

Srivardhini K. Jha

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Profile Summary

Srivardhini K. Jha is Professor of Entrepreneurship at the Indian Institute of Management Bangalore (IIMB) and Chairperson, NSRCEL, IIMB's startup incubator. Her research interest is in Innovation and Entrepreneurship in the emerging country context. She has published papers in several peer reviewed international journals and co-edited a book on the Indian startup ecosystem. She teaches Entrepreneurship, Corporate Innovation, Strategic Partnerships and Business Models to MBA, Ph.D. and executive program students. She has also made significant contributions to policy formulation at the State, National and International levels.

Education

2009 – 2013	Indian Institute of Management Bangalore, India FPM (equivalent to Ph.D.) in Corporate Strategy and Policy Recipient of Director's Merit Award, 2010-2011 Thesis: Evolution and Organization of Global Innovation Network in Multinational Enterprises.
2001 – 2003	Stanford University, USA MS in Management Science and Engineering (MS&E) Specialization in 'Technology and Strategy'
1993 – 1997	BMS College of Engineering/VTU, India Bachelor of Engineering (BE) Information Science and Engineering; Second Rank

Academic Positions

Indian Institute of Management Bangalore, India

Professor, July 2024 – Present
Associate Professor, Sept 2019 – July 2024
Assistant Professor, April 2016 – Sept 2019
Visiting Professor, Dec 2015 – March 2016

McGill Centre for the Convergence of Health and Economics, Canada

Research Scientist, June 2013 – Nov 2015

Professional Experience

Microsoft Corporation India

Director – Local Software Economy, March 2008 – Feb 2009

Sun Microsystems, Inc. (USA and India)

Strategic Program Manager, June 2000 – Feb 2008

Infosys Technologies Ltd, Bangalore, India

Senior Systems Analyst, October 1997 – May 2000

Published Papers

Bhawe, N. and **Jha, S.K.** (2024). ‘Context-driven Diversification in Social Enterprises’, *Business & Society*. <https://doi.org/10.1177/00076503241286321>

Bhawe, N. and **Jha, S.K.** (2024). ‘MFIs and Financial Inclusion: The Role of Business Models’, *The Journal of Development Studies*, 61 (1), 133-151.

Jha S.K., & Thillai Rajan, A. (2024). The Future of Incubation, *IIMB Management Review*. <https://doi.org/10.1016/j.iimb.2024.03.003>

Prabhu, V.N., **Jha S.K.**, & Krishnan, R.T. (2024). Science and Technology Ventures in India: Integrating NIS, SSI, and Ecosystem Perspectives, *Science, Technology and Society*. <https://doi.org/10.1177/09717218231219636>

Rajan, J., **Jha S.K.**, Naik, G. (2023). Navigating Temporary Organizations: A Narrative Perspective, *Journal of Management Inquiry*. 33 (4), 401-417. <https://doi.org/10.1177/10564926231208117>

Jha, S.K., Bhawe, N., & Satish, P. (2021). Scaling Social Enterprises through Product Diversification. *Sustainability*, 13, 11660. <https://doi.org/10.3390/su132111660>.

Jha, S. K., Gold, E. R., & Dubé, L. (2021). Modular Interorganizational Network Governance: A Conceptual Framework for Addressing Complex Social Problems. *Sustainability*, 13(18), 10292.

Dubé, L., McRae, C., Wu, Y.H., Ghosh, S., Allen, S., Ross, D., Ray, S., Joshi, P.K., McDermott, J., **Jha, S. K.** and Moore, S. (2019). Impact of the eKutir ICT-enabled social enterprise and its distributed micro-entrepreneur strategy on fruit and vegetable consumption: A quasi-experimental study in rural and urban communities in Odisha, India. *Food Policy*, 90:101787.

Jha, S.K., Dhanaraj, C. and Krishnan, R.T. (2018). Arbitrage to Global Innovation: Evolution of Multinational R&D in Emerging Markets. *Management International Review*, 58(4): 633-661.

