



भारतीय प्रबंध संस्थान बेंगलूर
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BANGALORE

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ANNUAL REPORT 2014-2015



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RESEARCH AND PUBLICATIONS

ANNUAL REPORT 2015

(April 2014 – March 2015)



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कार्यपालक ब्लॉक
Executive Block

EXECUTIVE BLOCK

Preface

Research at Indian Institute of Management Bangalore (IIMB) covers all the functional areas of management. Faculty members at IIMB are involved in both theoretical and empirical research that deepens our understanding of decision-making and actions of economies, industries, firms, managers, and various stakeholders. This report provides details of research and publication activities at IIMB from April 2014 to March 2015.

This year, IIMB faculty members and research scholars have published five books and fifty eight articles in academic journals. Our faculty published twelve articles in top journals – journals which have been listed in the Financial Times 45 list, the Business Week 20 list, or the UT Dallas list of top journals. IIMB continues to distribute case studies through Harvard Business Publishing (HBP) and Ivey Publishing. During the academic year (2014–2015), eighteen cases along with their teaching notes were distributed through HBP and two case was published by Ivey Publishing. The research culture at IIMB is enriched by seminars at which researchers from various academic institutes and research organizations share their research work. Close to thirty seven researchers from across the globe visited IIMB and delivered research seminars. Several conferences and open house meetings were conducted at IIMB to discuss many contemporary research themes at IIMB. Confirming our growing reputation as a research school, IIMB has been ranked second in India in terms of research output by the Naveen Jindal School of Management at University of Texas, Dallas.

This year witnessed several initiatives and events designed to propel our faculty's research to higher levels. We are providing generous support for research and professional development of junior faculty with “young faculty chairs”, as well as recognition of seasoned faculty through the creation of new Institute chairs. We have ambitious plans for our research centers. We will soon commission two new research labs, one for Big Data and another for Behavioural Research. In addition, our Centre for Capital Markets and Risk Management has begun several activities that are designed to establish academic leadership in research and teaching on Indian Capital Markets. We assisted the Government in launching the Global Initiative of Academic Networks (GIAN), which will bring distinguished foreign academics to teach in India. The US-based Academy of International Business, which is the world's premier professional association for international business faculty, for the first time, held its Annual Meeting in India in June 2015. Our Institute hosted this meeting here in Bangalore.

IIMB faculty members have gained national and international recognition for their outstanding research achievements during this period and most of their works are available in the public domain. Dr. Ramadhar Singh, Distinguished Professor, has been invited to join the Editorial Board of *Review of General Psychology*. Dr. U Dinesh Kumar and Dr. Pulak Ghosh have been recognized as one of the top 10 Most Prominent Analytic Academicians in India by *Analytics India Magazine*. Dr. Pulak Ghosh has been appointed as member of the Data Privacy Advisory Group of Global Pulse – the UN Secretary-General's Big Data innovation initiative.

We are proud of our achievements and look forward to a period of increased research output in the next few years.

Srinivasan Rangan

Chairperson, Research and Publications

Research Output Tables

Research and publication activities undertaken by IIMB community during the academic year 2014–2015 (April 2014 to March 2015) in various forms namely books, peer-reviewed journal publications, cases, working papers, conference presentations, research projects, etc. can be found below.

Research Output: 2014–2015

Research and Case Projects	63
Articles in Prestigious Journals Listed in FT 45, BW 20, UT Dallas 24, etc.	12
Refereed Articles in National Journals	16
Refereed Articles in International Journals	42
Total Number of Articles in National & International Journals	58
Books	5
Chapters in Books	11
Case Studies and Teaching Notes Distributed through HBP and IVEY Publishing	40
Working Papers	30
Articles in Newspapers/Magazines, etc.	121
Other Publications (Monographs, Reports, etc.)	24
Awards and Recognitions in Research to IIMB	19
FPM Students Awards/Honors	4
Seminar/Conference/Workshop Presentations/Invited Talks by Faculty	207
Conferences/Seminar/Workshop Presentations by FPM Students	37
Total Number of Conferences/Seminar/Workshop Presentations/Invited Talks by IIMB Faculty and Students	244
Articles in Conference Proceedings	13
Doctoral Theses Completed	18
Workshops and Conferences Organized at IIMB	12
Research Seminars at IIMB	37

Research Output for 2008–2015

The table below provides “Research Output” for the previous academic years: 2008–09; 2009–10; 2010–11; 2011–12; 2012–13; 2013–14 and 2014–15.

Sl. No.	Category	2008–09	2009–10	2010–11	2011–12	2012–13	2013–14	2014–15
1	National Journals	27	7	17	29	15	10	16
2	International Journals	32	38	61	32	56	52	42
3	Total Number of National & International Journals	59	45	78	61	71	62	58
4	Books	06	14	10	05	07	04	05
5	Chapters in Books	22	12	25	15	10	19	11
6	Total Number of Presentations in National and International Conferences	84	65	112	108	217	276	207
7	Research and Case Writing Projects	93	93	84	70	72	79	53
8	Cases and Teaching Notes Distributed through HPB and IVEY Publishing	-	-	16	22	56	19	40
9	Working Papers	17	20	28	28	39	54	30
10	Other Publications (Monographs, Reports, etc.)	15	21	10	21	18	18	24
11	Articles in Newspapers/ Magazines, etc.	70	80	93	71	94	121	121
12	Research Seminars at IIMB	37	38	24	42	40	38	37

FPM Output for 2011–2015

Research output by FPM students in the academic years: 2011–12; 2012–13; 2013–14 and 2014–15.

Sl. No.	Category	2011–12	2012–13	2013–14	2014–15
1	Doctoral Theses Completed	13	13	6	18
2	Working Papers	1	2	5	2
3	Publications in Journals/Book Chapters/Cases	9	4	7	11
4	Conference/Seminar/Workshop Presentations by FPM Students	43	25	49	37
5	FPM Workshops	2	15	14	-



IIMB Cases Distributed by Harvard Business Publishing

IIMB was the first Indian B School to board the Harvard Business Publishing (HBP) platform. In April 2011, IIMB and HPB 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, who 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. located in different parts of the globe. Around 248 universities across more than 300 countries have purchased the IIMB cases.

Research and Publications (R&P) team under the leadership of Prof. U Dinesh Kumar has achieved success in the area of case writing and publishing in 2014–2015 by adding more cases to the Harvard collection. About 102 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 2014–2015 is provided below.

Sl. No.	Author	Title	Year
1	Abhoy K Ojha	Bosch India's Starter Motor and Generator Division: Pioneering a Network Form of Organization	2014-15
2	Abhoy K Ojha	Mahindra Aerospace: Looking Ahead	2014-15
3	Anshuman Tripathy and Kiran K	Resource Planning at Akshaya Patra, Vasanthapura	2014-15
4	Anshuman Tripathy, Monika Singh, and Sachin Kumar	New Technology Adoption at Century Real Estate	2014-15
5	Apoorva Prakash, Muthu Solayappan and U Dinesh Kumar	Managing Linen at Apollo Hospitals	2014-15
6	Avinash G Mulky	Shodh – Market Research for Economy Housing - (A)	2014-15
7	Debolina Dutta and DVR Seshadri	SSISM – Social Entrepreneurship or Chaos?	2014-15

Sl. No.	Author	Title	Year
8	Debolina Dutta, Sushanta Kumar Mishra and Mathew J Manimala	Talent Acquisition Group (TAG) at HCL Technologies: Improving the Quality of Hire through Focused Metrics	2014-15
9	Dhimant Ganatra and U Dinesh Kumar	A Dean's Dilemma: Selection of Students for the MBA Program	2014-15
10	Kumar Rakesh Ranjan and Shainesh G	Global Development Network: Communicating Agricultural Policy Research	2014-15
11	Kumar Rakesh Ranjan and Shainesh G	The Growth Dilemma at Grameen Koota	2014-15
12	Prakash Hegde, Ruchi Jaiswal, Suhruta Kulkarni, and U Dinesh Kumar	Larsen and Toubro: Spare Parts Forecasting	
13	S Ramesh Kumar, Jagannath Janakiraman and Shankar Sethuramalingam	Cultural Symbolism and Entrepreneurial Brand – The Indian Context	2014-15
14	Seema Gupta	Dainik Bhaskar Group: Aspiring Growth	2014-15
15	Sreelata Jonnalagedda	Tears with Them, Tears without: Onion Prices Make India Cry	2014-15
16	Srujana H M, Haritha Saranga and U Dinesh Kumar	Era of Quality at the Akshaya Patra Foundation	2014-15
17	Sujoy Roychowdhury, Alok Shrivastava and U Dinesh Kumar	Forecasting Demand for Food at Apollo Hospitals	2014-15
18	Sujoy Roychowdhury and Srinivas Prakhya	Retail Credit Scoring for Auto Finance Ltd.	2014-15

IIMB–IVEY Partnership

IIMB's partnership with IVEY continued during 2014–2015. In May 2010, a MoU was signed between Richard IVEY School of Business, University of Western Ontario and IIM Bangalore to foster research collaborations between the two business schools. The partnership expanded the research network and encouraged joint research and co-authorship between faculty at IIMB and IVEY with the goal of jointly publishing articles and developing cases. As a result, the partnership has led towards developing India-specific case materials for use in business education around the world and support IIMB's emphasis on case-based teaching and writing, enhancing its focus on achieving its excellence in management education. Following are the details of cases published during 2014–2015.

IIMB Co-branded Cases with Richard Ivey School of Business

Sl. No.	Author	Title	Year
1	Debolina Dutta and Matthew J Manimala	Eyes of Janus: Evaluating Learning and Development at Tata Motors	2014-15
2	S Ramesh Kumar, Venkata Seshagiri Rao and Trinadh Narayana	Himalaya Drug Company: Repositioning of a Herbal Bath Soap	2014-15

Leading Journal Publications

IMB has nurtured the research culture of providing high priority to publications in refereed academic journals with high impact factor that are relevant to the current business and management scenario. Over the years, the knowledge generated by the faculty at IMB has been appearing in leading academic journals including journals listed in Financial Times 45, Business Week 20, UT Dallas 24, etc. During the academic year 2014–2015, there were about seven such prominent publications which are listed below.

Sl. No.	Authors	Title of the Article	Journal Name	Publication Details
1	Arkadipta Ghosh and Arnab Mukherji	Air Pollution and Respiratory Ailments among Children in Urban India: Exploring Causality	<i>Economic Development and Cultural Change</i>	Vol. 63, Issue 1, October 2014, pp. 191-222
2	Chitra Singla, Rajaram Veliyath and Rejie George P	Family Firms and Internationalization-Governance Relationships: Evidence of Secondary Agency Issues	<i>Strategic Management Journal</i>	Vol. 35, Issue 4, April 2014, pp. 606-616
3	Durham, G., Geweke, J. and Pulak Ghosh	A Note on Consistent Estimation of a Dynamic Jump Intensity Model with Implications for Option Pricing	<i>Journal of Financial Economics</i>	Vol. 115, 2015, pp. 210-214
4	Jong Kook Shin and Chetan Subramanian	Disinflation with Labor Market Frictions	<i>Journal of Macroeconomics</i>	Vol. 41, September 2014, pp. 1-15
5	K. S. Manikandan and J Ramachandran	Beyond Institutional Voids: Business Groups, Incomplete Markets, and Organizational Form	<i>Strategic Management Journal</i>	Vol. 36, Issue 4, 2015, pp. 598-617
6	Mukta Kulkarni	Language-Based Diversity and Faultlines in Organizations	<i>Journal of Organizational Behavior</i>	Vol. 36, Issue 1, January 2015, pp. 128-146
7	Mukta Kulkarni and Hugh Scullion	Talent Management Activities of Disability Training and Placement Agencies in India	<i>The International Journal of Human Resource Management</i>	Vol. 26, Issue 9, 2015, pp. 1169-1181

Sl. No.	Authors	Title of the Article	Journal Name	Publication Details
8	Mukta Kulkarni and K. V. Gopakumar	Career Management Strategies of People with Disabilities	<i>Human Resource Management</i>	Vol. 53, Issue 3, May-June 2014, pp. 445-466
9	Sai Yayavaram and Wei-ru Chen	Changes in Firm Knowledge Couplings and Firm Innovation Performance: The Moderating Role of Technological Complexity	<i>Strategic Management Journal</i>	Vol. 36, Issue 3, March 2015, pp. 377-396
10	Sarah Brown, Pulak Ghosh and Karl Taylora	The Existence and Persistence of Household Financial Hardship: A Bayesian Multivariate Dynamic Logit Framework	<i>Journal of Banking & Finance</i>	Vol. 46, September 2014, pp. 285-298
11	Shirish C. Srivastava and Shainesh G	Bridging the Service Divide Through Digitally Enabled Service Innovations: Evidence from Indian Healthcare Service Providers	<i>MIS Quarterly</i>	Vol. 39, No 1, 2015, pp. 245-267
12	Vasanthi Srinivasan and Rajesh Chandwani	HRM Innovations in Rapid Growth Contexts: The Healthcare Sector in India	<i>The International Journal of Human Resource Management</i>	Vol. 25, Issue 10, 2014, pp. 1505-1525

Corporate Strategy and Policy (CSP)

The Corporate Strategy & Policy Area (CSP) deals with issues related to the formulation and implementation of management and change strategies as organizations strive to remain successful and grow in an increasingly complex, competitive, and globalized world. It is therefore interdisciplinary by nature and requires an understanding of all functional areas. The area is well-endowed in terms of faculty resources for dealing with these complex problems. Apart from the core area of strategic management, research areas include international business, strategic alliances, new product development, and the management of technology & innovation. Research themes in this area cover the entire gamut of issues faced by the globalized businesses of today, and the institutions and policies that influence the performance of these businesses. Besides teaching, other activities include case writing, sponsored research projects and consultancy. Themes of current business form the basis of a number of research projects engaged by faculty members. Faculty members are on the boards of several companies and also serve on national committees dealing with strategic and policy issues. Research activities undertaken by the faculty and students in this area are captured in this section under different headings.

I-A Research Projects

I-A1 Partnering for Success: Advancing Sustainability Research and Education in India

Project Team: **P D Jose, U Dinesh Kumar and Vasanthi Srinivasan**

Summary: The project promotes collaboration between IIM Bangalore and University of North Carolina on sustainability-related education. The project received the prestigious ‘Obama–Singh 21st Century Knowledge Initiative Awards.’ The initiative strengthens collaboration and builds partnerships between American and Indian institutions of higher education in priority fields. IIM Bangalore is one of the eight institutions that are the recipients of the prestigious award. Each project will receive an award of approximately \$250,000 that can be utilized over a three-year period, with the objectives of cultivating educational reforms, fostering economic growth, generating shared knowledge to address global challenges, and developing junior faculty at Indian and American institutions of higher learning. As part of the project, Indian Institute of Management Bangalore and the UNC Kenan-Flagler Business School in collaboration with Wipro organized the Symposium on “*Advancing Sustainability Research and Education*” in January 2015.

Sponsor: USEFI

Status: Ongoing (August 2013 – September 2016)

I-A2 A Comparison of Sustainability Reporting Practices of Fortune 100 Companies with Indian Firms

Project Team: **P D Jose**

Summary: This study was sponsored by NFCG and attempted to analyse the sustainability initiatives of most valuable firms in the Fortune 500 list and compared them with similar initiatives of Indian firms. The methodology adopted involves analysing information disclosed on their Websites, including annual reports, sustainability reports, policies, and other documents. It also analysed the type of information related to sustainability and business operations were currently disclosed and mapped; the information based on industry type and sector, location and profit.

Sponsor: National Foundation for Corporate Governance (NFCG)

Status: Ongoing (2013)

I-A3 Understanding Pharmaceutical Distribution in India

Project Team: **Chirantan Chatterjee, Ajay Bhaskarabhatla and Bas Karreman**

Summary: In this project, we examine a punishment strategy that a large and newly identified cartel of retailers uses to police its members and its upstream suppliers. The cartel punishes members who defect and suppliers who violate vertical restraints in the

key regional or product market where it hurts them the most. The cartel organizes supply embargoes to punish its members and sales embargoes to punish its suppliers. Cartels can leverage the targeted punishment strategy to induce good behavior across multiple product, regional, and vertical markets. We examine several episodes in which the association of retail traders in India acting as a cartel imposes sales embargoes on select pharmaceutical firms and we find evidence consistent with targeted punishment. Our results support the theoretical view that growing buyer power in conjunction with vertical restraints facilitates collusion.

Sponsor: Pfizer Global Policy Group (New York)

Status: Ongoing (February 2015 – December 2016)

I-A4 Patents & Generics Supply

Project Team: **Chirantan Chatterjee** and Ken Shadlen (London School of Economics)

Summary: Indian pharmaceutical firms are the leading suppliers of low-cost, affordable drugs to sub-Saharan Africa, hence the common references to India as “pharmacy to the developing world.” On account of increased competitive pressures in India, and new sources of demand for generic drugs in the US and Western Europe, leading India firms have re-oriented their production and export strategies toward selling more lucrative generics in regulated markets of US and the EU. What does this transformation imply for the supply of affordable drugs to Africa? One scenario is that leading firms continue supplying African markets while diversifying into more profitable regulated markets. A second scenario is that leading firms exit African markets but new firms emerge as suppliers. A third and more worrying scenario is that leading firms exit African markets and new firms fail to replace them, yielding a problem of under-supply. To assess these scenarios, the paper reports on data from a survey of 100 Indian pharmaceutical firms. We find significant variation in firms’ interests and capabilities to supply African markets depending on the age of the firm and the timing of their initial exports.

Sponsor: LSE STICERD

Status: Ongoing (March 2014 – March 2015)

I-A5 Chinese & Indian Biopharmaceutical Science

Project Team: **Chirantan Chatterjee** and Minyuan Zhao

Summary: This project aims at understanding the evolution comparatively of Indian and Chinese biopharmaceutical sciences.

Sponsor: CIBER UMich & China Center UMich

Status: Ongoing (January 2014 – July 2015)

I-A6 Trademarks

Project Team: **Chirantan Chatterjee** and Matej Drev

Summary: Trade in counterfeit products accounts for some 5-7% of global trade, amounting to more than \$600 billion annually, and presents an important challenge to producers of legitimate goods, especially in developing countries with poor intellectual property rights protection. Yet, due to a lack of relevant data, there currently exists only scant empirical evidence on how counterfeit producers interact with legitimate producers in the market. Using a novel dataset of medicinal sales in India between 2007 and 2013 and trademark litigation during the same period, this paper addresses this gap in the literature by examining how strategic market responses of heterogeneous producers (authentic producers, counterfeiters, potential counterfeiters, and other firms present in the market) evolve when counterfeiting is discovered and acted upon by a legitimate producer.

Sponsor: NSRCEL

Status: Ongoing (April 2014 – April 2015)

I-A7 Physicians/Doctors and Their Role in Cartels & Irrational Bundling of Combination Drugs in Indian Pharmaceutical Industry

Project Team: **Chirantan Chatterjee**

Summary: We intend to examine the role of physicians behind the proliferation of irrational fixed-dose combination (FDC) medicines in India through both their prescription behavior and facilitating physician-firm-industry cartels in the sector. We intend to use panel data collected by IMS Health India. The data contains prescriptions written by 4600 physicians spanning 19 disciplinary categories for 96 months during 2008-2014 for 200 odd molecules in India's anti-infectives and antibiotics markets.

Sponsor: IIM-Bangalore

Status: Ongoing (March 2015 – March 2016)

I-A8 India's Natural Resources and Institutional Corruption

Project Team: **Murali Patibandla**

Summary: An action can be corrupt either morally or legally or in both ways. Legally speaking, corruption is generally defined as 'misuse of a public office for a private gain'. Public office refers to legislature, executive, judiciary, bureaucracy and the police. The constitution broadly defines the rights and obligations of these public offices. Legislature enacts laws within the framework of the constitution. Implementation of the laws is done by the executive. Politicians and the bureaucracy and even judiciary could collude for discretionary implementation of laws under imperfection

information. When the public offices misuse their rights and obligations to derive a private gain, it results in corruption.

Sponsor: IIMB

Status: Ongoing (June 2014 – September 2015)

I-A9 Enhancing Performance of Healthcare Organizations in India

Project Team: **Raghunath S**, Rama Jayanthi, Cleveland State University and Jagdip Singh, Case Western

Summary: Our specific objective is to study how to enhance performance in terms of productivity and quality in Indian hospitals. For most healthcare organizations, quality often adds costs and demands resources. As a result, quality-productivity tradeoffs are common dilemmas for managers who know that quality improvement is a key to customer loyalty but worry about a sinking bottom line. Our interest lies in understanding how hospitals manage the dual challenges of maintaining high quality while ensuring productivity of frontlines. We will use institutional theory to analyze how hospitals navigate quality and productivity logics and identify exemplar agency and entrepreneurship practices in crafting institutions and filling institutional voids to assure quality of care while maintaining high levels of efficiency.

Sponsor: IIMB

Status: Ongoing (September 2014 – September 2015)

I-A10 Studying the Relationship between Multi-Sided Platforms and Open Innovation

Project Team: **Srinivasan R**

Summary: There is growing attention to the study of open innovation, given the changes in the social organization and market structures. New ways of engaging with customers and partners have emerged that are replacing traditional models of innovation that take either long periods of time and/or large investments of resources. In 2013, Huff, Moslein and Reichwald identified a few major shifts that make open innovation imperative. First is the increasing demand for newer products/ services and experiences amongst consumers and stakeholder groups, who are willing to contribute to the problem definition and solution. Second, technological advancements have shrunk the time, cost and effort required to collaborate and contribute; have made it easier for creating prototypes and test them (such as the evolution of 3D printing); and increasing consciousness of collaborative work due to the evolution of social media. Thirdly, organizations competing in global markets or with global competitors are under increasing pressure to seek more and varied ideas without losing their focus on cost competitiveness. Given the constraints of intellectual resources organizations face, open innovation has become the imperative.

Open innovation (OI), therefore becomes the one means by which organizations (a) meaningfully engage with their customers in co-creation, (b) optimize their existing innovation resources, and (c) access a larger pool of innovation resources leveraging technology and social media.

Sponsor: IIMB

Status: Ongoing (2014-2015)

I-A11 Team Composition for Solving Complex Problems

Project Team: **Sai Yayavaram**

Summary: Most high value innovations that provide a sustainable competitive advantage are likely to be found by combining highly complex and interdependent knowledge elements. This is because firstly, most undiscovered and difficult to imitate innovations are more likely to exist among complex interdependent combinations. Secondly, complex interactions are more likely to yield breakthroughs that go beyond “normal” scientific enquiry. However, the flip side is that attempting complex and interdependent combinations most often leads to a “catastrophe”: most of the attempts lead to wrong alleys and which alleys are likely to be wrong is unpredictable *ex ante*.

Sponsor: IIMB

Status: Ongoing (September 2014 – September 2015)

I-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publication
I-B1	Manikandan K. S. and Ramachandran J	Beyond Institutional Voids: Business Groups, Incomplete Markets, and Organizational Form	<i>Strategic Management Journal</i>	Vol. 36, Issue 4, 2015, pp. 598-617
I-B2	Patibandla, Murali	Implications of Foreign Direct Investment in India’s Retail Sector	<i>IIMB Management Review</i>	Vol. 26, Issue 4, December 2014, pp. 214-221
I-B3	Singla, Chitra, Veliyath, Rajaram and George P, Rejie	Family Firms and Internationalization-Governance Relationships: Evidence of Secondary Agency Issues	<i>Strategic Management Journal</i>	Vo. 35, Issue 4, April 2014, pp. 606-616
I-B4	Yayavaram, Sai and Wei-ru Chen	Changes in Firm Knowledge Couplings and Firm Innovation Performance: The Moderating Role of Technological Complexity	<i>Strategic Management Journal</i>	Vol. 36, Issue 3, March 2015, pp. 377-396

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

Sl. No.	Authors	Title of Publication	Type of Publication
I-G1	Jose P D	Climate Responses of ICT Companies	Monographs, 2014
I-G2	Prabhu, Ganesh N	Vision and Values	Invited article in Times Higher Education Compendium, February 2015, pp. 88-90
I-G3	Srinivasan R	The Management Consulting Industry: Growth of Consulting Services in India: Panel Discussion	Round Table, <i>IIMB Management Review</i> , Vol. 26, Issue 4, December 2014, pp. 257-270

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

Sl. No.	Authors	Title of Paper/Session/Invited Talk	Details of the Conference	Dates of the Conference
I-H1	Anirvan Pant and Ramachandran J	Location and the Categorical Imperative: Identity Rebellion in the Indian I.T. Services Industry	Academy of Management Annual Meeting, Philadelphia, Pennsylvania, USA	August 1-5, 2014
I-H2	Chatterjee, Chirantan	Patents and Technology Standards: The Data Sets	2015 Annual Searle Center Research Roundtable on Northwestern University, Evanston, USA	April 9-10, 2015
I-H3	Chatterjee, Chirantan	Faculty Invitee: How do Incumbents Respond to Low-End Firm Entry?	Institute of Innovation Research Summer School, Hitotsubashi University, Tokyo	August 27-28, 2014
I-H4	Chatterjee, Chirantan	Invited Lecture for Canadian Institutes of Health Research & Karnataka Health Promotion Trust's	International Infectious Disease & Global Health Training Program, University of Manitoba, Canada	September 2014
I-H5	Chatterjee, Chirantan	Faculty Invitee	16 th NBER ICRIER India Conference, Neemrana, Rajasthan	December 12-14, 2014

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Details of the Conference	Dates of the Conference
I-H6	Chatterjee, Chirantan	Guest Lecturer: Innovation & Growth in India	University of Tokyo Guest Lecture, Japan	September 2014
I-H7	Chatterjee, Chirantan	Panel Invitee, Globalizing Innovation: The Current Discourse	Academy of Management 2014 Annual Conference, Philadelphia, USA	August 2, 2014
I-H8	Jose P D	Business Administration Non- Market Strategies	Lecture at St Joseph's College, Bengaluru	October 22, 2014
I-H9	Jose P D	Case Study on Bhopal	GNAM Faculty Network Week – Sustainability Leadership, Yale University, USA	July 21-24, 2014
I-H10	Jose P D	Panelist for discussion on The Role of Business Houses and MNCs in Sustainability Building Communities of the Future	The Atharv Student Festival, IIM Indore	September 5, 2014
I-H11	Kshitij A, Yayavaram, Sai, George P, Rejie and Sastry, Trilochan	Effect of Political Directors on Profit Persistence: Evidence from India	SMS Madrid Conference, Spain	September 22-23, 2014
I-H12	Prabhu, Ganesh N	Economic Efficiency of Ignoring Petty Corporate Corruption	Distinguished Researcher Series, IIT Kanpur	September 5, 2014
I-H13	Prabhu, Ganesh N	EOP Sessions on Business Plans and Business Models	IIM Kozhikode	February 6-7, 2014
I-H14	Prabhu, Ganesh N	FDP Sessions on Business Plans and Business Models	Indian Institute of Technology Kanpur	September 5, 2014
I-H15	Prabhu, Ganesh N	Flipped Classroom Method in Management	Christ College, Bengaluru	April 15, 2014
I-H16	Prabhu, Ganesh N	Generic Customer Self Service Options for Developing Country Markets	PICMET Conference Proceedings, Kanazawa, Japan, pp. 2299-2306	July 27-31, 2014
I-H17	Prabhu, Ganesh N and Shreya Gupta	Heuristics of Frugal Service Innovations	PICMET Conference Proceedings, Kanazawa, Japan, pp. 3309-3312	July 27-31, 2014
I-H18	Prabhu, Ganesh N	How Can Foreign Multinationals Effectively Respond to the Complexity of Design Piracy in China?	PICMET Conference Proceedings, Kanazawa, Japan, pp.1729-1737	July 27-31, 2014

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Details of the Conference	Dates of the Conference
I-H19	Prabhu, Ganesh N and Arijit Sikdar	Indian Entrepreneurship in the United Arab Emirates	Eleventh Biennial Conference Proceedings, Entrepreneurship Development Institute of India, Ahmedabad, pp. 56-60	February 18-20, 2015
I-H20	Prabhu, Ganesh N	International Evolution of Business Models in Home Delivery Retail	Oxford Asia Retail Conference, Singapore	September 24-26, 2014
I-H21	Prabhu, Ganesh N	Invited Panelist Strategy for Public Sector	Strategic Management Forum Conference, Kolkata	June 13, 2014
I-H22	Prabhu, Ganesh N	Invited Talk on Art and Science of Publishing	Doctoral Consortium XLRI, Jamshedpur	October 18-19, 2014
I-H23	Prabhu, Ganesh N	Keynote Speaker	Doctoral Consortium XLRI, Jamshedpur	October 18-19, 2014
I-H24	Prabhu, Ganesh N and Monika, Lodha	ilearn Vidya Teaching Case	Asia Management Research and Case Conference, Penang, Malaysia	January 10-12, 2015
I-H25	Prabhu, Ganesh N	Spotting Value in New Business Plans	Workshop, IIMB Entrepreneurship Club	June 25, 2014
I-H26	Prabhu, Ganesh N	Invited Panelist on Teaching Strategy	Strategic Management Forum Conference, Kolkata	June 14, 2014
I-H27	Raghunath S	Internationalisation of Service Firms from Emerging Markets	AIB 2014, Vancouver Conference	June 24-26, 2014
I-H28	Raghunath S	Understanding Multinational - New Venture Ecosystems: Insights from Bengaluru	AIB 2014, Vancouver Conference	June 24-26, 2014
I-H29	Raghunath S	Indian Born Global Service Firms in the Information Technology Sector: Business Models and Internal Governance	Academy of Management Annual Meeting, Philadelphia	August 3-6, 2014
I-H30	Raghunath S	CIO as a Business Strategist	IDG CIO Conference, Chennai	December 4, 2014
I-H31	Raghunath S	CIO as Chief Intelligence Officer: The Future Role	CII, Annual CIO Conclave	March 13, 2015
I-H32	Ramachandran J	Panel on Teaching Strategy	Strategic Management Forum Conference, Kolkata	June 14, 2014
I-H33	Ramachandran J	The Ownership Advantage, Family Business Roundtable: The Diversification Dilemma	Round Table, National University of Singapore, Singapore	August 29, 2014

Sl. No.	Authors	Title of Paper/Session/ Invited Talk	Details of the Conference	Dates of the Conference
I-H34	Ramachandran J	On Building a Successful Career	Alumni Meet: Class of 2004, Bengaluru	December 29, 2014
I-H35	Ramachandran J	On Being an Academic	Indian Institute of Management, Indore	March 30, 2015
I-H36	Ramachandran J and Shaleen Gopal	Lifting the Business Group Veil: Exploring the Strategy-Structure-Performance Linkage	IIMB Seminar Series, Bangalore	March 11, 2015
I-H37	Ramachandran J and Shaleen Gopal	Beyond Institutional Determinism: Strategic Choice, and Performance of Business Group Affiliated Firms	CGIO Business Groups Academic Conference, National University of Singapore, Singapore	August 28-29, 2014
I-H38	Srinivasan R	Developing Strategic Thinking	National Insurance Academy, Pune	August 13, 2014
I-H39	Srinivasan R	Open Innovation Platforms	Networking Meeting of the Peter Pribilla Foundation, Rome, Italy	May 1, 2014
I-H40	Srinivasan R	Learning through the Case Method	The Case Center Conference, IIMB	September 8, 2014
I-H41	Srivastava M and Yayavaram, Sai	Innovation Assets, Return Volatility and Firm Value: Insights from Quantile Regression	Academy of Management 2014 Annual Conference, Philadelphia, USA	August 2, 2014

I-I Articles in Conference Proceedings

Sl. No.	Authors	Title of Paper	Details of the Conference Proceedings
I-I-1	Bhaskarabhatla, A., Chatterjee, Chirantan and Karreman, B.	Retail Union and Regional First Mover Advantages	Academy of Management Proceedings, 2014, 1, 10967
I-I-2	Jose P D	Teaching Sustainability in Business Schools: A Short Review of Indian Experiences	Published in the 13 th South Asian Management Forum (SAMF) – 2015 Sri Lanka on the theme Management and Sustainability – South Asian Perspectives
I-I-3	Raghunath S and Krishna Kumar Balaraman	Emerging Market Born Globals: The Influence of Product Related Factors on the Internationalization Mode of the Indian Apparel Industry	Strategic Management Society 34 th Annual International Conference Proceedings, September 20-23, 2014

I-K Leading Journal Publications

Journal articles which have appeared in leading academic journals, listed in Financial Times 45, Business Week 20, UT Dallas, etc.

