper focuses on the lack of technology and automation in the industry and suggest some solution to work around it.

### **Conference, workshops, seminars**

#### **Conference on Maintaining safety and quality in the perishable food supply chain using Technology**

A conference, titled “Maintaining safety and quality in the perishable food supply chain using technology,” was held on July 20, 2022, at the Indian Institute of Management, Bangalore and organized by the Supply Chain Management in partnership with TagBox Solutions Pvt. Ltd. and NASSCOM. TagBox is enabling organizations to make their supply chains smarter and more reliable through IOT solutions, while NASSCOM is the premier trade body and chamber of commerce for the IT industry in India. This was an invite-only event where senior professionals from bodies like FSSAI, NCCD, an IIM Bangalore Prof., and senior SCM and technology leaders from various private sector organizations shared their real-life experiences to improve the effectiveness of perishable food supply chains. The conference garnered good response with more than 100 people attending the event.

#### **Panel Discussion on Digital Technologies in Supply Chain**

On October 15, 2022, a panel discussion on “Women in Supply Chain: In a League of Their Own” was held. The panellists included Ms. Ushasri Tirumala (Senior Vice President and India Head, Manhattan Associates (India) and Development Centre Private Ltd.), Meenakshi Arun Subramanian (Director, Strategy and Transformation, Azure Cloud Supply Chain, Microsoft), and Ms. Seema Mohanty (Global Supplier Manager, Bayer). The webinar was moderated by Prof. Hema Swaminathan.

### **XIV-J IIMB Case Studies @ Harvard Business Publishing**

- XIV-J1** Anshuman Tripathy, Avani Mishra, and Shlok Sangoi, Akshaya Patra: The Covid-19 Pandemic and Thereafter
- XIV-J2** Haritha Saranga and Shailaja Grover, Shawls or Stoles? Resource Optimization Problem at Looms of Ladakh

*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.*

### Introduction

The Centre for Teaching and Learning at IIM Bangalore, launched in the year 2018, is dedicated to understanding the evolving best practices of teaching and learning and disseminating such understanding to increase teaching effectiveness.

The Centre works towards achieving 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 input to faculty members and doctoral students.
- Act as a national resource for improving teaching standards in higher education institutes.

### Activities

#### Doctoral Consortium on Teaching for IIMB's PhD scholars

A four-day Doctoral Consortium on Teaching 2023 was hosted, from 9 to 12 January 2023, for the Institute's PhD scholars.

In all, 23 PhD students, who are in the concluding stage of their doctoral study and soon going to begin their journey as academics, participated in the programme.

The consortium focused on various aspects of effective teaching and was led by Prof. **Sourav Mukherji**, faculty in the Organizational Behaviour & Human Resources Management area of IIMB, and Dr. Arun Pereira, MIT-Sloan International Faculty Fellow and Emeritus Faculty at the Chaifetz School of Business, Saint Louis University, USA.



Prof. **Jitamitra Desai**, faculty in the Decision Sciences area of IIMB, also held a session on teaching quantitative subjects as part of the consortium.

Prof. Mukherji conducted sessions on case-based teaching, case writing, and course design. Dr. Pereira introduced the participants to various drivers of learning. These sessions provided appropriate and relevant input to the participants, which helped them design and prepare their classes for the teaching practicum sessions.

The Teaching Practicum was an important component of the programme, which provided the participants with an opportunity to take a class on their chosen topic, discover their unique teaching style in the process, and get constructive feedback on how they can improvise and deliver sessions more effectively as a teaching faculty.

On the last day of the consortium, Dr. Shekhar Seshadri, former Senior Professor and Head of the Department of Child and Adolescent Psychiatry at NIMHANS, conducted an interactive workshop called 'Body Talk' with a focus on the ways an educator may develop effective body and voice presence.

### **Doctoral Consortium on Teaching for PhD scholars from other Business Schools**

The second Doctoral Consortium on Teaching at IIMB was organized from 30th January to 2nd February 2023.

For the second cohort, the Consortium's programme structure was the same as that used for the doctoral students at IIMB. The resource persons and instructors too were the same, i.e. Prof. Sourav Mukherji, Prof. Jitamitra Desai, Dr. Arun Pereira, and Dr. Shekhar Seshadri.

