



भारतीय प्रबंध संस्थान बेंगलूर
INDIAN INSTITUTE OF MANAGEMENT
BANGALORE

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Research & Publications

Annual Report 2024-2025



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RESEARCH AND PUBLICATIONS

ANNUAL REPORT 2025

(April 2024 – March 2025)



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Preface

IIMB's vision and mission entail thought leadership, innovation, and excellence in education. The faculty at IIMB engage 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 2024 to March 2025.

This year, IIMB faculty members have published 89 papers in academic journals. In addition, they have written 25 cases, which are distributed by Harvard Business Publishing (HBP). They have also published 2 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 49 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 55 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 2024–2025 (April 2024 to March 2025) in various forms, namely, books, peer-reviewed journal publications, cases, working papers, conference presentations, research projects, etc. can be found below.

Research Output: 2024–2025

Research Projects	71
Articles in IIMB Journal List	16
Total Number of Publications	89
Books	2
Chapters in Books	10
Case Studies and Teaching Notes Distributed through HBP	50
Awards, Honours, and Achievements	25
Working Papers	16
Articles in Newspapers/Magazines, etc.	35
Other Publications (Monographs, Reports, etc.)	03
Seminar/Conference/Workshop Presentations/Invited Talks by Faculty	253
Conferences/Seminar/Workshop Presentations by Doctoral Students	58
Total Number of Conferences/Seminar/Workshop Presentations/Invited Talks by IIMB Faculty and Students	311
Articles in Conference Proceedings	16
Doctoral Theses Completed	18

Research Output for 2008–2025

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; 2023–24 and 2024–25.

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	2024–25
1	Total Number of Publications	59	45	78	56	69	62	58	56	60	60	48	48	61	84	82	98	89
2	Books	06	14	10	05	07	04	05	06	13	12	2	5	4	6	9	4	2
3	Chapters in Books	22	12	25	15	13	19	11	21	21	14	21	8	14	11	10	20	10
4	Total Number of Presentations in National and International Conferences	84	65	112	108	217	276	207	211	234	246	202	197	202	260	221	254	253
5	Research and Case Writing Projects	93	93	84	70	72	79	53	83	119	92	126	158	145	127	128	134	71
6	Cases and Teaching Notes Distributed through HBP	-	-	32	22	56	19	40	48	62	42	74	44	30	62	30	38	50
7	Working Papers	17	20	28	28	39	54	30	21	40	22	18	22	30	23	18	24	16
8	Other Publications (Monographs, Reports, etc.)	15	21	10	21	18	18	24	25	19	13	6	14	15	12	2	5	3
9	Articles in Newspapers/ Magazines, etc.	70	80	93	71	94	124	121	106	97	44	49	37	140	71	27	45	35
10	Research Seminars at IIMB	37	38	24	42	40	38	37	54	38	51	49	56	2	-	36	40	49

Doctoral Programme Output for 2011–2025

The following table provides the research output by Doctoral students during the academic years: 2011–12; 2012–13; 2013–14; 2014–15; 2015–16; 2016–17; 2017–18; 2019–20; 2020–21; 2021–22; 2022–23; 2023–24 and 2024–25.

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	2024–25
1	Doctoral Theses Completed	13	13	6	18	20	20	20	24	14	22	11	17	22	18
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	10
4	Conference / Seminar / Workshop Presentations by Doctoral Students	43	25	49	37	36	46	58	44	50	13	29	58	31	58
5	Doctoral Workshops	2	15	14	-	6	7	4	2	4	-	1	1	-	-

IIMB Cases Distributed by Harvard Business Publishing (HBP)

*I*IMB 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 2024–2025 is provided below.

Sl. No.	Author	Title
1	Upasna A Agarwal, Vrinda Khattar, Rajiv Agarwal, and Mahapatra, Gopal	Devita Saraf and VU from the Top
2	Rajaraman Rathina, Neha Rajput, Padmavati Sridhar, Lokesh Babu K C, Dinesh Kumar U	Drishya AI Labs: Enhancing Alarm Intelligence Through Machine Learning
3	Manisha Rathi and Banerjee, Shankhadeep	Ecosystem Development for Digital Public Goods: The Case of Jugalbandi
4	Satyajit Roy and Saranga, Haritha	Saahas Zero Waste: Breaking the Spell of Fast Fashion with Circularity
5	Abhishek Sahu and Dutta, Debolina	Employee Monitoring: Toward an Orwellian Organization
6	K. S. Ranjani, Chirag Rawat and Dinesh Kumar U	Funding Green Hydrogen from Waste: Can Social Projects Make Financial Sense?

Sl. No.	Author	Title
7	Dutta, Debolina	Tesco Business Solutions: Enhancing Employee Experience Through Hyper-Personalization of The Employee Value Proposition
8	Mishra, Ashis , Sanchit Jain and Vibhu Teraiya	smallcase: A Disruptive Business Model in India
9	Ojha, Abhoy K	Managing Change: Merger of Vistara and Air India
10	Tanya Jain, Rahul Singh, Subramanian, Chetan and Thampy, Ashok	Multi-Financier Factoring Exchange: TReDS and RXIL
11	Smitha Patvardhan and Patvardhan, Shubha	The Muthoot Touch: Adding Glitter to The Indian Gold Loan Industry
12	Sabarinathan G	Carbon Masters India Limited
13	Saranga, Haritha and Nayonika Goud	Decarbonizing The Real Estate Sector: One Building at A Time
14	Saranga, Haritha and Aditya Gupta	Kalyani Ferrestatm: India's First Green Steel Is Ready, Already! Case A & B
15	Devika Devaiah and Prakhya, Srinivas	Skoda Auto India: Service Recovery and Beyond
16	Dutta, Debolina	HYRGPT: Transforming Applicant Experience and Recruitment Through Generative AI
17	Satyajit Roy and Jonnalagedda, Sreelata	Business Model Innovation at Log9
18	Dutta, Debolina and Stuti Jain	FieldAssist: Enabling Sales Performance and Incentive Design for Strategic Alignment of Frontline Salesforce in FMCG
19	Srinivasan R and Amar Saxena	AuctionBazaar.com®: Lubricating the NPA Disposal Process
20	Santhi Perumal, Shyam Sreekumaran Nair and Chandrashekar, Deepak	POSCO in Odisha: Non-Market Stakeholders (Missed) Management
21	Sabarinathan G	Arali Ventures
22	Sriram M S	Ninasam: Perform or Perish, That is the Question
23	Dutta, Debolina	Qapita: Designing and Managing Global LTIP Schemes for Employees
24	Shainesh G	Asian Paints BHPS: Growing the World's Largest Painting Service
25	Venkatagiri, Shankar and Jayanth Jayaram	Suki AI: The Doctor Will See You

Leading Journal Publications

*I*IMB 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 2024–2025, there were about XX such prominent publications which are listed below.

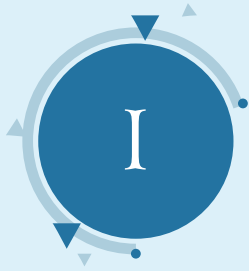
Sl. No.	Authors	Title of the article	Journal	Publication Details
1	Soudeep Deb, Rishideep Roy and Chinmay J Divekar	Real-time forecasting within soccer matches through a Bayesian lens	<i>Journal of Royal Statistical Society Series A</i>	Vol. 187(2), April 2024, Pg. 513-540
2	Anand Deo and Karthyek Murthy	Achieving Efficiency in Black-Box Simulation of Distribution Tails with Self-Structuring Importance Samplers	<i>Operations Research</i>	Vol. 73(1), January-February 2025, Pg. 325-343
3	Tarun Jain, Jishnu Hazra and Ram Gopal	3D Printing-as-a-Service: An Economic Analysis of Pricing and Cocreation	<i>Production and Operations Management</i>	Vol. 33(7), 2024, Pg. 1437-1456
4	Amar Sapra and Subodha Kumar	Optimal Joint Assortment for an Omni-Channel Retailer	<i>Information Systems Research</i>	Vol. 35(3), September 2024, Pg. 1154-1174
5	Achal Goyal and Amar Sapra	Managing Replenishment and Clearance of Perishables: Last-In, First-Out (LIFO) Issuing Policy and Age-Sensitive Demand	<i>Production and Operations Management</i>	Vol. 33(4), 2024, Pg. 1031-1052
6	Park Hyunsun, Tangirala Subrahmaniam, E S Srinivas and Apurva Sanaria	Unnoticed problems and overlooked opportunities: How and when employees fail to speak up under ambiguous threats	<i>Journal of Applied Psychology</i>	Vol. 109(10), 2024, Pg. 1571-1591
7	Jitamitra Desai , Guan Lian and Sandeep Srivathsan	Dynamic Departure Pushback Control at Airports: Part A - Linear Penalty-based Algorithms and Policies	<i>Naval Research Logistics</i>	Vol. 71(7), October 2024, Pg. 960-975

Sl. No.	Authors	Title of the article	Journal	Publication Details
8	Deepthi Sara Anil, Soham Sahoo and Debayan Pakrashi	Do educated politicians facilitate better public health? Evidence from India	<i>Social Science & Medicine</i>	Vol. 366, February 2025, Pg. 1-9
9	Arpita Pandey , Sanjeev Tripathi and Shailendra Pratap Jain	Past Imperfect or Present Perfect? How Dynamic Ranks Influence Consumer Perceptions	<i>Journal of Marketing Research</i>	Vol. 62(1), 2025, Pg. 117-135
10	Sumit Agarwal, Prasanna Tantri and Nitin Vishen	Does Social Capital Positively Influence Loan Performance Even During a Crisis?	<i>Journal of Development Economics</i>	Vol. 172, January 2025, 103384
11	Haoyu Chen, Wenbin Lu, Rui Song and Pulak Ghosh	On Learning and Testing of Counterfactual ML Fairness through Data Preprocessing	<i>Journal of the American Statistical Association</i>	Vol. 119(546), 2024, Pg. 1286-1296
12	Pulak Ghosh , Sumit Agarwal, Jin Li, and Tinayue Ruan	Digital Payments and Consumption: Evidence from the 2016 Demonetization in India	<i>Review of Financial Studies</i>	Vol. 37(8), August 2024, Pg. 2550-2585
13	Sumit Agarwal, Pulak Ghosh , Tianyue Ruan and Yunqi Zhang	Transient Customer Response to Data Breaches of Their Information	<i>Management Science</i>	Vol. 70(6) June 2024, Pg. 4105-4114
14	Ludvig Levasseur , Stephen E. Lanivich, Sai Chittaranjan Kalubandi and Apurva Sanaria	Time Perspective and Entrepreneurs' Alertness	<i>Entrepreneurship Theory and Practice</i>	Vol. 48(6), November 2024, Pg. 1358-1403
15	Rahul De' , Priya Seetharaman and Saji Mathew	Does Location Matter in IS Research? A Developing Country Perspective from India	<i>Information Systems Journal</i>	Vol. 34(6), November 2024, Pg. 1963-1994
16	Aydın Alptekinoğlu, Ashish S. Bhandari, and Amar Sapra	Demand management using responsive pricing and product variety to counter supply chain disruptions	<i>European Journal of Operational Research</i>	Vol. 314(3), May 2024, Pg. 867-881

Awards, Honours, and Achievements

1. **Prof. Allen P Ugargol**, Nomination to the Expert Committee under Karnataka Private Medical Establishment Rules.
2. **Prof. Anand Deo**, INFORMS Simulation Society's Best Publication Award.
3. **Prof. Arnab Mukherji**, IIMB Chair of Excellence.
4. **Prof. Arpit Shah**, Harvard Raghunathan Fellowship Grant 2024-25.
5. **Prof. Chetan Subramanian**, Rahul Rao's PHD dissertation supervised by me won an award. India Exim Bank's International Economic Research Annual (IERA) Citation.
6. **Prof. Deepti Ganapathy**, Michael Haley Travel Grant for the 74th Annual ICA Conference in the amount of US \$1,250.00, June 2024.
7. **Prof. Gopal Das**, Stanford top 2% scientist.
8. **Prof. Ludvig Levasseur**, AOM MOC Best Paper Award in Entrepreneurial Cognition sponsored by the Kauffman Foundation, Finalist.
9. **Prof. Ludvig Levasseur**, Top Downloaded Article. Strategic Entrepreneurship Journal (2024).
10. **Prof. Ludvig Levasseur, Sai Chittaranjan Kalubandi**, Saneesh Edacherian, Tom Allison, and Siri Terjesen, Best Paper (top 10%). Venture capital research: Meta-analysis. Academy of Management Entrepreneurship Division.
11. **Prof. Malika**, Poets & Quants 2024: Best 40-Under-40 MBA Professors.
12. **Prof. Maya Ganesh**, PSOR INFORMS webinar on Contemporary Operations Management in Developing Economies. Winner of the best paper/presentation award.
13. **Prof. Maya Ganesh**, Rakesh Allu, Sarang Deo, and Sripad Devalkar: PSOR Best Video Competition - Winners - First place Technology Enabled Agent-Choice and Uptake of Social Assistance Programs.
14. **Prof. Mukta Kulkarni**, Outstanding reviewer certificate (AOM).
15. **Prof. Nilam Kaushik**, Award for Best paper at the India Strategy Conference 2024.
16. **Prof. R Srinivasan**, Awarded by the FAU in recognition of continued commitment to FAU and Germany in general.
17. **Prof. Rishikesha T Krishnan**, Fellowship of the All-India Management Association in February 2025.
18. **Prof. Rusha Das**, PhD Dissertation, Academy of Management Critical Management Studies Best Doctorate Award- June 2024.

19. **Prof. Rusha Das**, Venus International Foundation Young Women Researcher in Public Policy 2024.
20. **Prof. Sandeep Yadav**, Rugman Most Promising Scholar Award Nomination in AIB 2024.
21. **Prof. Shankhadeep Banerjee**, Best Research Paper Runner-up on Digital Transformation at IMRC 2024 (IIMA).
22. **Prof. Sushanta Mishra**, Co-authored paper titled Examining dirty work from the lens of caste received the Best Paper Award Finalist at the 2nd Global Conference on Caste, Business, and Society held at the University of Bath.
23. **Prof. Varun Jindal**, Co-authored article titled Mergers and acquisitions research in finance and accounting: Past, present, and future recognized as a top viewed as well as a top cited article published by European Financial Management.
24. **Prof. Venkatesh Panchapagesan**, Runners-up of the best discussion in the Emerging Markets Conference, December 2024.
25. **Prof. Vijay Venkataraman**, and Sonal Nayak, Best Paper Award Finalist at Academic Research Award AoM-MOC sponsored by Kaufman Foundation.



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	Deb, Soudeep and Kaushik Jana	Nonparametric quantile regression for time series with replicated observations and its application to climate data	<i>Statistical Science</i>	Vol. 39(3), August 2024, Pg. 428-448
I-B2	Deb, Soudeep Roy, Rishideep and Chinmay J Divekar	Real-time forecasting within soccer matches through a Bayesian lens	<i>Journal of Royal Statistical Society Series A</i>	Vol. 187(2), April 2024, Pg. 513-540
I-B3	Kapil Gupta, Vijayshankar Krishnamurthy and Deb, Soudeep	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>	Vol. 37(1), March 2025, 100519, Pg. 1-20
I-B4	Anagh Chattopadhyay and Deb, Soudeep	A spatio-temporal model for binary data and its application in analyzing the directions of COVID-19 spread	<i>AStA Advances in Statistical Analysis</i>	Vol. 108, 2024, Pg. 823-851
I-B5	Deb, Soudeep Rishideep Roy and Das, Shubhabrata	Forecasting Elections from Partial Information Using a Bayesian Model for a Multinomial Sequence of Data	<i>Journal of Forecasting</i>	Vol. 43(6), September 2024, Pg. 1814-1834
I-B6	Shreyash Surendrarao Deshmukh and Deb, Soudeep	A survey of statistical and machine learning methods of quantile regression in time series and their suitability in predicting dengue outbreaks	<i>Japanese Journal of Statistics and Data Science</i>	Vol. 8, 2025, Pg. 641-689
I-B7	Deo, Anand and Karthyek Murthy	Achieving Efficiency in Black-Box Simulation of Distribution Tails with Self-Structuring Importance Samplers	<i>Operations Research</i>	Vol. 73(1), January-February 2025, Pg. 325-343

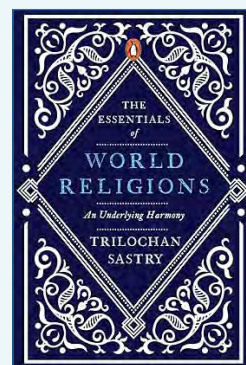
Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
I-B8	Pradipta Patra and U Dinesh Kumar	Availability Contracting Under Hierarchical Maintenance	<i>Annals of Operations Research</i>	Vol. 340, 2024, Pg. 389-423
I-B9	Pradipta Patra and U Dinesh Kumar	Opportunistic and delayed maintenance as strategies for sustainable maintenance practices	<i>International Journal of Quality and Reliability Management</i>	Vol. 42(3), 2025, Pg. 893-919
I-B10	U Dinesh Kumar , Manaranjan Pradhan, Shailaja Grover and Naveen Kumar Bhansali	Intelligence Assistant Using Deep Learning: Use Case in Crop Disease Prediction	<i>International Journal of Business Intelligence and Data Mining</i>	Vol. 25(3/4), 2024, Pg. 451-469
I-B11	Desai, Jitamitra and Kai Wang	A Set of Linearized Partially-Parallel Splitting Methods for Separable Convex Programs	<i>IIMB Management Review</i>	Vol. 37(1), March 2025
I-B12	Desai, Jitamitra , Guan Lian and Sandeep Srivathsan	Dynamic Departure Pushback Control at Airports: Part A - Linear Penalty-based Algorithms and Policies	<i>Naval Research Logistics</i>	Vol. 71(7), October 2024, Pg. 960-975
I-B13	Haoyu Chen, Wenbin Lu, Rui Song and Ghosh, Pulak	On Learning and Testing of Counterfactual ML Fairness through Data Preprocessing	<i>Journal of the American Statistical Association</i>	Vol. 119(546), 2024, Pg. 1286-1296
I-B14	Ghosh, Pulak , Sumit Agarwal, Jin Li, and Tinayue Ruan	Digital Payments and Consumption: Evidence from the 2016 Demonetization in India	<i>Review of Financial Studies</i>	Vol. 37(8), August 2024, Pg. 2550-2585
I-B15	Sumit Agarwal, Ghosh, Pulak , Tianyue Ruan and Yunqi Zhang	Transient Customer Response to Data Breaches of Their Information	<i>Management Science</i>	Vol. 70(6) June 2024, Pg. 4105-4114

I-C Books

I-C1 Sastry, Trilochan

The Essentials of World Religions

Penguin Viking, Sept 2024



It may be the twenty-first century but religious tensions and conflicts continue all across the world. Even today, religion continues to play an unparalleled role in the lives of individuals and nations with people and leaders pitting one religious identity against another. But the question that needs to be asked is this: are all religions fundamentally different from each other?

What if we go back to the source texts of all great religions of the world? What will we find?

Will we find a mountain of differences or a sea of harmony? This book addresses this question and is sure to surprise you with its findings.

I-E Working Papers

Sl. No.	Author	Title	IIMB Working Paper No.	Year
I-E1	Das, Shubhabrata	A New Measure of Non-Parametric Correlation for Variables in the Likert Scale	716	2025
I-E2	Ramachandra, Arjun	Robust Data-Driven CARA Optimization	708	2024
I-E3	Murthy, Rajluxmi V	Urban Mobility: An Understanding Of Critical Success Factors Of Multimodal Passenger Transport in India and Research Implications	711	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	Corporate Executives Need Acumen in AI Tech	<i>Education Time (ToI)</i>	June 2024

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	Self-Structured Importance Sampling for Chance-Constrained Optimisation	Engineering Mechanics Institute Conference and Probabilistic Mechanics & Reliability Conference, Chicago	May 28-31, 2024
I-H2	Deo, Anand and S Sai Rakshith	Self-Structured Importance Sampling for Chance-Constrained Optimisation	International Symposium on Stochastic Programming; Montreal, Canada	July 21-26, 2024
I-H3	Deo, Anand, and Murthy, Karthyek	Locally Robust Estimation for Mitigating Input Uncertainty in Minimization of Tail Risks	INFORMS I-Sim Workshop; HKUST, Hong Kong	June 24-26, 2024
I-H4	Deo, Anand	Quantifying the cost of safe decision making through analysis of chance constrained optimisation problems	POMS-HK 2025, Chinese University of Hong Kong	January 3-5, 2025
I-H5	Deo, Anand	Locally Robust Estimation for Mitigating Input Uncertainty in Minimization of Tail Risks	INFORMS Annual Meeting, 2024, Seattle	October 20, 2024
I-H6	Deo, Anand	Quantifying the cost of safe decision making through analysis of chance constrained optimisation problems	39th Annual Conference of the Ramanujan Mathematical Society, Christ University Bangalore	December 29, 2024

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
I-H7	Desai, Jitamitra	TEDx talk on The Choice Matrix, a framework that helps analyze our choices and sheds some light on our perspectives in terms of the choices we make, both long term and short term	IIM Bangalore	2024
I-H8	Ghosh, Pulak	Open Banking and Digital Payments: Implications for Credit Access	American Finance Association	January 2025
I-H9	Ghosh, Pulak	Democratization of AI: Impact on Business, Economy, and Society	Flaum Leadership Lecture Series, Fordham University	November 2024
I-H10	Ramachandra, Arjun	When submodularity meets pairwise independence	25th International Symposium on Mathematical Programming (ISMP)	July 21-26, 2024
I-H11	Ramachandra, Arjun	When submodularity meets pairwise independence	Indian Institute of Science Education and Research, Pune (IISER Pune)	April 10, 2024
I-H12	Ramachandra, Arjun	The interplay of submodularity and uncertainty	Bangalore Theory Seminar Series organized by the CSA Department, Indian Institute of Science, Bangalore	July 5, 2024
I-H13	Das, Shubhabrata	On Constraints and Interrelations between Nonparametric and Polychoric Correlations for Variables measured on the Likert Scale	International Conference on Trends and Perspectives in Linear Statistical Inference, LinStat, Poprad, Slovakia	September 2024

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
I-H14	Das, Shubhabrata	On Balanced Scheduling and Dynamic Updates in Double Round-Robin Tournaments: Applications in the Indian Super League	Mathsport Asia Conference, Udaipur	December 2024
I-H15	Das, Shubhabrata	Optimizing Prices of Tickets and Advertisement in Sports Series with Variable Game Counts	International Indian Statistical Association Conference, Cochin	December 2024
I-H16	Das, Shubhabrata	P.K. Sen Memorial lecture - Prof. Pranab Kumar Sen, the Advisor & the Academic Guru	International Indian Statistical Association Conference, Cochin	December 2024
I-H17	Deb, Soudeep	A divide-and-conquer approach for spatio-temporal analysis of large house price data from Greater London	EcoSta Conference 2024, Beijing, China	July 17-19, 2024
I-H18	Deb, Soudeep	Nonparametric Regression of Spatio-temporal Data using Infinite-dimensional Covariates	IISA Conference 2024, Cochin	December 27-31, 2024
I-H19	Deb, Soudeep	A Bayesian method of real-time forecasting in sports	AI Frontiers Series, Commonwealth Bank of Australia	2024
I-H20	Deb, Soudeep	Structural breaks in the spatial network of real estate dynamics: A study of UK property transactions	CMStatistics Conference 2024, London, UK	December 14-16, 2024

I-J IIMB Case Studies at Harvard Business Publishing

- I-J1** Title: **Drishya AI Labs: Enhancing Alarm Intelligence Through Machine Learning**
- Author: Rajarajan Rathina, Neha Rajput, Padmavati Sridhar, Lokesh Babu K C and **Dinesh Kumar U**
- Summary: OSUM, headquartered in Canada, is a privately held company in the oil and gas sector and enjoys being a significant producer in Western Canada. It is headquartered in Calgary, Alberta. In 2023, Canada was the single largest supplier of imported oil to the United States, responsible for over 35% of US imports, much more than Saudi Arabia, Venezuela, and all the OPEC countries combined. OSUM uses steam-assisted gravity drainage (SAGD) technology to extract heavy crude oil using an advanced form of steam stimulation. Water plays an important role in this extraction process. In an oil extraction plant, there are several interconnected systems that communicate with each other with established controls and interlocks. The plant operator's role is to ensure the plant runs smoothly without malfunctions, breakdowns, and other disruptions. To facilitate this, alarms and sensors are attached to different systems to signal any potential disruption and mandate a call for timely intervention. However, there are times when multiple alarms are set off, creating a conundrum for the operator, who is challenged with prioritizing which alarm to tackle first. Nuisance alarms, such as chattering, can be a source of distraction for the operator. Such distractions can negatively impact plant operations and result in plant downtime, costing the company significant dollar loss. Being concerned about the increasing cases of spikes in alarms, the company tied up with Drishya AI Labs to help solve this problem by leveraging machine learning algorithms so that such distractions could be reduced.
- I-J2** Title: **Funding Green Hydrogen from Waste: Can Social Projects Make Financial Sense?**
- Author: K. S. Ranjani, Chirag Rawat and **Dinesh Kumar U**
- Summary: TheGreenBillions Ltd. (TGBL) pioneers a waste-to-hydrogen initiative in support of India's National Green Hydrogen Mission. TGBL aspires to revolutionize the energy environment by collaborating with research institutions and aligning with national decarbonization ambitions. The modularized system, developed in collaboration with the Bharat Atomic Research Centre (BARC), promises an environmentally

responsible waste management solution while capitalizing on the potential of green hydrogen. The firm faces the combined challenge of technological innovation and financial feasibility as it searches for green hydrogen. However, economic problems and uncertainty about unproven green hydrogen adoption rates pose as obstacles. The case captures TGBL’s path from technological invention to the verge of revolutionizing India’s energy system while navigating the unknown seas of green hydrogen finance.

I-K Leading Journal Publications

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

I-K1	Authors:	Deb, Soudeep, Roy, Rishideep and Chinmay J Divekar
	Title:	Real-time forecasting within soccer matches through a Bayesian lens
	Journal:	<i>Journal of Royal Statistical Society Series A</i>
	Abstract:	This paper employs a Bayesian methodology to predict the results of soccer matches in real-time. Using sequential data of various events throughout the match, we utilize a multinomial probit regression in a novel framework to estimate the time-varying impact of covariates and to forecast the outcome. English Premier League data from eight seasons are used to evaluate the efficacy of our method. Different evaluation metrics establish that the proposed model outperforms potential competitors inspired by existing statistical or machine learning algorithms. Additionally, we apply robustness checks to demonstrate the model’s accuracy across various scenarios.
I-K2	Authors:	Deo, Anand and Karthyek Murthy
	Title:	Achieving Efficiency in Black-Box Simulation of Distribution Tails with Self-Structuring Importance Samplers
	Journal:	<i>Operations Research</i>
	Abstract:	This paper presents a novel Importance Sampling (IS) scheme for estimating distribution tails of performance measures modeled with a rich set of tools such as linear programs, integer linear programs, piecewise linear/quadratic objectives, feature maps specified with deep neural networks, etc. The conventional approach of explicitly identifying efficient changes of measure suffers from feasibility and scalability concerns beyond highly stylized models,

due to their need to be tailored intricately to the objective and the underlying probability distribution. This bottleneck is overcome in the proposed scheme with an elementary transformation which is capable of implicitly inducing an effective IS distribution in a variety of models by replicating the concentration properties observed in less rare samples. This novel approach is guided by developing a large deviations principle that brings out the phenomenon of self-similarity of optimal IS distributions. The proposed sampler is the first to attain asymptotically optimal variance reduction across a spectrum of multivariate distributions despite being oblivious to the specifics of the underlying model. Its applicability is illustrated with contextual shortest path and portfolio credit risk models informed by neural networks.

- I-K3** Authors: **Desai, Jitamitra**, Guan Lian and Sandeep Srivathsan
- Title: Dynamic Departure Pushback Control at Airports: Part A - Linear Penalty-based Algorithms and Policies
- Journal: *Naval Research Logistics*
- Abstract: Airport surface congestion can lead to significantly long taxi-out times, thus resulting in increased fuel-burn costs as well as excessive emissions of greenhouse gases. To curtail this undesirable syndrome, in this article, we propose a new *penalty-based dynamic departure pushback control (PDPC)* strategy, which employs a *linear penalty function* dependent not only on the taxiway queue limit but also on the current queue length to ration the pushback frequency at airports, and trades taxiway queueing times with gate-hold delays to minimize the total operational cost (fuel-burn and gate-hold costs). Using data from Beijing Capital International (PEK) airport, four different departure pushback control policies, namely: (i) no-control (baseline case); (ii) traditional -control; (iii) PDPC with a constant taxiway limit; and (iv) PDPC with varying taxiway limits; are compared. Detailed Monte Carlo simulations, which showcase the sensitivity of the total cost function to various problem parameters are presented, and our results indicate that deploying the PDPC policy results in a 42% reduction in total operational costs and a 68% reduction in fuel-burn (kg) as compared to the baseline case. To analytically reinforce these simulation results, an iterative Markov chain-based optimization algorithm is also developed to estimate the optimal values of the pushback rate and taxiway queue limit that minimize the total cost function. Such an analytical framework is very useful in the absence of reliable airport data as it only requires

estimates of the historical pushback request rates and service times at the taxiway, while yet retaining the capability to closely mirror the simulation results. Our Monte Carlo simulations as well as the Markov chain optimization model validate the strength and impact of the proposed PDPC policy, and demonstrate its practical efficacy in reducing airport surface congestion when applied using data from PEK airport.

- I-K4** Authors: Haoyu Chen, Wenbin Lu, Rui Song and **Ghosh, Pulak**
- Title: On Learning and Testing of Counterfactual ML Fairness through Data Preprocessin
- Journal: *Journal of the American Statistical Association*
- Abstract: Machine learning has become more important in real-life decision-making but people are concerned about the ethical problems it may bring when used improperly. Recent work brings the discussion of machine learning fairness into the causal framework and elaborates on the concept of Counterfactual Fairness. In this paper, we develop the Fair Learning through dAta Preprocessing (FLAP) algorithm to learn counterfactually fair decisions from biased training data and formalize the conditions where different data preprocessing procedures should be used to guarantee counterfactual fairness. We also show that Counterfactual Fairness is equivalent to the conditional independence of the decisions and the sensitive attributes given the processed non-sensitive attributes, which enables us to detect discrimination in the original decision using the processed data. The performance of our algorithm is illustrated using simulated data and real-world applications.
- I-K5** Authors: **Ghosh, Pulak** Sumit Agarwal, Jin Li and Tinayue Ruan
- Title: Digital Payments and Consumption: Evidence from the 2016 Demonetization in India
- Journal: *Review of Financial Studies*
- Abstract: We study how consumer spending responds to digital payments, using the differential switch to digital payments across consumers induced by the sudden 2016 Indian Demonetization for identification. Digital payment use rose by 2.94 percentage points and monthly spending increased by 2.38% for an additional 10 percentage points in prior cash dependence. Spending remained elevated even when cash availability recovered. Robustness analyses show that the spending response is not driven by purchase substitution, income

shocks, credit supply, or price changes. We provide causal evidence that digital payments increase consumer spending due to subdued endowment effects.

- I-K6** Authors: Sumit Agarwal, **Ghosh, Pulak**, Tianyue Ruan and Yunqi Zhang
 Title: Transient Customer Response to Data Breaches of Their Information
 Journal: *Management Science*
 Abstract: Cybersecurity breaches pose a substantial concern in the digital era. We investigate how customers respond to multiple unexpected data breaches of their information in India. Difference-in-differences estimates show that digital payments declined by 9% relative to cash payments immediately after an unexpected data breach in a food delivery platform, but the gap disappeared three months later. Customer entry and exit also exhibit weak, short-lived changes. Additional analyses on bank and online grocery data breaches uncover even weaker effects of data breaches. Our findings imply that the perceived benefits of convenience outweigh the costs of payment security risks.

I-L Awards, Honours, and Achievements

- I-L1** **Prof. Anand Deo**, Best Paper Award, INFORMS Simulation Society's Best Publication Award for making significant contributions to the field of simulation.
- I-L2** **Prof. Soudeep Deb** has joined the Editorial Boards of two journals ie; Nature Scientific Reports, in the Earth & Environment / Climate Change division and Journal of Sports Analytics.

I-M Doctoral Theses Completed by PhD Students during 2024–2025

Sl. No.	Name of the Student	Dissertation Title	Members of the DAC Committee
I-M1	Antra	Enhancing Patient Care with Predictive Analytics: Early Identification of Code Blue Events, Fall Detection, And IVF Success Prediction	U Dinesh Kumar, Bhuvanesh Pareek, Haritha Saranga
I-M2	Kapil Gupta	Analyzing House Prive Dynamic Using Novel Spatio-Temporal Methods	Soudeep Deb, Venkatesh Panchapagesan, Kunal Dasgupta, Anand Deo

Sl. No.	Name of the Student	Dissertation Title	Members of the DAC Committee
I-M3	Murari Srihari Srinivasa	Building Last-Mile Connectivity to Urban Public Transit Systems: A Decision Sciences Perspective	Rajluxmi V Murthy, Srinivas Prakhya, Reshma C

I-N Dissertation Proposals by Doctoral Students during 2024–2025

Sl. No.	Name of the Student	Topic	Date
I-N1	Kunal Rai	Nonparametric Methods and PIINs in Analysis of Univariate and Multivariate Time Series Data	November 14, 2024
I-N2	Chinmay Jayant Divekar	Novel Methods for Within-Game Analytics Problems in Sports	November 21, 2024
I-N3	Boggadi Sudheer Kumar Reddy	Second-Order Cone Programming (SOCP)-Based Constructs for Solving Mixed-Integer Programmes with Applications to Batch Scheduling Problems	December 19, 2024

I-O Papers Presented by Doctoral Students in Conference/Seminar during 2024–2025

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
I-O1	Boggadi Sudheer Kumar Reddy and Prof. Jitamitra Desai	A Hierarchy of Second Order Cone Programming Relaxations for 0-1 Integer Programming Problems	MIP International Conference, IIT Bombay	December 2024

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
I-O2	Kapil Gupta and Prof. Soudeep Deb	A Divide-and-Conquer Approach for Spatio-Temporal Analysis of Large House Price Data from Greater London	Doctoral Colloquium on Management and Development, Institute of Rural Management, Anand	November 2024
			& India Management Research Conference 2024, IIM Ahmedabad	December 2024
I-O3	Kapil Gupta, Prof. Soudeep Deb and Prof. Venkatesh Panchapagesan	Spatial Modelling of Residential Real Estate Prices in Bengaluru, India	India Management Research Conference 2024, IIM Ahmedabad & IISA 2024 Conference, Cochin University of Science and Technology	December 2024 December 2024
I-O4	Kapil Gupta	A Robust Multilevel Modeling Approach to Ranking Women's Batting Performances in Cricket	MathSport Asia 2024, IIM Udaipur	December 2024
I-O5	Antra, U Dinesh Kumar	An Empirical Study on the Application of Machine Learning in Predicting IVF Pregnancy Outcomes	Production and Operations Management Society (POMS) International Conference, Istanbul, Türkiye	June 2024

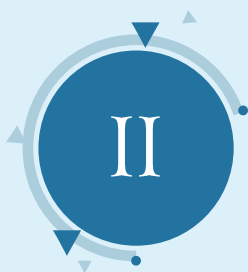
Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
I-O6	Kapil Gupta, Soudeep Deb	A Mixture Model Approach for Addressing Missingness in Spatio-Temporal Data	ISBA satellite workshop, Università della Svizzera italiana, Lugano, Switzerland	June 2024
			& BAYSM 2024, Ca' Foscari University of Venice, Italy	June 2024
I-O7	Kapil Gupta, Soudeep Deb	A Divide-and-Conquer Approach for Spatio-temporal Analysis of Large House Price Data from Greater London	BNP Networking Workshop 2024, National University of Singapore	August 2024

I-P Publications by Doctoral Students (Journal articles/book chapters/cases/book reviews) during 2024–2025

Sl. No.	Name of the Student	Title of the Paper	Name of the Journal/Book	Publications Details
I-P1	Antra, Prof. U Dinesh Kumar, Gaurav Loria and Prof. Yogamaya Nayak	Beyond the alarm: proactive predictions for cardiac arrest incidents in hospitals using interpretable machine learning models	<i>Journal of the Operational Research Society</i>	December 2023
I-P2	Kapil Gupta and Prof. Soudeep Deb	Has there been improvement in Indian Smart Cities towards Quality of Education through Smart Classrooms for Children especially Poor Children, like decline in dropout rate, etc. if any?	SAAR - Sameeksha series of Smart Cities Mission	December 2024

I-Q Awards, Honours, and Achievements by Doctoral Students in 2024-2025

Sl. No.	Name of the Student	Details of the Award	Date
I-Q1	Kapil Gupta	ISBA Travel Award: BNP Networking Workshop 2024, Bayesian Nonparametric Section of ISBA	July 2024
		Doctoral Student Research Paper Awards of 2024, Indian Institute of Management Bangalore	September 2024
		The Florintree Scholarship Award, Indian Institute of Management Bangalore	September 2024
		Research Paper Award, Indian Institute of Management Bangalore	September 2024
		Special Prize Award: Advance Research Paper Track, DOCMAD, IRMA, Anand, India	November, 2024
		Honorable Mention for Best Research Paper in Data Science & Artificial Intelligence Track, IMRC 2024, Indian Institute of Management Bangalore	December 2024
		Best Research Paper in Real Estate (Less Developed Countries) Award in Real Estate Track, India Management Research Conference, IIM Ahmedabad	December 2024
I-Q2	Chinmay Jayant Divekar	Institute Research Paper Award, Indian Institute of Management Bangalore	September 2024
		JR Fellowship Award, JR Fellowship	September 2024
I-Q3	Ronit Neogy	Institute Research Paper Award, Indian Institute of Management Bangalore	September 2024



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 Robust Procurement Design

Project Team: **Sanket Patil**, Alessandro Pavan and Debasis Mishra

Summary: Consider a federal or state government procuring a patented medicine for the treatment of a communicable disease. Such a government faces two key challenges while writing the procurement contract. First, the demand is uncertain at the time of contracting as it depends on the extent to which this communicable disease will spread in the coming months. Second, the cost of production is private information of the pharmaceutical company. How should the government design a procurement contract in such situations that are marred by uncertainty? Which kind of procurement contracts are better – price contracts or quantity contracts?