Jha S.K. (2018). Entrepreneurial Ecosystem in India: Taking Stock and Looking Ahead. *IIMB Management Review*, 30(2): 179-188.

- Jha, S.K.**, Pinsonneault, A. and Dubé, L. (2016). ‘Evolution of an ICT Platform-enabled ecosystem for poverty alleviation: The Case of eKutir’. *MIS Quarterly*, 40 (2): 431-445
- Jha, S.K.**, Parulkar, I., Krishnan, R.T. and Dhanaraj, C. (2016) ‘Developing New Products in Emerging Markets’ *MIT Sloan Management Review*, 57(3): 55-62
- Dubé, L., **Jha, S.K.**, Faber, A., Struben, J., London, T., Mohapatra, A., Drager, N., Lannon, C., Joshi, P.K. and McDermott, J. (2014) Convergent innovation for sustainable economic growth and affordable universal healthcare: Innovating the way we innovate. *Annals of the New York Academy of Sciences*. 1331(1), 119-141.
- Jha, S.K.**, McDermott, J., Bacon, G., Lannon, C., Joshi, P.K. and Dubé, L. (2014) Convergent Innovation for Affordable Nutrition, Health and Healthcare: The Global Pulse Roadmap. *Annals of the New York Academy of Sciences*. 1331(1), 142-156.
- Jha, S. K.**, and Krishnan, R. T. (2013). Local innovation: The key to globalization. *IIMB Management Review*, 25(4), 249-256.
- Krishnan, R.T. and **Jha, S.K.** (2012). Innovation in Indian Automobile Industry: Role of Academic and Public Research Institutions. *Asian Journal of Technology Innovation*, 20(1): 67-84
- Krishnan, R.T. and **Jha, S.K.** (2011). Innovation Strategies in Emerging Markets: What can we learn from Indian market leaders. *ASCI Journal of Management*, 41(1): 21-45

Case Studies, Simulations, and Teaching Aids

- Jha, S.K.** (2024). ‘Bootstrapping: Sharky India Pvt. Ltd.’ (An in-class exercise)
- Rastogi, C., **Jha, S.K.** and Krishnan, R.T. (2023). ‘Mylab Discovery Solutions: Innovating against all Odds’, IIMB-HBS case (IMB949-PDF-ENG)
- Jha, S.K.**, Gomes, J. and Bhagavatula, S. (2021). ‘Meesho (A): Exploring Hyperlocal Fashion’, ‘Meesho (B): Technology Enablement of Small Retailers’ and ‘Meesho (C): Empowering India’s Women Entrepreneurs’. IIMB-HBS case (IMB907-PDF-ENG; IMB909-PDF-ENG; IMB911-PDF-ENG)
- Rajan, J., **Jha S.K.**, Naik, G. (2020). Managing the dynamics of Public Private Partnerships (Two-part case study). IIMB Case study
- Jha, S.K.** (2020). ‘Managing ambiguity in partnerships’ (An in-class exercise).
- Jha, S.K.** (2019). ‘Customer Development: Customer Discovery Exercise’ (An in-class exercise).
- Jha, S.K.** and Mani, D. (2018). A Simulation of Corporate Entrepreneurship (Simulation software and teaching note, hosted on IIMB’s Center for teaching and learning).

- Jha, S.K.**, Rao, M. and Sarkar, S. (2018). Rolocule Games: Negotiating the Mobile Gaming Wave', IIMB-HBS case (IMB705-PDF-ENG).
- Jha, S.K.**, and Jacob, M. (2018). 'Little Green Kid', IIMB-HBS case (IMB729-PDF-ENG).
- Jha, S.K.**, Krishnan, R.T., Dhanaraj, C. and Buche, I. (2015): 'Innovation in Emerging Markets' (A two-part Case Study of Cisco's ASR 901), IMD-HBS case (IMD833-PDF-ENG and IMD834-PDF-ENG).

