



भारतीय प्रबंध संस्थान बेंगलूर  
INDIAN INSTITUTE OF MANAGEMENT  
BANGALORE

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# Research & Publications

Annual Report  
2023-2024



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### **Research and Publications Team**

Nirmala Manoj

# RESEARCH AND PUBLICATIONS

## ANNUAL REPORT 2024

(April 2023 – March 2024)



भारतीय प्रबंध संस्थान बेंगलूर  
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# Preface

*IIMB's vision and mission entail thought leadership, innovation, and excellence in education. The faculty at IIMB engages in original academic research and in developing case studies to expand the frontiers of knowledge and evolve tools for an enriching classroom experience. This report provides details of these research and publication activities at IIMB from April 2023 to March 2024.*

*This year, IIMB faculty members have published 98 papers in academic journals. In addition, they have written 19 cases, which are distributed by Harvard Business Publishing (HBP). They have also published 4 books during the year.*

*IIMB continues to distribute case studies through HBP. The research culture at IIMB is enriched by seminars at which researchers from various academic institutes and research organizations share their work. Over 40 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 38 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 Research and publication activities undertaken by IIMB community during the academic year 2023–2024 (April 2023 to March 2024) in various forms, namely, books, peer-reviewed journal publications, cases, working papers, conference presentations, research projects, etc. can be found below.

## Research Output: 2023–2024

Research Projects	134
Articles in IIMB Journal List	20
Total Number of Publications	98
Books	4
Chapters in Books	20
Case Studies and Teaching Notes Distributed through HBP	38
Awards, Honours, and Achievements	38
Working Papers	24
Articles in Newspapers/Magazines, etc.	45
Other Publications (Monographs, Reports, etc.)	5
Seminar/Conference/Workshop Presentations/Invited Talks by Faculty	254
Conferences/Seminar/Workshop Presentations by Doctoral Students	30
Total Number of Conferences/Seminar/Workshop Presentations/Invited Talks by IIMB Faculty and Students	284
Articles in Conference Proceedings	12
Doctoral Theses Completed	22



### Research Output for 2008–2024

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; 2022–23 and 2023–24.

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	2023-24
1	Total Number of Publications	59	45	78	56	69	62	58	56	60	60	48	48	61	84	82	98
2	Books	06	14	10	05	07	04	05	06	13	12	2	5	4	6	9	4
3	Chapters in Books	22	12	25	15	13	19	11	21	21	14	21	8	14	11	10	20
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	254
5	Research and Case Writing Projects	93	93	84	70	72	79	53	83	119	92	126	158	145	127	128	134
6	Cases and Teaching Notes Distributed through HBP	-	-	32	22	56	19	40	48	62	42	74	44	30	62	30	38
7	Working Papers	17	20	28	28	39	54	30	21	40	22	18	22	30	23	18	24
8	Other Publications (Monographs, Reports, etc.)	15	21	10	21	18	18	24	25	19	13	6	14	15	12	2	5
9	Articles in Newspapers/ Magazines, etc.	70	80	93	71	94	124	121	106	97	44	49	37	140	71	27	45
10	Research Seminars at IIMB	37	38	24	42	40	38	37	54	38	51	49	56	2	-	36	40

### Doctoral Programme Output for 2011–2024

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; 2018–19; 2019–20; 2020–21; 2021–22; 2022–23 and 2023–24.

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	2023-24
1	Doctoral Theses Completed	13	13	6	18	20	20	20	24	14	22	11	17	22
2	Working Papers	1	2	5	2	3	5	3	-	6	4	4	3	1
3	Publications in Journal/Book Chapters/Cases	9	4	7	11	7	7	3	2	4	6	4	6	11
4	Conference / Seminar / Workshop Presentations by Doctoral Students	43	25	49	37	36	46	58	44	50	13	29	58	31
5	Doctoral Workshops	2	15	14	-	6	7	4	2	4	-	1	1	-



# IIMB Cases Distributed by Harvard Business Publishing (HBP)

*J* 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 2023–2024 by adding more cases to the Harvard collection. About 38 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 2023–2024 is provided below.

Sl. No.	Author	Title
1	<b>Debolina Dutta</b> and <b>Vasanthi Srinivasan</b>	Allegis India – Enabling and Promoting Disability Inclusion
2	Sharada Sringeswara, Sreedevi Gattu, <b>Haritha Saranga</b> and <b>Dinesh Kumar U</b>	Data Storytelling: What are the Alternatives to Crop Residue Burning in India?
3	<b>G. Sabarinathan</b>	The Chennai Angels Network
4	<b>R Srinivasan</b> and Amar Saxena	Apollo Hospitals: The Journey of Digital Transformation
5	<b>Tarun Jain</b>	Sattva eTech: Supplier Selection for Component Sourcing
6	Smita Chaudhry and <b>Ganesh N Prabhu</b>	Gram Oorja: Energy Access for Remote Rural India

Sl. No.	Author	Title
7	<b>Sankarshan Basu</b> and Vibha Tripathi	Investment in Foreign Stock: A Cash Flow Analysis
8	<b>Shankar Venkatagiri</b> and Mohan Adhyam	Ganga Hospital: A Model for Growth
9	<b>Debolina Dutta</b>	Metaverse and E-learning at redBus: Challenges and Benefits
10	Amit Nigam and <b>Shankhadeep Banerjee</b>	redBus: Art and Science of Product Management
11	<b>Abhoy K Ojha</b>	Transport Solutions: TCS Helps its Transformation to an Agile Enterprise
12	<b>Debolina Dutta</b> and Biju Varkkey	ELGi Equipments: Revolutionizing Industrial Relations Through a Win-Win Strategy
13	<b>R Srinivasan</b>	Satyukttm: Platformization of AI in Agriculture
14	<b>Abhoy K Ojha</b>	Leadsquared: Managing Rapid Growth and Global Expansion
15	<b>R Srinivasan</b> and Satya Nandini	DriveU: Platform Design
16	Satyajit Roy, <b>Haritha Saranga</b> and <b>Jishnu Hazra</b>	The Evolving Semiconductor Industry: Post-Covid Challenges for Automakers
17	Janhavi Raja and <b>Dalhia Mani</b>	Vahan Technologies: Enabling Blue-Collar Employment
18	<b>Shankar Venkatagiri</b> , Mohan Adhyam and Kanika Sood Sharma	Ganga Hospital: Innovating with Scale
19	<b>Debolina Dutta</b> and <b>Vasanthi Srinivasan</b>	Thoughtworks: The Sisyphean Task of Getting Women Back To Work?

# 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. During the academic year 2023–2024, there were about 20 such prominent publications which are listed below.

Sl. No.	Authors	Title of the article	Journal	Publication Details
1	<b>Anirudh Dhawan</b> and Talis J. Putnin	A New Wolf in Town? Pump-and-Dump Manipulation in Cryptocurrency Markets	<i>Review of Finance</i>	Vol. 27(3), May 2023, Pg. 935-975
2	Hwagyun Kim, Vipul Mathur, Jong Kook Shin and <b>Chetan Subramanian</b>	Misallocation of debt and aggregate productivity	<i>Journal of Corporate Finance</i>	Vol. 83, December 2023, Pg. 1-21
3	SarialAbi Gülen, Aulona Ulqinaku, Giampaolo Viglia and <b>Gopal Das</b>	The Effect of Financial Scarcity on Discretionary Spending, Borrowing, and Investing	<i>Journal of the Academy of Marketing Science</i>	Vol. 51(6), November 2023, Pg. 1214-1243
4	Julian Givi and <b>Gopal Das</b>	Givers eschew gifts that are inferior to their own: How social norms, regulatory focus, and concerns about offending lead givers astray	<i>Journal of Consumer Psychology</i>	Vol. 23(2), April 2023, Pg. 363-376
5	<b>Gopal Das</b> , Patrick van Esch, Shailendra Pratap Jain and Yuanyuan (Gina) Cui d	Donor happiness comes from afar: The role of donation beneficiary social distance and benevolence	<i>International Journal of Research in Marketing</i>	Vol. 40(4), December 2023, Pg. 865-880
6	Mansi Gupta, <b>Gopal Das</b> , Felix Septianto and Henrik Hagtvedt	The impact of scarcity cues on purchase likelihood of art-infused products	<i>Journal of the Academy of Marketing Science</i>	Vol. 52, March 2024, Pg. 470-488
7	<b>Malika</b> , Tanuka Ghoshal, Pragya Mathur and Durairaj Maheswaran	Does scarcity increase or decrease donation behaviors? An investigation considering resource-specific scarcity and individual person-thing orientation	<i>Journal of the Academy of Marketing Science</i>	Vol. 52(2), March 2024, Pg. 426-448

Sl. No.	Authors	Title of the article	Journal	Publication Details
8	<b>Malika</b> and Durairaj Maheswaran	Busy or poor: How time or money scarcity cues differentially impact purchase decisions regarding service firms	<i>Journal of the Academy of Marketing Science</i>	Vol. 51(6), November 2023
9	Karan Sonpar, Federica Pazzaglia, <b>Mukta Kulkarni</b> and Hardik Agarwal	Running away is easy; it's the leaving that's hard": Career enactment by former military officers	<i>Journal of Vocational Behavior</i>	Vol. 138, October 2022, Pg. 1-14
10	<b>Mukta Kulkarni</b>	The Role of Moral Anger in Social Change Efforts	<i>Organization Studies</i>	Vol. 45(2), February 2024, Pg. 223-245
11	Devi Vijay, Philippe Monin and <b>Mukta Kulkarni</b>	Strangers at the Bedside: Solidarity-making to address institutionalized infrastructural inequalities	<i>Organization Studies</i>	Vol. 44(8), August 2023, Pg. 1281-1308
12	Kevin Boudreau and <b>Nilam Kaushik</b>	Gender Differences in Responses to Competitive Organization? Field Experimental Evidence on Differences Across Fields from a Product Development Platform	<i>Organization Science</i>	Vol. 34(6), November-December 2023, Pg. 2119-2142
13	Shresth Garg, <b>Pulak Ghosh</b> and Brandon Joel Tan	Within firm supply chains: Evidence from India	<i>Journal of International Economics</i>	Vol. 144, September 2023, Pg. 1-10
14	Miao Yu, Wenbin Lu, Shu Yang and <b>Pulak Ghosh</b>	A multiplicative structural nested mean model for zero-inflated outcomes	<i>Biometrika</i>	Vol.110(2), June 2023, Pg. 519-536
15	<b>Sarvesh Bandhu</b> and Ratul Lahkar	Evolutionary robustness of dominant strategy implementation	<i>Economic Theory</i>	Vol. 76, August 2023, Pg. 685-721
16	M. Mareeswaran, Shubhajit Sen and <b>Soudeep Deb</b>	New methods of structural break detection and an ensemble approach to analyse exchange rate volatility of Indian rupee during coronavirus pandemic	<i>Journal of the Royal Statistical Society Series A: Statistics in Society</i>	Vol. 187(1), January 2024, Pg. 39-61

Sl. No.	Authors	Title of the article	Journal	Publication Details
17	<b>Surendra B Talluri</b> , Nishant Uppal, Jos Akkermans and Alexander Newman	Towards a self-regulation model of career competencies: A systematic review and future research agenda	<i>Journal of Vocational Behavior</i>	Vol. 149, March 2024, 103969, Pg. 1-18
18	Ayesha Arora, and <b>Tarun Jain</b>	Data sharing between platform and seller: An analysis of contracts, privacy, and regulation	<i>European Journal of Operational Research</i>	Vol. 313(3), March 2024, Pg.1105-1118
19	Zachary Wagner, Manoj Mohanan, Rushil Zutshi, <b>Arnab Mukherji</b> and Neeraj Sood	What drives poor quality of care for child diarrhea? Experimental evidence from India	<i>Science</i>	Vol. 383(6683), February 2024, Pg. 606-615
20	<b>Suresh Bhagavatula</b> , <b>Manaswini Bhalla</b> , Manisha Goel and Balagopal Vissa	Social diversity in corporate boards and firm outcomes	<i>Journal of Corporate Finance</i>	Vol. 83, December 2023, Pg. 1-20

# Awards, Honours, and Achievements

1. **Prof. Allen P Ugargol**, Excellence in Teaching Award at IIMB.
2. **Prof. Arjun Ramachandra**, Outstanding Teaching Assistant Award for my role in teaching Game Theory at the Singapore University of Technology and Design (SUTD).
3. **Prof. Athira A**, Best paper award for Family Management Control, Ownership concentration, and Tax management: Evidence from India (3rd price) at Research symposium on Finance and Economics 2023, IFMR, India.
4. **Prof. Dalhia Mani**, Best Paper, Entrepreneurship Area, Academy of Management (Given to top 10% of submitted papers).
5. **Prof. Deepti Ganapathy**, Excellence in Teaching Award at IIMB.
6. **Prof. Deepti Ganapathy**, Affiliate Faculty, George Mason University.
7. **Prof. Deepti Ganapathy**, Michael Faley ICA Travel Grant Awardee.
8. **Prof. Gopal Mahapatra**, Director's Recognition for Teaching Excellence in Elective Managing Career Success and Transitions (MCST).
9. **Prof. Hema Swaminathan**, Economics Working Paper: 1st Place, ADB Economics WP Category.
10. **Prof. Kanchan Mukherjee**, Reduce Use of Energy in Hotel Rooms through Altered Choice Architecture, LiFE Award from Niti Aayog, Govt of India.
11. **Prof. Ludvig Levasseur**, Best Paper (top 10%) Proceedings of the Eighty-Fourth Annual Meeting of the Academy of Management.
12. **Prof. Ludvig Levasseur** op Downloaded Article. Strategic Entrepreneurship Journal 17(1), 61-94.
13. **Prof. Mukta Kulkarni**, Outstanding reviewer recognition, DEI division, Academy of Management 2023. This is a certificate given during the AOM meeting (division awards function) to outstanding reviewers.
14. **Prof. Mukta Kulkarni**, DEI PDW Chair and Division Chair Elect, this is a five year leadership track. I am elected to lead the division.
15. **Prof. Mukta Kulkarni**, IIMB Chair of Excellence.
16. **Prof. Mukta Kulkarni**, Member, award committee, Academy of Management - Saroj Parasuraman award.
17. **Prof. Mukta Kulkarni**, Member, award committee, Academy of Management - Janet Chushmir award.
18. **Prof. Mukta Kulkarni**, Member, award committee, Academy of Management - All Academy Carolyn Dexter award.
19. **Prof. Nilam Kaushik**, International Recognition, Poets and Quants Best 40 Under 40 MBA Professors.

20. **Prof. Nilam Kaushik**, International Recognition, Young Woman Researcher in Innovation Management award at 9th Venus International Women Awards.
21. **Prof. Pulak Ghosh**, Best paper Award, CAF conference, ISB, 2023, for the paper Safety Nets, Credit, and Investment: Evidence from a Guaranteed Income Programme.
22. **Prof. Pulak Ghosh**, 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.
23. **Prof. R Srinivasan**, Awarded the first ever Innovation Influencer Award by the FAU and LZ.eV for over a decade of engagement with German academia and industry Citation and cash award (5000 Euros).
24. **Prof. R Srinivasan**, Distinguished Alumni Award, IIFM Bhopal.
25. **Prof. Rahul De'**, Claudio Ciborra Most Innovative Paper Runner-Up Award at European Conference on Information Systems (ECIS) 2023, Kristiansand, Norway, 11-16 June, 2023.
26. **Prof. Rajeev Ranjan Tripathi**, Invited as the 'External Expert' of the Convocation Awards Committee 2023 of the Department of Industrial and Management Engineering, IIT Kanpur. The committee was responsible for the evaluation of a bunch of doctoral theses for the outstanding thesis award.
27. **Prof. Rajendra K Bandi**, Received Lifetime Achievement Alumnus award from NIT Jamshedpur.
28. **Prof. Rishiksha T. Krishnan**, Member, Jury, CII Intellectual Property Awards.
29. **Prof. Rishiksha T. Krishnan**, Member, Jury, CII Industrial Innovation Awards.
30. **Prof. Rishiksha T. Krishnan**, Member, Jury, KPMG ESG Awards.
31. **Prof. Ritwik Banerjee**, Humboldt Fellowship, Germany (18-month fellowship).
32. **Prof. Sandeep Yadav**, Best paper (Internationalization and Global Strategy Track) in the India Strategy Conference, 2023: Pro-market reform and first cross-border acquisition speed of Indian business group firms: Exploring intergroup and intragroup heterogeneities.
33. **Prof. Shankhadeep Banerjee**, Teaching Excellence Award at IIM Bangalore.
34. **Prof. Shubha Patvardhan**, Teaching Excellence Award at IIM Bangalore.
35. **Prof. Srinivasan Murali**, Second-best paper award at the Macroeconomics and Finance Conference, IGIDR Mumbai.
36. **Prof. Sushanta Mishra**, Best Accepted Paper at Academy of Management Annual Meeting, 2023.
37. **Prof. Sushanta Mishra**, Best Accepted Paper at the Academy of Management Annual Meeting, 2023. The paper was selected as the Carolyn B. Dexter Award Finalist.
38. **Prof. Vijay Venkataraman**, Best Paper Award, Academy of Management Annual Conference, Boston, MA, USA, 2023. Sponsored by IM Division, GWU CIBER.



## Decision Sciences (DS)

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

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

## I-A Research Projects

### I-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: Completed

### I-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: Completed

### I-A3 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: Completed

**I-A4 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: Completed

**I-A5 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 around 3200 units of blood every month.

Sponsor: IIM Bangalore

Status: Ongoing

**I-A6 Supply Chain Optimization using Large Language Models**

Project Team: **U Dinesh Kumar**

Summary: Developed Supply Chain Optimization Models using Large Language Models for Intel

Sponsor: Intel

Status: Completed

**I-A7 Supply Chain Optimization Using Machine Learning Algorithms**

Project Team: **U Dinesh Kumar**

Summary: Forecasting models are being developed using ML algorithms.

Sponsor: Cargill

Status: Completed

**I-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 Auto Regressive 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

**I-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

**I-A10 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

**I-A11 Cash Transfers, Credit, and Entrepreneurial Activity: Evidence from a Universal Basic Income Program**

Project Team: **Pulak Ghosh**

Sponsor: NSE - NYU Stern Grant

Status: Ongoing

**I-A12 Trade and Small Business Dynamics: The Case of India**

Project Team: **Pulak Ghosh**

Summary: Efforts to increase domestic manufacturing capabilities have been an increasing focus of policy makers around the world (E.g. Chips act, Make in India). A large literature in trade and industrial policy provides some guidance on effective policy design. However, a majority of this literature focuses on larger firms primarily due to lack of granular data on younger and smaller firms. On the other hand, the growth of younger businesses is crucial for overall economic growth and faces significant bottlenecks. In the US, business with fewer than 10 employees account for more than 70% of job gains and losses in 2018 (Bureau of Labor Statistics (BLS)). Compared to

developed economies, younger businesses struggle to grow (Hsieh, Klenow (2014)) in developing economies. Hsieh, Klenow (2014) compare growth of manufacturing firms along their life-cycle in India and US, and find that younger firms in India struggle to grow much more than they do in the US.

Sponsor: IIM Bangalore

Status: Completed

### **I-A13 Closing the Gap: How ChatGPT Revolutionizes Trading for Retail vs. Institutional Investors**

Project Team: **Pulak Ghosh**

Summary: This study delves into the transformative role of Large Language Models (LLMs), particularly ChatGPT, in altering trading dynamics between institutional and retail investors. It extends the investigation to earlier language models like BERT (2020) and TensorFlow (2015), assessing their initial utilization by institutional investors for processing textual data. The study aims to explore how the advent of ChatGPT has democratized access to sophisticated textual analysis, potentially leveling the playing field for retail investors.

Sponsor: IIM Bangalore

Status: Ongoing

### **I-A14 Dirty Air and Green Investments: The impact of pollution information on portfolio allocations**

Project Team: **Pulak Ghosh**

Summary: Globally, investment in so-called ESG (Environmental, Social, Governance) funds has grown by over 500 percent, from USD 4.8 trillion in 2010 to USD 29.2 trillion in 2021, nearly three times the rate of growth of assets under management more generally. Much of the growth and attention has focused on the “E” in ESG, with sustainable investment seen as one mechanism for disciplining firms that generate negative environmental externalities.

Sponsor: IIM Bangalore

Status: Ongoing

**I-B Articles in Academic Journals**

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
I-B1	Ravi Suman and <b>Krishnamurthy, Ananth</b>	Analysis of two-station polling queues with setups	<i>Annals of Operations Research</i>	Vol. 333(1), February 2024, Pg. 417-437
I-B2	Yasemin Limon, Tugce Martagan and <b>Krishnamurthy, Ananth</b>	Contracts for biopharmaceutical manufacturing based on production cost and capabilities	<i>International Journal of Production Research</i>	Vol. 62(7), March 2024, Pg. 2640-2662
I-B3	Aishvarya, Sharada Sringeswara, Shailaja Grover, and <b>Dinesh Kumar U</b>	Online Gaming: A Data-driven Regulatory Framework	<i>Economic &amp; Political Weekly</i>	Vol. 58(21), May 2023, Pg. 43-50
I-B4	Shresth Garg, <b>Ghosh, Pulak</b> and Brandon Joel Tan	Within firm supply chains: Evidence from India	<i>Journal of International Economics</i>	Vol. 144, September 2023, Pg. 1-10
I-B5	Miao Yu, Wenbin Lu, Shu Yang, and <b>Ghosh, Pulak</b>	A multiplicative structural nested mean model for zero-inflated outcomes	<i>Biometrika</i>	Vol.110(2), June 2023, Pg. 519-536
I-B6	Sumit Agarwal, <b>Ghosh, Pulak</b> and Huanhuan Zheng	Consumption response to a natural disaster: Evidence of price and income shocks from Chennai flood	<i>Energy Economics</i>	Vol. 131, March 2024, Pg. 1-14
I-B7	Sumit Agarwal, <b>Ghosh, Pulak</b> and Changwei Zhan	Association Between a State-Level Fat Tax and Fast Food Purchases	<i>JAMA network Open</i>	October 2023, e2337983, Pg. 1-9
I-B8	<b>Roy, Rishideep</b>	A branching random walk in the presence of a hard wall	<i>Journal of Applied Probability</i>	Vol. 61(1), March 2024, Pg. 1-17
I-B9	<b>Deb, Soudeep</b>	Analyzing airlines stock price volatility during COVID-19 pandemic through internet search data	<i>International Journal of Finance &amp; Economics</i>	Vol. 28(2), April 2023, Pg. 1497-1513



Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
I-B10	Siddharth Rawat and Deb, Soudeep	A spatio-temporal statistical model to analyze COVID-19 spread in the USA	<i>Journal of Applied Statistics</i>	Vol. 50 (11-12), 2023, Pg. 2310-2329
I-B11	Deb, Soudeep and Manidipa Majumdar	A quadratic trend-based time series method to analyze the early incidence pattern of COVID-19	<i>Biostatistics &amp; Epidemiology</i>	Vol. 7(1), 2023
I-B12	Archi Roy, Anchal Soni and Deb, Soudeep	A wavelet-based methodology to compare the impact of pandemic versus Russia-Ukraine conflict on crude oil sector and its interconnectedness with other energy and non-energy markets	<i>Energy Economics</i>	Vol. 124, August 2023, Pg. 1-15
I-B13	Deb, Soudeep and Sayar Karmakar	A novel spatio-temporal clustering algorithm with applications on COVID-19 data from the United States	<i>Computational Statistics and Data Analysis</i>	Vol. 188, December 2023, 1-23
I-B14	M. Mareeswaran, Shubhajit Sen and Deb, Soudeep	New methods of structural break detection and an ensemble approach to analyse exchange rate volatility of Indian rupee during coronavirus pandemic	<i>Journal of the Royal Statistical Society Series A: Statistics in Society</i>	Vol. 187(1), January 2024, Pg. 39-61
I-B15	Archi Roy, Deb, Soudeep and Divya Chakarwari	Impact of COVID-19 on public social life and mental health: a statistical study of google trends data from the USA	<i>Journal of Applied Statistics</i>	Vol. 51(3), March 2024, Pg. 581-605

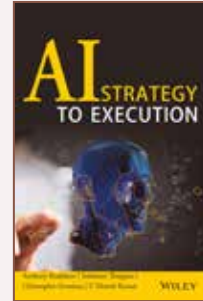
### I-C Books

**I-C1** Anthony Bradshaw, Sudaman Thoppan Mohanchandralal, Christopher Grumiau and **Dinesh Kumar U**

*AI Strategy to Execution*

Wiley, 2024

In this book, we discuss the “strategy to the execution gap” a leader of an organization encounters while adopting Artificial Intelligence (AI) in that organization. The main focus is on value creation using AI and use of AI as competitive strategy. Although every organization across various industries is interested in integrating Artificial Intelligence into their business, a significant dilemma is the right AI strategy for their organization.



### I-D Chapters in Books

Sl. No.	Authors	Title of Chapter	Title of Book	Publication Details
<b>I-D1</b>	<b>Desai, Jitamitra</b> and Aditya Gupta	Transparency in Procurement: Boost to Atmanirbhar Bharat	<i>Reforms and Resurgence: Crafts of Governance in India</i>	National Book Trust, India, December 2023

### I-E Working Papers

Sl. No.	Author	Title	IIMB Working Paper No.	Year
<b>I-E1</b>	<b>Chandrasekharan, Reshma</b> , Cimmo Nurmi and Nico Kyngas	A study on the instance space of the shift minimization personnel task scheduling problem	682	2023
<b>I-E2</b>	Karthik Natarajan, Divya Padmanabhan and <b>Ramachandra, Arjun</b>	Distributionally robust optimization through the lens of submodularity	690	2023
<b>I-E3</b>	<b>Ramachandra, Arjun</b> and Karthik Natarajan	Submodularity, pairwise independence and correlation gap	691	2023
<b>I-E4</b>	Lin William Cong, <b>Ghosh, Pulak</b> , Jiasun Li and Qihong Ruan	Inflation Expectation and Cryptocurrency Investment	695	2024

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

Sl. No.	Authors	Title of Article	Name of Newspaper/Magazine	Date of Publication
I-F1	Dinesh Kumar U	Navigating through the ethos and sophistication of Generative AI	<i>Forbes India</i>	June 13, 2023
I-F2	Desai, Jitamitra	5 ways to change the 'P' in Personal Income Tax	<i>Forbes India</i>	June 29, 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	Deo, Anand and Murthy, Karthyek	Importance Sampling for Minimization of Tail Risks	A Tutorial; Winter Simulation Conference San Antonio	December 10-13, 2023
I-H2	Deo, Anand and Murthy, Karthyek	Targeted Robustness in Minimising Extreme Risks with Limited Data	Applied Probability Society conference; Nancy France	June 28-30, 2023
I-H3	Deo, Anand, Murthy, Karthyek, and Ramachandra, Arjun	Locally robust models for optimization under tail-based data imbalance	International Conference on Stochastic Programming; UC Davis	July 24-28, 2023
I-H4	Deo, Anand and Murthy, Karthyek	Making Robust Decisions in presence of rare events	POM-HK 2024; Hong Kong University of Science and Technology	January 5-6, 2024
I-H5	Deo, Anand and Murthy, Karthyek	Efficient Importance Scenario Generation for Optimisation with Rare Events	SIAM Conference on Optimisation; Seattle USA	May 31 - June 3, 2023
I-H6	Deo, Anand, Subramanyam, Anirudh, Rakshith, S Sai and Murthy, Karthyek	Shannon Tong; Self-Structured Importance Sampling for Chance-Constrained Optimization	INFORMS Conference on Optimisation; Rice University	March 22-24, 2024

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
I-H7	Deo, Anand and Murthy, Karthyek	LPS-XIII; Efficient Importance Scenario Generation for Optimisation with Rare Events	ICTS Bangalore	November 17, 2023
I-H8	Deo, Anand, Murthy, Karthyek, and Ramachandra, Arjun	Debiasing plug-in extreme value models for decision-making in quantitative risk management	Extreme Value Analysis Conference; Bocconi University Milan	July 25-30, 2024
I-H9	Deo, Anand, Murthy, Karthyek, and Ramachandra, Arjun	Debiasing plug-in extreme value models for decision-making in quantitative risk management	Applied Probability Society conference; Nancy France	June 28-30, 2023
I-H10	Krishnamurthy, Ananth	Analysis of Multi-stage Biomanufacturing Systems	Bilkent University	November 2023
I-H11	Ghosh, Pulak	Keynote address What AI Can Do for Your Recruitment? And What It Cannot	SHRM Leadership Connect	October 2023
I-H12	Ghosh, Pulak	Talk on Open Digital Payment infrastructure and Credit Access: Evidence from India	UPI at NUS Finance Department	January 2024
I-H13	Ghosh, Pulak	Talk on How Costly are Cultural Biases? Evidence from Fintech	Johns Hopkins Carrey business school	July 2023
I-H14	Chandrasekharan, Reshma	A decomposition- based constructive heuristic for the shift minimization personnel task scheduling problem	1st International Conference on Large Scale Optimization, IIT Kanpur	April 10, 2023

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
I-H15	Chandrasekharan, Reshma	A Framework for Integrated Decision- making In Railroad Networks	29th IJCIEOM International Joint Conference on Industrial Engineering and Operations Management, Lisbon, Portugal	June 30, 2023
I-H16	Chandrasekharan, Reshma and Srinivasa, Murari	A framework for building last mile connectivity to modern urban public transit systems in India: Case study of the Bangalore Metro rail	POMS India International Conference 2023, XLRI Jamshedpur	December 2023
I-H17	Chandrasekharan, Reshma and Srinivasa, Murari	A Framework for Building Last Mile Connectivity to Modern Urban Public Transit Systems in India: Case Study of the Bangalore Metro Rail	56th Annual Convention of Operational Research Society of India (2023-ORSI) and 10th International Conference on Business Analytics and Intelligence (2023-ICBAI), IISc Bangalore	December 2023
I-H18	Chandrasekharan, Reshma	Keynote on transformation of business for circular economy	2nd FIMS-Saxion International conference	December 2023
I-H19	Chandrasekharan, Reshma	Large Scale Optimization	3rd Summer School, IIT Kanpur	April 2-10, 2023
I-H20	Das, Shubhabrata	Revenue management in best-of-n series	IFORS at Santiago, Chile	July 10-14, 2023
I-H21	Deb, Soudeep	Nonparametric estimation of shape- constrained time series regression model	RMS Conference 2023, Guwahati, India	December 2023

Sl. No.	Authors	Title of Paper/Session/Invited Talk	Name of Conference and Venue	Dates of Event
I-H22	Deb, Soudeep	Using t-SNE in analyzing multivariate time series data	6th International Conference on Econometrics and Statistics (EcoSta 2023), Tokyo, Japan	August 2023

**I-J IIMB Case Studies at Harvard Business Publishing**

**I-J1** Title: **Data Storytelling: What are the Alternatives to Crop Residue Burning in India?**

Author: Sharada Sringswara, Sreedevi Gattu, **Haritha Saranga**, and **Dinesh Kumar U**

Summary: Crop Residue Burning (CRB) is a major factor contributing to the pollution in the northern part of India and the National Capital Region (NCR). In November 2021, the NCR consistently recorded an Air Quality Index (AQI) of more than 450, which is hazardous to human health. As a result of these bad weather conditions, Delhi residents have experienced multiple health issues such as red eyes, headaches, cough, itchy skin, and itchy throats. Farmers burning crop residues during the winter months in the states surrounding Delhi contributed to these environmental conditions. Confederation of Indian Industries (CII) has been working with farmers in Punjab and Haryana to encourage them to adopt eco-friendly straw management practices as part of CII’s Crop Residue Management (CRM) initiative. The CRM’s main objective was to eliminate the practice of burning crop residues in the open. Chandrakant Pradhan, manager for CRM, wondered how to demonstrate CRM’s results in the upcoming funding agency meeting. As part of his presentation, he wanted to raise stakeholders’ awareness of the alternative methods based on ground realities and the tools that farmers have been using primarily in different districts and villages of Punjab and Haryana. As he weaved through the traffic, several thoughts began to race through his mind. How should the data collected diligently by his team through farmer surveys be presented to potential funders? How best to examine and analyze the data? What valuable insights can the data provide that can help raise more funds and support from various stakeholders? Is there enough evidence to show whether this initiative will reduce pollution over time and hence needs to be scaled up?

## I-K Leading Journal Publications

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

- I-K1** Authors: Shresth Garg, **Pulak Ghosh** and Brandon Joel Tan  
 Title: **Within Firm Supply Chains: Evidence from India**  
 Journal: *Journal of International Economics*  
 Abstract: There are competing theories on whether vertical ownership is motivated by the transfer of physical inputs or the transfer of intangibles. Using administrative data on the universe of goods shipments in Karnataka, India, we show that the supply of goods along the production chain is an important rationale for vertical integration. First, we develop and estimate a gravity model of input sourcing, and find that: (1) establishments have a strong preference for sourcing their physical inputs from suppliers within the same firm relative to other frictions such as distance and state borders, and (2) the share of within-firm trade would be near 2% absent this preference for internal suppliers. Next, we compare this to the data and find that 38% of products are sourced by establishments exclusively from within the firm when a vertically integrated supplier exists; an order of magnitude higher than our 2% benchmark. Finally, we validate that within-firm sourcing is associated with determinants of physical supply chain transaction costs such as product specificity and R&D investment.
- I-K2** Authors: Miao Yu, Wenbin Lu, Shu Yang, and **Pulak Ghosh**  
 Title: **A multiplicative structural nested mean model for zero-inflated outcomes**  
 Journal: *Biometrika*  
 Abstract: Zero-inflated nonnegative outcomes are common in many applications. In this work, motivated by freemium mobile game data, we propose a class of multiplicative structural nested mean models for zero-inflated nonnegative outcomes which flexibly describes the joint effect of a sequence of treatments in the presence of time-varying confounders. The proposed estimator solves a doubly robust estimating equation, where the nuisance functions, namely the propensity score and conditional outcome means given confounders, are estimated parametrically or nonparametrically.



To improve the accuracy, we leverage the characteristic of zero-inflated outcomes by estimating the conditional means in two parts, that is, separately modelling the probability of having positive outcomes given confounders, and the mean outcome conditional on its being positive and given the confounders. We show that the proposed estimator is consistent and asymptotically normal as either the sample size or the follow-up time goes to infinity. Moreover, the typical sandwich formula can be used to estimate the variance of treatment effect estimators consistently, without accounting for the variation due to estimating nuisance functions. Simulation studies and an application to a freemium mobile game dataset are presented to demonstrate the empirical performance of the proposed method and support our theoretical findings.

**I-K3** Authors: M. Mareeswaran, Shubhajit Sen and **Soudeep Deb**

Title: **New methods of structural break detection and an ensemble approach to analyse exchange rate volatility of Indian rupee during coronavirus pandemic**

Journal: *Journal of the Royal Statistical Society Series A: Statistics in Society*

Abstract: In this work, we develop a methodology to detect structural breaks in multivariate time series data using the t-distributed Stochastic Neighbour Embedding (t-SNE) technique and non-parametric spectral density estimates. By applying the proposed algorithm to the exchange rates of Indian rupee against four primary currencies, we establish that the coronavirus pandemic (COVID-19) has indeed caused a structural break in the volatility dynamics. Next, to study the effect of the pandemic on the Indian currency market, we provide a compact and efficient way of combining three models, each with a specific objective, to explain and forecast the exchange rate volatility. We find that a forward-looking regime change makes a drop in persistence, while an exogenous shock like COVID-19 makes the market highly persistent. Our analysis shows that although all exchange rates are found to be exposed to common structural breaks, the degrees of impact vary across the four series. Finally, we develop an ensemble approach to combine predictions from multiple models in the context of volatility forecasting. Using model confidence set procedure, we show that the proposed approach improves the accuracy from benchmark models. Relevant economic explanations to our findings are provided as well.

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

- I-L1 Prof. Arjun Ramachandra**, Outstanding Teaching Assistant Award for his role in teaching Game Theory at the Singapore University of Technology and Design (SUTD).
- I-L2 Prof. Pulak Ghosh**, Best paper Award, CAF conference, ISB, 2023, for the paper ‘Safety Nets, Credit, and Investment: Evidence from a Guaranteed Income Programme’.
- I-L3 Prof. Pulak Ghosh**, 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’.

### I-M Doctoral Theses Completed by PhD Students during 2023–2024

Sl. No.	Name of the Student	Dissertation Title	Members of the DAC Committee
I-M1	Md Shahrukh Anjum	Improving the Solvability of Combinatorial Optimization Problems	Jitamitra Desai, Ishwar Murthy, Trilochan Sastry, Ashutosh Mahajan (External)
I-M2	Siddharth Rawat	Spatio-Temporal Models in Epidemiology and Climate Change	Soudeep Deb, Shubhabrata Das, Arpit Shah

### I-N Dissertation Proposals by Doctoral Students during 2023–2024

Sl. No.	Name of the Student	Topic	Date
I-N1	Kapil Gupta	Analyzing House Price Dynamics Using Novel Spatio-Temporal Methods	October 31, 2023
I-N2	Murari Srihari Srinivasa	Building last Mile Connectivity to Public Transit Systems in India: A Decision Science Perspective	December 14, 2023

**I-O Papers Presented by Doctoral Students in Conference/Seminar during 2023–2024**

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
I-O1	Antra and Prof. Dinesh Kumar U	Beyond the Alarm: Proactive Predictions for Code Blue Incidents in Hospitals	56th Annual Convention of the Operational Society of India (ORSI), Indian Institute of Science, Bangalore	December 2023
I-O2	Antra, Prof. Dinesh Kumar U and Prof. Bhuvanesh Pareek	Safeguarding Senior Citizens: Utilizing Data-Driven Approaches to Detect Elderly Falls	Annual International Research Conference & Doctoral Workshop, IIM - Lucknow	December 2023
I-O3	Antra, Prof. Dinesh Kumar U and Prof. Bhuvanesh Pareek	Fall Detection for Elderly People: A Data Driven Approach	POMS International Conference, Paris, France	July 2023
I-O4	Kapil Gupta and Prof. Soudeep Deb	Efficient Divide-and-Conquer Approach for Spatio-Temporal Modeling of Real Estate Data	6th International Conference on Econometrics and Statistics, Tokyo, Japan	August 2023
I-O5	Kapil Gupta and Prof. Soudeep Deb	Efficient Divide-and-Conquer Approach for Spatio-Temporal Modeling of Real Estate Data	Indo-German workshop on Data Mathematics and Scientific Computing, IIT Tirupati	September 2023
I-O6	Kapil Gupta, Prof. Soudeep Deb and Prof. Venkatesh Panchapagesan	A Novel Spatio-Temporal Statistical Model to Analyze Real Estate Market in Bengaluru, India	Annual International Research Conference (AIRC), IIM Lucknow	December 2023
I-O7	Chinmay Divekar, Prof. Soudeep Deb and Prof. Rishideep Roy	Real-time Forecasting within Soccer Matches Through a Bayesian lens	All India Research Conference 2023, IIM - Lucknow	December 2023

### I-P Publications by Doctoral Students (Journal articles/book chapters/cases/book reviews) during 2023–2024

Sl. No.	Name of the Student	Title of the Paper	Name of the Journal/Book	Publications Details
I-P1	Kapil Gupta, Vijayshankar Krishnamurthy, and Prof. Soudeep Deb	What Elements of the Opening Set Influence the Outcome of a Tennis Match? An in-depth Analysis of Wimbledon Data	<i>IIMB Management Review</i>	March 2023
I-P2	Chinmay Divekar, Prof. Soudeep Deb and Prof. Rishideep Roy	Real-time Forecasting Within Soccer Matches Through a Bayesian Lens	<i>Journal of the Royal Statistical Society: Series A</i>	January 2024
I-P3	Ronit Neogy	On Some Special Matrix Classes Useful in Optimization and Game Theory	<i>International Game Theory Review, World Scientific</i>	May 2023

### I-Q Awards, Honours, and Achievements by Doctoral Students in 2023–2024

Sl. No.	Name of the Student	Details of the Award	Date
I-Q1	Kapil Gupta	First Best Paper Award at 2023-ORSI Conference, Operational Research Society of India	December 2023

## Economics (E)

*The Economics area is actively engaged in teaching, research, consulting and professional assignments, and media and policy outreach in a wide range of fields. These include Behavioral Economics, Development Economics, Environmental Economics, Game Theory, Industrial Organization, IPRs, International Trade, International Monetary Economics, Macroeconomics, and Labour Economics. The area has a good mix of faculty with theoretical, empirical, and policy related work. Some have been appointed as members of national and international expert committees in their fields of expertise and several have undertaken important assignments for the Government of India and for international agencies such as WIPO, WHO, World Bank, and the UNDP. Economics faculty have authored books, book chapters, policy reports, and news articles, and have published in reputed international and Indian journals. Several are recipients of prestigious research grants.*

*The Economics area has an active presence in the institute through its 'Brown Bag talks' and participation in the research seminar series. It has a vibrant doctoral programme, attracting candidates from reputed programmes in Economics and other disciplines. It also provides job opportunities in the form of Academic Associate and Research Assistant positions to aspiring young candidates who wish to pursue an academic career.*

## II-A Research Projects

### II-A1 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-A2 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-A3 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-A4 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-A5 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-A6 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-A7 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: Completed

**II-A8 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: The project aimed 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.