Sponsor: IIM Bangalore (VRSP)

Status: Ongoing

II-A2 Economic Impacts of Tap Water Access in Rural India

Project Team: **Aditya Shrinivas**

Summary: Access to clean and safe drinking water is a fundamental necessity for human well-being and plays a critical role in public health, economic growth and environmental sustainability. The United Nations Sustainable Development Goal (SDG 6) calls for universal access to safe and affordable drinking water by 2030, underscoring the global relevance of this issue. Yet, many developing countries, including India, face growing challenges in achieving this target, including drinking water availability, water quality, adequate infrastructure, and equity in access.

Sponsor: IIM Bangalore

Status: Ongoing

II-A3 Female Labor Force Participation and Social Norm

Project Team: **Ritwik Banerjee**

Sponsor: MPI Bonn, Germany

Status: Ongoing

II-A4 Automation, Aging, Skill Realignment and Labor Market Outcomes in JapanProject Team: **Tirthatanmoy Das**

Sponsor: MIJSC, IIMB

Status: Ongoing

II-A5 Firm Performance and Board Diversity in Japan: Direct Effect, Firm EfficiencyProject Team: **Tirthatanmoy Das**

Sponsor: MIJSC, IIMB

Status: Ongoing

II-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
II-B1	Jakhu, Gaurav	Data protection and empowering users to control data	<i>Marketing Letters</i>	Vol. 36, 2025, Pg. 17-48
II-B2	Ankit Kumar, Rahul Rao and Subramanian, Chetan	Conventional vs. unconventional monetary policy under credit regulation	<i>Macroeconomic Dynamics</i>	Vol. 29, 2024, e52, Pg. 1-27
II-B3	Aishvarya, Das, Tirthatanmoy and U. Dinesh Kumar	Decision support system for policy-making: Quantifying skill and chance in daily fantasy sports	<i>Decision Support Systems</i>	Vol. 182, July 2024, 114237
II-B4	Dasgupta, Kunal and Murali, Srinivasan	Pandemic containment and inequality in a developing economy	<i>Economic Inquiry</i>	Vol. 62(2), 2024, Pg. 837-864
II-B5	Patil, Sanket and Yuval Salant	Optimal sample sizes and statistical decision rules	<i>Theoretical Economics</i>	Vol. 19(2), May 2024, Pg. 583-604

II-E Working Papers

Sl. No.	Author	Title	IIMB Working Paper No.	Year
II-E1	Patil, Sanket	Strategic Justifications	707	2024
II-E2	Pragati and Das, Tirthatanmoy	Health Coverage and Educational Investments	714	2025
II-E3	Dhasmana, Anubha	Economic Policy Uncertainty and Underinvestment in Indian Firms	715	2025
II-E4	Debasis Mishra and Patil, Sanket	Undominated monopoly regulation	718	2025
II-E5	Bandhu, Sarvesh and Rohit Kumar	A new induction proof of the Gibbard-Satterthwaite theorem	720	2025
II-E6	Bandhu, Sarvesh, Parikshit De and Devwrat Dube	Queueing Problem with Dynamic and Heterogeneous Opportunity Costs	721	2025
II-E7	Bandhu, Sarvesh and Rohit Kumar	Implementing Efficiency with Equality	722	2025

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	Dhasmana, Anubha	Investment and Idiosyncratic Volatility: Role of Ownership Concentration	28th International Conference on Macroeconomic Analysis and International Finance, University of Crete	2024
II-H2	Jakhu, Gaurav	Integrating a Free Online Service: Advertisements and Competitive Implications	Economics Department, Ashoka University	March 2025
II-H3	Singh, Kuldeep	Universal Basic Income for Developing Economies	ABLE Workshop, IIM Ahmedabad	July 2024
II-H4	Singh, Kuldeep	Universal Basic Income for Developing Economies	Economics Exchange, Ashoka University	March 2025

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
II-H5	Singh, Kuldeep	Universal Basic Income for Developing Economies	North America Summer Meeting of Econometric Society, Nashville, US	June 2024
II-H6	Singh, Kuldeep	Midwest Macroeconomics Meetings	Purdue University	September 2024
II-H7	Singh, Kuldeep	Risky Business and the Process of Development	American Economic Association Winter Meeting, San Francisco, CA, USA	January 2025
II-H8	Singh, Kuldeep	Risky Business and the Process of Development	Korean Economic Review International Conference (KER2024)	June 2024
II-H9	Singh, Kuldeep	Risky Business and the Process of Development	Sixth China International Conference in Macroeconomics	June 2024
II-H10	Dasgupta, Kunal	Plenary session	IIFT's Annual Conference, Indian Institute of Foreign Trade, Kolkata	January 2025
II-H11	Dasgupta, Kunal	Invited talk	IIT Bombay	2024
II-H12	Patil, Sanket	Undominated Monopoly Regulation	Conference on Mechanisms and Institution Design in Budapest	July 2024
II-H13	Patil, Sanket	Robust Procurement Design	19th Annual Conference on Economic Growth and Development, ISI New Delhi	December 2024
II-H14	Patil, Sanket	Robust Procurement Design	Workshop on Mechanism Design with Transfers at ISI Delhi	January 2025

Sl. No.	Authors	Title of Paper/Session/Invited Talk	Name of Conference and Venue	Dates of Event
II-H15	Patil, Sanket	Undominated Monopoly Regulation	Academia Sinica	September 2024
II-H16	Patil, Sanket	Undominated Monopoly Regulation	Shiv Nadar University	August 2024

II-K Leading Journal Publications

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

- II-K1** Authors: **Jakhu, Gaurav**
 Title: **Data protection and empowering users to control data**
 Journal: *Marketing Letters*
 Abstract: This paper examines a monopolist platform's data strategy comprising of data collection and data protection under two different data ownership regimes: one, where users have no control over the amount of data shared with the platform, and the other, where users can set privacy controls, and also, considers the welfare implications of introducing a minimum data protection regulation. Our results highlight that i) empowering users leads to a sub-optimal level of data collection and protection, and ii) combining minimum data protection with empowering users to control data can better achieve the regulator's objective of enhancing consumer welfare.
- II-K2** Authors: Ankit Kumar, Rahul Rao and **Subramanian, Chetan**
 Title: **Conventional vs. unconventional monetary policy under credit regulation**
 Journal: *Macroeconomic Dynamics*
 Abstract: We provide empirical evidence that the impact of quantitative easing (QE) programs on investment is weaker for countries with high-credit market regulations. We then extend a simple DSGE model with segmented financial markets to include credit regulation and examine its impact on the transmission of conventional and unconventional monetary policies. In our model, the government requires banks to hold a fraction of their assets in government debt. We show that the presence of such regulation can invert monetary

transmission under QE policy: An expansionary QE program raises term premiums on corporate bonds and causes a contraction instead of an expansion in the economy. Such a perversion is absent under conventional policy. Further, in contrast to Carlstrom et al. (2017), we show that a simple Taylor rule welfare dominates a term premium peg under financial shocks, while the peg does better in the case of non-financial shocks.

- II-K3** Authors: Aishvarya, Das, Tirthatanmoy and U Dinesh Kumar
- Title: **Decision support system for policy-making: Quantifying skill and chance in daily fantasy sports**
- Journal: *Decision Support Systems*
- Abstract: We explore the question of skill versus chance dominance in Daily Fantasy Sports (DFS), which has been the subject of numerous legal disputes around the world. Our study examines whether a contestant's winnability in DFS is influenced by factors reflecting skills using cricket-based daily fantasy contest data and a true fixed effects stochastic frontier model. We find that skill contributes significantly towards winnability in five ways. First, contestants performing well in the past do better in the present. Second, gaining more game experiences improves performance. Third, contestants who participated recently, tend to exhibit higher winnability. Fourth, selecting an appropriate contest type enhances winnability. Fifth, the large estimated signal-to-noise ratio indicates that the unobserved skill measured by a non-negative error has a much greater impact on winnability than the regular two-sided random shocks. These results are robust to varying specifications and subsets of data. Decision makers and regulators can use the model presented in the study to distinguish skill-dominant DFS from chance-dominant DFS.

II-L Awards, Honours, and Achievements

- II-L1** Prof. Chetan Subramanian, conferred India Exim Bank's International Economic Research Annual (IERA) Citation for supervising Rahul Rao's PHD dissertation that won an award.

II-M Doctoral Theses Completed by PhD Students during 2024-2025

Sl. No.	Name of the Student	Dissertation Title	Members of the DAC Committee
II-M1	Muneer Kalliyil	Essays in Education Economics	Soham Sahoo, Ritwik Banerjee, Kunal Dasgupta
II-M2	Pragati	Essays on Human Capital Investments	Tirthatanmoy Das, Manaswini Bhalla, Arnab Mukherji

II-N Dissertation Proposals by Doctoral Students during 2024-2025

Sl. No.	Name of the Student	Topic	Date
II-N1	Sabhya Rai	Essays on Skills and Labor Market Outcomes	November 11, 2024
II-N2	Kunal Biswas	Essays on Fiscal-Monetary Linkages	January 27, 2025

II-O Papers Presented by Doctoral Students in Conference/Seminar during 2024-2025

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
II-O1	Kunal Biswas, Prof. Srinivasan Murali, Prof. Abhinav Anand, Jalaj Pathak	Fiscal-Monetary Interaction and Sovereign Bond Yields: Evidence from Speeches of Central Banks and Finance Ministries	SERI-D Lightning Talk, Amitava Bose Memorial SERI Doctoral Workshop, IIM Calcutta	July 2024

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
II-O2	Kunal Biswas, Prof. Srinivasan Murali, Prof. Abhinav Anand, Jalaj Pathak	Fiscal-Monetary Interaction and Sovereign Bond Yields: Evidence from Speeches of Central Banks and Finance Ministries	Winter School 2024, Delhi School of Economics	December 2024
			19th Annual Conference on Economic Growth and Development, ISI Delhi	December 2024
			India Management Research Conference 2024, IIM Ahmedabad	December 2024
			4th Macroeconomics Conference, Shiv Nadar Institution of Eminence	January 2025
			2nd Meeting of Young Minds in Frontiers of Economics, IIT Bombay	February 2025
II-O3	Shivali Sharma, Akshar Saxena	Unlocking Opportunities: Effect of financial access on women's bargaining power	2nd Meeting of Young Minds in Frontiers of Economics, IIT Bombay	February 2025
II-O4	Shivali Sharma, Shila Mishra, Akshar Saxena	Delivering to the gig workers: Time use and social protection in the gig economy	Annual Conference on Economics and Finance, BITS Pilani, Hyderabad	February 2025
II-O5	Vivek Kandimalla	Spatial Implications of Industrial Policy	Journal of International Economics Summer School 2024	July 2024

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
II-O6	Shivali Sharma, Prof. Akshar Saxena	Unlocking Opportunities: Effect of Financial Access on Women's Bargaining Power	SITES- Global Labor Organization	September 2024
			International Conference in Finance, Accounting and Banking, University of Southampton	September 2024

II-Q Awards, Honours, and Achievements by Doctoral Students in 2024-2025

Sl. No.	Name of the Student	Details of the Award	Date
II-Q1	Sweta Sogani	Director's Merit Award-Second year, IIM Bangalore	June 2024
II-Q2	Sabhya Rai	Selected to participate in the Asian Summer School in Econometrics and Statistics, The Econometric Society	July 2024
II-Q3	Shivali Sharma	Best Paper award at 20th Doctoral Conference in Management ANVESH 2025, Nirma University, Ahmedabad	February 2025



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 (Afsharipourt, 2011; Bird, Mukherjee, & Duppati, 2017; Deodhar, 2016; Dhanesh, 2014; Kansal, Joshi, Babu, & Sharma, 2018; Subramaniam, Kansal, & Babu, 2017; Wang, Tong, Takeuchi, & George, 2016). We investigate the success of this legislation both for the companies and the intended beneficiaries. We find that the impact of the legislation has fallen short of expectations both in terms of the volume of CSR expenditure generated and the activities to which it has been directed. In particular, we find that the legislation has had a negative effect on the relationship between CSR and profitability which in turn can have a perverse effect on the willingness of companies to spend in this area. We conclude that greater care has to be taken when implementing mandatory CSR, if it is to be effective. Our objective in this project is to leverage this unique institutional context and rich empirical setting and contribute to both management theory and practice. Next, we discuss relevant literature to motivate the descriptive and theoretical topics which we intend to tackle in this project.

Sponsor: IIM Bangalore

Status: Ongoing

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-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
III-B1	Jothsna Rajan, Jha, Srivardhini K and Naik, Gopal	Navigating Temporary Organizations: A Narrative Perspective	<i>Journal of Management Inquiry</i>	Vo. 33(4), October 2024, Pg. 401-417
III-B2	Nachiket Bhawe and Jha, Srivardhini K	MFIs and Financial Inclusion: The Role of Business Models	<i>The Journal of Development Studies</i>	Vol. 61(1), 2025, Pg. 133-151
III-B3	Levasseur, Ludvig Stephen E. Lanivich, Kalubandi, Sai Chittaranjan and Sanaria, Apurva	Time Perspective and Entrepreneurs' Alertness	<i>Entrepreneurship Theory and Practice</i>	Vol. 48(6), November 2024, Pg. 1358-1403

III-D Chapters in Books

Sl. No.	Authors	Title of Chapter	Title of Book	Editor	Publication Details
III-D1	Jha, Srivardhini K and Pradeep Kumar Hota	Avoiding surprises and biases in the field: A stepwise plan for data collection	<i>Handbook of Qualitative Research in Emerging Markets</i>	Helena Barnard	Chapter 6, Pg. 71-81, Edward Elgar Publishing, 2025

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	Levasseur, Ludvig	Virtual Seminar	Indian Institute of Technology Bombay, Shailesh J. Mehta School of Management	2024

Sl. No.	Authors	Title of Paper/ Session/ Invited Talk	Name of Conference and Venue	Dates of Event
III-H2	Levasseur, Ludvig	Virtual Seminar	Indian Institute of Technology Madras, Centre for Research on Start-Ups and Risk Financing (CREST)	2024
III-H3	Nayak, S., Levasseur, Ludvig and Venkataraman, Vijay	Dancing to the tune? Digital transformation and funding of startups in media & entertainment	DRUID Conference, Nice, France Academy of Management Annual Conference, Chicago, IL, USA	June 2024 August 2024
III-H4	Srivastava, J., Kalubandi, S., Gopalakrishnan, B., Levasseur, Ludvig, Allison, T. and Short, J	SVC involvement and deal and post-funding financial outcomes in social entrepreneurship financing	India Strategy Conference, Ahmedabad	December 2024
III-H5	Kalubandi, Sai Chittaranjan, Sanaria, Apurva and Ravi, H.	Influence of institutional contexts on family firms' internationalization: A meta-analysis	Academy of International Business Annual Meeting 2024, Seoul AOM 2024 Annual Meeting, Chicago The INDAM 2025 Conference, Kolkata Won best paper award AIB SAC 2025 Conference, held online India Strategy Conference, Ahmedabad	July 2-6, 2024 July 25-29, 2024 January 16-18, 2025 January 13-14, 2025 December 15-18, 2024
III-H6	Kalubandi, Sai Chittaranjan Srivasta, J., Gopalakrishnan, B., Ludvig Levasseur, L. and Allison, T., Short, J	SVC involvement and deal and post-funding financial outcomes in social entrepreneurship financing	India Strategy Conference, Ahmedabad	December 15-18, 2024

Sl. No.	Authors	Title of Paper/ Session/ Invited Talk	Name of Conference and Venue	Dates of Event
III-H7	Kalubandi, Sai Chittaranjan	Conducted workshop on Meta-analysis	India Strategy Conference, Ahmedabad	December 14-18, 2024
III-H8	Jha, Srivardhini K	Innovation and Entrepreneurship in an academic setting	Sri Sathya Sai Institute of Higher Learning	June 2024
III-H9	Jha, Srivardhini K	Panelist: Creating a Culture of Ownership for Enhanced Engagement and Accountability	Zinnov confluence, Bangalore	July 12, 2024
III-H10	Jha, Srivardhini K	Innovation and Entrepreneurship in an Academic Setting	Reva University, Bangalore	August 2024
III-H11	Jha, Srivardhini K	Panel discussion	IIT Bombay's DSSE on Entrepreneurship Education & Research	January 2025
III-H12	Jha, Srivardhini K	Talk at MeitY event Pravaah on Incubating success: strategies for supporting startups	BITS Pilani, Goa Campus	February 21, 2025

III-I Articles in Conference Proceedings

Sl. No.	Authors	Title of Paper	Details of the Conference Proceedings
III-I1	Levasseur, Ludvig, Kalubandi, Sai Chittaranjan, Edacherian, S., Allison, T. and Terjesen, S.	Venture capital research: Meta-analysis. In S. Taneja (Ed.)	Best Paper Proceedings of the Eighty-Fourth Annual Meeting of the Academy of Management. Online ISSN: 2151-6561
III-I2	Chaurasiya, Jayadev, M., Jindal, Varun and Kalubandi, Sai Chittaranjan	Operational creditor rights and trade credit: Evidence from policy interventions	8th JAAF-ATP India Symposium, January 11-12, 2025, at Indian Institute of Management Udaipur, Rajasthan, India

Sl. No.	Authors	Title of Paper	Details of the Conference Proceedings
III-I3	Srivastava, J., Kalubandi, Sai Chittaranjan , Gopalakrishnan, B., Ludvig Levasseur, Allison, T. H. and Short, J. C	Impact of Social Venture Capital on Deal and Post-Funding Financial Outcomes of Social Ventures	Academy of Management Proceedings (Vol. 2024, No. 1, p. 16477). Valhalla, NY 10595: Academy of Management
III-I4	Levasseur, Ludvig , Kalubandi, Sai Chittaranjan , Edacherian, S., Allison, T. H. and Terjesen, S. A.	Venture Capital Research: Meta-Analysis	In Academy of Management Proceedings (Vol. 2024, No. 1, p. 11895). Valhalla, NY 10595: Academy of Management

III-K Leading Journal Publications

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

- III-K1** Authors: Jothsna Rajan, **Jha, Srivardhini K** and **Naik, Gopal**
 Title: Navigating Temporary Organizations: A Narrative Perspective
 Journal: *Journal of Management Inquiry*
 Abstract: Temporary organizations (TOs) can be viewed as a collection of narratives about the past and the future that can potentially shape organizational outcomes. An in-depth, longitudinal study of a time-bound inter-organizational project that served rural India's educational needs shows how multi-authored narratives and practices in temporary organizations influence each other. When the narratives are coherent with respect to the past and the future, the actors engage in mitigative practices, and the project develops. If the narratives diverge, the actors engage in self-serving practices hindering the project. The narrative view affords us a novel lens to understand the dynamics that shape practices and outcomes within temporary organizations. Our findings also have practical implications for TO management—understanding the plurality of narratives and emphasizing the importance of aligning them.
- III-K2** Authors: Nachiket Bhawe and **Jha, Srivardhini K**
 Title: MFIs and Financial Inclusion: The Role of Business Models
 Journal: *The Journal of Development Studies*

Abstract: The role of Microfinance institutions (MFIs) in driving financial inclusion is contested. We argue that the ability of MFIs to consistently contribute to financial inclusion depends on their business model and its resilience to structural changes. We find that MFIs with an embedded business model (i.e., deep engagement with the local community) perform better in the aftermath of structural policy interventions as compared to MFIs with a transactional model. Using a difference in differences analysis on a database of MFIs that operated in India during the currency demonetization, we find support for our hypotheses. Our findings indicate that while transactional MFIs do better in a stable environment, embedded MFIs hold the advantage in a turbulent environment. Our results underscore the role of business model fit with the environment in driving financial inclusion. We also alert practitioners to the tradeoffs involved in being embedded in the local context (or lack thereof).

III-K3 Authors: **Levasseur, Ludvig**, Stephen E. Lanivich, **Kalubandi, Sai Chittaranjan** and **Sanaria, Apurva**

Title: Time Perspective and Entrepreneurs' Alertness

Journal: *Entrepreneurship Theory and Practice*

Abstract: Entrepreneurship scholars have much to gain from including *time perspective* in developing theory about entrepreneurs' alertness. In this study, interviews with 22 French entrepreneurs revealed associations between their alertness and past-positive, present-hedonistic, and future time perspectives. Complementarily, a sample of 376 U.S. entrepreneurs provided evidence that their present-hedonistic and future time perspectives impacted their alertness; we found mixed support for the relationship between past-positive time perspective and entrepreneurial alertness. A replication analysis with 764 U.K. entrepreneurs corroborated support for our hypotheses.

III-N Dissertation Proposals by Doctoral Students during 2024–2025

Sl. No.	Name of the Student	Topic	Date
III-N1	Sukanya Roy	Essays on Entrepreneurial Pivoting	June 17, 2024
III-N2	Charu Rastogi	Essays on Pioneering Entrepreneurs	December 23, 2024
III-N3	Bidisha Bhattacharjee	Essays on Coordination in Startups	January 5, 2025

III-O Papers Presented by Doctoral Students in Conference/Seminar during 2024-2025

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
III-O1	Charu Rastogi, Srivardhini Jha, Sanjay Jain	Path Creation through Imagination: The Case of Pioneering Entrepreneurs in India	Strategic Management Forum Conference, IIM Mumbai	December 2024
			16th Biennial Conference on Entrepreneurship, Entrepreneurship Development Institute of India, Ahmedabad	February 2025
			40th EGOS Colloquium, University of Milan-Bicocca	July 2024, Milan, Italy
III-O2	Sukanya Roy	Pivoting vs Perseverance: A Conceptual Study Explaining the Cognitive and Emotional Foundations	84th Annual Meeting of the Academy of Management	August 2024, Chicago, USA
III-O3	Charu Rastogi, Srivardhini Jha	How Start-ups Navigate Environmental Jolts: A Dynamic Capabilities Perspective	84th Annual Meeting of the Academy of Management	August 2024, Chicago, USA

III-Q Awards, Honours, and Achievements by Doctoral Students in 2024-2025

Sl. No.	Name of the Student	Details of the Award	Date
III-Q1	Charu Rastogi	Best Paper Award given at '16th Biennial Conference on Entrepreneurship', Entrepreneurship Development Institute of India (EDII) - Ahmedabad	February 2025



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 Financial Reporting Research in India – Opportunities and Challenges

Project Team: **Srinivasan Rangan**

Summary: Modern financial accounting research began with the publication of Ball and Brown (1968). Since then, innumerable articles have been published on financial reporting but with a focus on the U.S. environment. Thus, very little is known about the Indian Financial Reporting environment and the reporting behavior of Indian firms. With growing interest in the Indian Economy and its role in global economic growth, there is a clear need to summarize and present the opportunities and challenges in Indian Financial Reporting Research. To address this need, I have been invited to write an article for a new journal, *Accounting Theory and Practice*, for which I am one of the Editors.

Sponsor: IIM Bangalore

Status: Ongoing

IV-A2 Risk factor disclosures and stock price crash risk

Project Team: **Anirudh Dhawan**

Summary: The US Securities and Exchange Commission (SEC) mandates US listed firms to disclose known material risk factors that can affect firm value in a separate section of the firm's annual "Form 10-K" filing called the "Item 1A: Risk factors" section. A large literature examines the role of this particular section in determining firm-level outcomes such as investor perception of risk, stock price volatility, equity and debt cost of capital, pricing of derivative instruments etc. In general, the literature finds that this section contains crucial information that is relevant to understand and accurately price the risk faced by a firm, especially if it is more specific, contains more quantitative risk-related information, and contains less boilerplate language. The literature, however, does not examine how this section affects stock price crash risk, which is primarily caused by managers persistently hoarding negative news and releasing all of this bad news in one shot (hence, causing the company's stock to crash). A strategic manager could simultaneously withhold bad news and underreport firm risks in this risk factor disclosure section. In this case, less informative risk factor disclosures would result in stocks being overvalued and facing higher stock price crash risk since the

relevant risks are not accurately priced into the stock. Recently, in 2020, the SEC introduced a set of rule changes that targets this risk factor disclosure and aims to make it more readable and increase its information content.

Sponsor: IIM Bangalore

Status: Ongoing

IV-A3 Biased artificial intelligence and financial decision-making

Project Team: **Nitin Vishen** and **Anirudh Dhawan**

Summary: Generative artificial intelligence (AI) has taken the world by storm, with companies increasingly looking to integrate AI tools like ChatGPT in their products. But can such AI tools also be used for nefarious purposes such as extracting money from naïve consumers by nudging them towards worse financial decisions? Personal financial decisions such as investing, budgeting, purchasing insurance, etc., tend to be complex and often result in suboptimal decisions such as purchasing insurance schemes or funds that are too expensive or strictly dominated, potentially due to a lack of adequate understanding of the product (Brown and Jeon, 2024). Generative AI tools such as ChatGPT can help bridge this information gap by explaining product-relevant information in a simplified manner. However, can these tools also be manipulated to provide recommendations in the opposite direction, i.e., pushing consumers farther away from the optimal decision, with the objective of maximizing expected earnings for the service provider? This is the main question we aim to ask in this paper.

Sponsor: IIM Bangalore

Status: Ongoing

IV-A4 Behavioural Impact of IBC

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

Sponsor: Insolvency and Bankruptcy Board of India (IBBI)

Status: Ongoing

IV-A5 Corporate Risk Disclosure and Corporate Governance

Project Team: **Padmini Srinivasan**

Sponsor: National Foundation for Corporate Governance

Status: Ongoing

IV-A6 Settlement Guarantee Fund as a Risk Management Tool in Indian Commodity Derivatives Market- Examining its Various DimensionsProject Team: **Sumit Saurav** and **Sankarshan Basu**

Sponsor: Multi Commodity Exchange of India Ltd

Status: Ongoing

IV-A7 Private Placements and Wealth Constraints of Owner-ManagersProject Team: **Venkatesh Panchapagesan, V Ravi Anshuman,** and
Marti SubrahmanyamSponsor: NSE-NYU Stern Initiative for the Study of Indian Capital Markets
Grant

Status: Ongoing

IV-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
IV-B1	Saurav, Sumit, Sobhseh Kumar Agarwalla and Jayanth R Varma	Asymmetric uncertainty around earnings announcements: Evidence from options markets	<i>American Business Review</i>	Vol. 27(2), November 2024, Pg. 459-487
IV-B2	Jindal, Varun and Rama Seth	Overlapping insiders and the method of payment in acquisitions: New tests and evidence on adverse selection	<i>The British Accounting Review</i>	Vol. 56(6), November 2024
IV-B3	Athira, A., and Vishnu K. Ramesh	Economic policy uncertainty and tax avoidance: International evidence	<i>Emerging Market Review</i>	Vol. 60, June 2024, 101135
IV-B4	Athira, A., Vishnu K. Ramesh and Mohan Sinu	Covid-19 pandemic and firm performance: An empirical investigation	<i>IIMB Management Review</i>	Vol. 36(3), September 2024, Pg. 269-281
IV-B5	Athira, A. and PJ Jijo Lukose	The Increasing Trend in Effective Tax Rates in India: Role of Macroeconomic Factors, Tax Policy Changes and Firm Characteristics	<i>Journal of Emerging Market Finance</i>	Vol. 23(3), 2024, Pg. 279-305

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
IV-B6	MA Aneesha, Athira, A and PJ Jijo Lukose	Underwriter Reputation, Retail Demand, and Performance of Newly Public Small and Medium Enterprises	<i>Journal of Emerging Market Finance</i>	Vol. 24(1), 2025, Pg. 109-133
IV-B7	Sumit Agarwal, Prasanna Tantri and Vishen, Nitin	Does Social Capital Positively Influence Loan Performance Even During a Crisis?	<i>Journal of Development Economics</i>	Vol. 172, January 2025, 103384
IV-B8	Vaneet Bhatia, Bhuvanesh Pareek and Das, Debojyoti	Uncertainty of fiscal policy and corporate leverage decisions	<i>Economics Letters</i>	Vol. 243, October 2024, 111908
IV-B9	Namasi G. Sankar, Suryadeeptho Nag, Siddhartha P. Chakrabarty and Basu, Sankarshan	The carbon premium: Correlation or causality? Evidence from S&P 500 companies	<i>Energy Economics</i>	Vol. 134, June 2024, 107635
IV-B10	Jaslene Bawa, Basu, Sankarshan and Ujvin Nevatia	Comparative Analysis of Capital Structure Decisions: US vs. Indian Firms Amidst Uncertain Economic Events	<i>Economic and Political Weekly</i>	Vol. 59(21), May 2024
IV-B11	Sharad Nath Bhattacharya, Barsha Saha, Mousumi Bhattacharya and Basu, Sankarshan	Will terrestrial biomes survive in the face of greenhouse gas emissions spillover: Insights from G20 countries	<i>Journal of Environmental Management</i>	Vol. 380, April 2025, 125137
IV-B12	Julia Regel, Anjana Rajagopalan, Mukherji, Arnab, Basu, Sankarshan and Matthias Pilz	Implementation of Innovations in Skill Ecosystems: Promoting and Inhibiting Factors in the Indian Context	<i>Education Sciences</i>	Vol. 14(12), Pg. 1-23, 2024
IV-B13	Sunil Kumar Parameswaran and Basu, Sankarshan	Determinants of Premium Bond Yields: An Analytical Study	<i>The IUP Journal of Applied Finance</i>	Vol. 31(1), January 2025, Pg. 5-21
IV-B14	Dasgupta, Kunal and Murali, Srinivasan	Pandemic containment and inequality in a developing economy	<i>Economic Inquiry</i>	Vol. 62(2), 2024, Pg. 837-864

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

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
IV-F1	Jayadev, M	India Fuelling Transition Financing	<i>International Banker</i>	September 18, 2024

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

Sl. No.	Authors	Title of Publication	Type of Publication
IV-G1	Thampy, Ashok	Multi-Financier Factoring Exchange: TReDS and RXIL	Published by IIMB cases and available on HBS cases.

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	Ghosh, Pulak	Open Banking and Digital Payments: Implications for Credit Access	American Finance Association	January 2025
IV-H2	Ghosh, Pulak	Democratization of AI: Impact on Business, Economy, and Society	Flaum Leadership Lecture Series, Fordham University	November 2024
IV-H3	Jayadev, M	Keynote speaker	Investors Conference, Bangalore	November 2024
IV-H4	Srinivasan, Padmini	Impact of Governance and Financial Reporting Risks on Business Sustainability	The Invitation by Assocham, for their global summit - the Global Summit on The Future of Business Resilience & Risk Mitigation	November 2024

Sl. No.	Authors	Title of Paper/ Session/ Invited Talk	Name of Conference and Venue	Dates of Event
IV-H5	Basu, Sankarshan	From Carbon transition Premium to Carbon transition Risk	28th Annual Conference of the Asia Pacific Risk and Insurance Association at the National University of Laos, Vientiane, Laos	July 2024
IV-H6	Rangan, Srinivasan	Keynote Address: Economics and Finance	6th Annual Conference, BITS Hyderabad	February 2025
IV-H7	Rangan, Srinivasan	Discussant	ISB Accounting Research Conference, ISB Hyderabad	December 2024
IV-H8	Rangan, Srinivasan	The Effect of Banking Relationships on Default Likelihood	3rd International Research Conference, ISB Hyderabad	July 2024
IV-H9	Saurav, Sumit	Effect of continuous disclosure requirement on information leakage around earnings announcements	World Finance and Banking Symposium, Abu Dabhi	December 2024
IV-H10	Anand, A., Basu, S., Vishen, Nitin and Christopher, M. J.	Banking against the odds: Performance and lending efficiency of government banks during crisis	India Finance Conference, IIM Raipur	December 2024

IV-I Articles in Conference Proceedings

Sl. No.	Authors	Title of Paper	Details of the Conference Proceedings
IV-I1	Jayadev, M and Aishwarya Krishna	Does creditor protection reduce default risk and agency costs?: An evidence from Indian Private and Public firms	Research Symposium on Finance and Economics (RSFE) 2024, Organised by Krea University, June 12-14, 2024

Sl. No.	Authors	Title of Paper	Details of the Conference Proceedings
IV-I2	Chaurasiya, Jayadev, M., Varun Jindal and Sai Chittaranjan Kalubandi	Operational creditor rights and trade credit: Evidence from policy interventions	8th JAAF-ATP India Symposium, January 11-12, 2025, at Indian Institute of Management Udaipur, Rajasthan, India

IV-J IIMB Case Studies at Harvard Business Publishing

- IV-J1** Title: Multi-Financier Factoring Exchange: TReDS and RXIL
- Author: Tanya Jain, Rahul Singh, **Subramanian, Chetan** and **Thampy, Ashok**
- Summary: The Micro, Small and Medium Enterprises (MSME) sector is crucial to India's economy, contributing around 30% to the GDP and employing 110 million people. Despite its significance, the sector faces challenges, particularly in accessing adequate and timely credit, with a substantial credit gap of INR 25.8 trillion, according to the November 2018 International Finance Corporation (IFC) report. Delayed payments from large buyers, including private corporations and public entities, exacerbate this issue, locking up working capital and severely affecting cash flow. The government has implemented measures such as the Priority Sector Lending (PSL) requirement for commercial banks, various credit guarantee schemes, and the MSME Samadhaan portal to resolve delayed payment issues to support the sector. Despite these initiatives, the system has slow resolution and a massive backlog of cases. Capitalizing on the potential and success of public provision of digital infrastructure, the Reserve Bank of India (RBI) launched the Trade Receivables Discounting System (TReDS) in 2016, a digital platform allowing MSMEs to auction their trade receivables for timely payments and liquidity. Receivables Exchange of India Limited, the first TReDS platform, has facilitated faster payments, improving working capital cycles for MSMEs. A case study of Suyog Electricals Ltd. illustrates how TReDS improved working capital cycles, prompting a competitor, Sheldon Wires Ltd., to evaluate the benefits of registering on the platform after witnessing Suyog's success.

IV-K Leading Journal Publications

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

- IV-K1** Authors: Sumit Agarwal, Prasanna Tantri and **Vishen, Nitin**
- Title: Does Social Capital Positively Influence Loan Performance Even During a Crisis?
- Journal: *Journal of Development Economics*
- Abstract: Theoretically, it is unclear whether group loans outperform individual loans in terms of delinquency, especially during a crisis. It is difficult to test the hypothesis due to differences in the types of borrowers of the group and individual loans and likely differences in their behavior between crises and normal times. We overcome the challenge by comparing simultaneous group and individual loans of the same individual before and during the Covid-19 crisis in India. We find that the delinquency rate of group loans is significantly lower. Further tests suggestively indicate that the outperformance is due to the “peer pressure” channel.

IV-L Awards, Honours, and Achievements

- IV-L1** Prof. Varun Jindal, co-authored article ‘Mergers and acquisitions research in finance and accounting: Past, present, and future’ recognized as top viewed and top cited article published by European Financial Management.
- IV-L2** Prof. Venkatesh Panchapagesan, runners-up of the ‘Best Discussion- Academic Research Paper’ at Emerging Markets Conference, Dec 2024.