The batch comprised 21 Doctor of Philosophy (PhD) students, who are in their concluding stages of doctoral study, from 13 management institutes and departments across India, which include: IIM Indore, IIM Sambalpur, IIM Ranchi, IIM Ahmedabad, IIM Kashipur, IIM Kozhikode, IIM Udaipur, ISB Hyderabad, EDII Ahmedabad, IIT Ranchi, IIT Kanpur, IIT Kharagpur, and XLRI Jamshedpur. Four PhD students from IIM Bangalore also participated in the conference. This was a well-structured residential programme.

### **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, peerreview and publication related support for IIMB- HBPE cases. All of this is done in consultation with and under the guidance of the Chair-CDOCTA.

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

15 new IIMB cases were processed and added to the HBPE collection during the period April 2022 - March 2023. See *Table 1* for the list of cases processed and submitted to the HBP during the mentioned period.

The Harvard Sales report indicate that over 1,18,654 copies of IIMB’s cases were sold worldwide during the period January - December 2022. See *Table 2* for the list of cases that sold more than thousand copies during January-December 2022

### ‘Samiksha’ Webinar Series

CTL hosted 4 webinars during the period 2022-23. 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 250 colleges and universities in India.

### Teaching Tips on Tap

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. This time, the videos were in English, Tamil, and Kannada.

See *Table 4* for the list of 3 videos released in English.

See *Table 5* for the list of videos released in Tamil and Kannada.

### Tips on Research-Informed Teaching

Featuring IIMB faculty members, this new initiative of the Center for Teaching and Learning at IIMB is an attempt to capture how research can be integrated into teaching and the ways research and teaching complement each other.

The videos are short and crisp, and loaded with valuable input for academics who believe in the power and relevance of research for informed and impactful teaching.

See *Table 6* for the videos.

**Table 1: Cases processed and submitted to the HBP during 2022-23**

Sl. No.	Author	Case Title
1	Ranjani K, Neeraj Pandey, Sumi Jha, Poonam Singh, Upasna A. Agarwal, Vivek Khanzode, Manoj Tiwari, and Dinesh Kumar Unni Krishnan	Shri Ram Temple: A Fintech Solution for Large Scale Project
2	Deepti Ganapathy, Jacqueline Gomes, and Garima Dua	Net Zero to Net Hero - Can We Gross It? Part 2
3	Deepti Ganapathy, Jacqueline Gomes, and Garima Dua	Net Zero to Net Hero - Can We Gross It? Part 1
4	Charu Rastogi, Srivardhini K. Jha, and Rishikesha Krishnan	Mylab Discovery Solutions: Innovating against all Odds

Sl. No.	Author	Case Title
5	Abhishek Sahu and Debolina Dutta	The Industry Dilemma: Allow Ethical Moonlighting Or Lose To Gig Working?
6	Debolina Dutta and Chaitali Vedak	entomo - Enabling People Experience for the Digital World of Work
7	Padmini Srinivasan and Gopal Mahapatra	Career at Crossroads: Passion or Profession? (B)
8	Padmini Srinivasan and Gopal Mahapatra	Career at Crossroads: Passion or Profession? (A)
9	Srinivasan R, Satya Nandini A, and Srividya V	KNOLSKAPE: Transforming Learning Dynamics
10	Haritha Saranga and Shailaja Grover	Shawls or Stoles? Resource Optimization Problem at Looms of Ladakh
11	Anshuman Tripathy, Avani Mishra, and Shlok Sangoi	Akshaya Patra: The Covid-19 Pandemic and Thereafter
12	Debolina Dutta	dotin: Color me a talent!
13	Debolina Dutta	FirstConnect Solutions - Gig Working to Solve the Leaking Bucket
14	Ludvig Levasseur and Jacqueline Gomes	Pridebites: Roles and Decisions of Entrepreneurs and Investors
15	Sourav Mukherji and Gopal Mahapatra	HR Facilitator at IOCL: Reviving Human Touch