Aim A is nearly completed and documentation is progressing. The team plans to submit this study for an Australian Research Council grant this year.

Sponsor: UNSW, University of Queensland

Status: Completed

#### II-A9 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: Completed

#### II-A10 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. Though decreased over time, particularly with the upheaval in the banking sector, the network linkages 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-A11 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 and authorities conducting investigations of wrongdoing and imposing 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-A12 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-A13 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-A14 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-A15 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: Completed

**II-A16 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: Completed

**II-A17 Ideal Point Estimation – A Longitudinal Experimental Analysis from India**

Project Team: **Ritwik Banerjee** and Nicholas Haas

Summary: Briefly describe the background of the problem and the literature. Researchers have often explained how people act in in developing countries by saying it’s mostly influenced by things like ethnic identity and clientelism (Auerbach et al., 2021; Carlson, 2016; Chhibber and Verma, 2018; Naseemullah, 2021). On the flip side, the reasons often given for how society works in Western, rich countries haven’t been talked about much in studies of poorer countries. It was thought that these countries didn’t have enough resources, clear demands from the public, and organized systems for these reasons to matter (Auerbach et al., 2021; Fujiwara and Wantchekon, 2013; Gottlieb, 2022; Kitschelt and Kselman, 2013; Nathan, 2019). So, our knowledge about beliefs and support in developing countries, especially beliefs, is still very limited (Bakker and Lelkes, 2022).

Sponsor: IIM Bangalore

Status: Ongoing

**II-A18 Teachers' Bias Affects Students' Mental Health and Aspirations in Bihar, India**

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

**Summary:** In a recent report, WHO has termed mental health conditions as a global crisis - it has estimated that 795 million people lived with a mental health disorder in low- and middle-income countries in 2018, with 28% between the ages of 10 and 19 years [WHO, 2022]. With the unraveling of the scale of this problem, there has been a surge in interest in the causes and consequences of mental health conditions. This literature has primarily focused on the effect of conflicts, natural disasters, economic crises [Case and Deaton, 2020, Chang et al., 2013] and disease outbreaks such as COVID-19 [Giulietti et al., 2022, Giuntella et al., 2021] on depression, anxiety, stress, and related issues. However, our understanding of how social factors, such as prejudice, affect the mental health of disadvantaged communities is fairly limited [Link et al., 1999]. In this paper, we will investigate the mental health consequences of gender bias of school teachers on the mental health of school children in one of the most populous but socially fragmented and economically backward states of India, namely, Bihar.

Sponsor: IIM Bangalore

Status: Ongoing

**II-A19 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-A20 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-A21 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-A22 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-A23 Automation, Aging, Skill Realignment, and Labor Market Outcomes in Japan**

Project Team: **Tirthatanmoy Das**

Sponsor: MIJSC, IIM Bangalore

Status: Ongoing

#### **II-A24 Definition, Measurement, and Policy: Poverty Alleviation in India 1983-84 to 2021-22**

Project Team: **Tirthatanmoy Das**

Sponsor: NITI Aayog

Status: Ongoing

**II-A25 Structural Changes in the Female Labor Market with Special Reference to India: A Cross Country Study**

Project Team: **Tirthatanmoy Das**

Sponsor: The World Bank

Status: Ongoing

**II-A26 Labor Market Effects of Food Transfers**

Project Team: **Aditya Shrinivas**

Summary: Food transfers are one of the most prevalent forms of social protection for the poor, providing assistance to approximately 1.5 billion people. More than three-quarters of low and middle income countries use food transfer programs as part of their social protection portfolio. While studies in developing countries have shown the effect of food transfers on household nutrition and local prices, their labor market effects are not well understood. Given the prominent role of food transfers in developing country social programs, it is crucial to understand their effect on labor markets, which could have important implications for their efficiency and distributional impacts.

Sponsor: IIM Bangalore

Status: Ongoing

**II-A27 Labor Market Impacts of Safe Drinking Water**

Project Team: **Aditya Shrinivas**

Summary: Access to clean and safe drinking water is a critical concern in developing countries. Water is essential not only to health, but also for poverty reduction, food security, education, environment and eco-systems. The sixth Sustainable Development Goal of the United Nations is the call to “achieve universal and equitable access to safe and affordable drinking water for all”. Yet, many countries, including India, face growing challenges linked to water scarcity, lack of adequate access to water quantity, water pollution and quality. For instance, contaminated water is a leading cause for gastrointestinal diseases among children in India, and it is estimated that waterborne diseases have an economic burden of approximately USD 600 million a year in India.

Sponsor: IIM Bangalore

Status: Ongoing

## II-A28 Demand Heterogeneity and International Trade

Project Team: **Kunal Dasgupta** and Bernardo Blum

Summary: A firm is a marginal cost curve and a demand curve. Thus, if exporters are different from nonexporters, the difference must be in either or both of these curves. In ongoing work, we study these differences.

Sponsor: VRSP, IIM Bangalore

Status: Ongoing

## II-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
II-B1	Hwagyun Kim, Vipul Mathur, Jong Kook Shin and <b>Subramanian, Chetan</b>	Misallocation of debt and aggregate productivity	<i>Journal of Corporate Finance</i>	Vol. 83, December 2023, Pg. 1-21
II-B2	<b>Banerjee, Ritwik</b> and Priyama Majumdar	Exponential growth bias in the prediction of COVID-19 spread and economic expectation	<i>Economica</i>	Vol. 90(358), April 2023, Pg. 653-689
II-B3	Sher Afghan Asad, <b>Banerjee, Ritwik</b> and Joydeep Bhattacharya	Do workers discriminate against their out-group employers? Evidence from an online platform economy	<i>Journal of Economic Behavior &amp; Organization</i>	Vol. 216, December 2023, Pg. 221-242
II-B4	<b>Bandhu, Sarvesh,</b> and Ratul Lahkar	Survival of altruistic preferences in a large population public goods game	<i>Economics Letters</i>	Vol. 226, May 2023, Pg. 1-6
II-B5	<b>Bandhu, Sarvesh,</b> Abhinaba Lahiri and Anup Pramanik	Stochastic same-sidedness in the random voting model	<i>Social Choice and Welfare</i>	Vol. 62(1), February 2024, Pg. 167-196

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
II-B6	Bandhu, Sarvesh and Rohit Kumar	A characterization of unanimity with status quo: Fixed vs variable population	<i>Economics Letters</i>	Vol. 235, February 2024, 111548, Pg. No. 1-5
II-B7	Bandhu, Sarvesh and Ratul Lahkar	Evolutionary robustness of dominant strategy implementation	<i>Economic Theory</i>	Vol. 76, August 2023, Pg. 685-721
II-B8	Bhagavatula, Suresh, Bhalla, Manaswini, Manisha Goel and Balagopal Vissa	Social diversity in corporate boards and firm outcomes	<i>Journal of Corporate Finance</i>	Vol. 83, December 2023, Pg. 1-20

## II-D Chapters in Books

Sl. No.	Authors	Title of Chapter	Title of Book	Editors	Publication Details
II-D1	Ilango, Akhil, Juan José Ganuza Fernández and Joaquín López Vallés	Current Challenges for Competition in Online Advertising Markets	<i>Reforms to foster competition in Spain</i>		CNMC 2023
II-D2	Gupta, Subhashish and Sneha Mehta	Regulating Digital Platforms: Intermediary Liability and Content Moderation in Copyright Enforcement	<i>Digital Platforms, Competition Law and Regulation</i>	Kalpana Tyagi, Anselm Kamperman Sanders and Caroline Cauffman (Eds.), Hart.	Bloomsbury Publishing, 2024
II-D3	Abhishek Naresh, Jong Kook Shin and Subramanian, Chetan	Yield Curve and Economic Activity	<i>The Post-Reform Indian Economy: An Unfolding Story</i>	Soumyen Sikdar	Orient Black Swan, Chapter 5, 2023

**II-E Working Papers**

Sl. No.	Author	Title	IIMB Working Paper No.	Year
II-E1	Gaurav Ghosh and Gupta, Subhashish	Ex-ante Regulation in Digital Markets in India: Some Practical Considerations	683	2023
II-E2	Saroj Bhattarai, Chatterjee, Arpita and Gautham Udupa	Food, Fuel, and Facts: Distributional Effects of Global Price Shocks	688	2023
II-E3	Patil, Sanket and Yuval Salant	Optimal Sample Sizes and Statistical Decision Rules	689	2023
II-E4	Monisankar Bishnu, S Chandrasekhar and Murali, Srinivasan	Gender Gap and Decline in Female Labour Force Participation in India: A Joint Search Perspective	699	2024
II-E5	Dhasmana, Anubha	Investment and Idiosyncratic Volatility: Role of Ownership Concentration	704	2024
II-E6	Banantika Datta and Chanda, Rupa	Bilateral Agreements as an Instrument to Regulate Mobility of Healthcare Professionals: A Case Study on India	706	2024

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

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
II-F1	Tina Vinod and Bhalla, Manaswini	Why Workplaces Need to Embrace Multi-Dimensional Identities	<i>Forbes India</i>	October 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	Patil, Sanket	Undominated Monopoly Regulation (with Debasis Mishra)	Working Paper
II-G2	Jakhu, Gaurav	Endogenous Data Collection in Platform Markets: Privacy and Welfare, (with Prabal Roy Chowdhury)	Status: Major Revision at Production and Operations Management

Sl. No.	Authors	Title of Publication	Type of Publication
II-G3	Jakhu, Gaurav	Application Compatibility in the Presence of Presence for Variety, with Akhil Ilango	Status: Preparing for Submission
II-G4	Jakhu, Gaurav	On the Implications of the Cost of Anonymity in Online Advertising	Status: Preparing for Submission

## 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	Shrinivas, Aditya	Food transfers and child nutrition	Food and Agriculture Research Discussion Forum (FARDF) - national research forum of industries and international NGOs and government agencies	January 2024
II-H2	Ilango, Akhil	Social Norms and Product Demand	Parthenope University of Naples Italian Society of Development Economics	September 14-16, 2023
II-H3	Ilango, Akhil	Social Norms and Product Demand	Hong Kong University of Science and Technology, Asia Pacific Industrial Organization Conference (APIOC)	December 15-17, 2023
II-H4	Ilango, Akhil	Social Norms and Product Demand	Indian Statistical Institute, Delhi, 18th Annual Conference on Economic Growth and Development	December 18-20, 2023
II-H5	Ilango, Akhil	Social Norms and Product Demand	Ashoka University	October 18, 2023



Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
II-H6	Subramanian, Chetan	Invited talk on Women in Corporate Boards	Indian Economic Landscape: Challenges and Opportunities conference, FICCI FLO	2023
II-H7	Jakhu, Gaurav	Invited Talk	Centre for Digital Future, New Delhi	July 22, 2023
II-H8	Jakhu, Gaurav	Economics of Content Aggregation: Pricing and Advertising Competition in a Multi-Channel Structure	Annual Conference on Economic Growth and Development, ISI, Delhi	December 18-20, 2023
II-H9	Bhalla, Manaswini	Distinguished Speakers Session	International Conference on the Changing Landscape of Corporate Governance and Sustainability	January 12-13, 2024
II-H10	Banerjee, Ritwik, Satarupa Mitra and Sahoo, Soham	Teachers Caste Identity Affects Students Mental Health	BREW-ESA Conference, IIT Bombay	December 15-17, 2023
II-H11	Banerjee, Ritwik	Invited talk	UC Louvain Belgium	2023
II-H12	Patil, Sanket	Strategic Interactions with Sampling-I	Indian Statistical Institute Delhi	November 27, 2023
II-H13	Patil, Sanket	Strategic Interactions with Sampling-II	Indian Statistical Institute Delhi	December 4, 2023
II-H14	Patil, Sanket	Strategic Interactions with Sampling-III	Indian Statistical Institute Delhi	December 11, 2023
II-H15	Murali, Srinivasan	Gender Gap and Decline in Female Labour Force Participation in India: A Joint Search Perspective	Midwest Macro Meeting, Texas Tech. University	November 11, 2023
II-H16	Murali, Srinivasan	Gender Gap and Decline in Female Labour Force Participation in India: A Joint Search Perspective	WAMS + LAEF Kuala Lumpur	December 8, 2023

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
II-H17	Murali, Srinivasan	Gender Gap and Decline in Female Labour Force Participation in India: A Joint Search Perspective	Macroeconomics and Finance Conference at IGIDR Mumbai	December 15, 2023
II-H18	Murali, Srinivasan	Race, Wealth, and Unemployment Insurance	Annual Conference on Economic Growth and Development at ISI Delhi	December 19, 2023
II-H19	Das, Tirathanmoy and Pragati	Health Coverage and Educational Investments	Asian and Australasian Society of Labour Economics 2023 Conference	December 7-9, 2023
II-H20	Das, Tirathanmoy and Pragati	Health Coverage and Educational Investments	SEA 93rd Annual Meeting, New Orleans	November 18-20, 2023
II-H21	Das, Tirathanmoy and Pragati	Health Coverage and Educational Investments	Asian Meeting of the Econometric Society (AMES), Singapore	July 28-30, 2023

## II-K Leading Journal Publications

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

- II-K1** Authors: Hwagyun Kim, Vipul Mathur, Jong Kook Shin and **Chetan Subramanian**
- Title: **Misallocation of Debt and Aggregate Productivity**
- Journal: *Journal of Corporate Finance*
- Abstract: We propose an accounting framework that maps the dispersion of borrowing costs along the debt maturity structure to the misallocation of productive resources. Specifically, we decompose the effects of credit misallocation into two distinct channels: limited access to debt finance (the scale effect) and distortion in the composition of debt across maturities (the composition effect). Our estimates suggest that an efficient allocation of debt could increase TFP by approximately 14.4% in the US manufacturing sector, of which roughly 10% is attributable to the composition of debt. Reducing

inefficiencies in the composition of debt would result in TFP losses due to access and composition of factor inputs being reduced by 9.7% and 0.4%, respectively.

- II-K2** Authors: **Sarvesh Bandhu** and Ratul Lahkar  
 Title: **Evolutionary Robustness of Dominant Strategy Implementation**  
 Journal: *Economic Theory*  
 Abstract: We consider dominant strategy implementation in a large population aggregative game. The model has strategic complementarities which generates multiple Nash equilibria. Moreover, externalities are positive due to which, all equilibria are socially inefficient. The planner, therefore, constructs a direct mechanism and assigns efficient strategies and transfer levels to agents. Truthful revelation then becomes strictly dominant, which implements efficiency. In our new evolutionary approach to this mechanism, the reported type distribution evolves under dynamics satisfying monotone percentage growth. Such dynamics eliminate dominated strategies thereby ensuring convergence to truthful revelation by all agents. Dominant strategy implementation is, therefore, robust under such evolutionary dynamics. Our evolutionary approach differs from existing models of evolutionary implementation based on potential games. That approach may fail to implement efficiency under strategic complementarities as a Pareto inferior Nash equilibrium can remain asymptotically stable under evolutionary dynamics. Our evolutionary approach is effective even under such strategic complementarities.
- II-K3** Authors: **Suresh Bhagavatula, Manaswini Bhalla**, Manisha Goel and Balagopal Vissa  
 Title: **Social Diversity in Corporate Boards and Firm Outcomes**  
 Journal: *Journal of Corporate Finance*  
 Abstract: We examine how firm performance is associated with social diversity among corporate directors, proxied by diversity along religion and caste, a deep-rooted institution dividing India's Hindu society into hundreds of communities. To identify directors' social identities, we build one of the first data-driven mappings of last names to caste and religion. We find that Indian corporate boards are strikingly homogeneous (i.e. lack diversity) during 1999–2015. Using four instrumental variable strategies, we find that board homogeneity is negatively related to firm performance. We find that the negative

impact of board homogeneity is due to overlapping views and networks of caste-proximate directors and cronyism impairing their monitoring and advising roles.

## II-L Awards, Honours, and Achievements

- II-L1** Prof. Ritwik Banerjee, Humboldt Fellowship, Germany (18-month fellowship).
- II-L2** Prof. Srinivasan Murali, Second-best paper award at the Macroeconomics and Finance Conference, IGIDR Mumbai.

## II-M Doctoral Theses Completed by PhD Students during 2023–2024

Sl. No.	Name of the Student	Dissertation Title	Members of the DAC Committee
II-M1	Satarupa Mitra	Understanding Behavior in the context of Development: Risk, Nudges, and Identity'	Ritwik Banerjee, Manaswini Bhalla, Soham Sahoo
II-M2	Banantika Datta	Essays on the Role of Bilateral Agreements in Services Trade and Migration	Rupa Chanda, Tirthanmoy Das, Arnab Mukherji
II-M3	Tanya Jain	Role of Policies and Institutions in Spurring Innovation: Evidence from India	Chetan Subramanian, Kunal Dasgupta, Srinivasan Murali, Ashok Thampy
II-M4	Rahul Rao	Essays on Misallocation	Chetan Subramanian, Kunal Dasgupta, Srinivasan Murali, Ashok Thampy
II-M5	Anand Kumar	Essays in Education Economics: Role of Identities Behavioral Traits, and Conflicts	Ritwik Banerjee, Chetan Subramanian, Soham Sahoo

## II-N Dissertation Proposals by Doctoral Students during 2023–2024

Sl. No.	Name of the Student	Topic	Date
II-N1	Shivali Sharma	Unlocking Opportunities: Exploring the Socioeconomic Dynamics of Market Access and Financial Inclusion	December 1, 2023

### II-O Papers Presented by Doctoral Students in Conference/Seminar during 2023–2024

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
II-O1	Pragati and Prof. Tirthatanmoy Das	Health Coverage and Educational Investments	Asian Meeting of the Econometric Society, NTU Singapore	July 2023
II-O2	Pragati and Prof. Tirthatanmoy Das	Health Coverage and Educational Investments	Southern Economic Association Conference, New Orleans, USA	November 2023
II-O3	Pragati and Prof. Tirthatanmoy Das	Health Coverage and Educational Investments	Asian & Australasian Society of Labor Economics, National Taiwan University, Taipei	December 2023
II-O4	Shweta Sogani and Prof. Srinivasan Murali	Wage cyclicality: Across time and Frequencies	Doctoral Colloquium on Economics and Development Studies at Madras Institute of Development Studies, Chennai	August 2023
II-O5	Shweta Sogani and Prof. Srinivasan Murali	Wage cyclicality: Across time and Frequencies	18th Annual Conference on Economic Growth and Development, Indian Statistical Institute-Delhi	December 2023
II-O6	Shweta Sogani and Prof. Srinivasan Murali	Wage cyclicality: Across time and Frequencies	20th Macroeconomics and Finance Conference organized by the Indira Gandhi Institute of Development Research (IGIDR), Mumbai	December 2023

### II-Q Awards, Honours, and Achievements by Doctoral Students in 2023–2024

Sl. No.	Name of the Student	Details of the Award	Date
II-Q1	Shivali Sharma	NTU India Connect Fellowship, NTU, Singapore	August 2023
II-Q2	Kunal Biswas	Director's Merit Award-Second year, IIM Bangalore	June 2023
II-Q3	Shweta Sogani	Director's Merit Award-First year, IIM Bangalore	June 2023

## Entrepreneurship

*Entrepreneurship is the youngest area at IIM Bangalore. Formed three years ago, it has four full-time faculty members and one visiting faculty. The area gives equal focus to both teaching and research and works closely with NSRCEL to explore practice-relevant research questions as well as translate research into practice.*

*In research, faculty have expertise in domains such as family business, international entrepreneurship, corporate entrepreneurship, effectuation, social entrepreneurship, hybrid organizations, social networks, and innovation. They have published in journals such as American Journal of Sociology, MIS Quarterly, Journal of Business Venturing, Entrepreneurship Theory and Practice, Sloan Management Review, Strategic Entrepreneurship Journal, Asia Pacific Journal of Management, etc. The area offers a doctoral program, which is one of the first among IIMs and has three PhD students.*

*In teaching, the area offers MBA-level core courses such as, Entrepreneurial Mindset and Action, Entrepreneurial Management, and electives such as, Understanding Venture Capital. It also offers doctoral courses on 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 Program (WSP), 10000 Women Program, Management Program for Entrepreneurs and Family Businesses (MPEFB), and participate in many other general management programs.*

### III-A Research Projects

#### III-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 (Afsharipour, 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



### III-A2 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 to weavers, and further 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-colored, checked sari because it is her favourite color 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 color because that was the only color 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

### III-A3 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 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

#### III-A4 **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

#### III-A5 **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

### III-A6 Time Perspective and Entrepreneurs' Alertness: A Replication of the U.S. Study with a Sample of British Entrepreneurs using Prolific

Project Team: **Ludvig Levasseur**, Steve Lanivich, **Sai Chittaranjan Kalubandi** and **Apurva Sanaria**

Summary: Entrepreneurship scholars have acknowledged the importance of entrepreneurs' subjective perspectives on time (Barreto, Lanivich, & Cox, 2022; Lévesque & Stephan, 2020), including the construct of *time perspective* (Zimbardo & Boyd, 1999), which can be defined as "the totality of the individual's views of [their] psychological future and psychological past existing at a given time" (Lewin, 1951: 75). Time perspective is an important construct that can affect opportunity evaluation and pursuit through entrepreneurs' decision-making processes (McKelvie, Wiklund, McMullen, & Palubinskas, 2020). Moreover, considering that venture initialization is "the point in time that an entrepreneur envisages is appropriate for incipient entrepreneurial action" (Wood, Bakker, & Fisher, 2021: 150), perceptions of the past, present, and future (i.e., time perspective) can also affect how entrepreneurs view their window of opportunity (Wood et al., 2021). For example, those with a past-negative and present-fatalistic *time perspective* can be reluctant or very late to act, whereas those with a past-positive, present-hedonistic, and future *time perspective* can have a biased perception and might get on board (too) early. Despite these examples, "opportunities continue to be evaluated without taking an entrepreneur's time perspective into account" (McKelvie et al., 2020: 525).

Sponsor: IIM Bangalore

Status: Completed

### III-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
III-B1	<b>Bhagavatula, Suresh, Bhalla, Manaswini</b> Manisha Goel and Balagopal Vissa	Social diversity in corporate boards and firm outcomes	<i>Journal of Corporate Finance</i>	Vol. 83, December 2023, Pg. 1-20
III-B2	<b>Mani, Dalhia,</b> Abu Rehan Abbasi and <b>George, Rejie</b>	An exploratory analysis of new firm foundings by trading community members and their survival	<i>IIMB Management Review</i>	Vol. 35(4), December 2023, Pg. 359-369
III-B3	Vikas Namadeva Prabhu, <b>Jha, Srivardhini K</b> and <b>Krishnan, Rishikesha T</b>	Science and Technology Ventures in India: Integrating NIS, SSI and Ecosystem Perspectives	<i>Science, Technology and Society</i>	Vol. 29(1), March 2024, Pg. 97-119

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

Sl. No.	Authors	Title of Article	Name of Newspaper/Magazine	Date of Publication
III-F1	Brindha Srinivasan and <b>Jha, Srivardhini K</b>	Entrepreneurial Well-Being: An Ignored Aspect of Entrepreneurship	<i>Entrepreneur India</i>	May 31, 2023
III-F2	<b>Murthy, Ramya K</b>	Digital Technologies Fuelling the India Startup Story	<i>BW Businessworld Magazine</i>	May 20, 2023

**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	Jha, Srivardhini K	Invited talk on Digitalization: A Dialogue on Research Agenda	IIT Madras's ICCSI 2023	December 13, 2023
III-H2	Bhagavatula, Suresh	Invited for a keynote for the inauguration	BVR SCIENT School of Innovation and Entrepreneurship at IIT Hyderabad	2023
III-H3	Bhagavatula, Suresh	Participated in a panel on Industry-Academia connection and gave a keynote on Building an export hub for textiles	BharatCon 24, Business Summit, Amaravati Management Association	January 6, 2024
III-H4	Mani, Dalhia	Invited speaker	EWHA University Research Fellow	2024
III-H5	Mani, Dalhia	Invited speaker	Research Seminar Series, University of Calgary	2024
III-H6	Mani, Dalhia	Patriarchy in Indian Family Businesses: Origins and Performance Impact	Academy of Management, Boston	August 4-8, 2023
III-H7	Mani, Dalhia, Abu Rehan Abbasi and Ipsu Khadka	Men are from Mars and Women are from Venus: Start-up Team Configurations and Funding in India	Academy of Management, Boston	August 4-8, 2023

**III-J IIMB Case Studies at Harvard Business Publishing**

III-J1	Title:	<b>Vahan Technologies: Enabling Blue-Collar Employment</b>
	Author:	Janhavi Raja and Dalhia Mani
	Summary:	This case delves into the entrepreneurial journey of Madhav Krishna and his company, Vahan. Initially focused on providing speech recognition tools for English learning in skilling centers, Vahan

undergoes several pivots as a platform for blue-collar employment. The case underscores iterative venture development, learning and pivoting, user-data responsiveness, platform adoption (like WhatsApp), distribution partners for scaling, and the nuances of business-model fit in India's evolving internet landscape in a blue-collar space.

### III-K Leading Journal Publications

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

- III-K1** Authors: **Suresh Bhagavatula, Manaswini Bhalla**, Manisha Goel and Balagopal Vissa Siri Terjesen
- Title: **Social Diversity in Corporate Boards and Firm Outcomes**
- Journal: *Journal of Corporate Finance*
- Abstract: We examine how firm performance is associated with social diversity among corporate directors, proxied by diversity along religion and caste, a deep-rooted institution dividing India's Hindu society into hundreds of communities. To identify directors' social identities, we build one of the first data-driven mappings of last names to caste and religion. We find that Indian corporate boards are strikingly homogeneous (i.e. lack diversity) during 1999–2015. Using four instrumental variable strategies, we find that board homogeneity is negatively related to firm performance. We find that the negative impact of board homogeneity is due to overlapping views and networks of caste-proximate directors and cronyism impairing their monitoring and advising roles.

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

- III-L1** **Prof. Dalhia Mani**, Best Paper, Entrepreneurship Area, Academy of Management (Given to the top 10% of submitted papers).
- III-L2** **Prof. Ludvig Levasseur**, Best Paper (top 10%), Proceedings of the Eighty-Fourth Annual Meeting of the Academy of Management.
- III-L3** **Prof. Ludvig Levasseur** op Downloaded Article. Strategic Entrepreneurship Journal 17(1), 61-94.

### III-M Doctoral Theses Completed by PhD Students during 2023–2024

Sl. No.	Name of the Student	Dissertation Title	Members of the DAC Committee
III-M1	Manjunath AN	Entrepreneurial Agency and Regional Transformation: Old Mysore State (1881 - 1956)	Suresh Bhagavatula, K Kumar, Prateek Raj, Christina Lubinski (External), Chinmay Tumbe (External)
III-M2	Aman Bhuwania	Learning in Accelerated Ventures: The Role of Penrosean Resources	Suresh Bhagavatula, Ludvig Levasseur, Saras Sarasvathy
III-M3	Sneetha Saji	Her Story of Becoming - Unravelling the Identity Work of Women Entrepreneurs	Srivardhini K Jha, Suresh Bhagavatula, Mukta Kulkarni

### III-O Papers Presented by Doctoral Students in Conference/Seminar during 2023–2024

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
III-O1	Bidisha Bhattacharjee	Mentoring as the Primary Conduit of Entrepreneurial Learning	AOM OMT Global Conference 2023	July 2023
III-O2	Bidisha Bhattacharjee	Innovation in the Face of Barriers - Can Social Capital Help?	Strategic Management Society 43rd Annual conference, Toronto, Canada	October 2023



## Finance and Accounting (F&A)

*The Finance and Accounting (F&A) area of IIMB is actively engaged in all three facets of management education: research, teaching and impacting and influencing practice and policy.*

*The area is deeply committed to excellence in research. Faculty in the area have published in reputed international journals in Accounting and Finance. F&A faculty engage in issues that are of interest to academics as well as practitioners and policy planners in Accounting, Corporate Finance, Investments, Financial Markets, Real Estate, and Banking.*

*The department runs a 'Brown Bag' seminar series and actively collaborates in organizing and hosting the India Finance Conference, a leading academic conference held in India on Finance. The Finance and Accounting area was ranked number 1 among all B-schools in India in the QS World University Rankings by subject. F&A area also co-hosts the annual conference of the Journal of Accounting, Auditing & Finance (JAAF), along with IIMA, IIMC and ISB.*

*The F&A area offers probably the largest number of electives among all comparable graduate programmes; electives include Investments, Derivatives, Banking, Corporate Governance, Risk Management. The area's PhD students have a publication track record and target reputed journals and conferences. On graduation, they are recruited by top management institutions.*

*The F&A area is committed to building partnerships and enhancing collaboration between IIMB, the business sector, and the Government. Towards this objective, the area offers several Executive Education Programmes on Value Creation, Investment Strategies, Risk Management, and other contemporary topics.*

*Two important centres of IIMB, namely, the Centre for Capital Markets and Risk Management, and the Real Estate Research Initiative, are chaired by faculty from the F&A area. These two centres endeavor to impact practice in the financial and real estate markets positively.*

*Faculty from the area serve on the Boards or important committees of various national institutions including Securities and Exchange Board of India (SEBI), Department of Financial Services (DFS), Government of India, National Stock Exchange, Department of Biotechnology, Government of India, and Ministry of Corporate Affairs, and Centre for Advanced Financial Research and Learning (CAFRAL). A few of them also serve on the Board of Directors of leading corporate firms.*

## IV-A Research Projects

### IV-A1 Handelsbanken

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

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

Sponsor: Handelsbanken

Status: Ongoing

### IV-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

### IV-A3 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

**IV-A4 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:** Completed

**IV-A5 Case Study of the Listing of Life Insurance Corporation of India (LIC)**

Project Team: **V Ravi Anshuman**, Srijith Mohanan and Alok Pandey

**Summary:** LIC is India's largest Financial Institution in terms of Assets under management (AUM). The AUM of LIC is approximately 43 trillion INR which is more than the AUM of India's Mutual Fund industry put together. The Insurance behemoth has more than 277 million individual policies and 13 million agents-numbers that are far ahead of its nearest rival in the market. LIC was formed in the year 1956 by merging more than 240 independent insurance companies. It continued a monopolistic journey till the year 2000 when the Insurance market in India was opened to the private sector and the Insurance regulator (IRDAI) came up. Despite a 23-year competition, LIC still retains more than 63% of the market share in the Insurance market in India. Not only by the number of policies sold, but LIC is also the largest insurer by Market capitalization in India.

**Sponsor:** IIM Bangalore

**Status:** Ongoing

**IV-A6 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

**IV-A7 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

**IV-A8 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

#### **IV-A9 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

#### **IV-A10 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

#### **IV-A11 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

#### **IV-A12 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

#### **IV-A13 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 the 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

#### **IV-A14 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 of 2011-2020.

Sponsor: Ministry of Corporate Affairs, Government of India

Status: Ongoing

#### **IV-A15 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

#### **IV-A16 Pilot Study on Compatible Digital Public Infrastructure: Study of Regulatory Ecology in India and ASEAN for Digital Public Infrastructure (DPI) for purpose of Fintech Collaboration and Financial Integration and Support for CLMT**

Project Team: **Jayadev M**

Summary: Project on Fintech and Developing Ecosystem for ASEAN countries

Sponsor: Economic Research Institute for ASEAN and East Asia

Status: Ongoing

**IV-A17 Integration among US Banks**

Project Team: **Abhinav Anand**

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

Sponsor: VRSP, IIM Bangalore

Status: Completed

**IV-A18 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



**IV-A19 Attention to Information, Attention to Returns**

 Project Team: **Anirudh Dhawan** and Talis Putnins

Summary: It is a well-established fact that, contrary to the assumptions of rational expectations models that form the basis of financial economics, investors are not fully attentive to new information in financial markets. On days such as Fridays, when the market is inattentive, new information is incorporated into stock prices with a lag (DellaVigna and Pollet, 2009). Although the literature does well to document *when* the market pays attention and *who* within the market is paying attention, it largely ignores *what* attracts the market's attention. This is important since attention to different items could have differing effects. For example, a trader trading based on fundamental information (e.g., corporate disclosures) that affects the stock's intrinsic value might help impound this information into the stock's price, while a trader looking to make a quick buck by trading on random recent price movements might have no such contribution or might even harm market efficiency by delaying the incorporation of information into prices.

Sponsor: VRSP, IIM Bangalore

Status: Completed

**IV-B Articles in Academic Journals**

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
IV-B1	Athira A and P.J. Jijo Lukose	Do common institutional owners' activism deter tax avoidance? Evidence from an emerging economy	<i>Pacific-Basin Finance Journal</i>	Vol. 80, September 2023, Pg. 1-20
IV-B2	Vishnu K. Ramesh and Athira A	Geopolitical risk and corporate tax behavior: international evidence	<i>International Journal of Managerial Finance</i>	Vol. 20(2), 2024, Pg. 406-429
IV-B3	Athira A and Vishnu K Ramesh	COVID-19 and corporate tax avoidance: International evidence	<i>International Business Review</i>	Vol. 32(4), August 2023, Pg. 1-21
IV-B4	Athira A and Vishnu K Ramesh	Corporate thanksgiving in blissful nations: An empirical analysis of happiness and corporate tax avoidance	<i>Economics Letters</i>	Vol. 235, February 2024, 111567, Pg. No. 1-4

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
IV-B5	<b>Dhawan, Anirudh</b> and Talis J. Putnin	A New Wolf in Town? Pump-and-Dump Manipulation in Cryptocurrency Markets	<i>Review of Finance</i>	Vol. 27(3), May 2023, Pg. 935-975
IV-B6	<b>Das, Debojyoti,</b> Anupam Dutta, Rabin K. Jana and Indranil Ghosh	The asymmetric impact of oil price uncertainty on emerging market financial stress: A quantile regression approach	<i>International Journal of Finance and Economics</i>	Vol. 28(4), October 2023, Pg. 4299-4323
IV-B7	<b>Basu, Sankarshan</b> and Kaveri	The Determinants of Credit Rating and the Effect of Regulatory Disclosure requirements: Evidence from an Emerging Market	<i>Asia Pacific Journal of Risk and Insurance</i>	Vol. 17(1), January 2023, Pg. 87-112
IV-B8	Suryadepto Nag, Siddhartha P. Chakrabarty, and <b>Basu, Sankarshan</b>	Single event transition risk: A measure for long term carbon exposure	<i>MethodsX</i>	Vol. 10, 2023, Pg. 1-10
IV-B9	Debadutta Kumar Panda, Kaushik Bhattacharjee, Debmallya Chatterjee and <b>Basu, Sankarshan</b>	Survival and sustenance strategy of primary agricultural cooperative credit societies in India: a fuzzy interpretive structural modelling approach	<i>International Journal of Social Economics</i>	Vol. 50(6), 2023, Pg. 821-838
IV-B10	<b>Saurav, Sumit,</b> Sobhseh Kumar Agarwalla and Jayanth R Varma	Role of Derivatives Market in Attenuating Underreaction to Left-Tail Risk	<i>Journal of Futures Market</i>	Vol. 44(3), March 2024, Pg. 484-517
IV-B11	Viral V. Acharya, <b>Anshuman, V Ravi</b> and K Kiran Kumar	Foreign Fund Flows and Equity Prices During COVID-19: Evidence from India	<i>Emerging Markets Finance and Trade</i>	Vol. 59(8), 2023, Pg. 2422-2439
IV-B12	Douglas Cumming, <b>Jindal, Varun,</b> Satish Kumar, and Nitesh Pandey	Mergers and acquisitions research in finance and accounting: Past, present, and future	<i>European Financial Management</i>	Vol. 29(5), November 2023, Pg. 1464-1504

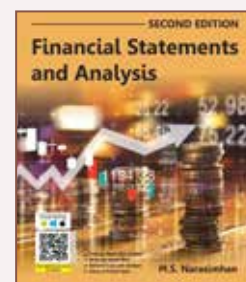
Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
IV-B13	Chinmoy Ghosh, <b>Panchapagesan, Venkatesh,</b> and Madalasa Venkataraman	On the impact of infrastructure improvement on real estate property values: Evidence from a Quasi-natural experiment in an emerging market	<i>Journal of Real Estate Finance and Economics</i>	Vol. 68, January 2024, Pg. 103-137

## IV-C Books

### IV-C1 M S Narasimhan

*Financial Statements and Analysis, 2nd Edition*

Pearson Education, India



This book is written in a non-technical language and provides explanation and insight to each and every figure that appears in financial statements. A unique feature of this book is, that all the three principal financial statements, namely, Balance Sheet, Statement of Profit, and Cash Flow Statement, are thoroughly explained using the financial statements of Asian Paints Ltd. The last part of the book presents a framework through which the readers can view the financial health of any business. The text shows the interconnection between the four drivers of profitability asset management, cost management, leverage management, and tax management and how they jointly improve the profitability of the company. The book is intended to provide a feeling of completeness to the readers in their understanding of financial statements. Even for those from non-accounting background, this simple and lucid text helps to read and understand financial statements and to be able to evaluate the financial health of a company. The book is relevant for students of finance and accounting courses from different backgrounds, as well as non-financial managers, entrepreneurs, and so on. This book is also relevant for those pursuing courses on valuation, mergers and acquisition, and specialized course on Financial Statement Analysis.