- I-K1** Authors: Chitra Singla, Rajaram Veliyath and **Rejie George P**
- Title: Family Firms and Internationalization-Governance Relationships: Evidence of Secondary Agency Issues
- Journal: *Strategic Management Journal*
- Abstract: This article documents that blockholders with both ownership and management control in family firms have different goals compared to blockholders with only ownership (but no management) control. We theorize and find evidence that family controlled and family managed (FCFM) firms negatively moderate the relationships between internationalization and governance mechanisms, while family controlled and nonfamily managed (FCNFM) firms do not. The findings indicate that family owners in FCFM firms have greater opportunities to reap private benefits of control indicating the presence of secondary (principal–principal) agency problems, while these problems are mitigated in FCNFM firms. In emerging economies such as India where family firms are ubiquitous, they highlight the need to recognize differing blockholder influences on internationalization–governance relationships and to develop more nuanced theorizing for understanding them.
- Listings:
- *Listed as A* in ABDC (Australian Business Deans Council)*
 - *Listed as 4 in ABS (Association of Business Schools, UK)*
 - *Listed as 0* in ESS (ESSEC Business School of Paris)*
 - *Listed as B in Hong Kong Business School List*
 - *Listed in Business Week 20*
 - *Listed in Financial Times 45*
 - *Listed in Maryland Smith Business School List*
 - *Listed in UT Dallas 24*
 - *Listed in NUS Tier 1 Premium*
- I- K2** Authors: **Sai Yayavaram** and Wei-ru Chen
- Title: Changes in Firm Knowledge Couplings and Firm Innovation Performance: The Moderating Role of Technological Complexity
- Journal: *Strategic Management Journal*
- Abstract: We investigate the effect of changes in a firm’s knowledge couplings on its innovation performance. We develop arguments to explain how changes in couplings among

existing knowledge domains and those between new and existing knowledge domains affect the generation of valuable inventions. We also examine how observed domain complexity, an indicator of the inherent interdependencies among knowledge domains, moderates the effects of changes in a firm's knowledge couplings on innovation performance. Our results suggest that a change in couplings among existing knowledge domains hurts innovation outcomes, but not when the degree of domain complexity is high, whereas coupling new and existing knowledge domains leads to improved outcomes, but not when the degree of domain complexity is high.

- Listings:
- *Listed as A* in ABDC (Australian Business Deans Council)*
 - *Listed as 4 in ABS (Association of Business Schools, UK)*
 - *Listed as 0* in ESS (ESSEC Business School of Paris)*
 - *Listed as B in Hong Kong Business School List*
 - *Listed in Business Week 20*
 - *Listed in Financial Times 45*
 - *Listed in Maryland Smith Business School List*
 - *Listed in UT Dallas 24*

I-K3 Authors: K S Manikandan and J Ramachandran

Title: Beyond Institutional Voids: Business Groups, Incomplete Markets, and Organizational Form

Journal: *Strategic Management Journal*

Abstract: We extend the “institutional voids” perspective on business groups by examining the value-adding potential of two of the characteristic features of business groups: their diverse portfolios and multi-entity organizational form. We maintain that portfolio diversity affords affiliates privileged access to opportunities hidden by incomplete strategic factor markets. We hypothesize that the multi-entity organizational form enables superior sensing and seizing of these growth opportunities by affiliate firms. We further suggest that, in the context of institutional reforms, these characteristics strengthen business group affiliates’ ability to capitalize on the expanded set of opportunities made available by the reform program. Empirical analyses on a sample of Indian firms over the period 1994–2010 support our hypotheses. Implications for theory and future directions are discussed.

- Listings:
- *Listed as A* in ABDC (Australian Business Deans Council)*
 - *Listed as 4 in ABS (Association of Business Schools, UK)*
 - *Listed as 0* in ESS (ESSEC Business School of Paris)*
 - *Listed as B in Hong Kong Business School List*

- *Listed in Business Week 20*
- *Listed in Financial Times 45*
- *Listed in Maryland Smith Business School List*
- *Listed in UT Dallas 24*

I-L Awards, Honors, and Achievements

- I-L1 Prof. Jose P D**, Obama-Singh 21st Century Knowledge Initiative, USEFI Grant/Award.
- I-L2 Prof. Pranav Garg**, Research Grant, Class of '86 Faculty Fellow, Support for research-related activities given in July 2013 for two years; 2014-2015 is the second year of the award.
- I-L3 Prof. Pranav Garg**, Junior Faculty Consortium of the Business Policy and Strategy Division, Academy of Management Annual Meeting 2014, Philadelphia, USA.

I-M Doctoral Theses Completed by FPM Students during 2014–2015

Sl. No.	Name of the Student	Dissertation Title	Members of the DAC Committee
I-M1	Anusha Ramesh	Behavioral Micro Foundations of the Entrepreneur's Occupational Choice Decisions	Rejie George P and Saras Sarasvathy - Co-Chairpersons Kumar K and Rishikesha T Krishnan
I-M2	Deepika R Gupta	Corporate Governance and Initial Public Offerings	Rejie George P, Srinivasan Rangan, K Kumar and Deepak K Sinha
I-M3	Saurabh Kaushik Pandya	Deployment and Development of Senior Managers in Rapid Employee Growth Organizations	Ganesh N Prabhu, Vasanthi Srinivasan and Rejie George P
I-M4	Vidhula Venugopal	Growth Aspirations of Entrepreneurs - A Study in the Context of Indian Women Entrepreneurs	R Srinivasan, Suresh Bhagavatula and Rishikesha T Krishnan
I-M5	Priyanka Shukla	Institutions, Firm Heterogeneity & Private Returns to Science: Evidence from Indian Bio-Pharmaceutical Industry	S Raghunath, Chirantan Chaterjee and Suresh Bhagavatulla

I-N Dissertations Proposals by FPM Students during 2014–2015

Sl. No.	Name of the Student	Topic	Name of DAC Chairman	Date
I-N1	Kshitij Awasthi	Influence Rents in Emerging Economies: Politicians and Ex-Bureaucrats on the Boards of Indian Firms	Prof. Rejie George P	August 28, 2014
I-N2	Rupanwita Dash	Essays on Multimarket Contact, Firm Heterogeneity and Competitive Behavior of Firms	Prof. Rejie George P	October 10, 2014

I-O Papers Presented by FPM Students in Conference/Seminar during 2014–2015

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
I-O1	Pavan Soni (co-authored by Prof. K. Kumar)	Building Radical Innovation Capabilities in Emerging Market Subsidiaries: The Case of Intel India	Academy of Management Annual Meeting, Philadelphia, USA	August 1-5, 2014
I-O2	Kshitij Awasthi (co-authored by Prof. Sai Yayavaram, Prof. Rejie George, and Prof. Trilochan Sastry)	Effect of Political Directors on Profit Persistence: Evidence from India	SMS Annual Conference, Madrid, Spain	September 20-23, 2014
I-O3	Kshitij Awasthi (co-authored by Prof. Sai Yayavaram, Prof. Rejie George, and Prof. Trilochan Sastry)	Effect of Political Directors on Profit Persistence: Evidence from India	AIB PDW, IIMB	December 18-19, 2014

I-Q Awards, Honors and Achievements by FPM Students during 2014–2015

Sl. No.	Name of the Student	Details of the Award	Year
I-Q1	Kshitij Awasthi	2 nd Runner-up in Public Policy Hackathon, CPP Annual Conference (Team Partners included Kiran K and Radhika Joshi)	2014

Economics and Social Sciences (ESS)

The Economics and Social Sciences (ESS) Area covers the domains of Economics, Political Economy & Society and Business Law. The faculty specializes in several areas such as:

- Micro-economics Monetary Policy, Econometrics, Industrial Organization, Agricultural Economics, Regulation and Privatization.
- Macro-economics, International Trade, World Trade Organizations, Intellectual Property Rights, Development, Health and Population, Gender
- Financial Economics, International Finance, International Monetary Economics
- Environment, Energy, and Infrastructure (electricity, telecommunications)
- Political Economy & Society, Ethics, Spirituality, Innovation and Creativity, Law, etc.

International research and consultancy experience of faculty include assignments with multilateral development agencies such as the World Bank, Asian Development Bank, various UN organizations (UNDP, UNEP, ESCAP, ILO, FAO, WHO, UNCTAD), DFID, GIZ, Ford Foundation, OECD, World Trade Institute, South Centre and IOM. Faculty is also involved in consultancy assignments with Indian organizations namely CUTS, CENTAD, TERI and RBI. Several faculty members have been on the advisory committees of various national bodies such as Ministry of Finance, Commerce, Environment, Forest, Planning Commission, Agriculture, Rural Development, Forward Markets Commission, Central Silk Board, ICAR, Competition Commission of India, RBI, ICAR, HSBC, DELL, Murugappa group, FSSAI, NDDDB, ICRIER, NAFEED, IIFT, CENTAD, etc. Few faculty members have also been present in international bodies such as WHO's International Roster of Health Experts, United Nations Conventions on Biological Diversity (CDB), etc. as experts and advisers. Publications by faculty and research scholars have received wide acclamation and faculty members have been on the editorial boards of several national and international journals. Research activities undertaken in this area are captured here under different headings.

II-A Research Projects

II-A1 Impact of Credit Constraints on Social Returns to Education

Project Team: **Chetan Subramanian** and Radhika Joshi

Summary: Are there social returns to education and can they be quantified? Previous studies in this area have yielded mixed results. Acemoglu and Angrist (1999) find little indication of social returns to education in the US. Rauch (1993) on the other hand finds that individual wages in the US increased by 2.8 percent for a one-year increase in average education. From a public policy perspective, the question is of interest because the results would shed light on whether governments should spend on the provision of education. Should the intervention be proportional to the social returns, and can these be accurately measured?

Sponsor: IIMB

Status: Ongoing (June 2014 – June 2016)

II-A2 Financial and Economic Aspects of Solid Waste Management in India and Its Relevance to Climate Change

Project Team: **Damodaran A** and Anil B Suraj

Summary: To analyse the financial and economic aspects of solid waste management with reference to Karnataka.

Sponsor: GIZ-ASEM, Germany-India

Status: Ongoing (December 2011–2017)

II-A3 Prosperity Fund on Climate Financing

Project Team: **Damodaran A** and Anil B Suraj

Summary: To study the climate financing systems and strategies for India and G20 countries.

Sponsor: DFID, UK

Status: Ongoing (August 2011–2016)

II-A4 Environmental Financing

Project Team: **Damodaran A**

Summary: Study environmental financing architecture with reference to global public goods.

Sponsor: Multiple agencies including DFID, Norway, GIZ and UNDP

Status: Ongoing (August 2008–2016)

II-A5 Financing Strategies for Implementing State Action Plans on Climate Change: Follow-up Research

Project Team: **Damodaran A**

Summary: Study the state-level strategies for climate change management.

Sponsor: DFID and Ministry of Finance Government of India

Status: Ongoing (2012–2016)

II-A6 WIPO IPR Economic Studies

Project Team: **Damodaran A**

Summary: To study technology transfer in relation to IPR regimes in the world.

Sponsor: WIPO/Geneva

Status: Ongoing (2013–2017)

II-A7 Managing the Nine Essential Steps of Worldly Existence

Project Team: **Ramnath Narayanswamy**

Summary: This study is an attempt to contemporize the wisdom contained in the scriptures of Sanatana Dharma so that they reflect and speak a modern idiom that can make the insights contained in them easily understood.

We begin with three golden rules. The first is a function of articulation. It may be described as the effort to formulate your ideal, explore your inner life and seek to accomplish it. Why? This is because you were born to discover your purpose.

Sponsor: IIMB

Status: Ongoing (2014–2015)

II-A8 A Critical Response to Amanda Huffer's Dissertation on Sri Sri Mata Amritanandamayi

Project Team: **Ramnath Narayanswamy**

Summary: In my humble view, the author has taken a dead horse and flogged it to death. This might seem a somewhat harsh statement to make but it needs to be made especially because this dissertation is so symptomatic of western works on Hinduism, Indian spirituality, Hindu Dharma and Santana Dharma. It is typical in so far as the author prefers to see, hear and understand only what they prefer to see, hear and understand. Then they go about constructing an entire edifice of argument, construction and semantics interwoven with innovative phrases that you could almost be enticed by the sophistry if you were careful not to notice that the flaw lay in the premise itself.

Sponsor: IIMB

Status: Ongoing (2014–2015)

II-A9 Bilateral Investment Treaties and India's Investment Regime

Project Team: **Rupa Chanda** and Dr. Pralok Gupta, Indian Institute of Foreign Trade (external collaborator)

Summary: This project analyses India's Bilateral Investment Treaties (BITs) and its current investment regime to identify the shortcomings and to help policy makers take corrective measures so as to facilitate foreign investment by the UK and other countries in India. The study also examines the linkages between the provisions in India's BITs and in agreements, including Free Trade Agreements, IPR and competition policy legislation and tax treaties.

Sponsor: British High Commission, India Prosperity Fund, New Delhi

Status: Ongoing (2014–2015)

II-A10 Health-Related Services: Analysis of Selected Markets

Project Team: **Rupa Chanda**

Summary: The aim was to assess India's export potential in health services, to identify the constraints, the regulatory environment in this sector, and the internal reforms required in order to prepare for a negotiating position in the WTO and in preferential trade agreements.

Sponsor: Centre for WTO Studies, Indian Institute of Foreign Trade for the Ministry of Commerce

Status: Completed (September–November 2014)

II-A11 Impact Analysis of India's Free Trade Agreements

Project Team: **Rupa Chanda** and Pralok Gupta

Summary: This study examines the trends in India's exports to and imports from selected partner countries with which India has signed free trade and comprehensive economic partnership agreements. It assesses the impact of these agreements on bilateral trade and investment flows and the role of domestic factors in shaping these trends. The agreements covered include the India-Thailand and the India-ASEAN FTA, the India-Singapore CECA and the India-Korea and India-Japan CEPA. The specific sectors studied include iron and steel, automotives, chemicals, electronics, capital goods, textiles, pharmaceuticals and gems and jewellery. The study is based on secondary data analysis as well as primary surveys of industries and stakeholder consultations.

Sponsor: Department of Economic Affairs, Ministry of Finance, Government of India

Status: Completed (December 2013 – November 2014)

II-A12 Subsidies in Services

- Project Team: **Rupa Chanda**, Pralok Gupta, Sasidaran Gopalan and Shravani Prakash
- Summary: This study examines subsidy measures in different services and subsidy practices across different countries. It aims to understand the features that distinguish services subsidies from goods subsidies, to identify the mechanics of these measures and the underlying objectives they serve, and their impact on the subsidized sector and on trade and investment flows. The study also aims to derive insights from the cross-country subsidy practices to highlight good practices and innovative schemes that could inform India's own subsidy schemes in services. The study provides inputs for the development of subsidies disciplines under the GATS. The countries under focus include India, China, the UK, US and Canada and the selected sectors include tourism, telecom, financial, IT, audiovisual and energy services.
- Sponsor: Indian Council for Research on International Economic Relations and Ministry of Commerce, Government of India
- Status: Completed (June 2013 – May 2014)

II-A13 Informal Insurance under Group Lending with Individual Liability: Evidence from India

- Project Team: **Souvik Dutta**
- Summary: The aim was to assess India's export potential in health services, to identify the constraints, the regulatory environment in this sector, and the internal reforms required in order to prepare for a negotiating position in the WTO and in preferential trade agreements.
- Sponsor: International Growth Center, UK
- Status: Ongoing (May 2014 – April 2017)

II-A14 Study on Municipal Financing

- Project Team: **Charan Singh**
- Summary: Indian economy has witnessed rapid growth in the recent years and the country is urbanizing rapidly. The existent levels of infrastructure, in rural as well as urban areas, are insufficient to fulfil the demands of the continually growing population, and populace that are getting far more aware owing to the electronic and social media.
- Sponsor: IIMB
- Status: Ongoing (2014-2015)

II-A15 Debt Management in India

Project Team: **Charan Singh**

Summary: Debt management in India has been a concern for more than five decades and the focus, since 1971 has been on domestic debt and not on external debt, partially because of geo-political reasons, besides standard text book economic reasons. Post-crisis, given the difficult economic situation and blurring of debt management objectives with those of monetary policy resulted in a debate to bring the two functions under the same agency. In India, fiscal domination of monetary policy left very little flexibility for the Reserve Bank of India, to pursue a monetary policy conducive to the overall objective of development of financial markets, price stability and economic growth. However, several countries with liberalized financial markets opted for a separate debt management office to focus on reducing cost of raising resources and providing effective policy signals to the market.

Sponsor: IIMB

Status: Ongoing (2014-2015)

II-A16 The Future of Telecom in India. Will It Slow Down or Will It Reinvent Itself?

Project Team: **Subhashish Gupta** and Rakesh Godhwani

Summary: Telecommunications in India has been the poster boy of economic reforms. In a span of about 15 years, there has been phenomenal growth in the subscriber base and it shows no signs of abating. But, slow down it must as the tele-density gets closer to 100%. The question is how the industry will evolve after that. The standard belief is that value-added services will take over and telecommunication companies will provide a host of new services which will be adopted enthusiastically by consumers and will provide revenues for service providers. Who though will develop these applications? Will telecommunication companies now develop applications in-house? If the development of new applications and services is going to be the prerogative of other firms, who will these be? How will they be financed and what will be their revenue streams?

Sponsor: IIMB

Status: Ongoing (June 2012–2015)

II-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Details of the Publication
II-B1	Dhasmana, Anubha	Operational Currency Mismatch and Firm Level Performance: Evidence from India, 2015	<i>Macroeconomics and Finance in Emerging Market Economies</i>	Vol. 8, May 2015, pp. 117-137
II-B2	Agastya, Murali, Bag Bag, Parimal Kanti and Chakraborty, Indranil	Proximate Preferences and Almost Full Revelation in the Crawford–Sobel Game	<i>Economic Theory Bulletin</i>	online, published in May 2014
II-B3	K Kanagasabapathy and Singh, Charan	Debt Management in India Need for Separation and Independence	<i>Economic and Political Weekly</i>	Vol. XLIX, Issue 26 & 27, June 2014, pp. 23-25
II-B4	Sharada Shimpi and Singh, Charan	Pragmatic Approach to Fiscal Consolidation	<i>Yojana</i>	Special issue, August 2014, pp. 22-26
II-B5	Shina, Jong Kook and Subramanian, Chetan	Disinflation with Labor Market Frictions	<i>Journal of Macroeconomics</i>	Vol. 41, September 2014, pp. 1-15
II-B6	Singh, Charan	Housing Market in India, a Comparison with the US and Spain	<i>Indian Journal and Economic and Business</i>	Vol. 13, Issue 2, 2014
II-B7	Singh, Charan	Inflation Targeting in India	<i>Macroeconomics and Finance in Emerging Market Economies</i>	Special issue, Vol. 8, Issue 1-2, 2015, pp. 17-24

II-C Books

II-C1 **Narayanswamy, Ramnath** *Global Mission*, Aridra Books, 2nd English Edition, 2014

II-C2 **Narayanswamy, Ramnath** *Living from the Inside*, Aridra Books, Om Sharavanabhava Seva Foundation, Bengaluru, pp. iiv+292, 2015

II-D Chapters in Books

Sl. No.	Authors	Title of Chapter	Title of Book	Editors	Publication Details
II-D1	Damodaran A	Structuring Climate Finance for Adaptation: Measures in Vulnerable Ecosystems: Lessons from India	<i>Vulnerability of Land Systems in Asia</i>	Ademola Braimoh and He Qing Huang	Chapter 14, Wiley Blackwell, 2014, John Wiley and Sons Ltd., Sussex, UK pp. 297-309
II-D2	Chanda, Rupa	Trade in Services between India and Pakistan	<i>India-Pakistan Trade</i>	N. Taneja and S. Pohit	Springer, 2015, pp. 147-192
II-D3	Chanda, Rupa	Mapping the Universe of Services Disciplines in Asian PTAs	<i>The Preferential Liberalization of Trade in Services Comparative Regionalism</i>	Pierre Sauve and Anirudh Shingal	Edward Elgar Publishers, 2014, pp. 224-93
II-D4	Chanda, Rupa	NCAER-IIC Mid-Year Review of the Indian Economy	<i>India's Service Sector: A Mid-Year Review of Performance and Outlook</i>	Anil Kumar Sharma	NCAER, India, November 2014, pp. 31-41
II-D5	Chanda, Rupa and Deeparghya Mukherjee	Investment and Skilled Mobility Linkages between India and the EU	<i>Indian Skilled Migration and Development of Dynamics of Asian Development</i>	Tajada <i>et al.</i>	Springer, India, 2014, pp. 47-70
II-D6	Chanda, Rupa and Pralok Gupta	Domestic Regulations and India's Trade in Health Services: A Study of Hospital and Telemedicine Services	<i>WTO Domestic Regulation and Services Trade: Putting Principles into Practice</i>	Aik Hoe Lim and Bart De Meester	WTO and Cambridge University Press, 2014, pp. 254-269
II-D7	Narayanswamy, Ramnath	Leading from the Inside: Self Transformation in Indian Spirituality	<i>Another State of Mind: Perspectives from Wisdom Traditions on Management and Business</i>	Robert J Blomme and Bertine Van Hoof	Palgrave macmillan, 2014

II-E Working Papers

Sl. No.	Author	Title	IIMB Working Paper No.	Year
II-E1	Dhasmana, Anubha	Real Exchange Rate Volatility and Employment: Role of External Sector Exposure	479	2015
II-E2	Dhasmana, Anubha	Transmission of Real Exchange Rate to the Manufacturing Sector: Role of Financial Access	476	2015
II-E3	Gupta, Subhashish	Revenue Sharing and Network Size	459	2014
II-E4	Gupta, Subhashish, Prakhya, Srinivas and Krishanu Rakshit	Consumer Uncertainty and Pack Size	460	2014
II-E5	Gupta, Subhashish and Kalpana Tyagi	Convergence in ICT Industries: A Challenge for Competition Law Authorities	483	2015
II-E6	Singh, Charan	Basel Banking Norms – A Primer	470	2014
II-E7	Singh, Charan , Anushi Shah, Myanka Aggarwal, Padmakumar Nair, Ritanshu Kashyap, Shamil Mohamed and Shomrita Pal	Expenditure Management in the Public Distribution System	481	2015
II-E8	Singh, Charan , Akanksha Mittal, Akshay Goenka, Cirigani Rahul Pramod Goud, Karthik Ram, Rathi Vaibhav Suresh, Ravi Chandrakar, Ritesh Garg and Ujjaval Kumar	Financial Inclusion in India: Select Issues	474	2014
II-E9	Singh, Charan , Akshat Kumar Sinha, Apurva Nadkarni, Atirek Kumar, Jayanta Kumar Sardar, Samir Jain, Sayan Das, Shubham Agrawal and Surbhi Shukla	Gold and India	482	2015
II-E10	Singh, Charan	Housing Price Indices In India	477	2015
II-E11	Singh, Charan	Inflation Targeting in India: Select issues	475	2014
II-E12	S Rajeshwaran, Naik, Gopal and R. Albert Christopher Dhas	Rising Milk Price – A Cause for Concern on Food Security	472	2014

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

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
II-F1	Singh, Charan	Why Not Television Banking?	<i>Business Line</i>	March 23, 2015
II-F2	Singh, Charan	All That Glitters	<i>Indian Express</i>	February 25, 2015
II-F3	Singh, Charan	Addressing Small Industry's Finance Drought	<i>Business Line</i>	February 12, 2015
II-F4	Singh, Charan	Black Money: How Government Can Increase Tax Compliance	<i>Daily O</i>	February 9, 2015
II-F5	Singh, Charan	Great Expectation	<i>The Indian Express</i>	February 5, 2015
II-F6	Singh, Charan	Restructuring Food Corporation	<i>The New Indian Express</i>	January 31, 2015
II-F7	Singh, Charan	Oil Gives India Chance to Grow	<i>Indian Express</i>	January 25, 2015
II-F8	Singh, Charan	Niti Aayog: An Incubator of Ideas for Development	<i>Deccan Herald</i>	January 9, 2015
II-F9	Singh, Charan	Niti Aayog Shows How Practical Modi Is	<i>Daily O</i>	January 5, 2015
II-F10	Singh, Charan	Containing the Rising Stressed Assets in Indian Banks	<i>The Financial Express</i>	December 9, 2014
II-F11	Singh, Charan	Getting the Right PSB Heads	<i>The Financial Express</i>	November 21, 2014
II-F12	Singh, Charan	The Electricity Factor in Make in India	<i>Business Line</i>	November 17, 2014
II-F13	Singh, Charan	Quest for Superpower	<i>Deccan Herald</i>	November 17, 2014
II-F14	Singh, Charan	Modernising the Monetary Policy	<i>The Hindu</i>	October 31, 2014
II-F15	Singh, Charan	Food Inflation: Know Your Onions	<i>Business Line</i>	October 29, 2014
II-F16	Singh, Charan	Made in India, by Small Enterprises	<i>The Hindu</i>	September 26, 2014
II-F17	Singh, Charan	Change Monetary Policy for Better Growth	<i>The Financial Express</i>	October 20, 2014
II-F18	Singh, Charan	Small Units' Big Problems	<i>The Tribune</i>	October 20, 2014
II-F19	Singh, Charan	Handle Age with Care	<i>The Indian Express</i>	October 10, 2014
II-F20	Singh, Charan	End-To-End Solutions for Food Supply	<i>Business Line</i>	October 8, 2014
II-F21	Singh, Charan	Monitor Financial Inclusion	<i>The New Indian Express</i>	September 30, 2014

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
II-F22	Singh, Charan	Tech Key to Financial Inclusion	<i>The New Indian Express</i>	August 27, 2014
II-F23	Singh, Charan	A Different Perspective on Malnutrition	<i>The Tribune</i>	August 18, 2014
II-F24	Singh, Charan	Young and Jobless in India	<i>The Hindu</i>	August 15, 2014
II-F25	Singh, Charan	Ideas for a Financially Inclusive India	<i>Deccan Herald</i>	August 11, 2014
II-F26	Singh, Charan	Black Box Monetary Policy of August '14	<i>The Financial Express</i>	August 11, 2014
II-F27	Singh, Charan	Swachh Bharat: Why India Needs a Sanitation and Water Policy	<i>The Economic Times</i>	August 4, 2014
II-F28	Singh, Charan	Putting the Poor on the List	<i>Business Line</i>	August 3, 2014
II-F29	Singh, Charan	A Growth-Oriented Budget	<i>The Tribune</i>	July 19, 2014
II-F30	Singh, Charan	Accounting for the Future	<i>The Indian Express</i>	July 10, 2014
II-F31	Singh, Charan	A Case to Forge New Economic Bonds	<i>Deccan Herald</i>	July 7, 2014
II-F32	Singh, Charan	Economic Challenges for the New Government	<i>The Tribune</i>	June 11, 2014
II-F33	Singh, Charan	Economic Progress and Need for Innovation	<i>Deccan Chronicle</i>	June 10, 2014
II-F34	Singh, Charan	India Post as a Banking Platform	<i>Hindu Business Line</i>	June 5, 2014
II-F35	Singh, Charan and Sukhinder Kaur Cheema	Revisit the Food Policy for Healthy India	<i>NuFFoods Spectrum</i>	June 17, 2014
II-F36	Singh, Charan	The Power of Small	<i>The Indian Express</i>	May 27, 2014
II-F37	Singh, Charan	Time to Fix Ailing Economy	<i>The New Indian Express</i>	May 23, 2014
II-F38	Singh, Charan	Why are NPAs Higher in Public Sector Banks	<i>Business Standard</i>	May 19, 2014
II-F39	Singh, Charan	A Rush of Reforms Needed	<i>The Financial Express</i>	May 16, 2014
II-F40	Singh, Charan	Strengthening MSMEs Must to Create New Jobs	<i>The Financial Express</i>	May 5, 2014
II-F41	Singh, Charan	Deteriorating Growth in Punjab	<i>The Tribune</i>	May 3, 2014
II-F42	Singh, Charan	Expert Discuss Indian Economy at Seminar	<i>The Tribune</i>	April 15, 2014

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
II-F43	Singh, Charan	Policy: Lack of Tools and Drought of Data	<i>Deccan Herald</i>	April 14, 2014
II-F44	Singh, Charan and Sharada Shimpi	Pragmatic Approach to Fiscal Consolidation	<i>Yojana</i>	August 2014
II-F45	Singh, Charan and Sharada Shimpi	Gold and India: A New Perspective	<i>Bullion Bulletin</i>	October 9, 2014
II-F46	Singh, Charan and Sharada Shimpi	A Brief Review of the Indian Economy	<i>AIEFS Newsletter</i>	November 15, 2014
II-F47	Damodaran A	The Sacred and The Profane	<i>Open Essay</i>	June 23, 2014
II-F48	Moorthy, Vivek	RBI Should Specify Its Inflation Metric	<i>The Financial Express</i>	December 2, 2014
II-F49	Moorthy, Vivek	The Unheeded Lesson from BR Shenoy	<i>The Financial Express</i>	August 11, 2014
II-F50	Narayanswamy, Ramnath	Non-Attachment Means Giving the Notion of 'I'	<i>The Deccan Herald</i>	April 10, 2014
II-F51	Narayanswamy, Ramnath	The Yoga of Action	<i>The Deccan Herald</i>	April 19, 2014
II-F52	Narayanswamy, Ramnath	Selfless Service	<i>The Deccan Herald</i>	April 24, 2014
II-F53	Narayanswamy, Ramnath	The Yoga of Selfless Service	<i>The Deccan Herald</i>	June 29, 2014
II-F54	Narayanswamy, Ramnath	The Self has no Limitation	<i>The Deccan Herald</i>	July 3, 2014
II-F55	Narayanswamy, Ramnath	Caste and Class in Spirituality	<i>The Deccan Herald</i>	July 8, 2014
II-F56	Narayanswamy, Ramnath	Action in Inaction and Vice-Versa	<i>The Deccan Herald</i>	July 13, 2014
II-F57	Narayanswamy, Ramnath	Action over Renunciation	<i>The Deccan Herald</i>	July 19, 2014
II-F58	Narayanswamy, Ramnath	The Way of Meditation	<i>The Deccan Herald</i>	July 24, 2014
II-F59	Narayanswamy, Ramnath	The Nature of Wisdom and Realization	<i>The Deccan Herald</i>	August 12, 2014
II-F60	Narayanswamy, Ramnath	Knowledge of the Absolute	<i>The Deccan Herald</i>	August 20, 2014

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
II-F61	Narayanswamy, Ramnath	Nature of the Guru	<i>The Deccan Herald</i>	September 11, 2014
II-F62	Narayanswamy, Ramnath	The Endless Glory of the Lord	<i>The Deccan Herald</i>	September 20, 2014
II-F63	Narayanswamy, Ramnath	Meaning of Cosmic Vision	<i>The Deccan Herald</i>	October 1, 2014
II-F64	Narayanswamy, Ramnath	The Yoga of Devotion	<i>The Deccan Herald</i>	October 12, 2014
II-F65	Narayanswamy, Ramnath	The Field and its Knower	<i>The Deccan Herald</i>	October 21, 2014
II-F66	Narayanswamy, Ramnath	Chemistry of the Three Gunas	<i>The Deccan Herald</i>	November 2, 2014
II-F67	Narayanswamy, Ramnath	Grasping the Tree of Life	<i>The Deccan Herald</i>	November 12, 2014
II-F68	Narayanswamy, Ramnath	Qualities of the Wise and Ignorant	<i>The Deccan Herald</i>	November 21, 2014
II-F69	Narayanswamy, Ramnath	The Wise Go against Destiny	<i>The Deccan Herald</i>	December 4, 2014
II-F70	Narayanswamy, Ramnath	The Essence of Renunciation	<i>The Deccan Herald</i>	December 18, 2014
II-F71	Narayanswamy, Ramnath	Deconstructing Duty	<i>The Deccan Herald</i>	January 5, 2015
II-F72	Narayanswamy, Ramnath	Final Instructions to Arjuna	<i>The Deccan Herald</i>	January 17, 2015
II-F73	Narayanswamy, Ramnath	The Epics Are a Reflection of Real Life	<i>The Deccan Herald</i>	January 29, 2015
II-F74	Narayanswamy, Ramnath	The Guru is God Himself	<i>The Deccan Herald</i>	February 9, 2015
II-F75	Narayanswamy, Ramnath	Guru is India's Greatest Contribution	<i>The Deccan Herald</i>	February 21, 2015
II-F76	Narayanswamy, Ramnath	The Story of Uddhava and Krishna	<i>The Deccan Herald</i>	March 17, 2015
II-F77	Narayanswamy, Ramnath	Secularism and Socialism Need Understanding	<i>The Deccan Herald</i>	March 30, 2015