### Cases that sold more than thousand copies during January-December 2022

Sl. No.	Case Name	Authors
1	Customer Analytics at Bigbasket - Product Recommendations	Paul Abraham, Manaranjan Pradhan, Lakshminarayanan S, Ganesh Iyer, Dinesh Kumar Unnikrishnan
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; Dinesh Kumar Unnikrishnan
3	The Saffola Journey	Srinivas Prakhya; Rochna Poddar
4	HR Analytics at ScaleneWorks: Behavioral Modeling to Predict Renege	Rahul Kumar; Dinesh Kumar Unnikrishnan
5	Coats Indonesia: Leadership Challenges in an Unfamiliar Culture	Abhoy Ojha; Arun Bansal

Sl. No.	Case Name	Authors
6	Procter & Gamble India: Gap in the Product Portfolio?	Seema Gupta; Kanchan Mishra; Ashish Maheshwari
7	Bosch Group in India: Transition to a Transnational Organization	Abhoy Ojha
8	Sustaining an Ethnic Soft Drink - Paper Boat: Brand Positioning and Consumer Behavior	S. Ramesh Kumar; Mithun Sivagurunathan
9	Shodh - Market Research for Economy Housing (A)	Avinash G Mulky
10	Now You See It, Now You Do Not: The Case Of Jet Airways And Its Accounting Policies	Padmini Srinivasan
11	GHCL: Navigating the Pandemic	Debolina Dutta
12	Improving Lead Generation at Eureka Forbes Using Machine Learning Algorithms	Nandini Seth; Manupriya Agrawal; Manaranjan Pradhan; Dinesh Kumar Unnikrishnan
13	Talent Acquisition Group at HCL Technologies: Improving the Quality of Hire Through Focused Metrics	Debolina Dutta; Sushanta Mishra; Matthew J. Manimala
14	Gray to Green Transition - The Sustainability Journey of Dalmia Cement	Haritha Saranga; Sirish Kumar Gouda
15	Ace Designers - Competing Through Process Improvement	Haritha Saranga; Rupali Kaul; Krishnan Anand
16	Package Pricing at Mission Hospital	Sriram TK; Shailaja Grover; Satyabala Hariharan; Dinesh Kumar Unnikrishnan
17	Breaking Barriers: Micro-Mortgage Analytics	Jitendra Rudravaram; Naveen Bhansali; Swetha Murthy; Sutirtha Roy; Unnikrishnan Dinesh Kumar
18	Pricing of players in the Indian Premier League	Unnikrishnan Dinesh Kumar; Kshitiz Ranjan
19	Retail Credit Scoring for Auto Finance Limited	Sujoy Roychowdhury; Srinivas Prakhya

Sl. No.	Case Name	Authors
20	A Dean's Dilemma: Selection of Students for the MBA Program	Dhimant Ganatra; Dinesh Kumar Unnikrishnan
21	Data-Enabled Insights from Sericulture: Jayalaxmi Agro Tech	Giriraj A; Dinesh Kumar Unnikrishnan
22	Customer Analytics at Flipkart.Com	Naveen Bhansali; Jitendra Rudravaram; Shailaja Grover; Dinesh Kumar Unnikrishnan
23	Testing Marketing Hypotheses at WSES	Dinesh Kumar Unnikrishnan
24	Forecasting Demand for Food at Apollo Hospitals	Sujoy Roychowdhury; Alok Shrivastava; Dinesh Kumar Unnikrishnan
25	Markdown Optimization for an Indian Apparel Retailer	Deepak George; Karthik Kuram; Ramalakshmi Subramanian; Sumad Singh; Dinesh Kumar Unnikrishnan
26	Sattva eTech: Managing Uncertainties in the Project Network	Tarun Jain; Jishnu Hazra
27	Nielsen: Market Research for Pantene	Seema Gupta
28	Volkswagen in India	Seema Gupta
29	Amber by Infeedo: The CEO's Virtual Assistant Revolutionizing Employee Engagement	Debolina Dutta
30	Zomato Gold: Platform Overreach	R. Srinivasan; Sandeep Lakshmiathy; Pramoth Joseph

**Table 3: CTL webinars hosted during 2022-23**

Date	Topic	Speaker/Panellists
18 Nov 2022	Design Thinking in Higher Education	Prof. Ganesh Prabhu (Keynote Speaker)
24 June 2022	Performing Arts Integrated Learning	Ms. Geeta Dharmarajan, Prof. Kaustuv Roy, and Prof. Sreelata Jonnalagedda (panelists); Ms. Lopamudra Dewan (moderator)