IV-M Doctoral Theses Completed by PhD Students during 2024–2025

Sl. No.	Name of the Student	Dissertation Title	Members of the DAC Committee
IV-M1	Arnab Biswas	Essays on Bond Term Premium	Sankarshan Basu, Abhinav Anand, Chetan Subramanian
IV-M2	Mareeswaran M	Essays on Impact of Passive Ownership on Managerial Decision-Making	Venkatesh Panchapagesan, Soudeep Deb, Srinivasan Rangan, Varun Jindal, Simi Kedia (Ext Mem)

IV-N Dissertation Proposals by Doctoral Students during 2024-2025

Sl. No.	Name of the Student	Topic	Date
IV-N1	Sanchit Jain	Essays on Investment and Financing Decisions	June 27, 2024
IV-N2	M Joel Christopher	Essays In Banking	August 26, 2024

IV-O Papers Presented by Doctoral Students in Conference/Seminar during 2024-2025

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
IV-O1	M Joel Christopher, Prof. Abhinav Anand, Prof. Sankarshan Basu, Prof. Nitin Vishen	Banking Sector Dynamics in India: Private and Public Sector Banks' Performance Analysis (1991-2020)	Research Symposium on Finance and Economics (RSFE) 2024, IFMR KREA UNIVERSITY	June 2024
IV-O2	Shreyansh Chaurasiya, Prof. Jayadev M, Prof. Varun Jindal, Prof. Sai Chittaranjan Kalubandi	Operational Creditors Right and Trade Credit: Evidence from Policy Interventions	India Management Research Conference 2024, IIM Ahmedabad	December 2024
IV-O3	Rajaram PR	Spillover effects of Layoff Announcements: Does the Reason for Downsizing Matter?	India Finance Conference, IIM Raipur	December 2024
IV-O4	Sanchit Jain, Prof. Varun Jindal, Prof. Douglas Cumming	Contagion Effects of Equity Financing Announcements within Business Groups	India Finance Conference, IIM Raipur JCAE Annual Symposium 2025 IIM Udaipur Research Day 2025, IIM Udaipur International Corporate Governance Society (ICGS) Conference 2024	December 2024 January 2025 February 2025 November 2024, Tempe, Arizona, USA

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
IV-O5	M Joel Christopher, Prof. Abhinav Anand, Prof. Sankarshan Basu, Prof. Nitin Vishen	Performance of Government-Owned Banks: This Time It's Different!	India Finance Conference, IIM Raipur	December 2024
IV-O6	Rajaram PR	Geopolitical Risk and Corporate Employment Decisions	JCAE 2025 (Journal of Contemporary Accounting and Economics)	January 2025
IV-O7	Shreyansh Chaurasiya, Prof. Jayadev M, Prof. Varun Jindal, Prof. Sai Chittaranjan Kalubandi	Operational Creditor Rights and Trade Credit: Evidence from Policy Interventions	JAAF-ATP Symposium 2025, IIM Udaipur	January 2025

IV-P Publications by Doctoral Students (Journal articles/book chapters/cases/book reviews) during 2024–2025

Sl. No.	Name of the Student	Title of the Paper	Name of the Journal/Book	Publications Details
IV-P1	Sanchit Jain, Prof. Ashis Mishra, Vibhu Teraiya	Small case: A Disruptive Business Model in India	<i>Harvard Business Publishing</i>	October 2024

IV-Q Awards, Honours, and Achievements by Doctoral Students in 2024–2025

Sl. No.	Name of the Student	Details of the Award	Date
IV-Q1	Sanchit Jain	Mirae Asset Scholar Award	September 2024
IV-Q2	Mareeswaran M	Institute Research Paper Award, IIMB Institute Research Award Finalist, IIMB	September 2024 March 2025



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: Completed

V-A2 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	Dé, Rahul, Priya Seetharaman and Saji Mathew	Does Location Matter in IS Research? A Developing Country Perspective from India	<i>Information Systems Journal</i>	Vol. 34(6), November 2024, Pg. 1963-1994
V-B2	Dé, Rahul et.al	“Real Impact”: Challenges and opportunities in bridging the gap between research and practice - Making a difference in industry, policy, and society	<i>International Journal of Information Management</i>	Vol. 78, October 2024
V-B3	Yogesh K. Dwivedi, Laurie Hughes, Mohammad S. Al-Ahmadi, Vincent Dutot, Syed Q. Ahmed, Shahriar Akter, Dé, Rahul, Keyao Li, Nitish Singh and Paul Walton	GenAI's Impact on Global IT Management: A Multi-Expert Perspective and Research Agenda	<i>Journal of Global Information Technology Management</i>	Vol. 28(1), 2025, Pg. 49-63
V-B4	Dé, Rahul, Abhipsa Pal and Neena Pandey	Responsible regulation for digital services in India	<i>Journal of Information Technology Case and Application Research</i>	Vol. 26(4), 2024, Pg. 285-295

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

Sl. No.	Authors	Title of Article	Name of Newspaper/Magazine	Date of Publication
V-F1	Rahul Dé and Rishabh Ohri	How Large Language Models are integrating with daily life	<i>Forbes India</i>	February 13, 2025

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

Sl. No.	Authors	Title of Publication	Type of Publication
V-G1	Banerjee, Shankhadeep	Who is more likely to help? Differentiating prosocial tendencies of social platform users during disasters by their response to Safety Checks	Information Systems Research (ISR) Paper Development Workshop, PACIS, Ho Chi Minh City, Vietnam

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	Venkatagiri, Shankar	Tourism, Digital & AI	Christ University	January 24 2025
V-H2	Venkatagiri, Shankar	The Unbearable Heaviness of Quant Prairie View	A&M University	2025
V-H3	Dwivedi, D. and Banerjee, Shankhadeep	GenAI-ing ideas? Understanding human-IS collaboration for creative problem solving	International Conference on Information Systems (ICIS), Bangkok, Thailand	December 15-18, 2024
V-H4	Banerjee, Shankhadeep and Dwivedi, D.	Synthesizing the diverse facets of online review quality and their stimuli	Pacific-Asian Conference on Information Systems (PACIS), Ho Chi Minh City, Vietnam	July 1-5, 2024

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
V-H5	Bhattacharyya, S., Banerjee, Shankhadeep , Bose I. and Rao, R.	Who is more likely to help? Differentiating prosocial tendencies of social platform users during disasters by their response to Safety Checks	Information Systems Research (ISR) Paper Development Workshop, PACIS, Ho Chi Minh City, Vietnam	July 2, 2024
V-H6	Rathi, M. and Banerjee, Shankhadeep	Leveraging AI public goods for social impact	Association for Information Systems (India) Paper Development Workshop, IIM Ahmedabad	December 15-18, 2024
V-H7	Banerjee, Shankhadeep	Invited to deliver the valedictory keynote	India Conference on Information Systems (INCIS 2025), Kolkata	March 7-9, 2025
V-H8	Banerjee, Shankhadeep	Invited to deliver the introductory note	Software Product Management Summit 2025	February 2025

V-I Articles in Conference Proceedings

Sl. No.	Authors	Title of Paper	Details of the Conference Proceedings
V-I1	Dwivedi, D. and Shankhadeep Banerjee	GenAI-ing ideas? Understanding human-IS collaboration for creative problem solving	International Conference on Information Systems (ICIS), Bangkok, Thailand, 2024
V-I2	Shankhadeep Banerjee , Dwivedi, D. and Bhattacharyya, S.	Synthesizing the diverse facets of online review quality and their stimuli	Pacific-Asian Conference on Information Systems (PACIS), Ho Chi Minh City, Vietnam, 2024

V-J IIMB Case Studies at Harvard Business Publishing

- V-J1** Title: **Ecosystem Development for Digital Public Goods: The Case of Jugalbandi**
- Author: **Manisha Rathi and Banerjee, Shankhadeep**
- Summary: Jugalbandi is an AI-driven platform developed by OpenNyAI, aimed at enhancing access to legal information and government services in India. This innovative platform integrates large language models (LLMs) like ChatGPT with language translation models (LTMs) from Bhashini, creating a seamless conversational AI interface. OpenNyAI, initiated by Agami, leverages AI to address societal challenges, particularly within the legal domain. Jugalbandi was conceived to mitigate the extensive backlog of pending legal cases in India by making legal information more accessible and comprehensible to all, especially in local languages. The platform has gained significant recognition, including being highlighted by Satya Nadella during Microsoft Build 2023, and has been instrumental in delivering critical information through popular messaging apps. Despite its success, Jugalbandi faces several strategic challenges that need to be addressed to ensure its scalability and sustainability. One major dilemma is balancing ecosystem development with technological dependencies on external AI models like ChatGPT and Bhashini. Ensuring the platform remains up-to-date and effective while relying on these foundational technologies is critical. Another significant dilemma is choosing between maintaining an open-source model, which aligns with the mission of creating digital public goods (DPGs), and transitioning to a for-profit model to ensure financial sustainability and growth. Additionally, the team must decide between vertical diversification, adding more core features to enhance existing applications, and horizontal diversification, expanding to new use cases across different domains. Each approach has implications for resource allocation, community engagement, and technological development. Addressing these dilemmas is crucial for the long-term success and impact of Jugalbandi.
- V-J2** Title: **Suki AI: The Doctor Will See You**
- Author: **Venkatagiri, Shankar** and Jayanth Jayaram
- Summary: Physicians in many Western countries must meticulously document every patient encounter. Patients are often upset with doctors who do not maintain eye contact during an exam. Failing to comply with documentation requirements not only delays settling insurance

claims, but can also have medico-legal consequences. Regulations like HITECH Act in the US have mandated healthcare providers to install and use electronic health record (EHR) systems. EHR vendors have paid scant attention to the user experience, which has led to enormous frustration among doctors and clinical administrators. This case explores Suki, a startup based in Redwood City, California, named eponymously after its speech-driven AI assistant. The doctor can remain hands free during an exam and interact meaningfully with the patient. Suki connects with the electronic health record (EHR) system at the healthcare provider (HCP), and handles clinical documentation. The Suki Platform exploits advances in automatic speech recognition, large language models (LLMs), knowledge graphs, and so on. The case describes how Gen AI models automatically create structured patient notes, thus alleviating a major problem experienced by physicians.

V-K Leading Journal Publications

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

V-K1	Authors:	Rahul Dé, Priya Seetharaman and Saji Mathew
	Title:	Does Location Matter in IS Research? A Developing Country Perspective from India
	Journal:	<i>Information Systems Journal</i>
	Abstract:	This paper examines the question of doing information systems (IS) research from a location, particularly from a developing country like India. Our analysis reveals that IS publications from India are relatively few in number, though increasing in recent years; hardly focussed on context-specific issues and concerns; and are largely in lower-ranked journals. Using neo-institutional theory, we show that the reasons are dominantly coercive (measuring up to rankings and accreditation agencies) and mimetic (following leaders). Normative (influence of professional bodies) forces appear to counterbalance this by necessitating continuous improvement in research outputs and emphasising location-specific, impactful research. Institutional responses to these forces manifest in policies and mechanisms to operationalise them, such as resource availability, balancing teaching load with research expectations, promotion and tenure policies amongst others. We examine the paths by which more rigorous and relevant research, responsible to a location can be achieved, based on the insights from a series of talks given by eminent IS scholars.

We opine that there is a need to consciously seek out such paths, perhaps by actively seeking collaboration with other disciplines and practitioners; establishing programmes of research; and building contextualised theories. We conclude with a relook at the underlying dynamics of the various institutional responses, recommended paths and some policy implications of our findings.

V-L Awards, Honours, and Achievements

V-L1 Prof. Shankhadeep Banerjee, Best Research Paper Runner-up titled 'Leveraging AI Public Goods for Social Impact on Digital Transformation' at IMRC 2024 (IIMA)

V-M Doctoral Theses Completed by PhD Students during 2024–2025

Sl. No.	Name of the Student	Dissertation Title	Members of the DAC Committee
V-M1	Shubha K	Navigating the Evolving Telemedicine Landscape: Adaptations and Outcomes	Rajendra K Bandi, Rahul De', Shankar Venkatagiri, Allen P Ugargol

V-N Dissertation Proposals by Doctoral Students during 2024–2025

Sl. No.	Name of the Student	Topic	Date
V-N1	Manisha Rathi	Essays on Digital Public Goods and Digital Public Infrastructures	October 30, 2024
V-N2	Pon Rahul M	The Mind and Heart of Service Chatbots	December 9, 2025

V-O Papers Presented by Doctoral Students in Conference/Seminar during 2024–2025

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
V-O1	Manisha Rathi, Prof. Shankhadeep Banerjee	Leveraging AI Public Goods for Social Impact	India Management Research Conference 2024, IIM Ahmedabad	December 2024
			Strategic Management Forum Conference 2024, IIM Mumbai	December 2024

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
V-O2	Manisha Rathi, Nina Lugmair, Prof. Srinivasan R, Angela Roth	Understanding Digital Public Infrastructure (DPI) Implementation: A Generative Mechanisms-based Case Analysis of India and Europe	5th India Public Policy Network Conference, IIT Bombay	December 2024
V-O3	Manisha Rathi, Prof. Shankhadeep Banerjee	Theorizing the Phenomenon of Digital Public Goods (DPGs)	1st India Conference on Information Systems, IIM Calcutta	March 2025
V-O4	Divya Dwivedi, Bibek Bhattacharya	Does Investment in Data Capabilities Lead to Higher Investment in External Legal Services? Evidence From an Emerging Economy	India Conference on Information Systems (INCIS), IIM Calcutta	March 2025
V-O5	Ganesh J	Machine Capital Meets Human Capital	India Conference on Information Systems, IIM Calcutta	March 2025
V-O6	Ganesh J, Prof. Shankhadeep Banerjee	Valuation of a Financial Technology (FinTech) Firm	India Conference on Information Systems, IIM Calcutta	March 2025
V-O7	Divya Dwivedi, Prof. Shankhadeep Banerjee	GenAI-ting ideas? Understanding Human-IS Collaboration for Creative Problem-solving	International Conference on Information Systems (ICIS)	December 2024 Bangkok, Thailand
V-O8	Pon Rahul Murugaraj and Prof. Shankar Venkatagiri	The Mind of Service Chatbots: How Falsehoods Affect Customer Outcomes	2025 Hawaii International Conference on System Sciences - Doctoral Consortium	January 2025 Hawaii, USA

V-P Publications by Doctoral Students (Journal articles/book chapters/cases/book reviews) during 2024–2025

Sl. No.	Name of the Student	Title of the Paper	Name of the Journal/Book	Publications Details
V-P1	Manisha Rathi, Prof. Shankhadeep Banerjee	Ecosystem Development for Digital Public Goods: The Case of Jugalbandi	<i>Harvard Business Publishing Education</i>	July 2024 Harvard Business Publishing Education
V-P2	Divya Dwivedi, Prof. Rahul De'	Potential for GenAI in the Public Domain: A Review of Transportation, Healthcare, Agriculture, and Law	<i>Digital Government: Research and Practice</i>	September 2024 Association for Computing Machinery (ACM)
V-P3	Manisha Rathi, Adrija Majumdar, Sawan Rathi	Unraveling Prosumption Behavior for Online Reviews during Environmental Uncertainty: A Stimulus-Response Perspective	<i>Information Systems Frontiers</i>	December 2024 Springer Nature

V-Q Awards, Honours, and Achievements by Doctoral Students in 2024–2025

Sl. No.	Name of the Student	Details of the Award	Date
V-Q1	Divya Dwivedi	Mirae Asset Scholar Award for AY 2024-25 Mirae Asset Foundation	September 2024
V-Q2	Manisha Rathi	Runner-up for Best Research Paper India Management Research Conference, IIM Ahmedabad Outstanding Reviewer Award 1st India Conference on Information Systems, IIM Calcutta	2024 March 2005



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 Is it wel(l)-spun?

Project Team: **Deepti Ganapathy** and Jacqueline Gomes

Summary: Sustainability and climate change are today’s buzz words. There is discussion and dialogue on environmental issues at all levels of various industries, from services to manufacturing. Particular focus is being laid to the Sustainability Goals prescribed by the United Nations and many Indian companies are trying to incorporate these responsible initiatives into effective actions.

Sponsor: IIM Bangalore

Status: Completed

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

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
VI-F1	Ganapathy, Deepti	Gender roles have always had stake in climate action	SouthFirst	October 18, 2024

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

Sl. No.	Authors	Title of Publication	Type of Publication
VI-G1	Bandi, Swati	Primary author of the commissioned essay ‘Making a Universe: Notes on Bollywood’s Franchise Model’ in the December issue of Critical Collective’s cinema publication	https://criticalcollective.in/Cinema.aspx?tid=21

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	Ganapathy, Deepti	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
VI-H2	Ganapathy, Deepti	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-H3	Weathers, M.; Ganapathy, Deepti 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	Ganapathy, Deepti	Invited panelist, CeRSSE Conversations 3: From Green to Greed: Understanding the Impact of Climate Change	Jain University, Bengaluru	May 29, 2024
VI-H5	Ganapathy, Deepti	Invited Talk	University of Queensland, Brisbane	June 2024
VI-H6	Ganapathy, Deepti	Invited speaker	Rotary Club of Riccarton, Christchurch, NZ	July 1, 2024
VI-H7	Ganapathy, Deepti	Invited panelist, Round table on Overcoming challenges in impact creation, Women Startup Program Co-Incubator's Conclave (WSP-CIC)	NSRCEL, IIM Bangalore	November 13, 2024
VI-H8	Ganapathy, Deepti	Invited panelist, DOC Analytica, Intellect Role of AI & Analytics across domains	Christ University, Bengaluru	January 11, 2025

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
VI-H9	Ganapathy, Deepti	Organiser and moderator of the Roundtable on Global to local Climate Action on the ground	IIM Bangalore	February 19, 2025
VI-H10	Ganapathy, Deepti	Invited speaker for RDI India inaugural seminar series	World Resources Institute India, Bengaluru	March 20, 2025

VI-L Awards, Honours, and Achievements

- VI-L1 Prof. Deepti Ganapathy** – ‘Michael Haley Travel Grant’ at the 74th Annual ICA Conference in the amount of US \$1,250.00. June 2024.



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 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-A2 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-A3 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: Completed

VII-A4 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: Completed

VII-A5 Understanding the Role of Warmth and Competence in Shaping Nation Equity: A Cross-Cultural Study of the USA and India

Project Team: **Malika** and Durairaj Maheswaran

Summary: Nation equity refers to the collective perception and reputation of a nation, often linked to its global influence, attractiveness for investment, tourism, and collaboration (Maheswaran 1994). Theories in social psychology emphasize that perceptions of warmth (e.g., friendliness, empathy) and competence (e.g., ability, effectiveness) are key dimensions shaping social judgments about individuals and groups (Fiske et al., 2007).

Sponsor: IIM Bangalore

Status: Ongoing

VII-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
VII-B1	Dhrithi Mahadevan and G, Shainesh	Conceptualizing customer experience in multi-actor platforms	<i>AMS Review</i>	Vol. 14(1-2), June 2024, Pg. 83-103
VII-B2	Pandey, Arpita , Sanjeev Tripathi and Shailendra Pratap Jain	Past Imperfect or Present Perfect? How Dynamic Ranks Influence Consumer Perceptions	<i>Journal of Marketing Research</i>	Vol. 62(1), 2025, Pg. 117-135
VII-B3	Vishakha Chauhan, Mansi Gupta and Das, Gopal	Empowered by representation: How plus-size models create brand evangelists	<i>Psychology & Marketing</i>	Vol. 42(1), January 2025, Pg. 236-254
VII-B4	Arash Talebi, Sourjo Mukherjee and Das, Gopal	Unmasking the pivotal role of ad-target ethnic congruence in driving consumers' response to fear appeals	<i>Psychology & Marketing</i>	Vol. 41(6), June 2024, Pg. 1346-1362
VII-B5	Parul Ahuja, Mansi Gupta, Abhirupa Roy, Nazia Gera and Das, Gopal	Artificial Intelligence and Credit Application Processing: The Role of Embarrassment	<i>European Journal of Marketing</i>	Vol. 59(4), 2025, Pg. 923-950

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
VII-B6	Mai Nguyen, Felix Septianto, Das, Gopal and Ashish Malik	Bridging Role Conflict and Active Lurking: The Role of Transformational Leadership in B2B Online Communities	<i>Journal of Knowledge Management</i>	Vol. 29(3), 2025, Pg. 814-836

VII-C Books

VII-C1 **G Shainesh**, Priya Venkatesh and Karthikeyan S

Exploring Nature: Flora and Fauna of IIM Bangalore

Altrim Publishers India Pvt. Ltd., 2024

“Exploring Nature: Flora and Fauna of IIM Bangalore,” co-authored by Professor G. Shainesh of the Marketing area IIMB, and naturalists Priya Venkatesh and Karthikeyan S, was one of the publications in the series launched to commemorate the Golden Jubilee celebrations of IIMB. The book, a visual journey through the diverse flora and fauna of the IIMB campus, was released on 14 September 2024, at the Bangalore International Centre Library, in the presence of Professor Rishikesh T Krishnan, Director, IIMB, Harish Mittal, President, IIMB Alumni Association (IIMBAA), along with IIMB alumni, former and current faculty members of IIMB as well as naturalists and conservationists in the city.



In addition to being a globally renowned academic institution for management, innovation, and entrepreneurship, IIM Bangalore is also recognised for its architecture and its beautiful, biodiverse campus. The book captures, in ten chapters illustrated with colourful photographs, the transformation of the barren 100-acre campus into one that now hosts a variety of trees and flowers, birds and butterflies, insects and fungi. The book is also a narrative of resilience, coexistence, and the profound connection between education and the environment. In the midst of urban challenges, the campus showcases the possibility of creating harmonious spaces that nurture both academia and ecology.

As Professor Krishnan said at the book release event, “When people think of the IIMB campus, they often focus on its renowned architecture. However, I would argue that you cannot truly appreciate our campus without considering its lush greenery. Today, it is the biodiversity that stands out perhaps even more than the buildings. This book captures the vibrant ecosystem cultivated at the campus – from the towering trees that dwarf our structures to the minute details of our insect life. It is a testament to the unique green space we have created in the heart of the city . . .”

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	Pandey, Arpita	Attended and presented research	EMAC, Romania	May 2024
VII-H2	Pandey, Arpita	Attended and presented research	SCP, UK	June 2024
VII-H3	Shainesh, G	Co-Chair for the track on Sustainable Value Chain and Trade	30th ISDRS Conference, Mid-West University at Kathmandu, Nepal Conference Theme Linking Futures of Mountain and Ocean: Rescuing the SDGs 2030 for Sustainable Livelihood	June 10-14, 2024
VII-H4	Das, Gopal	Mindful gaming in a busy world: exploring the retro renaissance	ACR Annual Conference, Paris	September 26-28, 2024
VII-H5	Das, Gopal	Unveiling copying mechanism in marketplace discrimination the allure of AI recommendation	EMAC, Annual Conference, Romania	May 28-31, 2024

VII-J IIMB Case Studies at Harvard Business Publishing

VII-J1	Title:	smallcase: A Disruptive Business Model in India
	Author:	Ashis Mishra , Sanchit Jain and Vibhu Teraiya
	Summary:	Vasanth Kamath, Anugrah Srivastava, and Rohan Gupta founded smallcase in July 2015 to introduce new investors to Indian equity markets. They envisioned the creation of an easy-to-use platform for advisors to make investing hassle-free for their clients. smallcase built an investor-friendly financial ecosystem with advisors, brokers, and other market participants. The company helps build low-cost, long-term, diverse portfolios. Each smallcase is a portfolio with its own theme/strategy and objective. The investor may use the trading and Demat account services from any of the registered broker partners. SEBI-registered advisors (stock market experts) create and manage smallcase's portfolios. Since smallcase is a

portfolio with multiple stocks, it provides diversification benefit, reducing firm-specific investment risk. Smallcase's business model is built on a low-cost, subscription-based pricing model, which is a departure from the traditional brokerage model that charges fees for every trade. This makes it easier for small investors to access professional-grade portfolios and diversify their investments with a low minimum investment amount. smallcase also offers other innovative features, such as the ability to automate investments, which enables investors to buy stocks on a regular basis and at a fixed amount, thereby reducing the need for constant monitoring and manual intervention. The platform's constituents pass proprietary filters set by the respective advisor, so investors don't have to decide. If one of the portfolio stocks pays a dividend, the money is directly credited to the investor's bank account. The case highlights the disruption in the conventional investment market that are brought about by smallcase. It discusses the business model of smallcase both in the B2B market (advisors) and B2C market (investors). Through the journey of smallcase, the customer centricity, competitor benchmarking and subsequent customer acquisition leading to improvement.

- VII-J2** Title: Skoda Auto India: Service Recovery and Beyond
- Author: Devika Devaiah and **Srinivas Prakhya**
- Summary: This case describes a situation where customers are happy with the product, a luxury car offered by Skoda at a value for money price, but find after-sales service to be dismal. Consequently, customer dissatisfaction is high, and Skoda is consistently ranked at the bottom in satisfaction surveys. In this setting, Mark Harris, a longtime Volkswagen/Skoda veteran who is brought in as the Director of Sales, Service and Marketing in Skoda India, leads a service recovery effort.

The case introduces the challenges associated with designing and managing services of durable products where after-sales service is a critical part of the customer solution, and discusses the determinants of service quality and delineates the relationship between service quality and customer satisfaction. Further, the difficulties associated with service recovery efforts and the positive impact of successful recovery on future product introductions are discussed as well.

The case also provides valuable input for deeper discussions on the appropriate use of social media in setting expectations and dealing with customer complaints.

- VII-J3** Title: Business Model Innovation at Log9
- Author: Satyajit Roy and **Sreelata Jonnalagedda**
- Summary: The case highlights how business model re-engineering plays an equally vital role in manufacturing a superior product in fostering a company's success.

Log9, an innovative Electric Vehicle (EV) battery manufacturer based in India, had developed a superior battery technology that promised longer life, faster charging and enhanced performance compared to its competitors. The company partnered with Omega Seiki Motors (OSM), a contract manufacturer that works with vehicle assembly and offered Log9 battery-powered three-wheeler EVs in the market, which were branded as Log9-OSM vehicles. Their primary customers were the fleet owners who used three-wheelers for various delivery services. Initially, Log9 vehicles struggled to gain significant market traction, despite its technological advancements and potential market disruptiveness. The case discusses the primary reason behind the market's reluctance toward the product and how the traditional business model, which worked well for the competitors, was unsuitable for Log9. The protagonists had to onboard banks and Non-Banking Financial Companies (NBFCs) for a new EV financing model to bring parity with the competitors and infuse the product into the market through a leasing partner (its own subsidiary). Additionally, Log9 had to convince the market about the concept of Total Earning Potential (TEP) instead of going through the traditional route of Total Cost of Ownership (TCO). While the leasing business brought lucrative margins, it had its inherent risks, especially in an era of rapid technological advancements. In this context, Log9 planned to shift toward an ownership model where customers could start owning the vehicle and bear the complete risk. The ownership model, in contrast to the leasing model, would bring a lesser profit margin for Log9, but it would also allow the company to get out of the hassle of multi-stakeholder management and focus on its core competency in technology development and manufacturing.

The main objective of the case is to help students better understand the importance of business model innovation, especially when technology leapfrogs. The case concludes with a specific dilemma between the leasing and ownership models, highlighting the trade-offs involved in such decisions.

- VII-J4** Title: Asian Paints BHPS: Growing the World's Largest Painting Service
- Author: **Shainesh G**
- Summary: The case focuses on Asian Paints' service business, particularly its Beautiful Homes Painting Service (BHPS). The company ventured into home painting services in the early 2000s with the goal of providing a hassle-free, quality painting experience for consumers. It was also an opportunity for growth. Despite initial challenges, Asian Paints continuously reinvented its service model. The BHPS was launched in 2019 by offering a key value proposition "On Time Performance or Money Back", positioning itself as a reliable, high-quality solution. The business scaled rapidly, particularly after COVID, when consumer demand for sanitized, safe painting services surged. The case explores how Asian Paints transformed its service operations, leveraged technology, and built partnerships with dealers, contractors, and associates to expand its footprint to over 600 cities by 2023. The case presents several critical questions for future growth, focusing on enhancing process and quality, strengthening relationships, leveraging technology while upholding high execution standards.

VII-K Leading Journal Publications

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

- VII-K1** Authors: **Arpita Pandey**, Sanjeev Tripathi and Shailendra Pratap Jain
- Title: **Past Imperfect or Present Perfect? How Dynamic Ranks Influence Consumer Perceptions**
- Journal: *Journal of Marketing Research*
- Abstract: While ranked lists are ubiquitous, research on how consumers interpret changes in the rank of an entity is limited. Across seven studies (including a study with web data and a Google AdWords field experiment), this investigation shows that consumers reward a rise in rank and penalize a decline in rank, and that psychological momentum associated with the rank change information underlies these effects. Further, rewarding a rise and penalizing a fall are moderated by consumers' perception of the reason for the rank change, the nature of the entity, and the nature of the ranked list. The impact of changing rank is attenuated when the rank change is attributed to other entities on the list, when entities

are considered nonmalleable, or when the list is updated more frequently. The investigation also identifies a specific case in which consumers do not extrapolate the direction of a change in rank into the future. In addition to contributing to theory, this research provides actionable insights and demonstrates practical ways in which managers can communicate dynamic ranks to enhance the benefit of an improvement in rank or attenuate the penalty from a decline.

VII-L Awards, Honours, and Achievements

VII-L1 Prof. Gopal Das conferred Stanford top 2% scientist.

VII-L2 Prof. Mallika M conferred 'Best 40-Under-40 MBA Professors' for year 2024 by Poets & Quants

VII-M Doctoral Theses Completed by PhD Students during 2024–2025

Sl. No.	Name of the Student	Dissertation Title	Members of the DAC Committee
VII-M1	Ravikanth Vazrapu	Models to Understand Customer Behavior in Auctions and Household Purchases	Sreelata Jonnalagedda, Srinivas Prakhya, Arnab Mukherji, Vedha Ponnappan (Ext Mem)

VII-O Papers Presented by Doctoral Students in Conference/Seminar during 2024–2025

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
VII-O1	Midhila K S	Midnight for Cinderella: For whom does the Underdog narrative work	Association of Consumer Research Conference, Paris, France	September 2024

VII-Q Awards, Honours, and Achievements by Doctoral Students in 2024–2025

Sl. No.	Name of the Student	Details of the Award	Date
VII-Q1	Midhila K S	Best Poster presentation TAPMI Max Planck Winter School 2025	January 2025



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 Significance of Leadership and Talent Management in Healthcare: An Exploratory Study (in Karnataka?)

Project Team: **Allen P. Ugargol** and **Gopal P Mahapatra**

Summary: India is striving to march towards a developed nation. Globally, healthcare is considered one of the critical parameters of development. India's healthcare sector faces significant challenges, particularly in terms of workforce shortages and disparities in healthcare access (The Lancet Regional Health – Southeast Asia, 2022; Mishra, 2022). The COVID-19 pandemic has exacerbated these challenges. The pandemic has overtaken India's already overburdened health systems (Mishra, 2022). A significant issue that has emerged during the pandemic is the acute scarcity of health workers in addition to poor infrastructure; several variables, including population growth, aging, shifting epidemiology, and an increase in the frequency of non-communicable diseases (NCDs), are driving up demand for healthcare workers in India. The disparity between the amount of healthcare workers needed and available will unavoidably increase as demand rises (Mishra, 2022). To offer egalitarian healthcare, India needs a minimum of 18.5 million doctors, nurses, and midwives, or 445.5 health professionals per 10,000 people, compared to the present minimum of 21 per 10,000 people (The Lancet Regional Health – Southeast Asia, 2022). Many healthcare professionals are leaving the country, making this shortfall much worse. Furthermore, most newly graduated doctors open private practices in cities, exacerbating the differences in public-private and urban-rural health services (The Lancet Regional Health – Southeast Asia, 2022).

Sponsor: IIM Bangalore

Status: Ongoing

VIII-A2 Affordances of Technology-Enabled HRM

Project Team: **Debolina Dutta**

Summary: **Adopting** emerging technology, such as AI/Gen AI and Metaverse, is changing HRM structures, practices, and routines. However, the affordances it offers various stakeholders are not well understood. The primary author intends to collect qualitative/quantitative data from multiple organizations leveraging these technologies for recruitment and selection, training and development, and employee engagement.

Sponsor: IIM Bangalore

Status: Completed

VIII-A3 Multigenerational Workforce in a Multicultural context – An Exploratory Study

Project Team: **Gopal P Mahapatra**, Naureen Bhullar and Priyansha Gupta

Summary: Today's world is a rapidly changing global village (Srinivasan, 2018). The workplace features four generations: Baby Boomers, Generation X, Millennials (Generation Y), and Generation Z, Generation Alpha coming soon (Malik & Shahid, 2023). Each generation's values, work styles, and communication methods are shaped by their unique histories and experiences (Rai & Kulkarni, 2023). Baby Boomers, Generation X, and Millennials share values like flexibility, decision-making involvement, training, and work-life balance but differ in how they value diversity (Mencl & Lester, 2014). Generation Z is the most diverse yet, adding complexity for managers (Katz, 2022).

Sponsor: IIM Bangalore

Status: Ongoing

VIII-A4 Coping with Mistreatment from Patients among Healthcare Professionals

Project Team: **Neha Bellamkonda** and Rahul Chandra Sheel

Summary: Mistreatment of healthcare workers by patients involves a range of emotional and professional challenges, and it has been recognized as a growing concern globally. Leading health organizations across the world—such as the United States (Caruso, Rosangela, et al., 2017), the United Kingdom (GOV.UK, 2021), and Australia (Australian Institute of Health and Welfare, 2021)—highlighted the rising stress and burnout among healthcare professionals. Defined as a complex and often persistent experience, mistreatment by patients encompasses verbal abuse, aggression, or other forms of disrespect, leading to significant emotional distress, diminished job satisfaction, and adverse health outcomes for healthcare workers.

Sponsor: IIM Bangalore

Status: Ongoing

VIII-A5 How and Why of Professional Reputation Building

Project Team: **Sushanta K Mishra**

Summary: Reputation is allocated to an individual or a group within a network, by the members of the same network, after assessing their past behavior, to make predictions about the behavioral expectations in future. Reputation thus, is an agreed upon collective perception of an individual/group by some referent others (Zinko, Ferris, Blass, & Laird, 2007), which gets build gradually over the period but can be destroyed in a moment (Ferris, Blass, Douglas, kolodinsky, & Treadway, 2003). Reputational value can be proactively or reactively managed, defended or could be manipulated too, at times, making it an ever evolving and changing entity.

Sponsor: IIM Bangalore

Status: Ongoing

VIII-A6 AI and the Future of Work: A Generational Perspective

Project Team: **Sushanta K Mishra**

Summary: Artificial intelligence (AI) is described as “a broad collection of computer-assisted systems for task performance, including machine learning, automated reasoning, knowledge repositories, image recognition, and natural language processing” (von Krogh, 2018, p. 405). While organizations across the globe utilize myriad types of AI, a similarity among them is that they rely on algorithmic reasoning mechanisms, such as machine learning, for data interpretation and enhancing the decision-making processes (Brougham & Haar, 2018; Davenport & Kirby, 2016; Donald, 2019). AI is able to derive actionable and interpretable recommendations by processing large datasets (Jarrahi, 2018). Moreover, it is capable of learning and, in turn, adapting and improving with experience autonomously (Chalmers et al., 2021). By speeding up and streamlining the data-gathering and decision-making processes, AI holds the potential for significant economic and organizational benefits (Gregory et al., 2021).

Sponsor: IIM Bangalore

Status: Ongoing

VIII-A7 How does career inaction affect subsequent proactive career behaviors? The role of cognitive and motivational states

Project Team: **Surendra B Talluri**, Marijke Vebruggen and Andreas Hirschi

Summary: Careers have become more self-managed in recent times, where individuals take ownership of their career development actions (Hirschi & Koen, 2021) values-driven, and flexible. This paper provides an overview of key perspectives on contemporary career orientations in relation to career self-management (CSM). While the scholarship on careers focused extensively on individual proactive actions, we need a more comprehensive understanding of why people fail to act on their career desires. Often, we observe many working individuals who want to make a career change, balance their work and personal life, and start a new venture but cannot initiate corresponding action. Verbruggen and De Vos (2020) developed a theory of career inaction, advancing our understanding of this phenomenon. The theory of career inaction comprehensively highlights several factors at the individual level that explain why individuals fail to act despite wanting to make a career change.

Sponsor: IIM Bangalore

Status: Ongoing

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

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

Summary: The leader's focus today is on facilitating 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 21st 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: Completed

VIII-A9 Reduce Use of Energy in Hotel Rooms through Choice Architecture

Project Team: **Kanchan Mukherjee** and Vivek

Sponsor: Niti Aayog

Status: Ongoing

VIII-A10 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-A11 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: Completed

VIII-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
VIII-B1	Park Hyunsun, Tangirala Subrahmaniam, Srinivas, E.S, and Sanaria, Apurva	Unnoticed problems and overlooked opportunities: How and when employees fail to speak up under ambiguous threats	<i>Journal of Applied Psychology</i>	Vol. 109(10), 2024, Pg. 1571-1591
VIII-B2	Kulkarni, Mukta	Becoming who I always was: The role of holding environments in maintaining identity narratives	<i>IIMB Management Review</i>	Vol. 36(3), September 2024, Pg. 191-201
VIII-B3	Sophie Hennekam, Kulkarni, Mukta and Joy E Beatty	Neurodivergence and the Persistence of Neurotypical Norms and Inequalities in Educational and Occupational Settings	<i>Work, Employment and Society</i>	Vol. 39(2), 2025, Pg. 449-469

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
VIII-B4	Levasseur, Ludvig, Stephen E. Lanivich, Kalubandi, Sai Chittaranjan and Sanaria, Apurva	Time Perspective and Entrepreneurs' Alertness	<i>Entrepreneurship Theory and Practice</i>	Vol. 48(6), November 2024, Pg. 1358- 1403
VIII-B5	Shanu Shukla, Mishra, Sushanta K and Ranu Pandey	Perceived Parents' Stigma and Personal Stigma Toward COVID-19 Survivors: A Study among Emerging Adults in India	<i>Societies</i>	Vol. 14(11), 2024, Pg. 1-12
VIII-B6	Debolina Dutta and Mishra, Sushanta K	"Technology is killing me!": the moderating effect of organization home- work interface on the linkage between technostress and stress at work	<i>Information Technology & People</i>	Vol. 37(6), 2024, Pg. 2203- 2222
VIII-B7	Mudit Shukla, Divya Tyagi and Mishra, Sushanta K	"You reap what you sow": Unraveling the determinants of knowledge hoarding behavior using a three-wave study	<i>Journal of Knowledge Management</i>	Vol. 28(4), 2024, Pg. 1074- 1095
VIII-B8	Dutta, Debolina and Mishra, Sushanta K	Bots for mental health: The boundaries of human and technology agencies for enabling mental well-being within organizations	<i>Personnel Review</i>	Vol. 53(5), 2024, Pg. 1129- 1126
VIII-B9	Dutta, Debolina and Mishra, Sushanta K	Artificial intelligence-based virtual assistant and employee engagement: an empirical investigation	<i>Personnel Review</i>	Vol. 54(3), 2025, Pg. 913-934

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
VIII-B10	Dutta, Debolina, Chaitali Vedak and Anasha Kannan Poyil	"I am the captain of my soul!" choosing where to work: impact on general well-being and organizational commitment	<i>Journal of Organizational Effectiveness: People and Performance</i>	Vol. 11(3), 2024, Pg. 553-572
VIII-B11	Dutta, Debolina and Srinivasan, Vasanthi	Inclusion for LGBTQ talent: a practice theory approach	<i>Equality, Diversity and Inclusion</i>	Vol. 43(7), 2024, Pg. 1093-1118
VIII-B12	Dutta, Debolina and Anasha Kannan Poyil	The machine/human agentic impact on practices in learning and development: a study across MSME, NGO and MNC organizations	<i>Personnel Review</i>	Vol. 53(3), 2024, Pg. 791-815
VIII-B13	Surendra B Talluri, Girish Balasubramanian, and Santanu Sarkar	Against the tide: A case of industrial relations transformation in the Indian coal sector	<i>Industrial Relations Journal</i>	Vol. 55(3), May 2024, Pg. 240-263
VIII-B14	Madhu B. Sahoo, Niranjana S. Janardhanan, and E S Srinivas	Team Ties, Embeddedness, and Turnover Intentions: Integrating Social Networks and Field Theory	<i>Small Group Research</i>	Vol. 55(3), 2024, Pg. 417-456

VIII-D Chapters in Books

Sl. No.	Authors	Title of Chapter	Title of Book	Editors	Publication Details
VIII-D1	Kulkarni, Mukta	Awareness of Disability: Lessons from an Immersive Workshop Course	<i>Championing Diversity, Equity, and Inclusion</i>	O. Holmes (Ed.)	Palgrave Macmillan, 2025

Sl. No.	Authors	Title of Chapter	Title of Book	Editors	Publication Details
VIII-D2	Srinivasan, Vasanthi	Future of business and human rights: an emerging economy agenda	<i>A Research Agenda for Business and Human Rights</i>	Tricia D. Olsen, Judith Schrempf-Stirling and Harry J. Van Buren III	15, Edward Elgar Publishing Ltd., Pg. 211-216 2025

VIII-E Working Papers

Sl. No.	Author	Title	IIMB Working Paper No.	Year
VIII-E1	Saranga, Haritha Satyajit Roy and Mukherjee, Kanchan	Energy Saving Through Climate Education: Climate Sensitization in School for Mindful Consumption at Home	717	2025
VIII-E2	Mukherjee, Kanchan and Ashna Sehgal	Consistency and Coherence in Hiring Decisions	719	2025

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

Sl. No.	Authors	Title of Article	Name of Newspaper/Magazine	Date of Publication
VIII-F1	Kulkarni, Mukta	Shaping inclusive leaders: How B-schools are integrating DEI into education and practice	<i>Businessline</i>	January 24, 2025
VIII-F2	Kulkarni, Mukta	IIM Bangalore: Building Values	<i>Open Magazine</i>	December 6, 2024
VIII-F3	Kulkarni, Mukta	Inclusive career growth: Supporting employees with disabilities	<i>ET's HRWorld</i>	August 21, 2024
VIII-F4	Krishnan, Rishikesha T and Kulkarni, Mukta	B-schools Will Remain Relevant If They Are Adaptable	<i>BW BusinessWorld</i>	January 2025

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
VIII-F5	Mukherji, Sourav	Profit with Purpose: Innovations from the Global South	<i>COBS Insights</i>	March 18, 2025
VIII-F6	Dutta, Debolina	Metaverse for HR and talent management in hospitality and tourism	<i>Economic Times</i>	May 9, 2024
VIII-F7	Dutta, Debolina	Addressing shifting workplace demographics	<i>Forbes India</i>	June 6, 2024
VIII-F8	Dutta, Debolina	Can AI and chatbots play doctor?	<i>Financial Express</i>	May 20, 2024