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

Sl. No.	Authors	Title of Publication	Type of Publication
II-G1	Singh, Charan	Separation of Debt and Monetary Management in India	<i>IIMB Management Review</i> Vol. 27, Issue 1, March 2015, pp. 56-71
II-G2	Chanda, Rupa	Impact Analysis of India's Free Trade Agreements	Report Submitted to Department of Economic Affairs, Ministry of Finance, Government of India, Presented at CII Stakeholder Consultation, New Delhi, November 2014
II-G3	Chanda, Rupa, Pralok Gupta, Sasidaran Gopalan, and Shravani Prakash	Subsidies in Services: A Cross Country Study of Selected Countries and Services	Report Prepared for ICRIER, Ministry of Commerce, Government of India, May 2014
II-G4	Chanda, Rupa, Pralok Gupta, Sasidaran Gopalan, and Shravani Prakash	Overview of Subsidies in Audiovisual Services Sector	Report Prepared for ICRIER, Ministry of Commerce, Government of India, Presented at CII Stakeholder Consultation, May 2014
II-G5	Chanda, Rupa, Pralok Gupta, Sasidaran Gopalan, and Shravani Prakash	Subsidies in the Services Sector: Case Study of Canada	Report Prepared for ICRIER, Ministry of Commerce, Government of India, Presented at CII Stakeholder Consultation, May 2014
II-G6	Chanda, Rupa, Pralok Gupta, Sasidaran Gopalan, and Shravani Prakash	Subsidies in the Services Sector: Case Study of China	Report Prepared for ICRIER, Ministry of Commerce, Government of India, Presented at CII Stakeholder Consultation, May 2014
II-G7	Chanda, Rupa, Pralok Gupta, Sasidaran Gopalan, and Shravani Prakash	Subsidies in the Services Sector: Case Study of India	Report Prepared for ICRIER, Ministry of Commerce, Government of India, Presented at CII Stakeholder Consultation, May 2014
II-G8	Chanda, Rupa, Pralok Gupta, Sasidaran Gopalan, and Shravani Prakash	Subsidies in the Services Sector: Case Study of the UK	Report Prepared for ICRIER, Ministry of Commerce, Government of India, Presented at CII Stakeholder Consultation, May 2014
II-G9	Chanda, Rupa, Pralok Gupta, Sasidaran Gopalan, and Shravani Prakash	Subsidies in the Services Sector: Case Study of the US	Report Prepared for ICRIER, Ministry of Commerce, Government of India, Presented at CII Stakeholder Consultation, May 2014

Sl. No.	Authors	Title of Publication	Type of Publication
II-G10	Chanda, Rupa	Services Liberalization in South Asia: Prospects and Challenges for Regional Integration	Working papers of other institutions, Asian Development Bank, 2014
II-G11	Bhalla, Manaswini, Siddhartha Bandyopadhyay, Kalyan Chatterjee, and Jaideep Roy	Strategic Dissent in the Hotelling-Downs Model with Sequential Entry and Private Information	Working Paper No. 106 IAS School of Social Science, Economics working papers, November 2014
II-G12	Bhalla, Manaswini, Masaki Aoyagi and Hikmet Gunay	Social Learning and Delay in a Dynamic Model of Price Competition	ISER Discussion Paper No. 909, July 2014

II-H Seminars/Conferences/PanelSessions/Workshop Presentations and Invited Talks

Sl. No.	Authors	Title of Paper	Details of the Conference	Dates of the Conference
II-H1	Bhalla, Manaswini	Social Learning and Delay in a Dynamic Model of Price Competition	Delhi Winter School	December 15-17, 2014
II-H2	Singh, Charan	Union Budget 2014	IIMB	July 10, 2014
II-H3	Singh, Charan	Union Budget – Experts Panel Meet	Federation of Karnataka Chambers of Commerce & Industry, Bengaluru	July 11, 2014
II-H4	Singh, Charan	Discussant: Critical Analysis & Way Ahead for Indian Economy	Union Budget 2014-2015, Ernakulam	July 14, 2014
II-H5	Singh, Charan	Roundtable Discussion: Roadmap for the Indian Bullion Industry for the Next 10 Years	India International Gold Convention, Pune	September 12-14, 2014
II-H6	Singh, Charan	Guest Speaker – Resurgent India – Tapping Infinite Potential	Conference, IIM Ahmedabad	November 6-8, 2014
II-H7	Singh, Charan	Keynote Speaker – Inclusive & Sustainable Growth for Emerging Economies Like India	TIMS, Bengaluru	December 9, 2014
II-H8	Singh, Charan	Financial Stability and Growth	IMF-IIMB Conference on Housing, IIMB	December 11-12, 2014
II-H9	Singh, Charan	A Separate Debt Management Office	2015 ASSA Conference, Boston	January 2-3, 2015

Sl. No.	Authors	Title of Paper	Details of the Conference	Dates of the Conference
II-H10	Singh, Charan	Challenges facing Indian Economy	Northeastern University, Boston	January 6, 2015
II-H11	Singh, Charan	Chief Guest, The Informal Economy in India: Trends and Perspectives in Growth, Inclusion and Social Protection	National Conference, Christ College, Bengaluru	February 7, 2015
II-H12	Singh, Charan	Union Budget 2015	IIM Bangalore	February 28, 2015
II-H13	Singh, Charan	Union Budget 2015	IISc Bengaluru	March 13, 2015
II-H14	Singh, Charan	Chief Guest, Economic Growth and Inclusiveness: Perspectives	Finance Symposium-2015	March 21, 2015
II-H15	Subramanian, Chetan	Asset Price Bubbles and Endogenous Growth	IMB-IMF Conference on Housing Markets, Financial Stability and Growth, Bengaluru	December 11-12, 2014
II-H16	Subramanian, Chetan and Rituparna Roy	Determinants of Collateral in Developing Economies	Western Economic Association Conference, New Zealand	January 8-11, 2015
II-H17	Subramanian, Chetan and Rituparna Roy	Determinants of Collateral in Developing Economies	Winter School 2014, Delhi School of Economics	December 15-17, 2014
II-H18	Damodaran A	Economics of IP and International Technology Transfer	Analytic studies on International Technology Transfer, WIPO Expert Forum on International Technology Transfer, World Intellectual Property Organization, Geneva, Switzerland	February 16-18, 2015
II-H19	Damodaran A	Overview of Economy: Multi-Sectoral Perspective	Sixth Meeting of the CII Southern Regional Council, Bengaluru	February 7, 2015
II-H20	Damodaran A	Keynote Address, Case as a Teaching-Learning Process	GSMC2014: 1 st Global Summit on Management Cases, Raipur, India	December 12-13, 2014
II-H21	Damodaran A	Keynote Address, The Brave New World of the Entrepreneur	KSEDM Entrepreneur Summit 2014, Kerala State Entrepreneur Development Mission, Kerala Finance Corporation, Thiruvananthapuram	November 24, 2014

Sl. No.	Authors	Title of Paper	Details of the Conference	Dates of the Conference
II-H22	Damodaran A	Presentation, Creative Expressions Benefitting from Your Copyright and Using the Copyright Works of Others in Your Business	Program on Training of Trainers on Effective Intellectual Property Asset Management by Small and Medium Sized Enterprises, jointly organized by WIPO with The Ministry of Economy, Government of UAE, The Intellectual Property Association and Dubai SME, Dubai, UAE	October 13-15, 2014
II-H23	Damodaran A	Presentation on Looking Good - The Appeal of Designs in Getting Noticed by the Customer	Program on Training of Trainers on Effective Intellectual Property Asset Management by Small and Medium Sized Enterprises, WIPO Intellectual Property Standing Committee, Ministry of Commerce and Industry, Riyadh, Saudi Arabia	September 16-18, 2014
II-H24	Damodaran A	Facilitator, Session on Methodology to Estimate Domestic Public Investments – Financial Reporting Framework	International Workshop on Financing for Biodiversity, Convention on Biodiversity, Kartause Ittingen, Switzerland	August 18-19, 2014
II-H25	Damodaran A	Presentation, Paper on Repertoire Management, Performance Pricing and IP Strategies in Classical Dance Theatres: Russian Ballet vs. India's Kutiyattom	18 th International Conference on Cultural Economics, The Association for Cultural Economics International (ACEI), University of Quebec, Montreal, Canada	June 24-27, 2014
II-H26	Damodaran A	Presentation, Peri-urbanism and the Commons: Towards Participative Approaches to Societal Risk Management	11 th International Symposium on Sustainability 2014: Future Urban Development at Different Scales, Institute for Technology Assessment and Systems Analysis, Karlsruhe Institute of Technology, Karlsruhe, Germany	May 6-9, 2014
II-H27	Damodaran A	Presentation, Cross Industry Lessons in Strategic Use of IP; Implications for Petro and Petrochem Industry	STC Bengaluru Intellectual Property Day Celebrations 2014, SABIC, Bengaluru	May 5, 2014
II-H28	Damodaran A	Presentation, The Economics of Intellectual Property Rights, Heritage and Traditional Knowledge	United Nations University Institute of Advanced Studies (UNU-IAS), Yokohama, Japan	April 29, 2014

Sl. No.	Authors	Title of Paper	Details of the Conference	Dates of the Conference
II-H29	Naik, Gopal	Harnessing Opportunities to Improve Agri-Food Systems	Discussant in the IGIDR-IFPRI Conference, New Delhi	July 24-25, 2014
II-H30	Naik, Gopal	Invited by the Finance Ministry, GOI for pre-budget consultation on agriculture	Ministry of Finance, GOI, New Delhi	June 5, 2014
II-H31	Naik, Gopal	Panel member on Bullion, Forex and Commodity Markets in the Vision 2019 Conclave	Organized by JITO, Mumbai	June 21, 2014
II-H32	Naik, Gopal	Panel member, Synergies for Bolstering Development in South India	Financing of Agri Value Chain in Financial Sector Conclave, Organized by FICCI, Hyderabad	July 14, 2014
II-H33	Naik, Gopal	Invited Panelist, Issues and Way Forward	National Seminar on Farm Income Insurance, Gandhinagar	September 4, 2014
II-H34	Naik, Gopal	Invited talk, Symposia Session on Urban Development	102 nd Indian Science Congress, Mumbai	January 4-7, 2015
II-H35	Naik, Gopal	Panel member, Discussion on Addressing Recycling Issues in Solid Waste Management	IIM Bangalore	August 12, 2014
II-H36	Bhalla, Manaswini	Heard You But Don't Know You: Targeting Using Word of Mouth	Marketing Science Conference, Atlanta, Georgia	June 12-14, 2014
II-H37	Chanda, Rupa	Opportunities and Challenges in Export of Services Multilateral Negotiations and Bilateral/ Regional Trade Agreements	2 nd National Services Conclave, organized by Ministry of Commerce, CII, Centre for WTO Studies and Services Export Promotion Council, New Delhi	November 13, 2014
II-H38	Chanda, Rupa	Services Liberalization in South Asia: Prospects and Challenges for Regional Integration	7 th South Asia Economic Summit, organized by Research and Information System for Developing Countries, New Delhi	November 6, 2014
II-H39	Chanda, Rupa	Education and Skill Development	10 th Indo-US Economic Summit, organized by the Indo-American Chamber of Commerce, New Delhi	October 15, 2014
II-H40	Chanda, Rupa	Stakeholder Consultation on Analysis of Selected Indian FTAs	CII and Ministry of Finance, New Delhi	September 29, 2014
II-H41	Chanda, Rupa	Demographic and Labour Market Trends: Opportunities and Challenges for India's Labour Services Exports	Migration and Development Conference, Centre for Development Studies, Trivandrum	September 19, 2014

Sl. No.	Authors	Title of Paper	Details of the Conference	Dates of the Conference
II-H42	Chanda, Rupa	Comparative Analysis of Services in India and China: An Overview of the Empirical Aspects and Challenges, at conference on Empirical Research on Trade in Services	Centre for WTO Studies, Indian Institute of Foreign Trade, New Delhi	August 21, 2014
II-H43	Chanda, Rupa	Stakeholder Consultation on Subsidies in Services: Cross Country Findings for Selected Sectors	CII and ICRIER, New Delhi	April 4, 2014
II-H44	Dutta, Souvik	Ethnic Conflict and Civic Engagement	Winter School, Delhi School of Economics, Delhi	December 15-17, 2014
II-H45	Pathikrit Basu, Dutta, Souvik and Suraj Shekhar	Ethnic Conflicts, Rumours and an Informed Agent	10 th Annual Conference on Economic Growth and Development, Indian Statistical Institute, New Delhi	December 18-20, 2014
II-H46	Pathikrit Basu, Dutta, Souvik and Suraj Shekhar	Ethnic Conflicts, Rumours and an Informed Agent	33 rd Australasian Economic Theory Workshop, Deakin University, Melbourne	February 12-13, 2015
II-H47	Moorthy, Vivek	An Assessment of the Urjit Patel Committee Report: Issues and Challenges in Monetary Policy	Reserve Bank of India, Bengaluru	October 20, 2014
II-H48	Moorthy, Vivek	A Colloquium on B.R. Shenoy	Organised by Liberty Fund Indianapolis, Mumbai	December 4-6, 2014
II-H49	Moorthy, Vivek	Balance of Financial Terror	Christ University, Bengaluru	August 28, 2014
II-H50	Moorthy, Vivek	Challenges and Opportunities for India's Economy	Alliance University, Bengaluru	February 10, 2015
II-H51	Narayanswamy, Ramnath	Leading from the Inside	International Conference on the meeting of devotion in the Murugan Tradition, St. Gallen, Switzerland	May 1-4, 2014
II-H52	Narayanswamy, Ramnath	Leadership, Creativity and Challenges Ahead in India	Renaissance, An Event of SAP Globalization Services, Bangalore	July 7, 2014
II-H53	Narayanswamy, Ramnath	The Challenge of Understanding and Alternative Modernity in India	Centre for Human Values, Indian Institute Management, Kolkata	December 8, 2014

II-K Leading Journal Publications

Journal articles which have appeared in leading academic journals, listed in Financial Times 45, Business Week 20, UT Dallas, etc.

II-K1 Authors: Jong Kook Shin and **Chetan Subramanian**

Title: Disinflation with Labor Market Frictions

Journal: *Journal of Macroeconomics*

Abstract: This paper studies disinflationary shocks in a non-linear new Keynesian model with search and matching frictions and moral hazard in the labor markets. Our focus is on understanding the wage formation process as well as welfare costs of disinflations in the presence of such labor market frictions.

The presence of imperfect information in labor markets imposes a lower bound on worker surplus that varies endogenously. Consequently, equilibrium can take two forms depending on whether the no shirking condition is binding or not. We also evaluate both regimes from a welfare perspective when the economy is subject to a perfectly credible disinflationary shock.

- Listings:
- *Listed as A in ABDC (Australian Business Deans Council)*
 - *Listed as 2 in ABS (Association of Business Schools, UK)*
 - *Listed as 1 in ESS (ESSEC Business School of Paris)*
 - *Listed as B in Hong Kong Business School List*

II-L Awards, Honors, and Achievements

II-L1 **Prof. Rupa Chanda**, Nominated to National Level Services Council for FICCI, Expert Committee to formulate strategy on services, 2015.

II-L2 **Prof. Damodaran A**, the study titled, 'Economics of IP and International Technology Transfer', originally commissioned by the WIPO, has been listed as a WIPO document and considered by WIPO's high level Committee on Development and Intellectual Property (CDIP) at its Fourteenth Session in Geneva during November 10-14, 2014.

II-M Doctoral Theses Completed by FPM Students during 2014–2015

Sl. No.	Name of the Student	Dissertation Title	Members of the DAC Committee
II-M1	Dinesh Kumar Masta	Relocation of Urban Slums: Does Program Governance Matter?	Gopal Naik, Subhashish Gupta and Kanchan Mukherjee
II-M2	Subhadip Mukherjee	Impact of Trade Liberalization on the Performance of Indian Manufacturing MSMEs	Rupa Chanda, Gopal Naik and Arnab Mukherji

II-N Dissertations Proposal by FPM Students during 2014–2015

Sl. No.	Name of the Student	Topic	Name of DAC Chairman	Date
II-N1	Ayona Bhattacharjee	Health and Growth: Exploring Domestic and Global Channels	Prof. Rupa Chanda	July 23, 2014
II-N2	Rituparna Roy	Essays on Firm Heterogeneity, Collateral Constraints and Productivity	Prof. Chetan Subramanian	January 16, 2015
II-N3	Vipul Mathur	Monetary Policy Transmission with Segmented Asset Markets	Prof. Chetan Subramanian	January 19, 2015

II-O Papers Presented by FPM Students in Conference/Seminar during 2014–2015

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
II-O1	Tanushree Haldar	Tribals' Participation in Labor Market: A Historical Account of Marginalization of Jharkhand Tribes	56 th Indian Society of Labour Economics Annual Conference, Birla Institute of Technology (BIT), Mesra, Ranchi	December 18-20, 2014
II-O2	Rituparna Roy (co-authored by Jong Kook Shin and Prof. Chetan Subramanian)	Determinants of Collateral in Developing Economies	Winter School, Delhi School of Economics	December 15-17, 2014
II-O3	Kartik Yadav	The Clash of Generations	44 th St. Gallen Symposium, University of St. Gallen, Switzerland	May 6-10, 2014
II-O4	Ayona Bhattacharjee (co-authored by Prof. Arnab Mukherji)	Do "Healthier" Developing Countries Attract Larger FDI Inflows?	10 th World Congress, International Health Economics Association, Dublin, Ireland	July 14-16, 2014
II-O5	Rituparna Roy (co-authored by Jong Kook Shin and Prof. Chetan Subramanian)	Determinants of Collateral in Developing Economies	Western Economic Association International Conference, Wellington, New Zealand	January 8-11, 2015
II-O6	Subhadip Mukherjee	The Impact of Trade Liberalization of SMEs versus Large Firms	10 th Annual Conference on Economic Growth and Development, ISI Delhi	December 18-20, 2014
II-O7	Subhadip Mukherjee	The Impact of Exim Policy, 2004-09 on Indian Manufacturing Firms: A Difference-in-Differences (DID) Approach	Fourth IIFT Conference on Empirical Issues in International Trade and Finance, organized by the Indian Institute of Foreign Trade (IIFT), New Delhi	December 18-19, 2014



Finance and Accounting (F&A)

Faculty in the Finance and Accounting (F&A) Area has research, teaching, and consulting expertise in financial accounting, managerial accounting and control, corporate governance, corporate finance, capital markets (including equity, fixed-income securities, and derivatives), and financial institutions and services (including banking and insurance). Faculty is also involved in a number of research and case writing projects. Publications of some of the faculty have appeared in leading academic journals listed in FT 45, BW 20, etc. Several faculty members of this area influence firm-level and economy-level policy-making through positions on the boards of corporate, regulatory, and standard-setting organizations. Significant contributions have been made by the faculty to IIMB research centers such as Public Policy, NSRCEL, Centre for Software & Information Technology Management and Centre for Financial Markets and Risk Management. Research activities undertaken by the faculty and students in this area are captured here under different headings.

III-A Research Projects

III-A1 Foreign Fund Flows and Stock Returns: Evidence from India

Project Team: **V Ravi Anshuman**, Viral Acharya and Kiran Kumar

Summary: We study the impact of foreign institutional investor (FII) flows on stock returns in India. We exploit stock-level daily trading data for FII purchases and FII sales during 2006–2011 to separate stocks into those experiencing abnormally high and low FII flow innovations. We find that stocks with high innovations are associated with a coincident price increase that is permanent, whereas stocks with low innovations are associated with a coincident price decline that is in part transient, reversing itself within two weeks. The differential abnormal return between high and low innovation stocks is nevertheless significant, both statistically and economically (relative to stock return volatility), largely unrelated to firm characteristics and risk loadings, and largest during period of market stress. Our findings are robust in out-of-sample tests. The results are consistent with a price “pressure” on stock returns induced by FII sales, as well as information being revealed through FII purchases and FII sales.

Sponsor: India Growth Central (IGC)

Status: Completed (2015)

III-A2 Value Relevance of Production and Sales Quantity Disclosures

Project Team: **Srinivasan Rangan** and **Padmini Srinivasan**

Summary: Until recently (2011), Indian disclosure regulations required that listed manufacturing companies provide annual information on the quantity of production and sales at the product-segment levels. Interestingly, India is the only country in which such a disclosure was mandatory. In other countries, companies report data on sales, and one can infer the cost of production; but the bifurcation of these two numbers into the quantity of sales and production, and per unit selling price and per unit costs is unavailable.

Sponsor: IIMB

Status: Completed (2015)

III-A3 Financial Development and Economic Growth

Project Team: **Ashok Thampy**

Summary: The link between financial development and economic growth has been a widely discussed and much debated topic in extant literature. In one of the earliest studies, Schumpeter (1912) posits that financial intermediation, by deciding which firms will be using societies’ savings, financial intermediaries influence the course of economic development. Many subsequent studies establish a positive relationship

between financial development and growth. However, these studies analyse evidence from cross-country data. Results of such studies contain potential biases induced by measurement errors, simultaneity, omitted variables, and unobserved country-specific effects and therefore are not able to resolve the issue of causality. Use of cross-country data underlies problem of omitted variable because across different countries, considerable heterogeneity exists in factors such as capital flows, trade flows, labour movement, legal code and enforcement machinery, etc. In this study, I analyse the finance–growth relationship using regions within a country, India. Factors such as legal codes, labour mobility, and capital flows are likely to be much more homogeneous within a country as compared to between countries. Furthermore, any country-specific effects are also, by design, controlled for in a subnational study. Thus, such a construct, by providing an automatic control environment, overcomes many of the potential biases that plague the findings of existing cross-country studies. This study examines financial development and economic growth at the regional level (district) in India for the period 2001 to 2008, thus contributing to the literature by providing evidence from a large developing country.

Sponsor: IIMB
 Status: Ongoing (2014–2015)

III-A4 Debt, Defaults, and Corporate Governance

Project Team: **Jayadev M**
 Summary: How effectively the governance structures are working in the case of debt funded through public issue and private placement? The specific governance structures are risk factors disclosed in offer documents, rating migrations of credit rating agencies, debenture trustees, stock exchange norms for listed bonds/debentures and creation of debenture redemption reserve. How effectively are the governance structures are working in the case of debt funds?
 Sponsor: National Foundation for Corporate Governance
 Status: Ongoing (2015)

III-A5 FII Trading around Earnings Announcements

Project Team: **Srinivasan Rangan** and Murugappa Krishnan, William Paterson University
 Summary: We study whether FIIs anticipate information in forthcoming earnings announcements, how they process information contained in earnings, and how markets react to information in their trades.
 Sponsor: NSE-NYU Stern Initiative on the Study of Indian Capital Markets
 Status: Ongoing (2014–2015)

III-A6 Expected Returns and Idiosyncratic Volatility

Project Team: **V Ravi Anshuman**

Summary: An outstanding puzzle in empirical asset pricing is the relationship between expected returns and idiosyncratic volatility. In a seminal paper, Ang, Hodrick, Xing, and Zhang (2006) show that stocks with lower idiosyncratic risk have higher expected returns. In other words, the empirical relationship between expected returns and idiosyncratic volatility is negative.

If one goes by the traditional asset pricing literature, there should no relationship between expected returns and idiosyncratic volatility, because idiosyncratic volatility can be diversified away, and therefore, should not affect asset prices in an economy with risk averse investors. However, the empirical findings in the Ang *et al* (2006) study differ with this theoretical proposition.

Sponsor: IIMB

Status: Ongoing (2014–2015)

III-A7 A Series of Four Cases on Entrepreneurship

Project Team: **Sabarinathan G** and Ramakrishna Velamuri

Summary: Entrepreneurs are now understood to go through a formal process of discovering opportunities, evaluating them, developing a variety of strategy to get the enterprise off the ground, grow or scale them, organize appropriate funding and eventually harvesting or exiting. Each of these cases will focus on one of these specific aspects of the evolution of an entrepreneurial venture.

Sponsor: IIMB

Status: Ongoing (2015–2016)

III-B Articles in Academic Journals

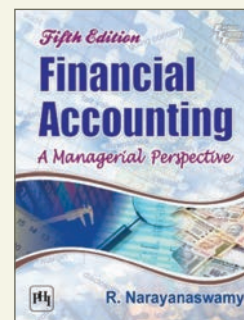
Sl. No.	Authors	Title of Paper	Name of Journal	Publication Details
III-B1	Narasimhan M S and Shalu Kalra	The Impact of Derivative Trading, on the Liquidity of Stocks	<i>Vikalpa</i>	Vol. 39, Issue 3, July-September 2014, pp. 51-65
III-B2	Narayan P C and M Thenmozhi	Do Cross-border Acquisitions Involving Emerging Market Firms Create Value: Impact of Deal Characteristics	<i>Management Decision</i>	Vol. 52, Issue 8, 2014, pp. 1451-1473

III-C Books

III-C1 Narayanaswamy R

Financial Accounting: A Managerial Perspective, 5th edition

PHI Learning, New Delhi



This widely adopted, highly acclaimed text, now in its fifth edition, has proved to be an invaluable asset to the student community. It explains how to prepare, analyze, and interpret the information from financial statements. New and distinctive features of the text are as follows:

- **Banks:** An entirely new chapter (Chapter 13) explains the financial statements of banks. It covers the effect of legal and regulatory requirements on the financial performance of banks.
- **Spotlight on earnings quality analysis and earnings management:** Intricate issues in understanding earnings quality and earnings management are explained with real-world examples.
- **Chapter Vignette:** A tone-setting vignette at the start of every chapter enables the student to relate to the key issues covered in the chapter.
- **Emphasis on Thinking:** Accounting involves making significant decisions at every level of management. This text provides many opportunities to students to think about the considerations that go into making accounting judgements.
- **New Cases:** There are new cases on Tata Consultancy Services, Biocon, UBS, Reebok India, Nobles Crus, Essar Oil, HDFC, Kingfisher Airlines, Reliance Communications, and ICICI Bank.
- **Student-friendly Approach:** Ideas are explained in a simple style using everyday language. No prior knowledge of business is assumed. Common doubts in understanding accounting are addressed.
- **New material and updates:** New material has been added in many chapters. These include revenue recognition, pro forma financial measures, whistle-blowing, fraudster profile, cloud computing, statement of changes in equity, and management communications. The content has been updated to include the effect of the Companies Act 2013 and changes in Indian accounting standards and International Financial Reporting Standards.

III-E Working Papers

Sl. No.	Author	Title	IIMB Working Paper No.	Year
III-E1	Akanksha Jalan and Vaidyanathan R	Tax Havens: Conduits for Corporate Tax Malfeasance	458	2014
III-E2	Ghosh, Pulak, Kale, Jayant R and Panchapagesan, Venkatesh	Do Indian Business Group Owned Mutual Funds Maximize Value for Their Investors?	463	2014
III-E3	Gitanjali Swamy and Vaidyanathan R	India's Financial System & Architecture 2014: Fault Lines Part Deux	462	2014

Sl. No.	Author	Title	IIMB Working Paper No.	Year
III-E4	Harish V. Rao, Goutam Dutta, and Basu, Sankarshan	Database Structure for a Multi Stage Stochastic Optimization Based Decision Support System for Asset – Liability Management of a Life Insurance Company	467	2014
III-E5	Narayanaswamy R, K Raghunandan and Dasaratha V. Rama	Satyam Failure and Changes in Indian Audit Committees	471	2014
III-E6	Sreedhar T Bharath and Panchapegesan, Venkatesh	The Changing Nature of Chapter 11	461	2014

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

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
III-F1	Vaidyanathan R	Gujarat Model is Antidote to Failed Bengal Model of Nehru and Mahalanobis	<i>First Post</i>	April 15, 2014
III-F2	Vaidyanathan R	Here's an Interesting Idea to Increase the Savings Rate of Indians	<i>First Post</i>	April 22, 2014
III-F3	Vaidyanathan R	Voter's Names Missing, a Two-Month Election: India Deserves a Better EC	<i>First Post</i>	May 5, 2014
III-F4	Vaidyanathan R	Delhi Think Tank Gives Modi His NSA and Principal Secretary	<i>Rediff.com</i>	June 1, 2014
III-F5	Vaidyanathan R	Sit on Black Money: If There is Political Will, IT Should Go for Gold and a Big Haul	<i>First Post</i>	June 2, 2014
III-F6	Vaidyanathan R	Memo to FM: An Education Bank, Easy Loans to India UNIC, Tax Breaks for Savers – and My Dog	<i>First Post</i>	June 11, 2014
III-F7	Vaidyanathan R	Why India Should Not Play US Card with China?	<i>Niticentral.com</i>	July 17, 2014
III-F8	Vaidyanathan R	How BJP's Rise is Changing the Entire Contours of Regional Politics	<i>First Post</i>	September 30, 2014
III-F9	Vaidyanathan R	Mr. Jaitley, Why is the Income Tax Department Hiding Data?	<i>Rediff.com</i>	November 18, 2014

Sl. No.	Authors	Title of Article	Name of Newspaper/ Magazine	Date of Publication
III-F10	Vaidyanathan R	BJP's Dilemma: Why Modi's Party Cannot Be All-Things-to-all People Like Congress	<i>First Post</i>	December 15, 2014
III-F11	Vaidyanathan R	Wanted from Mr Modi: An Educational Finance Corporation	<i>India Today</i>	January 5, 2015
III-F12	Vaidyanathan R	Time to Recover Black Money Running Out	<i>Bangalore Mirror</i>	February 11, 2015
III-F13	Vaidyanathan R	The Mumbai Connection	<i>Mumbai Mirror</i>	February 11, 2015
III-F14	Vaidyanathan R	The Hindu/Sastra University Panel Discussion on 14-02-2015	<i>Hindu Business Line</i>	February 26, 2015
III-F15	Vaidyanathan R	Mudra Bank: The Indigenous Financial Engine	<i>Hindu Business Line</i>	March 9, 2015
III-F16	Vaidyanathan R	Mudra Bank Will Change the Way India is Functioning	<i>Rediff.com</i>	March 23, 2015
III-F17	Vaidyanathan R	Why Mudra Bank is a Major Landmark in Our Growth Process	<i>Rediff.com</i>	March 25, 2015

III-G Other Publications (Monographs, Reports, Roundtable, Interviews etc.)

Sl. No.	Authors	Title of Publication	Details of Publications
III-G1	Viral Acharya, Anshuman, V Ravi and Kiran Kumar	Flows in Indian Equity Markets: Boon or Curse?	White Paper, NSE NYU Stern School of Business Initiative for the Study of the Indian Financial Markets

III-H Seminars/Conferences/Workshop/Invited Talks, etc.