Date	Topic	Speaker/Panellists
12 May 2022	Cinema as a learning Tool in Higher Education	Dr. S Seshadri, former Professor, NIMHANS and Prof. Raghunath S (panelists); Ms. Lopamudra Dewan (moderator)
23 February 2023	Evaluating India’s Entrepreneurs -- Their Impact on the World’s Most Competitive Industry in partnership with the Wall Street Journal	Prof. Srivardhini Jha, Mr. Vipul Parekh (an IIMB Alum and Co-founder of BigBasket), and Mr. Newley Purnell (the Wall Street Journal reporter) (panelists); Ms. Yumiko Ono (Editor, News Operations, APAC, The Wall Street Journal) (Moderator)

**Table 4: List of 3 TTT videos released in English**

TTT Video Topic	Faculty’s Name
<ul style="list-style-type: none"> <li>Challenges in Teaching - Analog Shots Solution in a Digital World</li> <li>On Teaching Pedagogies - Case Study Method and Other Methods</li> <li>Being a Good Teacher</li> </ul>	Prof. Rajalaxmi Kamath

**Table 5: List of TTT videos released in other Indian languages**

TTT Video Topic	Faculty’s Name
<ul style="list-style-type: none"> <li>Importance of a detailed session plan (in Tamil)</li> <li>Tips to become great academics (in Tamil)</li> </ul>	Prof. B Mahadevan
<ul style="list-style-type: none"> <li>Tips on faculty preparation before class and student participation in class (in Kannada)</li> </ul>	Prof. M S Sriram

**Table 6: List of videos on Tips on Research-Informed Teaching**

Tips on Research-Informed Teaching	Faculty’s Name
<ul style="list-style-type: none"> <li>Interconnections between Research and Teaching</li> </ul>	Prof. Jitamitra Desai
<ul style="list-style-type: none"> <li>Integrating Research into Teaching</li> </ul>	Prof. Varun Jindal
<ul style="list-style-type: none"> <li>Bringing Research into the Classroom</li> </ul>	Prof. Nilam Kaushik

## Mizuho India Japan Study Centre (MIJSC)

*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 for the two consecutive years.

BPIM-J elective (offered by Prof Krishna Sundar) for PGPs was not offered during the current year.

### b. Status of MIJSC funded Research Projects

MIJSC has sponsored twelve research projects till date. Of these, 8 have been completed, two are in advanced stages and balance are being worked upon. The status of these projects is summarized below:

MIJSC Funded Research Projects (IIMB Faculty) Overview			
SI No	Research Project	Faculty	
In Progress	1	Strategies for Dynamic Management of Innovation in Technology Products	Ishwar Murthy
	2	Demographic Complementarities & Opportunities for India Japan Engagement	Rupa Chanda
	3	Automation, Aging, Skill Realignment and Labour Market Outcomes in Japan	Tirthatanmoy Das
	4	Studying Triple Helix's (University -Government -Industry) Effect on Start -up Journey: A Comparative Study of India and Japan	Nishant Kumar Verma
Completed	1	Dedicated Freight Corridor: Current Challenges	G. Raghuram
	2	Speed and Socioeconomic Development: Influence of Indian Railways	N. Ravi
	3	The Trends in FDI Inflows from Japan to India	Rupa Chanda
	4	Business Groups in India and Japan	Subhashish Gupta
	5	India-Japan Relations in Services & the India -Japan Comprehensive Economic Partnership Agreement	Rupa Chandra
	6	A Comparative Analysis of Japan's Noh Theatre with its Indian Counterpart	A. Damodaran
	7	Insights into Understanding Japanese Crafts & Related Policies	Suresh Bhagavatula
	8	Identities, Womanhood and Abenomics – A Comparative Analysis of the Works of Junichiro Tanizaki and Ismat Chughtai	A. Damodaran



## New Activities Launched / In Pipeline

Many new initiatives are on the anvil. 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. Webinar Series