Books/Book Chapters

- Jha, S.K.** and Hota, P. (2025). "Avoiding surprises and biases in the field: A stepwise plan for data collection". In *Handbook of Qualitative Research in Emerging Markets* (pp 71-81), edited by Helena Barnard. Edward Elgar Publishing.
- Rajan, T., **Jha, S.K.**, Thomas, J. and Chinchwadkar, R. (Eds.). (2021). Shifting Orbits: Decoding the Trajectory of the Indian Start-up Ecosystem. Universities Press (India) Private Limited.
- Krishnan, R.T., **Jha, S.K.** and Bhattacharyya, S. (2021). "India's Innovation System and Start-ups: Achievements and Opportunities". In *Shifting Orbits: Decoding the Trajectory of the Indian Start-up Ecosystem*, edited by Thillai Rajan A, Srivardhini K Jha, Joffi Thomas and Rohan Chinchwadkar, 2–11. Hyderabad: Universities Press (India) Private Limited.
- Jha, S.K.** (2021). "Going Deep: The Dynamics of Founding Radically Innovative Start-ups". In *Shifting Orbits: Decoding the Trajectory of the Indian Start-up Ecosystem*, edited by Thillai Rajan A, Srivardhini K Jha, Joffi Thomas and Rohan Chinchwadkar, 22–29. Hyderabad: Universities Press (India) Private Limited.
- Dubé, L., **Jha, S.K.** and McDermott, J. (2017). 'Pulse Value Chain Transformation Through Food Convergent Innovation for a Healthy Diet'. In "Pulses for Nutrition in India: Changing Patterns from Farm to Fork", edited by Devesh Roy, P.K. Joshi and Raj Chandra. IFPRI: Washington, D.C.
- Moore, S., **Jha, S. K.**, Mishra, S., Ross, D., Allen, S. and Dubé, L. (2015) "Innovation in Evaluation to Inform Policy Convergence: Complex Systems Approach to Access Entrepreneurship-driven Intervention in eKutir's VeggieKart." In *Evaluation for Sustainable Experiences and Learning*, edited by A. Brahmachari, R. Agrawal, S. Ghosh, N. Bohidar, Section V: Chapter 21, Astral, 2015.

Research Work and Case Studies in Progress

- Bhawe, N. and **Jha, S.K.** 'Cream skimming and financial inclusion at the Base of the Pyramid: A resource dependence story' (Manuscript under preparation for submission; Target – Strategic Management Journal)

- Bhawe, N. and **Jha, S.K.** ‘The enduring effect of founder experience on social enterprise strategy’ (Manuscript under preparation for resubmission; Target – ETP)
- Rastogi, C. and **Jha, S.K.** ‘Reconfiguring Capabilities in response to an Environmental Jolt: A Process Model Approach’ (Manuscript under preparation for submission)
- Rastogi, C., **Jha, S.K.** and Jain, S. ‘Path-creating entrepreneurship’ (Data collection in progress).
- Jha, S.K.**, Narayanan, V.K. and Krishnan, S. ‘Digitalization in Indian companies’ (Data collection in progress)
- Jha, S. K.** (2020). Creating Experiential Knowledge Networks in Emerging Entrepreneurial Ecosystems. *IIM Bangalore Research Paper*, (614).
- Rastogi, C. and **Jha, S.K.** ‘Orchestrating Innovation at Hero MotoCorp’ (A case study)