Sl. No.	Authors	Title of Paper	Details of the Conference	Dates of the Conference
III-H1	Thampy, Ashok, and Mrityunjay K. Tiwary	Bank Ownership, Credit and Local Economic Growth	World Finance and Banking Symposium, Nanyang Technological University, Singapore	December 11-12, 2014
III-H2	Thampy, Ashok and Mrityunjay K. Tiwary	Financial Development and Economic Growth: Evidence from States of India	India Finance Conference, Bengaluru	December 17-19, 2014
III-H3	Narasimhan M S	Invited speaker, Innovation in Financial Management Practices	National Seminar Innovative Management Practices for Global Competitiveness, organized by Avanthi Group of Institutions, Hyderabad	March 26, 2015
III-H4	Narayan P C	Understanding Macro Economics and Implications on Business	WIPRO Consumer Care Global Leadership Program	September 18, 2014
III-H5	Narayanaswamy R	Research Ideas in Financial Accounting	SDM Institute for Management Development, Mysore, India	August 20, 2014
III-H6	Narayanaswamy R	Integrating Academic and Professional Accounting Education, Financial Reporting for Economic Development South Asia Edition 2014: The Financial Reporting Supply Chain, Confederation of Asian and Pacific Accountants	The World Bank, International Federation of Accountants and CA, Colombo, Sri Lanka	May 21, 2014
III-H7	Narayanaswamy R	Union Budget 2014	Xavier Institute for Management and Entrepreneurship, Bengaluru	July 12, 2014
III-H8	Narayanaswamy R	AAAA Doctoral Colloquium	15 th Annual Conference of the Asian Academic Accounting Association (AAAA), Bengaluru	October 15, 2014

Sl. No.	Authors	Title of Paper	Details of the Conference	Dates of the Conference
III-H9	Narayanaswamy R	Independent Directors: Theory, Law and Practice, Certificate Programme for Directors Corporate Laws and Corporate Governance Committee	The Institute of Chartered Accountants of India, Bengaluru	March 27, 2015
III-H10	Narayanaswamy R, Raghunandan K, and Rama, Dasaratha V	Satyam Failure and Changes in Indian Audit Committees	JAAF Conference, Mumbai, India	January 8-10, 2015
III-H11	Darrough Masako, Rangan, Srinivasan and Srinivasan, Padmini	Implications of Production-Sales Differentials for Profitability and Market Valuation in India	Finance Conference, Bengaluru	December 17-19, 2014
III-H12	Srinivasan, Padmini and Srinivasan R	Narrative Analysis of Annual Reports: A Study of Communication Efficiency	India Finance Conference, Bengaluru	December 17-19, 2014
III-H13	Basu, Sankarshan	Analyzing Sovereign Risk in the Context of Emerging Markets: The India Example	18 th Annual Conference of the Asia Pacific Risk and Insurance Association in Moscow	July 28, 2014
III-H14	Basu, Sankarshan and Rao, Vandana	Corporate Hedging and Value Maximization in the Indian Context	4 th India Finance Conference, IIMB	December 17-19, 2014
III-H15	Rangan, Srinivasan	The Side Effects of Transparency Regulation: Evidence from Stock Pledging Disclosure Regulation in the Indian Market	IIM Trichy Conference on Corporate Governance, Chennai	June 13-14, 2014
III-H16	Rangan, Srinivasan	The Side Effects of Transparency Regulation: Evidence from Stock Pledging Disclosure Regulation in the Indian Market	India Finance Conference, Bengaluru	December 17-19 2014
III-H17	Rangan, Srinivasan	Implications of Production-Sales Differentials for Profitability and Market Valuation India	Eighth Accounting Research Conference, Indian School of Business	December 19-20, 2014

Sl. No.	Authors	Title of Paper	Details of the Conference	Dates of the Conference
III-H18	Rangan, Srinivasan	Earnings Management Following Insider Share Pledging Decisions	NSE-NYU Indian Financial Markets Conference, Mumbai	August 4-5, 2014
III-H19	Viral Acharya, V. Anshuman, Ravi and Kiran Kumar	Foreign Fund Flows and Stock Returns: Evidence from India	IGC Conference, New Delhi	July 17-18, 2014
III-H20	Anshuman, Ravi	Leverage Constraints and Liquidity: What Can We Learn from Margin Trading? by Tookes and Kahraman	NSE NYU Conference, Mumbai	August 4-5, 2014
III-H21	Vaidyanathan R	India: National Pension System and an Appraisal	Asia-Pacific Risk and Insurance Association (APRIA) Conference, Moscow	July 28-30, 2014
III-H22	Vaidyanathan R and Gitanjali Swamy	India's Financial System & Architecture 2014: Fault Lines Part Deux	Indian Finance Conference, Bengaluru	December 19, 2014
III-H23	Vaidyanathan R	Budget and Implications	Chartered Accountant Institute, Bengaluru	July 11, 2014
III-H24	Vaidyanathan R	Viva Voce Chairman of Doctoral Candidate Bala Subramaniam	Sastra University, Thanjavur, Tamil Nadu	August 4, 2014
III-H25	Vaidyanathan R	India-China Emerging Relationship	Bangalore Literary Festival, Bengaluru	September 28, 2014
III-H26	Vaidyanathan R	Role of Small Business in India	World Hindu Economic Forum/World Congress, New Delhi	November 21, 2014
III-H27	Vaidyanathan R	Global Financial Crisis Implications for India	National Law School of India, Bengaluru	December 10, 2014
III-H28	Vaidyanathan R	FCRA and Role of NGOs	India International Centre, New Delhi	January 31, 2015
III-H29	Vaidyanathan R	Budget at Niti Aayog, Delhi	Consultation by PMO	February 6, 2015
III-H30	Vaidyanathan R	Indian Economy Challenges	The Hindu/Sastra University Conference, Chennai	February 14, 2015

III-L Awards, Honors, and Achievements

III-L1 Prof. Sankarshan Basu, Asia Pacific Risk and Insurance Association, President for the Year 2014-2015.

III-L2 Prof. Vaidyanathan R, February 6, 2015, NITI Aayog Meeting in New Delhi with Prime Minister Narendra Modi and other experts. Prof. Vaidyanathan was invited to make suggestions for the upcoming budget.

III-L3 Prof. Vaidyanathan R, has been appointed by Ministry of Finance as a member of a committee to suggest ways to enhance credit to MSME sector under the Chairmanship of K V Kamath, Chairman, ICICI Bank and guidance of Nirmala Sitharaman, Ministry of State for Finance and Corporate Affairs.

III-M Doctoral Theses Completed by FPM Students during 2014–2015

Sl. No.	Name of the Student	Topic	Name of DAC Chairman
III-M1	Bipin Kumar Dixit	Mergers and Acquisitions in India: Consequences for Short-run and Long-run Shareholder Value and Operating Performance	Jayadev M, Shashidhar Murthy and R Srinivasan (CSP)
III-M2	Damini Gupta	The Effect of Non-Financial Information on Firm Risk, Profitability and Valuation	Srinivasan Rangan, R Srinivasan (F&A) and Rejie George P
III-M3	Mrityunjay Kumar Tiwary	Essays on Relationship between Financial Development and Economic Growth: Evidence from India	Ashok Thampy, R Srinivasan (F&A) and Arnab Mukherji
III-M4	Akanksha Jalan	Debt, Bankruptcy Risk and Corporate Tax Sheltering	R Vaidyanathan, Jayant R Kale and Srinivasan Rangan

III-N Dissertation Proposal Presentation by FPM Students during 2014–2015

Sl. No.	Name of the Student	Topic	Name of DAC Chairman	Date
III-N1	Mrityunjay Kumar Tiwary	Relationship between Financial Development and Economic Growth: Evidence from India	Prof. Ashok Thampy	July 18, 2014

III-O Papers Presented by FPM Students in Conferences/Seminars during 2014–2015

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference/Seminar	Date
III-O1	Vandana Rao (co-authored by Prof. Sankarshan Basu)	Corporate Hedging and Value Maximization in the Indian Context	4 th India Finance Conference, IIMB	December 17–19, 2014

III-Q Awards, Honors and Achievements by FPM Students during 2014–2015

Sl. No.	Name of the Student	Details of the Award	Date
III-Q1	Akanksha Jalan	The paper titled 'Debt, Bankruptcy Risk and Corporate Tax Sheltering' (co-authored by Prof. Jayant R Kale and Costanza Meneghetti) was presented at the NSE. They were granted a joint honorarium of Rs. 50,000.	August 2014

IV

Marketing

*F*aculty members in this area possess a combination of both industrial and rich academic experience. They are actively involved in consulting, teaching and research, targeting both domestic and international clientele. The books, cases and journal articles written by the area faculty have received wide acclaim and awards. Publications of some of the faculty members have appeared in leading academic journals and cases written by them are frequently published by HBP and IVEY Publishing. The members are also actively involved in various industry and corporate forums through participation in seminars, workshops, and as professional members on corporate boards. Faculty members in the area have expertise in research areas of Brand Management, Product Management, Business to Business Marketing, Competitive Marketing Strategy, Consumer Behaviour, Global Branding, International Business Negotiations, Marketing Theory, Customer Relationship Marketing and Services Marketing. Research outputs in this area are given here under different headings.

IV-A Research Projects

IV-A1 Behavioral Dimensions of Movies

Project Team: **S Ramesh Kumar, U Dinesh Kumar** and Ami Shah

Summary: The film industry has changed radically in the last decade. Huge investments, a strong focus on box office collections, changed contents due to the proliferation of western lifestyles and the emergence of social media are some of the factors that have triggered the change. The case proposes to take up two films and compare them on entertainment value to finally suggest what kind of entertainment value is likely to make a movie a successful venture. The case would also delve into the related perceptual aspects of film goers associated with the specific genre of the two chosen films.

Sponsor: IIMB

Status: Completed

IV-A2 Building Capabilities in Subsistence Communities: The Bridging Role of the Social Enterprise

Project Team: **Shainesh G** and Dr. Cecilia Soler, Goteborg University

Summary: Our research focuses on consumption induced poverty alleviation in the urban subsistence setting. Current literature on poverty alleviation in subsistence marketplaces is dominated by a focus on entrepreneurship as driven by MNEs or by subsistence (micro) entrepreneurs. Existing consumption-based understanding for subsistence communities is primarily found in the BOP literature concerned with defining the size of the BOP market and characterizing BOP consumers in terms of income, inclusion/exclusion, literacy and social networks. The BOP approach to consumption in subsistence communities, to a large extent managerial in perspective, is contested because of its focus on individualized poverty alleviation that primarily emphasizes individual income generation through literacy and employment training. We adopt a capability view on poverty alleviation where income is but one (out of many) means to enhance the well-being of the poor. From this perspective capabilities, as the ability to realize the various things a person may value doing or being (functionings), should be in focus in any market-based effort aimed at poverty alleviation. The capability approach to poverty alleviating consumption, is structural rather than individual and is defined as resource access that enable subsistence consumers to take advantage of wealth creation through participating in the efficient functioning of the market.

Sponsor: Goteborg University, Sweden

Status: Ongoing (2014–2015)

IV-A3 Internet Marketing

Project Team: **Seema Gupta**

Summary: In the proposed book, *Internet Marketing*, each chapter will attempt (wherever applicable) to draw out the differences and similarities that may exist between Internet users in the urban and rural parts of India. The material will also address the B2C (business-to-consumer), C2C (consumer-to-consumer), as well as the B2B (business-to-business) contexts.

Sponsor: IIMB

Status: Ongoing (2014–2015)

IV-A4 Modeling the Online Classified Advertisement Booking

Project Team: **Seema Gupta**

Summary: Booking of advertisements in newspaper has traditionally been done through agencies. This was an impediment for small and medium enterprises that did not have an agency on board on an on-going basis. In the recent past, online companies have come up which have disintermediated the booking of advertisements enabling advertiser to book directly leading to convenience. Big ticket advertising is expensive and marketers still want to hire specialized services of a media planning and a creative agency to maximize the return on investment. However, classified advertisements in newspapers which are tactical, topical and exigency-based do not necessarily require the professional services of an agency.

Sponsor: IIMB

Status: Ongoing (2014–2015)

IV-A5 Smart Predictions via Smart-Tagging: Introducing a Crisp and Powerful Revenue Forecasting Model

Project Team: **Patrali Chakrabarty**

Summary: Predicting market performance before launch is critical and indispensable, especially for the category of experience products. The problem becomes even more critical when the bulk of profits for such products holds a short shelf life. Films, tournament merchandise and online courseware, belong to such a category.

Sponsor: IIMB

Status: Ongoing (2014–2015)

IV-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Publication Details
IV-B1	Balakrishna Kanagal, Nagasimha	Conceptualizing Objective Setting and Metrics in Marketing Strategy	<i>Journal of Management and Marketing Research</i>	Vol. 16, August 2014, pp. 1-26
IV-B2	Balakrishna Kanagal, Nagasimha	An Essay on Aspects of Probability in Marketing Strategy	<i>Academy of Taiwan Business Management Review</i>	Vol. 10, Issue 2, August 2014, pp. 1-8
IV-B3	Balakrishna Kanagal, Nagasimha	Innovation and Product Innovation in Marketing Strategy	<i>Journal of Management and Marketing Research</i>	Vol. 18, February 2015, pp. 1-25
IV-B4	Lyndem, Preeti Krishnan	Proposed Social Effects of Cult Brand Communities	<i>Business Review</i>	Vol. 8, Issue 1, June 2014, pp. 12-27
IV-B5	Shirish C. Srivastava and Shainesh G	Bridging the Service Divide through Digitally Enabled Service Innovations: Evidence from Indian Healthcare Service Providers	<i>MIS Quarterly</i>	Vol. 39, Issue 1, 2015, pp. 245-267

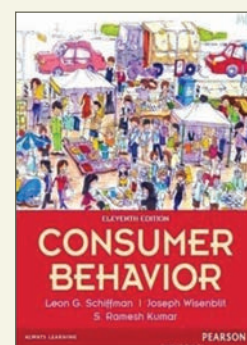
IV-C Books

IV-C1 Leon Schiffman, Joseph Wisenbitt and S Ramesh Kumar

Consumer Behavior, 11th Edition

Pearson, 2015

The 11th edition of *Consumer Behavior* offers a comprehensive view of the leaping progress made towards the inevitable synthesis of media, entertainment content, and marketing. In this edition, we have introduced new topics such as behavioral targeting, customizing products and promotional messages, predictive analytics, reaching & “ldquoeyeballs” instead of demographic groups, tracking online navigation and analyzing websites’ visits, gauging word-of-mouth and opinion leadership online, consumer-generated advertising, and new media platforms such as mobile apps advertising. A qualitative research case that is grounded in the Indian context has also been added to enable the students to understand how such research techniques that originated in the West can be practiced in the Indian context. This book carries consumer behavior branding interface examples that are more diverse and in-depth than the earlier edition. Several of these examples have been provided across chapters so that students can connect with the Indian context throughout the text and appreciate the linkages across chapters.



IV-C2 Githa Heggde and **Shainesh G** (Eds.)*Social Media Marketing – Emerging Concepts and Applications*

Excel Books: New Delhi, 2014

Social media has emerged as the defining trend in the last decade and continues to restructure communication and interactions between individuals, communities, government and businesses. Researchers and marketers are grappling with the profound impact of the rapidly evolving social media on viral user-generated content, its impact on shaping consumer perceptions and the constantly changing landscape for developing business cases to proactively engaging with stakeholders. The increasing opportunities to listen to customers on company managed channels as well as third party review sites, including social media pages, across the digital space are accompanied by the challenges of responding, real-time to these conversations. This requires a huge shift in the way marketing functions engage and dialogue with customers. Our book focuses on the role of social media as the next big game changer. We had hosted the first international conference on “Social Media Marketing in Emerging Markets” as a platform to bring together a distinguished panel of speakers from the academia and the corporate world. The conference provided a forum for practitioners and researchers to discuss, debate and share their insights and research findings. This book is a collection of selected papers submitted by researchers and managers for the conference. It focuses on the impact of social media on marketing, from brand building, communications, and advertising to customization and customer engagement.

IV-D Chapters in Books

Sl. No.	Authors	Title of Chapter	Title of Book	Editors	Publication Details
IV-D1	Satyanarayana H, Prasanna T M and Shainesh G	Lifecycle of Information on the Web: Implications for Aggregator Sites	<i>Social Media Marketing – Emerging Concepts and Applications</i>	Githa Heggde and Shainesh G	Excel Books: New Delhi, 2014, pp. 38-45

IV-E IIMB Working Papers

Sl. No.	Author	Title	IIMB Working Paper No.	Year
IV-E1	Jonnalagedda, Sreelata and Saranga, Haritha	To Adapt or to Design: The Emerging Market Dilemma for Automakers	456	2014
IV-E2	Gupta, Subhashish, Prakhya, Srinivas and Krishanu Rakshit	Consumer Uncertainty and Pack Size	460	2014

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

Sl. No.	Authors	Title of Article	Name of the Newspaper/ Magazine	Date of Publication
IV-F1	Sampath, Asha and Lyndem, Preeti Krishnan	Branding in the Indian Ceramic Tiles Industry	<i>EconomicTimes.com</i>	January 21, 2015
IV-F2	Karthik Srinivasan and Kumar, S Ramesh	Beyond the Consumer's Perspective	<i>The Hindu Businessline</i>	August 22, 2014
IV-F3	Kumar, S Ramesh	Ethnic Route to Branding	<i>The Hindu Businessline</i>	October 24, 2014
IV-F4	Kumar, S Ramesh	When You Discount Your Brand	<i>The Hindu Businessline</i>	February 13, 2015
IV-F5	Kumar, S Ramesh	Making Sense of the Irrational	<i>The Hindu Businessline</i>	March 6, 2015
IV-F6	Shainesh G	The Earlier We Start, the Better We Are	<i>Higher Education Review</i> http://www.theher.in/	Vol. 2, Issue 10, October 2014, pp. 6-7
IV-F7	Shainesh G	Affordable Health Care Solutions for Rural India	<i>HSG Focus – Emerging Markets</i> (Magazine of the University of St. Gallen)	Vol. 2, June 2014, pp. 12-14

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

Sl. No.	Authors	Title of Publication	Details of Publication
IV-G1	Shainesh G and Suhruta Kulkarni	Narayana Nethralaya: Expanding Affordable Eye Care	Case Study 2 nd prize at the Globalens http://www.globalens.com/ 2014 NextBillion Case Writing Competition

IV-H Seminars/Conferences/Workshop/Invited Colloquia, etc.

Sl. No.	Authors	Title of Paper	Details of the Conference	Dates of the Conference
IV-H1	Mishra, Ashis	Store Atmospherics in Emerging Markets: An Opportunity for the Retailers?	7 th Oxford Asia Retail Conference, NUS Singapore	September 24-26, 2014
IV-H2	Mulky, Avinash G	National Identity as Seen through the Lens of Brand Advertising: An Investigation in an Emerging Market	6 th Kern Conference on Visual Communication, Rochester, NY, USA	April 24-26, 2014
IV-H3	Ponnappan, Vedha and Lyndem, Preeti Krishnan	Resolving Uncertainties on Market Structure Using Social Media Data	12 th AIMS International Conference on Management, IIM Kozhikode	January 2-5, 2015
IV-H4	Gupta, Seema	Involvement with Experience: Activating the Impact of Brand Experiences on Brand Attitude and Loyalty	The 2015 Annual Conference of the Emerging Markets Conference Board, IMT Dubai	January 20-22, 2015
IV-H5	Shainesh G	Meet the Journal Editors' Panel and Session on Bridging Research Perspectives - Customer Relationship Management	3 rd AIM-AMA Sheth Foundation Doctoral Consortium, IMT Dubai	January 18-20, 2015
IV-H6	Shainesh G	Session Chair for two separate sessions on Creative Thinking and Sales Education	2014 Marketing Educators' Association Conference, San Jose, CA, USA	April 24-26, 2014

IV-I Articles in Conference Proceedings

Sl. No.	Authors	Title of Paper	Details of the Conference Proceedings
IV-I-1	Mulky, Avinash G	Excellence in Teaching Marketing in Executive Education Programs: An Exploration in an Emerging Market	Proceedings of 2014 Annual Conference of Marketing Educators Association, April 24-26, 2014.
IV-I-2	Gupta, Seema Tanvi Gupta and Shainesh G	Involvement with Experience: Activating the Impact of Brand Experiences on Brand Attitude and Loyalty	Proceedings of the International Conference "Emerging Markets Conference 2015", IMT Dubai, January 20-22, 2015.

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

- IV-J1 Title: Shodh – Market Research for Economy Housing – (A)**
- Author: Avinash G Mulky**
- Summary:** S. Vaseem, CEO of Shodh, a Bengaluru-based market research agency has learnt that his proposal for carrying out a market research study for a new client has just been approved. The proposal had described a study to assess the opportunities in the economy housing segment comprising apartments priced below INR 2.5 million. This segment was attracting attention from real estate developers and several big builders had announced economy housing projects. Vaseem's client wanted to enter the economy housing segment in a big way with a simultaneous launch of projects in 10 cities of South India. As the segment potential was as yet unknown, the client wanted to conduct a formal market research exercise on a pilot basis in Bengaluru to confirm the size of the opportunity and to understand consumer requirements and preferences. Shodh's proposal had included secondary research, expert interviews, focus group discussions, surveys, and conjoint analysis methodologies. Now that the proposal had been approved, Vaseem and his team had to design the data collection instruments for qualitative and quantitative research, develop the sampling plan, and begin the project.
- IV-J2 Title: Global Development Network: Communicating Agricultural Policy Research**
- Authors: Kumar Rakesh Ranjan and Shainesh G**
- Summary:** Global Development Network (GDN), an international public organization, supports research in developing and transition economies to advance social and economic development. During April 2011-August 2013, it conducted a communication project titled "Supporting Policy Research to Inform Agricultural Policy in Sub-Saharan Africa and South Asia". The project group was tasked to design and deliver a communication program to inform policymakers and other relevant target audiences across a vast geography covering Sub-Saharan Africa and South Asia, and the world at large. Now the team at GDN was evaluating the experience to learn and improve their communication program for the next project. Tuhin Sen, the lead strategist at GDN was wondering if the outreach strategy was appropriate and how it could have been better given the intangibility of a research output that was to be disseminated to unique users such as policymakers across a diverse geography of Asia and Africa.
- IV-J3 Title: Dainik Bhaskar Group: Aspiring Growth**
- Author: Seema Gupta**
- Summary:** The case describes the journey of the Dainik Bhaskar (DB) group towards becoming the largest newspaper group in India. Starting from one Hindi state, the group

successfully entered other Hindi states and then non-Hindi speaking states in tier II markets (cities with population between 1 and 4 million) using its innovative twin customer contact model of launch. The innovative launch strategy ensured that DB procured subscriptions from consumers even before its paper was available in the market. The group pioneered hyper local journalism ensuring high customer connect. The case describes the distribution strategy, brand-building initiatives, editorial policy, and advertising strategy of the group. The case describes its successful launch in a non-Hindi state - Maharashtra with strong incumbents. The management of DB has to make a decision of which market to enter next to sustain the high growth trajectory of the group.

IV-J4 Title: Retail Credit Scoring for Auto Finance Ltd.

Authors: Sujoy Roychowdhury and **Srinivas Prakhya**

Summary: Auto Finance Ltd. was a part of one of India's large conglomerates. The conglomerate was a major player in the two-wheeler business in India. Many of the people buying two-wheelers belonged to the lower middle class of India and did not have access to enough capital to buy the two-wheelers outright – typically costing between twenty-five to hundred thousand Indian Rupees (at the time of the setting of this case, i.e., January 2007, 1 USD ~ 50 INR). For this reason, Auto Finance used to extend loans, typically on a fixed interest rate for 3-5 years, to enable cash-strapped customers to buy the vehicles. The loan facility enabled the two-wheeler division to reach out to a section of consumers that had hitherto not been able to purchase two-wheelers. However, the increased penetration was being achieved at a cost as there were a significant number of people defaulting on their loans. Auto Finance Ltd. was interested in developing and implementing a credit scoring approach to screen out risky consumers from the pool of applicants and improve profitability.

IV-J5 Title: SSISM – Social Entrepreneurship or Chaos?

Authors: Debolina Dutta and **DVR Seshadri**

Summary: SSISM is the case of a missionary organization, founded by an upwardly mobile IT professional Pranjali Dubey, who leaves the trappings of a successful career to pursue what he felt was his life's calling, to make a difference to the community around his ancestral village, through providing better education to the youth. The case highlights the effort and evangelistic zeal of Pranjali as he battles multiple hurdles on a daily basis to try and make a difference at the grass root level. However, what clearly needs to be defined is how he can establish a viable business model, in the absence of which the organization is unlikely to achieve its vision. The case discusses the various challenges SSISM faces on multiple fronts including motivating people, ensuring quality of education, financing, and changing social mind-sets. It also addresses the issue of society's involvement and responsibility. From the perspective of Pranjali, the main

protagonist, the case provides several rich pastures of discussion including, should he manifest a local or global perspective, and how should he sustain the movement, going forward? The case touches upon several processes that are fundamental in strategy and entrepreneurship in terms of developing a sustainable business model for an entrepreneurial missionary organization. As an entrepreneurial missionary firm in its growth phase, SSISM needs to manage the fine balance between growth (current revenues, clients, etc.) and sustaining and disseminating its evangelistic vision.

IV-J6 Title: The Growth Dilemma at Grameen Koota

Authors: Kumar Rakesh Ranjan and Shainesh G

Summary: Grameen Koota had escaped any direct impact of the crisis faced by the microfinance industry due to new legislations introduced by the Indian state of Andhra Pradesh in 2010. External sources of funds had dried up for the microfinance sector thus impacting growth. While evaluating his organization's performance during the last two years, Suresh Krishna, Managing Director of Grameen Koota was concerned about the imminent shortfall in the growth envisioned in 2010. The tumultuous industry condition was accompanied by an uncertain regulatory environment. While exploring options for growth, Krishna wanted to assess whether to expand operations to new districts and new states or consolidate and grow in the existing regions of operations. Concentrating operations implied risking too much in too few states in a shaky regulatory environment while expansion to nascent geographies could potentially erode the low margins. It was a difficult choice, so Krishna wanted to make sure that he arrived at the decision after a thorough evaluation of the opportunities, costs, and risks associated with expanding the distribution reach.

IV-J7 Title: Tears with Them, Tears without: Onion Prices Make India Cry

Author: Sreelata Jonnalagedda

Summary: Onion prices have been particularly volatile in India, reaching an all-time high of Rs. 100 during October 2013 in certain parts of the country. The core of the onion price problem appears to stem from massive hoarding by cartels of intermediaries. How can this be stopped? Are there deeper problems with India's agricultural policies that belie the onion market failures? Onion is an important commodity for Indians of all classes; it is also the one that has swung political fortunes in India. The state of affairs in the onion market is indicative of gaping policy holes in the Indian agricultural markets. As India gears for the national elections in 2014, there is heightened interest in policy manifestos of the competing political parties. A history of policy measures adopted by past governments of India and the effects of these measures are outlined in this case. The case provides a platform for students to discuss the appropriateness of various policy measures with respect to agricultural produce marketing in India.

- IV-J8 Title: Cultural Symbolism and Entrepreneurial Brand – The Indian Context**
- Authors: S Ramesh Kumar, Jagannath Janakiraman and Shankar Sethuramalingam**
- Summary:** The case is about Inscape, a Bangalore-based Indian entrepreneurial company in the category of furniture attempting to develop a brand. Since times immemorial, humans have expressed their “one-upmanship” in a variety of ways. Consumer behavior has a “self-concept” component that is reflected in the symbolic behavior of consumers. Products, brands, and possessions of consumers form a symbolic part of their self-concept. Status orientation, reflection of lifestyles, and a sense of belongingness are some of the universal themes associated with symbolism. There are three aspects that form the highlights of the case. Emerging markets such as India are closely following western symbolism with regard to possession and consumption of products and brands. The case develops a historical perspective on the category by dividing the timeline into three periods of time frame that stretches from the pre-independence to the post-liberalization era. The influence of imperial lifestyles on the Indian cultural landscape is captured in the case. The second aspect is the unorganized nature of the furniture industry. An unorganized industry structure in the Indian context means several unbranded offerings are a part of the industry. Many of these offerings may be of sub-standard quality, may not have typical distribution channels and most importantly these offerings are priced much lower than the branded offerings. Around 90% of the industry is characterized by the unorganized sector. The third aspect of the case is the challenge in the formulation of a marketing strategy that can be extracted from cultural symbolism and self-concepts associated with the category. The three major aspects are set in the backdrop of a consumer survey among two prospective groups consumers and the survey delves into the behavioral dimensions associated with self-concept and cultural symbolism associated with furniture as a part of the Indian culture.
- IV-J9 Title: Himalaya Drug Company: Repositioning of a Herbal Bath Soap**
- Authors: S Ramesh Kumar, Venkata Seshagiri Rao and Trinadh Narayana**
- Summary:** In an initiative to develop its herbal soap offering and create a repositioning strategy for its soap products, one of the front-runners in the Indian skincare market explored the perception of the brand image, using survey data to compare its own image with those of two of its strongest competitors. The challenge for this brand was to reposition itself and build its equity after taking into consideration the perceptual results of the study and the existing positioning of soap brands.

IV-K Leading Journal Publications

Journal articles which have appeared in leading academic journals, listed in Financial Times 45, Business Week 20, UT Dallas, etc.

IV-K1	Authors:	Shirish C Srivastava and Shainesh G
	Title:	Bridging the Service Divide through Digitally Enabled Service Innovations: Evidence from Indian Healthcare Service Providers
	Journal:	<i>MIS Quarterly</i>
	Abstract:	<p>The digital divide is usually conceptualized through goods-dominant logic, where bridging the divide entails providing digital goods to disadvantaged segments of the population. This is expected to enhance their digital capabilities and thus have a positive influence on the digital outcomes (or services) experienced. In contrast, this study is anchored in an alternative service-dominant logic and posits that viewing the divide from a service perspective might be better suited to the context of developing countries, where there is a huge divide across societal segments in accessing basic services such as health care and education. This research views the prevailing differences in the level of services consumed by different population segments (service divide) as the key issue to be addressed by innovative digital tools in developing countries. The study posits that information and communication technologies (ICTs) can be leveraged to bridge the service divide to enhance the capabilities of service-disadvantaged segments of society. But, such service delivery requires an innovative assembly of ICT as well as non-ICT resources. Building on concepts from service-dominant logic and service science, this study aims to understand how such service innovation efforts can be orchestrated. Specifically, adopting a process view, two Indian enterprises that have developed sustainable telemedicine healthcare service delivery models for the rural population in India are examined. The study traces the configurations of three interactional resources-knowledge, technology, and institutions-through which value-creating user-centric objectives of increasing geographical access and reducing cost are achieved. The theoretical contributions are largely associated with unearthing and understanding how the three interactional resources were orchestrated for service-centric value creation in different combinative patterns as resource exploitation, resource combination, and value reinforcement. The analysis also reveals the three distinct stages of service innovation evolution (idea and launch, infancy and early growth, and late growth and expansion), with a distinct shift in the dominant resource for each stage. Through an inductive process, the study also identifies four key enablers for successfully implementing these ICT-enabled service innovations: obsessive customer empathy, belief in the transformational power of ICT, continuous recursive learning, and efficient network orchestration.</p>

- Listings:
- *Listed as A* in ABDC (Australian Business Deans Council)*
 - *Listed as 4 in ABS (Association of Business Schools, UK)*
 - *Listed as 0* in ESS (ESSEC Business School of Paris)*
 - *Listed as B in Hong Kong Business School List*
 - *Listed in Business Week 20*
 - *Listed in Financial Times 45*
 - *Listed in Maryland Smith Business School List*
 - *Listed in UT Dallas 24*
 - *Listed in NUS Tier 1 Premium*

IV-L Awards, Honors, and Achievements

IV-L1 Prof. Avinash G Mulky, Best Paper Award at 2014 Annual Conference of Marketing Educators Association, April 24-26, 2014 San Jose, CA, USA for a paper titled “Excellence in Teaching Marketing in Executive Education Programs: An Exploration in an Emerging Market”.

IV-L2 Prof. Shainesh G, 2nd Place Winner – 2014 NextBillion Case Writing Competition.

IV-N Dissertation Proposal Presentation by FPM Students during 2014–2015

Sl. No.	Name of the Student	Topic and Date	Name of DAC Chairman	Date
IV-N1	Aruna Divya T	Essays on Consumer Decision Making in Durable Goods Context	Prof. Srinivas Prakhya	August 13, 2014
IV-N2	Arun Bhattacharyya	Self-Expansion, Reference Group Relationships and Brand Attachment	Prof. S Ramesh Kumar	November 10, 2014

IV-O Papers Presented by FPM Students in Conferences/Seminars during 2014-2015

Sl. No.	Name of the Student	Title of the Paper Presented	Details of the Conference/Seminar	Date
IV-O1	Praveen S	Existence of Consumer Segments Based on Reference Price Use in Brand Choice Situations	2 nd Pan IIM Conference, Kozhikode	November 5-8, 2014
IV-O2	Arun Bhattacharyya (co-authored by Prof. S Ramesh Kumar)	Self-Expansion, Love and Self-Brand Relationship	8 th International Great Lakes NASMEI Conference, Great Lakes Institute of Management, Chennai	December 26- 27, 2014
IV-O3	Swagato Chatterjee (co-authored by Prof. Srinivas Prakhya)	Look Ahead or Look Back: Social Influence on Consumer Decision Making in Service Queues	Informs Marketing Science Conference 2014, Emory University, Atlanta, USA	June 11-14, 2014
IV-O4	Sonali Hiremath	Consumption and Identity: A Study of Low-Income Consumers	The Odense Seminar, Odense, Denmark	August 10-16, 2014
IV-O5	Aruna Divya T (co-authored by Prof. Kanchan Mukherjee)	Justifying the Pain of Payment: A Process Based Explanation to Durable Goods Replacement Decisions	Psychology Annual 2015 Winter Conference, Ritz-Carlton, Phoenix, Arizona, USA	February 26-28, 2015
IV-O6	Vedha Ponnappan (co-authored by Prof. Preeti Krishnan Lyndem)	Resolving Uncertainties on Market Structure Using Social Media Data	12 th AIMS International Conference on Management, IIM Kozhikode	January 2-5, 2015

IV-P Publications by FPM Students (Journal articles/Book chapters/Cases/Book reviews) during 2014–2015

Sl. No.	Name of the Student	Title of the Paper	Name of the Journal/Book	Publications Details
IV-P1	Arun Bhattacharyya	Review of the book “ <i>Profitable Customer Engagement: Concept, Metrics, and Strategies</i> ”	<i>IIMB Management Review</i>	December 2014, Elsevier
IV-P2	Praveen S (co-authored by K.R. Ranjan and A. Rossmann)	A Narrative Review and Meta-Analysis of Service Interaction Quality: New Research Directions and Implications	<i>Journal of Services Marketing</i>	January 2015, Vol. 29, Issue 1, Emerald

Organisational Behaviour & Human Resources Management (OBHRM)

The Organizational Behaviour and Human Resources Management (OB&HRM) Area deals with issues related to both the organizational and individual levels of analysis. The research interests of faculty members in the area cover the entire spectrum of problems that affect the transnational organizations of today. For example, faculty members have expertise in various domains such as organizational structures and processes in large and global organizations as well as psychological factors at the individual employee level.