## IV-E Working Papers

Sl. No.	Author	Title	IIMB Working Paper No.	Year
IV-E1	Anshuman, V Ravi and Venkatesh Akella	Raising Farmer Income and Sustainable Farming – A Roadmap for AgTech Evolution in India	685	2023
IV-E2	Anshuman, V Ravi Venkatesh Akella and Sahajdeep Kaur	An Exploratory Field Study of Select AgTech Start-ups	686	2023
IV-E3	Anand, Abhinav, Basu, Sankarshan, Xing Huan and Jalaj Pathak	The Semantic Complexity of Financial Disclosures	693	2024
IV-E4	Das, Debojyoti, Pranav Dharmani, Anupam Dutta and Basu, Sankarshan	Geopolitical Risk and Corporate Investment Behavior: Evidence from the Hospitality Sector in India	694	2024
IV-E5	Anand, Abhinav, Narendra Nath Kushwaha and Jayadev Madugula	A Few Rotten Apples: Non-Performing Loans, External Frauds, and Operational Losses in a Leading Indian Bank	696	2024
IV-E6	Anand, Abhinav, Sanchit Jain, Jalaj Pathak and Sheetal Sekhri	Fog to pyre: The impact of Supreme Court judgment complexity on dowry deaths	700	2024
IV-E7	Anand, Abhinav, Hitesh Doshi, Ankit Kumar and Jalaj Pathak	Federal Reserve Speeches and Sovereign Credit Risk	697	2024

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

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
IV-F1	Panchapagesan, Venkatesh	Avoid over-regulation	<i>The Hindu Business Line</i>	August 7, 2023
IV-F2	Panchapagesan, Venkatesh	Real Estate Disputes: Need For Conciliation Benches in Every RERA, Know How It's Useful	<i>News 18</i>	August, 2023

**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	Anand, Abhinav, Huan, Xing and Pathak, Jalaj	Does poor 10-K readability elicit more shareholder proposals?	CGIR Workshop on Corporate Governance and Evolving Corporate Disclosures	2023
IV-H2	Anand, Abhinav, Huan, Xing and Pathak, Jalaj	Does poor 10-K readability elicit more shareholder proposals?	Swiss Accounting Research Alpine Camp	2023
IV-H3	Dhawan, Anirudh	Attention to information, attention to prices	JAAF-ATP India Symposium	January 2024
IV-H4	Dhawan, Anirudh	Attention to information, attention to prices	Academy of Behavioral Finance Meeting	September 2023
IV-H5	Dhawan, Anirudh	Attention to information, attention to prices	Australasian Finance and Banking Conference	December 2023
IV-H6	Dhawan, Anirudh	Attention to information, attention to prices	Conference on Asia-Pacific Financial Markets	December 2023
IV-H7	Dhawan, Anirudh	Attention to information, attention to prices	China International Risk Forum Conference	July 2023
IV-H8	Dhawan, Anirudh	Attention to information, attention to prices	Vietnam International Conference in Finance	July 2023
IV-H9	Dhawan, Anirudh	Attention to information, attention to prices	International Risk Management Conference	July 2023
IV-H10	Dhawan, Anirudh	Contagious crime: How cryptocurrency manipulation spills into stocks	Emerging Markets Conference	December 2023
IV-H11	Das, Debojyoti	Bankruptcy codes and operational decisions of firms: evidence from a quasi-natural experiment	ASFAAG American Chapter Conference	February 29, 2024
IV-H12	Jayadev M and Krishna, Aishwarya	Creditor Rights: Behavior of Private Firms	Annual Research Workshop on Insolvency and Bankruptcy, IIM Ahmadabad	March 11-12, 2024

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
IV-H13	Jayadev M	Invited Speaker for panel discussion on Ecosystem for Insolvency Research	Annual Research Workshop on Insolvency and Bankruptcy, IIM Ahmadabad	March 11-12, 2024
IV-H14	Jayadev M	Invited to participate as panel member on Accreditation and Rankings of Higher Education Institutes	National Summit of Institutional Leaders, University of Lucknow	February 15-17, 2024
IV-H15	Srinivasan, Padmini	Panel Discussion, Seeds of Change: Catalyzing Rural Entrepreneurship and Women's Leadership in India's Climate Agenda	IIM Bangalore	January 16, 2024
IV-H16	Srinivasan, Padmini	Invited talk Gearing up for roles in Sustainability- Jobs for Now and Future' at Centre of Excellence for Sustainability	IFHE off-campus centre Bangalore	December 13, 2023
IV-H17	Basu, Sankarshan	Delivered a talk on Applications of Quantitative Techniques in Finance at a mini symposium titled Recent Trends in Quantitative Finance	Indian Institute of Science, Bangalore	February 13, 2024
IV-H18	Basu, Sankarshan	Delivered a talk on Financial Institutions fostering Financial Stability The Indian case at a conference titled Pathways to Sustainable Economy: A Banking and Finance Perspective	Department of Economics, Indian Institute of Technology, Powai, Mumbai	October 12, 2023
IV-H19	Rangan, Srinivasan	Discussion of Beyond disclosure: Can firms be forced to spend their way to social responsibility?	ISB Accounting Research Conference, Hyderabad	December 19, 2023

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
IV-H20	Rangan, Srinivasan	Discussion of Impact of corporate ownership on Stock Return: Evidence from a Unique Emerging Economy	India Finance Conference, Mumbai	December 22, 2023
IV-H21	Rangan, Srinivasan	Discussion of Effect of Regulatory Changes and Audit Committee Characteristics on Inter-corporate Loans: Evidence from India	CCGC Conference, IIM Bangalore	January 13 2024
IV-H22	Saurav, Sumit	Does Government Ownership Differently Impact Expected Left-Tail and Volatility Risk of Bank Stock? Evidence from Options Market	7th JAAF-ATP India Symposium, IIM Kozhikode	January 5-6, 2024
IV-H23	Anshuman, V Ravi	Minimum Public Shareholding Rule	IIM Amritsar	July 2023
IV-H24	Anshuman, V Ravi	Minimum Public Shareholding Rule	IIT Roorkee	July 2023

#### IV-J IIMB Case Studies at Harvard Business Publishing

**IV-J1 Title: The Chennai Angels Network**

**Author: G Sabarinathan**

**Summary:** The case is intended to help the student learn about an important source of startup funding in India, namely, angels. It also provides an opportunity to learn about how organizations emerge - in this instance angel networks - to solve economic problems that economic agents in a market face. The note also provides an overview of how angel networks manage their investment activity. Finally, it also brings out the strategic challenges faced by players in a rapidly evolving ecosystem.



- IV -J2 Title:** **Investment in Foreign Stock: A Cash Flow Analysis**
- Author:** **Sankarshan Basu** and Vibha Tripathi
- Summary:** The case discusses the dilemma faced by Archit Shah, a practicing Chartered Accountant (CA) and portfolio manager based in Ahmedabad, India, for investment in foreign stocks to diversify the existing portfolio of his clients. The decision to invest was pertinent and urgent as few of his clients were reducing their funds due to stagnant growth of existing securities in the portfolio. He had heard about the benefits of investing in foreign markets from experts in different financial conferences as well as from his fellow friends in the field. To start safe, he decided to invest in FANMAG stock and do a detailed financial analysis. It was his first endeavour in a foreign stock, and he did not want to risk his clients' money. He did not restrict his analysis to P/L and balance sheet ratios and decided to first analyse the past Free Cash Flows (FCFs) to understand the actual performance of the companies. While past performance cannot be the decision factor, he also decided to refer valuation as per Discounted Cash Flow (DCF) model to put an end to his confusion. Portfolio or fund managers use FCF as one of the most important indicators for valuation as per DCF model to evaluate the true performance of a company. Market ratios like P/E ratio help to track the earnings and investor's perception while FCFs help to understand the actual cash available for shareholders. So, to get a true picture of FANMAG stock's performance, Shah decided to analyse it through various parameters like quality of earnings ratio, FCFs, and valuation ratios for a period of 5 years from 2016 to 2020. Additionally, the intrinsic value as per DCF model (valuation approach) was referred to finalize the investment decision. Thus, the case deals with the challenges faced by CA Shah for investment decisions by assessing the earnings quality and the cash flow-based valuation ratios.

#### IV-K Leading Journal Publications

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

- IV-K1 Authors:** **Anirudh Dhawan** and Talis J. Putnin
- Title:** **A New Wolf in Town? Pump-and-Dump Manipulation in Cryptocurrency Markets**
- Journal:** *Review of Finance*

**Abstract:** We investigate the puzzle of widespread participation in cryptocurrency pump-and-dump manipulation schemes. Unlike stock market manipulators, cryptocurrency manipulators openly declare their intentions to pump specific coins, rather than trying to deceive investors. Puzzlingly, people join in despite negative expected returns. In a simple framework, we demonstrate how overconfidence and gambling preferences can explain participation in these schemes. Analyzing a sample of 355 cases in 6 months, we find strong empirical support for both mechanisms. Pumps generate extreme price distortions of 65% on average, abnormal trading volumes in the millions of dollars, and large wealth transfers between participants.

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

**IV-L1 Prof. Athira A**, Best paper award for Family Management Control, Ownership Concentration, and Tax Management: Evidence from India (3rd price) at research symposium on Finance and Economics 2023, IFMR, India.

#### IV-M Doctoral Theses Completed by PhD Students during 2023–2024

Sl. No.	Name of the Student	Dissertation Title	Members of the DAC Committee
IV-M1	Chhavi Shekhawat	Essays on Off-Balance Sheet Liabilities	Srinivasan Rangan, Ashok Thampy, Anand Venkateswaran
IV-M2	Prateek Jain	Essays on Mutual Fund Performance in India	V Ravi Anshuman, Srinivasan Rangan, Debojyoti Das
IV-M3	Rajdeep Sharma	Essays on International Capital Flows	V Ravi Anshuman, Srinivasan Murali, Rishideep Roy

#### IV-N Dissertation Proposals by Doctoral Students during 2023–2024

Sl. No.	Name of the Student	Topic	Date
IV-N1	Shreyansh Chaurasiya	Essays on Creditor Risk and Bankruptcy	April 28, 2023
IV-N2	Rajeev Kumar Agarwal	Essays on Indian Derivatives Market	August 17, 2023

Sl. No.	Name of the Student	Topic	Date
IV-N3	Mareeswaran M	Essays on Impact of Growth in Passive Ownership on Managerial Decision-Making	December 4, 2023
IV-N4	Rajaram P R	Essays on Corporate Downsizing, Investment and Financing Decisions	March 4, 2024

#### IV-O Papers Presented by Doctoral Students in Conference/Seminar during 2023–2024

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
IV-O1	Shreyansh Chaurasiya	Operational Creditors Right and Trade Credit: Evidence from Policy Interventions	India Finance Conference, NL Dalmia Institute, Mumbai	December 2023
IV-O2	Shreyansh Chaurasiya	Operational Creditors Right and Trade Credit: Evidence from Policy Interventions	World Finance and Banking Symposium, Vilnius University, Vilnius, Lithuania	December 2023
IV-O3	Akshay Dhuria and Prof. V. Ravi Anshuman	Insider Ownership and Stock Price Crash Risk: Evidence from Promoter Ownership in India	India Finance Conference, Mumbai	December 2023

#### IV-Q Awards, Honours, and Achievements by Doctoral Students in 2023–2024

Sl. No.	Name of the Student	Details of the Award	Date
IV-Q1	Mareeswaran M	JR Fellowship Programme, IIM Bangalore	August 2023

## Information Systems (IS)

*The Information Systems area consists of highly accomplished faculty members educated at some of the most reputed institutions in India and abroad. Most of them have 20+ years of experience teaching in the domain. They also have a variety of practitioner experience at businesses ranging from small startups to big technology companies, and they also provide training and consulting services to private and public organizations. In terms of research, the IS faculty have published numerous articles in reputed international journals, presented at the top IS conferences across the globe, and received prestigious awards. Their research interests cover multiple contemporary topics such as social media, telemedicine, IT outsourcing, cloud computing, digital platforms, digital payments, e-government, etc. The IS area also leads the Centre for Software and IT Management for conducting impactful activities related to research and practice.*

## V-A Research Projects

### V-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 the platform and decide whether to share or not 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

### V-A2 Analysis of Large Datasets

Project Team: **Shankar Venkatagiri**

**Summary:** Over the last year, the team set up IT infrastructure to process large datasets, whose sizes may range from a few gigabytes to terabytes (1000 GBs) at IIM Bangalore. Having begun to acquire large datasets

from various sources, the next logical step is to process the data and analyze the outcomes. This will eventually help the team publish papers based on empirical findings.

Sponsor: IIM Bangalore

Status: Ongoing

### V-A3 Ganga Hospitals Case Writing Project

Project Team: **Shankar Venkatagiri**

Summary: The Indian healthcare industry has matured across several decades. High complexity procedures are routinely performed successfully 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

### V-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

**V-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

**V-A6 Personalized Wearables to Reduce Elopement Risks Among Underserved Adults with Autism Spectrum Disorder**

Project Team: **Spurthy Dharanikota**, Lina Bouayad, Polina Durneva and Anol Bhattacharjee

Summary: This is a two part, innovative, interdisciplinary, pilot study to better understand and address elopement behaviors in adults with autism. Caregivers of individuals with autism will first be surveyed to better understand risk factors associated with elopement. Artificial intelligence will then be used to design a prototype device that is intended to mitigate the risks of elopement among socioeconomically disadvantaged, healthcare disparity populations.

Sponsor: IIM Bangalore

Status: Ongoing



**V-B Articles in Academic Journals**

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
V-B1	De', Rahul et.al.	Opinion paper: "So what if ChatGPT wrote it?" Multidisciplinary perspectives on opportunities, challenges and implications of generative conversational AI for research, practice and policy	<i>International Journal of Information Management</i>	Vol. 71, August 2023, Pg. 1-63
V-B2	Banerjee, Shankhadeep, Samadrita Bhattacharyya and Indranil Bose	The motivation paradox: Understanding contradictory effects of awards on contribution quantity versus quality in virtual community	<i>Information &amp; Management</i>	Vol. 60(4), November 2023, Pg. 1-16
V-B3	Ashay Saxena, Venkatagiri, Shankar and Bandi, Rajendra K	Conflict management in agile distributed development: Evidence from product development and services engagements	<i>Information Technology and Management</i>	Vol. 24(3), September 2023, Pg. 247-266

**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	Dwivedi, D., and Banerjee, Shankhadeep	Effect of website design characteristics on concreteness of online reviews: A construal level perspective	Association for Information Systems (India) Paper Development Workshop, IIM Visakhapatnam	April 2023
V-H2	Banerjee, Shankhadeep	Invited panelist for Panel discussion on Entry to Academia	Doctoral Consortium Batch-I by Centre for Teaching & Learning at IIM Bangalore	January 19, 2024

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
V-H3	Banerjee, Shankhadeep	Invited Panelist for online panel discussion on Generative AI and its Impact on Teaching and Learning Processes	AIS India Chapter (IN AIS)	July 27, 2023
V-H4	Rathi. M., and Banerjee, Shankhadeep	Digital Public Goods for Sustainable Development	ICIS 2023 TREO, Hyderabad	December 5-8, 2023
V-H5	Dharanikota, Spurthy	Invited talk	redBus Industry Event	January 9, 2024
V-H6	Dharanikota, Spurthy	Invited to present on genAI for Business Professors	Private College	July 14, 2023

### V-I Articles in Conference Proceedings

Sl. No.	Authors	Title of Paper	Details of the Conference Proceedings
V-I-1	Shubha Krishnamurthy and Bandi, Rajendra K	Changing Nature of Telemedicine Processes: Adaptations and Triggers	Proceedings of the Americas Conference on Information Systems (AMCIS 2023), Panama City, August 10-12, 2023
V-I-2	Laxmi Gunupudi, Ashay Saxena and Bandi, Rajendra K	Perceived Threat or Performance Beliefs? What Drives Intention to Continue Usage of Digital Service Apps	Proceedings of IFIP WG 8.6 Conference 2023: Transfer, Diffusion and Adoption of Next-Generation Digital Technologies, Nagpur, December 15-16, 2023
V-I-3	Sowmya Kini and Bandi, Rajendra K	Cancel on the App, Let's do this directly: An exploratory study on Trust Paradox and users' circumvention of Sharing Platforms	Proceedings of the International Conference on Digital Organisations (ICODO) 2023-24, IIM Ahmedabad, December 16, 2023
V-I-4	Sowmya Kini and Bandi, Rajendra K	Addressing the Overlooked: Understanding Provider Trust in Sharing Economy Platforms	Proceedings of the International Conference on Digital Organisations (ICODO) 2023-24, IIM Ahmedabad, December 17-18, 2023

## V-J IIMB Case Studies at Harvard Business Publishing

- V-J1** Title: **Ganga Hospital: A Model for Growth**  
 Author: **Shankar Venkatagiri** and Mohan Adhyam  
 Summary: The case traces the genesis and growth of Ganga Hospital, a trauma care center in Coimbatore, which is an industrial hub in South India. The case presents a study in contrasts. In a landscape that is dotted with multi-specialty hospitals, Ganga has chosen to provide niche trauma care. The decision to differentiate in the prevailing circumstances of the day amounts to a disruption, and highlights important management and strategy issues. The case highlights the central role that family members of the Ganga founders have played in establishing, running, and growing the hospital in an ethical way. It describes the contingencies that drove decisions about expansion made by the Ganga founder and directors. The narrative illustrates issues confronting hospitals that choose to expand primarily in response to patient demand. This is in stark contrast with investor-funded ventures that have come to dominate the landscape of Indian healthcare.
- V-J2** Title: **redBus: Art and Science of Product Management**  
 Author: Amit Nigam and **Shankhadeep Banerjee**  
 Summary: This case follows the entire journey of a Product Manager (PM) at redBus - India's largest online bus ticketing platform - as he attempts to solve a business problem using a structured process of product management. The business problem given to the PM by the CEO is to improve the visitor-to-customer conversion rate at redBus as many of their users were dropping off the platform after searching for tickets without buying.
- V-J3** Title: **redBus: Art and Science of Product Management**  
 Author: **Shankar Venkatagiri**, Mohan Adhyam, and Kanika Sood Sharma  
 Summary: The case showcases a variety of innovations at Ganga Hospital, a trauma care center located in Coimbatore, India. These innovations have helped the hospital handle large patient volumes. The DNA of innovation at Ganga is traced to the enterprising mindset of the founders and their sons. Trauma surgeries rely on precision. The case depicts the fallout of a clinical complication on the patient as well as the treating surgeon. By investing in technologies like computer-

assisted 3D navigation, the directors have created a conducive atmosphere for consultants to safely undertake challenging surgeries. The principle of patient-centricity governs all activities at Ganga. The case elaborates on the factors helping the diffusion of these innovations.

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

V-L1 Prof. Shankhadeep Banerjee - Teaching Excellence Award at IIM Bangalore.

### V-M Doctoral Theses Completed by PhD Students during 2023–2024

Sl. No.	Name of the Student	Dissertation Title	Members of the DAC Committee
V-M1	B Sowmya Kini	Understanding Trust and User Behaviour in Online Platforms	Rajendra K Bandi, Shankar Venkatagiri, Ritu Tripathi

### V-N Dissertation Proposals by Doctoral Students during 2023–2024

Sl. No.	Name of the Student	Topic	Date
V-N1	Divya Dwivedi	Essays on Artificial Intelligence and Creativity	December 15, 2023

### V-O Papers Presented by Doctoral Students in Conference/Seminar during 2023–2024

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
V-O1	Shubha Krishnamurthy and Prof. Rajendra K Bandi	Changing Nature of Telemedicine Processes: Adaptations and Triggers	Americas Conference on Information Systems (AMCIS) 2023, Panama City, Panama	August 2023
V-O2	Pon Rahul Murugaraj, Prof. Shankar Venkatagiri	Designing a Peer-To-Peer Distributed Version Control System - Initial Design Insights	18th International Conference on Design Science Research in Information Systems and Technology (DESRIST 2023), Pretoria, South Africa	May 2023

**V-P Publications by Doctoral Students (Journal articles/book chapters/cases/book reviews) during 2023–2024**

Sl. No.	Name of the Student	Title of the Paper	Name of the Journal/Book	Publications Details
V-P1	Divya Dwivedi	Algorithmic Bias: A Challenge for Ethical Artificial Intelligence (AI)	<i>Immersive Technology and Experiences</i>	December 2023, Palgrave Macmillan, Springer Nature, Singapore

**V-Q Awards, Honours, and Achievements by Doctoral Students in 2023–2024**

Sl. No.	Name of the Student	Details of the Award	Date
V-Q1	Manisha Rathi	Best Research Paper - Second Runner Up: Software Product Management, India	February 2024

## Management Communication

*Communication enables all human endeavor, and more so in the field of Management. To be successful in today's business environment, organisations and their managers need to be conversant with the science as well as practice of business communication and management communication strategy. They need to know how to plan, develop, and execute communication strategy, and must be able to analyse audiences, organize ideas effectively, select appropriate media, communicate persuasively, and be culturally effective in a global business milieu.*

*The Management Communication area establishes a base for research and practice in the Indian management communication space. This hitherto unserved niche in the management education segment will address the needs of all its participants, including, and not limited to, students, educators, corporate practitioners, entrepreneurs, and government.*

*It will focus on the development of new courses for students, teaching aids and course-ware for executive education and teachers, based on existing scholarly research in communication sciences as well as fresh India-based research and practice.*

## VI-A Research Projects

### VI-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: Completed

## VI-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
VI-B1	Celina Navarro, <b>Ganapathy, Deepti</b> and Vincent Raynauld	Visual Culture, Personalization, and Politics: A Comparative Analysis of Political Leaders' Instagram-Based Image-Making and Communication in Spain and India	<i>International Journal of Strategic Communication</i>	Vol. 17(4), 2023, Pg. 381-397

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

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
VI-F1	<b>Ganapathy, Deepti</b>	The need for businesses to move towards Sustainable Practices	<i>Entrepreneur India</i>	September 27, 2023
VI-F2	<b>Ganapathy, Deepti</b>	Communication is crucial to managing change	<i>Deccan Herald</i>	June 3, 2023
VI-F3	<b>Ganapathy, Deepti</b>	From climate crisis to health, there is a need to tackle this through a holistic lens	<i>Elets Health</i>	April 11, 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	<b>Bandi, Swati</b>	Digital Media Advocacy and Neoliberal Subjects-in-Waiting: A Critique, as part of Reconstructing Knowledge: Digital Humanities and Visual Culture roundtable session	XX ISA World Congress of Sociology, Melbourne, Australia	June 25- July 1, 2023
VI-H2	<b>Bandi, Swati</b>	Digital Advocacy and Neoliberal Subjects-in-Waiting: A Critique	International Communication Association Conference, Toronto, Canada	May 25-29, 2023
VI-H3	Weathers, M.; <b>Ganapathy, Deepti,</b> et al.,	News Coverage of Climate Change as a Public Health Issue: A Decade-Long Analysis of News in the US, China, and India	74th Annual Conference of the International Communication Association, Gold Coast, Australia	June 20-24, 2024
VI-H4	<b>Ganapathy, Deepti</b>	Media Representations of Climate Change on Health – Use of Gender in Audio-Visual Narratives in India	International Association for Media and Communication Research 2024, University of Canterbury	July 2024
VI-H5	<b>Ganapathy, Deepti</b>	COP 26 – A Thematic Representation of Tweets by Firms Leading upto Glasgow Summit	International Association for Media and Communication Research 2024, University of Canterbury	July 2024

Sl. No.	Authors	Title of Paper/ Session/ Invited Talk	Name of Conference and Venue	Dates of Event
VI-H6	Ganapathy, Deepti, D., Deb, R., & Roy, R	Analyzing Government Health Data to Explore COVID-19 Management Strategies	16th International Conference of the ERCIM WG on Computational and Methodological Statistics. 17th International Conference on Computational and Financial Econometrics, HTW Berlin, University of Applied Sciences, Berlin, Germany	December 16-18, 2023
VI-H7	Navarro, C., Ganapathy, Deepti, and Raynauld, V.	Invited talk	9 <sup>th</sup> Annual Emerson- Blanquerna Global Communication Summit, Barcelona	December 15-19, 2023
VI-H8	Ganapathy, Deepti	Panel on ‘CEOs Agenda’	Taj West End, Bengaluru	January 19, 2024
VI-H9	Ganapathy, Deepti	Chief Guest, Samshodhan	National Research Seminar, Christ University, Bengaluru	February 13, 2024
VI-H10	Ganapathy, Deepti	Keynote speaker	7th European Midwifery Association Education Conference, Athens, Greece	October 26-29, 2023
VI-H11	Ganapathy, Deepti	Invited panelist	WHO technical consultation on building a global curriculum for infodemic management, Belgrade, Serbia	March 21- 23, 2023

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

- VI-L1 Prof. Deepti Ganapathy - Excellence in Teaching Award at IIMB.
- VI-L2 Prof. Deepti Ganapathy - Affiliate Faculty, George Mason University.
- VI-L3 Prof. Deepti Ganapathy - Michael Faley ICA Travel Grant Awardee.

## Marketing (M)

*According to Peter Drucker, “Marketing is the only distinguishing and unique function of business. If we want to know what a business is, we have to start with its purpose. And its purpose must lie outside the business itself. In fact, it must lie in society since a business enterprise is an organ of society. There is only one valid definition of business purpose, that is to create a customer”.*

*The Marketing area at IIMB believes in this philosophy of ‘centrality of marketing in business’. Accordingly, the area members spend all their efforts in teaching, training, consulting and researching on creating, communicating, capturing and sustaining value in business. IIMB Marketing area offers core courses and more than 20 electives across various degree-granting programmes. In addition, the area faculty offer their expertise to the corporate sector in various contemporary, cutting-edge as well as classical challenges. The Marketing area at IIMB is research-active and produces socially relevant, thought provoking, top-tier research papers continuously, focusing on leadership. The area consists of 12 full-time faculty members. Each faculty member specializes in different cross-functional, industry as well as technology focused verticals under the broader marketing umbrella.*

## VII-A Research Projects

### VII-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)

### VII-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

#### **VII-A3 Collaboration with University of Leeds**

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

Summary: The team is collaborating with Shankha Basu and Maximillian Gerarth, researchers from University of Leeds to take the ongoing research to further levels. Univ. of Leeds approved a grant, which will allow the team to visit Leeds in June, while their researchers will visit us in September. We hope for something purposeful.

Sponsor: University of Leeds

Status: Ongoing

#### **VII-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

#### **VII-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

#### **VII-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

#### VII-A7 Food and Culture: Consumer Perceptions and Consumption of Plant-Based Food

Project Team: **Malika**

**Summary:** Food impacts mind and body. One of the important global trends in the consumption of food is to eat plant-based food that is primarily fruits and vegetables with minimal meat products (BBC 2022). Consumers around the world are embracing the plant-based food for various reasons such as health, ethical, and environmental sustainability reasons. Several studies have consistently demonstrated that consumers' plant-based food consumption decisions are guided by health benefits and due to their concern for animal welfare and people's desire to be ethical and moral (Gray et al. 2012; University of Oxford 2021). However, emerging research has shown that consumers have plant-based meals due to their increased awareness of environmental benefits (e.g., minimizes greenhouse gas emissions; Reiley 2021). These contrasting observations suggest that specific factors may guide why consumers prefer to have plant-based meals. We propose that these variations in preference for plant-based meals may be attributable to normative influences which vary across cultures. Research has shown that culture impacts the food choices consumer makes (Allen, Gupta and Monnier 2008; Raghunathan and Chandrasekaran 2021). The present research examines whether culture specific norms impact food consumption preferences, which in turn increases their actual consumption.

Sponsor: IIM Bangalore

Status: Ongoing

#### VII-A8 Brand Extensions: A Individual Difference Perspective

Project Team: **Malika** and Durairaj Maheswaran

**Summary:** Emerging research has shown that consumers differ in their interaction with the environment. Person-oriented individuals selectively examine the environment and direct their attention towards people and relationships. Thing-oriented individuals primarily focus on objects and their functionality. Three studies document that person thing orientation (person vs. thing) influences how consumers evaluate brand extensions and feedback effects on the parent brand. For person-oriented (vs. thing-oriented) individuals, who are more



likely to take the parent brand’s perspective and closely relate the parent brand with its extension, extension fit impacts extension evaluations as well as parent brand assessments. Specifically, for person-oriented individuals, extension evaluations, feedback effects on evaluations and inherently salient brand personality impressions are more (vs. less) favorable when extension fit is high (vs. low). In contrast, thing-oriented individuals *only* evaluate the extension (vs. parent brand) such that high fit extension is viewed more favorably than low fit extension. We identify conditions that lead thing-oriented individuals to pay attention to parent brand assessments. The theoretical contributions to individual difference literature and brand extension research are highlighted along with implications for managers.

Sponsor: VRSP, IIM Bangalore

Status: Ongoing

### VII-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
VII-B1	SarialAbi Gülen, Aulona Ulqinaku, Giampaolo Viglia and <b>Das, Gopal</b>	The Effect of Financial Scarcity on Discretionary Spending, Borrowing, and Investing	<i>Journal of the Academy of Marketing Science</i>	Vol. 51(6), November 2023, Pg. 1214-1243
VII-B2	Julian Givi and <b>Das, Gopal</b>	Givers eschew gifts that are inferior to their own: How social norms, regulatory focus, and concerns about offending lead givers astray	<i>Journal of Consumer Psychology</i>	Vol. 23(2), April 2023, Pg. 363-376
VII-B3	<b>Das, Gopal,</b> Patrick van Esch, Shailendra Pratap Jain and Yuanyuan (Gina) Cui d	Donor happiness comes from afar: The role of donation beneficiary social distance and benevolence	<i>International Journal of Research in Marketing</i>	Vol. 40(4), December 2023, Pg. 865-880
VII-B4	Mansi Gupta, <b>Das, Gopal,</b> Felix Septianto and Henrik Hagtvedt	The impact of scarcity cues on purchase likelihood of art-infused products	<i>Journal of the Academy of Marketing Science</i>	Vol. 52, March 2024, Pg. 470-488

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
VII-B5	Timothy Jung, Justin Cho, Dai-In Danny Han, Sun Joo (Grace) Ahn, Mansi Gupta, <b>Das, Gopal</b> , Cindy Yoonjoung Heo, Sandra Maria Correia Loureiro, Marianna Sigala, Mariapina Trunfio, Alexandra Taylor and M. Claudia tom Dieck	Metaverse for service industries: Future applications, opportunities, challenges and research directions	<i>Computers in Human Behavior</i>	Vol. 151, February 2024, 108039, Pg. 1-18
VII-B6	Mansi Gupta, Parvathy, Julian Givi, Moumita Dey, H. Kent Baker and <b>Das, Gopal</b>	A bibliometric analysis on gift giving	<i>Psychology &amp; Marketing</i>	Vol. 40(4), April 2023, Pg. 629-642
VII-B7	Patrick van Esch, Yuanyuan (Gina) Cui, April Sledge, <b>Das, Gopal</b> and Erol Pala	Preference for partner or servant brand roles depends on consumers' power distance belief	<i>Journal of Business Research</i>	Vol. 162, July 2023, 113896, Pg. 1-15
VII-B8	Farnoush Reshadi, Julian Givi, and <b>Das, Gopal</b>	Gifting digital versus physical gift cards: How and why givers and recipients have different preferences for a gift card's mode of delivery	<i>Psychology &amp; Marketing</i>	Vol. 40(5), May 2023, Pg. 970-978
VII-B9	<b>Malika</b> , Tanuka Ghoshal, Pragya Mathur and Durairaj Maheswaran	Does scarcity increase or decrease donation behaviors? An investigation considering resource- specific scarcity and individual person-thing orientation	<i>Journal of the Academy of Marketing Science</i>	Vol. 52(2), March 2024, Pg. 426-448
VII-B10	<b>Malika</b> and Durairaj Maheswaran	Busy or poor: How time or money scarcity cues differentially impact purchase decisions regarding service firms	<i>Journal of the Academy of Marketing Science</i>	Vol. 51(6), November 2023

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
VII-B11	Raunak Joshi, Sumanta Basu, <b>Jonnalagedda, Sreelata</b> and Balram Avittathur	Multichannel retailer's channel choice and product pricing: Influence of investment in fit-disclosing technology by competing retailers	<i>International Journal of Production Economics</i>	Vol. 262, August 2023, 108895, Pg. 1-17
VII-B12	Somak Banerjee, Joseph F. Rocereto, Hyokjin Kwak and <b>Pandey, Arpita</b>	Debunking fake ad claims: the moderating role of gender	<i>International Journal of Advertising</i>	Vol. 42(8), 2023, Pg. 1352-1376

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

Sl. No.	Authors	Title of Article	Name of Newspaper/Magazine	Date of Publication
VII-F1	S Raghunath and <b>Shainesh G</b>	Making 'Make in India' work for the Aerospace and Defence Sector	<i>Financial Express</i>	May 2023

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

Sl. No.	Authors	Title of Publication	Type of Publication
VII-G1	<b>Kanagal, Nagasimha B</b>	The paper 'An Essay on Aspects of Competitive Dynamics' is the work of 2023-24	Working Paper

#### 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	<b>G Shainesh</b>	Co-Chair for the track on Sustainable Value Chain and Trade	Universiti Kebangsaan Malaysia (The National University of Malaysia)	July 11-13, 2023
VII-H2	<b>Kanagal, Nagasimha B</b>	Aspects of Investments for Marketing Strategy	AMA Summer Academic Conference, San Francisco California	August 4-6, 2023

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
VII-H3	Kanagal, Nagasimha B	Aspects of Marketing strategy for start-ups	12 <sup>th</sup> International Conference on Restructuring of the Global Economy (ROGE) 2023, University of Oxford, UK	August 7-8, 2023
VII-H4	Malika, Maheswaran, Ghoshal	The Dark Side of Generalization: The Case for Culture-Specific Research	17th Vaasa International Business Conference, University in Vaasa, Finland, August 16-17, 2023	August 6-17, 2024

### VII-K Leading Journal Publications

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

- VII-K1** Authors: Sarial-Abi Gülen, Aulona Ulqinaku, Giampaolo Viglia and **Gopal Das**
- Title: **The Effect of Financial Scarcity on Discretionary Spending, Borrowing, and Investing**
- Journal: *Journal of the Academy of Marketing Science*
- Abstract: Past research indicates that individuals with scarce resources focus on urgent needs. We hypothesize and find that individuals with scarce financial resources have greater discretionary expenditures such that they engage in more discretionary spending, borrowing, and investing. We demonstrate that one possible explanation for why those with scarce financial resources have greater discretionary expenditures is because they have more optimistic future perceptions. We support our predictions using a sample of over 60,000 observations from a survey in rural India, two archival datasets from surveys in Italy and Germany, and two preregistered online experiments. We control, test, and rule out different alternative explanations. The results of this research extend the findings in the financial scarcity and discretionary consumption literature. Additionally, we provide actionable guidelines for managers and public policy makers on how to nudge individuals with financial scarcity.
- Listings: **Financial Times 50**

- VII-K2** Authors: Julian Givi and **Gopal Das**
- Title: **Givers Eschew Gifts that are Inferior to their Own: How Social Norms, Regulatory Focus, and Concerns about Offending Lead Givers Astray**
- Journal: *Journal of Consumer Psychology*
- Abstract: We explore gift givers’ and gift recipients’ preferences concerning gifts that compare unfavorably to givers’ own products. Across eight studies, we demonstrate that givers refrain from giving gifts that compare unfavorably to their own possessions more often than recipients prefer. This effect emerges because givers are more prevention-focused (less promotion-focused) than recipients and wish to avoid offending recipients by violating a corresponding social norm that our results suggest is of less concern to those receiving their gift. We find evidence for this two-stage process through both mediation and moderation. This research adds to the gift giving literature by examining a new type of gifting decision, documenting a novel giver-recipient preference asymmetry, and shedding light on the roles that social norms, regulatory focus, and offensiveness play in gift giving.
- Listings: **Financial Times 50**
- VII-K3** Authors: **Gopal Das**, Patrick van Esch, Shailendra Pratap Jain and Yuanyuan (Gina) Cui d
- Title: **Donor Happiness Comes from Afar: The Role of Donation Beneficiary Social Distance and Benevolence**
- Journal: *International Journal of Research in Marketing*
- Abstract: Although donors may prefer contributing to causes that help those who are socially closer to them, we propose that donating to socially distant beneficiaries makes donors feel happier. This occurs because donating to distant (vs. close) others results in an experience of greater benevolence. We further identify regulatory focus as a boundary condition of these effects. In one choice study and four experiments featuring close to 2,500 respondents, we demonstrate this phenomenon across diverse samples and varying forms of beneficiaries. Our research extends prior work examining the impact of recognition from others on charitable behavior to examine donors’ self-evaluations, and how they impact happiness.

- VII-K4** Authors: Mansi Gupta, **Gopal Das**, Felix Septianto and Henrik Hagtvedt  
 Title: **The Impact of Scarcity Cues on Purchase Likelihood of Art-Infused Products**  
 Journal: *Journal of the Academy of Marketing Science*  
 Abstract: Scarcity cues are increasingly being employed as marketing tactics. However, it remains unclear whether and how supply-led and demand-led scarcity cues differentially affect purchase decisions for art-infused products. Building on the literatures of scarcity and the art infusion effect, the present research shows that supply-led scarcity cues enhance consumers' likelihood of purchasing art-infused products, while demand-led scarcity cues work better for their non-art counterparts. Perceived prestige and perceived risk, respectively, underlie these effects. Further, regulatory focus and social visibility moderate the effects. The empirical investigation comprises eight studies—in field, lab, and online settings. The findings of this research extend theoretical insights in the literature on scarcity and the art infusion effect and provide relevant managerial implications.  
 Listings: **Financial Times 50**
- VII-K5** Authors: **Malika**, Tanuka Ghoshal, Pragya Mathur and Durairaj Maheswaran  
 Title: **Does Scarcity Increase or Decrease Donation Behaviors? An Investigation Considering Resource-Specific Scarcity and Individual Person-Thing Orientation**  
 Journal: *Journal of the Academy of Marketing Science*  
 Abstract: Extant research remains equivocal with respect to whether scarcity increases or decreases charitable behaviors. This research suggests a reconciliation by considering a donor's *resource-specific scarcity*, and their *person-thing orientation* (PTO), a novel personality variable that determines whether individuals are naturally attuned towards people versus things in their environment. Person-orientation predisposes preferences towards donating time, while thing-orientation predisposes preferences towards donating money. Time scarcity leads person-oriented individuals to prefer donating money, but does not affect thing-oriented individuals. Financial scarcity leads thing-oriented individuals to prefer donating time, but does not affect person-oriented individuals. Person-oriented individuals' attention towards *other people* and thing-oriented individuals' focus

on *resource evaluation* form the basis for the observed relative donation preferences. Finally, PTO can also be situationally induced. Using donation intentions and real click-through behavior for diverse charitable organizations, we show in five studies that the combined effect of consumers' perceived resource-specific scarcity and PTO determines the relative preference for donating time vs. donating money. Our results have important implications for charities soliciting specific kinds of resources, as well as real-world government and social welfare initiatives critically dependent on volunteerism. Theoretically, we examine scarcity from an individual-difference perspective that has not been well understood.

Listings: **Financial Times 50**

VII-K6 Authors: **Malika** and Durairaj Maheswaran

Title: **Busy or Poor: How Time or Money Scarcity Cues Differentially Impact Purchase Decisions Regarding Service Firms**

Journal: *Journal of the Academy of Marketing Science*

Abstract: Our research uniquely shows that scarcity cues, when effectively managed by the service firms, can lead to favorable purchase decisions. We investigate how service firms that are scarce on time resource (busy) vs. money resource (poor) are perceived differentially on the two basic dimensions of social perceptions: warmth and competence. Across four studies, we provide the first empirical evidence that busy service firms are perceived higher on competence and poor service firms are perceived higher on warmth. We also find that service firms that are both busy and poor have the highest purchase preference compared to either busy or poor service firms. In addition, purchase preferences are moderated by the consumption contexts (exchange vs. communal relationship domain). Managerially, our findings that scarcity cues influence purchase preferences can benefit the design and execution of marketing strategies.

Listings: **Financial Times 50**



**VII-M Doctoral Theses Completed by PhD Students during 2023–2024**

Sl. No.	Name of the Student	Dissertation Title	Members of the DAC Committee
VII-M1	Jose Manu M A	The Effect of Network Characteristics on Online Customer Engagement	Shainesh G, Asish Mishra, Ganesh K Prabhu

**VII-N Dissertation Proposals by Doctoral Students during 2023–2024**

Sl. No.	Name of the Student	Topic	Date
VII-N1	Rochak Khandelwal	Impact of Non-focal Element on the Evaluation of Focal Element	December 26, 2023

## 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 the 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 like that of Dean of Programmes and Chair of Internal Committee.*

### VIII-A Research Projects

#### VIII-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

#### VIII-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

#### VIII-A3 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: Completed

#### VIII-A4 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 organizational 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 organizations 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 organization's leaders will be the deciding factor in either unleashing or inhibiting such differentiation in its human capital.

Sponsor: IIM Bangalore

Status: Ongoing

**VIII-A5 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

**VIII-A6 Reduce Use of Energy in Hotel Rooms through Choice Architecture**

Project Team: **Kanchan Mukherjee** and Vivek

Sponsor: Niti Aayog

Status: Ongoing

**VIII-A7 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: Completed

#### VIII-A8 A study of Mentoring from Mentor and Mentee Perspective

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

Summary: The study briefly describes 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 organization (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

#### VIII-A9 Antecedents of Creativity in Workplace

Project Team: **Apurva Sanaria**, Amit Nandkeolyar and Tumpa Dey

Summary: Briefly describe the background of the problem and the literature. Creativity, defined as ideas that are novel and useful, is becoming increasingly important across occupations (Oldham & Cummings, 1996; Lee, Nembhard, & Cleary, 2020). Creative performance is even more relevant in context of complexity and uncertainty – which characterizes today’s post-pandemic world (Amabile, 1988;

Kapoor & Kaufman, 2020). One way for individuals to reduce stress and be creative is by engaging in mindfulness – defined as “a receptive state of attention that, informed by an awareness of present experience, simply observes what is taking place” (Brown, West, Loverich, & Biegel, 2011, p. 1024; Kudesia, 2015; Reb, Allen, & Vogus, 2020). Mindfulness is also argued to improve employee retention (Kabat-Zinn, 2003; Reb et al., 2017), and higher retention is assumed to be beneficial for the organization (Price, 1989; Schellenberg, 1996; Saporta, & Farjoun, 2003).