Peer-Reviewed Conference Presentations

- Rastogi, C., **Jha, S.K.** and Jain, S. ‘Path creation through imaginaries: The case of pioneering entrepreneurs in India’, Accepted for presentation at 40th EGOS Colloquium, Milan 2024.
- Saji, S. and **Jha, S.K.** ‘An Entrepreneurial Symphony: The Harmonious Interplay of Support Systems in the Identity Work of Women Entrepreneurs’, Accepted for presentation at 40th EGOS Colloquium, Milan 2024 and at BCERC 2024.
- Bhuwania, A., **Jha, S.K.** and Bhawe, N. ‘Business Models in Social Entrepreneurship – Linking Founders’ Imprinting and Financial Performance’, Presented at the annual Academy of Management Meeting, 2021
- Bhawe, N and **Jha, S.K.** ‘The spillover effects of currency demonetization and social embeddedness of MFIs’, Presented at the annual Academy of Management Meeting, 2021
- Bhawe, N and **Jha, S.K.** ‘Scaling Hybrid Organizations Along Twin Dimensions: The Impact of Product Diversification Strategy", Accepted for annual Academy of Management Meeting, August 2020, Vancouver, BC, Canada
- Bhuwania, A., **Jha, S.K.** and Bhawe, N. ‘The enduring effect of founder experience on social enterprise strategy’, Presented at annual SMS conference, London 2020
- Bhawe, N. and **Jha, S.K.** ‘Scaling social ventures: The role of informal economies and regulatory shocks’. Presented at the annual SMS conference, Minneapolis, Oct 2019.
- Jha, S.K.** and Mukherji, S. ‘Developing International Partnerships: An Experiential Learning Approach’. Presented at TLC @ Academy of Management, Boston, Aug 2019.
- Jha S.K.**, Naik, G. and Rajan, J. ‘Balancing the See-Saw: Negotiated Stability among Plural Logics in a Hybrid Partnership’. *EGOS Conference*, Tallin, Estonia, July 2018 and *EURAM*, Lisbon, June 2019.

- Jha S.K.,** Naik, G. and Rajan, J. ‘Balancing the See-Saw: The Dynamics of Public and Private Value Creation in Public-Private Partnerships’. *Academy of Management Journal Paper Development Workshop*, Bangalore, February 2018.
- Jha, S.K.** Panelist in panel symposium titled ‘Convergent Innovation: At the interface of private & public creation of economic & social value’. *Academy of Management Conference*, Atlanta 2017.
- Jha, S.K.** and Mani, D. ‘A Simulation of Corporate Entrepreneurship’. Teaching and Learning Conference at *Academy of Management Conference*, Atlanta 2017.
- Jha S.K.,** Naik, G. and Rajan, J. ‘Balancing the See-Saw: The Dynamics of Public and Private Value Creation in Public-Private Partnerships’. *Academy of Management Journal Paper Development Workshop*, Hong Kong, June 2017.
- Jha, S.K.** ‘Innovation in Indian Startup Ecosystem’. *MOR Conference*, Bangalore 2017.
- Jha, S.K.** ‘Creating Experiential Knowledge Networks in Emerging Entrepreneurial Ecosystems’. *Academy of Management Conference*, Anaheim, August 2016.
- Jha, S.K.,** Gold, R. and Dube, L. ‘Convergent Innovation Platform for Solutions at Scale to Complex Social Problems: A Conceptual Framework of Tiered Governance’. *Academy of Management Conference*, Anaheim, August 2016.
- Jha, S.K.,** Dhanaraj, C. and Krishnan, R.T. ‘MNE R&D in Emerging Markets: Arbitrage, Adaptation and Aggregation in Global Innovation Networks’. *Academy of Management Conference*, Philadelphia, August 2014.
- Jha, S.K.** ‘MNE R&D in emerging markets’. Invited Panelist at *Strategic Management Forum*, IIM Calcutta, 2014
- Jha, S.K.,** Krishnan, R.T. and Parulkar, I. ‘Subsidiary Bootstrapping: A decentralized Model of Emerging Market Innovation’. *SMS Conference*, Atlanta, Sept 2013.
- Jha, S.K.,** Dhanaraj, C. and Krishnan, R.T. ‘Evolution of Global Innovation Network in MNEs’. *Academy of International Business*, Washington D.C., July 2012.
- Jha, S.K.** ‘Evolution of Multinational R&D in Emerging Countries: The Case of India’ in a panel discussion titled ‘Trends in Multinational R&D in Emerging Markets: Rethinking the nexus between Institutions and Innovation’. *Academy of International Business*, Washington D.C., July 2012.
- Jha, S.K.** ‘Social Network Perspective on Innovation: A review’. Presented at *Business Applications of Social Network Analysis (BASNA)*, IEEE Conference, Bangalore, Dec 2011.
- Jha, S. K.** and Krishnan, R. T. ‘R&D as a Network of Centers of Excellence: A Sustainable Model?’ *Academy of Management Conference*, San Antonio, August 2011.