Faculty members have been publishing influential academic papers in international journals such as the Academy of Management Journal, Human Resource Management, Journal of Organizational Behavior, Management Science, Psychological Review, and Psychological Science, to name a few. They have been recipients of international awards in recognition of their research work. They are also actively involved in guiding various student projects and dissertations.

Area members offer a number of core and elective courses for programs such as PGP, EPGP, PGPEM, PGPPM, and FPM. They are also involved in the executive education training modules and have crafted several customized programs for various organizations in the private and public sectors.

Faculty members engage in large-scale governmental and organizational consulting projects. Many are also members of the Board of Directors in various organizations and play advisory roles in several for-profit and non-governmental organizations.

V-A Research Projects

V-A1 Climbing the Technical Ladder: A Study of Mid-career Men and Women in the Technology Sector in India

Project Team: **Vasanthi Srinivasan**

Summary: The objective of the present study is to understand the obstacles faced by mid-career women in technical roles and to identify how these barriers can be addressed to ensure continued participation of women in the workforce. The research questions are: (a) What are the obstacles faced by mid-career professionals in general and women in particular? (b) What are the strategies used by women to stay in organizations?

Sponsor: Anita Borg Institute, California, United States

Status: Ongoing

V-A2 Partnering for Success: Advancing Sustainability Research and Education in India

Project Team: **P D Jose, U Dinesh Kumar and Vasanthi Srinivasan**

Summary: The project promotes collaboration between IIM Bangalore and University of North Carolina on sustainability-related education. The project received the prestigious 'Obama–Singh 21st Century Knowledge Initiative Awards'. The initiative strengthens collaboration and builds partnerships between American and Indian institutions of higher education in priority fields. IIM Bangalore is one of the eight institutions that are recipients of the prestigious award. Each project will receive an award of approximately \$250,000 that can be utilized over a three-year period, with the objectives of cultivating educational reforms, fostering economic growth, generating shared knowledge to address global challenges, and developing junior faculty at Indian and American institutions of higher learning. As part of the project, Indian Institute of Management Bangalore and the UNC Kenan-Flagler Business School in collaboration with Wipro organized the Symposium on "*Advancing Sustainability Research and Education*" in January 2015.

Sponsor: USEFI

Status: Ongoing (August 2013 – September 2016)

V-A3 Three Issues in Causal Analyses of Relationship Formation

Project Team: **Ramadhar Singh**

Summary: People form and dissolve relations based on categories (age, gender, race, or religion), physical looks (unattractive vs. attractive), and attitudes (dissimilar vs. similar). Baron and Kenny (1986) showed that just demonstrating that the predictor or independent variable (IV) determines the outcome or dependent variable (DV) is inadequate for

understanding causal processes. The issues of how the IV effect is transmitted to the DV (i.e., mediation processes) and whether the IV-DV link is stronger in some than other conditions (i.e., moderating processes) is too important to ignore.

Sponsor: IIMB

Status: Ongoing (2015)

V-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Publication Details
V-B1	Ojha, Abhoy K	Business Process Offshoring: Challenges in Establishing Enduring Relationships between Canadian and Indian Organizations	<i>South Asian Journal of Management</i>	Vol. 21, Issue 2, April-June 2014, pp. 123
V-B2	Ojha, Abhoy K and Ravi Anand Rao	The Emergence of an Organizational Field: The Case of Open Source Software	<i>Vikalpa</i>	Vol. 39, Issue 2, April-June 2014, pp. 127-143
V-B3	Ojha, Abhoy K and Suresh Gairola	Job Performance of Forest Guards in India: Understanding the Personal and Behavioral Antecedents	<i>South Asian Journal of Management</i>	Vol. 21, Issue 3, July-September 2014, pp. 51-72
V-B4	Ojha, Abhoy K	MNCs in India: Focus on Frugal Innovation	<i>Journal of Indian Business Research</i>	Vol. 6, Issue 1, 2014, pp. 4-28
V-B5	Kishinchand Poornima Wasdani and Manimala, Mathew J	Opportunity Recognition Skill of Entrepreneurs and Its Association with Their Paths to Entrepreneurship and Types of Innovations: An Empirical Investigation of SME Firms	<i>Kindai Management Review</i>	Vol. 3, Issue 1, March 2015, pp. 25-35
V-B6	Sunitha Panicker and Manimala, Mathew J	Successful Turnarounds: The Role of Appropriate Entrepreneurial Strategies	<i>Journal of Strategy and Management</i>	Vol. 8, Issue 1, 2015, pp. 21-40
V-B7	Kulkarni, Mukta and K. V. Gopakumar	Career Management Strategies of People with Disabilities	<i>Human Resource Management</i>	Vol. 53, Issue 3, May-June 2014, pp. 445-466
V-B8	Kulkarni, Mukta and Janhavi Kote	Increasing Employment of People with Disabilities: The Role and Views of Disability Training and Placement Agencies	<i>Employee Responsibilities and Rights Journal</i>	Vol. 26, Issue 3, September 2014, Pg: 177-193

Sl. No.	Authors	Title of Paper	Name of Journal	Publication Details
V-B9	Patricia G. Martinez, Mark L. Lengnick-Hall and Kulkarni, Mukta	Overqualified? A Conceptual Model of Managers' Perceptions of Overqualification in Selection Decisions	<i>Personnel Review</i>	Vol. 43, Issue 6, 2014, pp. 957-974
V-B10	Kulkarni, Mukta	Language-Based Diversity and Faultlines in Organizations	<i>Journal of Organizational Behavior</i>	Vol. 36, Issue 1, January 2015, pp. 128-146
V-B11	Kulkarni, Mukta and Hugh Scullion	Talent Management Activities of Disability Training and Placement Agencies in India	<i>The International Journal of Human Resource Management</i>	Vol. 26, Issue 9, 2015, pp. 1169-1181
V-B12	Kulkarni, Mukta , Mark L Lengnick and Patricia G Martinez	Overqualification, Mismatched Qualification, and Hiring Decisions: Perceptions of Employers	<i>Personnel Review</i>	Vol. 44, Issue 4, 2015, pp. 529-549
V-B13	Kulkarni, Mukta and Mark L Lengnick	Obstacles to Success in the Workplace for People with Disabilities: A Review and Research Agenda	<i>Human Resource Development Review</i>	Vol. 13, Issue 2, 2014, pp. 157-179
V-B14	Catherine T Kwantes and Prasad L	Test and Extension of Multiple Foci/Multiple Components of Workplace Commitment	<i>Vision: The Journal of Business Perspective</i>	Vol. 18, Issue 3, September 2014, pp. 165-174
V-B15	Gloryson R B Chalil and Prasad L	Turnover Intentions among Indian Software Professionals	<i>The Indian Journal of Industrial Relations</i>	Vol. 50, Issue 1, July 2014 pp. 151-164
V-B16	Singh, Ramadhar , Fuwei Chen and Duane T. Wegener	The Similarity-Attraction Link: Sequential versus Parallel Multiple-Mediator Models Involving Inferred Attraction, Respect, and Positive Affect	<i>Basic and Applied Social Psychology</i>	Vol. 36, Issue 4, July 2014, pp. 281-298
V-B17	Singh, Ramadhar , Paul A. Bell, Ran Bijay Narayan Sinha, Sweta Singh and Krithiga Sankaran	Crime against Woman and Punishment Goals: Social Order and Country Moderate Public Protest Effect	<i>IIMB Management Review</i>	Vol. 26, Issue 2, June 2014, pp. 82-90
V-B18	Shruti R. Sardeshmukh and Srinivasan, Vasanthi	ICT and Work–Family Balance: Context of Indian Software Services	<i>Labour & Industry: A Journal of the Social and Economic Relations of Work</i>	Vol. 24, Issue 1, 2014, pp. 40-54
V-B19	Srinivasan, Vasanthi and Rajesh Chandwani	HRM Innovations in Rapid Growth Contexts: the Healthcare Sector in India	<i>The International Journal of Human Resource Management</i>	Vol. 25, Issue 10, 2014, pp. 1505-1525

V-D Chapters in Books

Sl. No.	Authors	Title of Chapter	Title of Book	Editors	Publication Details
V-D1	Srinivasan, Vasanthi, Ajith-John D and Nirmala Maria	Generational Cohorts and Personal Values: An Exploratory Study in the Indian Workplace	<i>Generational Diversity at Work: New Perspectives</i>	Emma Parry	Taylor & Francis, 2014, pp. 185-205

V-E Working Papers

Sl. No.	Author	Title	IIMB Working Paper No.	Year
V-E1	Singh, Ramadhar, Duane T. Wegener, Krithiga Sankaran, Smita Singh, Patrick K-F Lin, Mellissa Xuemei Seow, Jocelyn Shu Qing Teng, and Sudderuddin Shuli	On the Importance of Trust in Interpersonal Attraction from Attitude Similarity	468	2014
V-E2	Singh, Ramadhar, Naureen Bhullar, and Krithiga Sankaran	Leader-versus-Member and Fair-versus-Biased Categorizations as Safeguards against Negative Effects of Racial Diversity on Group Attraction	469	2014
V-E3	Singh, Ramadhar, Chen, Fuwei and Wegener, Duane T.	The Similarity-Attraction Link: Sequential versus Parallel Multiple-Mediator Models Involving Inferred Attraction, Respect, and Positive Affect	455	2014

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

Sl. No.	Authors	Title of Publication	Details of Publication
V-G1	Ankur Jain, Srinivasan, Vasanthi and Imran Ahmad Sayeed	Organizational Justice in the Context of Downsizing: a Case Based Study	<i>NHRD Network Journal</i> , Vol. 7, Issue 4, October 2014, pp. 54-60
V-G2	Singh, Ramadhar	Remembering Donn Byrne: December 19, 1931 – August 10, 2014	<i>APS Observer</i> , Vol. 27, 2014, pp. 27-28
V-G3	Ranganathan, Ramya	Learning from the Scriptures, Gita Verses That Nourish and Nurture	Perfect Professional, What's Your Learning Agenda, No. 11, 2014
V-G4	Tripathi, Ritu	The Science and Art of Learning about Cultures: Descriptions, Explanations, and Reflections in Conversation with Sri Sri Ravi Shankar, Founder, Art of Living	Interview <i>IIMB Management Review</i> , Vol. 26, Issue 2, June 2014, pp. 122-129

V-H Seminars/Conferences/Workshop/Invited Colloquia, etc.

Sl. No.	Authors	Title of Paper	Details of the Conference	Dates of the Conference
V-H1	Mukherjee, Kanchan	Combining Expert Judgments of Confidence Intervals	Behavioral Decision Research in Management, London	June 17-19, 2014
V-H2	Mukherjee, Kanchan	Re-engaging Human Capital	Confederation of Indian Industry, Mysore	December 12, 2014
V-H3	Baldrige, D., Beatty, J., BÅhm, S., Kulkarni, Mukta and Moore	Advancing Research on Discrimination: The Contextual Meanings and Effects of the Word Isability (All Academy Theme Programs)	Academy of Management Meeting, Philadelphia, Pennsylvania	August 1-5, 2014
V-H4	Martinez, P., & Lengnick-Hall, M., and Kulkarni, Mukta	Unpacking Perceptions of Overqualification: When Excess Education or Experience Hinders (or Helps?) Interview Selection	Western Academy of Management, Kauai, Hawaii	March 12-14, 2015
V-H5	Prasad L	Leadership and Innovation	DS India Lab, Samsung R&D Institute India, Bengaluru	October 31, 2014
V-H6	Prasad L	Astute Leadership	ISRO Satellite Centre, Bengaluru	July 22, 2014
V-H7	Prasad L	Leading the Future: Changing People and Changing Institutions	Christ University, Bengaluru	March 12, 2015
V-H8	Singh, Ramadhar	Lessons from a 5-Decade of Participation in Methodological Revolutions in Social Research	Keynote address at CERE: Conference on Excellence in Research and Education, Indian Institute of Management, Indore	May 8, 2014
V-H9	Singh, Ramadhar	From Exploitative to Responsible Role of Business in Society	Convocation Address, Myra School of Business, Mysore	May 31, 2014
V-H10	Singh, Ramadhar	Sloppy Research Versus Disinterest in Indian Data as a Difficulty Factor in International Publications	Invited Workshop, 2 nd Pan IIM World Management Conference, Indian Institute of Management, Kozikhode	November 5, 2014
V-H11	Singh, Ramadhar	Sloppy Research Versus Disinterest in Indian Data as a Difficulty Factor in International Publications	Invited Colloquium, GLS Centre for Research & Development, Ahmedabad	December 13, 2014

Sl. No.	Authors	Title of Paper	Details of the Conference	Dates of the Conference
V-H12	Tripathi, Ritu	Leveraging Diversity to Business Results	Technical Session, UGC-sponsored International Conference, Jyoti Nivas College, Bengaluru	October 30, 2014
V-H13	Mattila, Sari	Presented keynote speech	ICIER Conference, IIMB	January 30, 2015
V-H14	Mattila, Sari	Invited keynote speech	Mina Olen – Exposition, Finland	February 7, 2015
V-H15	Mattila, Sari	Women and Spirituality, Panel discussion	GEDI colloquia on International Women's Day, IIM Ahmedabad	March 3, 2015
V-H16	Mukherji, Sourav	Inclusive Business Models - Orientation Program	IIM Trichy	November 29, 2014

V-I Articles in Conference Proceedings

Sl. No.	Authors	Title of Paper	Details of the Conference Proceedings
V-I-1	Raval, Uma and Ojha, Abhoy K	Risk Perceptions of TMTs: Impact on Strategic Change and Conformity	Academy of Management Annual Meeting Proceedings. 2014, pp.1496-1501

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

- V-J1 Title:** Bosch India's Starter Motor and Generator Division: Pioneering a Network Form of Organization
- Author:** **Abhoy K Ojha**
- Summary:** The case describes a situation faced by the Starter Motor and Generator (SMG) Division of Bosch Limited in India as a consequence of the global restructuring of the Bosch Group in 2007. The SMG division had not earned profits for 22 years since its inception, but was accommodated as part of the India operations of Bosch Limited as other divisions cross-subsidized the division. However, after the restructuring, the division became part of the global product division which had no incentives to tolerate the continuation of a loss-making division. The local management was forced to make strategic and operational changes to make the division viable to avoid the harsh decision of closing down the operations of the business. The case briefly describes the operational changes that were implemented to improve profitability, and then focuses on the strategic decision related to choice of a new business model which had consequences for the organizational structure that was adopted.

- V-J2** Title: **Mahindra Aerospace: Looking Ahead**
- Author: **Abhoy K Ojha**
- Summary: Hemant Luthra, Chairman and Arvind Mehra, Executive Director and CEO, Mahindra Aerospace needed to examine the prospects of the aerospace industry in India and decide on the organization’s growth strategy. Mahindra Aerospace was a leader among private sector organizations in India that, in addition to building capacity outside the country, had established manufacturing capacity in India for the aerospace industry. The top executives needed to take stock of how the situation had evolved since its entry into the industry to decide on the next major strategic moves. Luthra and Mehra had to decide the next major strategic moves for the company. The Mahindra Group had already established some relevant capabilities, and Mahindra Aerospace added some focused capabilities by acquisitions, and was well-poised to participate in engineering design, and also be a supplier to some majors. With strong technological capabilities relative to other new players and a relative cost advantage over traditional American and/or European players, Mahindra hoped to be able to chart a strategy that allowed them to move up the value chain. However, the top executives were sensitive to the unique features of the sector-long gestation periods for product development and production and high volatility in the market. Hence, prudent capital investment decisions were very critical for the long-term health of the organization.
- V-J3** Title: **Talent Acquisition Group at HCL Technologies: Improving the Quality of Hire through Focused Metrics**
- Authors: Debolina Dutta, Sushanta Kumar Mishra and **Mathew J Manimala**
- Summary: HCL Technologies Ltd., India’s fastest growing IT services company, had radically improved its performance since the announcement of its famous “Employee First, Customer Second” strategy. Although sales, customer and employee satisfaction had significantly increased, HCL still lagged its competitors on overall profitability. With manpower costs accounting for a significant part of the operating cost, HCL responded to the changing competitive environment and redesigned its talent management strategy. The case is set in the dynamic context of the growing competitive environment of talent shortages and increasing wage costs in India where the Talent Acquisition Group (TAG) of HCL was looking to become a true business partner by evolving its service capability to help increase overall profitability. As part of its new strategy, HCL realigns the TAG, implements major change initiatives to align its members and signs up aggressive SLAs with the business stakeholders. With the implementation of a new HRIS system to aid quick decision making, innovative methods of talent acquisition and focused metrics for the function, the HCL TAG pushes the boundaries of what can and should be strategic recruitment.

- V-J4** Title: **Eyes of Janus: Evaluating Learning and Development at Tata Motors**
- Authors: Debolina Dutta and **Mathew J Manimala**
- Summary: Tata Motors, a leading automobile manufacturer in India, pro-actively responded to the changing competitive environment and redesigned its human capital strategy. As part of the new strategy, huge investments were made in revamping the learning and development function for Tata Motors employees. Multiple initiatives were launched to promote a learning culture, which also earned the company international recognition in the learning and development community. The challenge for Tata Motors is to evaluate the effectiveness of these initiatives in terms of their relative advantages and their ability to develop a learning culture in the organization. Effectively capturing and measuring these parameters is crucial for justifying future investments in learning and development.

V-K Leading Publications in Journals

Journal articles which have appeared in leading academic journals, listed in Financial Times 45, Business Week 20, UT Dallas, etc.

- V-K1** Authors: **Mukta Kulkarni** and K V Gopakumar
- Title: Career Management Strategies of People with Disabilities
- Journal: *Human Resource Management*
- Abstract: People with disabilities (PWD) tend to experience less career success than their counterparts without a disability, and their talent and skill remain underutilized. Disability literature also outlines various barriers to careers of PWD. Yet, there are those who successfully manage their careers. Our aim in the present interview-based study was to understand which strategies PWD employ to manage their careers proactively. Findings indicate that strategies include maintaining a positive mindset; trouncing competence stereotypes by sensitizing people to their ability through learning and applying new skills, and by seeking feedback; engaging in disability advocacy to remove performance myths; and building, leveraging, and contributing to disability networks. We noted gender and tenure differences with regard to strategies employed. Findings imply that career objectives of PWD are not those traditionally expected or lauded by organizations, and motivations for career self-management are unique to PWD as compared to those without a disability.
- Listings:
- **Listed as A* in ABDC (Australian Business Deans Council)**
 - **Listed as 4 in ABS (Association of Business Schools, UK)**
 - **Listed as 1 in ESS (ESSEC Business School of Paris)**

- *Listed as A in Hong Kong Business School List*
- *Listed in Business Week 20*
- *Listed in Financial Times 45*

V-K2 Author: **Mukta Kulkarni**

Title: Language-Based Diversity and Faultlines in Organizations

Journal: *Journal of Organizational Behavior*

Abstract: Language-based diversity is a relatively understudied area within diversity research. Drawing upon the social identity-based fault lines literature, the present paper describes the effects of language-based diversity within organizations operating in India. Interview-based findings indicate that organizationally mandated languages are occasionally disregarded by employees in both national and multinational organizations. Respondents noted how even benign and momentary language switching can lead to the formation of language-based groups and cause negative consequences such as feelings of being devalued. Respondents also noted strategies that let them attenuate negative effects of multilingualism while simultaneously leveraging its benefits. Overall, the present study indicates that momentary exclusion based on incomprehensible language, when experienced on a daily basis, may have a far-reaching influence on individual and team functioning. Findings thus point to language use as a trigger that can activate social identity-based fault lines.

- *Listed as A* in ABDC (Australian Business Deans Council)*
- *Listed as 4 in ABS (Association of Business Schools, UK)*
- *Listed as 1 in ESS (ESSEC Business School of Paris)*
- *Listed as A in Hong Kong Business School List*
- *Listed in Business Week 20*
- *Listed in NUS Tier 2 Premium*

V-K3 Authors: **Vasanthi Srinivasan** and Rajesh Chandwani

Title: HRM Innovations in Rapid Growth Contexts: the Healthcare Sector in India

Journal: *The International Journal of Human Resource Management*

Abstract: Human resource management (HRM) researchers have shown that rapid-growth organizations face HR challenges that vastly differ from their low-growth counterparts. These include acquiring and retaining key talent, and adapting the mindset of the employees as the organization expands in size and scope. However, there is a paucity of research that examines the HRM challenges faced by rapidly growing organizations

in dynamically growing sectors in emerging economies, particularly healthcare. In this study, we attempt to fill this gap by examining the HR challenges faced by rapid-growth organizations in the healthcare sector in India. Through interviews with 23 key top managers in healthcare organizations, the study identifies the specific challenges arising out of the privatization and corporatization of healthcare facilities, and the new emerging business models being used in healthcare delivery. Some of the challenges are at the sectoral level requiring policy interventions by government such as stepping up educational curriculums to keep pace with the rapid growth in the need for healthcare workers. Others are at the firm level demanding hybridized approaches to HR both as a function and as a strategy, specifically encouraging companies to innovate to fill the voids rather than waiting for a crisis to appear.

- Listings:
- *Listed as A in ABDC (Australian Business Deans Council)*
 - *Listed as 3 in ABS (Association of Business Schools, UK)*
 - *Listed as 1 in ESS (ESSEC Business School of Paris)*
 - *Listed as C in Hong Kong Business School List*

V-L Awards, Honors, and Achievements

- V-L1** **Prof. Anand Ram V** has been included in the list released by The Institute of Competitiveness India of 50 thinkers who have contributed to Management thought and had an impact on Management practice.
- V-L2** **Prof. Ritu Tripathi** was presented the Academy of Management's Annual Meeting Outstanding Reviewer Award in Organizational Behavior Division.
- V-L3** **Prof. Ritu Tripathi** was presented the *South Asian Journal of Human Resources Management Excellence's* Peer Review Award.

V-M Doctoral Theses Completed by FPM Students during 2014–2015

Sl. No.	Name of the Student	Dissertation Title	Name of DAC Chairman
V-M1	Divya Upadhyay	Cooperative versus Competitive Styles in Conflict Management: The Influence of Perceptual and Motivational Processes.	Kanchan Mukherjee, Vasanthi Srinivasan and Ramya Ranganathan
V-M2	Upam Pushpak Makhecha	Multi-level Gaps in HR Practices: A Study of Intended, Actual and Experienced HR Practices in a Multi-unit Indian Retail Chain	Vasanthi Srinivasan, Ganesh N Prabhu and Sourav Mukherji

V-N Dissertation Proposal Presentation by FPM Students during 2014–2015

Sl. No.	Name of the Student	Topic	Name of DAC Chairman	Date
V-N1	Shefali Pinto	Leadership Traits and Social Enterprise Sustainability	Prof. Sourav Mukherji	July 7, 2014
V-N2	Upam Pushpak Makhecha	Gaps in HR Practices: A Study of Intended, Actual and experienced HR Practices in a Multi-unit Indian Retail Chain	Prof. Vasanthi Srinivasan	July 11, 2014

V-O Papers Presented by FPM Students in Conference/Seminar during 2014–2015

Sl. No.	Name of the Student	Title of the Paper Presented	Details of the Conference/Seminar	Date
V-O1	Janhavi Kote	Social Networks of Persons with Disability: Impact on Social Integration in the Organization	10 th Asian Business Research Conference, Novotel Hotel, Bangkok, Thailand	October 6-7, 2014

V-P Publications by FPM Students (Journal articles/Book chapters/Cases) during 2014–2015

Sl. No.	Name of the Student	Title of the Paper	Name of the Journal/Book/Magazine	Publications Details
V-P1	K V Gopakumar (co-authored by Prof. M Kulkarni)	Career Management Strategies of People with Disabilities	<i>Human Resource Management</i>	May–June 2014, Wiley Periodicals
V-P2	Ankur Jain (co-authored by Prof. Vasanthi Srinivasan and Imran Ahmed Sayed)	Organizational Justice in the Context of Downsizing: A Case Based Study	<i>NHRD Network Journal</i>	October 1, 2014, The National HRD Network
V-P3	Caren Rodrigues (co-authored by Prof. Mukta Kulkarni)	Engagement with Disability: Analysis of Annual Reports of Indian Organizations	<i>International Journal of Human Resource Management</i>	2014, Taylor & Francis
V-P4	Supriya Rakesh (co-authored by Prof. Rahul De)	Representation of Social Actors in the Participatory Journalism Process - a Case from India	<i>International Journal of Public Information Systems</i>	March 2015 Vol. 11, Issue 1, Mid Sweden University ISSN 1653-4360

Productions and Operations Management (P&OM)

*P*roduction & Operations Management Area plays a leading role in addressing key and topical issues of concern to businesses. The faculty in Production & Operations Management brings together a diverse and a rich set of expertise in several areas pertaining to managing manufacturing, service and technology organizations. The area faculty conducts research in the areas of Logistics & Supply Chain Management, Reverse Logistics, Enterprise Resource Planning, E-Commerce, Services Management, Production Planning & Control, Design of Manufacturing Systems, and Project Management. Faculty is also involved in a number of research and case writing projects. Publications of some of the faculty members have appeared in leading academic journals. In addition to basic and applied research, the area faculty is active in consulting and offering professional advice to business and academic institutions by serving as members in professionally constituted boards. Research activities undertaken by the faculty and students in this area are captured here under different headings.

VI-A Research Projects

VI A1 (a) Multi-crop Cultivation and Value Chain Management (b) Growing the Value Chain for Ground Nut Cultivation

Project Team: **Anshuman Tripathy**

Summary: While co-operatives have had a significant impact in the way farmers have approached their respective cultivations, these co-operatives continue to be challenged in many ways. In these two case studies, we look at two specific issues:

- a) When two crops with very different financial models are grown together, how do you prepare for swings in the prices of one or the other or both?
- b) Once the co-operative is working fine, how do you grow the value chain to enhance the business/margins?

Sponsor: IIMB

Status: Ongoing (2014–2015)

VI A2 Supply Chain Challenges Faced by Indian SMEs

Project Team: **Haritha Saranga**

Summary: Ninety percent of industrial organizations in India are categorized into micro, small and medium scale industries (IBEF Report). The small and medium scale enterprises (SMEs) contribute towards 17% of Indian GDP and account for 40% of India's total exports. SMEs in India generate millions of jobs, especially at the low-skill level, as they employ approximately 40% of India's workforce. SMEs also act as key channel partners in the industrial supply chains, as they contribute to 45% of India's manufacturing output.

Sponsor: IIMB

Status: Ongoing (2014–2015)

VI-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Publication Details
VI-B1	Saranga, Haritha, Mukherji, Arnab and Shah, Janat	Inventory Trends in Emerging Market Supply Chains: Evidence from the Indian Automotive Industry	<i>IIMB Management Review</i>	Vol. 27, Issue 1, March 2015, pp. 6-18
VI-B2	VSS Yadavalli, Sundar, D Krishna and Swaminathan Udayabaskaran	Two Substitutable Perishable Product Disaster Inventory Systems	<i>Annals of Operations Research</i>	Accepted in January 2015

VI-E IIMB Working Papers

Sl. No.	Author	Title	IIMB Working Paper No.	Year
VI-E1	Jonnalagedda, Sreelata and Saranga, Haritha	To Adapt or to Design: The Emerging Market Dilemma for Automakers	456	2014

VI-F Articles in Periodicals, Financial Dailies, Magazine, etc.

Sl. No.	Authors	Title of Article	Name of the Newspaper/Magazine	Date of Publication
VI-F1	Mahadevan B	Axioms of Meaningful Work	<i>Sadguru's Blessings</i>	July 2014
VI-F2	Mahadevan B	Detached Attachment - An Expression of Godliness	<i>Sadguru's Blessings</i>	October 2014
VI-F3	Mahadevan B	Dharma – Universal Principle of equilibrium	<i>Sadguru's Blessings</i>	September 2014
VI-F4	Mahadevan B	Discovering Freedom from the Effects of Work	<i>Sadguru's Blessings</i>	December 2014
VI-F5	Mahadevan B	How to Acquire Superior Knowledge	<i>Sadguru's Blessings</i>	March 2015
VI-F6	Mahadevan B	Know the Chariot of your Life Journey	<i>Sadguru's Blessings</i>	June 2014
VI-F7	Mahadevan B	Our Perspective towards the World Outside	<i>Sadguru's Blessings</i>	August 2014
VI-F8	Mahadevan B	The Importance of Aligning with One's Own Nature	<i>Sadguru's Blessings</i>	April 2014
VI-F9	Mahadevan B	Two Main Enemies in Life	<i>Sadguru's Blessings</i>	May 2014
VI-F10	Mahadevan B	Work and Its Impact on a Wise Person	<i>Sadguru's Blessings</i>	November 2014

VI-H Seminars/Conferences/Workshop/Invited Colloquia, etc.

Sl. No.	Authors	Title of Paper	Details of the Conference	Dates of the Conference
VI-H1	Sapra, Amar	Dual Sourcing in a Serial System	18 th Annual International Conference of Society of Operations Management, IIT Roorkee	December 13-14, 2014
VI-H2	Tripathy, Anshuman	Capability Changes at a Firm Due to Offshoring: Antecedent to the Commons Challenge'	INFORMS, San Francisco	November 9-13, 2014
VI-H3	Saranga, Haritha	Supply Chain Challenges of Indian SMEs	Aberystwyth University, Aberystwyth, Wales, United Kingdom	July 3, 2014
VI-H4	Tarun Jain and Hazra, Jishnu	In-house Capacity Investment and Outsourcing under Competition	Taegutec India Pvt. Ltd., Bengaluru	December 9-12, 2014
VI-H5	Mahadevan B	Business Excellence: Why Is It Evading Indian firms?	CII TQM Meeting, Bengaluru	September 25, 2014
VI-H6	Mahadevan B	Healthcare Sector: Opportunities & Challenges	Sri Sankara Cancer Research & Hospital, Bengaluru	August 23, 2014
VI-H7	Mahadevan B	Inspirational Leadership: Lessons from Ancient Indian Wisdom	Seventh Biennial Vedanta Vacaspathi RN Pukhan Memorial Lecture, Guwahati	March 1, 2015
VI-H8	Mahadevan B	Inspirational Leadership: Lessons from Ancient Indian Wisdom	Bengaluru International Airport Limited (BIAL) Leadership Program, Bengaluru	June 6, 2014
VI-H9	Mahadevan B	Management Perspectives from Chapter 12 of Gita	Bharatiya Vidya Bhavan Gita Conference, Bengaluru	December 12, 2014
VI-H10	Mahadevan B	Management Lessons from Bhagavad Gita	Sastra University, Thanjavur	February 17, 2015
VI-H11	Mahadevan B	Operational Excellence & Inspirational Leadership	Merck Millipore Ltd., Bengaluru	January 23, 2015
VI-H12	Mahadevan B	Service Quality	Department of Management Studies, University of Dibrugarh	February 27, 2015
VI-H13	Mahadevan B	Spirituality in Business: Meaning, Context & Methods	Jala Industries, Dibrugarh	February 27, 2015
VI-H14	Mahadevan B	World Class Manufacturing: A Tool to Realize the Make in India Dream	DHSK College, Dibrugarh	February 27, 2015

VI-I Articles in Conference Proceedings

Sl. No.	Authors	Title of Paper	Details of the Conference Proceedings
VI-I-1	Saideep Rathnam and Sundar, D Krishna	A Framework for Lean Implementation	NITIE-POMS International Conference, December 2014, Proceedings, pp. 72-82, ISBN:978-93-84869-01-4
VI-I-2	Ravi Seethamraju, Sundar, D Krishna and Vidyaranya Gargeya	ERP Systems and Business Process Agility: A Model	POMS 25 th Annual Conference, Atlanta, May 2014, pp. 168, ISBN-13: 978-0-692-02470-6
VI-I-3	Ravi Seethamraju, Sundar, D Krishna and Shashank Garg,	Service Process Mapping And Mobile Workflow Solutions in the Monitoring of Tuberculosis Treatment in Regional India	NITIE-POMS International Conference, December 2014, Proceedings, pp. 326-337, ISBN:978-93-84869-01-4
VI-I-4	Anirban Adhikary and Sundar, D Krishna	Study of Sustainability Measures in Supply Chain Management: A Grounded Theory Approach	POMS, 25 th Annual Conference, Atlanta, May 2014, pp. 111, ISBN-13: 978-0-692-02470-6
VI-I-5	Sarma Yadavalli Sundar, D Krishna and Udayabaskaran S	Two Substitutable Perishable Product Disaster Inventory Systems	POMS, 25 th Annual Conference, Atlanta, May 2014, pp. 77, ISBN-13: 978-0-692-02470-6

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

VI-J1	Title:	New Technology Adoption at Century Real Estate
	Authors:	Anshuman Tripathy , Monika Singh, and Sachin Kumar
	Summary:	This case presents an example of the challenges faced by a firm when a new technological option is available. The case is set in the real estate industry in a developing nation (India). The case considers the perspective of Ravindra Pai, Managing Director of Century Real Estate. Ravindra Pai has to choose, for a part of a new project, between two technologies of building construction: the existing and proven conventional reinforced cement concrete (RCC) method of construction and the new and unproven pre-fabricated construction technology for an upcoming residential project in Bengaluru (IT city of India). The case explores the benefits and consequences of choosing either technology and presents an example to understand the challenges faced by firms while deciding whether to invest in a new technology.