Sponsor: IIM Bangalore  
 Status: Ongoing

#### VIII-A10 Manager Trustworthiness and Voice

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

Summary: Organizational 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: Completed

#### VIII-A11 The Impact of Voice Amplification on Women’s Intentions to Voice in the Future

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

Summary: Women’s ideas and concerns or their voice can often be ignored by managers and go unimplemented, particularly in workplaces where women are underrepresented, such as in engineering or software companies (Cooper, Mosseri, Vromen, Baird, Hill, & Probyn, 2021). This can occur despite evidence that voices of women, even when they are in a minority, can be crucial for teams to perform well in complex environments. Women whose ideas and concerns are not acknowledged can feel disempowered and become less motivated



to speak up in the future (e.g., Taiyi Yan, Tangirala, Vadera, & Ekkirala, 2022). This can create a negative cycle where lack of implementation of their voices can reduce women’s willingness to speak up when later opportunities arise.

Sponsor: IIM Bangalore

Status: Completed

#### VIII-A12 Managing HRM in Project-Based Organizations

Project Team: **Vasanthi Srinivasan**

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

Sponsor: Middlesex University

Status: Ongoing

#### VIII-A13 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

#### VIII-A14 Challenges of Apprenticeship Adoption by Indian Industry

Project Team: **Debolina Dutta**

Summary: The Indian labour force is the world’s second largest with 487.6 million workers. Although reports of increasing skills demand are common, the supply of skills fails to provide adequate access for those most disadvantaged in the labor market (Smith et al., 2014). Despite the Indian government’s constant attempts to promote apprenticeship programs, it still remains undervalued. Some of the obvious challenges that confront the Indian government in its attempts to reform the apprenticeship system include the challenges include the lack of awareness and perception of apprenticeships as a viable career path, limited availability of quality apprenticeship programs, inadequate industry engagement in designing and

delivering apprenticeships, and the absence of a clear regulatory framework for apprenticeships (Smith and Kemmis, 2013). Studying these challenges can help identify gaps in the current apprenticeship system and inform policy interventions to improve the quality and effectiveness of vocational education and training in India.

Sponsor: IIM Bangalore

Status: Completed

#### VIII-A15 Time Perspective and Entrepreneurs' Alertness: A Replication of the U.S. Study with a Sample of British Entrepreneurs using Prolific

Project Team: **Ludvig Levasseur**, Steve Lanivich, **Sai Kalubandi** and **Apurva Sanaria**

Summary: Entrepreneurship scholars have acknowledged the importance of entrepreneurs' subjective perspectives on time (Barreto, Lanivich, & Cox, 2022; Lévesque & Stephan, 2020), including the construct of *time perspective* (Zimbardo & Boyd, 1999), which can be defined as "the totality of the individual's views of [their] psychological future and psychological past existing at a given time" (Lewin, 1951: 75). Time perspective is an important construct that can affect opportunity evaluation and pursuit through entrepreneurs' decision-making processes (McKelvie, Wiklund, McMullen, & Palubinskas, 2020). Moreover, considering that venture initialization is "the point in time that an entrepreneur envisages is appropriate for incipient entrepreneurial action" (Wood, Bakker, & Fisher, 2021: 150), perceptions of the past, present, and future (i.e., time perspective) can also affect how entrepreneurs view their window of opportunity (Wood et al., 2021). For example, those with a past-negative and present-fatalistic *time perspective* can be reluctant or very late to act, whereas those with a past-positive, present-hedonistic, and future *time perspective* can have a biased perception and might get on board (too) early. Despite these examples, "opportunities continue to be evaluated without taking an entrepreneur's time perspective into account" (McKelvie et al., 2020: 525).

Sponsor: IIM Bangalore

Status: Completed

**VIII-A16 A Mixed Method Investigation of How Gig Workers Craft Their Career Success**

Project Team: **Surendra Babu Talluri** and Jos Akkermans

Summary: India currently has over 8 million gig workers, and they are expected to reach 23.5 million by 2029-30 (NITI Aayog, 2022). In the U.S., 57.3 million people participated in gig work as of 2022, and it is predicted to reach 86.5 million by 2027 (Dale, 2022). Similar patterns exist in Europe and several Asian countries (Cropanzano et al., 2022; Shibata, 2020; Tassinari & Maccarrone, 2020; Wu et al., 2019). Consequently, the global gig economy is expected to reach \$455 billion in 2023, with an annual growth rate of 17.4 percent (Mastercard, 2019). With these trends in place, we witness a transformational shift in employment patterns as working individuals move away from traditional organizational settings to build their careers by engaging more in gig work (Cropanzano et al., 2022; Kost et al., 2020; Lee et al., 2022; Spreitzer et al., 2017). While the fraction of gig workers in the workforce is increasing rapidly, our understanding of their careers is limited. More importantly, the latest research also calls for a greater investigation of these gig workers' career issues because of the growing size, multitude, and impact (Caza et al., 2022; Cropanzano et al., 2022; Kost et al., 2020).

Sponsor: IIM Bangalore

Status: Ongoing

**VIII-A17 Working from Home, Loneliness, and Time Theft**

Project Team: Bert Schreurs, **Surendra B Talluri**, Imke Dirkx, and I M Jawahar

Summary: Deviant behaviors have dysfunctional consequences for employees, organizations, and society. Time theft, a form of deviant behavior, has attracted the attention of researchers as well as practitioners (Harold et al., 2022; Milenkovic, 2021). Researchers define time theft as “wasteful use of company time” (Boye & Slora, 1993), “time that employees waste or spend not working during their scheduled work hours” (Henle et al., 2010), and “use of company time for non-work-related pursuits” (Lorinkova & Perry, 2017). Similarly, practitioners define time theft as “whenever employees are on the clock but not on the job” (Cleveland, 2014). Synthesizing these definitions of time theft, Harold et al. (2022) define time theft as “the purposeful failure to appropriately record and/or allocate one’s time that is obligated to, and compensated by, one’s organization.” It broadly includes two aspects: ‘time’ meant for

work that is payable by the employer, and ‘theft’ refers to taking something that does not belong. Overall, the employee time theft concept focuses on how employees use their time intended for work for one’s own personal purposes. Examples of time theft include going on long breaks, surfing the web for personal reasons, or daydreaming instead of focusing on work tasks (Brock Baskin et al., 2017). While the practitioners emphasize time theft on routine hourly workers, this could occur in any kind of employment relationship (Xu et al., 2023; Zhao & Ma, 2023).

Sponsor: IIM Bangalore

Status: Ongoing

### VIII-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
VIII-B1	Ojha, Abhoy K	Reflecting on management knowledge in India: Urgency to change the paradigm, decolonise and indigenise in the age of Artificial Intelligence	<i>IIMB Management Review</i>	Vol. 36(1), March 2024, Pg. 7-20
VIII-B2	Ojha, Abhoy K	Undoing the enduring colonial influence of Weber’s racist perspective on India	<i>Decision</i>	Vol. 50(3), September 2023, Pg. 367-371
VIII-B3	Ojha, Abhoy K and Ramya Tarakad Venkateswaran	HRM Knowledge and Practices in South Asia: It Is Time to Move Beyond US Centricity	<i>South Asian Journal of Human Resources</i>	Vol. 10(2), December 2023, Pg. 204-223
VIII-B4	Karan Sonpar, Federica Pazzaglia, Kulkarni, Mukta and Hardik Agarwal	Running away is easy; it’s the leaving that’s hard’: Career enactment by former military officers	<i>Journal of Vocational Behavior</i>	Vol. 138, October 2022, Pg. 1-14
VIII-B5	Kulkarni, Mukta	The Role of Moral Anger in Social Change Efforts	<i>Organization Studies</i>	Vol. 45(2), February 2024, Pg. 223-245

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
VIII-B6	<b>Kulkarni, Mukta</b>	Narrating a Prototypical Disabled Employee	<i>Journal of Business Ethics</i>	Vol. 189(4), February 2024, Pg. 781-796
VIII-B7	Devi Vijay, Philippe Monin and <b>Kulkarni, Mukta</b>	Strangers at the Bedside: Solidarity-making to address institutionalized infrastructural inequalities	<i>Organization Studies</i>	Vol. 44(8), August 2023, Pg. 1281-1308
VIII-B8	Devi Vijay, <b>Kulkarni, Mukta</b> , K.V. Gopakumar, and Michele Friedner	Disability inclusion in Indian workplaces: Mapping the research landscape and exploring new terrains	<i>IIMB Management Review</i>	Vol. 36(1), March 2024, Pg. 39-47
VIII-B9	<b>Talluri, Surendra B</b> , Nishant Uppal, Jos Akkermans and Alexander Newman	Towards a self-regulation model of career competencies: A systematic review and future research agenda	<i>Journal of Vocational Behavior</i>	Vol. 149, March 2024, Pg. 103969, Pg. 1-18
VIII-B10	Josy Mathew, <b>Srinivasan, Vasanthi</b> , Richard Croucher and Paul N. Gooderham	Managing human resource management tensions in project-based organizations: Evidence from Bangalore	<i>Human Resource Management Journal</i>	Vol. 33(2), April 2023, Pg. 432-451
VIII-B11	Rangan S. Vittal, <b>Mishra, Sushanta K</b> and Arup Varma	Direct and Indirect Effects of Beneficiary Contact and Supervisor Support on Service Performance: Does Perceived External Prestige Matter?	<i>British Journal of Management</i>	Vol. 34(2), April 2023, Pg. 648-663
VIII-B12	Gunjan Tomer and <b>Mishra, Sushanta K</b>	Work and career-related features of technology: A grounded theory study of software professionals	<i>Information and Software Technology</i>	Vol. 164, December 2023, Pg. 1-13
VIII-B13	J. Ravisankar, <b>Mishra, Sushanta K</b> , Swapnil Garg, Nobin Thomas and Kunal Kamal Kumar	Exploring the drivers and facets of culture in the formative stage of a public-funded R&D organization	<i>IIMB Management Review</i>	Vol. 35(4), December 2023, Pg. 370-381

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
VIII-B14	Mishra, Sushanta K et.al	The perceived vulnerability to disease scale: Cross-cultural measurement invariance and associations with fear of COVID-19 across 16 countries	<i>Social and Personality Psychology Compass</i>	Vol. 17(11), November 2023, e12878, Pg. 1-18
VIII-B15	Mishra, Sushanta K et.al	The coronavirus anxiety scale: Cross-National measurement invariance and convergent validity evidence	<i>Psychological Assessment</i>	Vol. 36(1), January 2024, Pg. 14-29
VIII-B16	Mishra, Sushanta K et.al	Trust in government moderates the association between fear of COVID-19 as well as empathic concern and preventive behaviour	<i>Communications Psychology</i>	Vol. 1(1), December 2023, Pg. 1-16
VIII-B17	Dutta, Debolina, Mishra, Sushanta K and Divya Tyagi	Augmented employee voice and employee engagement using artificial intelligence-enabled chatbots: a field study	<i>International Journal of Human Resource Management</i>	Vol. 34(12), 2023, Pg. 2451-2480
VIII-B18	Dutta, Debolina, Yuvaraj Srivastava and Eshmeeta Singh	Metaverse in the tourism sector for talent management: a technology in practice lens	<i>Information Technology &amp; Tourism</i>	Vol. 25, September 2023, Pg. 331-365
VIII-B19	Dutta, Debolina, Chaitali Vedak and Varghees Joseph	New hire performance: identifying critical traits for hospitality industry	<i>Tourism Review</i>	Vol. 79(1), 2024, Pg. 69-84



## VIII-C Books

### VIII-C1 Gopal P Mahapatra

*Business Cases in Organization Behaviour and HRM*

Springer, January 2024



This book provides perspectives on various dimensions of organizational behavior (OB) and human resource management (HRM) in an ever-changing world. The world has been experiencing disruptions and technological changes at an unprecedented level in the last two decades. This book is a collection of handpicked cases and teaching notes on the various critical dimensions of OB, such as organization transformation, leadership, organization culture, training and development, innovation, CSR, competencies for enhancing entrepreneurship, and women leadership. These dimensions have been covered extensively with an emphasis on COVID-19 pandemic in a few cases. While academicians can use this book to cover the critical concepts and dimensions of change, leadership, and innovation, they can highlight its relevance for young professionals in their journey of growth and development. Through these cases, the postgraduate students are likely to benefit enormously from the recent changes in various industries, MNCs, and Indian organizations operating during changing times. Overall, this book of OB & HRM cases is a great value addition to the management field, equally for the teachers, practitioners, and students. It is a valuable supplement to popular OB & HRM textbooks.

## VIII-D Chapters in Books

Sl. No.	Authors	Title of Chapter	Title of Book	Editors	Publication Details
VIII-D1	Daniel Samosh, <b>Kulkarni, Mukta</b> , Alecia Santuzzi and Brent Lyons	Disability as an Enabler of Career Success and Inclusion	<i>Research Handbook on Disability Policy</i>	Sally Robinson	Edward Elgar, UK, Chapter 64, Pg. 756-771, June 2023
VIII-D2	<b>Dutta, Debolina</b> and Tilak Raj Kapoor	Luminous Power – The ROI of the General Management Program	<i>Business Cases in Organization Behaviour and HRM</i>	Gopal Mahapatra, ed.,	Springer Publication, Pg. 173-201, January 2024



Sl. No.	Authors	Title of Chapter	Title of Book	Editors	Publication Details
VIII-D3	Akhila Veldandi, Mishra, Sushanta K and Richa Saxena	Family as an anchor during career transition: a case from India	<i>Understanding Careers Around the Globe</i>	J. Briscoe, M. Dickmann, D. Hall, W. Mayrhofer, & E. Parry (eds.,)	Edward Elgar Publishing, Chapter 12, Pg. 101-109, April 2023
VIII-D4	Mahapatra, Gopal	Introduction Chapter	<i>Business Cases in Organization Behaviour and HRM</i>	Gopal Mahapatra, ed.,	Springer Publication, Pg. 1-8, January 2024
VIII-D5	Mahapatra, Gopal and Nidhi Vashishth	Growth and Transformation of Gujarat Gas Limited: An OD and HRD Perspective	<i>Business Cases in Organization Behaviour and HRM</i>	Gopal Mahapatra, ed.,	Springer Publication, Pg. 9-38, January 2024
VIII-D6	Padmaja Palekar, Mahapatra, Gopal, and Parag Patankar	Start-Up to Scale-Up: The Changing Entrepreneurs' Competencies	<i>Business Cases in Organization Behaviour and HRM</i>	Gopal Mahapatra, ed.,	Springer Publication, Pg. 9-38, January 2024

### VIII-E Working Papers

Sl. No.	Author	Title	IIMB Working Paper No.	Year
VIII-E1	Mukherjee, Kanchan	Disappointment, Calibration Anomaly and Risk Attitudes	702	2024

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

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
VIII-F1	Sanaria, Apurva	Thriving in a Boundaryless World: Career Navigation in International Business	<i>Globoholics - An Alliance University Newsletter</i>	2023

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
VIII-F2	Sanaria, Apurva	Perceived inclusion of differently-abled employees	<i>ET HR World</i>	April 11, 2023
VIII-F3	Kulkarni, Mukta and Shanti Raghavan	Namma Yatri: Ways forward for accessible ride hailing	<i>Udayavani.com</i>	February 5, 2024
VIII-F4	Srinivasan, Vasanthi	Women@Work. India Inc's DEI initiatives and the meritocracy debate	<i>The Hindu Business Line</i>	March 14, 2024

### 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	Sagadevan, K and Sanaria, Apurva	Review of women entrepreneurship: Past, present, and future	Indian Academy of Management (INDAM) Conference, Goa Institute of Management, Goa, India	January 11-13, 2024
VIII-H2	Sagadevan, K, Sanaria, Apurva and Gupta., A	Impression management: Reflecting on its evolution and prospects	Asia Pacific Innovation Conference (APIC 2023), Ahmedabad University, Ahmedabad, India	October 19-21, 2023
VIII-H3	Dutta, Debolina	Speaker at Conclave – Wellbeing	Bangalore	April 25-27, 2023
VIII-H4	Dutta, Debolina	Metaverse in Learning & Development: A Technology in Practice Lens	Reference to 5th Human Resources International Conference, Dunedin, New Zealand	January 10-12, 2024
VIII-H5	Dutta, Debolina, Hasan, N and Vedak C	Women in MSME Firms: Examining the Impact of Satisfaction with HRM Practices, Telecommuting, and Managerial Support on Wellbeing	5th Human Resources International Conference, Dunedin, New Zealand	January 10-12, 2024

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
VIII-H6	Mahapatra, Gopal	Invited talk emerging trends of Industry 5.0 with the research highlights on Leadership Agility, Mindfulness and the like.	Agility Today: Conference at Bangalore	July 7-8, 2023
VIII-H7	Kulkarni, Mukta	Invited to talk about Academic Writing for Management Research	Management Education and Research Colloquium, IIM Kashipur	May 20, 2023
VIII-H8	Kulkarni, Mukta	Invited talk Ireland	Research Workshop, University College Dublin, Smurfit School	September 7-8, 2023
VIII-H9	Kulkarni, Mukta	Plenary Talk	School of Business, Woxsen University, Hyderabad	December 15, 2023
VIII-H10	Kulkarni, Mukta	Invited talk on Leadership and DM Part of the Program on policy management under complexity	Jain University	January 6, 2024
VIII-H11	Kulkarni, Mukta	Effective and ethical DM in the Indian Armed Forces	Army Management Studies Board, MHOW	February 27, 2024
VIII-H12	Kulkarni, Mukta	Plenary speaker	Fourthwave Foundation conference	October 6-7, 2023
VIII-H13	Mukherji, Sourav	TEDx Talk	IIM Bangalore Organizations of the Future	January 13, 2024
VIII-H14	Mukherji, Sourav	Job Market Design, GNAM Course	IIM Bangalore	2023
VIII-H15	Mukherji, Sourav	Headwinds Impacting Higher Education - Inspired Summit	Economic Times, Bengaluru	December 7, 2023
VIII-H16	Mukherji, Sourav	Higher Education Institutes Responding to Demands of Time	Principals of Jesuit Institutes, St Joseph University	August 18, 2023
VIII-H17	Mukherji, Sourav	Sustainable Leadership in VUCA World	IIMB Alumni Leadership Conclave	October 28, 2023

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
VIII-H18	Mukherji, Sourav	Leadership Challenges in Post COVID world	Dish Network Technologies Leadership Summit	July 12, 2023
VIII-H19	Mukherji, Sourav	Understanding Control Systems in Organizations - Talk for new cohort	Assistive Tech Foundation	2023
VIII-H20	Mukherji, Sourav	Social Entrepreneurship	Northeastern University in the Dialogue of Civilization Programme, Leh	July 22, 2023
VIII-H21	Mukherji, Sourav	Ethical AI and Leadership Challenges	Building and Scaling Organizations in Digital Transformation, IIM Bangalore	April 29, 2023
VIII-H22	Mukherji, Sourav	Benchmarking for Future Directions of Higher Education	Christ University	April 27, 2023
VIII-H23	Mukherji, Sourav	Case Teaching Workshop	AIMS Conference Coimbatore	August 24, 2023
VIII-H24	Mishra, Sushanta K	Invited speaker: Viewing Career from a Family Lens: Insights from India	Academy of Management (AoM) Careers in the World Webinar series	June 9, 2023
VIII-H25	Mishra, Sushanta K	A keynote speech on Research and Publication in the Age of Disruption	13th International Conference on Excellence in Research and Education (CERE 2023), IIM Indore	June 10, 2023
VIII-H26	Mishra, Sushanta K	Expert Speaker at the MBA Induction Program Energiser	Sanjivani Group of Institutes in Kopargaon, Dist. Ahmednagar, Maharashtra	August 25, 2023
VIII-H27	Mishra, Sushanta K	Talk as a part of the 'Research Dialogue' on Research Culture in Academic Institutions	Agran Lakecity University, Bhopal	October 13, 2023

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
VIII-H28	Mishra, Sushanta K	A panelist in the discussion on Publishing in High Quality Journals	25th Annual Convention of the Strategic Management Forum, IIM Tiruchirappalli	December 19, 2023
VIII-H29	Mishra, Sushanta K	Delivered the keynote address Managing Business Strategies through Sustainability, Environment, and Transparency (SET)	International Conference on Changing Business Paradigm (ICCBP 2024), MDI Murshidabad	January 6, 2024
VIII-H30	Mishra, Sushanta K	Delivered a talk on The Art of Publishing in Top Journals	3rd International Conference on Management of MSMEs 2024, IIM Amritsar, in collaboration with Dingman Center for Entrepreneurship, Robert H. Smith School of Business, University of Maryland	January 21, 2024
VIII-H31	Mishra, Sushanta K	Invited Speaker: Cost of Human Capital	Central India Management Conclave, 2024, IIM Nagpur and Vidarbha Management Association	March 3, 2024
VIII-H32	Mishra, Sushanta K	Presidential speech at the Inauguration	9th Indian Academy of Management Conference, Goa Institute of Management, Goa	January 11, 2024
VIII-H33	Srinivasan, Vasanthi	Future of Skills in Manufacturing	India Manufacturing Conference in Mumbai	April 21, 2023
VIII-H34	Srinivasan, Vasanthi	Organizational Culture	Human resources and entrepreneurs conference in Isha Foundation, Coimbatore	2023

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
VIII-H35	Srinivasan, Vasanthi	Boot camp on Reimagining human capital	NSRCEL and Goldman Sachs	July 2023
VIII-H36	Srinivasan, Vasanthi	Women in Real estate sector	CREDAI	June 27, 2023
VIII-H37	Srinivasan, Vasanthi	MJSC event on skills for the workforce	IIM Bangalore	July 22, 2023
VIII-H38	Srinivasan, Vasanthi	Key note speaker and panel moderator	IICA conference, Delhi	December 13-15, 2023
VIII-H39	Srinivasan, Vasanthi	Missing S in ESG	Interweave conference	February 22, 2024

### VIII-I Articles in Conference Proceedings

Sl. No.	Authors	Title of Paper	Details of the Conference Proceedings
VIII-I-1	Kunal Kamal Kumar, Daniel C Ganster, Mishra, Sushanta K	Organizational politics and physical health: Do political skill and LMX guard against hypertension?	Academy of Management Proceedings (2023), Boston, Massachusetts, USA, August 4-8, 2023
VIII-I-2	Divya Tyagi, and Mishra, Sushanta K	The Caste-Dirt Conundrum: Decoding Caste's Impact on Dirty Workers' Experiences & Response to Stigma	Academy of Management Proceedings (2023), Boston, Massachusetts, USA, August 4-8, 2023
VIII-I-3	Kulkarni, Mukta and Baldrige, D	Advancing Research on Workplace Experiences of Persons with a Disability	Academy of Management, Boston, Massachusetts, USA, August 4-8, 2023
VIII-I-4	Kulkarni, Mukta	Discussant, Theoretical and Empirical Advancements in Research on Disability and Leadership	Academy of Management, Boston, Massachusetts, USA, August 4-8, 2023
VIII-I-5	Kulkarni, Mukta and Baldrige, D	The ethics of assistive devices and the shifting boundaries of disability	Academy of Management, Boston, Massachusetts, USA, August 4-8, 2023

## VIII-J IIMB Case Studies at Harvard Business Publishing

- VIII-J1 Title: Allegis India – Enabling and Promoting Disability Inclusion**
- Author: Debolina Dutta and Vasanthi Srinivasan**
- Summary:** Allegis Services (India) Pvt. Ltd., the Indian arm of the Allegis Group, a leading talent staffing and recruitment services firm, had become the best-practice advisor on enabling disability inclusion. With a large internal workforce that provided contract staffing and permanent hiring, they provided a template for various organizations that wanted to bring talent with disability into their workforce. Slowly and steadily, there was an increase in the number of people with disability inducted into formal white-collar jobs within Allegis and the clients it serviced. However, some challenges persisted. Given the accommodation requirements for hiring persons with disability, Allegis' clients questioned the business benefits of being disability-inclusive. A few organizations struggled to enable their hires, resulting in a few people with disability opting out of jobs in large and well-reputed organizations. The case broadens the scope of the Diversity, Equity, and Inclusivity (DEI) agenda within organizations by focusing on the dimension of enabling disability inclusion. The case helps debate the need for disability inclusion, the enabling systems and mindsets to be truly disability-inclusive, and its intangible benefits for organizations.
- VIII-J2 Title: Metaverse and E-learning at redBus: Challenges and Benefits**
- Author: Debolina Dutta**
- Summary:** redBus, the world's largest online bus ticket provider, required all employees across various data engineering and product teams to interact with each other daily for agile product development. The COVID-19 pandemic necessitated the development of a quick and interesting mechanism to deliver new-hire induction that would reduce the time-to-productivity of new hires. To address this need, Prabhanjan Kulkarni, the CHRO of redBus, and Srijeet Sarkar, Director of the Learning & Development (L&D) team, developed an immersive web-based online induction, which they extended to a partially immersive meta-based virtual reality platform sans an interactive avatar. The platform delivered an engaging experience and reduced time-to-productivity, while also releasing leadership bandwidth otherwise required for repetitive onboarding activities and providing a ready knowledge repository for all employees.



It yielded additional benefits but also presented some challenges. The millennial and centennial new hires were overwhelmed by this technology's experience and use, which was enhancing the employer brand of redBus. However, older-generation employees found the experience uncomfortable and preferred the conventional physical induction process. The success of meta-learning initiated the development of an in-house mobile and web-based learning management system (LMS). Replete with assessments mapped to individual role levels and competencies for the various departments and teams, the e-learning modules provided learning guides for free online learning, before and after score tracking, and enabled employees to own their learning and development journey. The customized assessment framework also enabled redBus to map the trainee engineers to appropriate teams based on their skill capabilities, ensuring the high productivity of the young engineers.

- VIII-J3** Title: **Transport Solutions: TCS Helps its Transformation to an Agile Enterprise**
- Author: **Abhoy K Ojha**
- Summary: Transport Solutions was a global travel services company with headquarters in the United Kingdom (UK). It had a matrix organization design with 5 lines of businesses (LOBs or verticals) supported by 5 different business units (BUs or horizontals). However, with the entry of smaller and Agile new players in the market around 2015, Transport Solutions started experiencing challenges. The organization followed a 'waterfall' model of software development with teams from different BUs contributing to the development in a systematic stage-by-stage process. This helped ensure high quality products and services. However, the downside was that the minimum time to market (cycle time from concept to reality) was 26 to 33 weeks depending on the complexity of the product. Everyone was busy doing the work as expeditiously as possible and there was no reason to believe that the cycle time could be reduced further. The case focuses on the transformation of Transport Solutions from a siloed organization to an Agile organization, and the assistance provided by TCS in facilitating the transition. It describes some challenges faced during the transition and the interventions by the management of Transport Solutions and TCS to address those challenges to successfully implement Agile.

- VIII-J4** Title: **ELGi Equipments: Revolutionizing Industrial Relations Through a Win-Win Strategy**
- Author: **Debolina Dutta** and Biju Varkkey
- Summary: The case study discusses ELGi Equipments Limited, a compressor manufacturing company based in Coimbatore, India, and its innovative approach to maintaining Industrial Relations (IR)/ Employment Relations (ER) and workforce development. The case showcases how ELGi incorporated employees' aspirations into its Human Resource Management (HRM)/IR policies and practices.
- VIII-J5** Title: **Leadsquared: Managing Rapid Growth and Global Expansion**
- Author: **Abhoy K Ojha**
- Summary: LeadSquared is a Bengaluru-headquartered Unicorn that provided end-to-end marketing, sales, and onboarding automation solutions on a Software as a Service (SaaS) platform. It aims to offer the best-in-class sales execution platform for high-velocity sales teams. In 2022, it had about 1200 employees largely in India. In addition to operations in Bangalore, it had operations in Noida, Hyderabad, and Mumbai in India, New Jersey in the US, and Johannesburg in South Africa (after acquiring another firm in the same space). More recently, it had established offices in Jakarta, Indonesia and Melbourne, Australia. LeadSquared has over 2000 customers across 40 countries. The case provides a context to examine the issues faced by a technology startup as it raises funds, attracts employees, and acquires clients. It ends with the stage where the organization aspires to expand, and the leadership is contemplating on the challenges it might face as it expands into new geographies.
- VIII-J6** Title: **Thoughtworks: The Sisyphean Task of Getting Women Back to Work?**
- Author: **Debolina Dutta** and **Vasanthi Srinivasan**
- Summary: Thoughtworks, a global software consulting organization, had received tremendous success and appreciation for its Diversity, Equity, and Inclusion (DEI) culture, policies, and enabling practices. While the progressive DEI policies had increased gender representation, the percentage of women in technology continued to be skewed and not be representative of the larger gender composition in society. To address this gap, Thoughtworks initiated a comprehensive program to help support women returning to work

after a career break. Titled “Vapasi”, the program was initiated in 2014 and included identifying suitable women and selecting and inducting them for structured technology skills and holistic training. Training over 16 batches across multiple cities, covering 3,500+ registrations, and with less than 4.5% dropout, the program was seen as a progressive and successful step in helping build and sustain women in their careers. The HR and marketing teams of Thoughtworks helped identify potential candidates for the program through multiple sources, before screening and selecting the final cohort. The trainers for the technology skills were mostly volunteer employees from Thoughtworks, while soft skills, mentoring, and psychological support building were offered by external experts. Women who successfully completed the training could apply for appropriate jobs within Thoughtworks or anywhere else in the industry. Thoughtworks had recruited 130 such women from the Vapasi program. The investments in the program did not yield a significantly large number of women joining Thoughtworks. Despite all the support, progressive policies, and best-in-class inclusive environment, there appeared to be multiple barriers hindering women from returning to work. The case presents eclectic perspectives and challenges that learners need to understand as they engage with diversity and inclusion.

### VIII-K Leading Journal Publications

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

- VIII-K1** Authors: Karan Sonpar, Federica Pazzaglia, **Mukta Kulkarni** and Hardik Agarwal
- Title: **Running Away is Easy; It’s the Leaving that’s Hard”: Career Enactment by Former Military Officers**
- Journal: *Journal of Vocational Behavior*
- Abstract: Although frequent role transitions have become a fixture of contemporary careers, the literature does not offer clear evidence on whether and how former career roles continue to be relevant to ongoing careers. We draw on data collected via 41 interviews with former military officers who voluntarily left the military, and we explore how identities informed by past careers impact individual’s future career enactment. We argue that, while identity motives unfulfilled by a certain career role can trigger a transition,

a reflexive awareness of the motives it fulfilled can prompt the former identity to linger and influence individual's career paths. Our study adds theoretical depth to the careers and identity literatures by identifying three career pathways that emerge from this predicament and impact career enactment. We term the occupants of these pathways as *settlers*, *explorers*, and *shapers*. Our study elaborates how identities informed by prior roles influence career enactment, noting that individuals may not jettison identities informed by such roles on making a career transition. Thus, we question the linear relation between career change and identity change that is presupposed by prior studies on career transitions. We also highlight the double-edge of prior career role identities, showing how they continue to inflect ongoing cognition and behavior through a process of imprinting.

- VIII-K2** Author: **Mukta Kulkarni**
- Title: **The Role of Moral Anger in Social Change Efforts**
- Journal: ***Organization Studies***
- Abstract: Drawing upon the functional account of emotions, the view that emotions can facilitate adaptive responses, I analyze how Javed Abidi harnessed moral anger to promote inclusion of persons with disabilities in India. The data comprise articles obtained from digital archives covering the period from 1993, when Abidi began his work, to 2018, when he passed away. Findings suggest that harnessing moral anger can facilitate social change through two mechanisms: disciplined collectivization wherein aggregated stakeholders can appraise injustice; and enabling collective enactment wherein they can redress injustice by choosing if, when, and how to effect change. Despite ongoing propriety breaches, moral anger can remain functional when stakeholders can balance their immersion across initiatives and can perceive change as a beneficial proxy for or an expansion of existing values. As such, the study contributes by drawing attention to the theoretical significance that a functional account has for expanding the literature on moral anger as it applies within the context of social change.
- Listings: **Financial Times 50**

- VIII-K3** Authors: Devi Vijay, Philippe Monin and **Mukta Kulkarni**
- Title: **Strangers at the Bedside: Solidarity-Making to Address Institutionalized Infrastructural Inequalities**
- Journal: *Organization Studies*
- Abstract: This study explores how heterogeneous actors produce solidarities to address institutionalized infrastructural inequalities. We trace fifteen years over which diverse actors constructed community palliative care infrastructure in Kerala, India. We analyse how actors engaged in solidarity processes of recognizing interdependences, reconfiguring spaces and re-imagining accountability to challenge exclusionary institutions and construct inclusive infrastructure at different scales. We foreground solidarity-making as an indispensable yet under-theorized aspect of institutional research on inequalities. We inform solidarity studies by illustrating how solidarity-making pulsates infrastructures with diverse webs of relations and spatial configurations. Overall, we advance a generative engagement with heterogeneity in institutional analyses and discuss the implications of solidarity-making to address infrastructural inequalities.
- Listings: **Financial Times 50**
- VIII-K4** Authors: **Surendra B Talluri**, Nishant Uppal, Jos Akkermans and Alexander Newman
- Title: **Towards a Self-Regulation Model of Career Competencies: A Systematic Review and Future Research Agenda**
- Journal: *Journal of Vocational Behavior*
- Abstract: Owing to the growing emphasis on self-managed career patterns, career competencies as essential personal career resources play a vital role in several work and career outcomes. Despite extensive research on career competencies in the last three decades, it lacks a consistent theorization and often relies on diverse theoretical perspectives. To synthesize our scholarly knowledge of career competencies, we conducted a systematic literature review of 80 peer-reviewed articles from 1985 to November 2022. In doing so, we understand how the construct of career competencies has been conceptualized and measured, review prominent theoretical perspectives adopted, and build a theoretical model based on a self-regulation perspective. This review helped us identify significant research limitations and locate promising research gaps. Building on these insights, we craft a future research agenda

highlighting opportunities for conceptual, theoretical, and empirical advancement of career competencies research.

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

- VIII-L1 Prof. Gopal Mahapatra**, Director's Recognition for Teaching Excellence in Elective Managing Career Success and Transitions (MCST).
- VIII-L2 Prof. Kanchan Mukherjee**, Reduce Use of Energy in Hotel Rooms through Altered Choice Architecture, LIFE Award from Niti Aayog, Govt of India.
- VIII-L3 Prof. Mukta Kulkarni**, Outstanding reviewer recognition, DEI division, Academy of Management 2023. This is a certificate given during the AOM meeting (division awards function) to outstanding reviewers.
- VIII-L4 Prof. Mukta Kulkarni**, DEI PDW Chair and Division Chair Elect, this is a five year leadership track. Professor is elected to lead the division.
- VIII-L5 Prof. Mukta Kulkarni**, IIMB Chair of Excellence.
- VIII-L6 Prof. Mukta Kulkarni**, Member, award committee, Academy of Management - Saroj Parasuraman award.
- VIII-L7 Prof. Mukta Kulkarni**, Member, award committee, Academy of Management - Janet Chushmir award.
- VIII-L8 Prof. Mukta Kulkarni**, Member, award committee, Academy of Management - All Academy Carolyn Dexter award.
- VIII-L9 Prof. Sushanta Mishra**, Best Accepted Paper at Academy of Management Annual Meeting, 2023.
- VIII-L10 Prof. Sushanta Mishra**, Best Accepted Paper at the Academy of Management Annual Meeting, 2023. The paper was selected as the Carolyn B. Dexter Award Finalist.

### VIII-M Doctoral Theses Completed by PhD Students during 2023–2024

Sl. No.	Name of the Student	Dissertation Title	Members of the DAC Committee
VIII-M1	Anupama Kondayya	Bitter Pill to Swallow? The Emergence and Evolution of Ayurvedic Pharmaceuticals Category	Abhoy K Ojha, Israel Fortin, Dalhia Mani, Srinidhi V (External)
VIII-M2	Rajashik Roy Choudhury	MEMENTO VIVERE: Organizational and Individuals Responses to Shocks Guided by Human Resource Managers	Abhoy K Ojha, Sushanta K Mishra, Ganesh N Prabhu



**VIII-N Dissertation Proposals by Doctoral Students during 2023–2024**

Sl. No.	Name of the Student	Topic	Date
VIII-N1	Nitesh Bhat	Meaning-Making of Work: Processes and Ecosystem Impacts	August 1, 2023

**VIII-O Papers Presented by Doctoral Students in Conference/Seminar during 2023–2024**

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
VIII-O1	Harshith PD	Influence of CSR Practices on Employees with Disabilities	Strategic Management Society 43rd Annual Conference, Toronto, Canada	October 2023

**VIII-P Publications by Doctoral Students (Journal articles/book chapters/cases/book reviews) during 2023–2024**

Sl. No.	Name of the Student	Title of the Paper	Name of the Journal/Book	Publications Details
VIII-P1	Harshith P D and Prof. Apurva Sanaria	Work Identity Among Differently Abled Employees	<i>GLIMS Journal of Management Review and Transformation</i>	April, 2023

**VIII-Q Awards, Honours, and Achievements by Doctoral Students in 2023–2024**

Sl. No.	Name of the Student	Details of the Award	Date
VIII-Q1	Mauli Kundlia	Best Critique Award, IMRDC 2024, IMRDC Conference, IIM Bangalore	February 2024



## 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 topics including 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 programs. 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.*

## IX-A Research Projects

### IX-A1 How to Promote Sustainable Consumption and Circular Economy Practices in Households and Industries

Project Team: **Haritha Saranga** and Satyajit Roy

**Summary:** The primary thrust of any resource management policy has been to tackle issues on the supply side, either through capacity management or through pricing strategies. While this effort is critical for sustainability, it is inadequate in addressing the problem. It needs to be supplemented with demand side initiatives where wasteful consumption is reduced significantly. As substantial consumption of resources takes place at the household level, it is important to focus on both household and industry practices to reduce consumption of virgin material, conserve natural resources, limit carbon and water footprint.

Sponsor: IIM Bangalore

Status: Ongoing

### IX-A2 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

### IX-A3 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 digitization of their transactions and accompanying analytics, linkages with the supplier networks and the causal relationships between the *kirana* stores and their suppliers, and credit flows to *kirana* stores through digital linkages with banks.

Sponsor: Centre for Digital Financial Inclusion, New Delhi

Status: Ongoing

**IX-A4 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

**IX-A5 BETS Project**

Project Team: **Krishna Sundar D**

Sponsor: Centre for Digital Financial Inclusion, New Delhi

Status: Ongoing

**IX-A6 Development of a Textbook on IKS**

Project Team: **B Mahadevan**

Sponsor: AICTE, New Delhi

Status: Completed

**IX-A7 Tackling Irresponsible Product Returns in Online Market Places: A Behavioural Investigation**

Project Team: **Shalique M.S** and Nagesh N. Murthy

Summary: According to the National Retail Federation Report (2021), the revenue loss from total returns accounts for USD 761 billion (16.6% of total sales) for US retailers. It is even worrying that approximately 10.3% of such returns seem to be fraudulent. Though returns can improve customer experience, this creates huge marketing and operational challenges if used irresponsibly by the consumers. Returns policy can impact both sales and returns which makes it important for firms to identify renters or customers making irresponsible product returns (for e.g., instagramming expensive clothes and immediately returning them, purchasing similar outfits of different colours and keeping only one, and change of mind following an impulse purchase). For instance, in order to keep a check on fraudulent returns, Amazon charges a restocking fee ranging from 20%-100% for products returned after “obvious signs of use” (Amazon Return Policy, 2023). Dell charges a restocking fee of 15% for any returns which are not the result of an error or defective product (Dell Consumer Terms, 2023). However, such stringent return policies may not necessarily align with the value proposition of e-commerce platforms. With brick-and-mortar stores competing for market share in almost every segment, they provide customers with a more appealing shopping experience with less stringent return policies. Very stringent return policies in ecommerce platforms can attract the customers back to traditional brick-and-mortar stores for trying out a product. When there is price matching and convenience of instant delivery, it may not be expected that customers would still prefer an online purchase. Additionally, stringent return policies may impact the ease of returns for honest returners. Also, when the product variety and customization increases, it becomes difficult for online retailers to resell the returned items (Cui et al. 2020).