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

Sl. No.	Name	Expertise	Date	Topic
1	Dr. Happymon Jacob	Associate Prof., Diplomacy & Disarmament at School of International Studies, JNU	28 Apr'22	Bilateralism or Multilateralism: Geopolitical Alternatives for India & Japan in the Indo-Pacific
2	Dr. Özlem Ergun	Distinguished Prof. Associate Chair, Graduate Affairs in Mechanical & Industrial Engineering, Northeastern University	21 Jul'22	Building Supply Chain Resilience: Strategies for Developed & Developing Nations
3	Prof. Ruut Veenhoven	Emeritus Prof. of Social Conditions for Human Happiness, Erasmus University, Rotterdam, Netherlands	25 Aug'22	Geography of Happiness: Perspectives Across Nations
4	Prof. Nobuyuki Ozaki	Innovation Strategy Office, Nagoya University, Japan, Senior Fellow at Toshiba Corporation	02 Sep'22	Intelligent Transportation Systems in Japan - Past & Current Situation
5	Mr. Jayaram Balasubrahmanyam	VP Engineering and Head of India Operations, Atonarp	29 Sep'22	Developing Products the Lean Way: Counterintuitive Learnings for Industry

Sl. No.	Name	Expertise	Date	Topic
6	Dr. Punit Rathore	Prof. Punit Rathore at IISc Bangalore and Researcher at Robert Bosch Centre for Cyber Physical Systems (RBCCPS) and Centre for Infrastructure, Sustainable Transportation and Urban Planning (CIS TUP)	4 Nov'22	Transportation Revolution through AI: An Advanced Data Science Approach to Mobility

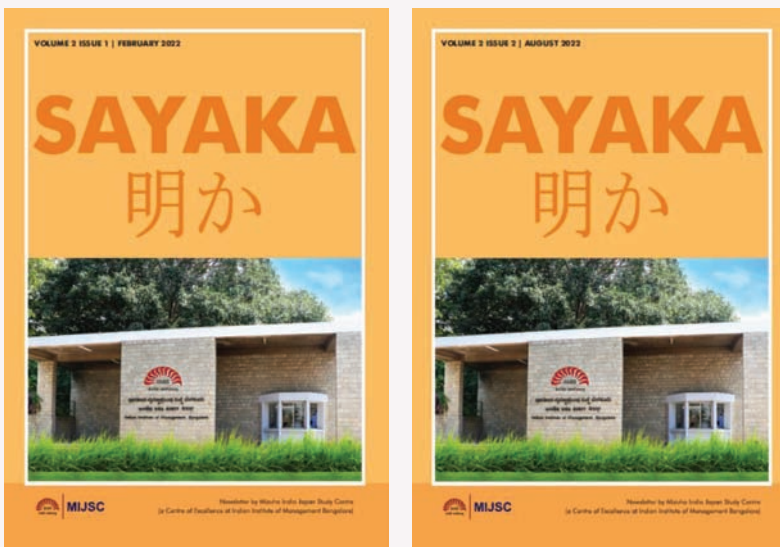
**b. VLCI Program**

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. Visionary Learning Community of India (VLCI) was conceptualized to give state-of-art inputs to Engineering college students by forming learning communities of SMEs, College faculty and engineering students. The current status is that over 50 Engineering colleges across India are giving these new inputs. It has been brought under the aegis of MIJSC to offer certification programs, both for Faculty and Students of rural/ semi-urban engineering colleges from 2022-23 onwards.

MIJSC is also working on developing Massive Open Online Course (MOOCs) programs for students and faculty, which will ensure world class inputs and reduce variability in program delivery.

**c. Newsletter**

MIJSC Newsletter ‘SAYAKA’ Volume 2 has been released starting January ’22. Two issues have been released till date which is shown below:



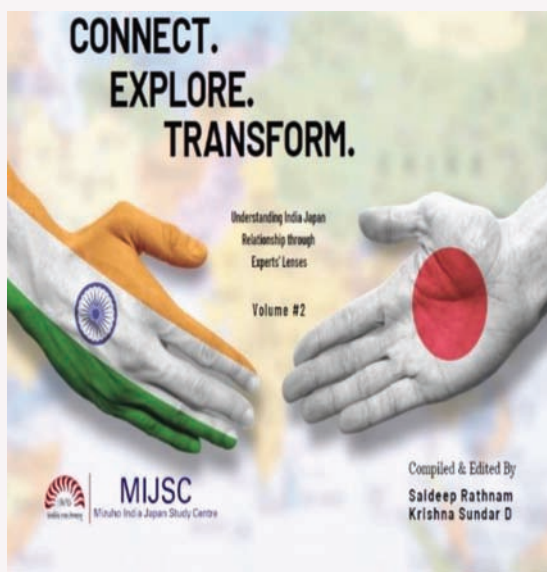
#### d. MIJSC Publications

MIJSC successfully completed the Foundation Day event which marked its' fifth anniversary. The theme for the event was **Connect. Explore. Develop.** The event was conducted on a hybrid mode in the presence of distinguished guests such as Ambassador HE Sanjay Kumar Verma, Indian Ambassador to Japan as the Keynote Speaker; Mr. Nakane Tsutomu Consul General of Japan at Bengaluru; Mr. Toshihiro Mizutani, Director General of JETRO at Bengaluru; Prof. Tarun Panda, Dean of International Relations at IIT Hyderabad; and Prof. H. S. Prabhakar, Japanese Studies, Jawaharlal Nehru University as speakers and other distinguished guests from industry, academia and IIM Bangalore.

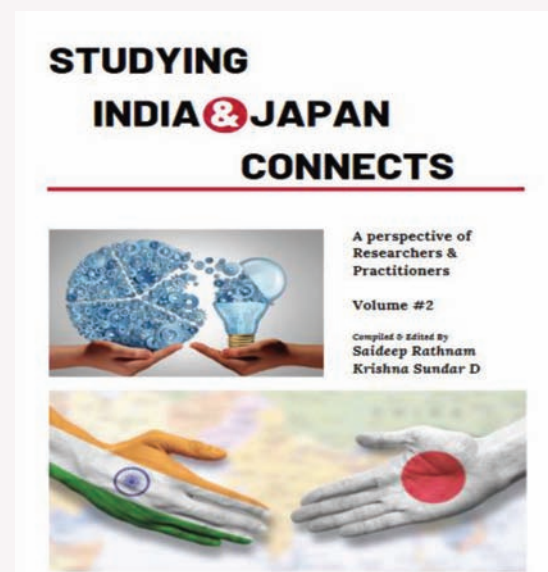
The first session, 'Connect' included speakers who gave an overall perspective on India - Japan relationships. They also focused on fostering Industrial linkages between India & Japan and building India Japan business relationships by connecting effectively with Centre's current and future stakeholders. In the second session, 'Explore' the main highlight was the showcasing (through milestones video presentation) of the Centre's growth and successes during the past year.

Two books which were published by MIJSC were released

##### Coffee Table Book - Volume 2



##### Monograph Book - Volume 2



With these publications, MIJSC has attempted to integrate the learnings and insights derived from the research projects and the seminar/webinar under four key chapters viz. Leadership, Management and Business; Innovation, Tradition and Society; People, Politics, and Culture; and Science, Technology and Sustainability.

In the concluding session, 'Develop', President and CEO of Mizuho Bank gave a message on building India - Japan bonds through MIJSC. The programme was attended by a large number of dignitaries from the economic, technological, political, industrial, and banking sectors from within the country and overseas.

**e. Japanese Language Courses**

In order to create not just industry ready, but Japan ready graduates, focus is on giving Japanese language inputs to develop conversational competency in the students. A course specifically designed with these objectives is planned to be launched early 2023.

**f. Japan section in Library**

MIJSC has already identified a place for “Japan Section” in IIMB library. We have procured over 40 books at the Centre & we are further procuring over 100 books based on faculty recommendations which would be displayed at the Japan Section in the Library.