- VI-J2 Title: Resource Planning at Akshaya Patra, Vasanthapura**
- Authors: Anshuman Tripathy and Kiran K**
- Summary:** The Akshaya Patra Foundation (TAPF), a Bangalore-based Indian non-governmental organization, is hailed globally for running the world’s largest school meal program. It has grown from serving five schools in Bangalore in June 2000 (1,500 children) a day to its current operations of 19 locations in nine Indian states, providing lunch meals to approximately 1.5 million school children every day. This case looks at the operations of one of its larger kitchens, which is located at Vasanthapura in Bangalore. It describes the complete range of activities: procurement, pre-processing, cooking, and finally packaging and dispatch, at this center. The case is rich in data and helps generate discussions around the material planning, procurement, and production planning activities at this kitchen.
- VI-J3 Title: Era of Quality at the Akshaya Patra Foundation**
- Authors: Srujana H M, Haritha Saranga and U Dinesh Kumar**
- Summary:** The Akshaya Patra Foundation (TAPF) was founded in 2000 in Bangalore to provide free mid-day meals to the students of government schools. TAPF’s kitchen in Vasanthapura provided meals to 650 schools in and around Bangalore benefitting 87,045 children. In 2014, TAPF provided meals to 1.4 million students and by 2020 they wanted to reach out to 5 million students. This massive expansion needs to be achieved without compromising the quality of food provided and simultaneously ensuring that all the key performance indicators such as time of delivery and temperature of food at the time of delivery are maintained as per the specifications. Muralidhar, the head of quality at TAPF along with his team has implemented several quality improvement projects. However, massive expansion plan by TAPF posed a greater challenge to Muralidhar. One of the critical to quality metrics in TAPF is the “cooking-to-consumption time”, which should ideally be less than 6 hours. As the number of children to be fed increases, the cooking-to-consumption time is likely to increase. Muralidhar is contemplating use of lean and Six Sigma concepts to ensure that the cooking-to-consumption time is kept within the allowable time limit.

VI-L Awards, Honors, and Achievements

- VI-L1 Prof. Amar Sapra** received Honorable Mention for Best Published Paper in Scheduling and Logistics Track in *IIE Transactions* during 2013-2014 for his paper “A Continuous Time Analog to the Martingale Model of Forecast Evolution”.
- VI-L2 Prof. Anshuman Tripathy** received the Wickam Skinner Award, Best Paper (Runners-Up) Published in *Production and Operations Management* during 2013, for his paper “Structuring Work Distribution for Global Product Development Organizations” (with Steven D. Eppinger).

VI-L3 Prof. Jishnu Hazra A paper titled “How Much Green? Impact of Regulation and Market Structure on Greening Decisions” authored by Prakash Awasthy (FPM student) and Jishnu Hazra received the POMS Emerging Economies Doctoral Student Award (EEDSA).

VI-M Doctoral Theses Completed by FPM Students during 2014–2015

Sl. No.	Name of the Student	Dissertation Title	Members of the DAC Committee
VI-M1	Chintapalli Prashant	Sourcing and Pricing Issues in Supply Chains	Jishnu Hazra, Devanath Tirupati and Sreelata Jonnalagedda
VI-M2	Vinay Kumar Kalakbandi	Supply Chain Contract Choice - a Behavioral Perspective	LS Murty, Kanchan Mukherjee and Jishnu Hazra

VI-N Proposal Presentation by FPM Students during 2014–2015

Sl. No.	Name of the Student	Topic	Name of DAC Chairman	Date
VI-N1	Prakash Awasthy	Process and Product Improvement Decisions in a Price-sensitive Demand Environment	Prof. Jishnu Hazra	June 6, 2014
VI-N2	Deepika Jain	Product Line Design Problem in Two Markets with Inter Dependent Demand: Implications of Pricing and Quality Decisions	Prof. Devanath Tirupati	September 8, 2014
VI-N3	Sivakumar S	Managing Coproduction Systems - Implications to Service Operations	Prof. B Mahadevan	September 29, 2014
VI-N4	Tarun Jain	Supply Chain Sourcing and Pricing Decisions under Competition	Prof. Jishnu Hazra	February 18, 2015

VI-O Papers Presented by FPM Students in Conference/Seminar during 2014–2015

Sl. No.	Name of the Student	Title of the Paper Presented	Details of the Conference/Seminar	Date
VI-O1	T S Krishnan	EKC Hypothesis for Anthropogenic CO ₂ Emission and Implications for Policy	9 th International Conference on Public Policy and Management, IIM Bangalore	August 11-13, 2014
VI-O2	T S Krishnan (co-authored by Prakash Awasthy and Sirish Gouda)	Explaining Green Quality of a Product: Revisiting Garvin's Eight Dimensions	18 th Annual Conference of the Society of Operations Management, IIT Roorkee	December 12-14, 2014
VI-O3	T S Krishnan	Informal Economy in Product Take-back Legislation	Symposium on Advancing Sustainability Research and Education, IIM Bangalore	January 5-7, 2015
VI-O4	Sirish Kumar Gouda (co-authored by Prof. Sreelata Jonnalagedda and Prof. Haritha Saranga)	Design for the Environment: Impact of Regulatory Policies on Green Product Development	NITIE POMS Conference, Mumbai	December 18-21, 2014
VI-O5	Sirish Kumar Gouda (co-authored by Prof. Sreelata Jonnalagedda and Prof. Haritha Saranga)	Design for the Environment: Impact of Regulatory Policies on Green Product Development	Annual Meeting of Decision Sciences Institute, Tampa, FL, USA	November 22-25, 2014
VI-O6	Sirish Kumar Gouda (co-authored by Prof. Sreelata Jonnalagedda and Prof. Haritha Saranga)	Sustainable Supply Chains for Supply Chain Sustainability	NITIE POMS Conference, Mumbai	December 18-21, 2014
VI-O7	Sirish Kumar Gouda (co-authored by Prof. Haritha Saranga)	Sustainable Supply Chains for Supply Chain Sustainability	Annual Meeting of Decision Sciences Institute, Tampa, FL, USA	November 22-25, 2014
VI-O8	Sivakumar S	Configuration and Pricing of Coproductive Services	Great Lakes Yale Conference, Great Lakes Institute of Management, Chennai	December 21, 2014
VI-O9	Tarun Jain (co-authored by Prof. Jishnu Hazra)	Capacity Management in Hybrid Cloud Computing	XVIII Annual International Conference of Society of Operations Management, IIT Roorkee	December 12-14, 2014
VI-O10	Tarun Jain (co-authored by Prof. Jishnu Hazra)	Supplier Selection and Capacity Investments under competition	POMS 25 th Annual Conference, Atlanta, USA	May 2014

Sl. No.	Name of the Student	Title of the Paper Presented	Details of the Conference/Seminar	Date
VI-O11	Prakash Awasthy (co-authored by Prof. Jishnu Hazra)	Collaboration in Outcome Based Contract for IT Services	IIMB Management Review Doctoral Conference 2014, IIM Bangalore	December 22-23, 2014
VI-O12	Prakash Awasthy (co-authored by Prof. Jishnu Hazra)	Is Environmental Tax Effective? An OM Perspective	XVIII Annual International Conference of the Society of Operations Management, IIT Roorkee	December 12-14, 2014
VI-O13	Prakash Awasthy (co-authored by Prof. Jishnu Hazra)	Service Delivery Collaboration under Risk Aversion	NITIE POMS International Conference, Mumbai, NITIE, Mumbai	December 18-21, 2014
VI-O14	Deepika Jain (co-authored by Prof. Sreelata Jonnalagedda)	Taking the Lead: Can Recommender Systems Lend a Helping Hand to Late Entrants?	Manufacturing & Service Operations Management (MSOM), Foster School of Business, University of Washington, Seattle, Washington, USA	June 20-21, 2014

VI-P Publications by FPM Students (Journal articles/Book chapters/Cases) during 2014–2015

Sl. No.	Name of the Student	Title of the Paper	Name of the Journal/Book	Publications Details
VI-P1	Prashant Chintapalli	Simultaneous Pricing and Inventory Management of Deteriorating Perishable Products	<i>Annals of Operations Research</i>	Springer, USA, November 30, 2014
VI-P2	Kiran K Prof. (co-authored by Prof. Anshuman Tripathy)	Resource Planning at Akshaya Patra, Vasanthapura	Harvard Business Publishing	HBS Case No. IMB 475-476, 01/09/2014

VI-Q Awards, Honors and Achievements by FPM Students during 2014-2015

Sl. No.	Name of the Student	Details of the Award	Date
VI-Q1	Tarun Jain	EEDSA award for the paper titled "Supplier Selection and Capacity Investments under Competition" (co-authored by Prof. Jishnu Hazra) awarded by POMS, USA	May 11, 2014
VI-Q2	T S Krishnan	Obama–Singh Mini Grant - Grant for field research as a part of Obama–Singh 21 st Century Knowledge Initiative project managed by IIMB and UNC, Chapel Hill	September 29, 2014



Decision Sciences and Information Systems (DS & IS)

The faculty includes acclaimed scholars and award winning professors drawn from all management disciplines, especially in the fields of Strategy, Finance, Economics, Marketing and Operations. Faculty members have undertaken research in the areas of Defence and Aerospace Logistics, Biostatistics, Bayesian Statistics, Survival Analysis, Quantitative Marketing, Quantitative Finance, Reliability and Maintainability, Six Sigma and Stochastic Models, Analytical Finance, Fuzzy Logic, Artificial Intelligence, Business Forecasting, Educational Statistics, Discrete and Stochastic Optimization, Data Mining Techniques, etc. Faculty members in the area have claimed international repute for conducting research in the areas of e-governance, Information Technology Applications, and Inventory Management. Besides being on boards of several governmental bodies, they have been consultants to various national and international corporations. Books and journal articles written by the area faculty have received wide acclamation and awards. Publications of some of the faculty members frequently appear in leading academic journals listed in FT 45 and BW 20, while the cases written by them are often published by HBP, IVEY Publishing, etc. The overall research output in this area can be found here under different headings.

VII-A Research Projects

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

Project Team: **U Dinesh Kumar**

Summary: To advise Manipal Health Enterprises Pvt. Ltd. on various data-driven strategic, tactical and operational decisions.

Sponsor: Manipal Health Enterprises, Bengaluru

Status: Ongoing (2014–2015)

VII-A2 Impact Assessment Model

Project Team: **U Dinesh Kumar**

Summary: To design a model that can be used for impact assessment of programmes conducted by Agastya Foundation.

Sponsor: Agastya Foundation, Bengaluru

Status: Ongoing (2014–2015)

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

Project Team: **U Dinesh Kumar**

Summary: Advise Scalene Works on various data-driven strategic, tactical and operational decisions in the field of human resource management.

Sponsor: Scalene Works, Bengaluru

Status: Ongoing (2014–2015)

VII-A4 Partnering for Success: Advancing Sustainability Research and Education in India

Project Team: **P D Jose, U Dinesh Kumar and Vasanthi Srinivasan**

Summary: The project promotes collaboration between IIM Bangalore and University of North Carolina on sustainability-related education. The project received the prestigious ‘Obama–Singh 21st Century Knowledge Initiative Awards.’ The initiative strengthens collaboration and builds partnerships between American and Indian institutions of higher education in priority fields. IIM Bangalore is one of the eight institutions that are the recipients of the prestigious award. Each project will receive an award of approximately \$250,000 that can be utilized over a three-year period, with the objectives of cultivating educational reforms, fostering economic growth, generating shared knowledge to address global challenges, and developing junior faculty at Indian and American institutions of higher learning. As part of the project, Indian

Institute of Management Bangalore and the UNC Kenan-Flagler Business School in collaboration with Wipro organized the Symposium on “Advancing Sustainability Research and Education” in January 2015.

Sponsor: USEFI

Status: Ongoing (August 2013 – September 2016)

VII-A5 Behavioral Dimensions of Movies

Project Team: **S Ramesh Kumar, U Dinesh Kumar** and Ami Shah

Summary: The film industry has changed radically in the last decade. Huge investments, a strong focus on box office collections, changed contents due to the proliferation of western lifestyles and the emergence of social media are some of the factors that have triggered the change. The case proposes to take up two films and compare them on entertainment value to finally suggest what kind of entertainment value is likely to make a movie a successful venture. The case would also delve into the related perceptual aspects of film goers associated with the specific genre of the two chosen films.

Sponsor: IIMB

Status: Completed

VII-A6 Product Roadmap Strategies for Software Startup Firms Using Versioning

Project Team: **Ishwar Murthy** and Giri Tayi, University of Albany-SUNY NY

Summary: To devise a strategy for learning about the true level of consumer response, as well as to counter the response of competitors to the startup firms upgrade, we develop and present two dynamic programming models: one that models learning alone and the other that incorporates competitor response as well. We use this model to gain managerial insights on factors that impact the firm bottom line in introducing product upgrades.

Sponsor: CSITM

Status: Ongoing (2014-2016)

VII-A7 The Economic Impact of FOSS on Indian Government IT Systems

Project Team: **Rahul De**

Summary: It is widely believed that Free and Open Source software (FOSS) has an important and lasting role to play in a developing country such as India. FOSS has already made a strong impact as it has been adopted by many businesses, educational institutions, government departments, and individual users. The various software packages and applications available in FOSS have assumed a serious and non-hobbyist position vis-a-vis proprietary software. Many Indian government departments and businesses

have now made it policy to use and deploy FOSS wherever possible. In this context it is important to ask whether the adoption of FOSS has a specific economic impact and whether the adoption decisions are justified by sound economic rationale.

Sponsor: ICFOSS, Kerala

Status: Completed (2012–2014)

VII-A8 Bayesian Demand Forecasting in Big Data – Application to the Perishable Goods in India

Project Team: **Pulak Ghosh**

Summary: The value of fruits, vegetables and grains wasted in India has recently been valued at Rs. 44,000 crore annually (see *Economic Times*, November 28, 2013). Fruits and vegetables account for the largest portion, Rs. 13,300 crore – accounting for 18 percent of India’s fruit and vegetable production. Two of the biggest contributors to food losses are the lack of refrigerated transport and the lack of high quality cold storage facilities for food manufacturers and food sellers. While largely an issue of infrastructure, one can think of ways of mitigating wastage at the retail level. Doing so requires a careful management of inventory as well as a forecasting method that can be used to manage that inventory. In addition, how retailers manage promotions in these categories will also affect the amount that is left at the end of the day and becomes unusable. Our objective in this paper is to attempt making some progress on the pernicious problem of wastage at the retail level. We use data from a large retailer of fruits and vegetables with over 300 stores in India to first understand the extent of the problem at the retailer. Managing inventory of perishable items with only a few days of shelf life, is especially challenging. Ordering too many or too few of these items directly impacts sales, profits and increases wastage. Product proliferation and high variability in daily sales makes forecasting sales difficult, leading to ad hoc and gut-feel inventory ordering.

Sponsor: IIMB

Status: Ongoing (December 2014–2015)

VII-A9 Generalized Pólya Urns

Project Team: **Arnab Basu**

Summary: Random processes with reinforcement have been studied mathematically since the beginning of the twentieth century. Such processes have deep connections to business problems such as design of medical trials, neural networks and formation of networks such as the Internet and social networks. One of the most simple and elegant of these models is known as Pólya’s urn: starting with one black and one red ball in an urn, select a ball at random from the urn, replace it in addition to another ball of the same colour. The interest is to study the proportion of black balls X_t in the urn after t balls have been added. In the last hundred years or so, various generalizations have

been studied. One direction of generalization of Pólya's urns is to modify the selection probability. A further generalization involves having multiple interacting urns, where colours may be present in more than one urn and where multiple balls may be added to one or more urns depending on what colour is selected.

Sponsor: IIMB
 Status: Ongoing (January 2015)

VII-A10 Analysis of Shapley Games with One-sided Incomplete Information

Project Team: **Arnab Basu**

Summary: This author and his collaborator Prof. Dr. Hab. Lukasz Stettner have made fundamental contributions to the theory of asymmetric partially observed games in the submitted paper mentioned above enumerated as follows:

They construct an asymmetric class (for the first time in the literature) of filters parameterized by the control (functions) of the maximizer and prove that they indeed characterize the conditional distribution of the state process $\{X_t\}$.

1. They provide recursive algorithms to estimate the upper and lower value functions of the finite-horizon cost game and prove that these algorithms indeed characterize the corresponding value functions.
2. They provide a simple counterexample for which the upper value is strictly greater than the lower value.
3. They non-trivially extend all of these results to the infinite-horizon discounted cost case.

Sponsor: IIMB
 Status: Ongoing (2014-2015)

VII-A11 Domestic Market Study for Freshwater Fishery Products in India

Project Team: **Shubhabrata Das**

Summary: a) Project demand for and supply of fresh water fish and fish products in designated six major cities of India.

b) Understand the market of freshwater fish and shrimp and its potential for various processed product form based on an independent survey.

c) Assessment of the major existing brands in processed/frozen fish products sections and their relative market position.

Sponsor: Infish and Ministry of Commerce & Industry, Government of India
 Status: Completed (2014–2015)

VII-A12 Forecasting Energy Load and Demand

 Project Team: **Shubhabrata Das**

Summary: To come up with suitable models and perform analysis of time series data with multiple levels of frequency, and to study the impact of frequency

Sponsor: Hitachi India Pvt. Ltd.

Status: Completed (2014–2016)

VII-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Publication Details
VII-B1	Basu, Arnab , Basu, Samik and Mahan M J	Nash Equilibria via Duality and Homological Selection	<i>Proceedings - Mathematical Sciences</i>	Vol. 124, Issue 4, November 2014, pp. 581-602
VII-B2	Durham, G., Geweke, J. and Ghosh, Pulak	A Note on Consistent Estimation of a Dynamic Jump Intensity Model with Implications for Option Pricing	<i>Journal of Financial Economics</i>	Vol. 115, 2015, pp. 210-214
VII-B3	Stanley I. M. Ko, Terence T. L. Chong, and Ghosh, Pulak	Dirichlet Process Hidden Markov Multiple Change-point Model	<i>Bayesian Analysis</i>	Vol. 10, Issue 2, 2015, pp. 275-296
VII-B4	Sarah Brown, Ghosh, Pulak and Karl Taylora	The Existence and Persistence of Household Financial Hardship: A Bayesian Multivariate Dynamic Logit Framework	<i>Journal of Banking & Finance</i>	Vol. 46, September 2014, pp. 285-298
VII-B5	Yu, B., O' Malle, A. J. and Ghosh, Pulak	Linear Mixed Models for Multiple Outcomes Using Extended Multivariate Skew-t Distributions	<i>Statistics and Its Interface</i>	Vol. 7, Issue 1, 2014, pp. 101-111
VII-B6	Hong, G., Roychowdhury, S. and Ghosh, Pulak	The Joint Assessment of Longitudinal Multidimensional Functionings in Overweight and Obese Elderly with a Time Varying Covariates	<i>Statistics and Its Interface</i>	Vol. 7, Issue 2, 2014, pp. 297-305
VII-B7	Ravi A. Rao and De', Rahul	Technology Assimilation through Conjunctions – a Look at IS Use in Retail	<i>Information Systems Frontiers</i>	Vol. 17, Issue 1, February 2015, pp. 31-50

Sl. No.	Authors	Title of Paper	Name of Journal	Publication Details
VII-B8	Yogesh K. Dwivedi, David Wastell, Helle Zinner Henriksen and De', Rahul	Guest Editorial: Grand Successes and Failures in IT: Private and Public Sectors	<i>Information Systems Frontiers</i>	Vol. 17, Issue 1, February 2015, pp. 11-14
VII-B9	Raoni Rajão, Ricardo B. Duque and De', Rahul	Special Issue: Voices from within and Outside the South – Defying STS Epistemologies, Boundaries, and Theories	<i>Science, Technology, & Human Values</i>	Vol. 39, Issue 6, 2014, pp. 767-772
VII-B10	Supriya Rakesh and De', Rahul	Representation of Social Actors in the Participatory Journalism Process - A Case from India	<i>International Journal of Public Information Systems</i>	Vol. 11, Issue 1, 2015
VII-B11	Bandi, Rajendra K , Ravi Anand Rao and Laxmi Gunupudi	State of the Academic Field of IS in India	<i>Information Technology and Management</i>	Vol. 15, Issue 3, September 2014, pp. 163-175

VII-D Chapters in Books

Sl. No.	Authors	Title of Paper/Chapter	Title of Book	Editors	Publication Details
VII-D1	De', Rahul	Open Source in the Global South	<i>The International Encyclopedia of Digital Communication and Society</i>	Ang, P.H. and Mansell, R.	Wiley-Blackwell, 2014

VII-E IIMB Working Papers

Sl. No.	Author	Title	IIMB Working Paper No.	Year
VII-E1	Ghosh, Pulak, Kale, Jayant R and Panchapagesan, Venkatesh	Do Indian Business Group Owned Mutual Funds Maximize Value for Their Investors?	463	2014
VII-E2	Sastry, Trilochan	Civil Society, Indian Elections and Democracy Today	465	2014
VII-E3	Akshay Kumar Singh and Das, Shubhabrata	Rank Consistent Bradley–Terry Models for Repeated Tournaments	466	2014
VII-E4	D Roychowdhury, Murthy, Rajluxmi V and P D Jose	Facilitating Green Building Adoption – An Optimization Based Decision Support Tool	485	2015

VII-H Seminars/Conferences/Workshops/Invited Colloquia, etc.

Sl. No.	Authors	Title of Paper	Details of the Conference	Dates of the Conference
VII-H1	U Dinesh Kumar	Business Analytics Case Studies	2 nd International Conference on Business Analytics and Intelligence, IISc Bengaluru	December 18-20, 2014
VII-H2	U Dinesh Kumar	Predictive and Prescriptive Analytics Case Studies	OPTSUM-2015, Bengaluru	March 10, 2015
VII-H3	Ghosh, Pulak	A Simultaneous Model of Consumption Time, Money, and Churn with Online Gaming Users	Department of Marketing, INSEAD	September 18, 2014
VII-H4	Ghosh, Pulak	A Simultaneous Model of Consumption Time, Money, and Churn with Online Gaming Users	Big Data Marketing Analytics: 2014 Greater-China Symposium	May 28, 2014
VII-H5	Ghosh, Pulak	The Impact of Paid and Earned Media on Consumer Choice: A Real-Time Experience Tracking Approach	Singapore Management University	May 14, 2014
VII-H6	De', Rahul	FOSS in State Government Departments: Some Preliminary Findings	Plenary Talk at Swatantra 2014, 5 th International Free Software Conference, Thiruvananthapuram, Kerala	December 18-20, 2014
VII-H7	De', Rahul	FOSS Economics and FOSS Business	Keynote address at Wipro, Bengaluru	October 17, 2014
VII-H8	De', Rahul	Modern IT Management	Invited talk at TCS Bengaluru	February 26, 2015
VII-H9	De', Rahul	Digitization of Education	Panelist, Cognizant Technology Solutions, Bengaluru	October 10, 2014
VII-H10	Bandi, Rajendra K	Critical Thinking in the Internet Era	Christ Junior College, Bengaluru	May 15, 2014
VII-H11	Bandi, Rajendra K	Evolution of IS Research & Teaching in India in Last Two Decades	Panelist, International Conference on Information Systems Research and Teaching (ICISRT 2014), IIM Indore	December 22-23, 2014
VII-H12	Gadi, H.D., Murthy, Rajluxmi V, Ravishankar, M and Nagadevara V	Optimizing Antennae Location in Rural Areas for a Telecom Operator in India	POMS Annual Conference, Atlanta, USA	May 9-12, 2014

Sl. No.	Authors	Title of Paper	Details of the Conference	Dates of the Conference
VII-H13	Venkatagiri, Shankar	Metrics and Analytics in HR	Fast Track HR Professionals' Development Program, NHRD	July 13, 2014
VII-H14	Venkatagiri, Shankar	Agile Methodologies	Christ University, Bengaluru	January 12, 2015
VII-H15	Venkatagiri, Shankar	Big Data Analysis	Christ University, Bengaluru	November 5, 2014

VII-I Articles in Conference Proceedings

Sl. No.	Authors	Title of Paper	Details of the Conference Proceedings
VII-I-1	U Dinesh Kumar	Two-Stage Perishable Inventory - Application of Prescriptive Analytics	Proceedings of the 2 nd International Conference on Business Analytics and Intelligence, December 18-20, IISc Bengaluru
VII-I-2	Rajendra K Bandi, Ravikumar Narasimhamurthy and Rajiv Kishore	The Influence of Labelling and Social Exchange on Group Cohesion of IT-Contract Employees	SIGMIS-CPR 2014, Proceedings of the 52 nd ACM Conference on Computers and People Research, Singapore, May 29-31, 2014, pp. 11-16

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

VII-J1 Title: Forecasting Demand for Food at Apollo Hospitals

Authors: Sujoy Roychowdhury, Alok Shrivastava, and U Dinesh Kumar

Summary: Established in 1983, Apollo Hospitals is one of India's largest hospital chains. In 2014, Apollo had 32 hospitals spread across the country. The focus of this case is the Apollo Hospital at Bangalore. The quality head, Dr. Ananth Rao was worried about the food bill that accounted for 4% of the total cost and wanted to develop a forecasting model to estimate the demand for food and beverages being served to its patients for breakfast, lunch, and dinner. Accurate forecasting would help them to minimize the wastage of food resulting in reduction of the food bill. Apollo served approximately 120 food items from its kitchen. Dr. Rao believed that the demand for food was dependent on the occupancy level (number of in-patients) of the hospital. Moreover, he also expected a short-term trend in the food requirement because patients are likely to order similar food during their course of stay in the hospital – this is because of dietary restrictions as also the fact that people would generally not wish to experiment with food in a hospital environment. The profile of the patients in the hospital is unlikely to vary significantly over a period of time and so it is expected that the food trend will not change much with time.

VII-J2 Title: A Dean’s Dilemma: Selection of Students for the MBA Program

Authors: Dhimant Ganatra and **U Dinesh Kumar**

Summary: Easwaran Iyer, Dean of the Jain University’s Business School, wanted to ensure that they admitted the right set of students to their Master of Business Administration (MBA) program, but he was not sure about the parameters that could be used to identify students who were ideal for the MBA program. Jain University received applications for the MBA program from across India and admitted approximately 400 students every year. There had been a steady increase in the number of applications received by Jain University over the years. Placement performance played a major role in attracting good quality students to the MBA program in India. In 2012, over 180 business schools in major cities such as Delhi, Mumbai, Bangalore, Ahmedabad, Kolkata, Lucknow, and Dehradun closed down. Although, there could be many reasons for their closure, their inability to place their students played a key role. At the beginning of every admissions season, which began in April and stretched until July, Iyer thoroughly screened the admission seeking candidates and decided along with his admission committee which of the candidates were admitted or rejected. Although there was no penalty if a non-placeable student was selected, it would weigh heavily on the institute’s reputation. A wrong pick could eventually contribute towards an increase in the number of unplaced students as well as a reduction in the average salary. Moreover, there was the possibility of rejecting a placeable candidate. What made Iyer’s job tougher was that he was expected to increase the batch size while also increasing the quality of the admitted set of students. He acknowledged that MBA admissions needed much more analytical reasoning, taking multiple criteria into consideration.

VII-J3 Title: Era of Quality at the Akshaya Patra Foundation

Authors: Srujana H M, **Haritha Saranga** and **U Dinesh Kumar**

Summary: The Akshaya Patra Foundation (TAPF) was founded in 2000 in Bangalore to provide free mid-day meals to the students of government schools. TAPF’s kitchen in Vasanthapura provided meals to 650 schools in and around Bangalore benefitting 87,045 children. In 2014, TAPF provided meals to 1.4 million students and by 2020 they wanted to reach out to 5 million students. This massive expansion needs to be achieved without compromising the quality of food provided and simultaneously ensuring that all the key performance indicators such as time of delivery and temperature of food at the time of delivery are maintained as per the specifications. Muralidhar, the head of quality at TAPF along with his team have implemented several quality improvement projects. However, massive expansion plan by TAPF posed a greater challenge to Muralidhar. One of the critical to quality metrics in TAPF is the “cooking-to-consumption time”, which should ideally be less than 6 hours. As the number of children to be fed increases, the cooking-to-consumption time is likely to increase. Muralidhar is contemplating use of lean and Six Sigma concepts to ensure that the cooking-to-consumption time is kept within the allowable time limit.

VII-J4 Title: Managing Linen at Apollo Hospitals

Authors: Apoorva Prakash, Muthu Solayappan and **U Dinesh Kumar**

Summary: The case describes the use of linen at the Apollo Hospitals. Apollo Hospital at Bannerghatta Road, Bangalore is a tertiary care hospital with a capacity of 250 beds. In 2013, Apollo Hospital spent INR 5.1 million on managing bed lines (consisting of bed sheets and pillow cover). Dr Ananth N Rao, head of quality at the Apollo Hospitals thought that the cost of linen management can be optimized using mathematical programming techniques which can have a significant impact on the bottom-line of the hospital. Each bed in the hospital was given two bed sheets and a pillow cover; however, there was 2% additional usage of linen owing to various reasons such as linen becoming dirty, wet, etc. Apollo Hospital kept safety stock of linen for two days and any linen sent for washing was returned on day $d + 2$. The objective is to develop a mathematical programming model to minimize the total cost of linen management.

VII-J5 Title: Larsen and Toubro: Spare Parts Forecasting

Authors: Prakash Hegde, Ruchi Jaiswal, Suhruta Kulkarni, and **U Dinesh Kumar**

Summary: Larsen and Toubro (L&T) was India's largest technology, engineering, construction and manufacturing company. Construction and mining business (CMB) sold equipment such as dozer shovels, dozers, dumpers, hydraulic excavators, motor graders, pipe layers, surface miners, tipper trucks, wheel dozers and wheel loaders. CMB also provided the services of equipment installation and commissioning and other maintenance services. Supply of spare parts was critical, since the customer faced severe losses in the instance of equipment unavailability. Forecasting was done on an ad hoc basis considering the experience of the planning personnel. The value of each spare part ranged from INR 10 to INR 8 million. It was critical to maintain a correct balance for the spare-parts inventories, since unavailability led to loss of revenues, decreased profitability, customer dissatisfaction and also gave rise to the fake products industry. Excess inventory led to high inventory carrying costs, working capital lock-in and also a possibility of spare parts becoming obsolete. Vijaya Kumar, Deputy General Manager of CMB, had to arrive at a forecasting methodology with an error of less than 10% for the 20,000 odd spare-parts. This warranted for 20,000 forecasting models; however, this was not only time consuming but also very expensive to develop and manage. Kumar wanted to build the forecasting model quickly so that he could roll out the forecasting strategy on a pan-India basis within a few weeks.

VII-K Leading Journal Publications

Articles which have appeared in leading academic journals, listed in Financial Times 45, Business Week 20, UT Dallas 24, etc.