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

Sl. No.	Authors	Title of Publication	Type of Publication
VIII-G1	Mahapatra, Gopal	Joint Paper: Emotional Intelligence and Empowerment for Higher Education Institutions	National Conference on Leading by Influence and its Impact on Academic Culture in Higher Education Institutions, Christ University

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	Dutta, Debolina	Keynote Speaker	Great Place to Work Annual Conclave	February 6, 2025
VIII-H2	Dutta, Debolina	Great Place to Work Annual Conclave	Annual Convocation, Krupanidhi College, Bangalore	December 5, 2024
VIII-H3	Dutta, Debolina	Keynote speaker	AI in Mfg for HR-Tata Group	December 6, 2024

Sl. No.	Authors	Title of Paper/ Session/ Invited Talk	Name of Conference and Venue	Dates of Event
VIII-H4	Mahapatra, Gopal	Keynote Speaker	Amaravati Management Association, Amaravati, Maharashtra	February 22, 2025
VIII-H5	Mahapatra, Gopal	Keynote speaker and Moderator for the technical session	Rourkela Business Conclave, Rourkela, Odisha	December 21-24, 2024
VIII-H6	Mahapatra, Gopal	Invited by BITES to talk about Emotional Intelligence and Academic Leadership at the Academic Leadership Program	BOSCH Learning Campus	January 31, 2025
VIII-H7	Mahapatra, Gopal	Presented a Review of Literature and current trends on Significance of Resilience for Professionals and Leaders	International Conference on Resilience and Sustainable Performance (ICRSP 2024)	December 6-7, 2024
VIII-H8	Mahapatra, Gopal and Ugargol, Allen P	Leadership in Healthcare with Rithani as RA	AIMS International Conference, IIM Kozhikode	January 2025
VIII-H9	Mahapatra, Gopal, Shakshitha and Sushree Sanjana Mohanty	Technological Disruptions and Its Implications For HR	International Conference, Bhubaneswar	February 2025
VIII-H10	Mahapatra, Gopal and Rithani JM	Leadership In the Digital Era An Exploration	ICMR International Conference	February 2025
VIII-H11	Mahapatra, Gopal	Mindfulness and Meditation in the Workplace: Exploring Post-Pandemic Insights from India	APS Global Psychological Science Summit	October 23-24, 2024
VIII-H12	Kulkarni, Mukta	Invited talk on Disability inclusion in organizations	IDEA Webinar Series, Canada (online)	October 25, 2024
VIII-H13	Kulkarni, Mukta	Workshop on insights into writing and publishing high-quality research papers online	Birla Global University, Bhubaneswar	November 16, 2024

Sl. No.	Authors	Title of Paper/ Session/ Invited Talk	Name of Conference and Venue	Dates of Event
VIII-H14	Kulkarni, Mukta	Chief Guest lecture	ICAP 2024 by School of Business and Management, CHRIST, Bangalore	December 5, 2024
VIII-H15	Kulkarni, Mukta	Adaptive leadership	Army War College talk	February 26, 2025
VIII-H16	Bellamkonda, Neha	Invited talk	School of Management studies at Central University of Hyderabad	2024
VIII-H17	Kalubandi, Sai Chittaranjan., Sanaria, Apurva and Ravi, H	Influence of institutional contexts on family firms' internationalization: A meta-analysis	Academy of International Business Annual Meeting 2024, Seoul AOM 2024 Annual Meeting, Chicago The INDAM 2025 Conference, Kolkata Won best paper award AIB SAC 2025 Conference, held online India Strategy Conference, Ahmedabad	July 2-6, 2024 July 25-29, 2024 January 16- 18, 2025 January 13- 14, 2025 December 15-18, 2024
VIII-H18	Mukherji, Sourav	Seminar: Preparing Young Minds for Future Challenges	Didactics India	March 21, 2025
VIII-H19	Mukherji, Sourav	Seminar: Capacity Building in Higher Education	Centre for Education and Social Studies, Bangalore	February 14, 2025
VIII-H20	Mukherji, Sourav	Trends in Social Sector and Role of Federations	Dhwani Foundation National Conclave, Paaalana Bhavan	February 4, 2025
VIII-H21	Mukherji, Sourav	Understanding Control Systems in Organizations	Assistive Technology Foundation Seminar	November 26, 2024

Sl. No.	Authors	Title of Paper/ Session/ Invited Talk	Name of Conference and Venue	Dates of Event
VIII-H22	Mukherji, Sourav	Leadership and Organization Building	NSRCEL Impact Orbit Boot Camp, Bangalore	November 13, 2024
VIII-H23	Mukherji, Sourav	Inclusive Healthcare in India	Seminar for Hospital Administrators, St John's Hospital, Bengaluru	November 8, 2024
VIII-H24	Mukherji, Sourav	On becoming a Leader	Yi Coimbatore Skills on Wheels Seminar	September 2, 2024
VIII-H25	Mukherji, Sourav	Life and Career after Engineering	IIT Dharwar Alumni Meet	August 31, 2024
VIII-H26	Mukherji, Sourav	Trust Deficit: Addressing the Omnipresent	Trust Conference, IIM Bangalore	September 5, 2024
VIII-H27	Mukherji, Sourav	Inclusive Business Models	Northeastern University, Bangkok	May 14, 2024
VIII-H28	Mukherji, Sourav	Social Entrepreneurship	C M S Business School Conference, Bangalore	October 8, 2024
VIII-H29	Mishra, Sushanta K	Conducted session for faculty members on Hypothesis Testing	CMS Business School, JAIN (Deemed-to- be University), Bangalore	May 16, 2024
VIII-H30	Mishra, Sushanta K	A Guest Speaker: Technology, Politics, and Scripture: Making HR Relevant	People Matter Tech 24 HR Conference, New Delhi	August 2, 2024
VIII-H31	Mishra, Sushanta K	Invited Lecture: Research Ethics and Ethical Publication	Research Seminar Series, IIM Raipur	September 6, 2024
VIII-H32	Mishra, Sushanta K	Keynote speaker: FDP on Health and Wellness	Biju Patnaik University of Technology, Odisha	October 28, 2024
VIII-H33	Mishra, Sushanta K	Invited speaker: FDP on Case Method of Teaching	Biju Patnaik University of Technology, Odisha	March 1, 2025

Sl. No.	Authors	Title of Paper/ Session/ Invited Talk	Name of Conference and Venue	Dates of Event
VIII-H34	Mishra, Sushanta K	Invited speaker: Symposium on Epistemological Innovation: Reconnaissance of the Contours of Legal Research Methodology	IIT Kharagpur	October 18- 19, 2024
VIII-H35	Mishra, Sushanta K	Conducted a Masterclass on Talent Acquisition at the ET Now Talent Acquisition Summit	The Leela Palace, Bangalore	September 26, 2024
VIII-H36	Mishra, Sushanta	Conference Presentation Details: Exploring the relationship between Pro-social Motivation and Taking Charge Behaviour in Nurses: A moderated mediation model.	ANZAM Conference	December 3-5, 2024
VIII-H37	Mishra, Sushanta	Conference Presentation Are your employees burning out even while working from home? Deciphering the antecedents of burnout using two time-lagged studies.	EGOS-2024	July 4-6, 2024
VIII-H38	Srinivasan, Vasanthi	Future of work in India	NHRD National Conference and HR Showcase 2025, The LaLiT Ashok Bangalore	February 7, 2025

VIII-I Articles in Conference Proceedings

Sl. No.	Authors	Title of Paper	Details of the Conference Proceedings
VIII-I-1	Talluri, Surendra B	Striving or Surviving? A Qualitative Investigation of How Gig Workers Craft Their Career Success	In Academy of Management Proceedings (Vol. 2024, No. 1, p. 12360). Valhalla, NY 10595: Academy of Management
VIII-I-2	Talluri, Surendra B, Strauss, K., Newman, A. and Voigt, F. J.	Future Work Self Salience: Taking Stock and Moving Forward	In Academy of Management Proceedings (Vol. 2024, No. 1, p. 12280). Valhalla, NY 10595: Academy of Management
VIII-I-3	Talluri, Surendra B, S. B., Dirkx, I. and Jawahar, I. M.	Working from Home, Loneliness, and Time Theft	Academy of Management Proceedings (Vol. 2024, No. 1, p. 13720). Valhalla, NY 10595: Academy of Management

VIII-J IIMB Case Studies at Harvard Business Publishing

VIII-J1	Title:	Devita Saraf and VU from the Top
	Author:	Upasna A Agarwal, Vrinda Khattar, Rajiv Agarwal and Gopal Mahapatra
	Summary:	This case introduces Indian-born Devita Saraf, the founder and CEO of the consumer durables company, Vu Technologies, as she embarks on her entrepreneurial journey to create and scale her venture. Devita started her career as a tech entrepreneur in India in the mid-2000s when there were very few women entrepreneurs in the tech industry. The case provides an interesting avenue for a discussion on the role of gender in starting and scaling entrepreneurial ventures and the challenges that a young startup faced. The case recounts how she develops competencies and her personal brand to scale the cutting-edge luxury TV. With technologies continuing to evolve and the traditional methods of content consumption becoming increasingly obsolete, Devita ponders over the next steps in Vu's evolution to remain relevant to the new generation of television users in India and abroad. The case touches upon how as a woman entrepreneur she builds a successful tech business.

VIII-J2 Title: Employee Monitoring: Toward an Orwellian Organization**Author: Abhishek Sahu and Debolina Dutta**

Summary: Most organizations are now obligated to establish a work-from-home/work-from-anywhere policy that was initiated during the COVID-19 pandemic. With more and more employees favouring work location flexibility, organizations face challenges such as reduced employee socialization, which causes increased attrition. Additionally, the practice of moonlighting, especially among remote-working employees, has increased. Further, distractions from the home environment reduce employee productivity, and weak cyber security systems at remote locations make organizations vulnerable to phishing attacks. This has seen a surge in employee monitoring software providers offering features such as User Activity Monitoring (UAM), Optical Character Recognition (OCR), Business Intelligence and Reporting, Scriptable Rule Logic, In-App Field Parsing, and User Privacy Management. Many of these software firms had warned organizations of potential business risks if monitoring software was not used. In April 2024, the National Human Resource Development (NHRD), a leading human resources (HR) industry forum in India, organized a conclave to discuss the future of the workplace and the unfolding methods of work. However, the controversial practice of using software technologies for employee monitoring polarized the audience on the benefits, negative outcomes, and ethical issues around the practice. For many HR leaders, the dilemma was between the benefits accrued through improved employee productivity and reduced cybersecurity threats, on the one hand, and the negative impact on employee morale, engagement, privacy rights, and the considerable impact on the employer brand, on the other, if they adopted this practice. This case examines the challenges posed by technology adoption to manage business risk in the new remote and hybrid working models and raises crucial questions about the ethical perspective in the use of technology and the considerations and issues in employee monitoring and technology.

VIII-J3 Title: Tesco Business Solutions: Enhancing Employee Experience Through Hyper-Personalization of The Employee Value Proposition**Author: Debolina Dutta**

Summary: Established in 2004 as a Global Business Services (GBS) hub for Tesco PLC, Tesco Business Solutions (TBS) in Bangalore had grown impressively to more than 2600 employees by April 2023.

Spearheaded by Sumit Mitra, CEO of TBS, and supported by Somnath Baishya, Chief People Officer (CPO), TBS has transitioned from a shared service provider to a provider of advanced solutions, including finance, property management, supply chain, product, promotion, pricing, and more. Mitra and Baishya’s innovative HR strategies, which emphasized hyper-personalization of employee experiences, had earned accolades for exceptional people practices in India as well as in global business service centers. The comprehensive initiatives implemented at TBS significantly increased its employee value proposition (EVP) and positioned the company as a top employer for highly skilled knowledge workers. While TBS’s innovative HR strategies allowed the company to effectively compete for talent in a fiercely competitive labor market, they also increased the need for substantial organizational resources to sustain hyper-personalized employee experiences. Managing diverse individual needs remained a constant challenge for Baishya and his team, requiring careful curation, delivery, and expectation management strategies. The case provides frameworks for control, scalability, and manageability. It also addresses the challenges of hyper-personalization of employee experiences. As a result, HR personnel can multiply the value of employees and emerge as true value creators in organizations.

VIII-J4	Title:	HYRGPT: Transforming Applicant Experience and Recruitment Through Generative AI
	Author:	Debolina Dutta
	Summary:	Despite its rapid growth, Generative AI (Gen-AI) is still in the early stages of innovation in Human Resource Management. It can improve exploration, ideation, and digital prototyping, potentially reducing costs and improving human interaction with AI. Explainable AI, based on data management, can ensure accuracy and transparency. One such application of Gen-AI by HYRGPT is finding increased interest among Talent Acquisition Leaders. HYRGPT is a SaaS enterprise technology platform that enables firms to improve their applicant screening and first-level selection through the use of Generative AI. Founded in 2023 by Debi Kar, Sameer Dharap, and Neha Mathur, the platform integrates seamlessly with all Applicant Tracking Systems (ATS) within organizations’ Human Resource Information Systems (HRIS). The transformational value addition starts with creating a realistic job description (JD) through Generative AI, moving away from using static JDs. The platform also collapsed the long applicant wait after resume submission

with an almost immediate Gen-AI-based screening interview. This was followed by ranking all applicants and qualitative comments explaining recommendations for suggested fit. It also allowed organizations to provide constructive feedback to applicants not selected for subsequent stages. Furthermore, it enabled organizations to counter the emerging trend of “Deep Fakes”, wherein applicants used Gen-AI platforms to augment their resumes to get short-lists or help attend virtual interviews. This case examines the role of an emerging technology in changing well-established recruitment practices and poor applicant experience. Students are challenged to assess the value delivered by this new technology and its potential to transform the entire recruitment and selection process.

VIII-J5	Title:	FieldAssist: Enabling Sales Performance and Incentive Design for Strategic Alignment of Frontline Salesforce in FMCG
	Author:	Debolina Dutta and Stuti Jain
	Summary:	Effective goal setting in performance management and appropriate incentive design are critical for ensuring the compliance of frontline sales employees with an organization’s strategic objectives. It is further challenging for leaders and managers, as they work on contextually diverse business objectives. In this context, two FMCG firms sought the help of their partner firm, FieldAssist, to devise appropriate performance indicators and variable pay designs for their frontline sales staff. FieldAssist is a Software-as-a-Service (SaaS) platform that enables FMCG firms to improve their route-to-market capabilities across the value chain. Founded in 2014 by Paramdeep Singh and Divir Tiwari, the platform provides data-driven insights across sales and distribution, catering to over 650 clients in more than 15 countries and covering 8.3 million outlets. The platform’s advantage lies in customizing information for each stakeholder and integrating it with their agents’ or distributors’ ERP and accounting systems, thus promoting transparency. The platform’s key features include inventory management, secondary order, fulfillment, claims management, on-ground schemes, tax compliance, auto-replenishment module, and rural distribution management systems features. This case examines the challenges of aligning an organization’s objectives to deliver high performance across the organization’s hierarchy. Through a hands-on simulatory exercise, the instructor may ask students to assume the role of the National Sales Manager and select appropriate Key Performance Indicators (KPIs) and the sales incentive design for Frontline sales Agents (FAs).

VIII-J6	Title:	Qapita: Designing and Managing Global LTIP Schemes for Employees
	Author:	Debolina Dutta
	Summary:	Qapita is a global equity management platform that serves over 2,000 clients and manages over USD 55 billion in equity. Founded in 2019, it aims to create infrastructure for private markets by providing a comprehensive platform for managing ownership, streamlining equity processes, and establishing a structured marketplace for liquidity. The company has designed or structured over 1,400 customized equity plans to meet the unique needs of businesses across various scales. Qapita’s marketplace platform facilitates private market liquidity and enables seamless secondary transactions from seed-stage start-ups, publicly traded corporations, or venture capital firms, covering over 300,000 global employees across firms. With a commitment to innovation and transparency, Qapita empowers stakeholders to maximize their equity potential, gain deeper insights into their investments, and make informed decisions. This case attempts to clarify the different equity-based incentive schemes adopted by firms and the rationale behind these for effective employee motivation and retention. It also examines the contextual differences between three firms seeking to implement equity-based employee compensation schemes. Students are challenged to determine the right equity-based plan based on contextual relevance and strategic intent.

VIII-K Leading Journal Publications

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

VIII-K1	Author:	Park Hyunsun, Tangirala Subrahmaniam, E S Srinivas and Apurva Sanaria
	Title:	Unnoticed problems and overlooked opportunities: How and when employees fail to speak up under ambiguous threats
	Journal:	<i>Journal of Applied Psychology</i>
	Abstract:	Organizations often need to deal with ambiguous threats, which are complex, unprecedented, and difficult-to-predict events that hold the potential to cause harm. Drawing on the attention-based view of work behavior, we propose that employees do not always remain vigilant to such threats. Consequently, we argue that, in

the face of those threats, employees can fail to notice or recognize problems or vulnerabilities in their organizations' work processes or products that can hinder coping. We posit that this effect is, paradoxically, more pronounced when employees are working with trustworthy managers who are perceived as capable and focused enough on the well-being of their units to adequately deal with work challenges. Thereby, we highlight that employees may overlook problems and thus not speak up, precisely when their input is highly desired to address ambiguous threats and can be effectively used by competent and caring managers. Using a combination of field surveys and preregistered experiments, we demonstrate support for our arguments. In the process, we present an alternative attention-based perspective to the voice literature that has so far predominantly focused on cost-benefit-based explanations (i.e., how employees evaluate the perceived costs of speaking up vs. presumed benefits) when describing hurdles to employee voice.

VIII-L Awards, Honours, and Achievements

- VIII-L1 Prof. Mukta Kulkarni**, Outstanding reviewer certificate during the AOM meeting (division awards function) to outstanding reviewers.
- VIII-L2 Prof. Sushanta Mishra**, received 'Best Paper Award Finalist' for a co-authored paper examining dirty work from the lens of caste at the 2nd Global Conference on Caste, Business, & Society held at the University of Bath.

VIII-M Doctoral Theses Completed by PhD Students during 2024-2025

Sl. No.	Name of the Student	Dissertation Title	Members of the DAC Committee
VIII-M1	Nitesh Bhat	The Making and Evolution of Individuals' Work Meanings	Mukta Kulkarni, Abhoy K Ojha, Sourav Mukherji, Srivardhini K Jha

VIII-N Dissertation Proposals by Doctoral Students during 2024-2025

Sl. No.	Name of the Student	Topic	Date
VIII-N1	Anshul Kapoor	Team Integration Under Stress	August 16, 2024
VIII-N2	Harshith PD	Diversity Management In An Indian Conglomerate	February 27, 2025

VIII-O Papers Presented by Doctoral Students in Conference/Seminar during 2024–2025

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
VIII-O1	Mauli Kundlia	The Role of Superstitious Beliefs in Uncertainty Reduction in Decision-making and Performance	Indian Academy of Management (INDAM), IIFT Kolkata	January 2025
VIII-O2	Mauli Kundlia	Peace and Harmony – By-products of Effectual Entrepreneurship?	Indian Academy of Management (INDAM), IIFT Kolkata	January 2025
VIII-O3	Nitesh Bhat	Meaning-making of Work: A Process of Evolution of Individuals' Work Meanings in a Social Enterprise	40th EGOS Colloquium, University of Milan-Bicocca	July 2024, Milan, Italy

VIII-P Publications by Doctoral Students (Journal articles/book chapters/cases/book reviews) during 2024–2025

Sl. No.	Name of the Student	Title of the Paper	Name of the Journal/Book	Publications Details
VIII-P1	Harshith PD, Prof. Allen P Ugargol	Ageism and Ableism: Entwined, Intertwined, or Disparate – A Critical Discourse Analysis	<i>Handbook of Aging, Health and Public Policy</i>	August, 2024
VIII-P2	Manan Gandhi, Vishal Gupta	Pramukh Swami Maharaj Shatabdi Mahotsav: Event Scale	<i>IIM Ahmedabad Case Centre</i>	November, 2024
VIII-P3	Manan Gandhi, Vishal Gupta	Pramukh Swami Maharaj Shatabdi Mahotsav: Service-Orientation, People Management and Leadership	<i>IIM Ahmedabad Case Centre</i>	November, 2024

VIII-Q Awards, Honours, and Achievements by Doctoral Students in 2024-2025

Sl. No.	Name of the Student	Details of the Award	Date
VIII-Q1	Mauli Kundlia	Director's Merit Award-First year, AY 2023-24 Indian Institute of Management Bangalore	June, 2024
VIII-Q2	Nitesh Bhat	Best Reviewer Award Careers Division, Academy of Management	August, 2024
VIII-Q3	Manan Gandhi	IMRDC Best Critique Award Indian Institute of Management Bangalore	January, 2025
VIII-Q4	Mauli Kundlia	IMRDC Best Critique Award Indian Institute of Management Bangalore	February, 2025



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 Improving awareness level on sustainable agriculture practices: A field experiment among farmers

Project Team: **Nishant K Verma**, Shiril Saju and Ashish Kumar Jha

Summary: In developing countries, profitability, productivity and sustainability of agriculture practices are concerns. With the growing population, meeting food security sustainably demands the adoption of new sustainable agriculture practices like precision agriculture, high-yield plant varieties, advanced irrigation systems, proactive input interventions, etc. However, the awareness levels of farmers on such practices are always a challenge in achieving large-scale adoption in less time. Agriculture departments and research institutions adopt various strategies to improve the awareness levels of new practices among farmers, like field demonstrations, dissemination of knowledge through social media, seminars, etc. This project tries to conduct a field experiment to understand how the dissemination of knowledge through social media can be optimized to maximize the awareness level. We are trying to leverage collaboration with Kerala Agricultural University (KAU) for primary data collection and to conduct experiments and evaluate the results.

Sponsor: IIM Bangalore

Status: Ongoing

IX-A3 Tackling Irresponsible Product Returns in Online Market Places: A Behavioural Investigation

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

Summary: We use lab experiments programmed in Otree software to understand how different types of behavioral nudges based on information provision and feedback can influence the returns behavior of individuals. The lab experiment will be designed in the form of a multi-period decision making game based on real incentives to enable consequential decision making.

Sponsor: IIM Bangalore

Status: Ongoing

IX-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
IX-B1	Ayesha Arora and Jain, Tarun	Data Sharing Between Firms and Social Planners: An Economic Analysis of Regulation, Privacy, and Competition	<i>Service Science</i>	Vol. 16(3), September 2024, Pg. 202-222
IX-B2	Stuti Arora, Jain, Tarun and K Kiran	Cost reduction collaboration between firm and social planner: An economic analysis	<i>International Transactions in Operational Research</i>	Vol. 32(2), March 2025, 973-1001
IX-B3	Jain, Tarun. , Hazra, Jishnu and Ram Gopal	3D Printing-as-a-Service: An Economic Analysis of Pricing and Cocreation	<i>Production and Operations Management</i>	Vol. 33(7), 2024, Pg. 1437-1456
IX-B4	Sapra, Amar and Subodha Kumar	Optimal Joint Assortment for an Omni-Channel Retailer	<i>Information Systems Research</i>	Vol. 35(3), September 2024, Pg. 1154-1174
IX-B5	Achal Goyal and Sapra, Amar	Managing Replenishment and Clearance of Perishables: Last-In, First-Out (LIFO) Issuing Policy and Age-Sensitive Demand	<i>Production and Operations Management</i>	Vol. 33(4), 2024, Pg. 1031-1052

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
IX-B6	Sayan Chowdhury and Verma, Nishant K	Walking a Tightrope: Impact of Adopting Voluntary Right-to-Repair Policy on Firm Profit and Consumer Welfare	<i>International Journal of Production Economics</i>	Vol. 272, June 2024, 109253
IX-B7	Abhishek Chakraborty, Verma, Nishant K and Ashis K. Chatterjee	A Single Supplier Multi Buyer Supply Chain Coordination under Vendor-managed Inventory: Ensuring Buyers' Interests in a Decentralized Setting	<i>IIM Kozhikode Society & Management Review</i>	Vol. 14(1), 2025, Pg. 24-34
IX-B8	Aydın Alptekinoğlu, Ashish S. Bhandari and Sapra, Amar	Demand management using responsive pricing and product variety to counter supply chain disruptions	<i>European Journal of Operational Research</i>	Vol. 314(3), May 2024, Pg. 867-881
IX-B9	S Sivakumar and B, Mahadevan	Design of Coproductive Systems: is Service Modularity Preferable over Resource Flexibility?	<i>Global Journal of Flexible Systems Management</i>	Vol. 25(2), June 2024, Pg. 223-241

IX-E Working Papers

Sl. No.	Author	Title	IIMB Working Paper No.	Year
IX-E1	Saranga, Haritha., Satyajit Roy and Mukherjee, Kanchan	Energy Saving Through Climate Education: Climate Sensitization in School for Mindful Consumption at Home	717	2025

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

Sl. No.	Authors	Title of Article	Name of Newspaper/Magazine	Date of Publication
IX-F1	Jain, Tarun and Ayesha Arora	The Data Dilemma: Balancing government needs and privacy in the digital age	<i>Forbes India</i>	July 16, 2024
IX-F2	Jain, Tarun., Hazra, Jishnu and Ram Gopal	The Pricing Paradox: Unlocking profitability in Manufacturing-as-a-Service	<i>Forbes India</i>	October 14, 2024
IX-F3	Rajat Verma, Nandan Kumar Singh, Verma, Nishant K and Milan Kumar	Crucial role of inspection in utilizing electric vehicle batteries	<i>Forbes India</i>	January 2025
IX-F4	Verma, Nishant K	Pay-As-You-Wish: Business model and its challenges	<i>Forbes India</i>	February 2025

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	Bhandari, A. and Sapra, Amar	Matching Supply with Demand for a Renewable Energy Generator Using a Battery Energy Storage System	MSOM Conference, University of Minnesota in Minneapolis	July 2, 2024
IX-H2	Sapra, Amar	Corporate Masterclass	ET Now Supply Chain Management & Logistics Summit, New Delhi	June 28, 2024
IX-H3	Bhandari, A. and Sapra, Amar	Energy Storage by Renewable Energy Source: A Triple Whammy for Non-renewable Energy Source	POMS International Conference, Istanbul	June 27, 2024

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
IX-H4	Jain, Tarun, Hazra, Jishnu and Ram Gopal	Pricing Strategies for 3D Printing-as-a- Service	OR 2024, Munich, Germany	September 3-6, 2024
IX-H5	Jain, Tarun, Hazra, Jishnu and T.C.E. Cheng	Monitoring of Illegal Content on Platforms	34th POMS Annual Conference, 2024, Minneapolis	April 25- 29, 2024
IX-H6	Jain, Tarun, Hazra, Jishnu and Ram Gopal	Co-creation and Pricing Issues in 3D Printing- as-a-Service	INFORMS Annual Meeting, Seattle	October 20-23, 2024
IX-H7	Ganesh, Maya	The Need for Speed: Decoding Linkages between Fulfillment Time and Customer Satisfaction to Improve Online Food Delivery Performance	PSOR INFORMS - Webinar on Contemporary Operations Management in Developing Economies	October 7, 2024
IX-H8	Ganesh, Maya	The Need for Speed: Decoding Linkages Between Fulfillment Time and Customer Satisfaction to Improve Online Food Delivery Performance	POMS society - POMS India chapter, seminar series	October 1, 2024
IX-H9	Ganesh, Maya	Operations Management and Decision Making: Past, Present and Future	Online Atal FDP on Innovation frontiers	December 2, 2024
IX-H10	Tripathi, Rajeev R	Promoting farmer collaboration through cooperative game theory	5th International Conference on Management Research, held at KIIT School of Management	February 21-22, 2025
IX-H11	Tripathi, Rajeev R	Game theory and data science	Ministry of MSME-sponsored management development program at the Department of Business Administration, NIT Kurukshetra	2024

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
IX-H12	Tripathi, Rajeev R and Ronit Neogy	Blessed with Resources, Cursed with Poverty: A Cooperative Game Solution to Deal with the Paradox	IIM Ahmedabad	December 8, 2024
IX-H13	Karthik Ramaswamy and Tripathi, Rajeev R	Implementing Vehicle Scrappage Policy in Developing Economies with Informal Scrapping Centers and Diverse Producers	IIM Ahmedabad IIM Ranchi	December 9, 2024 December 4, 2024
IX-H14	M. S., Shalique	Inclusivity in decision- making: Exploring perceived forecast accuracy by LGBTQ+ managers	POMS Annual Conference, Minneapolis	April 25, 2024
IX-H15	Jain, Tarun, Hazra, Jishnu and Ram Gopal	Pricing Strategies for 3D Printing-as-a- Service	International Conference on Operations Research 2024, Munich	September 3-6, 2024
IX-H16	Jain, Tarun	Pricing Strategies for 3D Printing-as-a- Service	INFORMS Annual Meeting, Seattle	October 20-23, 2024

IX-J IIMB Case Studies at Harvard Business Publishing

- IX-J1 Title:** **Saahas Zero Waste: Breaking the Spell of Fast Fashion with Circularity**
- Author:** Satyajit Roy and **Haritha Saranga**
- Summary:** The case describes the current state of the Indian textile (inclusive of apparel) value chain from a circular economy perspective. Looking through the lens of a small startup named Saahas Zero Waste (SZW), the case explores different waste streams in India, the current waste treatment activities, and the challenges in adding waste back into the value chain. Globally, textile is one of the most polluting industries; the rise of fast fashion has worsened the situation over the years. The complexity of the reverse supply chain, quality concerns in recycled materials, and lack of traceability and accountability for different types of waste make it challenging to ensure a closed-loop

supply chain. SZW mostly looked at post-consumer textile waste and focused on ensuring both environmental sustainability by diverting waste from landfills and social sustainability by providing training and livelihood for women self-help groups (SHGs). Traditionally, brands were not even ready to take responsibility for their pre-consumer waste, let alone post-consumer waste. The scenario had started changing, thanks to the regulatory landscape in western countries. India being an important sourcing hub for global textile brands, many domestic garment manufacturers started investing in recycled yarn production. While continuing its operation in post-consumer waste, SZW was also eager to partner with brands to complete the cycle by facilitating responsible treatment of both pre-and post-consumer waste and seamlessly reintegrating it back into the value chain. Over the years, the volume of collected waste increased, and SZW started facing multi-faced challenges. Their in-house thrift shop was not ready to handle a higher volume of good quality reusable clothes and upcycled products; it needed proper marketing channels and selling platforms. On the flip side, the volume of recyclable waste was not high enough to achieve economies of scale and be cost-effective.

IX-J2	Title:	Decarbonizing The Real Estate Sector: One Building at A Time
	Author:	Haritha Saranga and Nayonika Goud
	Summary:	This case describes an inspiring story of a young real estate developer in India, Rahul Rajan, who- built an affordable green residential building named Scorpio, targeting middle class families in India, which won the Platinum Green Building rating by the Indian Green Building Council (IGBC). The case provides a detailed description of the various innovative features that helped make Scorpio a Net Energy Positive building. The case also narrates, how in the process of building Scorpio, Rahul designed and produced a smart meter called Smart Power Distribution Unit (SPDU) that could distribute solar power equitably to each individual homeowner in the building, while allowing them to still draw additional power from the grid. This technology was later patented, and Rahul began a new company called Protostar, whose purpose was to retrofit existing residential buildings with Solar Photovoltaic (PV) systems and the SPDUs, so that even middle-class people who already owned a flat in one of the older buildings could switch over to renewable energy and reduce their carbon footprint. The case ends with Rahul's dilemma of how best to scale up to make use of the opportunities present

in the Indian real estate sector, as India tries to transition toward renewable energy. He could either continue to build greenfield residential apartments like Scorpio or retrofit the existing buildings with solar PV systems, making use of his patented SPDU technology. While the former would give him greater freedom to build several green features into the new buildings, it would take him at least two to three years to complete each of these greenfield projects. The latter strategy had the advantage of making a larger impact within the existing infrastructure and with shorter project lead times but would be difficult to make them Net Energy Positive buildings. The students will have to put themselves in the shoes of Rahul Rajan and identify what is the best course of action to take.

- IX-J3** **Title:** **Kalyani Ferresta: India’s First Green Steel Is Ready, Already! Case A & B**
- Author:** **Haritha Saranga** and Aditya Gupta
- Summary:** The two-part case describes the efforts of Kalyani Steels Ltd (KSL), an Indian steel manufacturing company, to produce green steel products in one of their plants using the Electric Arc Furnace (EAF) technology, with an objective to meet the increasing demand for green steel in their export markets, as well as their dilemmas for capacity expansion. Case (A) narrates how R K Goyal, MD, KSL and his team of young executives brought about significant transformation in their Pune-based steel plant, Saarloha, which enabled them to introduce two Green Steel products, namely KALYANI FERRESTATM and KALYANI FERRESTATM PLUS. Both products met the Green Steel specifications by First Mover Coalition (FMC). However, they cost much higher than the traditional carbon steel-based products, as they use scrap steel, which is much more expensive than iron ore, and other low carbon materials and resources. Case (A) ends with the following dilemmas being faced by the management team of KSL. Firstly, as there were no enforcing mechanisms yet in place, very few customers-either in domestic or in international markets-were ready to pay a premium for Green Steel based products. While the Carbon Border Adjustment Mechanism (CBAM) was on the cards, it was not clear how much premium, if any, the European customers will be willing to pay once it comes into effect in 2026. In the meantime, while the Saarloha plant has developed the capability to produce Green Steel, without customers, making Green Steel will be a loss-making proposition for KSL. Case (B) focuses on Kalyani groups expansion plans of their steel production capacity to meet

the growing demand in the country, and the management teams dilemma about whether they should invest in the traditional carbon steel capacity or Green Steel capacity, as these two require very different technologies and investments.

IX-K Leading Journal Publications

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

- IX-K1** Authors: **Tarun Jain, Jishnu Hazra** and Ram Gopal
- Title: **3D Printing-as-a-Service: An Economic Analysis of Pricing and Cocreation**
- Journal: *Production and Operations Management*
- Abstract: Three-dimensional (3D) printing technology has opened up possibilities for product design collaborations between device providers and customers. To enable an environment of cocreation, device providers are now renting 3D printers via the 3D-as-a-Service (3DaaS) model. Although prior research has examined pricing and quality issues in the traditional manufacturing setup, these studies have not analyzed such decisions in the 3D printing supply chain setting, where end users possess the ability to customize product designs. Therefore, several important questions remain unanswered from the perspective of the 3D printing device provider. For example, what is the appropriate pricing model for providing 3DaaS? How do factors such as the extent of design customization and the complexity influence the pricing strategy of the 3DaaS firm? Our analysis shows that if the customers' impact on the product quality is relatively high or low, the pay-per-build pricing model generates a higher profit than the fixed-fee pricing model. Interestingly, we also find that if customers frequently print highly intricate product designs, the firm might choose the pay-per-build pricing model, only if the likelihood of design failure for these complex structures is low. Otherwise, the firm might opt for the fixed-fee pricing model.
- IX-K2** Authors: **Amar Sapra** and Subodha Kumar
- Title: **Optimal Joint Assortment for an Omni-Channel Retailer**
- Journal: *Information Systems Research*
- Abstract: With growing popularity of e-commerce, nearly every prominent retailer is aiming to turn omni-channel. One crucial decision in

this pursuit is the identification of the joint assortment. Despite the importance of this decision, few studies have addressed this issue. In this study, we contribute by examining joint assortment and product prices for a retailer that sells products through both brick-and-mortar and online channels using the locational choice model. We consider two classes of customers such that customers in one class prefer the brick-and-mortar channel and customers in the other class prefer the online channel. Our analysis indicates that the optimal assortment should be thought of as a portfolio of two types of products: customized and omni-channel. Customized products are priced in such a way that they are targeted toward customers who prefer to shop from the channel the products are sold through. In contrast, omni-channel products are priced attractively so that all customers consider buying them. The relative mix of these products depends on how flexible customers are in shopping from the channel they do not prefer and the size of each class. Additionally, we investigate whether the conventional wisdom of selling niche products through the online channel is always optimal. We find that this suggestion may be suboptimal when the online channel has greater cost of including a product in the assortment and fewer preferring customers compared with the brick-and-mortar channel. We also develop insights on price selection. As more and more retailers are converting from single-channel to omni-channel, they need to reexamine their assortment strategy across existing and new channels. The models, results, and insights presented in this paper would help them in designing a joint assortment policy across channels.

- IX-K3** Authors: Achal Goyal and Amar Sapra
- Title: **Managing Replenishment and Clearance of Perishables: Last-In, First-Out (LIFO) Issuing Policy and Age-Sensitive Demand**
- Journal: *Production and Operations Management*
- Abstract: In supermarkets, customers choose the unit(s) they purchase, which leads to inventory being sold in a last-in, first-out (LIFO) order for perishable products. Furthermore, for such products, the demand for inventory may depend on its age since customers may choose to walk away if the freshest available inventory is too old for them. Despite the widespread occurrence of LIFO-based inventory systems, few studies have analyzed them. In this study, we contribute by developing insights on joint replenishment and clearance policy for a perishable product with a general, finite lifetime using a periodic

review model such that the inventory is sold in a LIFO order and demand is age-dependent. The model seeks to optimize two decisions every period: how much of fresh inventory to order and how much of existing inventory to clear. A key objective of the model is to understand the effect of age-dependence of demand on the optimal replenishment and clearance policy. We find that the optimal clearance policy for all but the oldest inventory is a multiindex policy such that between any pair of adjacent indexes, either no inventory is cleared or all the inventory is cleared till the lower index. For the oldest inventory, we show that the optimal policy may have multiple forms depending on how sensitive demand is to inventory's age. This is a notable result in inventory theory since parameters usually affect only the policy value(s) and not the policy structure. Since the optimal policy has a complex structure in general, which makes it difficult to compute, we develop an efficient heuristic to compute the replenishment and clearance quantities. The heuristic underperforms the optimal policy by [Formula: see text]0.92% on average.

- IX-K4** Authors: Aydın Alptekinoglu, Ashish S. Bhandari and Amar Sapra
- Title: **Demand management using responsive pricing and product variety to counter supply chain disruptions**
- Journal: *European Journal of Operational Research*
- Abstract: We consider a retailer that offers multiple variants of two brands, all of which are substitutable, within a single product category. Due to supply disruptions, the retailer may not be able to always offer either or both brands. To mitigate potential loss in demand due to unavailability of one brand, the retailer may choose the product variety strategically and/or adjust the price of the available brand. The goal of this paper is to compare the relative impact of these two levers of demand management in the face of supply disruptions. To that end, we develop and analyze a model of a retailer buying from two brands (suppliers) subject to random supply disruptions. The retailer's customer demand depends on price and product variety, and their impact on customer choice is captured through the nested logit model. The model also takes into account fixed design and operational costs associated with product variety. Our analysis reveals that strategic choice of product variety yields most of the benefit; price is a largely ineffective lever. We also show that when the supply of one brand is disrupted, the optimal price for the other brand is lower than when both brands are available, provided the outside option is equally or less affected by the disruption.