## IIMB Research Seminar Series

*The Research and Publications (R&P) team at IIMB organizes regular research seminars, in which scholars from various national and international management schools and centers of excellence are invited to present their on-going or recently completed research. The audience mainly comprises the faculty and doctoral students providing enthusiastic and intellectual discussions on research topics. Details of the research seminars during the academic year 2022–2023 are provided here.*

Sl. No.	Speaker Name and Institution	Institution Affiliated	Title of the Talk	Date
XVII-1	Prof. Piyush Sharma	Curtin Univeristy	My research journey and emerging research interests	May 13, 2022
XVII-2	Prof. Karan Sonpar	University College Dublin	Precarious Identites in Elite Occupations: Navigating Identity Tensions	June 21, 2022
XVII-3	Prof. Sudipta Sarangi	Virginia Polytechnic Institute and State University	Social Networks and Intergenerational Mobility	June 30, 2022
XVII-4	Prof. Gautam Udupa	Research Director at CAFRAL	Unsecured Consumer Credit and Bankruptcy Policy in Emerging Economies	July 06, 2022
XVII-5	Prof. Kunal Sen	UNU-WIDER	Can political decentralization improve citizen welfare? Evidence clues from a Lab-in-the-Field Experiment in India	July 11, 2022
XVII-6	Prof. Suraj Prasad	University of Sydney	Instructions and Incentives in Organizations	July 13, 2022
XVII-7	Prof. Aarti Singh	University of Sydney	Marginal propensities to consume before and after the Great Recession	July 14, 2022
XVII-8	Prof. Bikram Karmakar	University of Florida	Understanding Early Adoption of Hybrid Cars via a New Multinomial Probit Model with Multiple Network Weights	July 18, 2022
XVII-9	Prof. Raghuram Iyengar	The Wharton School	The impact of subscription programs on customer behavior	August 17, 2022
XVII-10	Prof. Anand Deo	Singapore University of Technology and Design	Achieving Efficiency in Simulation of Distribution Tails with Self-Structuring Importance Samplers	September 07, 2022
XVII-11	Prof. Alexandre de Cornière	Toulouse School of Economics	<b>Online Seminar:</b> Data and competition: a simple framework	September 28, 2022

Sl. No.	Speaker Name and Institution	Institution Affiliated	Title of the Talk	Date
XVII-12	Prof. Chandan Kumar Jha	Le Moyne College	Municipal Bankruptcies and Crime	October 20, 2022
XVII-13	Prof. Bhanu Gupta	Ashoka University	Notching Really Matters: Effect of Third-party Audit on Tax Compliance of Firms	November 08, 2022
XVII-14	Prof. Shankha Basu	University of Leeds	Posting vs. Refraining: Differences in consumers' beliefs about their and others' achievement sharing behavior on social media	November 17, 2022
XVII-15	Prof. Rashmi Barua	Jawaharlal Nehru University	Access to Clean Water & the Role of Information and Transaction Costs: Field Experimental Evidence from India	November 24, 2022
XVII-16	Prof. N. Hemachandra	IIT Bombay	Decentralised Multi-Agent Natural Actor-Critic Reinforcement Learning Algorithms	December 06, 2022
XVII-17	Prof. Hema Swaminathan	IIMB	Gender Gaps in Ownership of Nonagricultural Enterprise in Georgia, Mongolia and Cavite, Philippines	December 07, 2022
XVII-18	Prof. Ravi Seethamraju	Sydney University	Adoption of Artificial Intelligence in Auditing	December 08, 2022
XVII-19	Prof. Prasanna Karhade	The Chinese University of Hong Kong	Blood and Water: IT Investment and Control in Family-Owned Businesses	December 10, 2022
XVII-20	Prof. Narendra Nath Kushwaha	Ahmedabad University	Related Party Transactions and Audit Fees: Indian Evidence	December 15, 2022
XVII-21	Prof. Arun Upadhyay	Floria International University	Career Concerns and the Efficacy of Female Executive Independent Directors	December 16, 2022