- VII-K1** Authors: Durham, G., Geweke, J. and **Pulak Ghosh**
- Title: A Note on Consistent Estimation of a Dynamic Jump Intensity Model with Implications for Option Pricing
- Journal: *Journal of Financial Economics*
- Abstract: Christoffersen, Jacobs, and Ornathanalai (2012, CJO) propose an interesting and useful class of generalized autoregressive conditional heteroskedasticity (GARCH)-like models with dynamic jump intensity, and find evidence that the models not only fit returns data better than some commonly used benchmarks but also provide substantial improvements in option pricing performance. While such models pose difficulties for estimation and analysis, CJO propose an innovative approach to filtering intended to address them. However, some statistical issues arise that their approach leaves unresolved, with implications for the option pricing results. This note proposes a solution based on using the filter and estimator proposed by CJO but interpreted in the context of an alternative model. With respect to this model, the estimator is consistent, and likelihood-based model comparisons and hypothesis tests are valid.
- *Listed as A* in ABDC (Australian Business Deans Council)*
 - *Listed as 4 in ABS (Association of Business Schools, UK)*
 - *Listed as 0* in ESS (ESSEC Business School of Paris)*
 - *Listed as A in Hong Kong Business School List*
 - *Listed in Business Week 20*
 - *Listed in Financial Times 45*
 - *Listed in Maryland Smith Business School List*
 - *Listed in UT Dallas 24*
 - *Listed in NUS Tier 1 Premium*
- VII-K2** Authors: Sarah Brown, **Pulak Ghosh** and Karl Taylora
- Title: The Existence and Persistence of Household Financial Hardship: A Bayesian Multivariate Dynamic Logit Framework
- Journal: *Journal of Banking & Finance*
- Abstract: We investigate the existence and persistence of financial hardship at the household level using data from the British Household Panel Survey. Our modelling strategy

makes three important contributions to the existing literature on household finances. Firstly, we model nine different types of household financial problems within a joint framework, allowing for correlation in the random effects across the nine equations. Secondly, we develop a dynamic framework in order to model the persistence of financial problems over time by extending our multi-equation framework to allow the presence or otherwise of different types of financial problems in the previous time period to influence the probability that the household currently experiences such problems. Our third contribution relates to the possibility that experiencing financial problems may be correlated with sample attrition. We model missing observations in the panel in order to allow for such attrition. Our findings reveal interesting variations in the determinants of experiencing different types of financial problems including demographic and regional differences. Our findings also highlight persistence in experiencing financial problems over time as well as the role that saving on a regular basis in previous time periods can play in mitigating current financial problems.

- *Listed as A* in ABDC (Australian Business Deans Council)*
- *Listed as 3 in ABS (Association of Business Schools, UK)*
- *Listed as 0 in ESS (ESSEC Business School of Paris)*
- *Listed as A in Hong Kong Business School List*
- *Listed in NUS Tier 2 Premium*

VII-L Awards, Honors, and Achievements

VII-L1 Prof. Pulak Ghosh is the only academician among Top 10 Most Influential Analytics Leaders in India.

VII-M Doctoral Theses Completed by FPM Students during 2014–2015

Sl. No.	Name of the Student	Dissertation Title	Name of DAC Chairman
VII-M1	Avadhoot Suresh Jathar	Category Management: Analysis of Consumer Loyalty, Demand for Variety and Private label Offerings	U Dinesh Kumar, Kanchan Mukherjee and Srinivas Prakhya
VII-M2	Vinu C T	Joint Volatility Models for Overnight and Trading Day Returns	Malay Bhattacharyya, Rajluxmi V Murthy and Shashidhar Murthy
VII-M3	Bhuvanesh Pareek	Essays on Multinomial Choice Models & Its Application in Business Analytics	Pulak Ghosh, Shainesh G and U Dinesh Kumar

VII-N Proposal Presentation by FPM Students during 2014–2015

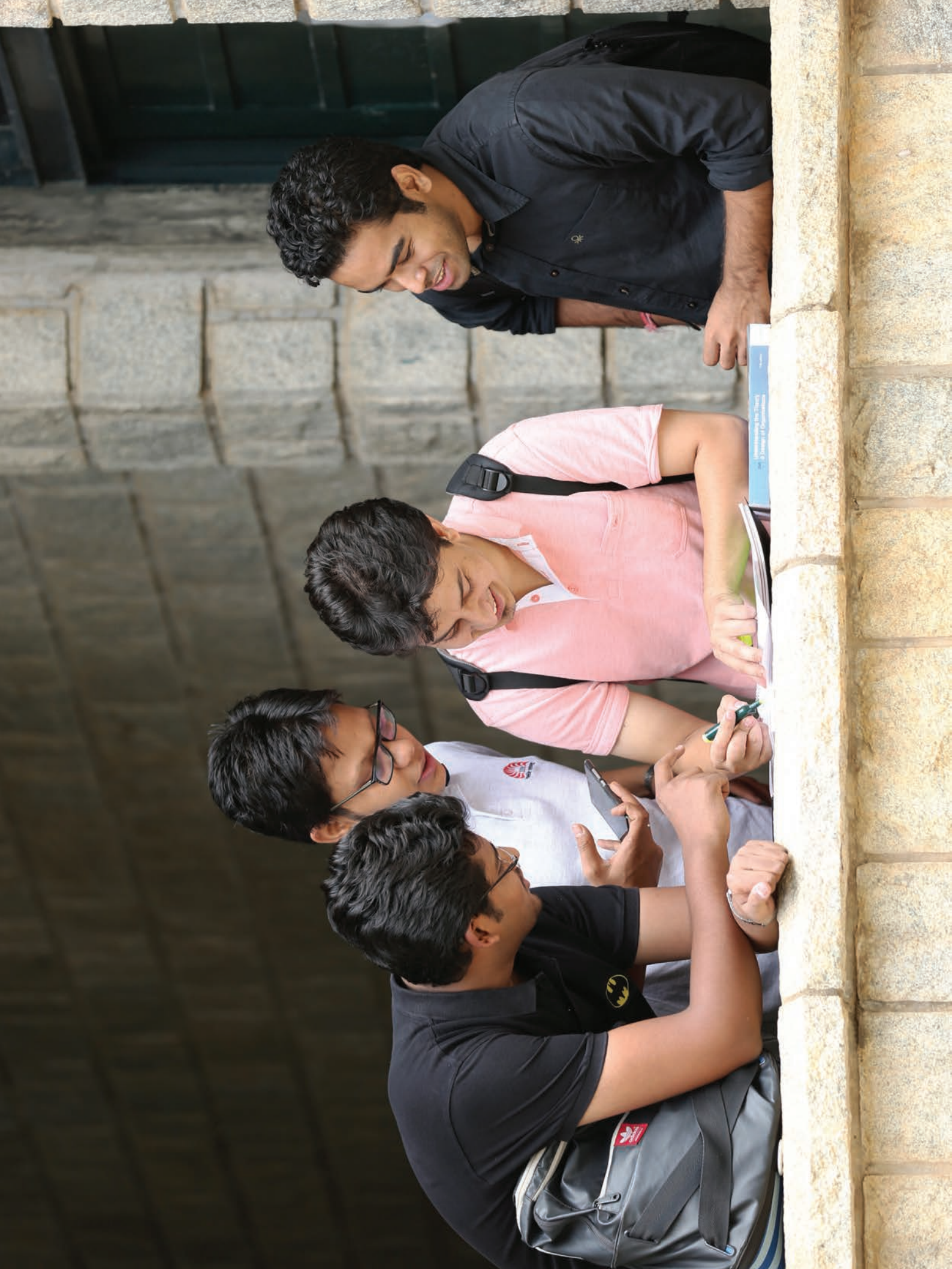
Sl. No.	Name of the Student	Topic	Name of DAC Chairman	Date
VII-N1	Pradipta Patra	Analysis of Performance Based Contracts for Capital Equipment	Prof. U Dinesh Kumar	July 9, 2014
VII-N2	Ravi Anand Rao	Adapting Agile Software Development for Global Software Services	Prof. Rahul De'	August 19, 2014
VII-N3	Akshay Kumar Singh	From Paired to Multiple Comparison	Prof. Shubhabrata Das	December 9, 2014
VII-N4	Prasenjit Mandal	Workforce Planning for Professional Service Projects: A Branch-and-Cut Approach	Prof. Ishwar Murthy	January 9, 2015
VII-N5	Saswat Patra	Revisiting Risk Measures: The Use of Max Var	Prof. Malay Bhattacharya	January 20, 2015

VII-O Papers Presented by FPM Students in Conference/Seminar during 2014–2015

Sl. No.	Name of the Student	Title of the Paper Presented	Details of the Conference/Seminar	Date
VII-O1	Neha Advani	Newsvendor Problem with Shelf Space Dependent Demand: Implications for Design of Coordination Mechanisms	POMS Conference, Atlanta, GA, USA	May 8-12, 2014,
VII-O2	Ashay Saxena (co-authored by Johanna Burmann)	Factors Affecting Team Performance in Globally Distributed Setting	SIGMIS ACM Conference on Computers and People Research 2014, Singapore	May 29-30, 2014
VII-O3	Neena Pandey	Institutionalization and Legitimation of Informatics Based Community Journalism: A Case Study from India	CPR South 2014, Johannesburg, South Africa	September 10-12, 2014

VII-P Publications by FPM Students (Journal articles/Book chapters/Cases) during 2014–2015

Sl. No.	Name of the Student	Title of the Paper	Name of the Journal	Publication Details
VII-P1	Ravi Anand Rao (co-authored by Prof. Abhoy Ojha)	The Emergence of an Organizational Field: The Case of Open Source Software	<i>Vikalpa: The Journal for Decision Makers</i>	Vol. 39, Issue 2, April-June, 2014, IIM, Ahmedabad
VII-P2	Ravi Anand Rao (co-authored by Prof. Rajendra K Bandi and Laxmi Gunupudi)	State of the Academic Field of IS in India	<i>Information Technology and Management</i>	Vol. 15, Issue 3, May, 2014, Springer
VII-P3	Ravi Anand Rao (co-authored by Prof. Rahul De')	Technology Assimilation Through Conjunctures – a Look at IS Use in Retail	<i>Information Systems Frontiers</i>	February 2015, Springer



Centre for Public Policy (CPP)

The Centre for Public Policy (CPP) has evolved into a leading policy think tank engaged in cutting-edge research, teaching, training and capacity-building and works on improving development outcomes across the region. The CPP pioneered the application of management disciplines for better public services and governance in India. Its strong evidence-based research has focused on government innovations, regulation, policy-making, administrative and organizational reform, public-private partnerships and IT in government. The faculty in the area includes acclaimed scholars and award-winning professors drawn from various management disciplines. The eclectic blend of faculty, academicians, researchers, and professionals drawn from India and abroad, with their fund of managerial expertise, gives IIMB a unique professional standing in the country. CPP faculty members work in a range of domains, which includes Health, Development, Poverty Alleviation, Environment, Urban, Agriculture, and Education Policy. The CPP has been designated as a Centre of Excellence by the Ministry of Urban Development.

VIII-A Research Projects

VIII-A1 Gender Asset Gap Project

Project Team: **Hema Swaminathan**

Summary: This study aims to analyse: (1) Impact of shocks on economic vulnerability of men and women, (2) Participation in credit market and debt burdens of men and women, and (3) Inheritance and gender distribution of wealth.

Sponsor: UN Women (via University of Florida)

Status: Completed (2013–2015)

VIII-A2 Intrahousehold Determinants of Welfare and Wellbeing: Evidence from Ecuador, Ghana, and India

Project Team: **Hema Swaminathan**

Summary: I propose to work on two related projects within the broader framework of assets and welfare. In the first project, I will examine the interactions between the experience of economic shocks and choice of coping strategies and how these may differ for men and women. In the second project, I will explore the relationship between asset ownership and subjective well-being.

Sponsor: IIMB

Status: Completed (2014)

VIII-A3 The Great Indian Conservation Debate: Contextualizing Poverty

Project Team: **Arnab Mukherji**

Summary: Protected Areas (PAs) have witnessed proliferation in recent decades with approximately 13% of the world's terrestrial surface classified as some form of PA1 by 2010. However, the impact of this preferred conservation policy on the economic well-being of populations inhabiting the region surrounding PAs is unclear. It is particularly crucial to assess the linkages between poverty and conservation as there is a significant overlap between global biodiversity hotspots and the incidence of poverty. Moreover, conservation and poverty alleviation are two of the most crucial yet long-standing global challenges. If these two are indeed complementary, then policy recommendations to increase conservation efforts would hold serious merit. We propose to address two fundamental questions that arise from creation of PAs – does poverty influence their creation, and how, subsequently, do PAs affect poverty? Inferences on these relationships (or lack thereof) would have significant bearing on conservation and development policies, especially for the developing nations rich in biodiversity but poor in public welfare outcomes. We explore these questions in

the Indian context – a country that has varied ecological zones with 10% of world’s species, abundant PAs, and is battling poverty.

Sponsor: IIMB

Status: Ongoing (October 2014-2015)

VIII-A4 Peoples’ Appraisal: Dialogues on the Anna Bhagya Scheme of Government of Karnataka

Project Team: **M S Sriram**

Summary: Several welfare schemes are managed by the Government of Karnataka. Most of the welfare schemes are evaluated through independent research, commissioned research studies by the Karnataka Evaluation Authority, and through social audits. All these studies tell us a particular story on how well the programmes are designed, and possibly what are the larger impacts. In addition to this, we could capture individual narratives of people, and abstract these individual stories into a larger critique of the design and delivery of the scheme and also provide a feedback loop for the government. These narratives are expected to be unencumbered, telling a small nuance here, and celebration there, a failure of the design elsewhere, and possibly a story of a corruption or an ingenious misuse (using machines for NREGA work and still distributing wages as per the muster!). The idea is that these stories carry nuances that cannot be built into the design of the programme, but are necessary for any designer of welfare schemes to be aware of, and possibly might provide a feedback loop.

Sponsor: IIMB

Status: Ongoing (December 2014 - 2015)

VIII-A5 Mapping Typologies of Low Income Settlements (slums) in Bangalore City

Project Team: **M S Sriram**

Summary: We have seen a process of rapid urbanization. This process is caused by distress in agriculture, fragmentation of land holdings, and opportunities in the growing service sector. With the articulated policy of the Government of India such as “Make in India” which is expected to give a fillip to local manufacturing sector and the focus on developing 100 smart cities, the country is moving towards making, accelerating and facilitating the process of urbanization. The process of urbanization involves a large number of poor people who migrate from rural areas in search of meaningful livelihoods into the cities. However, we have seen that rapid urbanization has resulted in the emergence of several low income settlements – usually unfit for human habitation near railway lines, drains and in open lands and lake beds. When we look at the studies on poverty and the poor, we find a significant part of the academic and policy work rural areas and related to agriculture. Understanding urban poverty and

its dimensions is much more complex. The complexity starts with finding the poor in a large city and then understanding the complex factors of their livelihoods which in turn could inform the policy discourse on urban poor.

Sponsor: IIMB

Status: Ongoing (December 2014–2016)

VIII-A6 Six Sigma Analysis of Service Level under Sakala

Project Team: **Ramesh G**

Summary: There is a hypothesis that developed areas and accessible areas get better services than other areas. This study used the data generated by the Sakala, which is a public grievance system and tested this hypothesis using Six Sigma analysis. It was observed that there is reason to believe this. The study concludes that more than the system and development, officers managing the system explain the variation.

Sponsor: Government of Karnataka

Status: Completed (April-July 2014)

VIII-A7 Spatial Index of Health Services Provisioning

Project Team: **Ramesh G**

Summary: This study seeks to develop saturation index or index of inclusivity of health service. This plotted all the doctors and nursing home of an area with GIS and the spread of population in the area. It tries to capture the dispersal of facilities across the area with reference to the people.

Sponsor: Ministry of Urban Development, Government of India

Status: Ongoing (April 2014 – 2015)

VIII-A8 Framework for a Smart City

Project Team: **Ramesh G**

Summary: This study seeks to provide a framework for developing a smart city. It classifies a smart city into various stages and suggests characteristics of each stage. This is based on an extensive literature review and interviews with policy makers.

Sponsor: Ministry of Urban Development, Government of India

Status: Completed (November 2014)

VIII-A9 Governance Structure for Bengaluru as a MegacityProject Team: **Ramesh G**

Summary: This study seeks to develop a governance structure for a megacity such as Bangalore. It takes into account the various municipal laws and governance globally observed in cities such as New York, London, Paris, etc. It provides a comprehensive treatment of this issue.

Sponsor: Ministry of Urban Development, Government of India

Status: Completed (September 2014 – March 2015)

VIII-B Articles in Academic Journals

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publications
VIII-B1	Arkadipta Ghosh and Mukherji, Arnab	Air Pollution and Respiratory Ailments among Children in Urban India: Exploring Causality	<i>Economic Development and Cultural Change</i>	Vol. 63, Issue 1, October 2014, pp. 191-222
VIII-B2	Saranga, Haritha, Mukherji, Arnab and Janat Shah	Inventory Trends in Emerging Market Supply Chains: Evidence from the Indian Automotive Industry	<i>IIMB Management Review</i>	Vol. 27, Issue 1, March 2015, pp. 6-18
VIII-B3	Neeraj Sood, Eran Bendavid, Mukherji, Arnab , Zachary Wagner, Somil Nagpal and Patrick Mullen	Can Insurance Improve Health? A Quasi-Experimental Evaluation of a Government Health Insurance Program for the Poor in India	<i>BMJ (British Medical Journal)</i>	Vol. 349, September 2014, pp. 1-13
VIII-B4	V. Mehta, R. Goswami, E. Kemp-Benedict, S. Muddu and Malghan, Deepak	Metabolic Urbanism and Environmental Justice: The Water Conundrum in Bangalore, India	<i>Environmental Justice</i>	Vol. 7, Issue 5, 2014, pp. 130-137
VIII-B5	Ramya Vijaya, Rahul Lahoti and Swaminathan, Hema	Moving from the Household to the Individual: Multidimensional Poverty Analysis	<i>World Development</i>	Vol. 59, July 2014, pp. 70-81
VIII-B6	Anirudh Krishna, Sriram M S and Purnima Prakash	Slum Types and Adaptation Strategies: Identifying Policy Relevant Differences in Bangalore	<i>Environment and Urbanisation</i>	Vol. 26, Issue 2, 2014, pp. 565-585

Sl. No.	Authors	Title of Paper	Name of Journal	Details of Publications
VIII-B7	Sriram M S	Identity for Inclusion: Moving Beyond Aadhar	<i>Economic and Political Weekly</i>	Vol. XLIX, Issue 28, July 2014, pp. 148-154
VIII-B8	Sriram M S and Aparna Krishna	Review of Local Area Banks and Policy Implications for Narrow Banks in India	<i>Economic and Political Weekly</i>	Vol. L, Issue 11, March 2015, pp. 52-60
VIII-B9	Ramesh G	Escalating Crisis and Lagged Response: Perspectives from the Mumbai Terrorist Attack	<i>South Asian Journal of Management</i>	Vol. 21, Issue 3, July-September 2014, pp. 167-182

VIII-E Working Papers

Sl. No.	Author	Title	IIMB Working Paper No.	Year
VIII-E1	Kamath, Rajalaxmi and Abhi Dattasharma	Women and Household Cash Management: Evidence from Financial Diaries in India	414	2013

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

Sl. No.	Authors	Title of Article	Name of the Newspaper/Magazine	Date of Publication
VIII-F1	Sriram M S	Governance Reforms in Banks: The Nayak Committee Report	<i>Business Today</i> (online edition)	May 20, 2014
VIII-F2	Sriram M S	Small Banks: Lessons from Local Area Banks	<i>Mint</i>	July 26, 2014
VIII-F3	Sriram M S	Do We Need More IIMs? Expanding the Existing Ones	<i>Deccan Herald</i>	July 27, 2014
VIII-F4	Sriram M S	Jan Dhan: An Old Scheme Repackaged	<i>Mint</i>	September 8, 2014
VIII-F5	Sriram M S	That Unsettling Feeling Called Globalisation (Book Review of <i>The Butterfly Defect</i>)	<i>Business Standard</i>	June 18, 2014
VIII-F6	Sriram M S	Post Bank of India: An Idea Whose Time Has Come	<i>Mint</i>	December 9, 2014
VIII-F7	Sriram M S	Many Panic Buttons to Press (Review of <i>Re-Start</i> by Mihir S Sharma)	<i>Business Standard</i>	February 25, 2015

Sl. No.	Authors	Title of Article	Name of the Newspaper/Magazine	Date of Publication
VIII-F8	Sriram M S	The Fine Print of Mudra Bank	<i>Mint</i>	March 21, 2015
VIII-F9	Arkadipta Ghosh and Mukherji, Arnab	Every Poisonous Breath You Take	<i>The Hindu (Business Line)</i>	June 17, 2014
VIII-F10	Mukherji, Arnab	Swine Flu in the Times of Globalization	<i>Prajavani</i>	February 14, 2015

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

Sl. No.	Authors	Title of Publication	Details of Publication
VIII-G1	Swaminathan, Hema	Women, Assets, and the Accumulation of Savings: A Comparative Analysis of Ecuador, Ghana and India	Gender Asset Gap Working Paper 16, 2014
VIII-G2	Caren Grown, Carmen Diana Deere, Zachary Catanzarite, Abena D. Oduro, Suchitra J.Y., Swaminathan, Hema and Louis Boakye-Yiadom	Who Borrows? An Analysis of Gender, Debt and Assets in Ecuador, Ghana and Karnataka, India	Research Report, 2014
VIII-G3	Tara, S Nayana and N.S. Sanath Kumar	Review of The G.R.E.A.T.-Conference Volume Youth in Transition: Vet on Times of Economic Crisis	April-May 2014

VIII-H Seminars/Conferences Presentations/Invited Colloquia, etc.

Sl. No.	Authors	Title of Paper	Details of the Conference	Dates of the Conference
VIII-H1	Mukherji, Arnab	Health Insurance Models in States of India	Keynote Address at the National Conference on Universal Health Coverage in Rajasthan with a focus on Health Insurances: Sharing Experiences and Best Practices, CMO Convention Center, Jaipur	February 20, 2014

Sl. No.	Authors	Title of Paper	Details of the Conference	Dates of the Conference
VIII-H2	Mukherji, Arnab	Karnataka's Vajpayee Arogyasri Scheme and Implications for Prevention and Treatment	Cancer Prevention in India: Catalyzing Action and Enhancing Implementation, New Delhi	February 19-20, 2014
VIII-H3	Mukherji, Arnab	Quantifying Financial Risk Effects of Social Health Insurance: Evidence from India	Schaeffer Center, University of Southern California	April 24, 2014
VIII-H4	A. Bhattacharjee and Mukherji, Arnab	Do Healthier Developing Countries Attract Larger FDI Inflows?	International Health Economics Association Meetings, Dublin	July 13-16, 2014
VIII-H5	S. Thapliyal, Mukherji, Arnab and Malghan, Deepak	Do Inequalities Drive the Erosion of Commons?	ISEE, Reykjavik, Iceland	August 13-15, 2014
VIII-H6	Malghan, Deepak	Social Hydrology of Domestic Water in Bangalore, India	McGill University, Montreal, Canada	October 28, 2014
VIII-H7	Malghan, Deepak	Environmental History of Efficiency	KTH, Stockholm, Sweden	November 27, 2014
VIII-H8	Malghan, Deepak	Citius Altius Fortius: A History of How the World Became Efficient	Princeton University, Princeton, NJ, USA	March 25, 2015
VIII-H9	Malghan, Deepak and Swaminathan, Hema	Welfare Metrics for Gender Asset Gaps	International Association for Feminist Economics, Ghana	June 20, 2014
VIII-H10	Cheryl Doss, Carmen Diana Deere, Abena Oduro, Suchitra J.Y. and Swaminathan, Hema	Women Who Save: A Comparative Analysis of Ecuador, Ghana and India	International Association for Feminist Economics, Ghana	June, 2014
VIII-H11	Swaminathan, Hema , Cheryl Doss, Abena Oduro and William Baah-Boateng	Intra-household Analysis of Shocks and Coping Strategies: A Gendered Analysis of Ghana and Karnataka, India	International Association for Feminist Economics, Ghana	June, 2014
VIII-H12	Cheryl Doss, Swaminathan, Hema , Abena Oduro and Carmen Diana Deere	Assets and Shocks: A Gendered Analysis of Ecuador, Ghana, and Karnataka, India	Allied Social Sciences Meeting, Boston	January, 2015
VIII-H13	Ramya Vijaya, and Swaminathan, Hema	Gendered Understanding of Middle Class: Evidence from India	Eastern Economic Association Annual Meetings, New York	March, 2015

Sl. No.	Authors	Title of Paper	Details of the Conference	Dates of the Conference
VIII-H14	Sriram M S	Financial Inclusion for Sustainable Development	Valedictory address at the National Conference organized by the Karnataka State Open University, Mysooru	December 7, 2014
VIII-H15	Sriram M S	Catalysing Smallholder Agriculture through Inclusive Value Chains	Livelihoods Asia Conference. Access Development Services, Delhi	December 10, 2014
VIII-H16	Sriram M S	Financial Inclusion Vision: True Measure of Success	Inclusive Finance India Conference. Access Development Services, Delhi	December 9, 2014
VIII-H17	Sriram M S	Jan Dhan Yojana: Continuity or Change	Inclusive Finance India Conference. Access Development Services, Delhi	December 9, 2014
VIII-H18	Kamath, Rajalaxmi	Expert to review PhD dissertations	Research Week, Gujarat Technical University	February 12, 2015
VIII-H19	Kamath, Rajalaxmi	Qualitative Research through Financial Diaries	Poddar College, Mumbai	November 1, 2014
VIII-H20	Tara, S Nayana	International Conference on Public Policy and Management: Infrastructure: Hard and Soft	Organized by CPP, IIMB	August 12-14, 2014
VIII-H21	Tara, S Nayana and N S Sanath Kumar	Initiatives in Skill Up-gradation: The Case of Centres of Excellence (COE) in Industrial Training Institutes (ITI) in India	Presented the paper at the conference on Youth in Transition: VET in Times of Economic Crisis 2nd International G.R.E.A.T.-Conference University of Cologne, Germany	September 22-24, 2014

VIII-K Leading Journal Publications

Articles which have appeared in leading academic journals, listed in Financial Times 45, Business Week 20, UT Dallas 24, etc.

- VIII-K1** Authors: Arkadipta Ghosh and **Arnab Mukherji**
- Title: Air Pollution and Respiratory Ailments among Children in Urban India: Exploring Causality
- Journal: *Economic Development and Cultural Change*
- Abstract: Using a multicity sample from India, we exploit city and fortnightly variation in air pollution to identify its causal effect on the incidence of a common respiratory ailment among children – cough. We account for key sources of confounding in this relationship with a two-way fixed effects estimation strategy. Our results show that air pollution, specifically, particulate matter, has a large and negative health effect that is robust to alternative specifications. These effects are three times larger for children living in slums in comparison to children living outside slums. This suggests that improving urban air quality can lead to equity-enhancing health gains in developing countries. In addition, our falsification tests are able to rule out the possibility that the identified effects are due to other diseases unrelated to air pollution.
- Listings:
- *Listed as A in ABDC (Australian Business Deans Council)*
 - *Listed as 3 in ABS (Association of Business Schools, UK)*
 - *Listed as B in Hong Kong Business School List*
 - *Listed in NUS Tier 2 Premium*

VIII-L Awards, Honors, and Achievements

VIII-L1 Prof. M S Sriram has been appointed by the RBI as a member of the advisory team on small finance banks.

VIII-N Dissertation Proposal Presentation by FPM Students during 2014–2015

Sl. No.	Name of the Student	Topic	Name of DAC Chairman	Date
VIII-N1	S. Rajeshwaran	Information Asymmetry	Prof. Gopal Naik	January 23, 2014
VIII-N2	Ajit Phadnis	States, Political Leadership and Programmatic Politics	Prof. Deepak Malghan	August 5, 2014

VIII-O Papers Presented by FPM Students in Conference/Seminar during 2014–2015

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
VIII-O1	Sneha Thapliyal (co-authored by Dr. Archi Rastogi and Dr. Gordon Hickey)	For or Against the Motion? Assessing the Role of Social Capital in Driving Community Action in the Context of Tiger Conservation in India	Resilience 2014: Resilience and Development: Mobilizing the Transformation, Montpellier, France	May 4-8, 2014
VIII-O2	Sneha Thapliyal	Three papers presented: (i) Biophysical Constraints, Growth and Equity: Evidence from India, 1988-2012; (ii) The Great Indian Conservation Debate: Contextualizing Inequalities and Poverty; (iii) Inequalities and Common Pool Resources: Evidence for a Causal Mechanism	ISEE 2014: Wellbeing and Equity within Planetary Boundaries, Reykjavik, Iceland	August 13-15, 2014

VIII-S Seminars/Conferences/Workshops Organized by CPP during 2014–2015

Sl. No.	Details of the Conference/Workshop/Lecture	Dates of Conference	Venue
VIII-S1	IX Annual International Conference on Public Policy and Management	August 11-13, 2014	IIMB
VIII-S2	Conference on “Policy Hackathon” and “App for Governance”	August 9-10, 2014	IIMB
VIII-S3	Workshop on Agri Business Banking in India	April 5-6, 2014	IIMB
VIII-S4	Workshop on “Primary Collection of Solid Waste Management in Bangalore”	May 22, 2014	IIMB
VIII-S5	One-day seminar on “Smart City Orientation Program” in collaboration with CSD	June 12, 2014	IIMB
VIII-S6	Panel discussion on “Addressing Recycling Issues in Solid Waste Management”	August 12, 2014	IIMB
VIII-S7	Panel discussion on “Women’s Safety in Urban Setting”	September 28, 2014	IIMB
VIII-S8	Talk on “Environmental Concerns, Urban Planning for Transport and Smart Transportation” by Prof. Edward Jobson, Environmental Director, Volvo Bus Corporation	October 27, 2014	IIMB

Sl. No.	Details of the Conference/Workshop/Lecture	Dates of Conference	Venue
VIII-S9	Book Launch of “ <i>Community Policing as a Public Policy: Challenges and Recommendations</i> ” by Satyajit Mohanty	November 14, 2014	IIMB
VIII-S10	Talk by Prof. Madhav G Badami, School of Urban Planning & McGill University	November 26, 2014	IIMB
VIII-S11	Talk on “Indo-US Engagement in the Coming Decade” by Richard M. Rossow	December 4, 2014	IIMB
VIII-S12	Gender and Health Equity Project Experiences from the Field: Lessons for Maternal Health Policies	January 23, 2015	IIMB
VIII-S13	Seminar Series on “Third OECD Economic Survey of India”	February 16, 2015	IIMB
VIII-S14	The India Experience Training Programme was conducted for the students of University of Mandalay, Myanmar	March 15-25, 2015	IIMB

NS Raghavan Centre for Entrepreneurial Learning (NSRCEL)

*N*SRCEL undertakes research on entrepreneurship in the Indian context, as the entrepreneurial challenges in an emerging economy setting are different from those of the developed world. The center has eminent academicians and practitioners on its Advisory Council to guide its activities. The activities of NSRCEL are varied and encompass areas such as teaching, research, short-term programs, seminars/panel discussions, entrepreneurship facilitation initiative and the most important of all the incubation facility for entrepreneurs. The center has undertaken several international research projects in the areas of “Global Entrepreneurship Monitor”, “Innovations in the Petroleum Sector”, “Education and Training”, “Technology Transfer among the SMEs”, etc.

IX-A Research Projects

IX-A1 Developing a Homophily Index (a Fuzzy Blau Index) for Networks of Indians Based on Caste and Language Identified through Their Last Names

Project Team: **Suresh Bhagavatula**, Balagopal Vissa and Leena Kinger Hans

Summary: The propensity of human to make connections based on social similarities also known as homophily has been well-documented in social sciences. Vissa (2010) identifies these inclinations to form ties with similar others due to two reasons.

- Similarity improves the likelihood of creating a relationship that works due to trust that develops from similarities in race, gender, ethnic backgrounds, etc.
- Ease of communication due to common vocabulary, attitudes and world views.

Sponsor: IIMB

Status: Ongoing (December 2014–2015)

IX-D Chapters in Books

Sl. No.	Authors	Title of Paper/Chapter	Title of Book	Editors	Publication Details
IX-D1	Keswani K and Bhagavatula, Suresh	Territoriality in the Urban Space: The Case of a Periodic Marketplace in Bangalore, India	<i>Informal Urban Street Markets: International Perspectives</i>	Clifton Evers and Kirsten Seale	New York/London, Routledge, February 2015, pp. 136-145

IX-H Seminars/Conferences Presentations/Invited Colloquia, etc.