Sponsor: IIM Bangalore/VRSP

Status: Completed

## IX-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
IX-B1	Saranga, Haritha, Satyajit Roy, and Sayan Chowdhury	Charting a sustainable future: Transformative policies for India's energy, agriculture, and transport sectors	<i>IIMB Management Review</i>	Vol. 36(1), March 2024, Pg. 21-38
IX-B2	Ravi Srinivasan, Ashish K Jha and Verma, Nishant K	To Talk or Not?: An Analysis of firm-initiated social media communication's impact on firm value preservation during a massive disruption across multiple firms and industries	<i>Decision Sciences</i>	Vol. 54(4), August 2023, Pg. 410-431
IX-B3	Ashish Kumar Jha and Verma, Nishant K	Social Media Platforms and User Engagement: A Multi-Platform Study on One-way Firm Sustainability Communication	<i>Information Systems Frontiers</i>	Vol. 26, February 2024, Pg. 177-194
IX-B4	Verma, Nishant K, Ashish Kumar Jha, Indranil Bose and Eric W. T. Ngai	A Market Value Analysis of Buyer-Supplier Relationship Building Awards	<i>IEEE Transactions on Engineering Management</i>	Vol. 71, 2024, Pg. 4848-4861
IX-B5	Ayesha Arora, and Jain, Tarun	Data sharing between platform and seller: An analysis of contracts, privacy, and regulation	<i>European Journal of Operational Research</i>	Vol. 313(3), March 2024, Pg.1105-1118
IX-B6	Prasenjit Mandal and Jain, Tarun	When do competing retailers benefit from sourcing through an intermediary?	<i>International Journal of Production Economics</i>	Vol. 266, December 2023, 109045, Pg. 1-16
IX-B7	Sunanda Katewa and Jain, Tarun	Wait or Invest Early? An Analysis of Product Cocreation in Online Platforms	<i>IEEE Transactions on Engineering Management</i>	Vol. 71, 2023, Pg. 4862-4875

**IX-D Chapters in Books**

Sl. No.	Authors	Title of Chapter	Title of Book	Editors	Publication Details
IX-D1	Dhrithi Mahadevan and Mahadevan B	Sustainability in Services: Issues, Challenges, and Implications	<i>International Service Management in the Context of Sustainable Development</i>	Jay Kandampully and Sławomir Smyczek ed.,	Publishing House of the University of Economics in Katowice 2023, Chapter 2, Pg. 21-42

**IX-E Working Papers**

Sl. No.	Author	Title	IIMB Working Paper No.	Year
IX-E1	Aydin Alptekinoglu, Ashish Bhandari and Sapra, Amar	Demand Management Using Responsive Pricing and Product Variety to Counter Supply Chain Disruptions	703	2024
IX-E2	Shalique M.S, Sidhartha S Padhi and Rupesh Kumar Pati	Understanding the Complex Interactions Between Stakeholders in an Organic Food Supply Chain	705	2024

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

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
IX-F1	Vansh Lakhina, Ashish Pisal, and Sapra, Amar	A Platform of Contract Manufacturers Will Benefit Pharma Industry, but Who Will Own it?	<i>ET Health World</i>	October 26, 2023
IX-F2	Sayan Chowdhury and Verma, Nishant K	Right to Repair: India's Step in the Right Direction	<i>Forbes India</i>	October 20, 2023
IX-F3	Nandan Kumar Singh, Milan Kumar and Verma, Nishant K	From Electric Vehicles to Electric Vehicle Batteries: A Pivotal Shift in Focus of Policymakers	<i>Forbes India</i>	November 6, 2023

**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	Saranga, Haritha	Water Conservation on IIMB Campus	National Seminar on Water Conservation, IIM Bangalore	March 22, 2024
IX-H2	Saranga, Haritha	Need for AI Interventions in Deceased Organ Donation	First International Conference on Artificial Intelligence Applications in Environmental, Social and Governance, Bangalore	December 8-9, 2023
IX-H3	Jain, Tarun, Hazra, Jishnu and Cheng, T.C.E.,	Illegal Content and Monitoring Strategies on Digital Platforms	Annual INFORMS Conference, Phoenix, USA	October 15-18, 2023
IX-H4	Jain, Tarun, Hazra, Jishnu and Cheng, T.C.E.,	Content Monitoring Over Digital Platforms	POMS 2023 International Conference, Paris, France	July 18-20, 2023
IX-H5	Tripathi, Rajeev R	Managing suppliers with varied sustainability practices in a platform Business Event	Centre for Mathematical and Computational Economics (CMCE) Seminar Series, Institution: School of Artificial Intelligence and Data Science, IIT Jodhpur	March 6, 2024
IX-H6	Tripathi, Rajeev R and Sudha Madhavi Dastrala	Telecom Player's Expansion into Ad-Tech under Competition and Cooperation with Content Provider	Operational Research Society Annual Conference, University of Bath, UK	September 12, 2023
IX-H7	Tripathi, Rajeev R and Sudha Madhavi Dastrala	Strategic Expansion of a Telecom Player into AdTech Services, and Implication for a Content Provider	26th Annual International Conference of the Society of Operations Management, IIM Shillong	December 14, 2023



Sl. No.	Authors	Title of Paper/ Session/ Invited Talk	Name of Conference and Venue	Dates of Event
IX-H8	Shalique M S	Decision Reversal Among Small and Medium Sustainable Suppliers: A Behavioral Investigation	POMS International Conference at Orlando	May 2023
IX-H9	Shalique M S	Decision Reversal Among Small and Medium Sustainable Suppliers: A Behavioral Investigation	16th Annual Behavioral Operations Conference, 2023 - Naveen Jindal School of Management, The University of Texas, Dallas	June 2023
IX-H10	Arora A and Jain, Tarun	Data Sharing Regulation in Digital Supply Chain: Impact of Contracts and Privacy	14th POMS-HK International Conference, The Hong Kong University of Science and Technology, Hong Kong	January 5-6, 2024
IX-H11	Jain, Tarun	Counterfeit Detection over E-commerce Platforms	CORS Annual Conference 2023 HEC Montral	May 29-31, 2023

**IX-J IIMB Case Studies at Harvard Business Publishing**

**IX-J1 Title:** **Data Storytelling: What are the Alternatives to Crop Residue Burning in India?**

**Author:** Sharada Sringswara, Sreedevi Gattu, **Haritha Saranga** and **Dinesh Kumar U**

**Summary:** Crop Residue Burning (CRB) is a major factor contributing to the pollution in the northern part of India and the National Capital Region (NCR). In November 2021, the NCR consistently recorded an Air Quality Index (AQI) of more than 450, which is hazardous to human health. As a result of these bad weather conditions, Delhi residents have experienced multiple health issues such as red eyes, headaches, cough, itchy skin, and itchy throats. Farmers burning crop residues during the winter months in the states surrounding Delhi contributed to these environmental conditions. Confederation of

Indian Industries (CII) has been working with farmers in Punjab and Haryana to encourage them to adopt eco-friendly straw management practices as part of CII's Crop Residue Management (CRM) initiative. The CRM's main objective was to eliminate the practice of burning crop residues in the open. Chandrakant Pradhan, manager for CRM, wondered how to demonstrate CRM's results in the upcoming funding agency meeting. As part of his presentation, he wanted to raise stakeholders' awareness of the alternative methods based on ground realities and the tools that farmers have been using primarily in different districts and villages of Punjab and Haryana. As he weaved through the traffic, several thoughts began to race through his mind. How should the data collected diligently by his team through farmer surveys be presented to potential funders? How best to examine and analyze the data? What valuable insights can the data provide that can help raise more funds and support from various stakeholders? Is there enough evidence to show whether this initiative will reduce pollution over time and hence needs to be scaled up?

- IX-J2** Title: **Sattva eTech: Supplier Selection for Component Sourcing**  
 Author: **Tarun Jain**  
 Summary: The case provides an opportunity to analyze sourcing decisions in a firm. Specifically, the case illustrates the development of a supplier scorecard system in an organization involved in new product development, where the technology of component design may change over time. The case also attempts to link the design of the scorecard mechanism to that of the incentives (or reward mechanisms) for various players.
- IX-J3** Title: **The Evolving Semiconductor Industry: Post-Covid Challenges for Automakers**  
 Author: Satyajit Roy, **Haritha Saranga**, and **Jishnu Hazra**  
 Summary: The case describes the disruption caused by the shortage of chips and sensors in the automobile sector. Although semiconductors used in the automobile sector are essentially low value and cost only a few dollars, they are technologically intensive in terms of both design and manufacturing. Moreover, only a few players in the manufacturing sector have the capability to produce chips, creating an asymmetry in the power equation. Interestingly, the semiconductor value chain is adapting to new geopolitical tensions,

and the chipmaking landscape may undergo a significant change in the next 10-15 years. In this context, the case discusses the structure of the semiconductor industry as a whole and its characterization within the automobile sector. It also describes the current sourcing model of semiconductors used by automakers. The main objective is to help students better understand the complex and evolving supply chain structure and its implications for automobile companies worldwide. The case concludes with specific questions about how automakers should restructure their semiconductor supply chains and address future disruptions.

### IX-K Leading Journal Publications

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

- IX-K1** Authors: Ayesha Arora, and Tarun Jain
- Title: **Data Sharing between Platform and Seller: An Analysis of Contracts, Privacy, and Regulation**
- Journal: *European Journal of Operational Research*
- Abstract: Online platforms share their customers' data with their upstream sellers, which is utilized by the sellers to gain better insights about the customers. This may help sellers to develop a product that would provide higher value to the customers. However, such data sharing among the firms causes privacy concerns among customers. In this paper, we study a game-theoretic model with an online platform (or buyer), seller, and customers facing privacy concerns. We study scenarios where the platform, the seller, and the customers may decide the extent of data to be shared by the platform with the seller under different models, such as marketplace and reselling models. Later, we also analyze the regulation of data sharing by the social planner. Our analysis characterizes the equilibrium data sharing and quality decisions, leading to intriguing findings. Specifically, under the marketplace model, the regulation of data sharing can result in either an increase or a decrease in the extent of data shared by the platform. Furthermore, compared to the scenario where a platform decides the extent of data sharing, the regulation of data sharing proves advantageous for seller and customers while being less beneficial for the platform itself. Interestingly, in the context of reselling model, we find that the regulation of data sharing does not influence the extent of data shared or the players' payoffs compared to unregulated scenarios.

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

**IX-L1 Prof. Rajeev Ranjan Tripathi**, Invited as the 'External Expert' of the Convocation Awards Committee 2023 of the Department of Industrial and Management Engineering, IIT Kanpur. The committee was responsible for the evaluation of a bunch of doctoral theses for the outstanding thesis award.

**IX-M Doctoral Theses Completed by PhD Students during 2023–2024**

Sl. No.	Name of the Student	Dissertation Title	Members of the DAC Committee
IX-M1	Sayan Chowdhury	Incorporating Sustainability in Business Models: An OM Perspective	Haritha Saranga, Nishant K Verma, Tarun Jain

**IX-O Papers Presented by Doctoral Students in Conference/Seminar during 2023–2024**

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
IX-O1	Ashish Singh Bhandari and Prof. Amar Sapra	Arbitrage Opportunities for Renewable Energy Sources Using Battery Storage Systems	POMS International Conference, Paris, France	July 2023
IX-O2	Ayesha Arora, and Prof. Tarun Jain	Counterfeit Detection over Ecommerce Platforms	Canadian Operational Research Society (CORS) Annual Conference, Vancouver, Canada	May 2023
IX-O3	Ayesha Arora, and Prof. Tarun Jain	Data Sharing Regulation in Digital Supply Chain: Impact of Contracts and Privacy	14th POMS-Hong Kong International Conference, Hong Kong	January 2024
IX-O4	Shubham Singh, Ravi Srinivasan, Anirban Adhikary, and Prof. D Krishna Sundar	Impact of Supplier Innovativeness on Firm Innovation	EurOMA 2023, Leuven, Belgium	July 2023

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
IX-O5	Satyajit Roy, Prof. Haritha Saranga, and Prof. Sreelata Jonnalagedda	Electric versus Flex-Fuel Vehicles: The Impact of Government Policies on Automakers' Choice between Green Technology Alternatives	POMS India International Conference, 2023, XLRI Jamshedpur	December 2023
IX-O6	Shiril Saju, Nishant Kumar Verma	Analysis of Policies for Promoting Precision Agriculture in Emerging Economies	11th EurOMA Sustainable Operations and Supply Chains Forum 2024, Hamburg, Germany	March 2024

**IX-P Publications by Doctoral Students (Journal articles/book chapters/cases/book reviews) during 2023–2024**

Sl. No.	Name of the Student	Title of the Paper	Name of the Journal/Book	Publications Details
IX-P1	Ayesha Arora, and Prof. Tarun Jain	Data sharing between platform and seller: An analysis of contracts, privacy, and regulation	<i>European Journal of Operational Research</i>	March 2024
IX-P2	Shubham Singh, Ravi Srinivasan, D Krishna Sundar	Adoption of Cashless Payment Systems in the Bottom of the Pyramid Retail Supply Chains in India: A Technology organization-environment Framework Perspective	<i>Electronic Commerce Research</i>	January, 2024
IX-P3	Satyajit Roy, Prof. Haritha Saranga, Sayan Chowdhury	Charting a Sustainable Future: Transformative Policies for India's Energy, Agriculture and Transport Sectors	<i>IIMB Management Review</i>	March, 2024
IX-P4	Satyajit Roy, Prof. Haritha Saranga, and Prof. Jishnu Hazra	Case - The Evolving Semiconductor Industry: Post-COVID Challenges for Automakers	<i>HBP</i>	February 2024

### IX-Q Awards, Honours, and Achievements by Doctoral Students in 2023-2024

Sl. No.	Name of the Student	Details of the Award	Date
IX-Q1	Ayesha Arora	Mirae Asset Scholar Award, Mirae Asset Foundation	August 2023
IX-Q2	Subhankar Saha	WIPRO Sustainability Fellowship 2023, IIM Bangalore	August 2023
IX-Q3	Shubham Singh	Mirae Asset Scholar Award, AY 2023-24, IIM Bangalore	August 2023

## 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 focuses 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.*



## X-A Research Projects

### X-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

### X-A2 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

### X-A3 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

**X-A4 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

**X-A5 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: Completed

**X-A6 MAGNET**

Project Team: **Hema Swaminathan**

Summary: A collaboration with the World Bank to measure women's empowerment using innovative methods.

Sponsor: World Bank

Status: Ongoing

**X-A7 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

**X-A8 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: Completed

#### **X-A9 Determinants of Private School Fees in India: The Market or the Politics?**

Project Team: **Soham Sahoo**

Sponsor: University of Warwick

Status: Ongoing

#### **X-A10 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

**X-A11 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

**X-A12 Cultivating Curiosity in Science: Evidence from a Teacher Training RCT in India**

Project Team: **Soham Sahoo**

Sponsor: J-PAL

Status: Ongoing

**X-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

**X-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: Completed

**X-A15 Environmental Advertising in Electoral Campaigns in India**

Project Team: **Arpit Shah**

Summary: Political marketing scholars have noted the rising prominence of environmental appeals in electoral communication strategies over the past decade (Fowler et al. 2019). Incorporating “green” messaging and advocacy of ecological issues into paid media campaigns, also known as environmental political advertising, has emerged as a common tactic for candidates to distinguish their personal brand and differentiate their policy platforms from opponents on an issue increasingly salient to constituents (Aisenpreis, Gyrst, and Sekara 2023).

Sponsor: IIM Bangalore

Status: Ongoing

**X-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

**X-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: Completed



**X-A18 Status Hierarchy and Water Access in Rural India**

Project Team: **Deepak Malghan**, S. Mishra and N. Bharathi  
Sponsor: IIM Bangalore  
Status: Ongoing

**X-A19 Significance of Leadership and Talent Management in Healthcare: An Exploratory Study in Karnataka**

Project Team: **Allen P Ugargol** and **Gopal Mahapatra**  
Summary: The aim of this research project is fourfold: 1. To understand the significance of leadership and talent management in the healthcare industry and highlight the significance for healthcare organizations in Karnataka 2. To investigate the impact of leadership on talent management within the healthcare sector in India, with a specific focus on the state of Karnataka. 3. To develop a comprehensive guide comprising best practices for talent management.  
Sponsor: IIM Bangalore  
Status: Ongoing

**X-A20 Aging and the Life Course: Exploring Appropriate, Evidence-Informed Age-Friendly Health System Interventions**

Project Team: **Allen P Ugargol**  
Summary: As the aging phenomenon presents itself across India in line with the demographic transition, the challenges and needs of older adults are becoming increasingly visible. The public health and societal challenges of aging are significant for India and a holistic understanding of the socio-economic, medical, emotional, physical, and psychosocial needs of older adults is hence warranted.  
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	Vinay Reddy Venumuddala and <b>Kamath, Rajalaxmi</b>	Work Systems in the Indian Information Technology (IT) Industry Delivering Artificial Intelligence (AI) Solutions and the Challenges of Work from Home	<i>Information Systems Frontiers</i>	Vol. 25(4), August 2023, Pg. 1375-1399
X-B2	Chandan Jain, Shagun Kashyap, Rahul Lahoti and <b>Sahoo, Soham</b>	The impact of educated leaders on economic development: Evidence from India	<i>Journal of Comparative Economics</i>	Vol. 51(3), September 2023, Pg. 1068-1093
X-B3	Anand Kumar and <b>Sahoo, Soham</b>	Caste, gender, and intersectionality in stream choice: evidence from higher secondary education in India	<i>Education Economics</i>	Vol. 32(1), 2024, Pg. 20-46
X-B4	Dipanwita Ghatak, <b>Sahoo, Soham</b> , Sudipa Sarkar and Varun Sharma	Who eats last? Intra-household gender inequality in food allocation among children in educationally backward areas of India	<i>Population Studies</i>	Vol. 78(1), 2024, Pg. 63-77
X-B5	Arindam Nandi, <b>Sahoo, Soham</b> , Nicole Haberland, and Thoại D. Ngô	A glass ceiling at the playhouse? Gender gaps in public and private preschool enrollment in India	<i>International Journal of Educational Development</i>	Vol. 103, November 2023, 1-17
X-B6	Pooja Balasubramanian, Marcela Ibanez, Sarah Khan, and <b>Sahoo, Soham</b>	Does women's economic empowerment promote human development in low- and middle-income countries? A meta-analysis	<i>World Development</i>	Vol. 178, 2024, 106588, Pg. 1-23
X-B7	Zachary Wagner, Manoj Mohanan, Rushil Zutshi, <b>Mukherji, Arnab</b> and Neeraj Sood	What drives poor quality of care for child diarrhea? Experimental evidence from India	<i>Science</i>	Vol. 383(6683), February 2024, Pg. 606-615
X-B8	Althaf Shajahan, <b>Mukherji, Arnab</b> and Shedha Chirammal	Hospitals on Park Road	<i>Emerging Economies Cases Journal</i>	Vol. 5(1), June 2023, Pg. 33-40

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
X-B9	Ugargol, Allen P, Mukherji, Arnab and Ritika Tiwari	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?	<i>The Lancet Regional Health-Southeast Asia</i>	Vol. 13, June 2023, Pg. 1-11
X-B10	Pragya Bhuwania, Mukherji, Arnab and Swaminathan, Hema	Women’s education through empowerment: Evidence from a community-based program	<i>World Development Perspectives</i>	Vol. 33, March 2024, Pg. 1-17

### X-D Chapters in Books

Sl. No.	Authors	Title of Chapter	Title of Book	Editors	Publication Details
X-D1	Ugargol, Allen P and Lakshmi Parvathy	Precurity of Informal Work, Absence of Social Security, and Ageism: The Persistence of Social Inequalities and Challenges for Older Adults	<i>Handbook of Aging, Health and Public Policy</i>	S Irudaya Rajan	Springer, Singapore, 2023, Pg. 1-29
X-D2	Ugargol, Allen P and Vasundharaa S Nair	Intersectionality and cumulative disadvantage in access to healthcare for older adults in India. Handbook of Aging	<i>Handbook of Aging, Health and Public Policy</i>	S Irudaya Rajan	Springer, Singapore, 2023, Pg. 1-29
X-D3	Ugargol, Allen P, Gyan Chandra Kashyap and Subhojit Shaw	Exploring the Influence of Work, Retirement, and Pensions on the Self-Reported Health of Older Adults in India	<i>Handbook of Aging, Health and Public Policy</i>	S Irudaya Rajan	Springer, Singapore, 2023, Pg. 1-29

Sl. No.	Authors	Title of Chapter	Title of Book	Editors	Publication Details
X-D4	Ugargol, Allen P	The changing nature of home-based care for older adults in Goa's emigrant households Implications for policy and practice	<i>Handbook of Aging, Health and Public Policy</i>	S Irudaya Rajan	Springer, Singapore, 2023, Pg. 1-29
X-D5	Ugargol, Allen P, Kashyap, G. C., and Shaw, S	Exploring the Influence of Work, Retirement, and Pensions on the Self-Reported Health of Older Adults in India: Evidence from the LASI and Beyond. In Handbook of Aging	<i>Handbook of Aging, Health and Public Policy</i>	S Irudaya Rajan	Springer, Singapore, 2023, Pg. 1-28
X-D6	Sriram M S	Enduring Transformation: The Challenges of Leadership in Constrained Systems	<i>Dare to Lead: Actionable Leadership Insights Drawn from the Transformation of Bank of Baroda</i>	Anil Khandelwal	Penguin Business, July 2023
X-D7	Abena D. Oduro and Swaminathan, Hema	Individualising wealth and asset measures in the Global South: Challenges and new directions for research	<i>A Research Agenda for Financial Resources within the Household</i>	Fran Bennett, Silvia Avram and Siobhan Austen eds.,	Elgar Publishing, Chapter 7, Pg. 113-127, January 2024

Sl. No.	Authors	Title of Chapter	Title of Book	Editors	Publication Details
X-D8	Sutirtha Bandyopadhyay and <b>Sahoo, Soham</b>	Sample Selection Models for Panel Data: Application to Labor Force Participation in India	<i>Applied Econometric Analysis Using Cross Section and Panel Data. Contributions to Economics</i>	Deepak Mukherjee	Springer, Singapore, Chapter 13, Pg. 391-413, 2024
X-D9	Muneer Kalliyil, Srividya Aluru, and <b>Sahoo, Soham</b>	Regional Patterns and Dynamics of Learning Outcomes in India	<i>Risks and Resilience of Emerging Economies. India Studies in Business and Economics</i>	Tanmoyee Banerjee Chatterjee, Arpita Ghose, and Poulomi Roy	Springer, Singapore, Pg. 261-288

### X-E Working Papers

Sl. No.	Author	Title	IIMB Working Paper No.	Year
X-E1	<b>Naik, Gopal</b> , Abinash Singh and Abhilasha Jas	Assessment of Employment Generation Potentials of Jal Jeevan Mission	687	2023
X-E2	Naveen Bharathi, <b>Malghan, Deepak</b> , Sumit Mishra and Andaleeb Rahman	Status Inequality and Public Goods	692	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	<b>Ugargol, Allen P</b>	How an MBA in enterprise management is changing to adapt to shifting global realities in Voices	<i>Times of India</i>	April 2, 2023
X-F2	<b>Ugargol, Allen P</b>	Elderly need better social and labour policies	<i>The Hindu Businessline</i>	January 3, 2024

Sl. No.	Authors	Title of Article	Name of Newspaper/Magazine	Date of Publication
X-F3	Sriram M S	The Chronicle of a Takeover Foretold: Why the Amul-Nandini Controversy Is Important	<i>The Wire</i>	April 16, 2023
X-F4	Sriram M S	IIM bill gives Modi govt power to formally intervene. It must be protested	<i>The Print</i>	August 10, 2023
X-F5	Sriram M S	Maligning Muhammed Yunus Means Impeding Fight Against Poverty	<i>The Wire</i>	September 30, 2023
X-F6	Sriram M S	Reservations have their own merit: Inclusion	<i>Deccan Herald</i>	November 24, 2023
X-F7	Sriram M S	Review of Slip Stich and Stumble	<i>Business Standard</i>	February 22, 2024
X-F8	Sriram M S	Review of Fintech for the Billions	<i>Business Standard</i>	October 4, 2023
X-F9	Sriram M S	Review of RBI Governors. The Czars of Monetary Policy (1935-2021)	<i>Business Standard</i>	May 16, 2023
X-F10	Sriram M S	Review of The Great Bank Robbery: NPAs, Scams and the Future of Regulation	<i>Business Standard</i>	April 14, 2023
X-F11	Naik, Gopal and Gopi Shankar	Farmers' Protests: MSP and Beyond	<i>Forbes</i>	February 17, 2024
X-F12	Naik, Gopal	Functioning of Single Village Drinking Water Supply Schemes in Rural Odisha	<i>slideshare</i>	November 30, 2023
X-F13	Swaminathan, Hema, Pragya Bhuwania and Mukherji, Arnab	Mahila Samakhya: Women's education through empowerment	<i>Ideas for India</i>	March 11, 2024
X-F14	Sahoo, Soham and Anand Kumar	The role of caste and gender in determining science education in India	<i>Ideas for India</i>	November 9, 2023

**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	Ugargol, Allen P	Invited Participant at the Gender and Antimicrobial Resistance Workshop	One Health Trust, (Funded by the British Academy and World Health Organization)	March 18-19, 2024
X-H2	Ugargol, Allen P	Deliberation Meeting: <b>Theme:</b> Contextualising Diversity, Equity, Inclusion, and Accessibility (DEIA) in Science, Technology, Engineering, and Mathematics (STEM) Ecosystem	Office of Principal Scientific Adviser (OPSA) to the Government of India, IISc Bangalore	April 9, 2024
X-H3	Sparsha Jain and Ugargol, Allen P	Beyond Humour: Understanding Ageism in Memes on Facebook in India	Jamia Millia Islamia, Department of Sociology, Karvan-e-Fikr, 2024, Theme: Tags, trends and trolls: locating the social on social media	February 14-15, 2024
X-H4	Aparna Nanda, Ashitha Vijayan and Ugargol, Allen P	Geriatric Mental Health Needs: A critical evaluation of current mental health policies for older adults in India	Pondicherry University - Gender, Health & Sustainable Development: Global and National Perspectives	February 1, 2024
X-H5	Aparna Nanda and Ugargol, Allen P	Need for Palliative Care and End of Life Care rise in India: The pressing need to augment bereavement care	31st International Conference of Indian Association of Palliative Care Theme: Revisiting the Domains of Palliative Care	February 10, 2024
X-H6	Suraj, Anil B	Invited talk on Constitutional Foundation of Policymaking for Senior Civil Servants of Sri Lanka	National Centre for Good Governance, LBSNAA, Mussoorie	February 29, 2024
X-H7	Swaminathan, Hema	Keynote Speaker in the National Conference on Challenges and Prospects of Labour Market Outcome in Post Covid India	Chirst University, Department of Economics	April 2023



Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
X-H8	Swaminathan, Hema	Invited Speaker Gender and Growth Gaps in South Asia	A Research and Policy Workshop, Yale University	August 2023
X-H9	Swaminathan, Hema	Gender Gaps in Ownership of Nonagricultural Enterprise in Georgia, Mongolia and Cavite, Philippines	IAFFE Conference	July 2023
X-H10	Swaminathan, Hema	Women's Labour Market Outcomes	KSTA Nobel Lecture Series, Karnataka Science and Technology Academy	November 2023
X-H11	Sriram M S	Invited talk on Microfinance: The Emergent Reality	Cultural Research and Action	February 17, 2024
X-H12	Sriram M S	Keynote Speaker: The impact of Microfinance on the lives of people and the road ahead	Sa-Dhan Conference, Hotel Ashok, New Delhi	November 8, 2023
X-H13	Sahoo, Soham	Affirmative Action and Application Strategies: Evidence from Field Experiments in Colombia	36th Annual Conference of the European Society for Population Economics (ESPE), hosted by the Institute of Economics Sciences (IES) in Belgrade, Serbia	June 15-17, 2023
X-H14	Sahoo, Soham	The Influence of Teachers on the Caste Gap in English Language Education: Evidence using Matched Student-Teacher Level Data from India	Language Futures in South Asia: Sustainability, Inclusivity and Technology in Education, Oxford Martin School, Oxford	June 20, 2023
X-H15	Sahoo, Soham	STEM Education, Gender, and Labour Market Outcomes in India	Regulating for Decent Work Conference (ILO, Geneva)	July 10-12, 2023
X-H16	Sahoo, Soham	STEM Education, Gender, and Labour Market Outcomes in India	AASLE Conference (National Taiwan University), Taipei	December 7-9, 2023

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
X-H17	Sahoo, Soham	Do Educated Politicians Facilitate Better Public Health? Evidence from India	IEA International Congress (EAFIT University, Colombia)	December 1-15, 2023
X-H18	Sahoo, Soham	Air Pollution and Time Use: Evidence from India	18th Annual Conference on Economic Growth and Development, ISI New Delhi	December 18-20, 2023

### X-K Leading Journal Publications

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

**X-K1** Authors: Zachary Wagner, Manoj Mohanan, Rushil Zutshi, **Arnab Mukherji** and Neeraj Sood

Title: **What Drives Poor Quality of Care for Child Diarrhea? Experimental Evidence from India**

Journal: *Science*

Abstract: Diarrhea is a leading cause of child mortality in India. It becomes deadly when excretions exacerbate severe dehydration and loss of electrolytes. Most health care providers in India know that Oral Rehydration Salts (ORS) are an inexpensive, lifesaving treatment for child diarrhea, yet they are widely underused. Wagner *et al.* undertook randomized controlled trials involving standardized patients (actors trained to seek care for a child's diarrhea) who visited 2282 private health care providers in India. Trials were designed to identify three barriers driving underutilization: assuming patients lack interest in ORS, incentives to prescribe more lucrative (but inappropriate) medicines, and incentives to sell non-ORS medicines in stock when ORS are unavailable. The dominant barrier was assuming that patients were uninterested, showing that simple interventions could save many lives. –Ekeoma Uzogara

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

**X-L1** Prof. Allen P Ugargol, Excellence in Teaching Award at IIMB.

**X-L2** Prof. Hema Swaminathan, Economics Working Paper: 1st Place, ADB Economics WP Category.

**X-M Doctoral Theses Completed by PhD Students during 2023-2024**

Sl. No.	Name of the Student	Dissertation Title	Members of the DAC Committee
X-M1	Deepti Sharma	Essays on Policy Approaches to Bridging Healthcare Deficits	Arnab Mukherji, Hema Swaminathan, Prateek Raj, Arjit Nand (External)

**X-N Dissertation Proposals by Doctoral Students during 2023-2024**

Sl. No.	Name of the Student	Topic	Date
X-N1	Lakshmi Parvathy	The Frontiers of Labour Market Intermediation	September 26, 2023

**X-O Papers Presented by Doctoral Students in Conference/Seminar during 2023-2024**

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
X-O1	Shivangi Rajora	Institutional and Policy History of Rural Banking in India	Management Education and Research Colloquium, IIM - Kashipur	May 2023
X-O2	Shivangi Rajora	Impact of Regional Rural Banks on Financial Inclusion in India	Annual International Research Conference, IIM - Lucknow	December 2023
X-O3	Shivangi Rajora	Impact of Regional Rural Banks on Financial Inclusion in India	Asia Meeting of the Econometric Society, South Central and Western Asia, IIT- Delhi	January 2024
X-O4	Shivangi Rajora	Understanding Multiplicity of Institutions in Urban Governance: Case of Bangalore	36th European Group of Organizational Studies (EGOS) Colloquium Virtual	June 2023

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
X-O5	Shivangi Rajora	Institutional and Policy History of Rural Banking in India	Seoul Summer School, International Public Policy Association, Seoul, South Korea	August 2023
X-O6	Shivangi Rajora	Institutional and Policy History of Rural Banking in India	APPAM Fall Research Conference, Atlanta, USA	November 2023
X-O7	Tanieem Noor Darvesh	Her Story vs His Story: Women's House Ownership and Bargaining Power	Annual Winter School 2023, Bangalore	December 2023
X-O8	Sajad S Santhosh	Spatial Variation in Sensitivity to Urban Flood Exposure: A Study of Three Southern Indian Cities	Sustainable and Inclusive Urban Development in the Global South, IHD - New Delhi	August 2023
X-O9	Lakshmi Parvathy and Prof. Rajalaxmi Kamath	A Recounting of the Evolution of Labour Market Intermediaries in India	Indian Society of Labour Economics Annual Conference, Hyderabad	March 2024
X-O10	Gopinath Annadurai and Prof. Soham Sahoo	Improving First-Generation College Students' Education and Labour Market Outcomes: Impact Evaluation of an Inclusive Policy in India	CESP- Golden Jubilee Conference, JNU, Delhi	December 2023

### X-S Seminars/Conferences/Workshops Organized by CPP during 2023–2024

#### ❖ 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. This year's lecture on

10th July 2023, was delivered by, **Justice N. Santosh Hegde**, Former Judge, of the Supreme Court of India on the topic '**Decline in Social Values in Society and its Consequences**'.

❖ **18th Annual International Conference on Public Policy and Management (August 21st to 24th, 2023)**

- **Papers:** This year we had received 256 papers, 64 were presented including Special track and 23 were selected as poster presentation.
- **Tracks:** • Accessibility & Affordability in Healthcare: Water Management and Jal Jeevan Mission; Urban Planning & Development; Emerging Technologies in Governance: Select Perspectives & Insights; What is Inclusiveness?
- **Sessions:** • Health Policy; Infrastructure & Urban Development; Gender Issues; Rural Development; Diversity & Inclusion; Technology & Governance; Urban Planning & Development; Public Service Delivery
- **Participants:** 286 Nos.

**On 21st August 2023:**

**Pre-Conference Event:**

- Workshop on '**Validity, Rigor, and Proof in Policy**' by Prof. Deepak Malghan.
- Prof. M R Krishnamurthy Memorial Lecture on '**Making Bangalore an Ecologically Smart City**' by Harini Nagendra, Director, Azim Premji University Research Center.

**On 22<sup>nd</sup> August 2023**

**Inaugural Speech:**

- Dr. Arvind Virmani, a member of NITI Aayog, delivered the keynote address on **India's vision for the year 2050**.

**Pre-Dinner Talk:**

- **IIMB Golden Jubilee Celebration:** History project by K Kumar, Former Professor
- Prof. Trilochan Sastry delivered the lecture on "Association of Democratic Reforms: Efforts and Achievements in Strengthening Indian Electoral Process."

**On 23<sup>rd</sup> August 2023:**

**Praxis Researcher Forum:**

- Dr. Hasmukh Adhia, Former Finance Secretary, GoI, delivered on '**GST Policy Design and Implementation**' and Mr. Amarjeet Sinha, Former Rural Development Secretary, GOI on '**Gram Swaraj Abhiyan 2018 - Consolidating the Gains of Pro-Poor Public Welfare**'.

**Pre-Dinner Talk:**

- Prof. Pulak Ghosh, IIMB and Amarjeet Sinha, Former Rural Development Secretary, Government of India, delivered on ‘**Making Policy Research Impactful**’.

**24th August 2023**

- **Making Public Policy Impactful: Experience Sharing by NGOs and Start-Ups:** Prof. Manaswini Bhalla
- **Validictory Address:** Prof. Rishikesh T Krishnan, Director, IIMB, on 24th August delivered on ‘**Policy Innovations**’.
- **Public Policy School: Research, Education, and Collaboration:** Session to explore collaboration opportunities amongst Institutions hosting public policy programmes.

❖ **Water and Sustainability Conference**

CPP in association with the IIT. IIT hosted the conference on Measurable Impact - Delivered with Confidence” held on 2 & 3, September 2023.

❖ **Book talk and Workshops**

- Book talk on **Who were our freedom fighters”** by Magsaysay award winner, P Sainath on 21st July 2023.
- Seminar on **Striving to Revive Pulses in India with Extension, Input Subsidies, and Output Price Supports** by Prof Travis Lybbert on 14th July 2023.
- Webinar on **Cooperation in a company - did pandemic-induced home office change how people cooperate?”** by Prof. Christiane Schwier on 26 September 2023.
- Talk on **ESG for a Sustainable Planet** by Dr. Sailesh Rao on 16th November 2023.
- Talk on **“Burning Pyres, Mass Graves, and a State that failed its people: India’s Covid Tragedy”** by Mr. Harsh Mander on 22nd November 2023.
- Talk on **“Designing and Implementing large scale development programmes”** by Mr. Parameswaran Iyer, Former Secretary, Ministry of Drinking Water and Sanitation, GOI on 7th February 2024.
- Talk on **Regional Economic Diversity: Lessons from an Emergent India”** by Dr Poornima Dore on **March 6, 2024, in N-001.**
- Book talk on **Accidental Gamblers: Risk and Vulnerability in Vidarbha Cotton”**, delivered by Dr. Thiagu Ranganathan on March 7, 2024.

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

Programme Directors: Prof. Arnab Mukherji

This is a two-year blended program in collaboration with the Government of India, 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 skill enhancement and promote economic development.

Phase 2 concluded on 31st October 2023. 1 out of the 4 academic modules is completed despite the COVID-19 pandemic. The valedictory event has been scheduled for 31st October 2023, followed by a learning workshop for the fellows. 71 fellows graduated and were placed in various government and private sectors. The Honorable Minister of Skill Development and Entrepreneurship, Sri Dharmendra Pradhan Ji, concluded the program with program achievements.

### ❖ **Jal Jeevan Mission (JJM)**

The Indian Institute of Management Bangalore (IIM-B) has been designated by the National Jal Jeevan Mission (JJM), operating under the aegis of the Department of Drinking Water and Sanitation within the Ministry of Jal Shakti, Government of India, to establish one of five Jal Jeevan Mission Chairs. The JJM IIM-B research cell has been entrusted with the responsibility of conducting comprehensive empirical and applied research within the rural drinking water and sanitation domain. The research team aims to evaluate the impact and efficacy of the Jal Jeevan Mission through field visits and to delve into the economic aspects of water technology and utility.

The JJM research team at IIM-B has conducted extensive field visits and produced dynamic case studies across diverse regions of the country, such as Ganjam (Odisha), Gokarna (Karnataka), and Ujjain (Madhya Pradesh). The insights gleaned from both ethnographic and investigative research endeavours have been disseminated through technical notes, working papers, and policy dialogues. The team has also conducted capacity-building workshops and initiatives targeting various stakeholders to foster greater awareness and understanding of effective, sustainable management practices in drinking water supply systems. Since its inception, the JJM research team at IIM Bangalore has meticulously examined the intricacies of sustainable water management and continues to contribute significantly by providing grassroots-level feedback and observations, aligning with the broader objectives of the National Jal Jeevan Mission.

The vision of JJM is that every rural household has drinking water supply in adequate quantity of prescribed quality on regular and long-term basis at affordable service delivery charges leading to improvement in living standards of rural communities.