Sl. No.	Speaker Name and Institution	Institution Affiliated	Title of the Talk	Date
XVII-22	Prof. Sreevas Sahasranamam	University of Strathclyde Glasgow	Innovation Ecosystems for Emergencies	January 06, 2023
XVII-23	Prof. Jaideep Roy	University of Bath	Political Economy of Industrial Automation	January 13, 2023
XVII-24	Prof. Rish Singhania	University of Exeter	Spatial Misallocation of Native Labor and Immigration	January 16, 2023
XVII-25	Prof. Rahul Deb	University of Toronto Mississauga	Which wage distributions are consistent with statistical discrimination?	January 18, 2023
XVII-26	Prof. Kulwant S Pawar	University of Nottingham UK	Estimating Gravity Coefficients with Multiple Layers of Heterogeneity	January 23, 2023
XVII-27	Prof. Soumya Balasubramanya	World Bank	Water-energy-climate 'nexus': truthiness and knowledge gaps	January 23, 2023
XVII-28	Prof. T.E.S. Raghavan	University of Illinois at Chicago	Shapley value and the nucleolus	January 24, 2023
XVII-29	Prof. Praveen Pathak	University Of Florida	Cryptocurrency Price Determinants and Price Efficiency	January 25, 2023
XVII-30	Prof. Sajal Lahiri	Southern Illinois University	Estimating Gravity Coefficients with Multiple Layers of Heterogeneity	February 02, 2023
XVII-31	Prof. Stefan Dercon	University of Oxford	Gambling on Development: Why Some Countries Win and Others Lose	February 16, 2023
XVII-32	Prof. A Kalaiarasn	MIDS, Chennai and Brown University, RI, USA	Political Economy of Structural Transformation in India	February 17, 2023
XVII-33	Prof. Vivek Choudhary	NTU Singapore	To Err is Human: A Field Experiment in Nudging Doctors Away from Drug-to-Drug Interactions	February 22, 2023

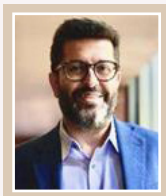


Sl. No.	Speaker Name and Institution	Institution Affiliated	Title of the Talk	Date
XVII-34	Prof. Vikrant Vig	Kellogg School of Management	Research Seminar and Interaction with PhD Students	February 24, 2023
XVII-35	Prof. Anand Shrivastava	Azim Premji University	Friends in high places: social connections and distress borrowing during Covid-19	March 02, 2023
XVII-36	Prof. Ambika Aiyadurai	IIT, Gandhinagar	Understanding linkages between caste and water in India'	March 20, 2023

## Guest Seminar Speakers



Prof. Piyush  
Sharma



Prof. Karan Sonpar



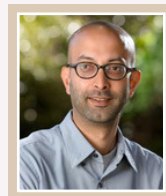
Prof. Sudipta  
Sarangi



Prof. Gautam  
Udupa



Prof. Kunal Sen



Prof. Suraj  
Prasad



Prof. Aarti Singh



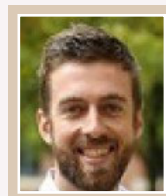
Prof. Bikram  
Karmakar



Prof. Raghuram  
Iyengar



Prof. Anand Deo



Prof. Alexandre de  
Cornière



Prof. Chandan  
Kumar Jha



Prof. Bhanu  
Gupta



Prof. Shankha  
Basu



Prof. Rashmi  
Barua



Prof. N. Hemachandra



Prof. Hema  
Swaminathan



Prof. Ravi  
Seethamraju



Prof. Prasanna  
Karhade



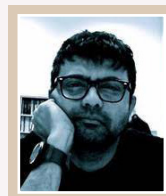
Prof. Narendra Nath  
Kushwaha



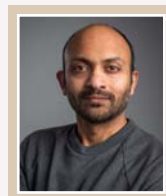
Prof. Arun  
Upadhyay



Prof. Sreevas  
Sahasranamam



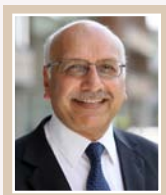
Prof. Jaideep Roy



Prof. Rish  
Singhania



Prof. Rahul Deb



Prof. Kulwant S  
Pawar



Prof. Soumya  
Balasubramanya



Prof. T.E.S. Raghavan



Prof. Praveen  
Pathak



Prof. Sajal Lahiri



Prof. Stefan Dercon



Prof. A Kalaiarasn



Prof. Vivek  
Choudhary



Prof. Vikrant Vig



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

**Research and Publications**

**Indian Institute of Management Bangalore**

Bannerghatta Road

Bangalore 560 076, India

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

Ph: +91 80 2699 3156

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

**Editorial Team:**

Nirmala Manoj

Akunthita Gogoi

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.

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

**INDIAN INSTITUTE OF MANAGEMENT BANGALORE**

Bannerghatta Road, Bangalore 560 076, India.

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

Website: [www.iimb.ernet.in](http://www.iimb.ernet.in)