Sl. No.	Authors	Title of Paper	Details of the Conference	Dates of the Conference
IX-H1	Pavan Soni and Kumar K	Building Radical Innovation Capabilities in Emerging Market Subsidiaries: The Case of Intel India	Academy of International Business Annual Meeting, Vancouver	June 23-26, 2014
IX-H2	Rama S Velamuri, Kumar K and Nitu Nathani	Blood is Thicker Than Merit: When Is Transition from Professional to Family Governance Appropriate?	Academy of Management Annual Meeting, Philadelphia	August 1-5, 2014
IX-H3	Pavan Soni and Kumar K	Building Radical Innovation Capabilities in Emerging Market Subsidiaries: The Case of Intel India	Academy of Management Annual Meeting, Philadelphia	August 1-5, 2014

Sl. No.	Authors	Title of Paper	Details of the Conference	Dates of the Conference
IX-H4	Kumar K	Making Growth Happen	4 Startups, NSRCEL, IIMB	December 6, 2014
IX-H5	Anusha Ramesh and Kumar K	Effectuation and the Process of Professionalization of Family Firms	3 rd Effectuation Research and Teaching Conference, University of Twente, Enschede, Netherlands	December 8-9, 2014
IX-H6	Kumar K , Ravi Sarathy and Nitu Nathani	PPDS - From Tradition to Modernity	Fifth Asian International Conference on Family Business, ISB, Hyderabad	February 6-8, 2015
IX-H7	Kumar K , Ravi Sarathy and Nitu Nathani	Colonnade Group	Fifth Asian International Conference on Family Business, ISB, Hyderabad	February 6-8, 2015
IX-H8	Kumar K	Educating the Family Entrepreneur: Issues and Challenges, Chair and presenter in panel discussion	ICIER 4 th International Conference on Entrepreneurship Education and Training, IIMB	January 29-31, 2015
IX-H9	Kumar K	Making Growth Happen	SIEMA, Coimbatore	March 6, 2015
IX-H10	Kumar K	Professionalising Family Business	Karnataka Cashew Manufacturers Association, Mangalore	March 14, 2015
IX-H11	Bhagavatula, Suresh , Velamuri, R and Mungai, E	Taking the Plunge the Other Way Around	34 th Strategic Management Annual Conference, Madrid	September 20-23, 2014

IX-L Awards, Honors, and Achievements

IX-L1 Prof. Kumar K was awarded the Apeejay Surrendra Chair Professorship in Family Business and Entrepreneurship for 3 years, effective from August 2013.



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. The center is guided by an Academic Committee comprising senior and experienced institute faculty from different disciplines such as finance and accounting, marketing, strategy, economics and organizational behavior. The center aims to improve the understanding of systems of corporate governance in theory as well as in practice, both in India and elsewhere, through conceptual and empirical research. It also provides policy support to governments, regulatory agencies, industry associations, and civic society bodies, based on independent research and study of topics bearing upon the center's field of activity. It also aims at enhancing awareness of the imperatives of globally acceptable standards of corporate governance and issues in their actual implementation, through teaching and training initiatives at various levels of business and management education and directorial and executive development for the corporate as well as the not-for-profit sector. The center also offers a website www.teachcsr.com as a resource for academia as well as practitioners covering the entire canvas of responsible business. Besides collaborative research on the center's fields of activities, it encourages dissemination of research and other information, and provides faculty development support through publications including journals and papers, resources websites, and other channels of communication. The center has been provisionally accredited as a Centre of Excellence by the National Foundation for Corporate Governance, a trust sponsored by the Government of India, Ministry of Company Affairs, for promotion of improved Corporate Governance in India.

X-I Seminars/Conferences/Workshops, etc. Organized by CCGC

Sl. No.	Details of the Event	Dates of the Event
X-1	10 th Anniversary Leader Speak Series “How to Transform Companies through Ancient Indian Wisdom”, Ram Nidumulo, Founder-CEO	July 28, 2014
X-2	10 th Anniversary Leader Speak Series “Corporate Fraud – Pharma”, Dinesh Thakur, former Research Director, Ranbaxy, Prof. Chirantan Chatterjee anchored this event	August 22, 2014
X-3	10 th Anniversary Leader Speak Series panel discussion on “Ethics in Financial Services”. Participants included former SEBI chief C B Bhavé, former RBI Governor Dr. D Subba Rao, Canara Bank CMD R Dubey and State Bank of Mysore MD Sharad Sharma. The discussion was anchored by Prof. Charan Singh.	October 20, 2014
X-4	10 th Anniversary Leader Speak Series Mathew Cherian, CEO of Helpage India, on the NGO sector in India. The event included the launch of the book, <i>A Million Missions</i> .	November 27, 2014
X-5	Dr. Vasanthi Srinivasan, Prof. P D Jose and Manoj Chakravarti conducted a series of sessions titled “Masterclass on Sustainability”. These classes were held in IIMB.	February 4, 2015
X-6	CCGC-anchored events: CRY and CCGC partnered with the Ministry of Corporate Affairs for capacity-building workshops on CSR issues held in Bangalore, Mumbai and Cochin.	February 6, 2015, in Mumbai and February 13, 2015 in Delhi

Data Centre and Analytics Lab (DCAL)

*D*ata Center Analytics Lab (DCAL) at the Indian Institute of Management Bangalore (IIMB) represents IIMB's guiding principle: Excellence in education comes through high-quality research. In its short history, ever since DCAL was founded in October 2012, it has remained true to IIMB's original vision of a Centre of Excellence. Research with a focus on topics related to Business Intelligence and Analytics has remained its core activity. The center strives to provide services, support, and is a venue for analytics research design and experimentation in data-intensive sciences. The center has published several case studies and publications in international journals. It has organized Analytics and BAI conferences and knowledge dissemination workshops. It has focused on training next generation professionals and researchers. The faculty conducts original research in data-intensive settings in a number of emerging areas such as how to measure and improve non-clinical services in healthcare domain and how social media analytics plays a big role in building brand and achieving higher return on investment (ROI) for movie franchises. The center aims to be a worldwide hub for analytics and business intelligence research in India.

XI-H Conferences/Workshops Organized by DCAL

XI-H1 International Conference on Business Analytics and Intelligence was held at IIMB campus during December 17-19, 2015

The aim of the conference was to create a platform and facilitate knowledge sharing on advanced data analysis, business analytics and business intelligence for distinguished academicians, practitioners and researchers. The inaugural conference was a huge success with an active participation by 400+ participants from academia and industry.

XI-H2 Big Data & Hadoop 2014-15

Introduction to Big Data; sources of Big Data; Big Data technologies: Hadoop distributed file system.

XI-H3 Programming with R 2014-15

Hands-on workshop to demonstrate the fundamental steps in data analysis, manage and transform data

XI-H4 Bayesian Networks 2014-15

Introduction to Bayesian statistics and application to a specific context

XI-H5 Data Visualization with Qlikview 2014-15

Create a data story with powerful visualization techniques using Qlikview

XI Academic Collaborations & Partnerships

The center has formed meaningful partnerships with leading government agencies and industry partners.

- Department of Census Operations, India (DCO) has partnered with DCAL to form a Census Studies Laboratory. Approved researchers can access and analyze otherwise unavailable microdata collected by the Census Bureau.
- SAS Institute, Qlikview Inc. and Tableau Software are DCAL's academic and research partners. They have generously provided state-of-the-art data visualization, decision modeling and optimization tools for DCAL's researchers.
- Asia Connect Center University of St. Gallen has signed Memorandum of Understanding (MoU) to facilitate joint research and publication by faculty, researchers at both institutes in areas of mutual interest.
- DCAL is part of the Teradata University Network: a web-based portal that provides teaching and learning tools used by more than 45,000 students around the world.

Supply Chain Management Centre

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

XII-H Seminars/Conferences/Corporate Partner Relations/Visitors/Conference/Projects to SCM Centre

- XII-H1** Prof. Devanath Tirupati and Dr. D N Suresh visited Hull University Business School (HUBS), UK, on March 18, 2015 and reviewed with Dr Ashish Dwivedi and Prof Gerald Midgley the progress of the jointly executed project “Building Sustainable Agricultural Supply Chains in India” supported by UK-India Education and Research Initiative (UKIERI).
- XII-H2** January 2015. Prof. Zacharia held discussions with POM Faculty and had interactions with FPM students on publishing research papers in academic journals.
- XII-H3** The center co-hosted with Dr. Roger Moser, Industry Intelligence GmbH, a one-day Interactive Seminar on Leveraging Opportunities in the Indian Civil Aerospace Industry sponsored by UK Trade & Investment (UKTI) on February 16, 2015.
- XII-H4** **Dr. D N Suresh (CEO of Supply Chain Centre) attended the following events:**
- Supply Chain Practitioners’ Council Meeting at CISCO on ‘Supply Chain Innovation’ on November 14, 2014 and at JDA on “Crafting Responsive Supply Chains for Profit”, on July 18, 2014.
 - Invited talk on ‘Supply Chain Management’ at the “Advanced Development Programme for Indian Postal Service” on October 28, 2014.
 - VISTA 2014: Annual Students’ Business Festival of IIMB to judge the final round of “Milestone” on September 26, 2014.

- Participated in the panel discussion on “Business Models and Strategies” at a conference titled ‘Building Warehousing Competitiveness 2014 – Enabling Fulfillment’, organized by CII Institute of Logistics on September 9, 2014 in New Delhi.
- Warehouse visits to DIESL on September 2, 2014 and BigBasket on September 4, 2014.

XII-H5 Visitors to SCM Centre

From	Name	Designation	Purpose	Date
Britannia Industries	Manoj Balgi	GM (Purchase)	Guest Lecture to EDP participants	February 19, 2015
University of St. Gallen	Dr Roger Moser	Assistant Professor of International Management, (HSG)	One-day Workshop on Leveraging Opportunities in Civilian Aerospace Industry in India	February 16, 2015
Janalakshmi Financial Services	M Moorthy	Head – Rural and Agri Business	Financial Products for Vegetable Supply Chain	January 23, 2015
Lehigh University	Prof. Zach Zacharia	Class of 61, Professor & Associate Professor of Supply Chain Management	Discussions with Centre and POM Faculty on Research Studies and the programme for the next visit	January 11-14, 2015
PWC	Pavan Murthy and Saurabh Jha	Ex-Project Director, Mahindra Scorpio	Discussion on Network Optimization	December 26, 2014
IBM	Jayasankar Pillai	Global Business Services – Strategy & Analytics	Invited Talk on “Strategic Sourcing”	October 16, 2014
Airbus	Mathias Gramolla	Head – Procurement Strategy & Services	EADS Chair Review	October 21, 2014
BigBasket	VS Sudhakar	CEO	Invited Talk on “e-Commerce Retailing”	July 30, 2014
BPCL	Sanjay Bhargava, Sathiyarayanan and Gopalakrishnan	DGM, SCO; Sr Manager, SCO; Sr Manager, SCO	Discussion on Student Project “Oil Procurement”	July 15 & August 22 2014

XII-H6 Fourth Biennial Supply Chain Management Conference

The two-day Biennial Supply Chain Management Conference was jointly organized by the Supply Chain Management Centre (SCMC) and the EADS-SMI Endowed Chair for Sourcing and Supply Management, on December 18 and 19, 2014 at IIMB. The theme of the conference was “Socially Responsible Supply Chains”.

Dr. Devanath Tirupati, Chairperson – Supply Chain Management Centre and Chair Professor, EADS Chair for Sourcing & Supply Management, inaugurated the event.

The keynote speakers were:

- Prof. G Srinivasan, Department of Management Studies, IIT Madras,

- T R Parasuraman, Deputy Managing Director, Kirloskar Toyota Textile Machinery Pvt. Ltd. (KTTM)

As many as 57 papers, including 20 from the industry selected for the conference, were presented in 10 theme-based technical sessions. 100 delegates from all over the country and abroad participated in the conference. The conference delegates appreciated the quality and the range of topics covered in the technical papers.

The Conference Committee recorded its appreciation and thanked the all-round support provided by the various departments of the institute. Industry participants from leading organizations such as BPCL, TVS Logistics, IBM, Army, Dell, HCL, HP, Honeywell, Infosys, JDA Software, Oracle, SKF, TCS and Titan were present.

The second day of the conference featured a roundtable discussion on “Challenges of Creating Sustainable Agricultural and Retail Supply Chains in India”, jointly organized by the Supply Chain Management Centre and Hull University Business School (HUBS), UK. The speakers were:

- Praveen Dwivedi, President, Future Consumer Enterprise India Ltd.
- Sunil G Awari, General Manager, Namdhari Seeds
- K M Parashivamurthy, Additional Director of Horticulture, Government of Karnataka
- Prof. Gopal Naik, Economics & Social Sciences Area, IIMB, moderated the roundtable discussion.

The audience included conference delegates, professionals from leading organizations, students, faculty and researchers from IIMB.

XII-H7 Four Best Practices Exchange Meet

The Annual Corporate Sponsors’ Best Practices Exchange Meet with ‘Focus on Procurement’ was held on February 20, 2015 at IIMB. Senior executives from six organizations presented Best Practices and unique experiences in Supply Chain Management in their organizations.

Jayasankar Pillai, Strategy and Analytics Leader, Procurement & Sourcing, IBM, outlined the evolving view of Procurement and, using IBM’s Corporate Procurement Officers’ Study, described the focus on Value Creation of Procurement and the need to focus on category management and procurement fundamentals to increase the efficiency of the purchasing organization.

V Nagendra Prasad, Assistant Vice President, TVS Logistics Services Ltd., described how his firm used the techniques to define, measure, analyze, improve and control the issues in procurement, warehousing and inventory management to establish viability as a 4PL player assembling generator engines for a third party. He described in detail the mathematical formulation used in managing inventory and how it helped them reduce their costs and increase throughput.

A K Mittal, Manager, Corporate R&D, Bharat Petroleum Corporation Ltd., spoke on the “Challenges in Procurement for R&D Organizations” describing the peculiarities and challenges involved, such as lack of a proper vendor base, absence of structural levels of working, lack of fixed specifications, and too few players in the procurement of equipment, for R&D department of an oil company.

According to him, lack of supplier interaction, over-specified tenders, low market competence, and poor management of risk all act as barriers and fail to facilitate proper procurement in R&D organizations.

Anukampa Patnaik, Senior Manager QA, R&D, Manhattan Associates crisply explained the nitty-gritty of 'Transportation Procurement'. She described the intricacies of successful transportation procurement and how an IT-enabled environment can give the best results for an organization, using case studies to illustrate the issues and solutions of transportation procurement and bidding. She stressed that a successful bid required collaboration between shipper and carriers, sufficient carrier response time, complete information disclosure, data consistency, etc.

S K Ramesh, Sr General Manager, Bosch, described the issues of 'Transformation in Supplier Management', using the Bosch Production Model. He explained how Bosch works closely with its upstream suppliers to improve quality as well as reduce cost. He underlined the importance of supplier training, supplier performance to make commercial and technical buyers aware of supplier competencies.

Rohit Saxena, Manager, Supply Chain Analytics, Dell, briefed the audience on the goals of the Supply Chain Practitioners Council (SCPC) to improve the supply chain and logistics ecosystem of India. He urged seasoned professionals to take up leadership roles to percolate the know-how and experience gained from exposure to world-class supply chains.

Over 100 supply chain practitioners from more than 40 organizations attended the annual Best Practices Exchange Meet and the 7th edition of Supply Chain Practitioner's Council (SCPC). Each presentation was followed by a discussion. Audience included 40 SCM professionals from several leading organizations in and around Bengaluru. Participants found the deliberations very informative and valuable.

XII-H8 The following platform activities were conducted during the year

- Fourth Biennial Supply Chain Management Conference (jointly with Supply Chain Management Centre) during December 18-19, 2014 at IIMB.
- The Annual Best Practices Exchange Meet with 'Focus on Procurement' was (jointly with Supply Chain Management Centre) held on Friday, February 20, 2015 at IIMB.
- Workshop on Understanding India's Aerospace Supply Chain and Analysing the Future Industry Environment of India's Aerospace Supply Chain was conducted in association with UKTI on February 16, 2015.
- Report on 'Leveraging Opportunities in the Indian Civil Aerospace Industry' was launched during the workshop.
- Panel discussion on 'India - Aerospace Value Chain' was organized by Airbus Group Endowed Chair for Sourcing and Supply Management on April 1, 2015 at IIMB.

Seminars/Conferences/ Workshops/ Panel Discussions, etc. Organized by IIMB

*D*uring the academic year 2014–2015, IIMB undertook the initiative to organize and host several important conferences, seminars, workshops, panel discussions, etc. Details of some of the events are provided here.

XIII-1 Ninth Annual International Conference on Public Policy and Management, August 11-14, 2014



The Centre for Public Policy (CPP), IIMB organized its Ninth Annual International Conference on Public Policy and Management from August 11-14, 2014. As part of the conference, CPP also hosted two parallel hacking events – “Policy Hackathon” and “App for Governance” focused on generating insights and tools for policy and governance on August 9 and 10, 2014. This was attended by scholars,

practitioners, policy makers, NGOs and experts. The event was well-received and attracted participation from academicians as well as policy makers from the government. There were 350 abstracts from India and abroad and finally about 65 papers were selected for presentation at the conference. Over 202 participants, including paper presenters and invited speakers attended the conference.

XIII-2 2015 IMRA-IIMB International Conference

IIMB hosted the IMRA-IIMB International Conference from December 16-18, 2015. It was jointly organized by Management Research Academy (IMRA), London, United Kingdom in collaboration with Indian Institute of Management Bangalore.



The main theme of this conference was “Inclusive Growth & Profits with Purpose: New Management Paradigm”.

XIII-3 The Case Centre Anniversary Conference 2014

IIMB hosted the ‘The Case Centre Anniversary Conference 2014’ during September 8-9, 2014. The theme of the conference was “Crossing Continents: Explore, Discover, Learn”. The event marked the 40th anniversary of The Case Centre, UK. The aim of the two-day conference was to promote the case method, share knowledge and experience, and find new ways to improve case writing and teaching.



XIII-4 India Finance Conference 2014 during December 17-19, 2014



Indian Institute of Management Bangalore (IIMB), Indian Institute of Management Calcutta (IIMC) and Indian Institute of Management Ahmedabad (IIMA) jointly organized the fourth India Finance Conference (IFC) during December 17-19, 2014 at IIMB.

XIII-5 ICIER-IIMB International Conference

The Indian Institute of Management Bangalore and International Consortium for Innovation and Entrepreneurship Research (ICIER) organized the ICIER Fourth International Conference on Entrepreneurship Education and Training: Design, Delivery and Effectiveness during January 29-31, 2015 in association with the international partners of ICIER along with IEF and CSBE. The conference was part of a larger initiative for understanding the facilitation of entrepreneurship in emerging economies. The platform provided a forum for discussing and sharing research-based ideas on entrepreneurship education and training with a view to enhancing the awareness of the best practices, from developed as well as developing countries, for the benefit of academics, consultants, trainers, entrepreneurs and policy makers.



XIII-6 Panel Discussions on Union Budget 2015

IIMB organized the panel discussions on the Union Budget 2015. The panel discussion centered around macroeconomic aspects, taxation issues, stock market analysis and overall impact of the budget on industry. The panelists included S. Raghavan, former Senior Vice President and Member, Exel Management Committee, Larson and Turbo Ltd., V.K. Viswanathan, Chairman of the Board of Bosch Limited, B.P. Rao from B.P.



Rao & Co., Chartered Accountants, V Ramu Sharma, Chairman, Bangalore Commodities Ltd., and Dr. Charan Singh, RBI Chair Professor of Economics, IIMB and moderator of the discussion.

XIII-7 Women Leadership Summit 2015



IIMB organized the first Leadership Summit on February 22, 2015. Meena Ganesh, MD and CEO of Portea Medical delivered the keynote address. It was followed by a panel discussion on ‘Raise the Bar for Yourself’. The panelists included Anjana Vivek, Founder & MD, VentureBean Consulting, Lalitha Ravisankaran, VP, Goldman Sachs, Asha Ganesan Sen, Marketing Professional, Brandscapes, Samyukktha T, Bain & Company, and Nirupama Kaushik, Consulting Partner, Brandscapes. The panel was moderated by Prof. Rupa Chanda, Economics and Social Sciences

area, IIMB. The workshop on Networking and Brand Building was led by Aruna Gopakumar, Navgati.

XIII-8 Panel Discussion on Social Media, Mobile, Analytics and Cloud (SMAC)

IIMB organized a panel discussion on Social Media, Mobile, Analytics and Cloud (SMAC) on March 20, 2015. The event was hosted in collaboration with the Post Graduate Programme in Enterprise Management; it focused on the opportunities and the challenges of SMAC and explored how SMAC could help establishments contribute to the “Make in India” program. The panellists included V Sridhar, Adjunct Faculty for Telecom Strategy at IIMB and Faculty at IITB, Vinay Avasti, Consulting Member of Tech staff, Oracle and alumnus of IIMB’s Post Graduate Programme in Software Enterprise Management, and Muru Chigateri, Founder Director, Techmantu, Digital Media Strategy. The panel highlighted the fact that digital marketing is the way forward in a world of “connected” people.

XIII-9 Symposium on Advancing Sustainability Research and Education

IIMB in collaboration with the UNC Kenan-Flagler Business School and Wipro organized the Symposium on ‘Advancing Sustainability Research and Education’ from January 5-7, 2015. The conference was organized with financial support from Obama Singh 21st Century Knowledge Initiative grant through the US-India Educational Foundation. Wipro co-hosted the second day of

the conference. The gathering sought to advance research that ultimately might address sustainability concerns related to economic growth and develop curricular materials to provide education to young people that would enable them to positively contribute to India's future. The aim of the conference was to bring together researchers, teachers and practitioners and create a community of sustainability scholars and practitioners.

XIII-10 IMR Doctoral Conference 2014

IIMB organized the sixth annual Doctoral Students' Conference (IMRDC) on December 22 and 23, 2014 at IIMB. As many as 13 papers were presented by researchers and a total of 125 draft submissions were made at the event. The two-day



IMR Doctoral Conference, organized by IIMB Management Review (IMR) and the Office of the Fellow Programme in Management at IIMB, is one of the signalling events in management research and research in associated disciplines among management schools in the country. Dr. C Rangarajan, former Chairman, Economic Advisory Council to the Prime Minister, delivered the keynote address on 'India Economy: Short-term Concerns and Medium-term Challenges'. The United India Insurance Award for Best Paper was awarded to Aruna Divya T, IIMB, for her paper, 'Reference Dependent Preferences on Time of Coverage: An Alternative Explanation for Why We Observe Minimal Warranties', in the Marketing area. The SBI Life Award for Best Paper went to Anuradha Saha, Indian Statistical Institute Delhi, for her paper, 'Tax Policy and Food Security', in the Economics and Social Sciences area. The Syndicate Bank Award for Best Paper was awarded to Giridhar Ramachandran, IIT Madras, for his paper, 'Benefits of Flocking Together | Perceived Value of Consumption Community Membership – Results of a Qualitative Study', in the Marketing area. Special Mention Awards went to Sreevas Sahasranamam, IIM Kozhikode, for his paper 'Moderating Effect of Formal Institutions on Individual Resource Commitment to Social Enterprise Entry', and Prakash Awasthy, IIMB, for his paper, 'Collaboration in Outcome-Based Contract for IT Services'.

XIII-11 Human Resource Conclave on November 15, 2014



IIMB's Post Graduate Programme in Enterprise Management (PGPEM) organized a conclave for People Managers on November 15, 2014 at 5:30 pm on Contemporary Human Resources Practices in the Hi-Tech Industry. Broad themes which were discussed included HR Enabling Performance and HR Enabling Strategy, with focus on addressing some of the challenges in HR viz. harnessing the creativity of people, fostering innovation

and ensuring a pipeline of leaders for long-term business success. Panelists and speakers were from leading hi-tech firms including Samsung Accenture, NVidia, Motorola, British Telecom, GE, Akamai and Tech Mahindra. Panel chairs from IIMB were Prof. Vasanthi Srinivasan and Shivakumar Venkateswaran.

XIII-12 Panel Discussion on ‘Ethics and Financial Services’

The Centre for Corporate Governance and Citizenship (CCGC) at IIMB hosted an elite panel to discuss ‘Ethics and Financial Services’ on October 20, 2014. The panel comprised Dr. D Subbarao, former Governor, RBI; C Bhave, former Chairman,



SEBI; R Dubey, former CMD, Canara Bank, Sharad Sharma, Managing Director, State Bank of Mysore and Dr. Charan Singh, RBI Chair Professor of Economics, IIMB. A panel of distinguished bankers, regulators and academics conceded that the complicated nature of financial products and design of incentives could lead to unethical practices.

Guest Seminar Speakers



Prof. Satyhajit R. Gubbi



Prof. Daniel Bennett



Prof. Subodha Kumar



Prof. Ravi Rajan



Prof. Devaki Rau



Prof. Vibhanshu Abhishek



Prof. Debabrata Dey



Prof. Vikram Nanda



Prof. Venkat Kuppuswamy



Prof. Hari Bapuji



Prof. Jay Swaminathan



Prof. Ramesh Bollapragada



Prof. Ana Marques



Prof. Kartik Raman



Prof. Partha Mohanram



Prof. Sugato Chakravarty



Prof. Mohan Subramaniam



Prof. Corina D.
Constantinescu



Prof. S. Séverine Arnold
(-Gaille)



Prof. Arpita Chatterjee



Prof. Ajay Bhaskarabhatla



Prof. Pavel Chakraborty



Prof. Larry Chavis



Prof. Amitava
Chattopadhyay



Prof. Adee Athiyaman



Prof. Francis E. Warnock



Prof. Sasidaran Gopalan



Prof. Sridhar Moorthy



Prof. Raghavendra Rao



Prof. Sandip Dhole



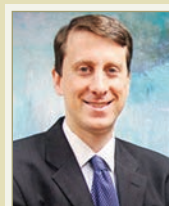
Prof. Raja V. Ramani



Prof. Nishant Mishra



Prof. Pranav Jindal



Prof. Daniel Sokol



Prof. Ganesh
Krishnamoorthy

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 2014–2015 are provided here.

Sl. No.	Speaker Name	Institution Affiliated	Title of the Talk	Date
XIV-1	Prof. Satyhajit R. Gubbi	Faculty of Economics and Business, University of Groningen, Netherlands	International Search Behaviour of Business Group Affiliated Firms: Scope of Institutional Changes and Group Dynamics	April 4, 2014
XIV-2	Prof. Daniel Bennett	Harris School of Public Policy Studies, University of Chicago, Illinois	The Market for High-Quality Medicine	May 15, 2014
XIV-3	Prof. Subodha Kumar	Mays Business School, Texas A&M University, Texas	“Showrooming” and the Competition between Store and Online Retailers	May 23, 2014
XIV-4	Asish Kumar Raha	Advocate Special Counsel for Government of India (CBEC)	Money Laundering-Economics of the Crook	June 6, 2014
XIV-5	Prof. Ravi Rajan	University of Santa Cruz, California	Engineered Conflicts: The Environment and the Infrastructure of Expertise in India	June 19, 2014
XIV-6	Prof. Devaki Rau	Northern Illinois University, Illinois	Toward a Practice based View of Strategy	June 24, 2014
XIV-7	Prof. Vibhanshu Abhishek	Heinz College of Carnegie Mellon University, Pittsburgh, USA	Media Exposure through the Funnel: A Model of Multi-Stage Attribution	July 4, 2014
XIV-8	Prof. Debabrata Dey	Michael G. Foster School of Business, University of Washington, USA	Combating Online Piracy: The ‘Longer Arm’ of Enforcement	July 7, 2014
XIV-9	Prof. Vikram Nanda	Rutgers Business School, New Jersey	Executive Overconfidence and Compensation Structure	July 16, 2014

Sl. No.	Speaker Name	Institution Affiliated	Title of the Talk	Date
XIV-10	Prof. Venkat Kuppuswamy	University of North Carolina, Chapel Hill, USA	After the Campaign: Outcomes of Crowdfunding	July 16, 2014
XIV-11	Prof. Hari Bapuji	University of Manitoba, Canada	Economic Inequality, Business and Innovation	July 25, 2014
XIV-12	Prof. Jay Swaminathan	University of North Carolina, Chapel Hill, USA	Inventory Management in Humanitarian Operations: Impact of Amount, Schedule, and Uncertainty in Funding	July 31, 2014
XIV-13	Prof. Ramesh Bollapragada	San Francisco State University, California, USA	Single-Stage Resource Allocation and Economic Lot Scheduling on Multiple, Non-Identical Production Lines	August 1, 2014
XIV-14	Prof. Ana Marques	Nova School of Business and Economics, Portugal	Corporate Social Responsibility: Country-level Predispositions and the Consequences of Choosing a Level of Disclosure	August 7, 2014
XIV-15	Prof. Kartik Raman	Bentley University, Massachusetts, USA	Board Composition and Contracting Frictions: Evidence on Suppliers and Customers	August 7, 2014
XIV-16	Prof. Partha Mohanram	Rotman School of Management, University of Toronto, Ontario, Canada	Fundamental Analysis: A Comparison of Financial Statement Analysis Driven and Intrinsic Value Driven Approaches	August 27, 2014
XIV-17	Prof. Sugato Chakravarty	Purdue University, College of Consumer and Family Science, Indiana, USA	Do Institutions Trade Too Much?	September 3, 2014
XIV-18	Prof. Mohan Subramaniam	Boston College, Massachusetts, USA	Re-conceptualizing Rivalry in Strategic Management	September 8, 2014
XIV-19	Prof. Corina D. Constantinescu	Institute for Financial and Actuarial Mathematics, Department of Mathematical Sciences, University of Liverpool, England, UK	Bonus-Malus in Collective Insurance Risk Models	September 10, 2014
XIV-20	Prof. S. Séverine Arnold (-Gaille)	Faculty of Business and Economics, University of Lausanne (HEC Lausanne), Switzerland	International Cause-Specific Mortality Rates: New Insights from a Cointegration Analysis	September 10, 2014
XIV-21	Prof. Arpita Chatterjee	University of New South Wales, Australia	Multi-product Exporters, Variable Markups and Exchange Rate Fluctuations	September 19, 2014
XIV-22	Prof. Ajay Bhaskarabhatla	Erasmus School of Economics, Netherlands	Hit Where It Hurts: Cartel Policing Using Targeted Sales Embargos	September 26, 2014
XIV-23	Prof. Pavel Chakraborty	University of Oxford, England, UK	Environmental Standards and Trade: Evidence from a Natural Experiment	October 10, 2014

Sl. No.	Speaker Name	Institution Affiliated	Title of the Talk	Date
XIV-24	Prof. Atul Rai	Wichita State University, Kansas, USA	The Relative Option to Stock Volume (OS) and Market Response to Earnings Surprises	October 14, 2014
XIV-25	Prof. Larry Chavis	UNC Kenan-Flagler Business School, North Carolina, USA	China's Role in African Development	October 17, 2014
XIV-26	Prof. Amitava Chattopadhyay	INSEAD The Business School, France	Are Attainment Goals More or Less Less Alluring than Maintenance Goals?	November 11, 2014
XIV-27	Prof. Adeeb Athiyaman	Western Illinois University, Illinois, USA	Web Intelligence for Product Space Analysis	November 19, 2014
XIV-28	Prof. Francis E. Warnock	Darden Business School, University of Virginia, USA	The Many Forms of International Capital Flows	December 15, 2014
XIV-29	Prof. Sasidaran Gopalan	Hong Kong University of Science and Technology, Hong Kong	Does Foreign Bank Entry Affect Monetary Policy Effectiveness? : Exploring the Interest Rate Pass-Through Channel	December 29, 2014
XIV-30	Prof. Sridhar Moorthy	University of Toronto, Ontario, Canada	Advertiser Prominence Effects in Search Advertising	December 30, 2014
XIV-31	Prof. Raghavendra Rao	University of Cambridge, England, UK	Do Board Interlocks Increase Innovation? Evidence from Natural Experiments from India	January 2, 2015
XIV-32	Prof. Sandip Dhole	University of Melbourne, Victoria, Australia	Effects of the SEC's XBRL Mandate on Financial Reporting Comparability	January 16, 2015
XIV-33	Prof. Raja V. Ramani	Pennsylvania State University, USA	Mineral Resources Extraction and Sustainable Development	January 23, 2015
XIV-34	Prof. Nishant Mishra	Rotterdam School of Management, Netherlands	Is Over-Promising of Product Features Desirable When Consumers Are Loss-Averse?	January 30, 2015
XIV-35	Prof. Pranav Jindal	Pennsylvania State University, USA	Price Negotiations and Bargaining Costs	January 30, 2015
XIV-36	Prof. Daniel Sokol	University of Florida Levin College of Law; George Washington Law School Competition Law Center, Florida, USA	Designing Optimal Cartel Prosecution	March 4, 2015
XIV-37	Prof. Ganesh Krishnamoorthy	Northeastern University, Boston, Massachusetts, USA	The Association between Audit Committee Chair Characteristics and the Financial Reporting Process	March 23, 2015



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