Research Reports and Monographs

- Jha, S.K.** and Thillai Rajan A. (2024). 'India Incubator Kaleidoscope. Democratising Entrepreneurial Dreams.' <https://nsrcl.org/project/india-incubator-kaleidoscope-2024-democratising-entrepreneurial-dreams/>
- Jha, S.K.** and Singh, C. (2014). Indian mid-market SaaS companies: Forging a new path of disruption. An iSPIRT product industry insights report. Available on <http://slideshare.net>.
- Hasan, S., **Jha, S.K.** and Koning, R. (2014). Software Product Industry Monitor. An iSPIRT report on the Indian software product industry. Available on <http://slideshare.net>.
- Krishnan, R.T., **Jha, S.K.**, Tewari, N., Nagarajan, G.S. and Sharma, S. (2013). The Case for the Indian Software Product Industry. An iSPIRT report to shape policy. Available on request.
- Ujjual, V., Patel, P., Krishnan, R.T., **Jha, S.K.**, Hsiao, R. and Zhao, F.Y. (2010). Management and Organisation of Global R&D by EU MNEs: A Subsidiary Perspective from Emerging Markets, *Report submitted to European commission* (<http://www.sussex.ac.uk/spru/documents/sewp192.pdf>).
- Kumar, K., Venkateswaran, R.T., Vijay, D., **Jha, S. K.**, Tumbe, C. and Sharma, D. (2009). Research on Business and Entrepreneurship History of India – Reflections on the State of the Art and Future Directions. IIM Bangalore Research Paper No. 329. Available at SSRN: <http://ssrn.com/abstract=2122705>.

Articles in Business Press

- Jha, S.K.** and Vaishnav, C. 'The Need for a Common Startup Definition Framework', Forbes India, July 7th 2023, <https://www.forbesindia.com/article/iim-bangalore/the-need-for-a-common-startup-definition-framework/86437/1>
- Jha, S.K.** 'How Incubators Can Keep Themselves Relevant', Entrepreneur, June-July 2023.
- Srinivasan, B. and **Jha, S.K.** 'Entrepreneurial Well-Being: An Ignored Aspect of Entrepreneurship', May 31st 2023, <https://www.entrepreneur.com/en-in/lifestyle/entrepreneurial-well-being-an-ignored-aspect-of/453220>
- K. Sriram and **Jha, S.K.** 'Digitalization: A new beginning for global capability centres', March 31st 2023, <https://timesofindia.indiatimes.com/blogs/voices/digitalization-a-new-beginning-for-global-capability-centres/?val=3728>
- Upreti, D. and **Jha, S.K.** 'Cleantech Entrepreneurs, Where Are You?'. Entrepreneur India, March 11th, 2022. <https://www.entrepreneur.com/article/422022>
- Jha, S.K.** and Desai, J. 'A case of choice'. The Hindu, Dec 4th 2021. <https://www.thehindu.com/education/using-case-method-as-a-pedagogical-tool-for-management-education-in-india/article37836163.ece>
- Jha, S.K.** 'Entrepreneurial Mindset: An Essential Life Skill'. Entrepreneur India, Apr 22nd 2021. <https://www.entrepreneur.com/article/370068>
- Jha, S.K.** 'A guide to a successful entrepreneurial journey for aspiring entrepreneurs'. Entrepreneur India, Dec 1st 2020. <https://www.entrepreneur.com/article/360699>