### ❖ **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 success stories, failures, and status of health system 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:**

- Program 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)

#### ❖ **Electives Offered by CPP**

- Business Government and Society: **M S Sriram**
- Business Unusual: Understanding Alternative Business Models: **M S Sriram**
- Rural Banking and Financial Inclusion: **M S Sriram**
- Health Economic: Theory and Practice: **Allen P Ugargol and Arnab Mukherji**
- Foundations of Development Economics: **Allen P Ugargol, Rajalaxmi Kamath, Soham Sahoo & Arnab Mukherji**
- Building sustainable and liveable cities: **Arpit Shah**
- Himalayan Mountaineering Challenge: **Arpit Shah**
- Public Economics: **Rajalaxmi Kamath**
- Business Law: **Anil B Suraj**
- Education Policy: Concepts and Praxis: **Soham Sahoo**
- Ageism, Work, and Society **Allen Ugargol**
- A Global Perspective on Gender **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**

- Ugargol, A.P., 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.*

- Zachary W., M. Mohanan, R. Zutshi, Arnab Mukherji, N. Sood (2024). What drives poor quality of care for child diarrhea? Experimental evidence from private providers in India,
  - *Science*
- Bhuwania, P., Arnab Mukherji, and H. Swaminathan, (2024). Powering Education through Empowerment: Evidence from India,
  - *World Development Perspectives*
- Ugargol, A. P., Arnab Mukherji, R. Tiwari, (2023). In search of a fix to the primary health care chasm in India: The Lancet Regional Health,
  - *Southeast Asia*
- Arnab Mukherji, S. Althaf, and S. Chirammal. “Hospitals on Park Road”,
  - *Emerging Economies Cases Journal*
- Arnab Mukherji, H. Swaminathan, Mahila Samkhya, P. Bhuwania: Women’s Education through Empowerment,
  - *Ideas for India*
- Deepak Malghan, Bharathi, N., Mishra, S., & Rahman, A. (2024). Status Inequality and Public Goods,
  - *World Development*
- Ritwik Banerji, Asad, Banerjee, Bhattacharya, “Do workers discriminate against their out-group employers? Evidence from an online experiment”,
  - *Journal of Economic Behavior and Organization*
- Sahoo, S., Jain, C., Kashyap, S., & Lahoti, R., (2023). The impact of educated leaders on economic development: Evidence from India,
  - *Journal of Comparative Economics*
- Nandi, A., Sahoo, S., Haberland, N., & Ngô, T. D. (2023). A glass ceiling at the playhouse? Gender gaps in public and private preschool enrolment in India,
  - *International Journal of Educational Development*
- Balasubramanian, P., Ibanez, M., Khan, S., & Sahoo, S. (2024). Does women’s economic empowerment promote human development in low-and middle-income countries? A meta-analysis,
  - *World Development*
- Ghatak, D., Sahoo, S., Sarkar, S., & Sharma, V. (2024). Who eats last? Intra-household gender inequality in food allocation among children in educationally backward areas of India,
  - *Population Studies*

- Kumar, A., & Sahoo, S. (2024). Caste, gender, and intersectionality in stream choice: evidence from higher secondary education in India,
  - *Education Economics*
- Pulak Ghosh, Shresth Garg and Brandon Tan, Within firm supply chains: Evidence from India,
  - *Journal of International Economics*
- Pulak Ghosh, Wenbin Lu, Miao Yu, and Shu Yang, A multiplicative structural nested mean model for zero-inflated outcomes,
  - *Biometrika*
- **Gopal Naik, Rajan, J. and Jha, S.,** (2023). Navigating Temporary Organizations: A Narrative Perspective,
  - *Journal of Management Enquiry*
- **Bhuwania, P., Arnab Mukherji, and H. Swaminathan,** (2024) Powering Education through Empowerment: Evidence from India,
  - *World Development Perspectives*

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

- **Ugargol A.P.** Elderly need better social and labour policies. The Hindu Business line
- **Ugargol A.P.** How an MBA in enterprise management is changing to adapt to shifting global realities, in Voices, Times of India (TOI)
- **Ugargol A P.** How an MBA in Enterprise Management helps in adapting to shifting global realities in Avenues, The Pioneer
- **M S Sriram.** Reservations have their own merit: Inclusion Deccan Herald November 24th 2023
- **M S Sriram.** Maligning Muhammed Yunus Means Impeding Fight Against Poverty The Wire September 30th 2023
- **M S Sriram:** IIM bill gives Modi govt power to formally intervene. It must be protested. The Print August 10<sup>th</sup> 2023
- **M S Sriram:** The Chronicle of a Take-ver Foretold: Why the Amul-Nandini Controversy Is Important The Wire April 16th 2023
- **M S Sriram:** Review of Slip Stich and Stumble Business Standard, February 22, 2024
- **M S Sriram:** Review of Fintech for the Billions Business Standard, October 04, 2023

- **M S Sriram:** Review of RBI Governors. The Czars of Monetary Policy (1935-2021) Business Standard, May 16, 2023
- **M S Sriram:** Review of The Great Bank Robbery: NPAs, Scams and the Future of Regulation Business Standard, April 14, 2023
- **Naik, G. and Gopi Shankar, G.** Farmers' Protests: MSP and Beyond, Forbes, Feb 17, 2024
- **Gopal Naik:** Functioning of Single Village Drinking Water Supply Schemes in Rural Odisha

#### ❖ Book chapters

- **Ugargol, A. P., & Parvathy, L. (2023).** Precarity of informal work, absence of social security, and ageism: The persistence of social inequalities and challenges for older adults' labor force participation in India. In *Handbook of Aging, Health and Public Policy: Perspectives from Asia* (pp. 1-29). Singapore: Springer Nature Singapore.
- **Ugargol, A. P., Bailey, A., Hutter, I., & James, K. S. (2023).** The Changing Nature of Home-Based Care for Older Adults in Goa's Emigrant Households: Implications for Policy and Practice. In *Handbook of Aging, Health and Public Policy: Perspectives from Asia* (pp. 1-25). Singapore: Springer Nature Singapore.
- **Ugargol, A. P., & Nair, V. S. (2023).** Intersectionality and cumulative disadvantage in access to healthcare for older adults in India. *Handbook of Aging, Health and Public Policy: Perspectives from Asia*, 1-26.
- **Ugargol, A. P., Kashyap, G. C., & Shaw, S. (2023).** Exploring the Influence of Work, Retirement, and Pensions on the Self-Reported Health of Older Adults in India: Evidence from the LASI and Beyond. In *Handbook of Aging, Health and Public Policy: Perspectives from Asia* (pp. 1-28). Singapore: Springer Nature Singapore.
- **M S Sriram:** Enduring Transformation: The Challenges of Leadership in Constrained Systems. Khandelwal, Anil (2023). *Dare to Lead: Actionable Leadership Insights Drawn from the Transformation of Bank of Baroda*. Gurugram. Penguin Business Books.
- **M S Sriram,** The Journey of Inclusive Finance: Looking back to Look Ahead. 20 Years of Powering Financial Inclusion. Delhi: Access Development Services.
- **Suraj, Anil B.,** Ensuring Ease of Doing Business, Chapter 5 in *Reforms and Resurgence: Crafts of Governance in India*, National Book Trust, India.
- **Soham Sahoo, Bandyopadhyay, S., & Sahoo, S. (2024).** Sample Selection Models for Panel Data: Application to Labor Force Participation in India. In *Applied Econometric Analysis Using Cross Section and Panel Data* (pp. 391-413). Singapore: Springer Nature Singapore.

- **Soham Sahoo**, Kalliyil, M., Aluru, S., & Sahoo, S. (2023). Regional Patterns and Dynamics of Learning Outcomes in India. In *Risks and Resilience of Emerging Economies* (pp. 261-288). Singapore: Springer Nature Singapore.
- **Soham Sahoo and Anand Kumar**, “The role of caste and gender in determining science education in India”, *Ideas for India* (2023).
- **Abena D. Oduro and Hema Swaminathan** Individualising wealth and asset measures in the Global South: Challenges and new directions for research. Edward Elgar Publications.
- **P. Bhuwania, Arnab Mukherji, H. Swaminathan**, *Mahila Samkhya: Women’s Education through Empowerment*. Ideas for India.

#### ❖ External Grants

- **Soham Sahoo**, J-PAL Learning for All Initiative Grant
- **Arnab Mukherji**, PHC for UHC Grant by Alliance for Health Policy and Systems Research, WHO
- **Arnab Mukherji**, Alliance for Health System, WHO
- **Hema Swaminathan**, Measures for Advancing Gender Equality (MAGNET) Initiative, World Bank

#### ❖ Key Research Activities/ Projects

- **Arnab Mukherji and Allen Ugargol**: The Management’s Decision Dilemma over Expansion and Sustainability Plans for the eLAJ Smart Clinics; funded by IIM Bangalore
- **Arpit Shah**: ‘Environmental issues in electoral advertising (R&P funded seed grant)
- **Rusha Das**: Environmental democracy from below? Participation and mobilisations around Environmental Impact Assessments (EIA) in India, Italy and Switzerland (Research Proposal Submitted to Swiss Network for International Studies)
- **Rajalaxmi Kamath and Lakshmi Parvathy**: Labour Intermediaries - R&P
- **Gopal Naik**: Assessment of Employment Generation Potential of Jal Jeevan Mission.
- **Gopal Naik**: Metrics and Visualization of Implementation Performance of Jal Jeevan Mission
- **Gopal Naik**: Effect of rural water supply program on societal development: Evidence from the early implementation phase of India’s Jal Jeevan Mission
- **Gopal Naik**: Financial Management of Rural Drinking Water Supply Schemes

- **Gopal Naik:** Functioning of Single Village Drinking Water Supply Schemes in Rural Odisha, Monograph, Indian Institute of Management Bangalore, October 2023

#### ❖ **Designed New Programme**

- **Allen P Ugargol:** Designed a new MOOCs course titled ‘Legal and Regulatory Framework for Healthcare’ and offered it as part of the Professional Certificate Program in Healthcare Management, IIM Bangalore

#### ❖ **Awards**

- **Allen P Ugargol** awarded the ‘Yusuf Hamied Fellowship 2022-23’ and invited as Visiting Fellow to the Columbia Aging Center, Columbia University’s Mailman School of Public Health
- **Pulak Ghosh** got the best paper Award, CAF conference, ISB, 2023, for the paper “Safety Nets, Credit, and Investment: Evidence from a Guaranteed Income Programme”.
- **Pulak Ghosh** got the 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 Program”.

#### ❖ **Positions**

##### **Allen P Ugargol**

- Member of Academic Council, Karnataka State Rural Development and Panchayat Raj University (KSRDPRU), Gadag, Karnataka, India
- Member of the Institutional Ethics Committee (IEC) at the Institute for Social and Economic Change (ISEC), Bengaluru
- Member of the Institutional Review Board (IRB) of the Institute for Health Management and Research (IIHMR), Bengaluru
- Chairperson, Board of Studies for the Master of Public Health (MPH) Program at the Karnataka State Rural Development and Panchayat Raj University (KSRDPRU), Gadag, Karnataka, India
- Member of the DSMB (Data and Safety Monitoring Board) of the Central Ayurveda Research Institute, Bengaluru

##### **M S Sriram**

- Member, College Advisory Committee, College of Agricultural Banking, RBI
- Member Advisory Board Centre for Research in Schemes and Policies

**Arnab Mukherji**

- Editorial Advisory Board, Arthica Charche, Journal of the Fiscal Policy Institute
- Member, Steering Committee, LEAD, Krea University
- Commission, Lancet Citizen’s Commission on Reimagining India’s Health System

**N S Vishwanathan**

- Chair of the Advisory Council of the College of Supervisors

**Hema Swaminathab**

- IITM Ethics Committee Member
- Associate Editor, Feminist Economics

❖ **Academic Conference**

Sl. No.	Authors	Conference details	Date & Year
1	Allen P. Ugargol	‘Turning the Tide: Combatting Misinformation in Public Health’ at the Lerner Center for Public Health Promotion at the Mailman School of Public Health, Columbia University, New York	April 28, 2023
		Session Chair for the Session titled ‘Accessibility and Affordability in Healthcare’ at the XVIII International Conference on Public Policy and Management organized by the Centre for Public Policy, Indian Institute of Management Bangalore	August 22, 2023
2.	Sriram	Microfinance: The Emergent Reality: Institute for Cultural Research and Action	February 17, 2024
		Challenges and Opportunities for UCBs. Capacity Building Program for the Chairman & Board of Directors of Urban Cooperative Banks in Uttar Pradesh	May 25, 2023
		Public Policy: the five-pillar framework. NADT	July 5, 2023
		One Day workshop on development of case studies: CAB Pune.	July 30, 2023



Sl. No.	Authors	Conference details	Date & Year
3	Arnab Mukherji	Mission Indradhanush: Universal access to Vaccination? 15th IHEA World Congress on Health Economics, Cape Town South Africa	July 12, 2023
		Adjusting to Covariate Shocks: Tiding the COVID-19 Wave in India? 15th IHEA World Congress on Health Economics, Cape Town, South Africa	July 12, 2023
		Panel Data and Econometrics of Mental Health, Discussant at the 15th IHEA World Congress on Health Economics, Cape Town, South Africa	10th July 2023
		What Drives the Know-Do Gap in Care for Child Diarrhea? Experimental Evidence from Private Providers in India, 18th Annual Conference on Economic Growth and Development, ISI, Delhi	20 <sup>th</sup> Dec 2023
4	Anil B Suraj	Session on 'Constitutional foundation of Policymaking and Decentralization in India' - at the 58 <sup>th</sup> Capacity Building Program for the Civil Servants of Bangladesh, held at National Centre for Good Governance, LBSNAA, Mussoorie.	26 <sup>th</sup> April 2023
		Session on 'Public Contracts and Policies' - at the 22 <sup>nd</sup> Capacity Building Program for the Civil Servants of Maldives, held at National Centre for Good Governance, LBSNAA, Mussoorie	11 <sup>th</sup> May 2023
5	Soham Sahoo	International Conference on Political Economy of Climate Change and Development, Kolkata	29-30 January 2024
		Annual Conference in Economic Growth and Development, Indian Statistical Institute, Delhi	18-21 December 2023
		International Economic Association World Congress, EAFIT University, Medellin, Colombia	11-15 December 2023
		The Asian & Australasian Society of Labour Economics Annual Conference, 6-9, National Taiwan University, Taipei	6-9 December 2023
		Regulating for Decent Work Conference, ILO, Geneva	10-12 July 2023
		Language Futures of South Asia conference, University of Oxford, UK	20 June 2023
		European Society for Population Economics Conference, Institute of Economics Sciences, Belgrade, Serbia	15-17 June 2023

Sl. No.	Authors	Conference details	Date & Year
6	Gopal Naik	Presented paper on Employment generation potentials of JJM, vsge2023 : 2023 Vietnam Symposium in Global Economy Issues, Ho Chi Minh city (Vietnam)	30-31 Oct 2023
		Impact of Rural Water supply program on access to drinking water: Evidence from the early Implementation phase of Jal Jeevan Mission at 2nd IASSI: Indian Association of Social Science institutions annual conference, Hyderabad	November 2-4, 2023
		State Level Workshop on Operation and Maintenance of Piped Water Schemes	November 7, 2023
		Study on Assessment of Potential Employment Generation of Jal Jeevan Mission, IIMB and ILO Symposium, N. Delhi	August 10, 2023,
		Study on Assessment of Potential Employment Generation of Jal Jeevan Mission, International Conference on Public Policy and Management, IIMB	Aug 22-24, 2023
		Sustainability of Single Village Drinking Water Supply Schemes, Symposium on Ensuring Sustainability of Drinking Water Supply Infrastructure	November 2, 2023
7	Hema Swaminathan	International Association for Feminist Economics, 2023 (Cape town, South Africa)	July 5, 2023

## 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.*

## XI-A Research Projects

### XI-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

### XI-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

**XI-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

**XI-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

**XI-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

**XI-A6 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

#### **XI-A7 Centenary of Karnataka Bank: A historical account**

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

Summary: Over the last 100 years, Karnataka Bank has grown from a small bank providing services to the local merchants to a leading private sector bank in India. Throughout its history, the bank has faced several challenges like its nationalization, economic liberalization subsequent competition from private and public sector banks, and finally the growth of digital banking. The bank has successfully overcome these challenges. This steady growth and success offer lessons to students of management history.

Sponsor: IIM Bangalore

Status: Ongoing

#### **XI-A8 Karnataka Bank: Small by Choice**

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

Summary: Over the last 100 years, Karnataka Bank has grown from a small bank providing services to the local merchants to a leading private sector bank in India. Throughout its history, the bank has faced several challenges like its nationalization, economic liberalization subsequent competition from private and public sector banks, and finally the growth of digital banking. The bank has successfully

overcome these challenges. This steady growth and success offer lessons to students of management history.

Sponsor: IIM Bangalore

Status: Ongoing

#### **XI-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

#### **XI-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. It can also 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

#### **XI-A11 Enablers and Obstacles for UK-India Trade: Banks and Diasporas**

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

Summary: Enablers and Obstacles for UK-India Trade: Banks and Diasporas, UK Economic and Social Research Council (ESRC) and Indian Council of Social Science Research (ICSSR), ₹406, 250 award, 2021-2024. Co-principal Investigators with Sunil Kumar and Kamini Gupta, King's College London. Status: Surveying 750 Indian carpet handloom businesses in Kashmir, Uttar Pradesh, and Rajasthan from September to January 2023. Developmental workshops and presentations.

Sponsor: UKRI and ICSSR

Status: Completed

#### **XI-A12 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

### **XI-A13 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

### **XI-A14 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

**XI-B Articles in Academic Journals**

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
XI-B1	Nanjangud Vishwanath Vighnesh, Patil Balachandra, <b>Chandrashekar, Deepak</b> and Sukanlaya Sawang	How cultural values influence sustainable consumption behavior? An empirical investigation in a non-Western context	<i>Sustainable Development</i>	Vol. 31(2), April 2023, Pg. 990-1007
XI-B2	Krishna Satyanarayana, <b>Chandrashekar, Deepak</b> , Nanjangud Vishwanath Vighnesh, and Alexander Brem	Competitive Analysis or Stakeholder Pre-Commitments? How Firms' Strategic Decision-Making Choices Mediate the Relationship Between its Strategic Posture and Digitalization	<i>IEEE Transactions on Engineering Management</i>	Vol. 71, 2024, Pg. 3979-3992
XI-B3	Himanshu Shekhar, Krishna Satyanarayana and <b>Chandrashekar, Deepak</b>	Role and contributions of an incubator in academic intrapreneurship – An examination	<i>Technovation</i>	Vol. 126, August 2023, Pg. 1-14
XI-B4	Sukanlaya Sawang, Chia-Chi Lee, Cindy Yunhsin Chou, Nanjangud Vishwanath Vighnesh and <b>Chandrashekar, Deepak</b>	Understanding post-pandemic market segmentation through perceived risk, behavioural intention, and emotional wellbeing of consumers	<i>Journal of Retailing and Consumer Services</i>	Vol. 75, November 2023, 103482
XI-B5	Vighnesh Nanjangud Vishwanath, Balachandra Patil and <b>Chandrashekar, Deepak</b>	What's in the context? Motivations and implications of an integrated model of environmental behavior	<i>IEEE Engineering Management Review</i>	Vol. 51(4), December 2023, Pg. 46-64
XI-B6	Kevin Boudreau and <b>Kaushik, Nilam</b>	Gender Differences in Responses to Competitive Organization? Field Experimental Evidence on Differences Across Fields from a Product Development Platform	<i>Organization Science</i>	Vol. 34(6), November-December 2023, Pg. 2119-2142
XI-B7	<b>Yadav, Sandeep</b> and Deepak Dhayanithy	Do IPL teams escalate commitment for costly players? When do player status and reputation matter?	<i>IIMB Management Review</i>	Vol. 35(2), June 2023, Pg. 176-192

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
XI-B8	Yadav, Sandeep and Jagriti Srivastava	CSR, monitoring cost and firm performance during COVID-19: balancing organizational legitimacy and agency cost	<i>Accounting Research Journal</i>	Vol. 36(2/3), 2023, Pg. 183-200
XI-B9	Mani, Dalhia, Abu Rehan Abbasi and George, Rejie	An exploratory analysis of new firm foundings by trading community members and their survival	<i>IIMB Management Review</i>	Vol. 35(4), December 2023, Pg. 359-369
XI-B10	Vikas Namadeva Prabhu, Jha, Srivardhini K and Krishnan, Rishiksha T	Science and Technology Ventures in India: Integrating NIS, SSI and Ecosystem Perspectives	<i>Science, Technology and Society</i>	Vol. 29(1), March 2024, Pg. 97-119

## XI-C Books

### XI-C1 R Srinivasan

*Platform Business Models for Executives*

Springer, August 2023

This book takes a practice approach to studying platform business models. Drawing from the growing academic literature as well as the practice world, this book intends to provide a framework for analysing platform business firms. Leveraging on the early literature on network economics (that was largely analytical) and the popular writing about new organizations, this book takes a strategic perspective. It answers the five big strategy questions about platform business firms: a. What are platform business models, and how are they different from others; b. How do platform business firms operate, and what value do they create? To whom and how; c. What are those resources that platforms possess and leverage to create and sustain their competitive advantage over others; d. Why and how are they successful? Why do they perform differently from others? What metrics of performance should we use to study and analyse their performance; e. Is this business model sustainable? What determines the longevity of such firms? What are the regulatory and social challenges that these platform business firms face? How do regulators and the larger society manage the disproportionate power distribution among such firms? The book is strategic in nature and highlights the resources defining the strategies of successful platform business firms. In doing so, it provides a field guide for



entrepreneurs and managers embarking on building a platform, by providing a portfolio of decisions to make. Though the frameworks could be generalized, the book focuses on platform businesses, rather than societal platforms. With a few extensions, it is possible that these frameworks could be easily applied to non-profit and or social enterprises as well.

### XI-E Working Papers

Sl. No.	Author	Title	IIMB Working Paper No.	Year
XI-E1	Patvardhan, Shubha	Imagination: The Cognitive Microfoundations of Forward-Looking Agency	684	2023
XI-E2	Anubha Shokhand, Kaushik, Nilam and Satyam Mukherjee	Unpacking Novelty: University vs. Industry Publications and Field-Effects of Industry Publishing	701	2024

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

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
XI-F1	Krishnan, Rishikesha T	IIMB wants to use online education to create more impact in sectors that need better managerial skills	<i>The Hindu (Print)</i>	March 29, 2023
XI-F2	Krishnan, Rishikesha T	50 Years Of IIM Bangalore: Creating A Robust Supply Line For India Inc	<i>The Financial Express (Print)</i>	June 6, 2023
XI-F3	Krishnan, Rishikesha T	A quantum leap in tech research	<i>Deccan Herald</i>	July 3, 2023
XI-F4	Krishnan, Rishikesha T	How IIM Bangalore is balancing global and local perspectives in management education	<i>The Hindu Business Line (Podcast)</i>	October 8, 2023
XI-F5	Krishnan, Rishikesha T	IIM Bengaluru at 50 How India can stem the brain drain?	<i>Yoursotry (Video)</i>	October 25, 2023

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
XI-F6	Krishnan, Rishiksha T	IIM Bangalore at 50: Director Rishiksha Krishnan speaks on industry, management landscape, and UG Plans	<i>Times Now</i>	October 26, 2023
XI-F7	Krishnan, Rishiksha T	IIM Bangalore to offer UG Courses on Economics, Data sciences and more by 2025	<i>Times Now</i>	October 26, 2023
XI-F8	Krishnan, Rishiksha T	From setting up campus to being top-ranked: IIM Bangalore director Rishiksha T Krishnan reflects on Insutitue's 50-year long journey	<i>Indian Express</i>	October 28, 2023
XI-F9	Krishnan, Rishiksha T	IIM Bangalore completes 50 years	<i>Prajavani</i>	October 28, 2023
XI-F10	Krishnan, Rishiksha T	How India can nurture top-ranked S&T clusters	<i>Deccan Herald</i>	November 8, 2023
XI-F11	Krishnan, Rishiksha T	Top B-Schools get set for industry 5.0	<i>Business World</i>	December 5, 2023
XI-F12	Krishnan, Rishiksha T	Bengaluru still has a way to go before it becomes a global education hub	<i>Deccan Herald</i>	February 2024
XI-F13	Raj, Prateek	Marriage equality: We won't win this battle from the shadows	<i>Indian Express</i>	October 20, 2023

### 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	Prabhu, Ganesh N	CII-COEL OutThink: Identifying and Navigating Strategic Inflection Points in Business. Introduction and Fireside Chat with Steve Mckee	Kolkata	July 14, 2023

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
XI-H2	Prabhu, Ganesh N	Talk on Careers in Academics	India Strategy Conference at IIM Bangalore	December 14-17, 2023
XI-H3	Prabhu, Ganesh N	Talk on Product Design for Sustainability	IIM Bangalore	January 4, 2024
XI-H4	Jose P D	Keynote Speaker	AP event on Sustainable Transformations	2023
XI-H5	Raj, Prateek	Role of vertical interindustry linkages in capabilities spill over and firm heterogeneity	Stigler Center Affiliate Fellow Virtual Workshop, University of Chicago	April 5, 2023
XI-H6	Raj, Prateek	Census and Saliency of Caste: India's imagined communities	Department of Entrepreneurship and Innovation, Cardiff Business School	September 26, 2023
XI-H7	Raj, Prateek	Role of Formalization in rise of firms and markets	International Conference on Corporate Governance and Sustainability, IIM Bangalore	January 13, 2024
XI-H8	Raj, Prateek	Workshop in Quantitative Research Design	India Strategy Conference, IIM Bangalore	December 14, 2023
XI-H9	Raj, Prateek	Measuring the impact of lithography on non-Alphabetic societies	Stigler Center Affiliate Fellows Conference, University of Chicago	September 21, 2023
XI-H10	Raj, Prateek	Enablers and Obstacles for UK-India trade: Role of credit and networks	King's India Institute, India's Political Economy Workshop, King's College London	June 15, 2023
XI-H11	Srinivasan R	Hosted the Ministerial Delegation of Education Ministers, Bureaucrats, and Presidents of Bavarian Universities	IIM Bangalore	March 26, 2024
XI-H12	Srinivasan R	Represented IIMB and CDPG	India Digital Summit, IAMAI, Mumbai	February 27-28, 2024



Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
XI-H13	Srinivasan R	Hosted the ISPIRT DPI offsite	IIM Bangalore	February 6-7, 2024
XI-H14	Srinivasan R	Curated and moderated the practitioner track	India Strategy Conference, IIM Bangalore	December 15, 2023
XI-H15	Srinivasan R	USC Symposium on Teaching/ Research on Digital Platforms	New Delhi	October 4-5, 2023
XI-H16	Srinivasan R	DOTI Hackathon	Michelin Global, Pune	September 4, 2023
XI-H17	Srinivasan R	Invited talk on Teaching effectively	NITIE (IIM Mumbai)	July 31 – August 2, 2023
XI-H18	Srinivasan R	Keynote speech	ONDC Academy Launch, ONDC, New Delhi	July 21, 2023
XI-H19	Srinivasan R	New Faculty Orientation sessions	IIM Lucknow	June 22-23, 2023
XI-H20	Srinivasan R	Power of protocols: India experience	DataX@ADB, Hyderabad	May 15-16, 2023
XI-H21	George, Rejie, Abu Rehan Abbasi and Mani, Dalhia	Small Worlds and the Dynamics of Ownership Networks during Institutional Transitions in India	India Strategy Conference 2023, IIM Bangalore	December 14-17, 2023
XI-H22	Krishnan, Rishikesha T	Keynote Address	Entrepreneurship Innovation and Society Conference, BML Munjal University, Gurugram, Haryana	April 27- 28, 2023
XI-H23	Krishnan, Rishikesha T	Moderator of Panel on Building Platforms to Drive Innovation (In person)	SummitUp, NSRCEL, IIM Bangalore	May 5, 2023
XI-H24	Krishnan, Rishikesha T	Panel on Academic Leadership and Institutional Building (online)	13 <sup>th</sup> Conference of Excellence in Research and Education (CERE), IIM Indore	June 9, 2023

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
XI-H25	Krishnan, Rishikesha T	Keynote address on Building an Impactful Academic Career (online)	PhD Student welcome and orientation, IIM Sambalpur	August 5, 2023
XI-H26	Krishnan, Rishikesha T	Valedictory Address on Towards an Indian Innovation Policy (In person)	18 <sup>th</sup> Annual Public Policy Conference	August 24, 2023
XI-H27	Krishnan, Rishikesha T	Chief Guest (In person)	Inauguration of Centre for Employable Skills and Career Development, Don Bosco College, TC Palya, Bengaluru	September 30, 2023
XI-H28	Krishnan, Rishikesha T	Special Address (In person)	20 <sup>th</sup> Globelics International Conference, Gulati Institute of Finance & Taxation, Thiruvananthapuram	October 11, 2023
XI-H29	Krishnan, Rishikesha T	Chief Guest: Delivered keynote address on Evolving Frontiers of Management Education (In person)	2 <sup>nd</sup> Lincoln International Higher Education Practices Conference, Welinkar Institute of Manager Development and Research, Bengaluru	November 2, 2023
XI-H30	Krishnan, Rishikesha T	Panelist (In person)	ISB Insights Forum, Indian School of Business, Mohali	November 24, 2023
XI-H31	Krishnan, Rishikesha T	Seminar talk on The Changing Contours of Innovation in India (online)	Nottingham University Seminar Series, Nottingham University, UK	November 30, 2023
XI-H32	Krishnan, Rishikesha T	Keynote talk (In person)	International Conference on Design Thinking, SOIL Institute of Management, Manesar	December 8, 2023

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
XI-H33	Krishnan, Rishiksha T	Talk on Startups as a Driver of Indian Technological Leadership and fireside chat with Mr. Kris Gopalakrishnan (In person)	International Confluence Conference of Startups, IIT Madras	December 13, 2023
XI-H34	Krishnan, Rishiksha T	Panelist (In person)	I4AM24 Conference, Indian Institute of Science, Bengaluru	January 12, 2024
XI-H35	Krishnan, Rishiksha T	Keynote Address (online)	DST-UoH CPR Symposium on Science, Technology and Innovation in India, Centre for Policy Research, University of Hyderabad	February 27, 2024
XI-H36	Krishnan, Rishiksha T	Invited talk on Strategic Change in Higher Education Institutions (online)	Nurturing Future Leadership Programme of MoE, Department of Management Studies, IIT Delhi	March 20, 2024
XI-H37	Krishnan, Rishiksha T	Co-chair and participant: Our Common Digital Future: Affordable, Accessible and Inclusive Digital Public Infrastructure	Mid-year Conference of T20 task force Thinktank20 / Observer Research Foundation	May 12, 2023
XI-H38	Krishnan, Rishiksha T	Inaugural Address on Can India become an Innovation Powerhouse NIAS-DST Training Programme for Directors / Chief Scientists	National Institute of Advanced Studies	September 11, 2023
XI-H39	Krishnan, Rishiksha T	Chief Guest. Delivered Foundation Day lecture on Can Indian become an Innovation Powerhouse?	CSIR Foundation Day, Central Food Technology Research Institute, Mysuru	October 21, 2023

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
XI-H40	Krishnan, Rishikesha T	Chief Guest. Delivered Institute Day lecture on The Role of Technological Innovation in Building Viksit Bharat	CPRI Institute Day, Central Power Research Institute, Bengaluru	January 16, 2024
XI-H41	Krishnan, Rishikesha T	Inaugural Address on Innovation as Transformation	NIAS DST Training Programme, National Institute of Advances Studies, Bengaluru	February 5, 2024
XI-H42	Krishnan, Rishikesha T	Chief Guest. Delivered Institute Day lecture	NIMHANS Institute Day, National Institute of Mental Health and Neurological Sciences, NIMHANS, Bengaluru	February 14, 2024
XI-H43	Krishnan, Rishikesha T	Panellist (Online)	Leadership & Innovation Conference, Wells Fargo Bank	June 2023
XI-H44	Krishnan, Rishikesha T	Chief Guest and Keynote address on Leadership Amidst Digital Transformation & ESG Challenges	JK Organization National HR Meet, JK Organization (JK Tyres Ltd.)	August 22, 2023
XI-H45	Krishnan, Rishikesha T	Chief Guest (In person)	Opening Ceremony of New Facility, Forus Health	January 20,2024
XI-H46	Krishnan, Rishikesha T	Panellist in discussion on Innovation and Accessibility: Bengaluru as a Premier Destination for Higher Education	Bengaluru 2024 Summit, Deccan Herald	February 17, 2024
XI-H47	Krishnan, Rishikesha T	Keynote Address on The Future of Education	Careerlauncher Annual Conference, CL Educate Ltd.	February 19, 2024
XI-H48	Krishnan, Rishikesha T	Talk on Leading Innovation in a Rapidly Changing Technological Landscape	Tektronix Annual Conference, Tektronix India	March 4, 2024

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
XI-H49	Krishnan, Rishiksha T	Panelist and release of White Paper on Industry Academia Interaction	Global Science, Research and Innovation Summit, CII	May 2023
XI-H50	Krishnan, Rishiksha T	Invited talk on Innovation in India	Meeting on Unleashing Innovation Internally and Externally through Ecosystems Asia Innovation Council, The Conference Board	May 19, 2023
XI-H51	Krishnan, Rishiksha T	Panelist on Technology and the Role of Academia-Industry Collaboration	CII Annual Meet, CII	May 24, 2023
XI-H52	Krishnan, Rishiksha T	Panelist on “Emerging Trends in Company Startup Collaboration	CII Startup Summit, CII Centre of Excellence for Entrepreneurship, Innovation and Startups	May 24, 2023
XI-H53	Krishnan, Rishiksha T	Chaired expert session	Bangalore Management Association (BMA) Seminar on Karnataka @100, BMA	September 21, 2023
XI-H54	Krishnan, Rishiksha T	Panelist & Discussant	13th CII National Higher Education Summit 2023, CII	December 16, 2023
XI-H55	Krishnan, Rishiksha T	Panelist	TiE Global Launch of EdVentures, TiE Bengaluru	February 29, 2024
XI-H56	Krishnan, Rishiksha T	Invited talk on Leading Innovation in the Digital Era	Invited Lecture Series, Bangalore Chamber of Industry & Commerce	March 15, 2024
XI-H57	Krishnan, Rishiksha T	Chief Guest and Keynote Speaker	Innovation Day - Vikram Sarabhai Space Centre ISRO, VSSC, ISRO	July 5, 2023

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
XI-H58	Krishnan, Rishikesha T	Panelist, Panel on Enhancing the Research Landscape in India's Academic Ecosystem	India Research Conclave 2023, Ministry of Education, GoI & Springer Nature, at Bhubaneswar	August 26, 2023
XI-H59	Krishnan, Rishikesha T	Speaker Launch of Global Innovation Index India Report	Niti Aayog & CII	September 29, 2023
XI-H60	Krishnan, Rishikesha T	Keynote Address on Innovation Excellence	Launch of CSIR JIGYASA Hackathon, CSIR	January 5, 2024
XI-H61	Krishnan, Rishikesha T	Keynote on Building Global Consumer Brands from India	NICE Conference on Building Brand India by Catalysing Cultural Entrepreneurship at Bangalore, Network of Indian Cultural Enterprises (NICE)	May 26, 2023
XI-H62	Krishnan, Rishikesha T	Panelist in panel on panel on Leveraging Industry/academia partnerships to join the ranks of Innovation leader countries	India Global Innovation Connect - IGIC 2023 at Bangalore, Smadja & Smadja	June 1, 2023
XI-H63	Krishnan, Rishikesha T	Chief Guest: Prize Day @ Vidya Mandir	Vidya Mandir Senior Secondary School, Chennai	June 17, 2023
XI-H64	Krishnan, Rishikesha T	Chief Guest & Keynote speak on Indian Education at the Crossroads	Felicitation & Book Release in Honour of Prof. MS Iyengar, former Principal	July 16, 2023
XI-H65	Krishnan, Rishikesha T	Chief Guest: Inauguration of MineRVa - RV Centre for Leadership & Executive Education	RV Trust, Bangalore	September 8, 2023

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
XI-H66	Krishnan, Rishiksha T	Fireside chat with Dr. R A Mashelkar & Hersh Haladker, authors of <i>Exprovement</i>	Bangalore Business Literature Festival	September 9, 2023
XI-H67	Krishnan, Rishiksha T	Panelist - Rattling the Audible Ball in Assistive Tech	Bengaluru Tech Summit 2023, Govt. of Karnataka and Industry Bodies	December 1, 2023
XI-H68	Krishnan, Rishiksha T	Panelist: 3rd ZIBS Global Deans Forum	Zhejiang University International Business School	January 13, 2024
XI-H69	Krishnan, Rishiksha T	Fireside Chat on Building the Innovation and Entrepreneurship Ecosystem	NITKconnect 2024, NIT Surathkal	February 3, 2024
XI-H70	Kalubandi, Sai Chittaranjan and Ravi H	Internationalization of Business Group Affiliates: An Empirical Investigation of the Influence of Ownership Structure	AIB 2023 Annual Meeting, Warsaw, PL	July 5-9, 2023
XI-H71	Kalubandi, Sai Chittaranjan, Sharma, D., Edacherian, S., and Karna, A	International Entrepreneurship and Firm Performance: A Meta-Analytic Investigation of Internationalization Knowledge and Home Country Institutions	AIB 2023 Annual Meeting, Warsaw, PL	July 5-9, 2023
XI-H72	Kalubandi, Sai Chittaranjan, Karna, A., Sugathan, A., Basant, R., and Levasseur, L.	A resource allocation perspective of Corporate Social Responsibility	AOM 2023 Annual Meeting, Boston, MA.	August 4-8, 2023
XI-H73	Sugathan, A., Kalubandi, Sai Chittaranjan and Turaga, R. M.	Corporate Social Intangible Resource Sharing Across Common Group Identity	AOM 2023 Annual Meeting, Boston, MA	August 4-8, 2023
XI-H74	Levasseur, L., Karami, M. and Kalubandi, Sai Chittaranjan	The Impact of Entrepreneur's Time Perspective on Insomnia and Psychological Capital	AOM 2023 Annual Meeting, Boston, MA	August 4-8, 2023



Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
XI-H75	Ravi, H., and <b>Kalubandi, Sai Chittaranjan</b>	Internationalization of Business Group Affiliates: The influence of ownership structure	INDAM 2024, Goa	January 11-13, 2024
XI-H76	<b>Kalubandi, Sai Chittaranjan</b>	Presented a session on Meta-analysis	Doctoral Consortium of INDAM 2024 Annual Conference at Goa	January 11-13, 2024
XI-H77	<b>Kalubandi, Sai Chittaranjan</b> and Amit Karna	Jointly handled a workshop on meta- analysis at the inaugural India Strategy Conference	IIM Bangalore	December 14-17, 2023
XI-H78	Smriti, V., and <b>Yayavaram, Sai</b>	Attaining optimal distinctiveness in technological positioning: A multi- dimensional perspective	Academy of Management 2023 Annual Conference, Boston, US	August 4-8, 2023
XI-H79	Gaurav, G.B., Raj, P., and <b>Yayavaram, Sai</b>	Implications of Capability Spillovers in Vertical Linkages for Heterogeneity in Firm Capabilities	Academy of Management 2023 Annual Conference, Boston, US	August 4-8, 2023
XI-H80	<b>Yadav, Sandeep</b> and Srivastava, J.	When Does Firm Internationalization Impact Corporate Social Responsibility? A Home Country Institutional Perspective	AIB Annual Meeting, SGH Warsaw, Poland	July 5-9, 2023
XI-H81	<b>Yadav, Sandeep</b> and Rameshan, P.	Pro-market reform and first cross-border acquisition speed of emerging market firms: Exploring intergroup and intragroup heterogeneity	AIB Annual Meeting, SGH Warsaw, Poland	July 5-9, 2023
XI-H82	<b>Yadav, Sandeep,</b> Upadhyayula, RS., and Kumar, V.	Impact of institutional reform scope, speed, and fragility on cross-border acquisitions speed of emerging market firms	AIB Annual Meeting, SGH Warsaw, Poland	July 5-9, 2023

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
XI-H83	Yadav, Sandeep	When does entry timing impacts export performance of emerging market SMEs: A dynamic capability perspective	INDAM 2024, GIM Goa	January 11-13, 2024
XI-H84	Yadav, Sandeep	Pro-Market Reform and First Cross-Border Acquisition Speed Of Business Group Firms, India Strategy Conference (ISC)	IIM Bangalore	December 14-17, 2023
XI-H85	Patvardhan, Shubha	Panelist: STR and OMT Divisions Distinctiveness Dialogue	Richard Whittington Oxford University Oxford	May 17, 2023
XI-H86	Patvardhan, Shubha	Qualitative Research Methods Workshop	India Strategy Conference, IIM Bangalore	December 14, 2023
XI-H87	Patvardhan, Shubha	Talk on Exploring Imagination and its implications for Strategic Management	Guest Speaker Series, University of Virginia	March 23, 2024
XI-H88	Kang H. Y., Sohn E., and Venkataraman, Vijay	Innovation Challenge in Nascent Ecosystems: DARPA and the Rise of Autonomous Vehicles Ecosystem	Junior Innovation Economics Conference, Harvard, Boston, USA	May 2023
XI-H89	A. Lamin, Venkataraman, Vijay and Benegal S.,	The Evolution of Agglomeration and Location Choice Among Emerging Market Firms: Software Firms in Bangalore	Industry Studies Association Annual Conference, Columbus, OH, USA	May 31- June 2, 2023
XI-H90	A. Lamin, Venkataraman, Vijay and Benegal S.,	Does Age Really Matter? Start-up Location Decisions and the Presence of Older vs. Younger Firms	SMS Annual Conference, Toronto, Canada	September 30 - October 3, 2023

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
XI-H91	Nayak S. and Venkataraman, Vijay	Sustainability liability? The role of social movements in start-up funding	DRUID Conference, Lisbon, Portugal	June 10-12, 2023
XI-H92	Venkataraman, Vijay	Invited for Panel Discussion	Bioconnect 2023, Thiruvananthapuram, Kerala. Organized by KSIDC (Kerala State Industrial Development Corporation)	May 2023

### XI-I Articles in Conference Proceedings

Sl. No.	Authors	Title of Paper	Details of the Conference Proceedings
XI-I-1	A. Lamin, Venkataraman, Vijay and Benegal S.,	The Evolution of Agglomeration and Location Choice among Emerging Market Firms: Software Firms in Bangalore	Academy of Management Annual Conference, Boston, MA, USA, August 2023
XI-I-2	A. Lamin, Venkataraman, Vijay and Benegal S.,	Bangalore as the Software Capital: Dynamic Location Choices Among Domestic Start-Ups	Academy of Management Annual Conference, Boston, MA, USA, August 2023
XI-I-3	Nayak S., and Venkataraman, Vijay	The emergence of Tel Aviv as the Vegan Capital: The Role of Social Movements	Academy of Management Annual Conference, Boston, MA, USA. August 2023

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

- XI-J1** Title: **Apollo Hospitals: The Journey of Digital Transformation**
- Author: **Srinivasan R** and Amar Saxena
- Summary: This case is about the digital transformation at Apollo Hospitals (Chennai Main) facility. The case enumerates the various digitalization initiatives with the view to highlight how a successful digitalization project will result in all three possible outcomes - cost reduction/ efficiency improvement, product/ brand differentiation leading to high

willingness to pay for the products and services, and improvement in patient/ consultant experience. Most digitalization initiatives would be focused on only one of these, but this case is an instance where there has been an equal focus on all these three outcomes.