However, even if the outside option is affected more, this result may not necessarily reverse. Finally, even though responsive pricing does not improve the profit substantially, it may reduce safety stock requirements.

IX-L Awards, Honours, and Achievements

- IX-L1 Prof. Maya Ganesh**, Winner of the Best Paper/Presentation award at PSOR INFORMS webinar on Contemporary Operations Management in Developing Economies, October 2024.
- IX-L2 Prof. Maya Ganesh**, First Place Winners at 2024 PSOR Best Video Competition in Technology Enabled Agent-Choice and Uptake of Social Assistance Programs. Supported by Rakesh Allu, Sarang Deo, and Sripad Devalkar.

IX-M Doctoral Theses Completed by PhD Students during 2024–2025

Sl. No.	Name of the Student	Dissertation Title	Members of the DAC Committee
IX-M1	Ashish Singh Bhandari	Impact of Battery Energy Generation by Renewable and Non-renewable Energy Sources	Amar Sapra, Jishnu Hazra, Jitamitra Desai
IX-M2	Ayesha Arora	Operational Issues in Digital Supply Chains	Tarun Jain, Rajeev R Tripathi, Jishnu Hazra
IX-M3	Subhankar Saha	Enhancing Agricultural Sustainability through Resource Allocation Strategies to Achieve Sustainable Development Goals	Haritha Saranga, Jishnu Hazra, Sreelata Jonnalagedda
IX-M4	Shubham Singh	From Silos in Synergy: Strategic Transformation of Supply Chains Through Technological Knowledge Management	D Krishna Sundar, Rejie George P, Nishant Kumar Verma, Ravi Srinivasan (Ext Mem)

IX-N Dissertation Proposals by Doctoral Students during 2024-2025

Sl. No.	Name of the Student	Topic	Date
X-N1	Satyajit Roy	Essays on Socially and Environmentally Responsible Value Chains – A Policy Perspective	November 28, 2024
X-N2	Karthik Ramaswamy	Essays on Environmental and Social Sustainability in Reverse and Forward Supply Chains	December 11, 2024
X-N3	Shiril Saju	Government Interventions for Socially Beneficial Technology Adoption	January 20, 2025

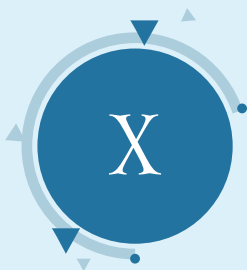
IX-O Papers Presented by Doctoral Students in Conference/Seminar during 2024-2025

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
IX-O1	Subhankar Saha, Prof. Haritha Saranga, Sriram Narayanan, and Chandrakant Pradhan	Scaling Sustainable Agriculture Interventions through Equipment Sharing: Achieving Triple Bottom Line Performance	ISB – POMS Workshop 2024	July 2024, Hyderabad
IX-O2	Subhankar Saha, Sriram Thirumalai and Sarang Sunder	Inequity in (Process of) Care: Evidence from Value-Based Purchasing in Medicare	ISB POMS Workshop 2024	July 2024, Hyderabad
IX-O3	Satyajit Roy, Prof. Sreelata Jonnalagedda, Prof. Haritha Saranga	Electric vs Flex-Fuel Vehicles –The Impact of Government Policies on Automaker's Choice Between Green Technologies	POMS India International Conference 2024	December 2024, Ranchi
IX-O4	Satyajit Roy, Prof. Haritha Saranga	Coordination Under Constraints to Match Scarce Supply with Demand in a Prosocial Supply Chain – The Case of Deceased-Donation Program in India	POMS India International Conference 2024	December 2024, Ranchi

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
IX-O5	Shiril Saju	Analysis of Policies for Promoting Precision Agriculture in Emerging Economies	Production and Operations Management Society (POMS) Annual Conference	April 2024, Minneapolis, USA
IX-O6	Subhankar Saha, Prof. Haritha Saranga, Sriram Narayanan, and Chandrakant Pradhan	Scaling Sustainable Agriculture Interventions through Equipment Sharing: Achieving Triple Bottom Line Performance	Production and Operations Management Society (POMS) Annual Conference	April 2024, Minneapolis, USA
IX-O7	Subhankar Saha, Sriram Thirumalai and Sarang Sunder	Inequity in (Process of) Care: Evidence from Value-Based Purchasing in Medicare	Production and Operations Management Society (POMS) Annual Conference	April 2024, Minneapolis, USA
IX-O8	Ashish Singh Bhandari	Energy Storage by Renewable Energy Source: A Triple Whammy for Non-renewable Energy Source	Production and Operations Management Society (POMS) International Conference	June 2024, Istanbul, Türkiye
IX-O9	Ashish Singh Bhandari	Matching Supply with Demand for a Renewable Energy Generator using a Battery Energy Storage System	2024 INFORMS MSOM Conference	July 2024, Minneapolis, USA
IX-O10	Surya Vaibhav DVR	Design and Development of Primary Structure for a 3u Student Satellite	International Astronautical Congress 2024	October 2024, Milan, Italy
IX-O11	Shiril Saju	Policies for Promoting Sustained Adoption of Sustainable Practices in Agriculture Supply Chains	12th EurOMA Sustainable Operations and Supply Chains Forum 2025	March 2025, Virtual

IX-Q Awards, Honours, and Achievements by Doctoral Students in 2024-2025

Sl. No.	Name of the Student	Details of the Award	Date
IX-Q1	Satyajit Roy	Herbalife Sustainability Fellowship Herbalife	September 2024
IX-Q2	Ayesha Arora	Institute Research Paper Award Indian Institute of Management Bangalore	September 2024
IX-Q3	Ashish Singh Bhandari	Institute Research Paper Award Indian Institute of Management Bangalore	September 2024
IX-Q4	Ayesha Arora	Institute Research Paper Award Indian Institute of Management Bangalore	September 2024
IX-Q5	Satyajit Roy	Institute Research Paper Award Indian Institute of Management Bangalore 2nd-Best Doctoral Paper Award in POMS India International Conference 2024 Production and Operations Management Society	September 2024 December 2024
IX-Q6	Shiril Saju	Conference Grant EurOMA	February 2025
IX-Q7	Ashish Singh Bhandari	Institute Research Award Winner Indian Institute of Management Bangalore	March 2025
IX-Q8	Ayesha Arora	Institute Research Award Finalist Indian Institute of Management Bangalore	March 2025



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 Significance of Leadership and Talent Management in Healthcare: An Exploratory Study (in Karnataka?)

Project Team: **Allen P. Ugargol and Gopal P Mahapatra**

Summary: India is striving to march towards a developed nation. Globally, healthcare is considered one of the critical parameters of development. India's healthcare sector faces significant challenges, particularly in terms of workforce shortages and disparities in healthcare access (The Lancet Regional Health – Southeast Asia, 2022; Mishra, 2022). The COVID-19 pandemic has exacerbated these challenges. The pandemic has overtaken India's already overburdened health systems (Mishra, 2022). A significant issue that has emerged during the pandemic is the acute scarcity of health workers in addition to poor infrastructure; several variables, including population growth, aging, shifting epidemiology, and an increase in the frequency of non-communicable diseases (NCDs), are driving up demand for healthcare workers in India. The disparity between the amount of healthcare workers needed and available will unavoidably increase as demand rises (Mishra, 2022). To offer egalitarian healthcare, India needs a minimum of 18.5 million doctors, nurses, and midwives, or 445.5 health professionals per 10,000 people, compared to the present minimum of 21 per 10,000 people (The Lancet Regional Health – Southeast Asia, 2022). Many healthcare professionals are leaving the country, making this shortfall much worse. Furthermore, most newly graduated doctors open private practices in cities, exacerbating the differences in public-private and urban-rural health services (The Lancet Regional Health – Southeast Asia, 2022).

Sponsor: IIM Bangalore

Status: Ongoing

X-A2 Designing a WhatsApp intervention to improve ORS use

Project Team: **Arnab Mukherji** and Rushil Zutshi

Summary: Diarrhea is a leading cause of death among children less than 5 years of age, accounting for 9% of deaths in this age group. In India, where nearly a quarter of global child deaths from diarrhea occur, the underutilization of ORS in the private healthcare sector plays a key role in this problem. Only 55% of children with diarrhea who are treated in the private sector receive ORS, compared to over 75%

in the public sector (NFHS-4). This discrepancy highlights the critical need to address the barriers preventing widespread ORS usage in private healthcare settings, where the majority of childhood illnesses are managed (Grépin, 2016). Our recently published study in *Science* used several randomized trials to provide key insights into why private providers under prescribed ORS (Wagner et al., 2024). We found that when caretakers exhibit a preference for ORS, providers were 27 percentage points more likely to prescribe it.

Sponsor: IIM Bangalore

Status: Ongoing

X-A3 Environmental Democracy and Justice: Mapping the mobilizations around Environmental Impact Assessment Regulations in India and Switzerland

Project Team: **Rusha Das** and Christine Lutringer

Summary: Local environmental democracy and promoting green transitions are vital components of global sustainable development efforts. As communities worldwide confront escalating environmental challenges, there's a growing recognition of the indispensable role played by local stakeholders in decision-making processes that directly shape their surroundings. Within this context, Environmental Impact Assessments (EIAs) emerge as a significant policy instrument, aiming to ensure public participation through consideration of the environmental implications of public and private projects before implementation, thereby integrating locally tailored sustainability concerns (UNEP, 2004).

Sponsor: IIM Bangalore (VRSP)

Status: Completed

X-A4 Local Environmental Democracy and Green Transitions: Mapping Institutional Mechanisms and Political Mobilisations

Project Team: **Rusha Das**

Sponsor: Zurich University of Applied Sciences (ZHAW)

Status: Completed

X-A5 Impact Assessment Research Study of the eLAJ initiative - Biocon

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

Summary: The primary goal of this activity is to establish a routine assessment framework and assessment of the eLaj clinics over the past evaluation cycle. For each such cycle, we have identified the following objectives for our evaluative purposes, them being: 1. To quantitatively evaluate the performance and efficiency of primary healthcare provision on behalf of the BFC and eLAJ clinics.

Sponsor: Biocon Foundation

Status: Ongoing

X-A6 PHC4UHC: Pathways in 2 Indian States

Project Team: **Arnab Mukherji**, Sapna Desai, Devaki Nambiar, N. S. Prashant, Nirmala Nair

Summary: We explore how PHC, as designed and implemented, relates to enhancing population coverage, service coverage, and financial risk protection in different contexts.

RQ 1: What is the evidence for how primary healthcare approaches contribute to UHC in India and relevant settings? RQ 2: What are the key characteristics/attributes/strategies of primary health care approaches in India?

Sponsor: Alliance for Health Policy and Systems Research, WHO

Status: Ongoing

X-A7 Longitudinal Study of Health Outcomes & Mitigating Factors in Aftermath of COVID-19

Project Team: **Arnab Mukherji**, Manoj Mohanan, Marocs Vera Hernandez, Joana Maselko and Jenifer Langsford

Summary: Exploring mental health outcomes using the CMIE's Consumer Pyramids Household Survey.

Sponsor: National Institute of Health

Status: Ongoing

X-A8 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: Completed

X-A9 Environmental Advertising in Electoral Campaigns in IndiaProject 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-A10 Status Hierarchy and Water Access in Rural IndiaProject Team: **Deepak Malghan**, S. Mishra and N. Bharathi

Sponsor: IIM Bangalore

Status: Completed

X-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
X-B1	Deepthi Sara Anil, Sahoo, Soham and Debayan Pakrashi	Do educated politicians facilitate better public health? Evidence from India	<i>Social Science & Medicine</i>	Vol. 366, February 2025, Pg. 1-9
X-B2	JothisnaRajan, Srivardhini K Jha and Gopal Naik	Navigating Temporary Organizations: A Narrative Perspective	<i>Journal of Management Inquiry</i>	Vo. 33(4), October 2024, Pg. 401-417
X-B3	Lakshmi Parvathy and Kamath, Rajalaxmi	Labour Contractors (Thekedaars) to Human Resource Companies: Labour Market Intermediaries in India	<i>The Indian Journal of Labour Economics</i>	Vol. 67, 2024, Pg. 197-219
X-B4	Vinay Reddy Venumuddala and Kamath, Rajalaxmi	Evolving Client-Vendor Relationship: As Manifested Through an Artificial Intelligence Research Unit of an Indian IT Organization	<i>Vikalpa The Journal for Decision Makers</i>	Vol. 49(2), 2024, Pg. 157-166
X-B5	Julia Regel, Anjana Rajagopalan, Mukherji, Arnab, Basu, Sankarshan and Matthias Pilz	Implementation of Innovations in Skill Ecosystems: Promoting and Inhibiting Factors in the Indian Context	<i>Education Sciences</i>	Vol. 14(12), Pg. 1-23, 2024
X-B6	Sriram, M.S.	Nationalisation, Corporatisation, Disinvestment and Privatisation: The Four Stages of Engagement with the Markets in the Context of Financial Inclusion	<i>The Indian Economic Journal</i>	Vol. 73(1), 2025, Pg. 162-177

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
X-B7	Naveen Bharathi, Malghan, Deepak , Sumit Mishra and Andaleeb Rahman	Status inequality and public goods	<i>World Development</i>	Vol. 176, April 2024, 106526, Pg. 1-11
X-B8	Yoav Rothler, David Blakeslee, Malghan, Deepak and Ram Fishman	Economic factors mediate the impact of drought on farmer suicides in India	<i>Global Environmental Change</i>	Vol. 86, May 2024, Pg. 1-10, 102844
X-B9	Vivek, Tapan Kar, Sesha Meka and Malghan, Deepak	Combining price and non-price interventions for water conservation	<i>Environmental Research Letters</i>	Vol. 19(10), 2024, Pg. 1-11
X-B10	Anish Sugathan, Shah, Arpit and Malghan, Deepak	Washed away: industrial capital, labor, and floods	<i>Environmental Research Letters</i>	Vol. 20(2), January 2025, Pg. 1-13
X-B11	Shah, Arpit , Sneha Thapliyal, Anish Sugathan, Vimal Mishra and Malghan, Deepak	Caste Inequality in Occupational Exposure to Heat Waves in India	<i>Demography</i>	Vol. 62(1), February 2025, Pg. 35-60
X-B12	Shah, Arpit	Caste Inequality in Medical Crowdfunding in India	<i>Journal of Development Studies</i>	Vol. 60(11), 2024, Pg. 1793- 1811
X-B13	Naik, Gopal , Abinash Singh and Abhilasha Jas	Employment generation potentials in the implementation of a rural drinking water supply program: evidence from India's Jal Jeevan Mission	<i>Water Policy official journal of World Water Council</i>	Vol. 26(7), July 2024, Pg. 671-684
X-B14	Joanna Maselko, Kaitlin Shartle, Jennifer E. Lansford, Amanda Collins, Mukherji, Arnab , Marcos Vera-Hernández and Manoj Mohanan	The changing association between pandemic- related stressors and child and adolescent mental health during the waning phase of the COVID-19 pandemic	<i>Scientific Reports</i>	Vol. 14, 2024, 25843, Pg. 1-11

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
X-B15	Kartik Yadav and Mukherji, Arnab	Classrooms vs screens: Learning outcomes from a business school	<i>IIMB Management Review</i>	Vol. 36(3), September 2024, Pg. 202-212
X-B16	Mukherji, Arnab, Megha Rao, Sapna Desai, S V Subramanian, Gagandeep Kang and Vikram Patel	District-level monitoring of universal health coverage, India	<i>The Bulletin of the World Health Organization</i>	Vol. 102(9), 24, Pg. 630-638
X-B17	Manoj Sonune and Ugargol, Allen P	The need for age-inclusive and gender-sensitive social policies for India's longevity society	<i>Ageing and Longevity</i>	Vo. 6(1), 2025, Pg. 73-97

X-D Chapters in Books

Sl. No.	Authors	Title of Chapter	Title of Book	Editors	Publication Details
X-D1	Kabra, Asmita and Mukherji, Arnab	Ensuring Equitable Livelihood Outcomes for Land-Based Compensation in the Context of Heterogeneous Land Quality in the Relocation Site	<i>Good Practices in Resettlement: An Approach to Improving Development Outcomes</i>	Hari Mohan Mathur	Lexington Books, 2024
X-D2	Sriram, M. S.	Outlook for Microfinance in India	<i>The Bharat Microfinance Report 2024</i>	Report Generation by Ardhendu Nandi and Sunny Koshy	Chapter 1, Sa-Dhan, Delhi, 2025

Sl. No.	Authors	Title of Chapter	Title of Book	Editors	Publication Details
X-D3	Sriram, M. S.	Public Policy and Banking: An Unfinished Journey	<i>Institutions and Public Policy for India's Sustainable Development: Perspectives on Governance, Technology, and Finance</i>	Sukhpal Singh, Jyotsna Jha, A Indira and AV Arunkumar (Eds.)	New Delhi: Routledge India, 2024
X-D4	Sriram, M. S.	Defining Work with the Power of Quitting	<i>Work, Wisdom, Legacy: 31 Essays from India</i>	Y. V. Reddy, Ravi Menon, Shaji Vikraman, and Kavi Yaga (Eds.)	Orient BlackSwan, 2025
X-D5	Ugargol, Allen P and Harshith P.D.	Ageism and Ableism - Entwined, Intertwined, or Disparate: A Critical Discourse Analysis	<i>Handbook of Aging, Health and Public Policy: Perspectives from Asia</i>	S Irudaya Rajan (Ed.)	Singapore: Springer Nature Singapore, Pg. 1-22, 2024
X-D6	Ugargol, Allen P and Swetcha Poladi	Aging, Ageism, and Climate Change: From Climate Anxiety to Climate Hope Through Multigenerational Solidarity	<i>Handbook of Aging, Health and Public Policy: Perspectives from Asia</i>	S Irudaya Rajan (Ed.)	Singapore: Springer Nature Singapore, Pg. 1-20, 2024
X-D7	Ugargol, Allen P and Pearl Maria D'Souza	Addressing Ageism in Healthcare: Insights for an Age-Inclusive Longevity Society	<i>Handbook of Aging, Health and Public Policy: Perspectives from Asia</i>	S Irudaya Rajan (Ed.)	Singapore: Springer Nature Singapore, Pg. 1-24, 2024

Sl. No.	Authors	Title of Chapter	Title of Book	Editors	Publication Details
X-D8	Anil B. Suraj	Democratic Decentralisation: Power to the People	<i>Viksit Bharat @2047: Governance Transformed</i>		Chapter 17, IAS Public Governance Series No. 7, published by International Institute of Administrative Sciences, Brussels February, 2025

X-E Working Papers

Sl. No.	Author	Title	IIMB Working Paper No.	Year
X-E1	Shah, Arpit, Sneha Thapliyal, Anish Sugathan, Vimal Mishra and Malghan, Deepak	Caste inequality in occupational exposure to heat waves in India	709	2024
X-E2	Shah, Arpit	Caste inequality in medical crowdfunding in India	710	2024
X-E3	Shah, Arpit, Anish Sugathan, Naveen Bharathi, Andaleeb Rahman, Amit Garg and Malghan, Deepak	On Measuring Muslim Segregation in Urban India	712	2024
X-E4	Muneer Kalliyil and Sahoo, Soham	Does Restricting Access to Credit Affect Learning Outcomes? Evidence from a Regulatory Shock to Microfinance in India	713	2024

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

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
X-F1	Sriram, M. S.	Microfinance and the Remedial Pathway	<i>Prajavani</i>	March 2025
X-F2	Sriram, M. S.	Where Medicine Is Poison	<i>Economic & Political Weekly</i>	February 22, 2025
X-F3	Ugargol, Allen P and Adisri Swain	Antimicrobial resistance and India's rapidly ageing society	<i>Economic Times</i>	May 6, 2024
X-F4	Ugargol, Allen P and Ashitha Vijayan	Urban ageing and public policies	<i>Deccan Herald</i>	September 4, 2024
X-F5	Ugargol, Allen P and Poladi S	Preparing India's Silver Workforce	<i>Deccan Herald</i>	February 6, 2025
X-F6	Ugargol, Allen P	Lonely Twilight of Older Women in India	<i>The India Forum</i>	2024
X-F7	Kamath, Rajalaxmi and Parvathy, L	Security services industry needs support	<i>Hindu Business Line</i>	May 27, 2024
X-F8	Sahoo, Soham and Muneer Kalliyil	The influence of local politicians in the private education market	<i>International Growth Centre</i>	March 2025
X-F9	Naik, Gopal	Functioning of Single Village Drinking Water Supply Schemes in Rural Odisha	<i>slideshare</i>	November 30, 2023
X-F10	Swaminathan, Hema, Pragya Bhuwania and Mukherji, Arnab	Mahila Samakhya: Women's education through empowerment	<i>Ideas for India</i>	March 11, 2024
X-F11	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	Mukherji, Arnab	Design of Policy Evaluation: Concepts and Applications as a part of the Social Science Conclave on Research Towards Evidence-based Policy	Ramaiah College of Law The Ramaiah School of Law, Bengaluru	June 2024
X-H2	Shah, Arpit	Invited talk at the Harvard South Asia Institute as part of the Raghunathan Fellowship	Harvard South Asia Institute, Boston	February 2025
X-H3	Shah, Arpit	Invited talk at the Harvard Casteless Caucus event	Harvard Kennedy School, Boston	March 2025
X-H4	Mahapatra, Gopal and Ugargol, Allen P	Leadership in Healthcare with Rithani as RA	AIMS International Conference, IIM Kozhikode	January 2025
X-H5	Sriram, M. S.	Extending Financial Services to the Last Mile: Examining the Policy Architecture and the Role of the Central Bank	90th anniversary of RBI in the Bengaluru Regional Office	November 11, 2024
X-H6	Sriram, M. S.	Keynote speaker	Microfinance as the Catalyst and Accelerator in Nation's Development	October 24, 2024
X-H7	Sriram, M. S.	Institutional Design Considerations on Federations of FPOs	APMAS HO, Hyderabad	March 11, 2025
X-H8	Ghosh, Pulak	Open Banking and Digital Payments: Implications for Credit Access	American Finance Association	January 2025
X-H9	Ghosh, Pulak	Democratization of AI: Impact on Business, Economy, and Society	Flaum Leadership Lecture Series, Fordham University	November 2024

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
X-H10	Parvathy, L; Kamath, Rajalaxmi and Picherit, D	Liquifying Workforce in India	Annual Conference for Society for Study of Advanced Economics (SASE). The University of Limerick, Ireland	June 27-29, 2024
X-H11	Parvathy, L and Kamath, Rajalaxmi	Staffing for the retail, e-commerce and q-commerce industries	65th Annual Conference of Indian Society of Labour Economics (ISLE) organised by the Institute of Social and Economic Change, Bengaluru	January 9-11, 2025
X-H12	Malghan, Deepak	Intra-household gender inequality	LIS Cross National Data Center, Luxembourg	June 2024
X-H13	Malghan, Deepak	Environmental Injustice	Jadavpur University, Kolkata	August 2024
X-H14	Malghan, Deepak	Heat and Caste Panel moderator on ESG	Azim Premji University and Wipro Foundation, Bangalore, India	October 2024
X-H15	Malghan, Deepak	Residential Segregation	Columbia University, New York, USA	October 2024
X-H16	Malghan, Deepak	Heat and Caste Asian Development Bank	Asian Development Bank, Manila, Philippines	September 2024
X-H17	Malghan, Deepak	Conference Paper: Environmental Injustice in Urban India	CeMIS, Germany	
X-H18	Sahoo, Soham	Invited talk	Kerala and the World Economy, Centre for Development Studies, Trivandrum (online)	2024
X-H19	Sahoo, Soham	Invited talk	University of Kent	2024
X-H20	Sahoo, Soham	Invited talk	University of Heidelberg	2024

X-J IIMB Case Studies at Harvard Business Publishing

- IX-J1** Title: **Ninasam: Perform or Perish, That is the Question**
- Author: **M S Sriram**
- Summary: This case is about a small organisation in remote part of Karnataka working in the arena of performing arts and culture. The case asks essential question of sustainability for organisations without a strong economic model, while having a zone of influence through grant funds. The examines voluntarism frugality as a strategy for receiving philanthropic money. It also examines the organisation in the analytical frame of being a contextual organisation as against a conceptual organisation in the not-for-profit sector. The organisation runs Ninasam Theatre Institute (NTI); organises culture appreciation courses and has a repertory. Though small, it has a considerable influence on the cultural landscape of Karnataka. Ninasam is into the 75th year of establishment and a new and young Executive Committee (EC) has taken over the reins of the organisation. The organisation went into a bit of a limbo during the Covid 19 pandemic, and as the activities are getting back to normal, they must decide the future course of action. The pivot of the activity has grown around a theatre building. This building needs significant upgrade currently. The other activities also need re-definition and a good look at the revenue model of Ninasam. With these challenges, Siddartha Bhatt the President of Ninasam had to work his way through the EC to give it a new meaning and definition, while answering the question on whether the organisation continued to be relevant.

X-K Leading Journal Publications

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

- X-K1** Authors: Deepthi Sara Anil, **Soham Sahoo** and Debayan Pakrashi
- Title: **Do educated politicians facilitate better public health? Evidence from India**
- Journal: *Social Science & Medicine*
- Abstract: Political representatives and their directives are discredited when there is an instance of rising mortality. However, there is limited empirical evidence linking public health outcomes to the quality of politicians. We investigate whether electing political leaders

with higher levels of formal education affects child survival. Using an instrumental variable strategy exploiting quasi-experimental outcomes of close elections, we find that college-graduate politicians lead to better child health outcomes, i.e., a reduction in neonatal, infant, and under-five mortality in the regions they are elected from. We explore the potential channels of graduate leaders' impact, drawing from early life and health infrastructure investments. We also find heterogeneous impacts of graduate leaders on child mortality across states with varying levels of institutional quality and based on the leaders' political affiliation.

X-L Awards, Honours, and Achievements

- X-L1** Prof. Arnab Mukherji awarded 'IIMB Chair of Excellence'.
- X-L2** Prof. Arpit Shah conferred with 'Harvard Raghunathan Fellowship 2024-25' Grant.
- X-L3** Prof. Rusha Das awarded 'Best Doctorate Award' for PhD Dissertation at Academy of Management Critical Management Studies - 25th June 2024.
- X-L4** Prof. Rusha Das conferred 'Young Women Researcher in Public Policy 2024' by Venus International Foundation.
- X-L5** Prof. Allen Ugargol nominated to 'Expert Committee' under Karnataka Private Medical Establishment Rules for recommending uniform package rates for healthcare assurance schemes in participating establishments.

X-M Doctoral Theses Completed by PhD Students during 2024–2025

Sl. No.	Name of the Student	Dissertation Title	Members of the DAC Committee
X-M1	Shivangi Rajora	Structures of Rural Banking and Poverty Alleviation	Arnab Mukherji, M S Sriram, Tirthatanmoy Das
X-M2	Lakshmi Parvathy	Liquifying Workforce in India	Rajalaxmi Kamath, G Sabrinathan, Deepak Malghan, David Picherit (Ext Mem)

X-N Dissertation Proposals by Doctoral Students during 2024-2025

Sl. No.	Name of the Student	Topic	Date
X-N1	Gopinath Annadurai	Essays in Political Economy of Inequality and Mobility	December 2, 2024
X-N2	Swetcha Poladi	State Capacity: Street-Level Bureaucracy and Fellowships	January 20, 2025

X-O Papers Presented by Doctoral Students in Conference/Seminar during 2024-2025

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
X-O1	Gopinath Annadurai, Soham Sahoo	Improving First-Generation College Students' Education and Employment Outcomes: Effect of a Targeted Scholarship Program	Global Estimates of Opportunity and Mobility (GEOM) by LSE III	June 2024, Bari, Italy
X-O2	Indu Poornima, Prof. Arpit Shah	Contesting Discourses Regarding Women's Labour during Flood Relief: The Case of Kudumbashree	2024 RSA Annual Conference Global Challenges, Regional Collaboration and the Role of Places	June 2024, Florence, Italy
			Science, Technology and Society (STS) Graz Conference	July 2024, Graz, Austria
			8th Annual South Asia Conference by Ireland India Institute	March 2025, Dublin, Ireland
X-O3	Gopinath Annadurai, Prof. Soham Sahoo	Improving First-Generation College Students' Education and Employment Outcomes: Effect of a Targeted Scholarship Program	The Northeast Universities Development Consortium (NEUDC), Northeastern University	November 2024, Boston, USA

X-Q Awards, Honours, and Achievements by Doctoral Students in 2024–2025

Sl. No.	Name of the Student	Details of the Award	Date
X-Q1	Gopinath Annadurai	Adani Indology Research Scholarship Award Adani foundation	September 2024
X-Q2	Qurratul Ain Maryam	Attended and submission approved for Tenth Annual PhD workshop at IIHS 2024 Indian Institute of Human Settlement Received Writing Urban India Fellowship 2025 Urban Studies Foundation Glasgow	January 2025 March 2025
X-Q3	Indu Poornima	Bursary award to attend 8th Annual South Asia Conference, India Ireland Institute	March 2025

X-S Seminars/Conferences/Workshops Organized by CPP during 2024–2025

❖ 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 2024, was delivered by **Arun Maira** has an unusual combination of experience as a hands-on leader in the business, public and social sectors, as well as a consultant to leaders on the topic '**Putting the wind beneath the Indian economy's sails**'.

❖ 19th Annual International Conference on Public Policy and Management (August 27th to 29th, 2024)

- **Papers:** This year we had received 184 papers, 86 were presented including Praxis, Special track and Poster presentation.
- **Sessions:** • Policy Changes in Gig Economy: Emerging Technologies and Policy Implications; Diversity and Inclusion; Policies on Climate Change and Sustainability in Industry and Agriculture; Macroeconomic Policies; Labour Markets and Employment; Agriculture and Rural Development; Education Policies.
- **Tracks:** • Emerging Technologies in Governance: Perspectives and Policy Implications; Indian Knowledge System and Public Policy; Women's Empowerment, Capability and Public Policy; Fostering Sustainability of Jal Jeevan Mission.
- **Praxis:** Policies on Health and Welfare; Policy Innovation and Best Practices Case Studies.
- **Participants:** 226 Nos.

26th August 2024:**Pre-Conference Event:**

- Workshop on **'Research Using Spatial Data'** by Prof. Arpit Shah
- Prof. M R Krishnamurthy Memorial Lecture on **'Understanding and Harnessing linkages between Sustainable Transport and Livability for Building "Brand Bengaluru"'** by Ashish Verma, Convenor, IISc Sustainable Transportation Lab and Professor, IISc

27th August 2024**Inaugural Speech:**

- Shri. Suman Bery, Vice Chairman, NITI Aayog on **'Reaping India's Demographic Dividend'**
- Plenary Session on **Public Policy: The Challenges of Implementation and Approaches to Address Them'** by Shri. Parameswaran Iyer, Executive Director, World Bank

Pre-Dinner Talk:

- Panel Discussion on **'Technology Changes and Policies in Banking Sector'**.

28th August 2024:

- Plenary Session on **'Challenges in Generating High Employment in the Era of Rapid Technology Development'** by Dr. V Anantha Nageswaran, Chief Economic Adviser, GOI

29th August 2024:

- Plenary Session on **'Partnership and Relational Contracting: Rethinking the Governance of Innovation'** by Dr. David Van Slyke, Dean of The Maxwell School of Citizenship and Public Affairs
- Valedictory Address by Prof. S. Mahendra Dev on **'Future of India: Challenges and Policies for Growth, Inclusion and Sustainability'**.

❖ Book talk and Workshops:

- Workshop on **Australia-India Collaborative Workshop on Responsible AI: Practical Application and Policy Issues** on 3 June 2024.
- Talk on **"Technological Weapons of the Weak"** by Prof. Anant Kamath held on 21st June 2024
- CPP Foundation Day: VI Foundation Day Lecture on **'Putting the wind beneath the Indian economy's sails'** by Mr. Arun Maira on July 10, 2024.

- **Evidence to Public Health Policy (EHPH) Conference** held between 5th to 7th September 2024
- IIM Bangalore – Oxford Said School of Business Digital Governance Symposium on **Transforming India through Leadership and Innovation** will be held on 2nd December 2024
- Talk on **Risk, Complexity and Demand for Agricultural Insurance** by Prof. Ashish Shenoy on Jan 16th, 2025
- Talk on **Bundled Agricultural Insurance Products - A discrete choice experiment in Bihar**, India by Archisman Mitra on Jan 16th, 2025
- Conclave on Saksham- **The School Development Stakeholders meet** will be held on February 15th, 2025

❖ **Jal Jeevan Mission (JJM)**

The Indian Institute of Management Bangalore (IIM-B) has been designated by the National Jal Jeevan Mission, 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 different states of the country, such as Odisha, Karnataka, Gujarat, Rajasthan, Madhya Pradesh and Assam. The insights gleaned from both ethnographic and investigative research endeavours have been disseminated through case studies, 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 and assists Ministry of Jalshakti, GoI and various State Governments in preparing the documents for taking policy decisions.

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.

❖ **Saksham**

Saksham is IIM Bangalore's School Development Initiative, inaugurated as part of the institute's Golden Jubilee celebrations in 2023. Spearheaded by the Centre for Public Policy, Saksham takes forward the many initiatives IIMB has undertaken over the last many years in school education and development.

This year, under the Unnat Bharat Abhiyan of the Ministry of Education and the Jal Jeevan Mission of the Ministry of Jal Shakti, the institute took forward its work in Agriculture, Drinking Water, Education, Health, and Employment in the blocks of Tiptur and Madhugiri of Tumkur District. Under the Saksham Initiative, the Centre is working with Belur Taluk of Hassan District and Anekal Taluk of Bengaluru Urban District as well.

The Centre has been working with the schools on initiatives like the School Nutrition Garden to grow vegetables to supplant the mid-day meals, facilitated a piped drinking water supply and sanitation facilities to the schools. 100 Desktop Computers and 273 pieces of furniture have been donated to 30 schools. The Centre has also, through development partners and philanthropic inputs from the IIMB Alumni - Batch of 1998, built 2 toilet complexes in Government High School, Arehalli in Belur; Karnataka Public School, Nonavinakere in Tiptur. The Centre has also facilitated the setting up of a Digital Classroom in the Government Higher Primary School in Belur and Karnataka Public School, Nonavinakere in Tiptur, in collaboration with eVidyaloka and Gumbi Software. In collaboration with ERIN Foundation, the Centre has established a Rural Computer Centre at the Indlawadi Panchayat, Anekal Taluk. This centre is dedicated to providing basic computer education to students from rural government schools in the Panchayat and members of Self-Help Groups (SHGs). In total, the Centre has facilitated development work of ₹ 1.2 Crore in School Transformation.

To bring together the various stakeholders that play a key role in the delivery of these development projects in the areas identified and facilitate a conversation among them, the Centre organised a Rural School Development Stakeholders Conclave in February of 2025 inviting Policymakers from the Government, delegates from NGOs/CSOs, Alumni Chapters of IIMB, and representatives from CSR Initiatives of Corporates to have this free flowing, development-focussed discussion. The Conclave had panels that explored answers to key challenges of quality education in rural schools and the need for external assistance, providing cost-effective support to rural schools, and facilitating the necessary conditions for CSR and philanthropy in rural school development.

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

Goal of Lancet Citizen's Commissions is to identify a pathway to ensure Universal Health Coverage for India.

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

❖ **IIMB Public Policy Research Grant (PPRG)**

- This year we have introduced Public Policy Research Grant. The grant is provided to facilitate high impact research in the Public Policy domain
- The maximum grant amount for a project will be Rs. 20 Lakhs.
- Duration of the project should be 2 years.
- We have awarded to Prof. Pulak Ghosh's project title "Unlocking Insights From India's Economics, Politics, and Policy Experiments Over Three Decades: The 1944-1994 Stock Market Digitization Project"

❖ **Partnerships:**

- **Gopal Naik:** Partnering with UNICEF team in assisting states in their implementation of JJM.

Area activities

❖ **Electives Offered by CPP**

- Business Unusual: Understanding Alternative Business Models. **MS Sriram**
- Climate Change, Society and Public Policy **Arpit Shah**
- Ageism Work and Society **Allen Ugargol**
- India and the World: Shifting Currents **Jaideep Sarkar**
- Building Sustainable and Livable Cities **Arpit Shah**
- Ethics and Public Policy: **Puja Minni**

- Social Entrepreneurship **Trilochan Sastry**
- Behavioural Economics and Public Policy for PGPPM: **Ritwik Banerjee**
- Ecological Economics **Deepak Malghan**
- Public Economics **Rajalaxmi Kamath**
- Rural Banking & Financial Inclusion **M S Sriram**
- Education Policy: Concepts and Praxis: **Soham Sahoo**
- Building sustainable and livable cities **Arpit Shah**
- Health Economics: Theory and Practice **Arnab Mukherji and Allen Ugargol**
- Doing Business in Indian Infrastructure **Anil Suraj, G Raghuram and Ravi Anshuman**

❖ 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

- Singh A and **Naik G** (2024) Rural drinking water supply program and societal development: Evidence from the early implementation phase of India's Jal Jeevan Mission.
- *PLoS ONE* 19(11): e0312144. <https://doi.org/10.1371/journal.pone.0312144>.
- **Ghosh, P.**, Valle, B., Zeng, Y. Fintech lending and Cashless Payments.
- *Journal of Finance* (Forthcoming)
- Chu, J., Yang, S., Lu, W., **Ghosh, P.** Efficient Causal Decision Making with One-sided Feedback
- *ICLR 2025 (accepted)*
- Agarwal, S., **Ghosh, P.**, Li, J., Ruan, T. Digital Payments and Consumption: Evidence from the 2016 Demonetization in India.
- *Review of Financial Studies*, 2024, 37(8), 2550-2585
- Agarwal, S., **Ghosh, P.**, Liu, L Do sanitary pads alleviate period poverty and improve girl's educational outcomes?
- *The Review of Economics and Statistics* (online early)
- Agarwal, S., **Ghosh, P.**, Jian, J. Tax Policy Transmission and Household Expenditures

- *The Review of Economics and Statistics* (Accepted)
- Francesco D'Acunto, **Pulak Ghosh**, Alberto Rossi, How Costly are Cultural Biases? Evidence from Fintech,
- *Journal of financial Economics* (conditionally Accepted)
- Agarwal, S., **Ghosh, P.**, Zhan, C. Fat tax, food consumption, and health outcome: analysis of large-scale bank data in India.
- *JAMA Network* (Accepted)
- Agarwal, S. **Ghosh, P.**, Zheng, H. Consumption Response to a Natural Disaster: Evidence of Price and Income Shocks from Chennai Flood
- *Energy Economics* (Online Early)
- Garima Sharma, Shreya Tandon, Lisa Ho, **Pulak Ghosh** and Stephanie Hao., Are Some Firms Better for Women's Careers?
- *American Economic Review – Papers and Proceedings* (Forthcoming)
- Agarwal, S., **Ghosh, P.**, Ruan, T., Zhang, Y., Transient Customer Response to Data Breaches of Their Information
- *Management Science*, 70(6), 4105-4114
- Vinay. V. Reddy and **Rajalaxmi Kamath**. (2024) Evolving Client-Vendor Relationship: As Manifested Through an Artificial Intelligence Research Unit of an Indian IT Organization.
- *Vikalpa*
- Lakshmi Parvathy and **Rajalaxmi Kamath**. (2024). Labour Contractors (Thekedaars) to Human Resource Companies: Labour Market Intermediaries in India.
- *The Indian Journal of Labour Economics*
- **Rusha Das**, Boundary Objects and Power Dynamics: NGT's Influence on Environmental Justice in India's EIAs.
- *Development and Change* (Under Review)
- **Rusha Das**, Politics of Regulation: The Role of Environmental Impact Assessments in Shaping India's Socio-Political Landscape.
- *Impact Assessment and Project Appraisal* (Under review)
- Prakash, N., **Sahoo, S.**, Saraswat, D., & Sindhi, R. (2024). When criminality begets crime: the role of elected politicians in India.
- *The Journal of Law, Economics, and Organization*, ewae021.