- Jha, S.K.** ‘Building entrepreneurs: Processes to build entrepreneurship abilities in students’. BW BusinessWorld, Nov 5th 2020. <http://bweducation.businessworld.in/article/Building-Entrepreneurs-Processes-To-Build-Entrepreneurship-Abilities-In-Students-/05-11-2020-339486/>
- Jha, S.K.** and Srinivasan, V. ‘The virtues of going virtual in a workplace’. DataQuest, May 31st 2020. <https://www.dqindia.com/virtues-going-virtual-workplace/>
- Krishnan, R.T. and **Jha, S.K.** ‘Six learnings in innovation from anti-Covid efforts’. Founding Fuel, May 27th 2020. <http://www.foundingfuel.com/article/six-learnings-on-innovation-from-anticovid-efforts/>
- Jha, S.K.** and Krishnan, R.T. ‘Four strategies for rapid innovation during a crisis’. The Hindu BusinessLine, May 25th 2020. <https://www.thehindubusinessline.com/specials/emerging-entrepreneurs/four-strategies-for-rapid-innovation-during-a-crisis/article31670051.ece>

Grants

- Co-investigator on a 30-month, \$280,000 grant by IDRC, Canada for a project titled “Scaling up Private Sector Engagement in Food Security through Convergent Innovation: Proof-of-Concept and Theory of Change”, 2015.
- Co-investigator on a 15-month, \$250,000 grant by Global Challenges India for studying the novel business model of eKutir, a social business based in Bhubaneswar, India, 2015.

Policy formulation

- Chair of the ‘Foundation’ track under Startup20 Engagement Group under the G20 India Presidency. Jan – Sep 2023
- Member of the Karnataka R&D Policy taskforce, Dec 2021 – Nov 2022
- Member of the drafting committee of National Science Technology and Innovation Policy, 2020.

Service

- Chairperson, NSRCEL (Dec 2022 – Present)
- Area editor for Innovation and Entrepreneurship in Journal of Indian Business Research (2017 – Present).
- Associate editor for IIMB management review (2022 – Present)
- Member of Advisory Committee, International Confluence Conference on Startups and Innovation, Dec 2023
- Member of Steering Committee for CII’s ‘Women In Innovation’ Compendium, 2023
- Member of the advisory group for CII’s Centre of Excellence for Innovation Entrepreneurship and Startups, 2021
- Track Chair for ‘Knowledge and Innovation’ at SMS Special Conference, ISB Hyderabad, India, Dec 2018.

- Co-organizer of the Academy of Management Journal's idea and paper development workshop, IIM Bangalore, Feb 2018.
- Member of Academic Council, BMS College of Engineering (2018 – 2020).
- Regular reviewer for several international journals such as Journal of Business Venturing, MIS Quarterly, Business & Society
- Regular reviewer for AOM, SMS conferences (2011 – Present).
- Area chair, Entrepreneurship (2019 – 2021)
- Member of several adhoc and long-standing committees at IIMB
 - Doctoral Program Committee (April 2022 – March 2025)
 - Office of international affairs (2018 – Present)
 - Journal list revision committee (Feb 2022 – Sept 2022)
 - Adhoc appeals committee (Sept 2021)
 - Liberal Arts Program committee (Jan 2021 – April 2022)
 - Internal committee (April 2020 – March 2022)
 - Career development services (2019 – March 2022)
 - Library committee (2019 – Dec 2022)
 - IT facilitation committee (2018 – Apr 2022)
 - PGPPM revamp committee (April 2020 – March 2021)
 - Governance committee (2016 – 2017)
 - Committee for future directions (2018 – 2019)

Teaching

A popular teacher with a consistently high student evaluation. Pedagogical innovations, experiential learning and context-specific content are the key pillars of my teaching philosophy. Recipient of IIMB's annual "Excellence in teaching award" for three years in a row.

- Entrepreneurial Mindset and Action (MBA core course)
- Strategic Partnerships (MBA elective)
- New age business models (MBA elective co-developed with K. Ganesh)
- Contemporary Entrepreneurship (Ph.D. seminar)
- Entrepreneurial Mindset and Methods (BBA course – online asynchronous)

I am also actively engaged in executive teaching and regularly offer several senior leadership programs.

- Strategic Leadership and Innovation in the Digital Era
- Leadership program to build resilient GCCs