**XI-J2 Title: Gram Oorja: Energy Access for Remote Rural India**

**Author: Smita Chaudhry, and Ganesh N Prabhu**

**Summary:** Gram Oorja's mission was to make energy available to people in remote areas in India where the government power supply grid had not reached. They installed solar microgrids and biogas plants in locations where these technologies were found to be viable. The microgrid projects were funded primarily through corporate social responsibility spending by interested corporates approached by Gram Oorja. The community of households receiving electricity was made responsible and accountable for maintaining the grid and replacing batteries by charging users on consumption measured with meters. The case discusses the inception of Gram Oorja and the evolution of their unique community-based business model. It describes the process of project implementation and the post-implementation activities. The case also presents the perspective of the consumers and highlights the potential for long term development of remote rural locations through energy access. New domains of energy access including irrigation and biogas, along with future plans are also discussed. The financial performance of Gram Oorja over the years gives an indication of its journey of learning and growth. Lastly, the case highlights the challenges being faced by the organization in an evolving environment. It challenges students to find new pathways for Gram Oorja to grow towards its mission.

**XI-J3 Title: Satyukttm: Platformization of AI in Agriculture**

**Author: Srinivasan R, Pramoth Joseph and Sandeep Lakshmipathy**

**Summary:** The case on Satyukt analyzes the platform business model in the context of Agriculture by capitalizing on remote sensing data and how the founders built up a successful business that benefits farmers, agri-business and insurance companies. The founders kickstarted the platform business solving one use case and acquired a set of users. Satyukt leveraged the data and the initial set of users further to solve additional use cases benefitting other players in the ecosystem. When used in a Platform Business Models course, this case can help students understand a key platform strategy called "coring". It can help draw

attention to key focus areas in a business model which could be “cored” to derive more benefits that could expand the reach of the platform to varied set of players. Satyukt is also a classic example of the interplay of technology (data analytics) and platform business model. This could also segue into digital platforms that thrive on analytics.

- XI-J4** Title: **DriveU: Platform Design**  
 Author: **Srinivasan R** and Satya Nandini  
 Summary: DriveU was a technology-enabled platform that provided verified drivers for a customer’s personal vehicle. A smartphone application helped customers book and track the nearest available driver with all necessary information. The DriveU app was launched on June 29, 2015, with an initial investment of USD 1 million and ten employees. Later, they expanded to Chennai, Mumbai, Delhi, and Hyderabad. They also had a Driver Partner app for the use of drivers. Right from the first month of operations, they had positive unit economics. Starting in April 2022, DriveU actively expanding into other car owner services like car care, car service, motor insurance, and used car sales/buying through a super app. The case discusses DriveU’s choices on expanding into new markets, penetrating markets that they are already present in, and/ or consolidating (with more services) in markets where they are dominant.

**XI-K Leading Journal Publications**

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

- XI-K1** Authors: Kevin Boudreau and **Nilam Kaushik**  
 Title: **Gender Differences in Responses to Competitive Organization? Field Experimental Evidence on Differences Across Fields from a Product Development Platform**  
 Journal: *Organization Science*  
 Abstract: Prior research, primarily based on laboratory experiments of children and students, suggests that women might be more averse to competition than are men; women might, instead, be more inclined toward collaboration. Were these findings to generalize to working-age men and women across the workforce, there could be profound implications for organizational design and personnel management.

We report on a field experiment in which 97,678 adults from a wide range of fields of training and career stages were invited to join a product development platform. Individuals were randomly assigned to treatments framing the opportunity as either involving competitive or collaborative interactions with other participants. Among those outside of Science, Technology, Engineering, and Math (STEM) fields, we find differences in the willingness of men and women to participate under competition. Thus, patterns in non-STEM fields conform to the usual claims of gender differences. However, among those in STEM fields, we find no statistical gender differences. Results hold under a series of alternative specifications, controls, and stratified analyses of 17 narrowly defined STEM subfields. The results are consistent with sorting into fields on the basis of competitiveness, as suggested by prior research, as well as other explanations we discuss. Overall, heterogeneity among women and heterogeneity among men appear to be at least as important as population-wide gender differences.

Listings: **Financial Times 50**

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

- XI-L1 Prof. Nilam Kaushik**, International Recognition, Poets and Quants, Best 40 Under 40 MBA Professors.
- XI-L2 Prof. Nilam Kaushik**, International Recognition, Young Woman Researcher in Innovation Management award at 9th Venus International Women Awards.
- XI-L3 Prof. R Srinivasan**, Awarded the first ever Innovation Influencer Award by the FAU and LZe.eV for over a decade of engagement with German academia and industry Citation and cash award (5000 Euros).
- XI-L4 Prof. R Srinivasan**, Distinguished Alumni Award, IIFM Bhopal.
- XI-L5 Prof. Sandeep Yadav**, Best paper (Internationalization and Global Strategy Track) in the India Strategy Conference, 2023: Pro-market reform and first cross-border acquisition speed of Indian business group firms: Exploring intergroup and intragroup heterogeneities.
- XI-L6 Prof. Shubha Patvardhan**, Teaching Excellence Award at IIM Bangalore.
- XI-L7 Prof. Vijay Venkataraman**, Best Paper Award, Academy of Management Annual Conference, Boston, MA, USA, 2023. Sponsored by IM Division, GWU CIBER.

**XI-M Doctoral Theses Completed by PhD Students during 2023–2024**

Sl. No.	Name of the Student	Dissertation Title	Members of the DAC Committee
XI-M1	Bibek Bhattacharya	Essays on Antecedents on Nonmarket Choices of Indian Firms	Dalhia Mani, Rejie George, Prateek Raj
XI-M2	Vikas Namadeva Prabhu	On Orchestrating Ecosystems	Srinivasan R, Rishikesh T Krishnan, Srivardhini K Jha, Kathrin Moslein (External)
XI-M3	Himanshu Shekhar	Essays on Impact of Corporate Governance on Environmental Disclosures: The Role of Institutional and Organizational Contexts	PD Jose, Rejie George, Soham Sahoo

**XI-N Dissertation Proposals by Doctoral Students during 2023–2024**

Sl. No.	Name of the Student	Topic	Date
XI-N1	Anubha Shokhand	Essays on University-Industry Engagement	March 15, 2024

**XI-O Papers Presented by Doctoral Students in Conference/Seminar during 2023–2024**

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
XI-O1	Gaurav G B, Prof. Prateek Raj, and Prof. Sai Yayavaram	Capabilities Spillovers in Vertical Inter-industry Networks	83rd Annual Meeting of the Academy of Management, Boston, USA, Virtual	August 2023
XI-O2	Gaurav G B and Prof. Sai Yayavaram	CEO's Business Education and Firm Capabilities: The Role of Industry Contingencies	Academy of Management OMT Division Paper Development Workshop, Singapore	December 2023



Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
XI-O3	Gaurav G B, Prof. Prateek Raj, and Prof. Sai Yayavaram	Capabilities Spillovers in Interindustry Networks	36th Australia & New Zealand Academy of Management Conference, Wellington, New Zealand	December 2023
XI-O4	Roma Mondal	Locational Strategies of Bangalore	Academy of Management OMT Division Paper Development Workshop, Singapore	December 2023
XI-O5	Anubha Shokhand	Creating Novel Knowledge at the University-Industry Boundary	ISPIM Innovation Conference, Ljubljana, Slovenia	June 2023
XI-O6	Anubha Shokhand	Industry Involvement and Novelty in Science	Research Policy Paper Development Workshop, Virtual	October 2023
XI-O7	Sonal Nayak and Vijayaraghavan Venkataraman	Sustainability Liability? The Role of Social Movements in Start-up Funding	DRUID, Lisbon, Portugal	June 2023
XI-O8	Sonal Nayak and Vijayaraghavan Venkataraman	Tel Aviv: The Vegan Capital	83rd Annual Meeting of the Academy of Management, Boston, USA	August 2023
XI-O9	Himanshu Shekhar	Custom Governance: How Do Independent Directors and Institutional Investors Work Together to Facilitate Voluntary Disclosures?	India Strategy Conference, IIM Bangalore	December 2023
XI-O10	Himanshu Shekhar	From Seat to Say: Do National Cultures Influence the Voluntary Disclosure Expectation from Boards?	83rd Annual Meeting of the Academy of Management, Boston, USA	August 2023

**XI-P Publications by Doctoral Students (Journal articles/book chapters/cases/book reviews) during 2023–2024**

Sl. No.	Name of the Student	Title of the Paper	Name of the Journal/Book	Publications Details
XI-P1	Himanshu Shekhar, K Satyanarayana and Deepak Chandrashekhar	Role and Contributions of an Incubator in Academic Intrapreneurship–An Examination	<i>Technovation</i>	Elsevier, July 2023

**XI-Q Awards, Honours, and Achievements by Doctoral Students in 2023–2024**

Sl. No.	Name of the Student	Details of the Award	Date
XI-Q1	Himanshu Shekhar	Scholarship: WIPRO Sustainability Fellowship 2024, IIM Bangalore	August 2023
XI-Q2	Sonal Nayak	Scholarship to attend Doctoral Consortium at the Academy of Management Annual Meeting, Boston	August 2023

## 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.*

## RESEARCH PROJECTS: 2023-24

CCGS has completed and submitted the following Research Projects:

- Corporate Risk Disclosure and Corporate Governance – Prof Padmini Srinivasan
- Developing a Gender Diversity Index – Prof Vasanthi Srinivasan

## CCGS : CEOs speak sessions : 2023-24

*Amplifying the S in ESG : Net Zero to Net Impact*

### Speakers

Mr Narayan P S, Global Head-ESG, Wipro Ltd; Ms Madhura Mitra, Director-Climate Change & Sustainability, PwC India; Mr Rajesh Ayapilla, Director – Sustainability & CSR, Coca Cola India; Mr Alok Kumar, Managing Director & Head, Global Analytical Services, Moody’s RMS



## CEOs Thought Leadership Discussion on Corporate Governance

- CCGS organised a CEOs’ Roundtable – a thought leadership discussion on corporate governance.
- The session deliberated on the status of corporate governance in India, the Role of Independent Directors, Boards, & Management, the Evolution of Boards in the current world, Board Diversity, and Shareholder Activism.
- The session was addressed by some of the leading CEOs from Industry and Financial institutions.



### ***YOUNG DIRECTORS FORUM (YDF): 2023-24***

- YDF was launched in April 2023 by Mr Suresh Narayanan, Chairman & MD, Nestle India. YDF is a group of members aspire to become Directors to serve on Board functions. A forum for capacity development and to give experience and exposure to members on corporate governance & sustainability practices, policies, and culture.
- Through multiple webinar sessions spread over a year, YDF covered topics such as the evolution and imperative of Corporate Governance, Role of Independent Directors; Internal Control, Risk Management & Role of Board Committees, Financial Statement – Analysis, Interpretation, and Communication by the Board; Cyber Security, IT Governance & Leadership; Directors’ Duties, care and skill set in the conduct of business; Board role in succession planning and talent management; ESG; Managing Boards Dynamics; integrity in the board room; private boards Vs public boards
- 32 participants across India from different sectors of industry, academia and government were part of the first batch of YDF



### *CCGS INTERNATIONAL CONFERENCE: The Changing Landscape of Corporate Governance & Sustainability*

- To mark the 20<sup>th</sup> anniversary of the Centre, CCGS organised a two-day international conference titled “The Changing Landscape of Corporate Governance & Sustainability: Walking the Talk” on 12 & 13 January 2024 at IIM Bangalore.
- The conference featured paper presentations and talks by leaders from corporates and renowned academicians from India and abroad deliberating on corporate governance and sustainability trends and challenges.
- Over 300 delegates from industry, academia, and other sectors attended the conference.





**INTERNATIONAL CONFERENCE ON  
THE CHANGING LANDSCAPE OF CORPORATE GOVERNANCE &  
SUSTAINABILITY: WALKING THE TALK**  
12 - 13 JANUARY 2024 : IIM BANGALORE, INDIA



Centre for  
Corporate  
Governance  
and Sustainability

### SPEAKERS

 <b>Raghuram Rajan</b> <small>Katherine Dusak Miller Distinguished Service Professor of Finance Chicago Booth School of Business</small>	 <b>C K Venkataraman</b> <small>CEO &amp; MD The Titan Company</small>	 <b>Sanjai Bhagat</b> <small>Professor - Finance Leeds School of Business</small>	 <b>Krishnakumar Natarajan</b> <small>Managing Partner Mela Ventures</small>
 <b>Suchismita Mishra</b> <small>Associate Dean - Faculty Affairs FIU College of Business</small>	 <b>Daisy Chittilapilly</b> <small>President CISCO India &amp; SAARC</small>	 <b>J N Gupta</b> <small>Founder &amp; MD Stakeholder Empowerment Services</small>	 <b>Raghavendra Rau</b> <small>Professor - Finance Cambridge Judge Business School</small>
 <b>Manaswini Bhalla</b> <small>Associate Professor - Economics IIM Bangalore</small>	 <b>Till Talaulicar</b> <small>Professor - O &amp; M University of Erfurt</small>	 <b>Anirbhan Ghosh</b> <small>Head - Centre for Sustainability Mahindra University</small>	 <b>Ajay Nanavati</b> <small>Former Chairman, Syndicate Bank &amp; Former MD, 3M India</small>
 <b>P S Narayan</b> <small>Global Head - ESG Wipro Ltd</small>	 <b>R Narayanaswamy</b> <small>Professor (Retd) - Finance &amp; Accounting IIM Bangalore</small>	 <b>Gagandeep Bhullar</b> <small>Founder Super HumanRace Pvt Ltd</small>	 <b>Dwarakanath Chennur</b> <small>Council Member ICSI</small>

### Conference Chairs

 <b>Prof Padmini Srinivasan</b> <small>Chairperson, Centre for Corporate Governance &amp; Sustainability, IIM Bangalore</small>	 <b>Prof Krishnan Dandapani</b> <small>Professor of Finance FIU College of Business</small>
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### *IIMB-IICA Capability Building Programme on Enhancing Board Focus on Enterprise Risk Management*

- CCGS, in association with IICA, successfully organised a one-day programme on “Enhancing Board Focus on Enterprise Risk Management” on 19<sup>th</sup> January 2024 at IIM Bangalore.
- The programme provided a deep, insightful and interactive experience to participants on the subjects of Emerging Trends in ERM, Cyber Security and Technology Risks, Risks and ESG, Legal and compliance Risks and Evolving Trends in Corporate Governance and the Role of Boards.
- The sessions were conducted by Prof. S. Sadagopan, Former Director of IIIT Bangalore; Prof. Padmini Srinivasan, Professor (Finance & Accounting), IIM Bangalore; Prof. Anil Suraj, Associate Professor (Public Policy), IIM Bangalore; Mr Anand Jangid, Managing Partner, AJA Consulting and Prof Niraj Gupta, Head- School of Corporate Governance & Public Policy, IICA.
- The programme was attended by CEOs, CFOs, and Independent Directors from the Public and Private sectors.



Centre for Corporate and Governance and Citizenship (CCGC)



## 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 Analytics and Intelligence, Artificial Intelligence, Generative AI, Agentic AI 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 Artificial Intelligence 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 explore the effectiveness of naturopathy in addressing lifestyle-related health issues; analyse the data of game of rummy & assess the business strategy & skills that is used in the game; Forecasting as a Service & Price Freight forecasting; and Supply Chain Resilience . The centre aims to be a worldwide hub for Business Analytics and Intelligence, Artificial Intelligence research in India.*

## XIII-A Research and Consulting Projects

### XIII-A1 Research Project Cauvery Nature Cure

The Cauvery Naturopathy Project aims to explore the effectiveness of naturopathy in addressing lifestyle-related health issues through natural therapeutic methods such as meditation, massages, and diet-based interventions. With the rising prevalence of chronic diseases like diabetes, arthritis, stress, hypertension, and obesity, there is a growing need for holistic, non-invasive, and sustainable treatment approaches. This project seeks to scientifically validate the impact of naturopathy on patient well-being, leveraging evidence-based research to demonstrate its effectiveness in curing diseases and promoting overall health. By doing so, it aims to enhance patient outcomes, reduce dependency on pharmaceuticals, and contribute to a more preventive and wellness-focused healthcare model.

### XIII-A2 Skill Online Games Institute - 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 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-A4 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-H Conferences/Workshops Organized by DCAL

**XIII-H1** Fifth Women in Data Science Conference (WiDS2023) - 120+ participants benefited from the conference held on April 8, 2023.

**XIII-H2** First International Conference on Artificial Intelligence Applications in Environmental, Social, and Governance (AIESGCONF2023) - 150+ participants benefited from the conference held during December 8-9, 2023.

- XIII-H3** Tenth International Conference on Business Analytics and Intelligence (BAICONF2023) was held at Indian Institute of Science (IISc) - 175+ participants benefited from the conference held during December 18-19, 2023.
- XIII-H4** Thirteenth Symposium on Business Analytics and Intelligence - 150 participants benefited from the Symposium held during July 21-22, 2023.
- XIII-H5** Workshop on Data Visualization and Storytelling - 20 participants benefited from the workshop held during July 23-24, 2023.
- XIII-H6** Workshop on Generative AI - 34 participants benefited from the workshop held during July 23-24, 2023.
- XIII-H7** Workshop on Generative AI - 15 participants benefited from the workshop held during December 10-11, 2023.
- XIII-H8** Design Thinking on Future of Patient Safety Workshop 2024 - 250+ participants benefited from the workshop held during February 22, 2024.
- XIII-H9** MOOCS Certificate Program - Artificial Intelligence for Managers Batch 2 - April 22, 2023.

## 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
XV-B1	Saranga, Haritha, Satyajit Roy, and Sayan Chowdhury	Charting a sustainable future: Transformative policies for India's energy, agriculture, and transport sectors	<i>IIMB Management Review</i>	Vol. 36(1), March 2024, Pg. 21-38
XV-B2	Ravi Srinivasan, Ashish K Jha and Verma, Nishant K	To Talk or Not?: An Analysis of firm-initiated social media communication's impact on firm value preservation during a massive disruption across multiple firms and industries	<i>Decision Sciences</i>	Vol. 54(4), August 2023, Pg. 410-431
XV-B3	Ashish Kumar Jha and Verma, Nishant K	Social Media Platforms and User Engagement: A Multi-Platform Study on One-way Firm Sustainability Communication	<i>Information Systems Frontiers</i>	Vol. 26, February 2024, Pg. 177-194
XV-B4	Verma, Nishant K, Ashish Kumar Jha, Indranil Bose and Eric W. T. Ngai	A Market Value Analysis of Buyer-Supplier Relationship Building Awards	<i>IEEE Transactions on Engineering Management</i>	Vol. 71, 2024, Pg. 4848-4861
XV-B5	Ayesha Arora, and Jain, Tarun	Data sharing between platform and seller: An analysis of contracts, privacy, and regulation	<i>European Journal of Operational Research</i>	Vol. 313(3), March 2024, Pg.1105-1118
XV-B6	Prasenjit Mandal and Jain, Tarun	When do competing retailers benefit from sourcing through an intermediary?	<i>International Journal of Production Economics</i>	Vol. 266, December 2023, 109045, Pg. 1-16
XV-B7	Sunanda Katewa and Jain, Tarun	Wait or Invest Early? An Analysis of Product Cocreation in Online Platforms	<i>IEEE Transactions on Engineering Management</i>	Vol. 71, 2023, Pg. 4862-4875



## XIV-H Seminars/Conferences/Panel Discussion

### Research Projects

The Centre has been actively pursuing research and consultancy assignments with the government and private sector.

The following assignments have been executed / under execution during year 2023-24.

#### **The National Highways Authority of India (NHAI)**

Assessment of the socio-economic Impact of Investment in National Highways Development. This research is exploring the first order, second order, and third order social, economic, and developmental impact of National Highway Development Project (NHDP) and Bharatmala Pariyojana on the regions round it. The objective of the study is to assess the impact of national highway development on the lives and livelihoods of the people around it. The study is focusing on the developmental, environmental, social, and economic impacts of the national highway development in India. During the course of the year, our research team diligently collected over eight thousand surveys to gather primary data for our study. In addition, we meticulously compiled and analysed secondary data from various reputable sources. The integration of these two types of data enabled us to derive valuable insights and conclusions, which were subsequently presented to the National Highways Authority of India (NHAI). Currently, we are in the process of refining our results further. This includes conducting additional analysis and ensuring the accuracy and reliability of our findings. We anticipate that the final report will be ready for submission to NHAI in the early part of the next financial year. This comprehensive report will encapsulate our research outcomes, offering actionable recommendations and insights that can inform and guide NHAI's future strategies and initiatives.

Faculty Mentors: Prof. Jitamitra Desai, Prof. Kunal Dasgupta, Prof. Arpita Chatterjee and Prof. Sai Chittaranjan Kalubandi.

Start Date: July 2022 Expected End Date: July 2024

#### **The National Capital Region Transport Corporation (NCRTC)**

This assignment aims at developing, documenting, disseminating, and promoting knowledge created/gained from the planning & implementation of urban mass transit systems and Regional Rapid Transit System (RRTS) implemented by NCRTC in Delhi and the NCR region. The knowledge is being captured in the form of six case studies and one book. During the year, our team made significant strides in advancing the research project. We successfully onboarded two highly qualified post-doctoral research associates. We conducted several rounds of interviews with key officials at the National Capital Region Transport Corporation (NCRTC). These interviews were pivotal in gathering valuable insights and data for our case studies and book chapters. With a clear understanding of the business problem and well-defined storylines, we have completed the first draft of our case studies.

These case studies offer rich narratives that not only highlight the complexities of the transportation sector but also present actionable solutions. Currently, we are working on the book chapters, aiming to complete them by the early part of next year. These chapters will provide a comprehensive overview of the learning from the implementation of Regional Rapid Transit System (RRTS) by NCRTC.

Faculty Mentors: Prof. Sourav Mukherjee, Prof. Tarun Jain, Prof. Nishant Verma and Prof. Arpit Shah.

Start Date: Mar 2023 Expected End Date: July 2024

**A study to accelerate manufacturing growth in Indian states - Proposing procedural guidelines for the state of Karnataka**

The state governments play a major role in facilitating manufacturing investment and increasing the competitive ability of enterprises. The extent to which state governments help in shortening the time taken from concept to commissioning of a project and then in facilitating the ease of working of companies are key elements for investments and faster growth for a state. The study will identify the challenges and issues encountered by manufacturing sector enterprises and entrepreneurs venturing into manufacturing when implementing and operating projects. The study will include the existing regulatory and organisational framework and attempt to determine how the state government, bureaucracy, and administration could further facilitate the competitiveness of manufacturing by helping to reduce costs. The study will be conducted in a case study format based on the actual experience of private sector companies in setting up the manufacturing industry across different sectors in the last 5–10 years. This study is being sponsored by the Suzuki Foundation.

Faculty Mentors: Prof. Haritha Saranga.

Start Date: Mar 2024 Expected End Date: Feb 2025

**Case Studies Published**

During the Year, the following Case Studies were published by the faculty associated with the Centre.

Sl. No.	Name of the case	Authors
1	The Evolving Semiconductor Industry: Post-COVID Challenges for Automakers	Satyajit Roy, Haritha Saranga, Jishnu Hazra
2	Sattva eTech: Supplier Selection for Component Sourcing	Tarun Jain
3	Data Storytelling: What are the Alternatives to Crop Residue Burning in India?	Sharada Sringeswara, Sreedevi Gattu, Haritha Saranga, Dinesh Kumar Unni Krishnan

Sl. No.	Name of the case	Authors
4	Shri Ram Temple: A Fintech Solution for Large Scale Project	Ranjani K S, Neeraj Pandey, Sumi Jha, Poonam Singh, Upasna A. Agarwal, Vivek Khanzode, Manoj Tiwari, Dinesh Kumar Unni Krishnan

### Student Projects

Based on the Projects suggested by Corporate Sponsors and other Corporates, the following Student Projects (Contemporary Concerns Study - CCS) were carried out during the year:

Sl. No.	Sponsor Name	Title of the Project	Students	Faculty Mentor
1	HPCL	Vendor Performance Assessment	Shaswat Mandhanya, Roshni Bhattacharya	Tarun Jain
2	HPCL	Central Procurement for HPCL Refineries	Sushmitha Sree Gumireddy, Sai Vardhan Palli	Amar Sapra
3	HPCL	Inventory Management at HPCL Warehouses	Nikhil Raj, Aditya Yash Nalinkumar	Jishnu Hazra
4	Brittania	GHG Scope 3 emissions	Mahalakshmi K, Vivek manchandia	Jishnu Hazra
5	Schneider Electric	ISO26000 (Sustainable development) Evaluation	Pulimamidi Meghana, K Sai Sreemukh	Haritha Saranga
6	Microsoft Azure	Intelligent Data Exchange and Mapping Model	Rashi Chandola, Umang Dokania	Jishnu Hazra
7	Microsoft Azure	Competitive analysis of the Services business in the Cloud Supply Chain	Prabhakar Raj, Palak Garg	Tarun Jain
8	Bosch India	Empties management tracking	Amit Mandal, Akash Swarnakar	Amar Sapra
9	Bosch India	Warehouse management - Missing stocks	Dinesh Durai S, Elanchithiran R	Amar Sapra
10	Bosch India	Ageing of Finished goods	Rahil Sonkusare, Naveen Verma	Tarun Jain
11	Bosch India	Pull with suppliers	Hamanth Kumar, JeyaPrakash	Tarun Jain

Sl. No.	Sponsor Name	Title of the Project	Students	Faculty Mentor
12	Herbalife India	Improve Fill Rate and service levels by establishing a robust deployment planning process	Rittika Das, Mudedla Rohit Siva Ganesh	Tarun Jain
13	Herbalife India	Improve customer satisfaction score and TAT for response and resolution of supply chain related customer complaints	Ranju Kumari, Onkar Gaikwad	Amar Sapra
14	Vedanta (Foxconn Project)	Feasibility report for setting up of component 1 manufacturing in India	Keshav Gupta, Rishi Agarwal	Tarun Jain
15	Vedanta (Foxconn Project)	Feasibility report for setting up of component 2 manufacturing in India	Astitva Govind Rajput, Neha Kishor Pagar	Amar Sapra
16	McDonald India	Restaurant manager time optimization	Subarna Sahoo, Rushad Mehernosh Dumasia	Tarun Jain
17	McDonald India	Crew Labour Optimization	Swapnil Chakravarti, Supriya Basappa Kamble	Soudeep Deb
18	McDonald India	Inventory Model	Abhishek Chhattani, Ankit Pandey	Dinesh Kumar
19	L&T	Manufacturing vendors capacity Assessment and Rationalization.	Bharat T, Balaji M P	Jishnu Hazra
20	Bajaj Electricals	Sustainability in Sourcing	Debaditya Barman, Gargi Sinha Sarkar	Tarun Jain
21	Biocon Ltd	Supply chain digitisation framework	Vansh Lakhina, Ashish Sunil Pisal	Amar Sapra
22	Dell Ltd	Material Sourcing Strategy	Kotha Lokeswara Krishna Sai Ram, Lakhinana Abhishekam	Amar Sapra
23	Dell Ltd	Enhance traceability of serializable components	Aditya Adarsh, Ankur Singh	Jishnu Hazra

Sl. No.	Sponsor Name	Title of the Project	Students	Faculty Mentor
24	Dell Ltd	Dynamic Sourcing and Routing	Gayatri Kethanapalli, Arjun R U	Jitamitra Desai
25	Dell Ltd	Intelligent Inventory Reconciliation System	Rinu Joseph, Edwin G Zacharia	Amar Sapra
26	Emami Ltd	Scheduling of multi stages, multi products for optimum efficiency in manufacturing	Panchal Bonny Vinodkumar, Arvind Kumar Meena	Amar Sapra
27	Holisol Logistics Pvt. Ltd	What's the mathematical model to consolidate inventory from a 3PL perspective to support the FLF industry	Noora Nausheen, Yash Deep	Amar Sapra
28	Holisol Logistics Pvt. Ltd	Does the Sustainability program run by 3PL companies have P&L benefits in the books of accounts?	Aswin Rajeevan, A.N.V.S. Mahendra	Haritha Saranga
29	Holisol Logistics Pvt. Ltd	How a 3PL company can improve the manpower productivity in their warehouse, especially in the FLF business	Rahul Jayant, Harshita Gupta	Jishnu Hazra
30	Holisol Logistics Pvt. Ltd	What is the Current State of distribution chains for the FMCG industry and its challenges?	Saumya Soni, Tushar Bhakte	MS Shalique
31	Holisol Logistics Pvt. Ltd	Research the organization and supply chain set-up of the bigger fashion retail companies and the rationale for following these structures.	Sohan Roy, Manish Sumera	Jishnu Hazra

Sl. No.	Sponsor Name	Title of the Project	Students	Faculty Mentor
32	Holisol Logistics Pvt. Ltd	Hyperlocal fulfilment – which industry segments will adapt to this new business model?	Karthikeyan S, M Janani	Tarun Jain
33	Herbalife India	Building Circularity for the single use Plastic in Packaging	Vishal Shakya, Sudhanshu Prakash	Jitamitra Desai
34	Supply Chain Sustainability Lab at IIM Bangalore	White Paper - Roadmap for reducing India’s transportation emission intensity by half.	Gauranshi Nili, Vinay Kumar	Jitamitra Desai

### Education & Training

- The second batch of the Certificate Programme in Digital Operations and Supply Chain Management, led by Professors Tarun Jain and Prof. Shubhabrata Das, commenced successfully during the year.
- A management development program for working executives on the topic: “ESG, Climate Change, and building Future Ready Organizations” was conducted during 13th to 15th September 2023 by Prof. Haritha Saranga and Prof. Sourav Mukherjee.
- The sixth batch of the Certificate Programme in General Management Programme for Healthcare Executives, led by Professors Haritha Saranga and Prof. Ashok Thampy, was completed successfully during the year.
- The centre hosted a lecture on “The Future of Business: Embracing AI to Drive Innovation and Success,” delivered by Satish Viswanathan, Managing Director at Accenture, on July 5, 2023. The event attracted over 50 participants.
- A lecture on AI-powered Supply Chains: Transforming Operations for the Digital Era was delivered by Mr. Florent Bouguin, co-founder of the Canadian AI supercluster for supply chains (Scale AI) and Chief Technology Officer and Executive Vice President at OPTTEL, Canada, on August 18, 2023, by the centre. The lecture was attended by more than 50 participants.

- Aditya Gupta, COO, Center, spoke at several external events as part of outreach activities:

Month	Organizer	Topic	Audience Profile
Dec-23	CII Karnataka - CII Karnataka Supplycon	Towards Sustainable, Resilient and Net Zero Supply Chains	Industry Leaders
Dec-23	Peenya Industrial Association	Sustainable MSMEs: A Blueprint for Success in the Modern Business Landscape	Promoters of various MSME companies
Nov-23	Smart Freight Centre	2nd Roundtable on Emissions Accounting and ZET adoption for Freight Decarbonization in India - TEMT Tool	Freight Decarbonization Leaders
Nov-23	CII SNP	Carbon Accounting Tools	Supply Chain leaders
Oct-23	T Hub	Closing the Loop: Unpacking the Circular Economy, Business Strategies, and Entrepreneurial Pathways	Start-ups
Aug-23	EU-Resource Efficiency Initiative (EU-REI) and Indian Youth Climate Network (IYCN)	Green Jobs and Entrepreneurship	Students
Jul-23	Dell - TIDE Architecture Council - Reusability Week	Building a Business Case for Sustainability	Dell Internals Employees
Jul-23	Dell - TIDE Architecture Council - Reusability Week	Circular Economy - Rethinking the way, we produce and consume	Dell Internals Employees

### Communications

- The launch of TCI-IIMB Supply Chain Sustainability Lab was widely covered in the media before and after the launch of the event.
- The 8th Biennial Supply Chain Management Conference, themed “Innovative Strategies for Sustainable and Digital Supply Chains,” received extensive media coverage.

### Conferences / Seminars

#### The Eight Biennial Supply Chain Management Conference at IIMB

The Eight Biennial Supply Chain Management Conference was organised by the Supply Chain Management Centre and was held in person on January 5–6, 2024, at the Indian Institute of



Management, Bangalore campus. The conference witnessed very active participation from both academic researchers and industry practitioners.

The conference was co-chaired by Prof. Abhinav Anand, Finance and Accounting, and Prof. Tarun Jain, Production and Operations Management, IIM Bangalore.

The theme of the 8th Biennial Supply Chain Management Conference:

### **Innovative Strategies for Sustainable and Digital Supply Chains**

#### **Keynote Speakers**

Some marquee international speakers delivered the keynote addresses at the conference. The first keynote was delivered by Mr. M. S. Ganesh, General Manager, Capacity Supply Chain and Provisioning at Microsoft Azure. Ganesh emphasised the critical importance of sustainability and digitization in supply chains, highlighting how their organisation is actively adopting and innovating around these concepts. Ganesh's presentation underscored the pivotal role that sustainability and digitization play in shaping the future of supply chains, inspiring attendees to explore similar transformative approaches in their own organizations. The second keynote was delivered by Prof. Milind Dawande, Mike Redeker Distinguished Professor, Operations Management, Naveen Jindal School of Management, The University of Texas at Dallas, and the third keynote was delivered by Prof. Saravanan Kesavan, Professor of Operations, and Sarah Graham Kenan Scholar, Kenan-Flagler Business School, University of North Carolina at Chapel Hill.

#### **Papers**

The conference received a variety of papers from both academic scholars and industry practitioners. Thirty papers were finally shortlisted for presentation at the conference. The shortlisted authors were from business organisations like Microsoft, HP, Cisco, Myntra, and Texas Instruments and from academic institutions like IIM Ahmedabad, IIM Bangalore, IIM Kozhikode, IIT Kanpur, IIT Roorkee, IIIT Bangalore, MDI, Cardiff UK, and several others.

The conference was split into six sessions: "Operational Issues in the E-Business Model and Urban Mobility," "Supply Chain Management," "Supply Chain Analytics," "Sustainable Supply Chain," "Digitalization in Supply Chain and Issues in E-Commerce," and "Empirical Issues in Supply Chain." The sessions were chaired by Prof. Reshma Chirayil Chandrashekar, Decision Science Area; Prof. MS Shalique, Production & Operations Management Area; Prof. Rajeev Tripathi, Production & Operations Management Area; Satyajit Roy, Karthik Ramaswamy, and Shiril Saju, Research Scholar, Production & Operations Management Area, IIM Bangalore.



The inauguration of the Conference



Group picture of all the participants

**Conference on “Trends Shaping the Future of Supply Chains in Atmanirbhar Bharat.”**

Supply Chain Management Centre at IIMB hosted a half-day conference titled “Trends Shaping the Future of Supply Chains in Atmanirbhar Bharat.” on August 25th at the IIMB campus. The event was a dynamic platform for industry leaders and experts to converge and discuss pivotal insights. The conference featured illuminating keynotes delving into the emerging trends that are profoundly influencing the future of supply chains in our journey towards an Atmanirbhar Bharat. Alongside, there were two insightful panel discussions that tackled critical themes: “Sustainability at the Helm: Reshaping the Supply Chain Landscape” and “Navigating Tomorrow’s Supply Chains: A Digitalization Perspective.” Participants were treated to a wealth of knowledge and perspectives on sustainability, technological advancements, and strategic approaches that are steering the transformation of our nation’s supply chains. The event was held in partnership with Critcalog India Pvt. Ltd.

### Launch in TCI-IIMB Supply Chain Sustainability Lab

On 28 April, 2023 Transport Corporation of India Ltd. (TCI Group), in collaboration with SCMC at IIMB, launched a new sustainability lab at the IIMB campus with a focus on supply chain management. The lab was inaugurated by Dr. Devi Prasad Shetty, Chairman and Executive Director of Narayana Health and Chairperson, Board of Governors, IIMB, along with DP Agarwal, Chairman of Transport Corporation of India. The inauguration also saw Vineet Agarwal, Managing Director of TCI Group, launching the beta version of a GHG Measurement tool named TEMT.



The launch of TCI-IIMB Supply Chain Sustainability Lab by IIMB and TCI Team

### Thought Leadership Articles

During the year the faculty related with the centre and the centre team contributed the following thought leadership articles:

Month	Publication	Title	Author
Jun-23	Forbes India	5 ways to change the 'P' in Personal Income Tax	Jitamitra Desai
Jun-23	Forbes India	Navigating through the ethos and sophistication of Generative AI	Aparana Gupta and U Dinesh Kumar
Oct-23	Economic Times	A Platform of Contract Manufacturers Will Benefit Pharma Industry, but Who Will own it?	Vansh Lakhina, Ashish Pisal, and Amar Sapra
Oct-23	Forbes India	Right to Repair	Sayan Chowdhury, Nishant Kumar Verma

Month	Publication	Title	Author
Nov-23	Forbes India	The Road Ahead for India in the EV Battery Space	Nandan Kumar Singh, Milan Kumar and Nishant Kumar Verma
Jan-24	UIBC in collaboration with Nangia Andersen LLP.	Optimizing the Green Machine: A Look at Logistics in Renewable Energy	Aditya Gupta, Mohan Krishna
Jan-24	Logistics focus, the knowledge initiative of TCI	The Tech-Powered Path to Sustainability: How technology is helping organizations in their sustainability journey	Aditya Gupta, Mohan Krishna
Sep-23	Agriculture World (by Krishi Jagran)	Cooling for Tomorrow: Sustainable Solutions for Indian Cold Chain Infrastructure	Aditya Gupta, Mohan Krishna, Remya
Sep-23	Manufacturing Today	Interview about evolution, purpose, activities and impact of TCI-IIMB Supply Chain Sustainability Lab	Aditya Gupta
Jul-23	Financial Express	India and USA forge a joint path towards climate change and clean energy transformation	Aditya Gupta
Jun-23	Times of India Blogs	Boosting ESG in Supply Chain: The Role of Green and Sustainable Supply Chain Laboratory	Aditya Gupta
May-23	CSR Universe	Adoption of Green Logistics as a sustainable policy to minimize the environmental impact of supply chain activities	Aditya Gupta

#### Collaborations - MOU signed during the period.

The centre was able to sign MOU with the following organisations as new collaborations partners during the year:

#### T Hub

T-Hub, India's largest innovation hub, is a catalyst for entrepreneurial success, fostering a vibrant ecosystem of startups, corporations, investors, mentors, and government agencies. Since its inception in 2015, T-Hub has empowered over 2,000 startups, providing them with access to world-class infrastructure, mentorship, and funding opportunities. Through its comprehensive suite of programs and initiatives, T-Hub has played a pivotal role in transforming Hyderabad into a global innovation hub.