- Anil, D. S., **Sahoo, S.**, & Pakrashi, D. (2025). Do educated politicians facilitate better public health? Evidence from India.
- *Social Science & Medicine*, 366, 117671.
- **Ugargol, A. P.**, Swain, A., & Sivaramakrishnan, K. (2025). Evidence-led pathways adapting life course approaches to healthy ageing.
- *Journal of Social and Economic Development*, 1-16.
- Sonune, M., & **Ugargol, A.** (2025). The need for age-inclusive and gender-sensitive social policies for India's longevity society.
- *Ageing and longevity*, 6(1), 73-97.
- Rawat, R., Mukherjee, S., **Ugargol, A. P.**, & Swain, A. (2025). Silver linings for the silver economy: institutional and entrepreneurial responses to healthy ageing and long-term care in India.
- *Journal of Social and Economic Development*, 1-31.
- Manojkumar, A. E., Lakshmi, P., & **Ugargol, A. P.** (2024). An Assessment of Mental Health among Dialysis Patients in Gadag District, Karnataka.
- *RGUHS National Journal of Public Health*, 9(3).
- Regel, J., A. Rajagopalan, **Arnab Mukherji**, S. Basu, and M. Pilz. Implementation of Innovations in Skill Ecosystems: Promoting and Inhibiting Factors in the Indian Context.
- *Education Sciences* 14, no. 12 (2024): 1404.
- Joanna Maselko, Kaitlin Shartle, Jennifer E. Lansford, Amanda Collins, Marcos Vera-Hernandez, **Arnab Mukherji**, and Manoj Mohanan, The changing association between pandemic-related stressors and child and adolescent mental health during the waning phase of the COVID-19 pandemic.
- *Scientific Reports*, 14(1): 25843
- Yadav, K. and **Arnab Mukherji**. Classrooms vs Screens: Learning Outcomes from a Business School.
- *IIMB Management Review*, 36(3): 202-212
- Joyce, C., A. Nandi, D. Sharma, and **Arnab Mukherji**, Socioeconomic Inequalities in Adverse Pregnancy Outcomes in India: 2004 – 2019
- *PLOS Global Public Health*, 4(9), p.e0003701.
- **Mukherji, A.**, M. Rao, S. Desai, S. V. Subramanian, G. Kang, V. Patel. District-level monitoring of universal health coverage, India.
- *The Bulletin of the World Health Organization*, 102(9), p.630.

- **Sriram M S:** Where Medicine Is Poison: Anatomy of Recurring Crises in Inclusive Finance. Economic &
- *Political Weekly, Vol LX, No.8, February 22, 2025. Pp.10-14.*
- **Sriram M S:** Nationalisation, Corporatisation, Disinvestment and Privatisation: The Four Stages of Engagement with the Markets in the Context of Financial Inclusion <https://doi.org/10.1177/00194662241292666>
- *The Indian Economic Journal, Volume 73, Issue 1, Jan 2025. Pp 162-177.*
- **Arpit Shah:** Caste inequality in medical crowdfunding in India.
- *Journal of Development Studies (single-author)*
- **Arpit Shah:** On measuring Muslim segregation in urban India.
- *Urban Studies (co-authored)*
- **Shah, A.,** Thapliyal, S., Sugathan, A., Mishra, V., & **Malghan, D.** (2025). Caste inequality in occupational exposure to heat waves in India.
- *Demography, 62(1), 35-60.*
- Sugathan, A., **Shah, A.,** & **Malghan, D.** (2025). Washed Away: Industrial Capital, Labor, and Floods.
- *Environmental Research Letters 20, 024023.*
- **Shah, A.,** Sugathan, A., Bharathi, N., Rahman, A., Garg, A., & **Malghan, D.** (2024). On measuring Muslim segregation in urban India.
- **Urban Studies, (Online First).**
- Vivek, V., Kar, T., Meka, S., & **Malghan, D.** (2024). Combining price and non-price interventions for water conservation.
- *Environmental Research Letters, 19, 104066.*
- Bharathi, N., **Malghan, D.,** Mishra, S., & Rahman, A. (2024). Status Inequality and Public Goods.
- *World Development, 176, 106526.*
- Rothler, Y., Blakeslee, D., **Malghan, D.,** & Fishman, R. (2024). Economic factors mediate the impact of drought on farmer suicides in India.
- *Global Environmental Change, 86, 102844.*
- **Shrinivas, Aditya.** Food Transfers and Child Nutrition: Evidence from India's Public Distribution System"
- *American Economic Journal: Applied Economics*

❖ **Monograph/Reports**

- **Naik, G.,** Purohit, M., Srivastava, M., Nayyar, M.S., De, A., Mohapatra, A., Muthukumar, S., Krishnan, S., & Sachdeva, P.K. (2024). Policy Suggestions for Enhancing Sustainability of Jal Jeevan Mission Schemes. IIM Bangalore, Arghyam & eGovernments Foundation.

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

- Kalliyilil, M., & **Sahoo, S.** (2025). The influence of local politicians in the private education market. Ideas for India.
- **Ritwik Banerjee:** What Exit Pollsters Can Learn From Empirical Social Science, The Wire <https://thewire.in/politics/what-exit-pollsters-can-learn-from-empirical-social-science>
- **Sriram M S:** Digital Divide in Inclusive Finance: Issue of collectively owned assets and individual transactions. EPWD Blog. August 2024. New Delhi. ICRIER.
- **Sriram M S:** Why India has a Microfinance Crisis. The Wire Feb 22, 2025
- **Ugargol A P & Vijayan A.** Urban ageing and public policies, [September 4, 2024]. <https://www.deccanherald.com/opinion/urban-ageing-and-public-policies-3175632>
- **Ugargol A P & Swain A.** Antimicrobial resistance and India's rapidly ageing society, [May 6, 2024]. <https://health.economictimes.indiatimes.com/news/industry/antimicrobial-resistance-and-indias-rapidly-ageing-society/109882781>
- **Ugargol A P.** Elderly need better social and labour policies, The Hindu Businessline, [January 03, 2024]. <https://www.thehindubusinessline.com/opinion/elderly-need-better-social-and-labour-policies/article67702984.ece>
- **Shrinivas, Aditya.** Food Security Act prevented stunting of 1.8 million kids: Study, Times of India. <https://timesofindia.indiatimes.com/india/food-security-act-prevented-stunting-of-1-8-million-kids-study/articleshow/117131607.cms>

❖ **Book/chapters:**

- Kolavalli, S., **Naik, G.,** Tsamenyi, M. And Babu, S. (editors) Managing Agricultural Enterprises and Developing Agricultural Value Chains: Cases in Agribusiness, Springer, Singapore, 2024.
- Kolavalli, S., **Naik, G.,** Tsamenyi, M. And Babu, S. Managerial Skills for Developing Agricultural Value Chain, in Managing Agricultural Enterprises and Developing Agricultural Value Chains: Cases in Agribusiness, Kolavalli S. et al (editors) Springer, Singapore, 2024, 1-14.

- Nagadevara, V and **Naik, G.** Crystal Lake Fisheries III, in Managing Agricultural Enterprises and Developing Agricultural Value Chains: Cases in Agribusiness, Kolavalli, S. et al (editors) Springer, Singapore, 2024, 67-78.
- **Naik, G.** Crystal Lake Fisheries IV, in Managing Agricultural Enterprises and Developing Agricultural Value Chains: Cases in Agribusiness, Kolavalli, S. et al (editors) Springer, Singapore, 2024, 79-94
- **Naik, G.** Nuttech Limited, in Managing Agricultural Enterprises and Developing Agricultural Value Chains: Cases in Agribusiness, Kolavalli, S. et al (editors) Springer, Singapore, 2024, 105-114.
- **Naik, G** and Gopi Shankar, G. Totagars' Co-operative Sale Society: Dovetailing Business to Meet Members' Needs, in Managing Agricultural Enterprises and Developing Agricultural Value Chains: Cases in Agribusiness, Kolavalli, S. et al (editors) Springer, Singapore, 2024, 125-148.
- **Naik, G.** and Kumar, A. Megha Farms, in Managing Agricultural Enterprises and Developing Agricultural Value Chains: Cases in Agribusiness, Kolavalli, S. et al (editors) Springer, Singapore, 2024, 163-178.
- **Naik, G.** and Rajeshwaran, S. Akshayakalpa, in Managing Agricultural Enterprises and Developing Agricultural Value Chains: Cases in Agribusiness, Kolavalli, S. et al (editors) Springer, Singapore, 2024, 217-224.
- **Anil B. Suraj**, "Democratic Decentralisation: Power to the People", Chapter 17 in the Book titled *Viksit Bharat @2047: Governance Transformed*, IIAS Public Governance Series No. 7, published by International Institute of Administrative Sciences, Brussels (February, 2025)
- **Sriram M S:** Defining Work with the Power of Quitting (2025). YVReddy (Ed). Work Wisdom Legacy: 31 Essays from India. Hyderabad: Orient Blackswan. Pp 253-258.
- **Sriram M S:** Public Policy and Banking: An Unfinished Journey (2025). Sukhpal Singh, Jyotsna Jha, A Indira and AV Arunkumar (Ed). Institutions and Public Policy for India's Sustainable Development: Perspectives on Governance, Technology, and Finance. New Delhi: Routledge India.
- **Sriram M S:** Outlook for Microfinance in India. Bharat Microfinance Report 2024. Delhi: Sa-Dhan.
- **Ugargol, A. P., & Poladi, S.** (2024). Aging, Ageism, and Climate Change: From Climate Anxiety to Climate Hope Through Multigenerational Solidarity. In Handbook of Aging, Health and Public Policy: Perspectives from Asia (pp. 1-20). Singapore: Springer Nature Singapore.

- **Ugargol, A.P. & Harshith PD** (2024). Ageism and Ableism - Entwined, Intertwined, or Disparate: A Critical Discourse Analysis, In: Handbook of Aging, Health and Public Policy. Springer, Singapore.
- **Ugargol, A.P., D'Souza, P.M.** (2024). Addressing Ageism in Healthcare: Insights for an Age-Inclusive Longevity Society. In: Handbook of Aging, Health and Public Policy. Springer, Singapore.

❖ Cases:

- **Sriram M S:** Ninasam: Perform or Perish: That is the question. (No IM067B, Mimeo: IIM Bangalore)

❖ Book Reviews:

- **Sriram M S:** Review of Making Women Pay: Microfinance in Urban India Anthropol 119.2024/2
- **Sriram M S:** Review of The Road to Freedom Business Standard June 27, 2024
- **Sriram M S:** Review of A Fly on the RBI Wall Business Standard June 6, 2024
- **Sriram M S:** Review of Just a Mercenary? Indian Express, April 14, 2024.

❖ External Grants:

- **Gopal Naik:** UNICEF funded collaborative work to the tune of Rs 4456879
- **Rusha Das:** Research Grant from Zurich University of Applied Sciences (ZHAW) for the proposal, 'Local Environmental Democracy and Green Transitions: Mapping Institutional Mechanisms and Political Mobilisations' co-developed with Dr. Christine Lutringer, Graduate Institute, Geneva.
- **Arpit Shah:** Raghunathan Fellowship, Lakshmi Mittal South Asia Institute, Harvard University

❖ Internal Grants:

- **Pulak Ghosh:** Unlocking Insights from India's Economies, Politics, and Policy Experiments over Three Decades: The 1944-99 Stock Market Digitization. IIMB Public policy research grant
- **Pulak Ghosh:** Dirty Air and Green Investments: The impact of pollution information on portfolio allocations- Seed grant
- **Pulak Ghosh:** Closing the Gap: How ChatGPT Revolutionizes Trading for Retail vs. Institutional Investors- Seed grant

❖ Key Research Activities/ Projects

- **Rusha Das:** Co-hosted and Organized an International Conference on “Local environmental democracy and green transitions: Mapping institutional mechanisms and political mobilizations” in the Geneva Graduate Institute Geneva from 23-25 October 2024.
- **Soham Sahoo:** Training Teachers in Curiosity-Based Science Pedagogy in Indian Public Schools: A Randomized Controlled Trial in Uttar Pradesh
- **Ritwik Banerjee:** The Role of Social Norms in low Female Labor Force Participation Rate
- **Ritwik Banerjee:** Interpreting Intolerance
- **Ritwik Banerjee:** Role of caste-based discrimination in causing mental health diseases in children
- **Arnab Mukherji:** Health Policy and Systems Research to understand pathways to Universal Health Care through Primary Health Care reforms, funded by Alliance for Health Policy and Systems Research, WHO.
- **Arnab Mukherji:** Longitudinal Study of Health Outcomes & Mitigating Factors in Aftermath of COVID-19, funded by The National Institutes of Health, USA (RO1)
- **Arnab Mukherji:** Assessing the eLaj Smart Clinics in strengthening the Health System, funded by Biocon Foundation.
- **Ugargol, A.P.:** Leadership and Talent Management in Healthcare Significance of Leadership and Talent Management in Healthcare: An exploratory study in Karnataka. Role: Prof. Allen Ugargol (Principal Investigator) with Prof. Gopal Mahapatra (Co-PI) IIMB Internal Seed Grant (2024-27).
- **Ugargol, A.P.:** Smart clinics for primary care delivery: The Management’s Decision Dilemma over Expansion and Sustainability Plans for the eLAJ Smart Clinics. Role: Prof. Allen Ugargol (Co-Investigator) with Prof. Arnab Mukherji (PI): IIMB Internal Case Seed Grant (2021-24).

❖ Awards:

- **Rusha Das:** Academy of Management Critical Management Division Best Doctorate Award under the Highly Commended Category, 2024.
- **Rusha Das:** Awarded the Young Women Researcher in Public Policy award at the 10th Venus International Women Awards 2025 organised by the Venus International Foundation in Chennai, March 2025.

❖ **Positions:****Gopal Naik:**

- Member of the Commodity Derivatives Advisory Committee of SEBI
- Member of Karnataka State Evaluation Committee
- Member of Board of Studies of Indian Institute of Plantation Management

Soham Sahoo:

- Associate Editor, Economics of Education Review
- Assistant Data Editor, Economic Inquiry
- Invited Researcher, Abdul Latif Jameel Poverty Action Lab (J-PAL), MIT
- Member, Expert Committee for Ad-hoc Publications, Social Statistics Division, Ministry of Statistics and Programme Implementation (MoSPI), Government of India

Sriram M S:

- Trustee MS Swaminathan Research Foundation (from October 7th 2024)
- Associate Editor, Vikalpa, The Journal of Decision Makers. Ahmedabad: IIMA
- Associate Editor, Journal of Banking and Financial Technology. Hyderabad: IDRBT
- Editorial Adviser, Indian Public Policy Review. Bengaluru: Takshashila Institution.
- Independent Director, AU Small Finance Bank (from 21st October 2019)
- Independent Director, Indian Dairy Machinery Company (From 13th January 2017)
- Nominee Director, Selco Solar Light Private Limited (From March 10 2021)
- Member, Governing Board, National Institute of Bank Management Pune
- Member, Board of Trustees, Pratham Books (from March 26, 2011)
- Trustee, Dastkar Andhra (from October 15, 2009)
- Trustee, Dastkar Andhra Marketing Association (From June 10, 2019)
- Trustee, Sanket Trust (Ranga Shankara Bengaluru from 11 November 2017)
- Member, Strategic Academic Advisory Board, School of Rural Management, Xavier University, Bhubaneswar
- Member, Governing Board of Institute of Public Enterprise (from February 03, 2023)
- Trustee, Forum of State Studies (from 23 December 2022)

- Member Advisory Board Centre for Research in Schemes and Policies (from 5th September 2023)
- Member Governing Council, College of Agricultural Banking, Pune

Ugargol, A.P.:

- Chairperson, Board of Studies, MPH and BPH (Public Health) Programmes, KSRDPRU, Gadag, Karnataka State, India
- Member, Editorial Board of Journal of Global Ageing (JoGA), British Society of Gerontology.
- Member, Academic Council, Institute of Health Management Research (IIHMR), Bangalore
- Member, Advisory Committee, PG Diploma course in Counselling and Psychotherapy at Karnataka State -Rural development and Panchayat Raj University (KSRDPRU), Gadag, Karnataka.
- Member of The Institutional Ethics Review Board (IERB), IIHMR Bangalore, Bengaluru, Karnataka State, India

❖ Academic Conference

Sl. No.	Authors	Conference details	Date & Year
1	Atul Singh, Akshita Vyas, Aditya Shrinivas and Gopal Naik	Drinking water quality standards in India, Nineteenth international conference on Public Policy and Management at IIMB	27-29 August 2024
2	Prerona Sengupta and Gopal Naik	A framework for involving communities in drinking water delivery, Nineteenth international conference on Public Policy and Management at IIMB	27-29 August 2024
3	Prem Shankar Mishra and Gopal Naik	Does NGO presence matter in terms of rural drinking water service delivery? Nineteenth international conference on Public Policy and Management at IIMB	27-29 August 2024
4	Gopal Naik and Prerona Sengupta	Critical issues in financial management, Nineteenth international conference on Public Policy and Management at IIMB	27-29 August 2024
5	Esha Chakraborty, Gopal Naik and Chandan Kumar	Data Visualization for Managing Public Programmes: A case of Jal Jeevan Mission	27-29 August 2024
6	Rajesh Kumar, Prerona Sengupta and Gopal Naik	Do Nudges Help in Making Public Service Function? Evidence from WASH Programme in Schools in Karnataka	27-29 August 2024

Sl. No.	Authors	Conference details	Date & Year
7	Gopal Naik, Abhinash Singh and Abhilasha Jas	Assessment of employment generation potentials of Jal Jeevan Mission, World Water Week Conference, New Delhi.	17-19 September, 2024
8	Gopal Naik, Abhinash Singh and Abhilasha Jas	Challenges in Agricultural Development in India, 4 th Global Conference on Agriculture and Horticulture, Rome	16-18 September, 2024
9	Gopal Naik	Challenges in Agricultural Development in India, 4 th Global Conference on Agriculture and Horticulture, Rome	16-18 September, 2024
10	Gopal Naik and Deepa, D. P. M	Is productivity a major constraint in India's competitiveness in the global agricultural commodity market? 4 th Global Conference on Agriculture and Horticulture, Rome	16-18 September, 2024
11	Saima Mohan, Pranay Varma, Ashwini Baje, Gopal Naik, Narasinga Rao	Digital payment realization connecting farmer's producer organization for farm supply management, 4 th Global Conference on Agriculture and Horticulture, Rome	16-18 September, 2024
12	Ashwini Baje, Saima Mohan, Pranay Verma, Narasinga Rao, Gopal Naik, Amit Prakash	Factors that influence collaboration between technology firms and farmer collectives: Evidence from Karnataka, India, POMS India International Conference 2024	12-14 December 2024
13	Prerona Sengupta, Gopal Naik	A Framework for Involving Communities In Drinking Water Delivery, POMS India International Conference 2024	12-14 December 2024
14	Gopal Naik, Prerona Sengupta	Determinants of User Charges in Rural Drinking Water Schemes, POMS India International Conference 2024	12-14 December 2024
15	Ashwini Baje, Saima Mohan, Pranay Verma, Narasinga Rao, Gopal Naik, Amit Prakash	Factors that influence collaboration between technology firms and farmer collectives: Evidence from Karnataka, India, EUROMA, SOMF 2024, Copenhagen	13-14 March 2025
16	Esha Chakraborty, Gopal Naik and Chandan Kumar	Data Visualization for Managing Public Programmes: A case of Jal Jeevan Mission, EUROMA, SOMF 2024, Copenhagen	13-14 March 2025

Sl. No.	Authors	Conference details	Date & Year
17	Rajesh Kumar, Prerona Sengupta and Gopal Naik	Do Nudges Help in Making Public Service Function? Evidence from WASH Programme in Schools in Karnataka, EUROMA, SOMF 2024, Copenhagen	13-14 March 2025
18	Pulak Ghosh	Bridging the Information Gap: Sowing the Seeds of Productivity with High-Speed 4G Internet ; American finance Association	2024
19	Pulak Ghosh	Are Some Firms Better for Women's Careers?:American finance Association	2024
20	Pulak Ghosh	Shadow Banks on the Rise: Evidence Across Market Segments; American finance Association	2024
21	Pulak Ghosh	Open Banking and Digital Payments: Implications for Credit Access: American finance Association	2024
22	Pulak Ghosh	Open Banking and Digital Payments: Implications for Credit Access; Western Finance Association	June 2024
23	Pulak Ghosh	Shadow Banks on the Rise: Evidence Across Market Segments; Indian School of Business	December 2024
24	Pulak Ghosh	Open Banking and Digital Payments: Implications for Credit Access: Indian School of Business	December 2024
25	Pulak Ghosh	Demographics and Technology Diffusion: Evidence from Mobile Payments: Indian School of Business	December 2024
26	Das, R., Dasgupta, Sayak	Assessing Disaster Management Policies in Gujarat: A Study of Local Governance and Community Resilience. Emerging Welfare State in India, Jindal School of Government and Public Policy Conference India Habitat Centre.	8-9 November, 2024
27	Chakrabarty, S., Das, Rusha.	Contestation related to CRZ Map in shaping the environmental justice practices in the Kasarkod, Honnavar port region in Karnataka, India. Local Environmental Democracy and Green Transition: Mapping Institutional Mechanism and Political Mobilisation, Graduate Institute Geneva.	23- 24 Oct 2025
28	Soham Sahoo	Scottish Economic Society Annual Conference, University of Glasgow	15-17 April, 2024
29	Soham Sahoo	CSAE Conference, University of Oxford	23-25 March, 2025
30	Arpit Shah	Caste and heat in India. Harvard University	February 2024

Sl. No.	Authors	Conference details	Date & Year
31	Arpit Shah	Climate resilience in India	March 2024
32	Ritwik Banerjee	Invited Seminars at Ashoka University, Delhi School of Economics, NCAER, University of Lyon, France	February 2025
33	Ritwik Banerjee	German Development Economics Conference, Leibniz University, Hanover, BREW-ESA Conference India.	June 2024
34	Jain S & Ugargol AP	Conference paper presentation titled 'Beyond Humour: Understanding Ageism in Memes on Facebook in India: at the Jamia Millia Islamia, Department of Sociology, Karvan-e-Fikr, 2024. Theme: Tags, trends and trolls: locating the 'social' on social media.	14th and 15th February 2024
35	Nanda A, Vijayan A and Ugargol AP	Conference paper presentation titled 'Geriatric Mental Health Needs: A critical evaluation of current mental health policies for older adults in India' at the IASSH 19th Annual Conference jointly with Pondicherry University. Available: https://iassh.org/pdf/IASSH_SelectedPaperConf24.pdf	31st Jan to 2nd Feb, 2024
36	Vijayan A and Ugargol AP	Conference paper titled 'Re-imagining healthy ageing for older adults in India through global learnings' under the theme "Approaches to Address Health Equity Challenges" at the 5th India Public Policy Network Conference (IPPN) organized by the Ashank Desai Centre for Policy Studies, IIT Bombay.	December 7, 2024
37	Rithani J M, Ugargol A P and Mahapatra G	Conference paper presentation titled "An Integrative Review of Healthcare Leadership in India" at the 22nd AIMS International Conference on Management held in IIM Kozhikode.	Jan 2-4, 2025
38	Nanda A and Ugargol A P	Conference paper presentation titled 'Need for palliative care and end of life care in India: The pressing need to augment bereavement care at the 31st International Conference of Indian Association of Palliative Care under the theme: Revisiting the domains of Palliative care on February 10, 2024.	February 10, 2024



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 Fabindia: Pioneering the Future of Indian Handloom Retail

Project Team: **Shubha Patvardhan**, Devanshi Agarwal and J. Ramachandran

Summary: The case traces the evolution of Fabindia, one of India's most reputed retailers of handmade products over six decades— from a household furnishings export house (1958) to an international retail brand with 357 stores across 127 cities in India and 13 international stores in 7 countries, valued at over Rs 13.92 B (2022). Fabindia's *real* accomplishment is that its commercial success is rooted in the ideology of socially responsible action. Operating in the largely unorganized handloom sector with declining employment, the company offers a source of livelihood to over 22,000 artisans scattered across rural India and has created a strong market for their craft wares.

Sponsor: IIM Bangalore

Status: Ongoing

XI-A2 Muthoot Finance and the Changing Face of the Gold Loan Industry

Project Team: **Shubha Patvardhan** and Smitha Patvardhan

Summary: The case traces the evolution of Muthoot, India's largest Gold Loan NBFC (GLNBFC) over 7 decades—from a regional chit-fund company in the 1940s to a pan-Indian NBFC with a digital presence by the 2020s. Significantly, as Muthoot professionalized, formalized, and scaled its operations in the pursuit of an opportunity overlooked by many traditional players, its trajectory transformed the gold loan industry—from a historically fragmented, informal, and stigmatized practice to a more consolidated, formalized, and competitively vibrant “gold-loan” sector marked by high growth and innovation.

Sponsor: IIM Bangalore

Status: Completed

XI-A3 Research and Technology Commercialization from Academia: An examination

Project Team: **Deepak Chandrashekar**, Krishna Satyanarayana and Rashi Agarwala

Summary: Over the last two decades, the changes in the technology landscape and the disruptions in the external environments have resulted in major shifts in the way research and development (R&D) is pursued and commercialized (Siegel and Guerrero, 2021; Markman et al., 2008).

While the internet, communication and collaboration technologies have reduced search and transaction costs (Constantinides et al., 2018), recent advances in artificial intelligence, machine learning and internet-of-things have ensured that organizations no longer can rely on new technology development in-house (Dwivedi et al., 2023; Kraus et al., 2023). The pandemic and unrest in the world due to wars in Europe have further exacerbated the global supply chain and have led to countries looking inward to develop competencies that are critical for their local economic stability (Gkeredakis et al., 2021; Viardot et al., 2023).

Sponsor: IIM Bangalore

Status: Ongoing

XI-A4 Political favored-ness, CSR, and firm outcomes

Project Team: **Sai Chittaranjan Kalubandi**

Summary: Corporate Political Activity (CPA) and CSR are important non-market strategies for firms and can impact firm performance. Prior research has focused on heterogeneity in firms' CPA and CSR and their influence on firm-level outcomes. In this paper, I wish to utilize data from India, collected from institute resources and publicly available information, to examine firm-level outcomes of CPA and CSR in India. In the following paragraphs I outline prior research on CPA and CSR which will form a cornerstone for this project and its theoretical contributions.

Sponsor: IIM Bangalore

Status: Ongoing

XI-A5 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-A6 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-A7 Assessing Financial Impact of ESG Practices: Evidence from Indian Firms

Project Team: **P D Jose**

Summary: The study investigates the empirical relationship between environmental, social and governance practices and corporate financial performance among Indian firms in the period 2013-2023.

Sponsor: ERIA

Status: Ongoing

XI-A8 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: Completed

XI-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
XI-B1	Rashi Agarwala, Krishna Satyanarayana, Chandrashekar, Deepak and R. Srinivasan	How does a digital business-to-business platform transform logistics management in manufacturing firms? – An examination	<i>Technovation</i>	Vol. 141, March 2025, 103168
XI-B2	Nanjangud Vishwanath Vighnesh, Balachandra Patil and Chandrashekar, Deepak	Evolving a conceptual framework for sustainable e-waste management: a consumer typology based on environmental behavior	<i>Journal of Indian Business Research</i>	Vol. 16(1), 2024, Pg. 55-83
XI-B3	Kshitija Joshi, Muralidharan Loganathan, Chandrashekar, Deepak , Alexander Brem and Krishna Satyanarayana	How Do University-Based Incubators and Accelerators Build Dynamic Capabilities? – An Exploration From India	<i>IEEE Transactions on Engineering Management</i>	Vol. 71, 2024, Pg. 9035-9048
XI-B4	Timothy Kiessling, Marina Dabi, Yadav, Sandeep , Nicolas Huck, and Jane F. Maley	Supply Chain Disruptions and Need for Resilience: SMEs Direct/Indirect Exporting and Rapid Internationalization	<i>IEEE Transactions on Engineering Management</i>	Vol. 72, 2025, Pg. 115-133
XI-B5	Marina Dabić, Yadav, Sandeep , Nicolas Huck, Jane F. Maley and Timothy Kiessling	Mitigating the impact of late internationalization of emerging market SMEs: A dynamic capability perspective	<i>Journal of Small Business Management</i>	Vol. 63(3), 2025, Pg. 985-1021
XI-B6	Sandeep Yadav and Rajesh Srinivas Upadhyayula	Geographic Cluster or Global Linkages? What Accelerates Emerging Market Firms Foreign Entry Speed	<i>IIM Kozhikode Society & Management Review</i>	Vol. 14(2), 2025, Pg. 149-165

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	Budget 2024 Responded to Challenges of MSMEs, says IIM's Rishikesha T. Krishnan	<i>Business Outlook</i>	August 2024
XI-F2	Krishnan, Rishikesha T	ER&D GCCs: Powertrains of innovation	<i>The Times of India</i>	August 21, 2024
XI-F3	Krishnan, Rishikesha T	Transforming public univs into R&D engines	<i>The Times of India</i>	November 13, 2024
XI-F4	Krishnan, Rishikesha T and Kulkarni, Mukta	B-schools Will Remain Relevant If They Are Adaptable	<i>BW BusinessWorld</i>	January 2025
XI-F5	Krishnan, Rishikesha T and Dayasindhu N	We need to replicate Aadhaar experience in foundational AI	<i>Times of India</i>	March 2025
XI-F6	Krishnan, Rishikesha T and Dayasindhu N	How we can spur Indian R&D and innovation	<i>Times of India</i>	February 2025
XI-F7	Krishnan, Rishikesha T and Dayasindhu N	STEM diplomacy, special schemes – how India can attract diaspora to lead global technology race	<i>The Print</i>	March 27, 2025

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	Nayak, S., Levasseur, Ludvig and Venkataraman, Vijay	Dancing to the tune? Digital transformation and funding of startups in media & entertainment	DRUID Conference, Nice, France	June 2024

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
XI-H2	Kaushik, Nilam	Relevant vs. Diverse Knowledge Combinations and Team Innovation Performance: Field Experimental Evidence from a 3-week Innovation Sprint	India Strategy Conference, IIM Ahmedabad	December 15-18, 2024
XI-H3	Kaushik, Nilam	Balancing tradition and innovation in Indian handloom saris: A strategic entrepreneurship perspective	ICSSR and ESCR) in Srinagar	2024
XI-H4	Jose P D	AI for Sustainability	ABB Global sustainability Summit	September 27, 2024
XI-H5	Jose P D	Just Transition to Net Zero	Tata Sustainability Conclave 2024, Taj Lands End, Mumbai	December 12, 2024
XI-H6	Jose P D	Re-imagine Learning	UGC Organised Workshop of University Leaders at University of Kashmir, Srinagar	February 15, 2025
XI-H7	Jose P D	Assessing Financial Impact of ESG Practices: Evidence from Indian Firms	University of Tokyo, Japan	2024
XI-H8	Jose P D	Strategic Leadership for Indian Forest Service in 2040	Invited sessions at the Phase V training programme for IFS offices at IIFM Bhopal	2024
XI-H9	Srinivasan R	Digital Public Goods: India's design and implementation experience	Indiana University Kelly School of Business, Bangalore	March 17, 2025
XI-H10	Srinivasan R	Inauguration keynote address	IIFM Bhopal (MCTP Phase V for IFS officers), Bhopal	January 27, 2025

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
XI-H11	Srinivasan R	New Business Models in a Digital Era	Ericsson Executives (North Eastern University), Bangalore	November 20, 2024
XI-H12	Srinivasan R	Leveraging digital for scaling up financial inclusion	2nd IIMB Golden Jubilee International Symposium on Digital Innovations, Financial Inclusion and Sustainability, IIMB Campus	November 19, 2024
XI-H13	Srinivasan R	New Faculty Orientation (NFO) programme for IIFM Bhopal faculty	IIFM Bhopal	September 19-19, 2024
XI-H14	Srinivasan R	Consultation meeting on product innovation and launch of new products (RBI Innovation Hub)	RBI @ 90 conference, Bangalore	August 26-27, 2024
XI-H15	Srinivasan R	Digital Public Goods and Personal data protection	DSCI annual conference, Bangalore	August 28, 2024
XI-H16	Srinivasan R	DPI and DPG for scaling financial inclusion	Global Fintech Festival, Mumbai	August 29-30, 2024
XI-H17	Srinivasan R	Panel discussion on DPIs for inclusive futures	CDPG IIMB-ORF Tech Huddle, IIM Bangalore campus	August 7, 2024
XI-H18	Srinivasan R	Panel discussion on the book launch Embracing the future by R Gopalakrishnan		June 12, 2024
XI-H19	Srinivasan R	PhD Inauguration keynote speech	IIM Ahmedabad	May 22, 2024
XI-H20	Srinivasan R	Consultations on the Citizen Stack (online)	Online	May 11, 2024
XI-H21	Srinivasan R	AI Data and Technology Policy: Lessons from India	USC IIMB CDPG mini-conference on AI, IIM Bangalore	December 9, 2024

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
XI-H22	Saptarshi Purkayastha, Rajaram Veliyath and Pallathitta, Rejie George	The more things change, the more they remain the same. The performance implications of blending structural forms and diversification strategies during institutional transitions	Southern Management, San Antonio, Texas, USA	October 30 - November 2, 2024
XI-H23	Abu Rehan Abbasi and Pallathitta, Rejie George	Assessing the net impact of quadratic relationships: A methodological framework for management research	India Strategic Conference, IIM Ahmedabad, Ahmedabad	December 16-18, 2024
XI-H24	Krishnan, Rishikesha T	Invited talk on Role of Industry-Academia Collaboration in driving Indian Technology Leadership	Industry-Institute Conclave: Knowhow to Show-how, IISc Bangalore	May 4, 2024
XI-H25	Krishnan, Rishikesha T	Panellist on The Cross- Pollination of Research Ideas: The Role of Industry and Academia	International Research Symposium in Service Management 2024, TA Pai Management Institute, Manipal	August 7, 2024
XI-H26	Krishnan, Rishikesha T	Invited talk on Deep Science/Tech Startups: A Strategic Perspective	Research Excellence for Entrepreneurial Leadership (REEL), Birla Institute of Technology & Science (BITS)	August 30, 2024
XI-H27	Krishnan, Rishikesha T	Keynote address	EduSustain 2024: Global Conference bridging Higher Education and Sustainable Future (INDAM Special Conference), NMIMS, Mumbai	September 27, 2024

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
XI-H28	Krishnan, Rishiksha T	Lecture on Leading Innovation in the Digital Era	Manikam Ramaswami Memorial Lecture, Thiagarajar School of Management, Madurai	November 20, 2024
XI-H29	Krishnan, Rishiksha T	Panelist in Directors' Panel on The Future of Management Education in India	Indian Management Research Conference 2024, IIM Ahmedabad	December 18, 2024
XI-H30	Krishnan, Rishiksha T	Panelist in Directors' Panel	India Strategy Conference 2024, IIM Ahmedabad	December 18, 2024
XI-H31	Krishnan, Rishiksha T	Chief Guest & Speaker	Foundation Day, IIM Tiruchirapalli	January 4, 2025
XI-H32	Krishnan, Rishiksha T	Panelist at Directors' Panel on Balancing Quantity and Quality in Research: A Delicate Equilibrium	Journal of Contemporary Accounting and Economics Annual Symposium, TAPMI, Bangalore Campus of MAHE	January 7, 2025
XI-H33	Krishnan, Rishiksha T	Panelist – Innovation System for Transforming the Indian Economy	65th Conference of the Indian Society of Labour Economics, ISEC, Bangalore	January 10, 2025
XI-H34	Krishnan, Rishiksha T	Guest of Honour in Valedictory Session	International Conference on Entrepreneurship and Entrepreneurial Ecosystems on the Global Economy: Role of Returnee Entrepreneurs, IISc	January 11, 2025
XI-H35	Krishnan, Rishiksha T	Speaker in Plenary Session on Widening the Umbrella of Innovation: Role of Public Policy	The Fifth International Conference on Creativity and Innovation at Grassroots (ICCIG 5), IIM Ahmedabad	January 30, 2025

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
XI-H36	Krishnan, Rishikesha T	Keynote Speaker on Catalysing University Entrepreneurship	DSSE Entrepreneurship Day Symposium, IIT Bombay	January 31, 2025
XI-H37	Krishnan, Rishikesha T	Panelist (Online)	CASE-ISB Roundtable on State of Advancement of Higher Education in India, Indian School of Business, Hyderabad	February 11, 2025
XI-H38	Krishnan, Rishikesha T	Keynote Speaker	DigiNiti: Technology and Policy Conclave, FLAME University, Pune	March 18, 2025
XI-H39	Krishnan, Rishikesha T	Talk on Leading Innovation in a Rapidly Changing Technological Landscape	Workshop for Senior Leaders focused on Innovation, Infosys	April 3, 2024
XI-H40	Krishnan, Rishikesha T	Jury member	Bangalore International Airport Ltd. Pinnacle Awards, BIA	June 7, 2024
XI-H41	Krishnan, Rishikesha T	Panelist on Leadership & Creativity	Mercedes Benz C-Suite Event, Mercedes Benz India	September 13, 2024
XI-H42	Krishnan, Rishikesha T	Panelist on Ecosystem Connect	Visit of SAP Labs Top Management Team to India, SAP Labs India	November 5, 2024
XI-H43	Krishnan, Rishikesha T	Panelist – Bridging the gap between Education and Industry for a Future Ready Workforce	Amazon Future Engineer: Career of the Future Summit, Amazon India, New Delhi	January 21, 2024
XI-H44	Krishnan, Rishikesha T	Keynote Speaker on Leading Innovation in the Digital Era	GCSS Live 2025, Whatfix	February 14, 2025
XI-H45	Krishnan, Rishikesha T	Address at Inaugural Session	CII Global Innovation & Intellectual Property Summit at New Delhi	April 23, 2024

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
XI-H46	Krishnan, Rishiksha T	Panelist for the session The AR Quest: Elevating Training & Development in a New Reality	SHRM MindTech Conference & Expo 2024, Hyderabad	May 9, 2024
XI-H47	Krishnan, Rishiksha T	Masterclass to benefit startups and faculty student community on Deep Science Start-ups: A Strategic Perspective	ACS & Jawaharlal Nehru Centre for Advanced Scientific Research, American Chemical Society Ignite Event at JNCASR, Bangalore	June 13, 2024
XI-H48	Krishnan, Rishiksha T	Peer Review Team (PRT) visit for EQUIS accreditation	European Foundation for Management Development (EFMD), NMIMS University	June 17-20, 2024
XI-H49	Krishnan, Rishiksha T	Jury member	Grand Jury of CII Startuppreneur Awards 2024, CII	July 1, 2024
XI-H50	Krishnan, Rishiksha T	Talk on Leading Change	INSA-NCGG Leadership Development in Science and Technology, Indian National Science Academy (INSA)	July 9, 2024
XI-H51	Krishnan, Rishiksha T	Jury member	CII Awards on Excellence for Women in STEM, CII	September 30, 2024
XI-H52	Krishnan, Rishiksha T	Jury member	CII Industrial Innovation Awards, CII	October 17-18, 2024
XI-H53	Krishnan, Rishiksha T	Panelist	TiE Global Summit Ed Ventures Conclave, TIE	December 11, 2024
XI-H54	Krishnan, Rishiksha T	Panelist Building Business Leadership for a Transforming World	CII Global Economic Policy Forum 2024, CII	December 12, 2024

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
XI-H55	Krishnan, Rishikesha T	Address & Felicitation of Award Winners	CII Annual Summit on Technology, CII	December 13, 2024
XI-H56	Krishnan, Rishikesha T	Expert talk on Building and Scaling a Viable Business	Fintech Hackathon, Reserve Bank of India	January 2, 2025
XI-H57	Krishnan, Rishikesha T	Panelist – Discussion on Fostering Commercial Research and Academic Business Cooperation (US-India Track)	Invest Karnataka 2025, Government of Karnataka	February 12, 2025
XI-H58	Krishnan, Rishikesha T	Chair of Working Group on Leadership & Governance	NAAC MBGL Workshop, NAAC, UGC	February 16, 2025
XI-H59	Krishnan, Rishikesha T	Participant, Session on Flexibility in Academic Courses, credit sharing and credit transfer	Visitors Conference, Ministry of Education GOI / Rashtrapati Bhavan	March 4, 2025
XI-H60	Krishnan, Rishikesha T	Panelist, Discussion on Research Development and Innovation Fund	Post Budget Webinar, Department of Science & Technology, GoI	March 5, 2025
XI-H61	Krishnan, Rishikesha T	Chief Guest	Convocation, Neev Academy, Bangalore	April 13, 2024
XI-H62	Krishnan, Rishikesha T	Panelist	BW Education NextGen Summit, Bangalore	April 29, 2024
XI-H63	Krishnan, Rishikesha T	Chief Guest	Convocation of Department of Management Sciences, IIT Kanpur	June 29, 2024
XI-H64	Krishnan, Rishikesha T	Guest of Honour & Speaker: Release of the Book ‘100 Great IITians dedicated to service to the nation’	Bangalore International Centre	August 17, 2024
XI-H65	Krishnan, Rishikesha T	Guest of Honour & Speaker	Book launch: A Billion Dreams & Be Unique the Flipkart way	August 24, 2024
XI-H66	Krishnan, Rishikesha T	Founder’s Day Chief Guest	ISBR Business School Bangalore	September 12, 2024

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
XI-H67	Krishnan, Rishikesha T	Panelist	Bangalore Business Literature Festival 2024	September 14, 2024
XI-H68	Krishnan, Rishikesha T	Panelist – Aether’s Early Long Game	‘Two by Two’ podcast series, The Ken	September 20, 2024
XI-H69	Krishnan, Rishikesha T	Guest of Honour: ConQuest 2024: India’s Premier National Quiz on the Indian Constitution, History & Politics	Ramiah College of Law, Bangalore	November 30, 2024
XI-H70	Krishnan, Rishikesha T	Chief Guest	Annual Day, Sarla Birla Academy, Bangalore	December 14, 2024
XI-H71	Krishnan, Rishikesha T	Jury Member	The Ken Case Competition	January 18, 2025
XI-H72	Kalubandi, Sai Chittaranjan, Apurva Sanaria and Ravi, H.	Influence of institutional contexts on family firms’ internationalization: A meta-analysis	Academy of International Business Annual Meeting 2024, Seoul	July 2-6, 2024
			AOM 2024 Annual Meeting, Chicago	July 25-29, 2024
			The INDAM 2025 Conference, Kolkata Won best paper award	January 16-18, 2025
			AIB SAC 2025 Conference, held online	January 13-14, 2025
			India Strategy Conference, Ahmedabad	December 15-18, 2024
XI-H73	Kalubandi, Sai Chittaranjan, Srivasta, J., Gopalakrishnan, B., Ludvig Levasseur, L. and Allison, T., Short, J	SVC involvement and deal and post-funding financial outcomes in social entrepreneurship financing	India Strategy Conference, Ahmedabad	December 15-18, 2024

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
XI-H74	Kalubandi, Sai Chittaranjan	Conducted workshop on Meta-analysis	India Strategy Conference, Ahmedabad	December 14-18, 2024
XI-H75	Smriti, V. and Yayavaram, Sai	How do firms benefit from product overlap Role of knowledge base	India Strategy Conference, Ahmedabad	December 14-18, 2024
XI-H76	Mondal, R. and Yayavaram, Sai	Ideas Brewed over Coffee: Locational Choice of Startups	Strategic Management Society Conference, Istanbul	October 19-22, 2024
XI-H77	Yadav, Sandeep and Srivastava, J.	Firm-level climate change exposure and M\&A deal success: international evidence	World Finance Conference, Abu Dhabi	December 16-18, 2024
XI-H78	Yadav, Sandeep and Bhattacharya, B	Historical Imprinting and Springboard Internationalization: Evidence from Emerging Markets	AIB Oceania 2024, University of Sydney Business School, Australia	September 25-27, 2024
XI-H79	Bhattacharya, B., Goyal, L. and Yadav, Sandeep	Business Group- Affiliation and Firm- Bank Relationships: Evidence from India	Academy of Management Annual Conference, Chicago	August 9-13, 2024
XI-H80	Yadav, Sandeep	Does Imprinting From Historical Events Impact Emerging Market Firms Springboard Internationalization? Evidence From India	AIB Annual Meeting, Seoul, South Korea	July 2-6, 2024
XI-H81	Yadav, Sandeep	When Does Starting Unregistered Impact Foreign Entry Speed? Evidence From Developing Country SMEs	AIB Annual Meeting, Seoul, South Korea	July 2-6, 2024
XI-H82	Yadav, Sandeep and Kumar, V	Informal Venturing and Foreign Entry Speed of Developing Country SMEs: A Cross-country Examination	India Strategy Conference (ISC), IIM Ahmedabad	December 15-18, 2024

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Name of Conference and Venue	Dates of Event
XI-H83	Patvardhan, Shubha	Imagination and its implications for Strategic Management Guest Speaker Series	IIM Calcutta	June 2024
XI-H84	Patvardhan, Shubha	Imagination: Cognitive Microfoundations of Creative Rationality	EGOS Conference, Milan Italy	July 2024
XI-H85	Patvardhan, Shubha	Organization Studies at the Crossroads: How Will We Build a Diverse and Inclusive Field?	EGOS Conference, Milan Italy	July 5, 2024
XI-H86	Patvardhan, Shubha	A Grounded Model of Personal Rivalry and Covert Politics in Field-identity Formation	Ethnography Atelier	September 3, 2024
XI-H87	Patvardhan, Shubha	The Gioia Methodology	Podcast for Ethnography Atelier	October 2024
XI-H88	Venkataraman, Vijay	Inclusion of AI as a Strategic Tool in Your Healthcare Setting	IISc Bangalore	2024
XI-H89	Venkataraman, Vijay, A. Lamin and Benegal S.,	Agglomeration and Changing Business Models: How Mobile Technology Affected Location Decisions	Academy of Management Annual Conference, Chicago, IL, USA	August 2024
XI-H90	Sohn E., Venkataraman, Vijay, V., Kang H. Y. and Park B.	Innovation Challenge in Nascent Ecosystems: DARPA and the Rise of Autonomous Vehicles Ecosystem	Academy of Management Annual Conference, Chicago, IL, USA	August 2024
XI-H91	Nayak, S., Levasseur, Ludvig and Venkataraman, Vijay	Dancing to the tune? Digital transformation and funding of startups in media & entertainment	Academy of Management Annual Conference, Chicago, IL, USA	Aug 2024
XI-H92	Nayak S. and Venkataraman, Vijay	From Farm to Fork: Individual Environmental Concerns and External Categorical Legitimacy along the Value Chain	SMS Annual Conference, Istanbul, Turkiye	October 2024

XI-I Articles in Conference Proceedings

Sl. No.	Authors	Title of Paper	Details of the Conference Proceedings
XI-I-1	Bhattacharya, B., Goyal, L. and Yadav, Sandeep	Business Group-Affiliation and Firm-Bank Relationships: Evidence from India	Academy of Management Proceedings (Vol. 2024, No. 1, p. 12820). Valhalla, NY 10595: Academy of Management
XI-I-2	Levasseur, Ludvig., Kalubandi, Sai Chittaranjan, Edacherian, S., Allison, T. and Terjesen, S.	Venture capital research: Meta-analysis. In S. Taneja (Ed.)	Best Paper Proceedings of the Eighty-Fourth Annual Meeting of the Academy of Management. Online ISSN: 2151-6561
XI-I-3	Chaurasiya, Jayadev, M., Jindal, Varun and Kalubandi, Sai Chittaranjan	Operational creditor rights and trade credit: Evidence from policy interventions	8th JAAF-ATP India Symposium, January 11-12, 2025, at Indian Institute of Management Udaipur, Rajasthan, India
XI-I-4	Srivastava, J., Kalubandi, Sai Chittaranjan, Gopalakrishnan, B., Ludvig Levasseur, Allison, T. H. and Short, J. C	Impact of Social Venture Capital on Deal and Post-Funding Financial Outcomes of Social Ventures	Academy of Management Proceedings (Vol. 2024, No. 1, p. 16477). Valhalla, NY 10595: Academy of Management
XI-I-5	Ludvig Levasseur, Kalubandi, Sai Chittaranjan, Edacherian, S., Allison, T. H. and Terjesen, S. A.	Venture Capital Research: Meta-Analysis	In Academy of Management Proceedings (Vol. 2024, No. 1, p. 11895). Valhalla, NY 10595: Academy of Management

XI-L Awards, Honours, and Achievements

- XI-L1 Prof. Nilam Kaushik**, Best Paper Award at the India Strategy Conference 2024.
- XI-L2 Prof. R Srinivasan**, awarded 'FAU Medal of Honour and Citation' in recognition of continued commitment to FAU and Germany.
- XI-L3 Prof. R T Krishnan**, awarded 'Fellowship of the 'All India Management Association' in February 2025.
- XI-L4 Prof. Sandeep Yadav**, Rugman Most Promising Scholar Award Nomination in AIB 2024

XI-L5 Prof. Vijay Venkataraman with PhD Student Sonal Nayak and Vijay Venkataraman, 'Best Paper Award Finalist' at the Academic Research Award AoM-MOC sponsored by Kaufman Foundation.

XI-M Doctoral Theses Completed by PhD Students during 2024-2025

Sl. No.	Name of the Student	Dissertation Title	Members of the DAC Committee
XI-M1	Gaurav G B	Sai Yayavaram, Prateek Raj, Dalhia Mani	Sai Yayavaram, Prateek Raj, Dalhia Mani
XI-M2	Veethica Smriti	Essays on Firm Similarity	Sai Yayavaram, Rishiksha T Krishnan, Vijay Venkataraman

XI-N Dissertation Proposals by Doctoral Students during 2024-2025

Sl. No.	Name of the Student	Topic	Date
XI-N1	Roma Mondal	Essays on Locational Strategies	September 28, 2024
XI-N2	Sonal Nayak	Essays On Strategies for Sustainable Entrepreneurship	November 5, 2024
XI-N3	K V V Raghavan	Studies on Changes in AI and Firm Heterogeneity	March 14, 2025

XI-O Papers Presented by Doctoral Students in Conference/Seminar during 2024-2025

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
XI-O1	Gaurav G B and Himanshu Shekhar	Disruption from ESG disclosures: Evidence from Indian exporting firms	India Strategy Conference, IIM Ahmedabad	December 2024, Ahmedabad
XI-O2	Anubha Shokhand, Nilam Kaushik, Satyam Mukherjee	The Field Factor: Industry Publishing Intensity and Novelty in Science	India Strategy Conference, IIM Ahmedabad Indian Academy of Management (INDAM), IIFT Kolkata	December 2024, Ahmedabad January 2025, Kolkata

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
XI-O3	Roma Mondal, Prof. Sai Yayavaram, Prof. Vijay Venkataraman	Ideas brewed over coffee: Locational Strategies of Bengaluru Startups	India Strategy Conference, IIM Ahmedabad	December 2024, Ahmedabad
XI-O4	Gaurav G B and Himanshu Shekhar	ESG Disclosures and Firm Productivity	ESG Disclosures and Firm Productivity	May 2024, Paris, France
XI-O5	Sonal Nayak, Prof. Ludvig Levasseur, Prof. Vijay Venkataraman	Dancing to the Tune? Digital Transformation and Funding of Startups in Media and Entertainment	DRUID Conference	June 2024, Nice, France
XI-O6	Sonal Nayak	Sustainability Liability? Individual Environmental Concerns and Startup Legitimacy	84th Annual Meeting of the Academy of Management	August 2024, Chicago, USA
XI-O7	Roma Mondal, Prof. Sai Yayavaram	Ideas brewed over coffee: Locational Strategies of Bengaluru Startups	Strategic Management Society (SMS) Conference	October 2024, Istanbul, Türkiye
XI-O8	Sonal Nayak and Vijayaraghavan Venkataraman	From Farm to Fork: Individual Environmental Concerns and External Categorical Legitimacy along the Value Chain	Strategic Management Society (SMS) Conference	October 2024, Istanbul, Türkiye
XI-O9	Biswapriya Saha	Where Scope Meets Success: Role of Demand-Side Scope and Co-Located Resources in Response to Institutional Shocks	Druid Academy, 2025	January 2025, Aalborg, Denmark

XI-P Publications by Doctoral Students (Journal articles/book chapters/cases/book reviews) during 2024–2025

Sl. No.	Name of the Student	Title of the Paper	Name of the Journal/Book	Publications Details
XI-P1	Rashi Agarwala, Krishna Satyanarayana, Prof. Deepak Chandrashekar, Prof. R. Srinivasan	How does a digital business-to-business platform transform logistics management in manufacturing firms? – An examination	<i>Technovation</i>	Elsevier, January 2025

XI-Q Awards, Honours, and Achievements by Doctoral Students in 2024–2025

Sl. No.	Name of the Student	Details of the Award	Date
XI-Q1	Gaurav G B	Outstanding reviewer STR(Strategy) division for Academy of Management (AOM) annual meeting 2024.	July 2024
XI-Q2	Sonal Nayak	Finalist - Kauffman Best Student-Led Paper in Entrepreneurial Cognition Managerial and Organizational Cognition Division, Academy of Management	August 2024
XI-Q3	Anubha Shokhand	AOM STR Global Scholarship Award, Dec 2024 Academy of Management, STR Division	December 2024
		Invited Workshop Speaker “Working with Large-scale data” India Strategy Conference	December 2024



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: 2024-25

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 : 2024-25

Corporate Governance: What Next: Can AI Helps Govern Boards Effectively?

Speakers

Prof S Sadagopan, Former Director IITB, Dr Gopichand Katragadda, Founder & CEO, Myelin Foundry and Mr Sameer Dhanrajani, CEO & Co-Founder, AIQRATE

The Role of Chairman & CEO in Managing the Board Process

Speakers

Mr N S Vishwanathan, Chairman, Axis Bank, Mr Bhaskar Bhat, Former MD, The Titan Company and Mr S S Mundra, Former Deputy Governor, Reserve Bank of India

Navigating the Governance Challenges in Family Businesses

Speakers

Mr Rishabh Shroff, Partner, Cyril Amarchand Mangaldas and Mr N Krishnan, Principal Consultant – Family Business, Sadashiva Consulting Services. Session Moderator - Prof Suresh Bhagavatula, Professor of Entrepreneurship, IIM Bangalore.

YOUNG DIRECTORS FORUM (YDF): 2024-25

- The Second batch of YDF launched in June 2024. Mr R Mukundan, Managing Director, Tata Chemicals inaugurated the session and addressed the participants. The sessions concluded on 21st December 2024.
- The six months online sessions covered the following topics :
- An Overview on Corporate Governance; Board Governance; Financial Reporting & Disclosures; Regulatory & Legal Compliance; Role of Independent Directors & Board Committees; Risk Management & Governance; enabling inclusivity; ESG; Transparency, Accountability, Ethical Leadership and Corporate Culture.
- 34 participants across India from different sectors of industry, NGOs and PSU were part of the second batch of YDF

**CCGS - MIJSC JOINT PROGRAMME : CORPORATE GOVERNANCE IN TRANSITION:
INDIA & JAPAN EXPERIENCE : 3RD OCTOBER 2024**

***IIMB-IICA Capability Building Programme on Effective Risk Governance
& Boards***

- CCGS, in association with IICA, successfully organised a two-day programme on “**Effective Risk Governance & Boards**” on 23-24 January 2025 at IIM Bangalore.
- The programme focused on cyber risk and governance and covered topics such as Risk Governance; Digital Stewardship; Business Model & Cyber Security Vulnerability; Deploying Cyber & Digital Security Measures and Intellectual Property & Data Privacy
- The programme was attended by CEOs, CFOs, and Independent Directors from the Public and Private sectors.



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; Tourist impact analysis study of Nilgiris Tamil Nadu; and Supply Chain Resilience. The centre aims to be a worldwide hub for Business Analytics and Intelligence, Artificial Intelligence and Generative AI 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 Carrying Capacity of Nilgiris - Govt of Tamil Nadu

Purpose of the research study is to establish Tourism Carrying Capacity for Nilgiris hill station where the entire Nilgiris region is considered as one unit holistically.

The Nilgiris region, often referred to as the “Queen of Hills,” has witnessed a significant surge in tourism over the past decades. While tourism has bolstered the local economy, it has also led to challenges such as environmental degradation, traffic congestion, and adverse effects on local communities. Studies have highlighted issues like soil erosion, increased pollution, and loss of natural habitats due to unregulated tourism activities.

XIII-A3 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-A4 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-A5 MoHUA under SAAR

Through this study we have tried to understand if the smart city initiative of online incident tracking and installation of these smart tracking and surveillance devices has made the cities safer for women and have resulted in reduced incidents of crime against women.

XIII-H Conferences/Workshops Organized by DCAL

- XIII-H1** Eleventh International Conference on Business Analytics and Intelligence (BAICONF 2024) – 120 papers presented by 250 authors and 14 speakers with 24 conference tracks attended by 350+ participants from December 9-11, 2024.
- XIII-H2** Sixth Women in Data Science Conference (WiDS 2024) on April 13, 2024 – 14 speakers and 120+ attendees.
- XIII-H3** Data Next 2024 Conference on October 24, 2024 and November 13, 2024 in Delhi and Mumbai respectively (DCAL was a associate partner).
- XIII-H4** Fourteenth Symposium on Business Analytics and Intelligence - 200 participants benefited from the Symposium held during July 26-27, 2024.
- XIII-H5** Workshop on Data Visualization and Storytelling - 40 participants benefited from the workshop held during July 28-29, 2024.

- XIII-H6** Workshop on Generative AI – 20 participants benefited from the workshop held during Dec 7-8, 2024.
- XIII-H7** R&D IMOT Program conducted from January 16-18, 2025 in which 20 participants attended.
- XIII-H8** WiDS Bengaluru Pre-Conference Event - PayPal on April 4, 2024.
- XIII-H9** Thirty-six participants attended the Faculty Development Program on Machine Learning with Business Applications from 20 - 25 May, 2024.
- XIII-H10** Certificate Program - Artificial Intelligence for Managers Batch 3 on March 1, 2025.
- XIII-H11** BAICONF Datathon 2024 from September 6, 2025 - December, 11 2024.

XIII-J IIMB Case Studies @ Harvard Business Publishing and IVEY

- XIII-J1 Title:** **Funding Green Hydrogen from Waste: Can Social Projects Make Financial Sense?**
- Author:** **Ranjani K S, Chirag Rawat, U Dinesh Kumar**
- Summary:** TheGreenBillions Ltd. (TGBL) pioneers a waste-to-hydrogen initiative in support of India's National Green Hydrogen Mission. TGBL aspires to revolutionize the energy environment by collaborating with research institutions and aligning with national decarbonization ambitions. The modularized system, developed in collaboration with the Bharat Atomic Research Centre (BARC), promises an environmentally responsible waste management solution while capitalizing on the potential of green hydrogen. The firm faces the combined challenge of technological innovation and financial feasibility as it searches for green hydrogen. However, economic problems and uncertainty about unproven green hydrogen adoption rates pose as obstacles. The case captures TGBL's path from technological invention to the verge of revolutionizing India's energy system while navigating the unknown seas of green hydrogen finance.
- XIII-J2 Title:** **Drishya AI Labs: Enhancing Alarm Intelligence Through Machine Learning**
- Author:** **Rajarajan Rathina, Neha Rajput, Padmavati Sridhar, Lokesh Babu, U Dinesh Kumar**
- Summary:** OSUM, headquartered in Canada, is a privately held company in the oil and gas sector and enjoys being a significant producer in Western Canada. It is headquartered in Calgary, Alberta. In 2023, Canada

was the single largest supplier of imported oil to the United States, responsible for over 35% of US imports, much more than Saudi Arabia, Venezuela, and all the OPEC countries combined. OSUM uses steam-assisted gravity drainage (SAGD) technology to extract heavy crude oil using an advanced form of steam stimulation. Water plays an important role in this extraction process. In an oil extraction plant, there are several interconnected systems that communicate with each other with established controls and interlocks. The plant operator's role is to ensure the plant runs smoothly without malfunctions, breakdowns, and other disruptions. To facilitate this, alarms and sensors are attached to different systems to signal any potential disruption and mandate a call for timely intervention. However, there are times when multiple alarms are set off, creating a conundrum for the operator, who is challenged with prioritizing which alarm to tackle first. Nuisance alarms, such as chattering, can be a source of distraction for the operator. Such distractions can negatively impact plant operations and result in plant downtime, costing the company significant dollar loss. Being concerned about the increasing cases of spikes in alarms, the company tied up with Drishya AI Labs to help solve this problem by leveraging machine learning algorithms so that such distractions could be reduced.



Supply Chain Management Centre (SCMC)

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

Objectives of the Centre, Faculty Support & Organization:

We continue to strive toward consistently achieving the vision, mission, and mandate set for the centre, as one of the Centres of Excellence at IIMB.

Vision: To be a globally recognized Centre for Supply Chain Management dedicated to the creation and dissemination of new knowledge.

Mission: To bring together supply chain management practitioners from leading industry organizations and IIMB academia for identifying, documenting, researching, developing, and disseminating best practices.

XIV-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
XIV-B1	Ayesha Arora and Jain, Tarun	Data Sharing Between Firms and Social Planners: An Economic Analysis of Regulation, Privacy, and Competition	<i>Service Science</i>	Vol. 16(3), September 2024, Pg. 202-222
XIV-B2	Stuti Arora, Jain, Tarun and K Kiran	Cost reduction collaboration between firm and social planner: An economic analysis	<i>International Transactions in Operational Research</i>	Vol. 32(2), March 2025, 973-1001
XIV-B3	Jain, Tarun., Hazra, Jishnu and Ram Gopal	3D Printing-as-a-Service: An Economic Analysis of Pricing and Cocreation	<i>Production and Operations Management</i>	Vol. 33(7), 2024, Pg. 1437-1456
XIV-B4	Sapra, Amar and Subodha Kumar	Optimal Joint Assortment for an Omni-Channel Retailer	<i>Information Systems Research</i>	Vol. 35(3), September 2024, Pg. 1154-1174
XIV-B5	Achal Goyal and Sapra, Amar	Managing Replenishment and Clearance of Perishables: Last-In, First-Out (LIFO) Issuing Policy and Age-Sensitive Demand	<i>Production and Operations Management</i>	Vol. 33(4), 2024, Pg. 1031-1052
XIV-B6	Sayan Chowdhury and Verma, Nishant K	Walking a Tightrope: Impact of Adopting Voluntary Right-to-Repair Policy on Firm Profit and Consumer Welfare	<i>International Journal of Production Economics</i>	Vol. 272, June 2024, 109253
XIV- B7	Abhishek Chakraborty, Verma, Nishant K and Ashis K. Chatterjee	A Single Supplier Multi Buyer Supply Chain Coordination under Vendor-managed Inventory: Ensuring Buyers' Interests in a Decentralized Setting	<i>IIM Kozhikode Society & Management Review</i>	Vol. 14(1), 2025, Pg. 24-34

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
XIV-B8	Aydin Alptekinoğlu, Ashish S. Bhandari and Sapra, Amar	Demand management using responsive pricing and product variety to counter supply chain disruptions	<i>European Journal of Operational Research</i>	Vol. 314(3), May 2024, Pg. 867-881
XIV-B9	S Sivakumar and B, Mahadevan	Design of Coproductive Systems: is Service Modularity Preferable over Resource Flexibility?	<i>Global Journal of Flexible Systems Management</i>	Vol. 25(2), June 2024, Pg. 223-241
XIV-B10	Sumukh Surya, Ahilya Chhetri, Vidya Rao, Mohan Krishna S	Kalman Filter – Machine learning fusion for core temperature estimation in Li-ion batteries	<i>Journal of Energy Storage</i>	Vol.113, 30 March 2025, 115656
XIV-B11	Sooraj Varikkottil et al.	Inner Resonance and Outer Current Based Control Strategy for Inductive Power Transfer System Used in Wireless Charging for EVs	<i>IET Electrical Systems in Transportation</i>	Vol 2024, Issue 1, 2024
XIV-B12	Chacko, P.J., Krishna, S.M., Nuvvula, R.S.S., et al.	Estimation of state of charge considering impact of vibrations on traction battery pack	<i>Electrical Engineering (SPRINGER)</i>	Vol 106, Pg. 1327–1338, 2024
XIV-B13	Parag Jose, Mohan Krishna, Febin Daya, Albert Alexander	Design & Validation of Minimal Jerk Lane Changing Manoeuvre for Adaptive Cruise Control in EVs	<i>Discover Applied Sciences (SPRINGER)</i>	Vol 7, article number 1363, 2025

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 2024-25.

The National Highways Authority of India (NHAI)- Additional Scope of Work

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

Bureau of Indian Standards (BIS)

Drafting of standard for transportation of closed-body vehicles; representation in ISO/TC 344 for ESG and Green Logistics

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	Saahas Zero Waste: Breaking the Spell of Fast Fashion with Circularity	Satyajit Roy and Haritha Saranga
2	Decarbonizing The Real Estate Sector: One Building at A Time	Haritha Saranga and Nayonika Goud
3	Kalyani Ferresta: India's First Green Steel Is Ready, Already! Case A & B	Haritha Saranga and Aditya Gupta

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)

ISO 14083 certified tool measuring emissions across road, air, and sea transport for all fuel types; integrated with NLDL/ULIP. Hosted on DPIIT website.

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

Measures Scope 1, 2, and 3 emissions; enhanced with BRSR reporting for MSMEs. Operational

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.

White Papers

Sl. No.	Name of the paper	Focus Area
1	Internal Carbon Pricing (ICP)	Framework for integrating carbon costs into business decision-making
2	Green Financing Options for India	Overview of sustainable finance instruments including green bonds and sustainability-linked loans

Events / Workshops / Seminars Organized Other Institutions (SCMC as Speaker)

Date	Organising Institution	Event / Programme	Topic	Audience	Speaker
Apr-24	Holisol Logistics	Knowledge Leadership Series	Climate Adaptation in Supply Chain	Senior executives	Aditya Gupta
May-24	ELCIA	MSME Knowledge Series	Building a Sustainable Future	MSME leaders	Aditya Gupta
May-24	Indian Institute of Corporate Affairs	IICA Certified ESG Professional Programme	Sustainability in Supply Chains	Senior corporate executives	Aditya Gupta
May-24	CII Karnataka CPO Forum	Workshop	From Compliance to Care: Social Issues in Supply Chain	Senior purchase executives	Aditya Gupta
Jun-24	Smart Freight Centre	Managing Replenishment and Clearance of Perishables: Last-In, First-Out (LIFO) Issuing Policy and Age-Sensitive Demand	Accelerating Low Emission Logistics – TEMT Demo	Senior corporate executives	Aditya Gupta
Sep-24	SAP Labs	BW-SAP Sustainability Summit	Creating Shared Value	Senior corporate executives	Aditya Gupta
Sep-24	SIBM NOIDA	Student Lecture Series	ESG & Sustainability	Students	Aditya Gupta
Oct-24	IICA	Impact Leader Programme	Decoding “S” of ESG	Senior corporate executives	Aditya Gupta
Nov-24	SIBM NOIDA	Convergence 2024	ESG in Business Growth	Students & executives	Aditya Gupta

Date	Organising Institution	Event / Programme	Topic	Audience	Speaker
Nov-24	Supply Chain Tribe	Fireside Chat	Decoding Supply Chains of Tomorrow	Senior executives	Aditya Gupta
Dec-24	Manhattan Associates	Knowledge Leadership Series	ESG, Carbon Accounting & Resilient Supply Chains	Senior & middle management	Aditya Gupta
Dec-24	CII Karnataka	SupplyCon	Unlocking Potential in Logistics & SCM	Industry leaders	Aditya Gupta
Jan-25	CII Karnataka	Manufacturing Conference	Green Manufacturing & Circular Economy	Industry leaders	Aditya Gupta
Feb-25	IEEE PELS, VIT Vellore	Distinguished Lecture	EV Battery Technology	Scholars & faculty	Mohan Krishna
Mar-25	HICAL Technologies	Knowledge Leadership Series	Sustainability, ESG & Carbon Accounting	Sustainability team	Aditya Gupta & Mohan Krishna
Mar-25	Yokogawa India Ltd	Knowledge Leadership Series	Sustainability, ESG & Carbon Accounting	Middle & senior management	Aditya Gupta
Mar-25	DHL India Ltd	Knowledge Leadership Series	Reducing Emissions from Freight	DHL transport team	Aditya Gupta
Mar-25	Institute of Cost Accountants of India	Technical Session	Circular Economy Leadership	Industry leaders & CMAs	Aditya Gupta

Events / Workshops / Seminars Organized by SCMC / IIM Bangalore

Date	Organising Institution	Event / Programme	Topic	Audience	Speaker
Sep-24	SCMC, IIM Bangalore (with NITI Aayog & partners)	Hackathon - NITI GearShift Challenge	Accelerating Adoption of Zero-Emission Trucks (ZETs)	Students, practitioners, researchers	SCMC Faculty & Partners
Nov-24	IIM Bangalore	EEP Programme	ESG, Climate Change & Future-Ready Organizations	Senior corporate executives	Aditya Gupta
Feb-25	SCMC, IIM Bangalore & NSRCEL	Webinar	Supply Chain & Distribution: Building Blocks and Bottlenecks	Founders, startups, professionals	Chand Das (Moderator) & Panel
Feb-25	IIM Bangalore	PGPPM Lectures	Business Case for Sustainability & Carbon Footprint	Senior government executives	Aditya Gupta



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.

CTL's Flagship Programs

The Centre for Teaching and Learning organized several activities of pedagogic significance targeting a diverse audience in the academic year 2024-25. Following is a list of these programs:

- **The 2nd edition of Foundations of Management from 22 to 25 April, 2024:** The course was attended by 57 undergraduate students from more than 45 colleges and institutes across India. 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. **U Dinesh Kumar**, Dean (Faculty), delivered the inaugural speech, where he discussed what the idea of management encompasses and the role it plays in different industrial sectors. Prof. **Sushanta K. Mishra**, Chairperson, CTL, and Professor of OB&HRM area, IIMB, delivered the welcome address and shared an overview of the program structure. Prof. **Ananth Krishnamurthy**, Chairperson, **Doctoral Programme (PhD)** and faculty in the Decision Sciences area, mentored the participants throughout the program.

The opening keynote speaker, Prof. **Mukta Kulkarni**, Dean (Programs) and faculty member of the OB&HRM area, introduced the participants to the concept of organizational structures. She also threw light on the two design approaches—mechanistic and organic—typically opted for by organizations. Nitesh Bhat, senior doctoral scholar from the OB&HRM area, conducted a follow-up session, where he demystified the broad domains within the area and highlighted its importance in management.

In the second keynote address, Prof. **Haritha Saranga**, faculty from the Production and Operations Management area, touched upon basic aspects of her area such as operations control, supply chain, quality maintenance, workflow management, etc. This was followed by a session on Inventory Models, conducted by doctoral scholar, Ayesha Arora. She introduced the participants to various inventory models and discussed the fundamental trade-offs that businesses face while managing inventory.

Prof. **Sreelata Jonnalagedda**, faculty member from the Marketing area, delivered the third keynote address, delving into the entire spectrum of marketing. Doctoral scholars from the area, **Rochak Khandelwal** and **Ravikanth Vazrapu**, led the follow-up sessions on Behavioral Marketing and Market Segmentation & Targeting.

Prof. **Rahul Dé**, faculty member from the Information Systems area, delivered a keynote speech touching upon the concepts of Moore's Law, Gartner Hype Cycle, versioning, and network effects. This was followed up by doctoral scholar, **Shubha Krishnamurthy**, who shared an overview of information security and privacy concerns faced by organizations and how they can be addressed.

Himanshu Shekhar and **Veethica Smriti**, doctoral scholars from the Strategy area, introduced the participants to the concepts of Strategic Management and Resource-Based Advantage in the context of firms and businesses.

Kapil Gupta and **Murari Srinivasa**, doctoral scholars from the Decision Sciences area, conducted sessions on Linear and Logistic Regression and Applications of Network Optimization, respectively. These sessions highlighted the role and significance of decision-making in diverse domains of management. **Lakshmi Parvathy** and **Sajad S Santhosh**, doctoral scholars from the Public Policy area, covered the topics of employment relations in a firm and understanding market failures, respectively.

Doctoral scholars from the Economics Area, **Muneer Kalliyil** and Anand Kumar, led two insightful sessions on Managerial Economics and Behavioral Economics, respectively. Anand's session delved into heuristics and how biases affect decision-making, while Muneer explored the law of demand to gain insights into consumer behavior and market dynamics.

The program also comprised three sessions focused on the Finance & Accounting area. Senior doctoral scholars, **Mareeswaran M**, **Shreyansh Chaurasiya**, and **Rajaram P R**, conducted interactive sessions, covering salient topics from the area. Mareeswaran talked about the fundamentals of financial markets, types of asset classes, and efficient market hypothesis. Shreyansh's session centered around the basics of valuation, following an introduction to corporate finance. Rajaram's session focused on familiarizing the participants to the idea of balance sheet and how various stakeholders leverage data in financial statements.

Prof. Mishra interacted with the participants to capture their overall experience of learning and staying at IIM Bangalore. The program concluded on a hopeful note, with the promise to continue encouraging and guiding young minds that aspire to pursue management as learners as well as professionals.

- **One-day program on Incorporating Environmental Sustainability into School Curriculum on May 25, 2024:** In all, 51 participants attended the program. The participants were middle school Science and Social Sciences teachers from different branches of Delhi Public School in Bangalore and Mysore, Rashtrottana Vidya Kendra, BGS Public School, School of India, The Samhita Academy, The Prodigies International School, Purnapramati, and Ramagondanahalli Government School.

The program was inaugurated by Prof. Mishra. He introduced the participants to the different facets of IIM Bangalore. Alluding to the motto of IIM Bangalore, *Tejasvi Navadhitamastu*, he emphasized how the institute constantly strives to bring a positive change to the society by disseminating knowledge through such relevant programs.

Following this, Prof. **Haritha Saranga**, Chairperson, Sustainability Task Force, IIM Bangalore, delivered the Keynote Address, where she briefed the participants on the program's objectives. 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.

Prof. Saranga led two sessions focused on mindful consumption and the role that children can play in abating climate crisis. The professor began the discussion by walking the participants through data-based research on the global impact of climate change in the past few decades. The first session dealt with highlighting 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 participants to promote environment-friendly behaviors among young students and children through engaging them in sustainability-driven activities. She advocated that children have the greatest potential to change the mindset of their family members towards being sustainable and mindful.

Following the sessions, the teachers came together in small groups to discuss and work out effective ways to adopt sustainable practices in their respective schools. They shared innovative ideas such as conducting cleanliness drives to teach students how to segregate wastes, hosting competitions for students to come up with sustainable solutions, raising awareness on the use of cotton sanitary pads and menstrual cups, etc.

Prof. **Rishikesh Krishnan**, Director, IIMB, presided over the valediction ceremony, where he shared the closing remarks. Prof. Krishnan reiterated the need for sustainable living as the solution to combat climate crisis and ensure a secure future.

- **Exposure visit for school principals in collaboration with CBSE from August 19 to 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 program. 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 program was inaugurated by Prof. Mishra, and Mr. Sandeep Kumar Jain, Joint Secretary (Training), CBSE. Prof. Mishra delivered the introductory speech, where he welcomed participants and shared an overview of the various facets of IIMB. Mr. Jain addressed the principals, urging them to utilize the key learnings from the exposure visit to facilitate mentoring support for their teachers and educators.

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 centers and departments, which were as follows:

- o 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.