## GIZ

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH is an enterprise owned by the German government. GIZ implements sustainable development through international cooperation on behalf of Germany and other partners. The Supply Chain Management Centre has been working with GIZ on the Green Freight Programme, where we are jointly developing and proliferating the GHG emission calculator for the Indian freight and logistics sector. The centre also plans to collaborate on research projects, events, training, and white papers.

The Parties have outlined a comprehensive Scope of Engagement, encompassing collaboration on joint white papers, research projects, events, training programs, consulting assignments, and awareness initiatives. This includes co-authoring documents, organizing events, developing training programs, engaging in consulting assignments, and collaborating on awareness initiatives to enhance skills, facilitate knowledge exchange, and achieve shared goals.

### Tool Building Initiatives

Tool building has been an area of focus for the centre during the year. During the year, the following tools have been built by the centre.

#### Transportation Emission Measurement Tool (TEMT)

The centre has developed a comprehensive tool to measure emissions from transportation sector in India. It covers diverse scenarios within each transportation mode, spanning road (intercity, intracity, courier, and refrigerated), air (domestic and international), and sea (coastal and international). Widening its scope, the tool caters to all fuel types prevalent in India. Designed for both transporters and shippers, it allows for customized reporting—transporters can generate specific reports for their working shippers, and vice versa. With a user-friendly interface, the tool minimizes data entry requirements, automatically calculating distances. Reports are accessible in both PDF and CSV formats. The robust dashboard empowers companies to pinpoint emissions sources, facilitating strategic actions for reduction.

#### Carbon Accounting Tool

The centre is currently developing an advanced online carbon accounting tool tailored for India, which measures Scope 1, 2, and 3 emissions. Empowering businesses, particularly the MSME sector, with a comprehensive environmental assessment, it calculates direct emissions (Scope 1), indirect emissions from energy consumption (Scope 2), and broader value chain emissions (Scope 3). This tool provides a user-friendly interface for data input, robust analytics, insightful reporting, and facilitating informed sustainability decisions. By offering a holistic perspective on emissions, this online tool will empower organizations across India to strategically manage and reduce their environmental impact, contributing to a more sustainable and responsible future.



## Centre for Teaching and Learning (CTL)

*The Centre for Teaching and Learning (CTL), a centre for excellence at Indian Institute of Management Bangalore (IIMB), has been set up to understand evolving best practices of teaching and learning, and to disseminate such understanding for increasing teaching effectiveness.*

*In collaboration with leading centres of learning across the world, CTL is involved in research pertaining to pedagogy, learning and education.*

*CTL conducts teaching workshops for leadership in educational institutions of national importance, faculty and doctoral students, thus acting as a national resource for improving the standards of teaching in institutes of higher education.*

*The Centre has the following objectives:*

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

## *Activities*

### **Doctoral Consortium on Teaching**

CTL hosted the 7<sup>th</sup> and 8<sup>th</sup> editions of its annual workshop on teaching for two batches of senior doctoral scholars in January and February of 2024. The 7<sup>th</sup> edition took place from January 15 to 19, 2024, while the 8<sup>th</sup> edition took place from February 5 to 9, 2024.

In total, 61 scholars from various institutes like IIM Ahmedabad, IIM Indore, IIM Kashipur, IIM Kozhikode, IIM Lucknow, IIM Mumbai, IIM Ranchi, IIM Udaipur, EDII Ahmedabad, XLRI Jamshedpur, ISB Hyderabad, IIT Delhi, and IIT Kanpur, including scholars from IIM Bangalore, attended the programme.

The programme included carefully chosen sessions and panel discussions covering multiple facets of teaching and learning.

Sessions conducted during the programme covered the topics of ‘Case Teaching Methodology’, ‘Drivers of Learning’, ‘Teaching Quants’, ‘Lecture-based Teaching Approach’, ‘Designing Executive Programmes’, ‘Designing and Delivering MOOCs’, ‘Tech-Enabled Learning’, ‘Classroom Management’, and ‘Experiential Learning through Simulations and Gamification’.

The programme also incorporated three panel discussions on ‘Course Design’, ‘Preparing for the Academic Job Talk’, and ‘Entry to Academia’. The first discussion focused on the challenges faced by faculty members while designing elective courses and the ways to address and resolve those challenges. In the second discussion, the panellists shared valuable insights and tips on how to prepare for academic job interviews, drawing from their past experiences of reviewing profiles of and interviewing new faculty members. The third discussion, led by young faculty members of IIMB, centred around the transition from being PhD scholars to professors. The panellists stressed on the importance of balancing research and teaching roles and advised the audience to reach out to senior faculty for guidance.

Another important component of the consortium was the Teaching Practicum, 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 teaching faculty.

### **HBP Case Review & Submission Process**

CTL manages the case review and submission process for cases authored by IIMB faculty that are published at Harvard Business Publishers website for Educators (HBPE). It provides copyediting, peer review and publication related support for IIMB-HBPE cases. All of this is done in consultation with and under the guidance of CTL’s Chairperson. The current Chairperson and CTL mentor is Prof. Sushanta K Mishra.

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



19 new IIMB cases were processed and added to the HBPE collection during the year 2023-24. See **Table 1** for the list of cases processed and submitted to the HBP during 2023-24.

The Harvard Sales report indicate that over 153759 copies of IIMB's cases were sold worldwide during the same period (Jan-Dec 2023). See **Table 2** for the list of cases that sold more than thousand copies during Jan-Dec 2023.

### **Nurturing Future Leadership Program (NFLP)**

Under the aegis of Malaviya Mission Teacher Training Programme, the centre worked closely with the Ministry of Education (MoE), Government of India (GoI), to curate and execute programmes for capacity building of faculty members of higher education institutes (HEIs). Fully funded by the MoE, the NFL programme was designed to equip potential academic leaders in various aspects of their teaching- and research-driven pursuit as well as managing institutions.

CTL at IIMB hosted three batches of NFLP in 2024. The 5-day residential programme featured an array of insightful sessions focused on topics that covered the areas of managing self, developing leadership capabilities in academic setups, and visioning & engaging people. The sessions were led by senior faculty members of IIM Bangalore, along with a few industry experts.

- o The first batch of NFLP took place from March 25 to 29, 2024. 35 faculty members, nominated by 24 centrally funded institutes across India, attended the program. The nominating institutes included IITs (Jammu, Delhi, Roorkee, Bhubaneshwar and Kharagpur), IIMs (Bodh Gaya, Sirmaur and Vishakhapatnam), IISERs (Mohali, Berhampur, Bhopal and Thiruvananthapuram), NITs (Trichy, Calicut, Uttarakhand and Agartala), IIIT Allahabad, Jawaharlal Nehru University, Banaras Hindu University, University of Allahabad, Mahatma Gandhi Central University (Motihari), and Central Universities of Haryana, Kashmir, and Odisha.
- o The second batch of NFLP took place from September 16 to 20, 2024. In all, 32 participants, nominated by 17 central institutes and five state-funded institutes, attended the programme. The central institutes include IITs (BHU, Bombay, Hyderabad, Jammu, and Jodhpur), IIMs (Amritsar, Kashipur, and Raipur), IISERs (Berhampur, Mohali, and Pune), NITs (Calicut and Warangal), Central University of Haryana, Dr. B R Ambedkar National Institute of Technology, The School of Planning and Architecture (New Delhi), and Maharashtra National Law University. The state-funded institutes include HKM Govt. Degree College (Kashmir), Karnataka Akkamahadevi State Women's University (Bijapur), Payyanur College, Rani Channamma University (Belagavi), University of Kerala, and Zisaji Presidency College (Nagaland).
- o The third batch of NFLP took place from December 9 to 13, 2024. Faculty members from various central- and state-funded universities as well as private institutions, including IIM Amritsar, IIITDM Kancheepuram, NIT Calicut, University of Delhi, Banaras Hindu University, Central University of Haryana, IISER Thiruvananthapuram, Digital University

Kerala, KIIT Bhubaneswar, Maulana Azad National Institute of Technology Bhopal, Bangalore University, Mahatma Gandhi University Kottayam, Karnataka State Open University, Rani Channamma University (Belagavi), and Davangere University attended the programme.

Apart from the enriching sessions on academic leadership, the NFL program also contributed to the holistic growth of the participating faculty members by incorporating yoga sessions, a movie screening on thought leadership, a strategic board game on leadership called Quaternity, and a cultural walkthrough comprising pottery and Channapatna toy making workshops. The participants were also taken on a guided tour around the IIMB campus, where they witnessed the institute's multiple initiatives on sustainability.

### **Foundations of Management**

Hosted the 2<sup>nd</sup> edition of the 'Foundations of Management' summer course from April 22 to 25, 2024. The five-day residential programme comprised sessions delivered by IIMB faculty members and senior doctoral scholars. The course was attended by 57 undergraduate students from more than 45 colleges and institutes across India.

The programme was designed to benefit students in their final year of undergraduate degrees, in any discipline or area, which would go on to add to their skill sets in the pursuit of academic as well as professional goals.

Altogether, four IIMB faculty members and 16 senior IIMB doctoral candidates led sessions on diverse topics, covering core areas of managerial studies. The faculty members delivered keynote speeches related to their respective areas, while the doctoral scholars conducted follow-up sessions on topics related to these areas.

Prof. Mukta Kulkarni, Dean (Programmes) and faculty of OB&HRM, delivered the opening address, where she introduced the participants to the concept of organizational structures. Prof. Haritha Saranga from Production and Operations Management area, touched upon basic aspects of her area such as operations control, supply chain, quality maintenance, workflow management, etc. Prof. Sreelata Jonnalagedda, faculty of Marketing area, delved into the entire spectrum of marketing. Prof. Rahul Dé, faculty of Information Systems, touched upon the concepts of Moore's Law, Gartner Hype Cycle, versioning, and network effects.

The topics covered in the follow-up sessions included Inventory Models, Behavioral Marketing, Market Segmentation & Targeting, Information Security and Privacy, Strategic Management, Resource-Based Advantage, Linear & Logistic Regression, Applications of Network Optimization, Managerial Economics, Behavioral Economics, Employment Relations, Understanding Market Failures, Fundamentals of Financial Markets, Basics of Valuation, and Corporate Finance, to name a few.

### **Incorporating Environmental Sustainability into School Curriculum**

Hosted a one-day programme on 'Incorporating Environmental Sustainability into School Curriculum' on May 25, 2024. The cohort for the programme comprised 51 middle school Science and Social Sciences teachers from different branches of Delhi Public School in Bangalore and Mysore, Rashtrathana Vidya Kendra, BGS Public School, School of India, The Samhita Academy, The Prodigies International School, Purnapramati, and Ramagondanahalli Government School.

The programme was led by Prof. Haritha Saranga, Chairperson of Sustainability Task Force at IIMB. In her keynote address, she highlighted some of the sustainable initiatives taken at IIM Bangalore, such as rooftop solar installations, motor-sensored water taps and lighting, waste treatment plant, and rooftop rainwater harvesting, to name a few. She also conducted two sessions on mindful consumption and the role that children can play in abating climate crisis.

The first session focused on the urgency of adopting sustainable practices, where the professor urged the teachers to inculcate sustainable living through the simple habits of reducing, recycling, and reusing.

The second session focused on spreading awareness on sustainability among children by adopting Lifestyle for Environment (LiFE) interventions in schools. Prof. Saranga encouraged the participating teachers to promote environment-friendly behaviours among young students and children through engaging them in sustainability-driven activities.

### **Exposure Visit for School Principals in collaboration with CBSE**

Hosted an exposure visit for school principals in collaboration with the Central Board of Secondary Education (CBSE) on August 19 and 20, 2024. The visit was engineered in line with the National Education Policy (NEP) 2020's pioneering initiative to foster the synergies between schools and higher education institutions (HEIs). It aimed at providing the principals with an exposure to interactive learning, access to different environments, latest trends & practices at the workplace, and advanced processes & techniques used by HEIs across the country.

In all, 68 school principals from different parts of the country attended the programme. The attendees were selected from CBSE affiliated private and government schools from Andhra Pradesh, Arunachal Pradesh, Assam, Bihar, Chhattisgarh, Haryana, Jammu, Jharkhand, Madhya Pradesh, Maharashtra, Odisha, Puducherry, Punjab, Karnataka, Kerala, Tamil Nadu, Telangana, Uttar Pradesh, and West Bengal.

The event was thoughtfully curated to give the participants a general idea of the work carried out by different departments at IIMB. There were 8 sessions led by functional heads of different centres and departments, which were as follows:

- In the opening session, IIMB's Chief Administrative Officer, (Retd.) Col. S D Aravendan, outlined the core aspects of the administration at the institute, including supervision

of students, hostel and mess/canteen management, campus development activities, operational excellence, and process optimization.

- Dr. Sudha Rao, Head of the Academic Programmes office, presented a synopsis of the process of accreditation and shared a brief outline of the institutional rankings received by IIMB at national and international levels.
- Lopamudra Dewan, CTL's Manager, elaborated on the primary functions of her centre, while highlighting the various teaching & learning-focused initiatives taken by the team.
- Anand Ganesh, CEO of the N S Raghavan Centre for Entrepreneurial Learning, shared his insights on the various entrepreneurial ventures that were funded and supported by the centre.
- Vijayalakshmi Subramanian from IIMBx, IIMB's digital learning wing, conducted an interactive session by involving the principals in a few response-driven activities on digital platforms.
- Dr. Rama Patnaik, Librarian at IIMB, gave an overview of the resources housed in IIMB's library and how they can be accessed. Drawing from her extensive research on digitalizing library operations, she threw light on the importance of libraries as an evolving space for learning.
- Kavitha Kumar, the Head of Communications, touched upon the aspect of public relations and the role of a communications unit in managing crisis and maintaining public trust while handling media coverage of an organization.
- Utanka Sharma, the Head of Alumni Relations, delivered an informative session on the numerous steps and initiatives taken by the institute's alumni association to sustain mutual growth and create a social impact.

### **New Faculty Information Programme**

Hosted an orientation programme for the new faculty members of IIMB in the month of December 2024. The programme featured short sessions to help the new faculty members get an overview of the various administrative processes at IIMB as well as a brief introduction to the various support facilities that they may opt to avail.

The sessions were delivered by IIMB's Director, Prof. Rishikesh T Krishnan, IIMB's Dean (Programmes), Prof. Mukta Kulkarni, Dean (Faculty), Prof. U Dinesh Kumar, and Dean (Administration), Prof. M Jayadev. They walked the participating faculty members through the institutional & departmental guidelines and various administrative aspects, along with discussing policies that will help them progress as academics at IIMB.

In the second phase of the programme, Prof. Sushanta Mishra, Chairperson of CTL, Research & Publications, and IIMB Management Review, led a session where he discussed the research initiatives taken and support provided by the institute. Rashmi Mahadev Lad, Manager - Research Management (Dean Faculty), conducted a session on 'Consultancy and

Sponsored Research’, followed by Bobby George, Senior Manager, Dean Faculty Office, who shared insights on ‘Faculty Entitlements & Policy Guidelines’.

The programme was attended by 14 new faculty members.

### **Mentoring Programme**

The centre also conducts a mentoring programme for new faculty members. As part of this programme, the identified faculty members are mentored by Dr. Arun Pereira (MIT-Sloan International Faculty Fellow, and Emeritus Faculty at the Chaifetz School of Business, Saint Louis University, USA) to help them emerge as effective educators.

In its simplest form, the programme is used by individual faculty as a “sounding board” for thoughts, ideas, and questions regarding teaching and learning. The more comprehensive form of the programme entails four steps, with the broad objective of helping faculty establish their teaching persona in the classroom by using research-based “best practices” in teaching, focused on student learning.

#### *Step 1: Exposure to Teaching Best Practices*

The first step focuses on the value and relevance of tried and tested “teaching best practices” in the classroom. These practices are research-based and include specific types of student engagement, understanding student motivation, managing student interactions, and dealing with course design and student assessment.

#### *Step 2: Application of Best Practices*

The faculty and the mentor discuss how best to incorporate some/all the teaching best practices, so that the faculty can identify their teaching persona.

#### *Step 3: Formative Feedback from Small Groups*

As part of this exercise, the students of the respective courses are divided into small groups and asked to provide feedback on the course and faculty based on consensus. Collated feedback received from them were later shared with the concerned faculty members.

#### *Step 4: Summative Feedback based on Peer Review*

The mentor reviews a live teaching session of the faculty or a video recording of a class session. They then meet with the faculty to share their thoughts and offer actionable feedback.

In 2024, three new faculty members have benefitted from this programme.

**Table 1: Teaching Cases Published by HBPE in 2023-24**

Sl. No.	Author	Title
1	<b>Debolina Dutta</b> and <b>Vasanthi Srinivasan</b>	Allegis India – Enabling and Promoting Disability Inclusion
2	Sharada Sringeswara, Sreedevi Gattu, <b>Haritha Saranga</b> and <b>Dinesh Kumar U</b>	Data Storytelling: What are the Alternatives to Crop Residue Burning in India?
3	<b>G. Sabarinathan</b>	The Chennai Angels Network
4	<b>R Srinivasan</b> and Amar Saxena	Apollo Hospitals: The Journey of Digital Transformation
5	<b>Tarun Jain</b>	Sattva eTech: Supplier Selection for Component Sourcing
6	Smita Chaudhry, and <b>Ganesh N Prabhu</b>	Gram Oorja: Energy Access for Remote Rural India
7	<b>Sankarshan Basu</b> and Vibha Tripathi	Investment in Foreign Stock: A Cash Flow Analysis
8	<b>Shankar Venkatagiri</b> and Mohan Adhyam	Ganga Hospital: A Model for Growth
9	<b>Debolina Dutta</b>	Metaverse and E-learning at redBus: Challenges and Benefits
10	Amit Nigam and <b>Shankhadeep Banerjee</b>	redBus: Art and Science of Product Management
11	<b>Abhoy K Ojha</b>	Transport Solutions: TCS Helps its Transformation to an Agile Enterprise
12	<b>Debolina Dutta</b> and Biju Varkkey	ELGi Equipments: Revolutionizing Industrial Relations Through a Win-Win Strategy
13	<b>R Srinivasan</b>	Satyukttm: Platformization of AI in Agriculture
14	<b>Abhoy K Ojha</b>	Leadsquared: Managing Rapid Growth and Global Expansion
15	<b>R Srinivasan</b> and Satya Nandini	DriveU: Platform Design
16	Satyajit Roy, <b>Haritha Saranga</b> , and <b>Jishnu Hazra</b>	The Evolving Semiconductor Industry: Post-Covid Challenges for Automakers
17	Janhavi Raja and <b>Dalhia Mani</b>	Vahan Technologies: Enabling Blue-Collar Employment



Sl. No.	Author	Title
18	<b>Shankar Venkatagiri</b> , Mohan Adhyam, and Kanika Sood Sharma	Ganga Hospital: Innovating with Scale
19	<b>Debolina Dutta</b> and <b>Vasanthi Srinivasan</b>	Thoughtworks: The Sisyphean Task of Getting Women Back To Work?

**Table 2: IIMB Cases on HBPE that sold more than 1000 copies during January-December 2023**

Sl. No.	Case Title	Authors
1	Customer Analytics at Bigbasket - Product Recommendations	Paul Abraham, Manaranjan Pardhan, Lakshminarayanan, Ganesh Iyer and U Dinesh Kumar
2	HR Analytics at ScaleneWorks: Behavioral Modeling to Predict Renege	Kumar Rahul and U Dinesh Kumar
3	Package Pricing at Mission Hospital	Sriram T K, Shailaja Grover, Satyabala Hariharan and U Dinesh Kumar
4	Champo Carpets: Improving Business-to-Business Sales Using Machine Learning Algorithms	Priyank Goyal, Puneet Kapoor, Gyanesh Jain, Ashish Sethia and U Dinesh Kumar
5	Pricing of players in the Indian Premier League	U Dinesh Kumar and Kshitiz Ranjan
6	Improving Lead Generation at Eureka Forbes Using Machine Learning Algorithms	Nandini Seth, Manupriya Agrawal, Manaranjan Pradhan and U Dinesh Kumar
7	Forecasting Demand for Food at Apollo Hospitals	Sujoy Roychowdhury, Alok Shrivastava and U Dinesh Kumar
8	Fantasy Sports: A Game of Skill or Chance	U Dinesh Kumar, Shailaja Grover and Sharada Sringswara
9	Procter & Gamble India: Gap in the Product Portfolio?	Seema Gupta, Kanchan Mishra and Ashish Maheshwari
10	The Saffola Journey	Rochna Poddar and Srinivas Prakhya
11	Coats Indonesia: Leadership Challenges in an Unfamiliar Culture	Abhoy K Ojha and Arun Bansal
12	Demand Forecasting for Perishable Short Shelf Life Home Made Food at iD Fresh Food	Raman Narasimhan, Amardep Sibia, Shirsha Ray Chaudhuri, S.R. Vigneshwaran and U Dinesh Kumar



Sl. No.	Case Title	Authors
13	Shodh - Market Research for Economy Housing (A)	Avinash G Mulky
14	Marketing Transformation Using Social Network on Digital Media: How BJP Used WhatsApp to Create a Successful WOM Campaign	Ami Shah and U Dinesh Kumar
15	LGBTQ+ Inclusion at ThoughtWorks, India	Debolina Dutta and Vasanthi Srinivasan
16	Amber by Infeedo: The CEO's Virtual Assistant Revolutionizing Employee Engagement	Debolina Dutta
17	Gray to Green Transition - The Sustainability Journey of Dalmia Cement	Haritha Saranga and Sirish Kumar Gouda
18	Sensory Branding: Oreo in the Indian Context	S Ramesh Kumar, Nalin Goel and Gireesh Gera
19	Testing Marketing Hypotheses at WSES	U Dinesh Kumar
20	Asian Paints Limited: Painting History	J Ramachandran and Jalaj Garg
21	A Dean's Dilemma: Selection of Students for the MBA Program	Dhimant Ganatra and U Dinesh Kumar
22	Data-Enabled Insights from Sericulture: Jayalaxmi Agro Tech	Giriraj and U Dinesh Kumar
23	Volkswagen in India	Seema Gupta
24	ITC LTD.: Toward a Triple Bottom Line Performance	Abhoy K Ojha
25	Apollo Hospitals: Differentiation through Hospitality	Suhruta Kulkarni, Kripa Makhija and U Dinesh Kumar
26	Mindtree Limited: Hostile Acquisition	J. Ramachandran and Srestha Dutta
27	Exceed: Improving Productivity and Reliability in Delivery of Software Solutions	Sivakumar S and B Mahadevan
28	Sustaining an Ethnic Soft Drink - Paper Boat: Brand Positioning and Consumer Behavior	S Ramesh Kumar, and Mithun Sivagurunathan
29	ServiceMandi: Corporate Entrepreneurship at Ashok Leyland	Kumar K and Praveen Sasidharan
30	Bosch Group in India: Transition to a Transnational Organization	Abhoy K Ojha

Sl. No.	Case Title	Authors
31	The Industry Dilemma: Allow Ethical Moonlighting Or Lose To Gig Working?	Abhishek Sahu, and Debolina Dutta
32	Dosa King: A Standardized Masala Dosa for Every Indian	U Dinesh Kumar
33	GHCL: Navigating the Pandemic	Debolina Dutta
34	Era of Quality at the Akshaya Patra Foundation	Srujana H M, Haritha Saranga and U Dinesh Kumar
35	Akshaya Patra Vrindavan: Operations and Resources Planning for a Mega Kitchen	Kiran K and Anshuman Tripathy
36	Kudremukh Iron Ore Company Ltd: The Sun Sets on Its Mining Operations	DVR Seshadri and K N Murthy
37	Alibaba - Building a Social Sustainability Ecosystem for E-commerce	Haritha Saranga and Huang Yanghua
38	Combating the Yoga Guru: Dabur's Dilemma	Manaswini Bhalla, Koustav Dey and Pulkit Aggarwal
39	Now You See It, Now You Do Not: The Case Of Jet Airways And Its Accounting Policies	Padmini Srinivasan
40	Capability Development For Growth: Leverage Strengths or Build Competencies at VA Tech Wabag?	Debolina Dutta and Rajesh G S
41	Delhivery: Leveraging the Platform	R Srinivasan (CSP), Sreecharan Rachakonda, and Raj Kovid KR
42	Talent Acquisition Group at HCL Technologies: Improving the Quality of Hire Through Focused Metrics	Debolina Dutta, Sushanta Kumar Mishra and Matthew J Manimala
43	XYLYS: Exploring Consumer Perception about Premium Watches in the Indian Context	S Ramesh Kumar and Kasturi Baral
44	Enhancing Visitor Experience at ISKCON Using Text Analytics	R Vinodhini, S R Vigneshwaran and U Dinesh Kumar

## 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.*

## 1. Ongoing Activities (Academic)

There are many activities which have continued from 2022-23. Some of these are:

- Research Projects funded by MIJSC.
- Electives for PGP students.
- 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 fourth consecutive years.

BPIM-Japan elective (offered by Prof. Krishna Sundar) for PGP students has been a very successful and a much sought-after program over the years. Though not offered during the past two years, this was re-offered in the current academic year 2023-24. This program includes an immersion session in Japan wherein they visit both Industries and some Universities. This year's visits included industries such as Rakuten Group Inc., Mitsubishi Corporation, Iida Group, Mizuho Bank Limited, and academic institutions like Meiji University.

### 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:

Research Papers - Overview		
Sl. No	Title of Research	Faculty
In Progress	1 Automation, Aging, Skill Realignment and Labor Market Outcomes in Japan	Tirthatanmoy Das
	2 Studying Triple Helix's (University-Government-Industry) Effect on Startup Journey: A Comparative Study of India and Japan	Nishant Kumar Verma
Sl. No	Title of Research	Faculty
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 IsmaChughtai	A. Damodaran



## 2. New Activities Launched / In Pipeline

- 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 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. **Meijin-Samvad** webinar aims to foster a discussion on a specific topic among a select group of esteemed panellists from India and Japan, who will share their diverse perspectives with a large audience. Our panelists, who are experts in their respective fields, will provide valuable insights and high-quality information in the areas of management, technology, society, and culture.

The current status is summarized below:

Sl	Name	Expertise	Date	Topic
1	Prof. Hari Srinivas and Ms. Deeksha Vats	Prof. Hari Srinivas - Global Development Research Centre, Kobe - Japan and Ex. Programme Officer, United Nations Environment Programme (UNEP) Ms. Deeksha Vats - Group Chief Sustainability Officer, Aditya Birla Group	213 Jan'23	Is Sustainable Growth A Mirage? Indian and Japanese Approaches to Building Growth Ecosystems
2	Prof. Malavika R Harita	Founder & CEO, Brand Circle Former CEO Saatchi Focus India	221 Apr'23	Creating a Global Lingua Franca : Internet's Role in Creating a Common Language & Bridging the Language Divide
3	Prof. Namrata Chindarkar and Dr. Mikio Ishiwatari	Prof. Namrata Chindarkar - Chair and Associate Professor-JSW School of Public Policy (JSW-SPP), IIMA Dr. Mikio Ishiwatari - Visiting Professor-The University of Tokyo, Senior Advisor-Japan International Cooperation Agency Board Director, Japan Water Forum	16 May'23	Global Warming is no Myth: Urban Water Crises & Management Strategies of India and Japan
4	Prof. Dhavan Shah and Prof. Srijan Kumar	Prof. Dhavan Shah - Louis A. & Mary E. Maier-Bascom Professor, Director, Mass Communication Research Centre, University of Wisconsin Madison Prof. Srijan Kumar - Assistant Professor Computer Science Engineering, College of Computing, University of Wisconsin Madison	021 Jun'23	YOU HAVE BEEN (MIS) INFORMED! Technological & Societal Approaches to Managing Communication Misperception & Bias

Sl	Name	Expertise	Date	Topic
5	Prof. Chintan Amrit and Mr. Floris Erich	Prof. Chintan Amrit – Associate Professor Department of Business Analytics Amsterdam Mr. Floris Erich – Researcher National Institute of Advanced Industrial Science and Technology (AIST), Japan	21 Aug’23	Don’t We Have ChatGPT? Problems and Challenges in Machine Learning and Robotics
6	Prof. Kentaro Toyama and Prof. Subhayan Mukerjee	Prof. Kentaro Toyama – W. K. Kellogg Professor of Community Information at the School of Information, University of Michigan Prof. Subhayan Mukerjee – Assistant Professor at the Department of Communications and New Media	19 Sep’23	How Might AI Reshape Society? Global Case Studies including Indian & Japanese Experiences
7	Prof. Kathryn Ibata-Arens and Prof. Mamidipudi Ramakrishna Sharan	Prof. Kathryn Ibata-Arens – Vincent de Paul Professor of Political Science, Director-Global Asian Studies, DePaul University Prof. Mamidipudi Ramakrishna Sharan – Assistant Professor, Department of Agricultural and Resource Economics, University of Maryland, College Park	01 Dec’23	Is Inclusive Growth a Mirage? Institutional and Technological Innovations in India and Japan



Sl	Name	Expertise	Date	Topic
8	Prof. Corey Takahashi, Prof. Porismita Bora and Prof. Dhiraj Murthy	Prof. Corey Takahashi, Associate Professor – Magazine, News and Digital Journalism, Syracuse University Prof. Porismita Bora, Les Smith Distinguished Professor, Edward R. Murrow College of Communication, Graduate Faculty, Prevention Science, Washington State University Prof. Dhiraj Murthy – Professor, Journalism and Media Studies, Moody College of Communication, University of Texas at Austin.	29 Dec'23	Digital Media Revolution: Opportunities & Risks in a Changing World

#### 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.

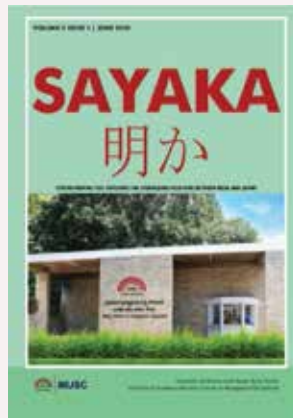
MIJSC is also working on developing Massive Open Online Course (MOOCs) programs for students and faculty, which will ensure world class inputs and reduce variability in program delivery.

- *Relaunch of the Program as VLCI 4.0 was kicked off on 21<sup>st</sup> Jan 2023.*
  - **Pilot Program launched with 6 Engineering colleges** from Pune and Belgaum region.
  - In 2 phases Faculty Training Program which is spread over a time span of 6 months each, followed by the student training.
  - Phase 1 has 6 modules covering Flow Principles and Phase 2 comprises 3 modules covering Consultancy Principles.

- The faculty for this program is a mixed panel of experts from industry and academia.
- The program is brought under the aegis of MIJSC to offer certification programs, both for Faculty and Students after successful completion of the training.
- Next Plan: **MOOCs** (Massive Open Online Course) to create high quality content which will act as a source to students in modern manufacturing paradigm.
- **Objective:** Engineering Students not only industry ready but also Japan ready.

**c. Newsletter**

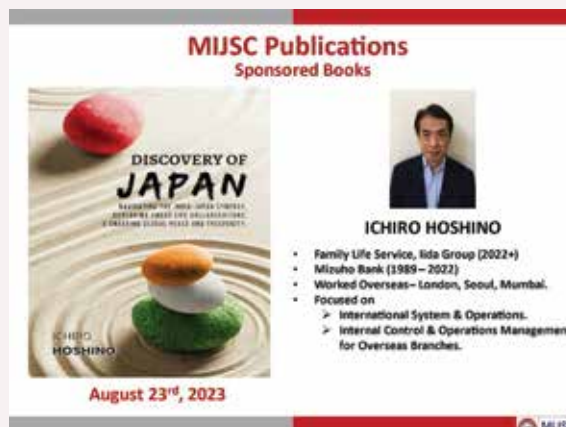
MIJSC Newsletter ‘SAYAKA’ Volume 3 Issue 1 has been released starting June ’23. One issue has been released till date which is shown below:



**d. MIJSC Publications**

A book was published and launched under the sponsorship of MIJSC on August 23<sup>rd</sup> 2023.

The book is titled “DISCOVERY OF JAPAN - NAVIGATING THE INDIA-JAPAN SYNERGY. EXPLORING SMART LIFE COLLABORATIONS & CREATING GLOBAL PEACE AND PROSPERITY.”





#### e. MIJSC Foundation Day

MIJSC successfully completed the Foundation Day event which marked its' sixth anniversary. The theme for the event was **Connect. Explore. Develop.** The event was conducted on a physical mode in the presence of Keynote Speaker Ms. Geetanjali Kirloskar, Chairperson and Managing Director, Kirloskar Systems Limited and Mr. Hokuto Kaya, Deputy Consul General, Consulate General of Japan Bengaluru.

The focus was on building strong links between Japan and India and showcasing the (through milestones video presentation) of the Centre's growth and successes during the past year.

#### f. Japanese Language Courses

Trade and investment relations between India and Japan are growing rapidly. There are already 4,900 Japanese business establishments in India (May 2023) and an increasing number of Indian companies are interested in doing business in Japan. In particular, Japan faces a significant labour shortage and is actively encouraging skilled Indian manpower to work in Japan. Knowledge of Japanese language and its unique business and social customs is important to become employable either in Japan or in Indian companies dealing with Japan.

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. MIJSC at IIM Bangalore is introducing an exciting new program on Japanese Language, Conversation and Culture Study Program starting from 15th January 2024. The Japanese Language, Conversation and Culture Study Program is a one-year course mainly intended to prepare professionals with the basic skills required to effectively do business in Japan/ Japanese Companies.

### g. Japan section in Library

MIJSC has already identified a place for “Japan Section” in IIMB library. We have procured over 100 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.

### h. EEP Program

In recent years, economic relations between India and Japan have witnessed a substantial upswing. Bilateral trade has increased by more than 40% in the last two years and stands at US\$ 22 billion. Last year, the two sides agreed on a target of JPY 5 trillion (US\$ 35 billion) of public and private investment and financing from Japan to India in the next five years. Thus, trade and investment between the two countries is expected to rise significantly in diverse areas such as automotives, banking, healthcare, logistics & distribution, machine manufacturing and IT, AI and Robotics. The number of Japanese business establishments in India number 4,900 according to latest figures. Despite this huge business potential, there are significant gaps in our understanding of Japanese business culture, customs and contemporary society. A deeper understanding of these aspects of doing business with Japan is critical to realizing the full potential of the vast business opportunities that exist in this regard. The Japanese style of management has introduced unique concepts into management theory and practice related to the art of negotiation, teamwork, and consensus. These concepts have been successfully adopted by a number of Indian companies.

A Short Duration Programme on 21st Century Japanese Management: Adopting Best Practices is being offered by the Mizuho India Japan Study Centre, a Centre of Excellence at IIM Bangalore in the month of February 2023 to March 2023. This seeks to impart knowledge and skills in

- Japan’s highly successful traditional management practices.
- Japan’s 21st century reinvention of business, including in the new era of Society 5.0.

The Program Directors are Prof. **Jaideep Sarkar**, Professor of Practice, Entrepreneurship and Chairperson, Mizuho India Japan Study Centre and Mr. **Saideep Rathnam**, Chief Operating Officer, Mizuho India Japan Study Centre

## 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 2023–2024 are provided here.*

Sl. No.	Speaker Name and Institution	Institution Affiliated	Title of the Talk	Date
XVIII-1	Chirantan Chatterjee	University of Sussex	Sweet Cash: Is Healthcare a Normal Good for Women in Developing Countries?	April 7, 2023
XVIII-2	Marie Kratz	CREAR risk research center at ESSEC Business School	Building up Cyber Resilience by Better Grasping Cyber Risk via a New Algorithm for Modelling Heavy-Tailed Data	May 12, 2023
XVIII-3	Nikita Sangwan	Indian Statistical Institute	Social Networks, Gender Norms, and Women’s Labor Supply: Experimental Evidence Using a Job Search Platform	June 14, 2023
XVIII-4	Sandeep Juneja	TIFR and Google India	Sequential learning in a stochastic multi-armed bandit framework	June 15, 2023
XVIII-5	Dinesh Hasija	Augusta University	Indirect CPA During Cross-Border M&As: Political Affinity and Target-Dependent Lobbying	July 1, 2023
XVIII-6	Vasudha Jain	Indian Institute of Technology, Kanpur	Binary Elections, Private Polls and Duverger’s Law	July 20, 2023
XVIII-7	Akanksha Jalan	Rennes School of Business, France	The role of Trust, past Experience, Overconfidence, and Expectations in future Cryptocurrency holdings	July 21, 2023
XVIII-8	Sidharth Vedula	TUM Entrepreneurship Research Institute	The Evolution of the Collective Heart and Mind of Entrepreneurship: Evidence from Over Two Decades of Newspaper Coverage in the U.S	August 2, 2023
XVIII-9	Gaurav Chiplunkar	University of Virginia	Gender Barriers, Structural Transformation, and Economic Development	August 2, 2023
XVIII-10	Rahul Govind	University of New South Wales	Trust in our genes – The long-term effects of religious persecution on firm-consumer relationships	August 3, 2023

Sl. No.	Speaker Name and Institution	Institution Affiliated	Title of the Talk	Date
XVIII-11	Nymisha Bandi	McGill University	Incentivizing Healthy Food Choices Using Add-on Bundling: A Field Experiment	August 8, 2023
XVIII-12	Vineet Kumar	Yale School of Management	Automatic Discovery and Generation of Visual Design Characteristics: Application to Visual Conjoint	August 9, 2023
XVIII-13	Siddharth Singh	UCL School of Management	Resource Allocation under Income Disparity and Valuation Heterogeneity: Redesigning the Community Solar Business Model	September 1, 2023
XVIII-14	Praneeth Netrapalli	Research Scientist at Google Research India	Near Optimal Heteroscedastic Regression with Symbiotic Learning	September 5, 2023
XVIII-15	Verdiana Giannetti	University of Leeds	Power Is Good: Firm-Level Product Market Power Decreases Corporate Social Irresponsibility	September 12, 2023
XVIII-16	Rajeev Sharma	Deakin University	Challenges to content validity assessment and an AI-based solution	September 25, 2023
XVIII-17	Sabyasachi Das	Ashoka University	Decentralizing the Development-Conservation Trade-off: Evidence from Forestland Diversions in India	October 5, 2023
XVIII-18	Girsh Bahal	University of Western Australia Business School	The Effect of Supply Base Diversification on the Propagation of Shocks	October 11, 2023
XVIII-19	Sachin Jayaswal	IIMA	A cutting-plane-based solution approach for fixed-charge transportation problems	October 17, 2023
XVIII-20	Alessandro Pavan	Northwestern University	Knowing your Lemon before you Dump It	October 18, 2023



Sl. No.	Speaker Name and Institution	Institution Affiliated	Title of the Talk	Date
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XVIII-22	Somdeep Chatterjee	IIM Calcutta	Governance Structure and Household Investment in Education: Evidence from a Recentralization Experiment in Vietnam	November 21, 2023
XVIII-23	Sumit M Kunnumkal	Indian School of Business, Hyderabad	Strawberry Or Vanilla This Week? How To Optimize Tailored Assortments For Variety-Seeking/ Avoiding Consumers	November 22, 2023
XVIII-24	Boyoun (Grace) Chae	Hong Kong Polytechnic University	The Price is Right: Perception of Control Influence How Consumers Use Price in Judging Product Quality	November 23, 2023
XVIII-25	Arkadev Ghosh	Duke University	Creating Cohesive Communities: A Youth Camp Experiment in India	December 5, 2023
XVIII-26	Ashish Kumar Jha	Trinity College Dublin	Responsible News Dissemination and Echo Chambers: Impact of Personality Type and Ideology on Echo-Chamber Driven Misinformation	December 14, 2023
XVIII-27	Archishman Chakraborty	Yeshiva University	Subversive Conversations	December 14, 2023
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XVIII-29	Piyush Sharma	Curtin University	Emerging digital technologies and professional services	December 18, 2023
XVIII-30	Maung K. Sein	Kristiania University College	Thoughts on conducting and disseminating impactful research	December 18, 2023

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XVIII-34	Sumit Majumdar	Jindal School of Management, UT Dallas	Blockchain Technology and Platform Ecosystems Efficiency: Consent, Unanimity and Reciprocity	January 22, 2024
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XVIII-37	Alok Bhargava	University of Maryland School of Public Policy	Econometric modelling of carbon dioxide emissions and concentrations, ambient temperatures and ocean deoxygenation	March 6, 2024
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