- o Dr. Sudha Rao, Head of the Academic Programs office, walked the principals through the different programs and courses offered at the institute. She also 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.
- o Lopamudra Dewan, Manager of the Center for Teaching and Learning, elaborated on the primary functions of her center, while highlighting the various teaching & learning-focused initiatives taken by the team. She also addressed several teaching-learning related concerns and queries raised by the principals during her session.
- o Anand Ganesh, the 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 center. In his interaction with the principals, he shared his interest to find ways to collaborate with educators to bridge the gaps in the school education system.
- o 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. She also talked in detail about the numerous online courses available on IIMBx that can be leveraged by young learners and educators alike.
- o 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.
- o Kavitha Kumar, the Head of Communications, discussed how to develop and implement communication strategies in alignment with organizational goals. She also 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.
- o 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.

The sessions were followed by a brainstorming session, where Prof. Mishra interacted with the principals to discuss key takeaways of the program and possible ways in which IIMB can contribute to and collaborate with school ecosystems. Apart from the sessions, the program also included a comprehensive campus tour for the participants.

As part of the valediction ceremony, Prof. Krishnan also addressed the school principals, where he shared a quick glimpse into IIMB's journey of becoming an institution of eminence. In his closing remarks, he shared his thoughts on the need for educators and academic institutions to keep evolving in an ever-changing educational landscape. In particular, Prof. Krishnan encouraged the principals to incorporate practical, hands-on experiments outside the classroom setup to enhance school students' research effectiveness.

- **9th and 10th edition of Doctoral Consortium on Teaching:** In January 2025, CTL successfully conducted its 9th and 10th editions of the Doctoral Consortium on Teaching at IIMB. The cohort comprised 67 senior doctoral scholars from IIM Bangalore and other institutes including IIM Ahmedabad, IIM Kozhikode, IIM Mumbai, IIM Trichy, IIT Madras, IIT Bombay, IRM Anand, XLRI Jamshedpur, ISB Hyderabad, MAHE Manipal, University of Hyderabad, Goa Institute of Management (GIM), Atal Bihari Vajpayee School of Management and Entrepreneurship JNU, and Krea University.

The program was thoughtfully designed to prepare future faculty members for the challenges of academia. The topics covered, included- 'Case Teaching Methodology', 'Drivers of Learning', 'Enhanced Learning Experience through Technology', 'Lecture-based Approach of Teaching', 'Teaching Quants', 'Experiential Learning', 'Classroom Management', 'Designing MOOCs', and 'Promoting Diversity and Inclusivity'. Insights from IIMB faculty members on *Course Design*, *preparing for the Academic Job Talk*, and *Navigating the Transition into Academia* added practical value to the discussions.

An important component of the consortium was the *Teaching Practicum* that provided the participants with an opportunity to take a class on their chosen topic and receive constructive feedback on delivering sessions effectively by faculty observers and mentors.

Prof. Krishnan, addressed the participating scholars of both the batches, sharing best practices in academics and insights on overcoming challenges as they start their careers as young faculty members.

IIMB faculty, Prof. **Mishra**, OB&HRM area; Prof. **Sourav Mukherji**, OB&HRM area; Prof. Rahul De, Information Systems; Prof. **Varun Jindal**, Finance & Accounting area; Prof. **Anil B. Suraj**, Public Policy area; Prof. **Rejie George Pallathitta**, Strategy area; Prof. **Jitamitra Desai**, Decision Sciences area; Prof. **Ananth Krishnamurthy**, Decision Sciences area; Prof. **Arpita Pandey**, Marketing area; Prof. **Neha Bellamkonda**, OB&HRM area; Prof. **Sanket Patil**, Economics area; Prof. **Aditya Shrinivas**, Economics area; Prof. **Sumit Saurav**, Finance & Accounting area; Prof. **Haritha Saranga**, Production & Operations Management; Prof. **Ashis Mishra**, Marketing area; Prof. **Gopal Mahapatra**, OB&HRM area; Prof. **Suresh Bhagavatula**, Entrepreneurship area; Prof. **Chetan Subramanian**, Economics area; Prof. Kulkarni, OB&HRM area; Prof. **Amar Sapra**, Production & Operations Management area; and Prof. **Rajalaxmi Kamath**, Public Policy area, were part of the training program.

CTL's programs in collaboration with the Ministry of Education, Government of India

- **2nd Edition of Nurturing Future Leadership Program (NFLP) from 16 to 20 September, 2024:** CTL hosted the NFLP from September 16 to 20, under the aegis of Malaviya Mission Teacher Training Program, Ministry of Education, Govt. of India.

In all, 32 participants, nominated by 17 central institutes and five state-funded institutes, attended the program. 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).

The program was inaugurated by Prof. Krishnan and Prof. Mishra. Prof. Mishra formally commenced the program with a Welcome Address, where he shared a comprehensive overview of IIMB's history, followed by a summary of the essential components of the program.

Strategic innovation and engaged leadership in diverse areas of research were the highlights of the Keynote Address on 'Academic Leadership and Institution Building', delivered by Prof. Krishnan. He urged the participants to set a personal vision for the future, look beyond their role as a teacher and instead view themselves as an 'engaged scholar'.

The program 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. The details of the sessions conducted during the program are provided below:

- o Prof. **Mishra** delivered a series of sessions on the topics of 'Leadership Competencies', 'Emotional Intelligence & Resilience', 'Building and Leading Teams', and 'Driving People and Performance'. The sessions involved the use of case studies and in-class exercises. The case discussions saw active participation from the audience on relevant aspects such as decision-making, people management, collaboration, team building, and so on.
- o Prof. **Rahul De'**, Professor, Information Systems, led a session on 'Digital Leadership'. Drawing on the digital transformation that the education sector is currently undergoing, Prof. De' threw light at the strategic use of emerging technologies such as cloud-based apps for classroom exercises/activities and Blockchain for credentialing and content authentication. His session majorly delved into the fundamentals of Artificial Intelligence, engaging participants in exercises based on different AI frameworks and models.
- o Prof. **Sourav Mukherji**, Dean, Alumni Relations and faculty of OB & HRM area, offered a perceptive take on the dimension of sustainability in academic institutes through his session on 'Driving Sustainability Initiatives'. While he acknowledged that it is challenging to change human behavioral traits, he also asserted that academicians have a crucial role to play in inculcating pro-environmental behavior at a community level by embedding sustainable practices in their pedagogies and research.
- o Prof. **Anil B Suraj**, Chairperson, Committee on Diversity and Inclusion, and Professor of Practice, Public Policy, delivered an insightful session on 'Institutional Legal Aspects

and Promoting Inclusivity’. Prof. Suraj set the context for the session by familiarizing the participants with the Indian legal system and the way it functions. While interacting with the participants, he threw light on some key strategies that can help academic leaders ensure legal compliance, thereby fostering a safe environment for the institution as well as its stakeholders.

- o Prof. **Shankar Venkatagiri**, Area Chairperson, Information Systems led a session on ‘Negotiation and Conflict Management’, where he engaged the participants in an intensive role-playing exercise to give them a hands-on experience of applying their negotiation skills. He also threw light on some power negotiating tactics to help them reach a conscious and wise agreement.
- o Prof. **Deepti Ganapathy**, Chairperson and Visiting Assistant Professor, Centre for Management Communication, touched upon another relevant aspect of leadership through her session on ‘Effective Communication for Academic Leaders’. She engaged the participants in a group exercise, where she introduced a few situation-based dilemmas and encouraged the groups to apply their communication skills to discuss and come up with effective resolutions.
- o Prof. **Gopal Mahapatra**, Professor of Practice, OB & HRM, led a lively discussion on ‘Understanding Self & Visioning’. The session comprised simple exercises for the participants to envision their personal/professional goals through self-exploration and create a roadmap to realize their aspirations as knowledge workers. Prof. Mahapatra highlighted the importance of learning agility for leaders and educators to cope with the constantly evolving landscape of the world.
- o Prof. **P D Jose**, Professor of Strategy, and Prof. G Raghuram, Former Director, IIM Bangalore, engaged in a dialogue focused on the topic, ‘Managing Stakeholders’. They emphasized the need for future leaders to adapt to the evolving stakeholder ecosystem—edupreneurs, technologists, investors, government & regulatory agencies, international collaborators, etc.—in academic institutions. Some of the key aspects that they highlighted included the protection of non-teaching time of faculty members, involvement of faculty in policy-based decision-making processes, and building of a strong organizational culture within the institution.

The program also contributed to holistic growth for the academic leaders by incorporating sessions on yoga & mindfulness, a cultural walkthrough comprising pottery and Channapatna wood turning activities as an attempt to connect them with sustainable enterprises, and a short exposure tour of Bengaluru.

CTL’s Chairperson, Prof. Mishra officially closed the programme by sharing insights on the core duties of an academician in relation to their role as academic leaders. Citing real life instances of thought leadership, he motivated the participants to see value in balancing their diverse responsibilities, ultimately benefiting their institutions and the academic community as a whole.

- **3rd Edition of NFLP from 9 to 13 December, 2025:** CTL hosted the third edition of NFLP under the aegis of Malaviya Mission Teacher Training Program by the **Ministry of Education, Government of India**. 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.

Prof. Mishra inaugurated the programme and delivered the Welcome Address, where he shared a glimpse of IIMB's legacy and emphasized the role of educators in not just shaping young minds but also fostering an empowered society.

The **Keynote Address** was delivered virtually by Prof. Krishnan, where he discussed various aspects of 'Academic Leadership'. He urged the participants to maintain a personal vision, work towards engaged scholarship with focus and strategic intent, benchmark against the best, and strive towards continuous improvement.

The sessions thereafter were led by senior faculty members of IIMB. Every session was carefully curated to instill different aspects of academic leadership including managing the self, cultivating interpersonal relationships, and developing leadership capabilities to tackle diverse crises at an institutional level. The details of various sessions of the programme are as follows:

- o Prof. **Mishra** covered diverse facets of leadership through sessions on 'Leadership Styles', 'Connecting with and Influencing People', 'Emotional Intelligence and Resilience', and 'Relationship and Trust Building'. Using selected case studies, visual aids, and exercises. The professor demonstrated how shifting the perspective from others to oneself always serves better than blaming the circumstances. To give them practical experience, he engaged the participants in a team building game which threw light on their unexplored individual traits. He also touched upon the difference between training, monitoring, motivating, and delegating, and the significance of choosing what's right over what's convenient.
- o Prof. **Shankar Venkatagiri**, Chairperson of Information Systems Area at IIMB, delivered an insightful session on 'Negotiation'. Using multiple stories, anecdotes, and personalized examples, he analyzed different crucial scenarios demanding high negotiation skills for an effective academic leadership and discussed important negotiation tactics to effectively navigate them.
- o Prof. **Rahul De'**, Professor of Information Systems, led an enlightening session on 'Digital Leadership' where he touched upon the relevance of cutting-edge technologies like Artificial Intelligence, Machine Learning, Data Science, and Prompt Engineering in the current academic setting. Participants actively interacted on the possible approaches

they could adopt to tackle the challenges they face while teaching a digitally advanced generation.

- o Prof. **Sourav Mukherji**, Dean, Alumni Relations & Development, and Professor of OB & HRM, highlighted the importance of sustainability and inclusivity in the current academic scenario during his session on ‘Creating a Sustainable Society: The Role of Institution Leaders’. He discussed how academicians can influence students, citing various techniques and initiatives adopted by IIMB in its journey towards sustainability. The professor urged the participants to contemplate possible solutions that could be adopted towards a sustainable future using a dedicated questionnaire.
- o Prof. **Anil B Suraj**, Chairperson, Committee on Diversity and Inclusion, and Professor of Public Policy, took the participants through the key concerns of ‘Institutional Legal Aspects and Fostering Equity and Inclusivity’. The participants discussed various concerns regarding the legal issues in their institutional settings and the challenges in tackling inclusivity. Together, the group contemplated key issues in an academic setting like the proportionality of student penalties, appropriateness of monetary penalties, alternative solutions, and constant and persistent efforts on sensitization.
- o Prof. **Deepti Ganapathy**, Chairperson, Centre for Management Communication, conducted an engaging session on ‘Effective Communication’. Dividing the participants into groups, she urged them to reflect on different types of communication through an activity which helped them rethink their ways of communication and interpersonal skills that play a vital role in their success as academic leaders.
- o Prof. **Kulkarni** led an interactive session on ‘Decision Making and Managing Unconscious Biases’. Using analogies of ‘dropping a weapon’ and ‘lighting a controlled fire’, and various examples from her career and the participants’ experiences, she demonstrated the need to take right decisions at the right time. She further urged the participants to experiment and introduce novel ways of dealing with their routine work.

The programme culminated with an interesting session, which involved a four-person chess game called Quaternity. The game was designed in a way that it could only be mastered if one made successful alliance with one’s co-players, thus enabling the participants to reflect on their interpersonal and leadership skills.

Apart from the enriching sessions on academic leadership, the NFL program also contributed to the holistic growth of the participants by incorporating Yoga sessions, a movie screening on thought leadership, 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.

Prof. Mishra delivered the closing remarks by motivating the participants to practice continuous self-improvement while balancing various academic roles. He also addressed various queries of the participants. The programme was officially concluded with a valediction ceremony.

With the completion of the third edition of NFLP, close to 90 faculty educators engaged and 50+ higher educational institutions across India benefitted from the NFL programs hosted by IIM Bangalore so far.

- **Academic Leadership Programme (ALP) from 8 to 13 March, 2025:** CTL successfully hosted the ALP in collaboration with the **Ministry of Education, Government of India**. The cohort comprised of Vice Chancellors from various centrally- and state-funded universities and Directors of Institutes of National Importance.

The participating institutes were IIM Raipur, IIT Dhanbad (ISM), NIT Raipur, NIT Jamshedpur, Mizoram University, North Eastern Regional Institute of Science and Technology (NERIST), Himachal Pradesh Technical University, Kerala University of Fisheries and Ocean Studies, and Vijayanagara Sri Krishnadevraya University.

The programme included thoughtfully curated sessions and a roundtable discussion covering various facets of academic leadership, such as leadership mindset, strategy implementation, organizational & data-driven decision-making, financial acumen, stakeholder management, institution building, innovation and higher education, managing with AI, the role of leaders in creating a sustainable society, and more.

The programme also facilitated a one-day visit to Prashanti Kutiram, S-Vyasa University, where the participating faculty members engaged in sessions on yoga and holistic wellness.

Programs for HEIs operating outside India

- **Faculty Development Programme (FDP) for delegates from Bhutan from 27 to 31 January, 2025:** CTL hosts development programme on project management for educators of Sherubtse College, Bhutan.

Aiming to disseminate a robust understanding of evolving best practices in teaching and learning, CTL recently conducted an FDP on Project Management and Digital Marketing. The programme was designed for five faculty members from the Project Management department at Sherubtse College, affiliated to the Royal University of Bhutan, and was tailored in alignment with Bhutan's evolving educational landscape.

The Programme Director, Prof. Mishra, welcomed the participants and delivered the opening address on 'Participant-centric Teaching'. Incorporating various in-class activities, interactive storytelling, and relevant examples to facilitate experiential learning, the sessions broadly explored the topics of 'Project Management' and 'Digital Marketing'.

Prof. **Nishant K Verma**, Production & Operations Management, and Prof. **Ananth Krishnamurthy**, Decision Sciences area, introduced the participants to various aspects of project management, including project risk management, constraints management, decision tree approach, and process mapping. Marketing area faculty Prof. **Arpita Pandey** and Prof. **G Shainesh** covered essentials strategies for digital marketing, programmatic advertising, SEO, and social media marketing.

The participating faculty members also had engaging interactions with Prof. Krishnan, Prof. **U Dinesh Kumar**, Dean (Faculty), and Prof. Kulkarni to explore potential academic collaborations.

A notable feature of the program was the Bengaluru Darshan, a guided city tour organized by team CTL, offering insights into the city's cultural heritage and cuisine.

IIMB-HBPE Teaching Cases (from April 2024 to March 2025):

Sl. No.	Author's Name	Case Title	Case No.	Year
1	Shankar Venkatagiri, Jayanth Jayaram	Suki AI: The Doctor Will See You	IM073B	2025
2	G.Shainesh	Asian Paints BHPS: Growing the World's Largest Painting Service	IM071B	2025
3	Debolina Dutta	Qapita: Designing and Managing Global LTIP Schemes for Employees	IM069B	2025
4	Santhi Perumal, Shyam Sreekumaran Nair, Deepak Chandrashekar	Posco in Odisha: Non-market Stakeholders (Missed) Management	IM063B	2025
5	M. S. Sriram	Ninasam: Perform or Perish, That is the Question	IM067B	2025
6	Sabarinathan G	Arali Ventures	IM065B	2025
7	Satyajit Roy and Sreelata Jonnalagedda	Business Model Innovation at LOG9	IM053B	2024
8	Srinivasan R and Amar Saxena	AuctionBazaar.com: Lubricating the NPA Disposal Process	IM061B	2024
9	Debolina Dutta and Stuti Jain	FieldAssist: Enabling Sales Performance and Incentive Design for Strategic Alignment of Frontline Salesforce in FMCG	IM057B	2024
10	Debolina Dutta	HYRGPT: Transforming Applicant Experience and Recruitment through Generative AI	IM051B	2024
11	Devika Devaiah and Srinivas Prakhya	SKODA Auto India: Service Recovery and Beyond	IM049B	2024
12	Haritha Saranga, Nayonika Goud	Decarbonizing the Real Estate Sector: One Building at a Time	IM037B	2024
13	Sabarinathan G, Ramakrishna S Velamuri	Carbon Masters India Limited	IM035B	2024

Sl. No.	Author's Name	Case Title	Case No.	Year
14	Haritha Saranga, Aditya Gupta	Kalyani Ferrestatm: India's First Green Steel is Ready, Already!	IM041B	2024
15	Haritha Saranga, Aditya Gupta	Kalyani Ferrestatm: India's First Green Steel is Ready, Already!	IM039B	2024
16	Smitha Patvardhan, Shubha D Patvardhan	The Muthoot Touch: Adding Glitter to The Indian Gold Loan Industry	IM033B	2024
17	Ashis Mishra, Sanchit Jain, Vibhu Teraiya	smallcase: A Disruptive Business Model In India	IM025B	2024
18	Tanya Jain, Rahul Singh, Chetan Subramanian, Ashok Thampy	Multi-Financier Factoring Exchange: TReDS and RXIL	IM029B	2024
19	Abhoy K Ojha	Managing Change: Merger of Vistara and Air India	IM027B	2024
20	Debolina Dutta	Tesco Business Solutions: Enhancing Employee Experience Through Hyper-Personalization of the Employee Value Proposition	IM023B	2024
21	Ranjani K S, Chirag Rawat, Dinesh Kumar Unni Krishnan	Funding Green Hydrogen from Waste: Can Social Projects Make Financial Sense?	IM019B	2024
22	Abhishek Sahu, Debolina Dutta	Employee Monitoring: Toward an Orwellian Organization	IM015B	2024
23	Satyajit Roy and Haritha Saranga	Saahas Zero Waste: Breaking the Spell of Fast Fashion with Circularity	IM013B	2024
24	Manisha Rathi and Shankhadeep Banerjee	Ecosystem Development for Digital Public Goods: The Case of Jugalbandi	IM011B	2024
25	Rajarajan Rathina, Neha Rajput, Padmavati Sridhar, Lokesh Babu and Dinesh Kumar Unni Krishnan	Drishya AI Labs: Enhancing Alarm Intelligence Through Machine Learning	IM007B	2024
26	Upasna A. Agarwal, Vrinda Khattar, Rajiv Agarwal and Gopal Mahapatra	Devita Saraf and VU from the Top	IM005B	2024



Mizuho India Japan Study Centre (MIJSC)

*M*IJSC @ IIMB was set up in September 2017, as a Centre of Excellence with a vision to work on education and research through a collaboration with industry of both India and Japan. Accordingly, the mission was to enhance engagement between academia, business, government and societies of the two countries. 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.

1. Academic Initiatives

There are many activities which have continued from 2024-25. Some of these are:

- Academic Partnerships
- Funded Collaborative Research Programs
- Courses on Japan
 - o Japanese Language, Conversation and Cultural Study Program
 - o In Residence Program
 - o Book Publications

2.1 Academic Partnerships

Over the years, MIJSC has developed strong and evolving partnerships with 10 Japanese Universities. Waseda and KEIO Universities have been sending executives for immersive learning to MIJSC. Similarly, Meiji and Nagoya Universities have been sending undergraduate students and entrepreneurs for similar immersive learning experiences. Hiroshima University along with four other Institutions have been involved with the AGILE COIL Program, wherein students from all these universities meet either in Japan or in India. Contacts with other universities like Kyoto, Hitotsubashi, NUCB and IUJ are also ongoing.

2.1.1 Immersive Learning Programmes for Japanese Executives

- Waseda Business School: A group of E-MBA and MBA executives from Waseda Business School came for two days immersive learning program. The sessions included 'India's experiment with Digital Public Infrastructure and Payments', 'Frugal Innovation', MITTI Café journey as a socially impactful startup, visit to software GCC (Toshiba Software), visit to hardware GCC (GE Healthcare) and interaction with two Indian startups.
- KEIO University: A similar immersion program for the E-MBA executives is scheduled to visit IIMB in March 2026.

2.1.2 Immersive Learning Programmes for Japanese Students

Meiji University: One-week immersion program was conducted for the undergraduate students from Meiji University in the month of November 2024. This included sessions on 'Observational Skills', 'Cross-Cultural Communication', 'Supply Chain Management in Industry Context', followed by visits to Sansera Engineering Limited and Geom Business Solutions. A workshop on Indian culture was also arranged for the group.

2.1.3 Immersive Learning Programmes for Japanese Startups

Nagoya University: A team of Japanese students and potential entrepreneurs from Nagoya University came for an immersive learning program on February 2025. During this session, the participants presented their business proposal after interactions with Indian businesses and feedback was given to them by industry experts on their proposals.

2.1.4 Immersive Learning for IIMB Students

BBA DBE: AGILE COIL Entrepreneurship program was offered virtually to select students of the first batch of BBA DBE stream at IIMB. Further, a select group of students from the same batch are being sent for a workshop at Hiroshima University funded by Japan Government, scheduled to begin in September 2025. These students have been selected based on their academic performance as well as the strength of their Statement of Purpose.

2.1.5 Visiting Faculty to Japanese Universities

Prof. Jaideep Sarkar visited Nagoya University in October 2024 as a visiting faculty for a period of four weeks. He took sessions for Global Managers Program at Nagoya University.

2.2 Funded Research Program

2.2.1 Research Projects by IIMB Faculty

MIJSC has been funding research projects by IIMB Faculty. The MIJSC has sponsored 11 Research projects of which 8 have been completed and uploaded on to MIJSC website. The details of the balance of three projects and two other projects which are in the proposal stage are summarized below:

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

Sl.No.	Title of Research	Faculty	
3	Dedicated Freight Corridor	Prof. G Raghuram	Completed
4	Speed and Socioeconomic Development: Influence of Indian Railways	Prof. N Ravi	
5	The Trends in FDI Inflows from Japan to India	Prof. Rupa Chanda	
6	Business Groups in India and Japan	Prof. Subhashish Gupta	
7	India-Japan Relations in Services & the India-Japan Comprehensive Economic Partnership Agreement	Prof. Rupa Chanda	
8	A Comparative Analysis of Japan's Noh Theatre with its Indian Counterpart	Prof. A Damodaran	
9	Insights into Understanding Japan's Craft & Related Policies	Prof. Suresh Bhagavatula	
10	Identities, Womanhood and Abenomics- A Comparative Analysis of the Works of Junichiro Tanizaki and Ismat Chughtai	Prof. A Damodaran	

2.2.2 Research Collaboration with Outside Faculty

Research Collaboration with IIM Faculty & Outside Faculty

1. Firm Performance and Board Diversity in Japan: Direct Effect, Firm Efficiency
Dr. Tirthatanmoy Das (IIMB Faculty) and Dr. Takahiro Nishi (Meiji University Faculty)

2.3 Courses on Japan

2.3.1 Business Planning for International Markets (BPIM) Japan

BPIM-J program is being offered by Prof. Krishna Sundar. The objective is to enable students to appreciate the complexity of business creation in a culturally different region. The course was offered in 5/6 term in academic year 2024-25 and the batch of 25 students visited Japan for a two-week immersion which involved interaction with business leaders and startups.

2.3.2 Understanding Contemporary Japan (UCJ)

UCJ elective is being offered by Prof. Jaideep Sarkar. The course reflects on how Japan Inc is reimagining itself in Society 5.0 after years of stagnation and lack of innovation during the 'lost decades' following the collapse of the 'bubble' economy in the early 1990s. A concomitant part of the study looks at how traditional Japanese management practice is evolving. The course also offers sessions on Japanese culture and communication. The course was offered in term 5 in academic year 2024-25 and the batch of 75 students took the course.

2.4 Japanese Language Courses

2.4.1 Online Language Course (JLCC)

This program was launched to tap into the huge market for Japanese language learners. The focus is to introduce Japanese language in a manner which is specifically designed to meet the standards of Japanese proficiency level with a focus on building conversational competency skills. The first cohort was launched in January 2024 for Foundation Course (N5 level). After the success of this cohort, a second cohort was launched in January 2025 for Foundation Course (N5 level) and Basic Course (N4 level). The structure of the program ensures a blend of learning, practice, and interaction along with periodical in-campus language workshops.

2.4.2 Hybrid Online Language Courses (HJLP, HCJP)

Two more hybrid online language courses are on the anvil which would be based on self-learning with expert mentoring. These courses would be offered on IIMBx Platform.

2.5 In-Residence Program

Through initiatives such as the Distinguished In-Visitors Program, we bring eminent Japanese scholars into India. These residencies allow them to interact with IIMB Faculty to explore joint research opportunities. They also interact with students and visit Indian industries to help create documents for decision makers.

Prof. Fumiko Takeda from Keio Business School, an expert in corporate governance, shareholder activism, and institutional investors visited and gave a seminar in September 2024 and interacted with many IIMB faculty.

2.6 Publications

2.6.1 Monograph of Webinar Deep Dive

Six webinars were selected for a deep dive, wherein the topic covered in the webinar were further explored in terms of the research carried out on the topic by other researchers / practitioners. These papers were compiled in the form of a monograph and published as Volume 3 of 'Studying India & Japan Connects' and was released in September 2024.

2.6.2 Newsletter

'Akari' Newsletter Vol 4 Issue 1 and Vol 5 Issue 1 were released during the year 2024-25.

2.6.3 Brochures

Two brochures, one covering the Lean Manufacturing Practices Program and the other covering all the activities of the Centre were released during the year 2024 - 25 and shared with all the stakeholders.

3.0 Business Initiatives

3.1 Corporate Partnerships

Apart from Mizuho Bank, we have been getting support from BPL Medical Technologies and Toshiba Software India. In the year 2024-25, we have received 25 lakhs from BPL Medical Technologies and 10 lakhs from Toshiba Software India. Cumulatively, we have received ₹ 251 million from all our donors.

3.2 Revenue Generating Programmes / Executive Education Programmes (EEP)

A specially designed Executive Education Program was launched in February/ March 2024 with the main objective to focus on imparting knowledge and skills on core Japanese Management Practices covering Strategic Thinking, Decision Making, Operations and Human Resource Management. The program was aimed at senior/ middle level managers who are working in Japanese companies in India and Indian companies who are doing or intending to do business with Japanese companies.

The enthusiastic reception to the first batch triggered a second offering of this program in April 2024.

The feedback from both programs was excellent. Many more programs focusing on Japanese practices are on the anvil.

3.3 Hybrid Learning Programmes

A unique methodology for learning was created with the aim to modularize the delivery structure and for each of those modules, a learning is delivered on a MOOCs platform followed by expert interventions which will ensure application of the concept covered by the MOOCs videos. This methodology has been applied for many programmes including Lean Practices, Japanese Languages etc.

3.4 Lean Practices

3.4.1 Lean Manufacturing Practices

MIJSC has been conducting the Lean Manufacturing Practices program aimed at producing industry-ready engineers by giving them knowledge and skills in Lean Manufacturing Practices. This is conducted in two phases, wherein the first phase focusses on the engineering college faculty training and certification. The first cohort was launched in January 2023 and 25 faculty were certified in November 2023. The second cohort was launched in August 2024 and 50 faculty will be certified in October 2025. The third cohort was launched in March 2025 and 67 faculty will be certified in December 2025. Some of the unique feature of this program include:

- This is a hybrid learning platform, wherein the digital learning is done using MOOCs Platform (SWAYAM/IIMBx).
- The intervention is done by a panel of industry experts who ensure that the participants apply their learnings in a real-life problems on the shop floor through clearly defined projects.

Some of the engineering colleges of cohort 1 have already started offering this as an elective course for their students, starting March 2025. The structure and contents of the program are summarized in the picture below.

3.4.2 Lean Agile Programme

A programme focussing on IT streams for engineering colleges is being developed. This will address the two key drivers for effective software development namely the lean software development and the agile methodology for lean software project implementation.

3.4.3 Lean Manufacturing Transformation Programme

This programme which is on the anvil focusses on providing a platform for industry professionals to learn and adopt best practices in Lean Manufacturing. It aims to transform knowledgeable managers into skilled leaders capable of guiding the manufacturing industry to new heights. The concept of Lean Transformation of SMEs focuses on enhancing the processes across the value stream to eliminate waste and deliver optimized value to the customer. This can help industry, and organizations achieve their goals in smarter, more sustainable ways.

3.5 Webinars/Seminars

MIJSC conducts webinar/seminar series which focuses on bringing-in experts from various fields to promote understanding of Japan in India and India in Japan. This is designed to foster the interaction of experts in the field to interact with IIMB and local/global community to produce insights into the various challenges of industry,

academia, and the society. This is conducted in three formats. Tatsujin-Speak is a format in which individual experts who will be presenting and interacting with a moderator. Meijin Samvad is a format in which a panel of experts would be presenting and interacting with the moderator. Seminar is a format in which experts will be physically presenting and interacting with the moderator and the audience. Cumulatively, 32 such webinars have been conducted since its inception in August 2020. The flyers of the latest two webinars are given below for reference.

3.6 Whitepaper for Decision Makers

MIJSC sponsors studies on subjects of interest to decision-makers and professionals in industry and government. The first such project has been initiated with a Professor from Meiji University, which is on the topic of 'Trends in Sustainable Transportation – "Connected", "Autonomous", "Shared", and "Electric", Approach for Indian Auto Industry.'

4.0 Other Activities

4.1 Foundation Day

MIJSC celebrated its seventh Foundation Day on September 20th, 2024. The highlights of the program were:

- Chief guests
 - Address by Keynote Speaker – Dr. S. Vidyashankar, VTU Vice Chancellor on 'Reimagining Engineering Education in India.'
 - Address by Guest of Honour – Mr. Koji Sato, Head of Japan Foundation on 'Japanese Studies and International Relations.'
- Cultural program by Japanese groups namely 'Legacies Band' and 'Royal Echo Chorus.'

4.2 Japanese Industry Bodies Interaction

Osaka Prefecture Government representatives headed by the Vice Governor along with other team members including some industry representatives visited IIMB in July 2024. The objectives of the visit were to help increase interaction between Japanese Universities and IIMB as well as explore possibilities of young talent movement to Japan especially to Osaka Prefecture.



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 2024–2025 are provided here.

Sl. No.	Speaker Name and Institution	Institution Affiliated	Title of the Talk	Date
XVII-1	Shameen Prashantham	CEIBS, Shanghai, China	The Role of Unequal Spatial Distribution of African Migration in Chinese Exports to Africa	April 8, 2024
XVII-2	Ajay Bhaskarabhatla	Erasmus University Rotterdam	The Role of Unequal Spatial Distribution of African Migration in Chinese Exports to Africa	April 10, 2024
XVII-3	Shubha Patvardhan	IIMB	Workshop on Qualitative Research Methods	May 2, 2024
XVII-4	Sridhar Seshadri	University of Illinois	Dual Sourcing Systems: Introduction, Developments and Questions	June 26, 2024
XVII-5	Dyotona Dasgupta	Jindal Global University	Educational Standards and Parental Investment	July 11, 2024
XVII-6	Abhishek Roy	Temple University	Collaborative New Product Development: Co-creating with a Shared Supplier in the Presence of a Competitor	July 15, 2024
XVII-7	Ellapulli V. Vasudevan	IIM Ahmedabad	Round trip trades, short-termism and momentum	July 16, 2024
XVII-8	Anurava Sen	Indian Statistical Institute, Delhi	Stable Matching with Privately Observed Payments	July 20, 2024
XVII-9	Jay Sethuraman	Columbia University	Managing Cascading Disruptions Through Optimal Liability Assignment	July 20, 2024
XVII-10	Debasis Mishra	Indian Statistical Institute, Delhi	Rank-preserving Multidimensional Mechanisms	July 20, 2024
XVII-11	Sanchari Roy	University of Exeter Business School	Dream Building, Group Cooperation and Female Entrepreneurship: Evidence from Self-Help Groups in West Bengal	August 1, 2024

Sl. No.	Speaker Name and Institution	Institution Affiliated	Title of the Talk	Date
XVII-12	Aniruddha Ghosh	California Polytechnic State University	Robust comparative statics with misspecified Bayesian learning	August 5, 2024
XVII-13	Ankur Kapoor	IIM Udaipur	To Wait, or Not to Wait: The Paradoxical Effects of Time Metaphors on Impatience	August 6, 2024
XVII-14	Veda Narasimhan	NYU-Abu Dhabi	Political Institutions, Public Goods, and Migration	August 14, 2024
XVII-15	Barthelemy Bonadio	NYU-Abu Dhabi	Trade with whom you know: firm-to-firm trade and social network	August 8, 2024
XVII-16	Nitin Kumar Bharti	NYU-Abu Dhabi	Justice for all? Evaluating the impact of legal aid clinics in India	September 9, 2024
XVII-17	Anand Shrivastava	Azim Premji University	Social networks and experienced inequality	September 12, 2024
XVII-18	Subham Akshat	University of Houston	Impact of Regulation on Deceased-Donor Liver Offer Acceptance: A Framework and Analysis	September 18, 2024
XVII-19	Shekhar Tomar	ISB	Trumping Immigration: Visa Uncertainty and Jobs Relocation	September 20, 2024
XVII-20	Nitish Jain	London Business School	The Role of Return Environment on Contingent Free Shipping Policies	September 27, 2024
XVII-21	Sukrit Pal	Iowa State University	Efficiency and Driver Behavior in Ride-Hailing Platforms with Adjacent Services: An Empirical Study of the Impact of Food Delivery Introduction	October 7, 2024
XVII-22	Priyam Verma	Ashoka University	Trade Shocks and the Changing Economic Geography of the US	October 9, 2024

Sl. No.	Speaker Name and Institution	Institution Affiliated	Title of the Talk	Date
XVII-23	Nagesh N. Murthy	University of Oregon	Building University-Industry-Government Partnerships for Both Academic Goals and Economic Impact	November 8, 2024
XVII-24	Rishideep Roy	University of Essex	How fast do rumours spread?	November 22, 2024
XVII-25	Babita Bhatt	Australian National University	Amplifying scholarship through engaging in policy and practice: Insights from the Academy of Management Perspectives (AMP)	November 27, 2024
XVII-26	Israr Qureshi	Australian National University	Resp Digitally-Enabled Social Intermediation	November 28, 2024
XVII-27	Jitendra Aswani	Post-Doc at MIT Sloan School of Management	Rethinking the Value and Emission Implications of Green Bonds	November 29, 2024
XVII-28	Sheridan Titman	University of Texas at Austin	Information Transmission in Dealer Markets: Evidence from Chinese Block Trades	December 4, 2024
XVII-29	Archishman Chakraborty	Yeshiva University, NY	Selected Facts	December 5, 2024
XVII-30	Ratul Lahkar	Ashoka University	Tullock Contests and Institutions	December 5, 2024
XVII-31	Ayushi Bajaj	Monash University in Melbourne	Trade, Liquidity and Monetary Spillovers under Dollar Dominance	December 12, 2024
XVII-32	B Ravikumar	St Louis Federal Reserve	Cross-country mortality convergence	December 12, 2024

Sl. No.	Speaker Name and Institution	Institution Affiliated	Title of the Talk	Date
XVII-33	Prashant Bharadwaj	University of California, San Diego	Statistical Discrimination and the Distribution of Wages	December 13, 2024
XVII-34	Rish Singhania	University of Exeter Business School	Firm Dynamics with Many Sectors	December 16, 2024
XVII-35	Arun Kuchibhotla	Carnegie Mellon University	Inference, Inference, Inference!	December 23, 2024
XVII-36	Kalyan Chatterjee	Penn State University	Strategic Disclosure in Research Races	January 2, 2025
XVII-37	Sampreet Goraya	Stockholm School of Economics	Climate Change, Firms, and Aggregate Productivity	January 6, 2025
XVII-38	Robert Davison and Monideepa Tarafdar	City University of Hong Kong and University of Massachusetts Amherst	Joint Research Seminar: Publishing in Top Tier Information Systems Journals - An Editor's Perspective	January 9, 2025
XVII-39	Suresh Muthulingam	Penn State University	Does Legalizing Marijuana Increase Toxic Waste? Evidence from Manufacturing Facilities in the United States	January 9, 2025
XVII-40	Anindya Chakraborty	IIMA	War and Transnational Reshoring	January 10, 2025
XVII-41	Subhasish Chowdhury	University of Sheffield	Partisanship, Inequality, and Destructive Behavior: An Experiment with Republicans and Democrats	January 16, 2025
XVII-42	Pushkar Maitra	Monash University	Do status and identity shape adherence to advice?	January 23, 2025
XVII-43	Madhu Kalimpalli	Wilfrid Laurier University	Bond Short Selling and Climate Risk: Evidence from the CDS market	January 24, 2025

Sl. No.	Speaker Name and Institution	Institution Affiliated	Title of the Talk	Date
XVII-44	Saish Nevrekar	Ashoka University	Leapfrogging Competition: How Mergers Drive Drastic Innovations	January 30, 2025
XVII-45	Bharath Sarath	Rutgers	FDIC intervention, Investor reactions and Reported Bargain Purchase Gains during the 2008 Crisis	January 31, 2025
XVII-46	Shankar Ganesan	University of Notre Dam	Navigating Geopolitical Turmoil: Corporate Responses to the War in Ukraine and Its Impact on Consumer Mindset	February 6, 2025
XVII-47	Aloke (Al) Ghosh	UNC Charlotte	IPOs, Internal and Disclosure Control Quality, and Financial Reporting Quality	February 7, 2025
XVII-48	Nirupama Kulkarni	CAFRAL	Financial Repression, Deposit Rate Deregulation \\ and Bank Market Power	February 27, 2025
XVII-49	Aditya Aradhye	Ashoka University	Mechanism Design with Spiteful Agents	March 12, 2025

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

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

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



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