



भारतीय प्रबंध संस्थान बेंगलूर
INDIAN INSTITUTE OF MANAGEMENT
BANGALORE

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RESEARCH AND PUBLICATIONS

ANNUAL REPORT 2012-2013

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ANNUAL REPORT 2013

(April 2012 – March 2013)



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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 to increase our understanding of how economies, industries, firms, managers, and various stakeholders make decisions and take actions. This report provides details of research and publication activities at IIMB during the period April 2012 to March 2013.

I am pleased to state that the research output including publications in academic journals, books, book chapters, case studies, newspapers, and financial dailies by IIMB faculty members has significantly increased. This year, IIMB faculty members and research scholars have published 6 books and 73 articles in academic journals. In the recent years, the number of articles in leading academic journals has steadily increased. This year too, our faculty published thirteen articles in top journals – journals which have been listed in the Financial Times 45 list, Business Week 20 list, or UT Dallas list of top journals. IIMB continues to distribute case studies through Harvard Business Publishing (HBP) and Ivey Publishing. During the academic year (2012–2013), 24 cases along with their teaching notes were distributed through HBP and about 4 cases and teaching notes were 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. More than 40 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.

IIMB has acquired the European Quality Improvement System (EQUIS) accreditation, awarded by the European Foundation for Management Development (EFMD). The re-accreditation process involved a self-assessment procedure carried out by the Institute, followed by a peer review visit by an international team of auditors in February 2013. This achievement is a milestone in IIMB's consistent efforts to achieve excellence in management research and will provide impetus for our faculty to attain greater heights in research excellence. Stanford University study on Indian Social Science Research ranked IIMB's as No.1 in research in the 'Business and Management' category, among Indian Institutions, confirming IIMB's status as a premier research institute in the nation.

Several 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. 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 2012–2013 (April 2012 to March 2013) in various forms namely books, peer-reviewed journal publications, cases, working papers, conference presentations, research projects, etc. can be found below.

Research Output: 2012–2013

Research and Case Writing Projects	72
Articles in Prestigious Journals Listed in FT 45, BW 20, UT Dallas 24, etc.	13
Refereed Articles in National Journals	17
Refereed Articles in International Journals	56
Total Number of Articles in National & International Journals	73
Books	07
Chapters in Books	13
Case Studies and Teaching Notes Distributed through HBP and IVEY Publishing	56
Working Papers	39
Articles in Newspapers/Magazines, etc.	94
Other Publications (Monographs, Reports, etc.)	18
Seminar/Conference/Workshop Presentations/ Invited Talks by Faculty	191
Conferences/Seminar/Workshop Presentations by FPM students	21
Total Number of Conferences/Seminar/Workshop– Presentations/Invited Talks by IIMB Faculty and Students	212
Articles in Conference Proceedings	03
Doctoral Theses Completed	13
Research Seminars at IIMB	40

Research Output for the Period 2008–2013

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

Sl. No.	Category	2008–09	2009–10	2010–11	2011–12	2012–13
1	National Journals	27	7	17	29	17
2	International Journals	32	38	61	32	56
3	Total Number of National & International Journals	59	45	78	61	73
4	Books	6	14	10	05	07
5	Chapters in Books	22	12	25	15	13
6	Total Number of Presentations in National and International Conferences	84	65	112	108	212
7	Research and Case Writing Projects	93	93	84	70	72
8	Cases and Teaching Notes Distributed through HPB and IVEY Publishing	-	-	16	22	56
9	Working Papers	17	20	28	28	39
10	Other Publications (Monographs, Reports, etc.)	15	21	10	21	18
11	Articles in Newspapers/Magazines, etc.	70	80	93	71	94
12	Research Seminars at IIMB	37	38	24	42	40



BCG

The Boston Consulting Group

HARVARD BUSINESS PUBLISHING

THE \$10 TRILLION PRIZE

THE \$10 TRILLION PRIZE

CAPTIVATING THE NEWLY AFFLUENT IN CHINA AND INDIA



Bang



Awards and Recognitions to IIMB in Research

During the academic year 2012–2013, IIMB has received several awards and recognition for research. The details are given below.

IIM Bangalore obtains EQUIS accreditation



In 2013, Indian Institute of Management Bangalore (IIMB) has been re-accredited by the European Quality Improvement System (EQUIS) for the next three years. Earlier IIMB had acquired the EQUIS accreditation in June 2010. Managed by the European Foundation for Management Development (EFMD), this quality assessment system builds on existing national accreditation associations working in the field of management research and provides an accreditation framework at an

international level, based on a set of criteria for business schools of high national and international standing. The accreditation process involves a self-assessment procedure carried out by the Institution, followed by a peer review visit by an international team of auditors, who visited IIMB in February 2013. This achievement which is a milestone in IIMB's consistent efforts to offer excellence in management research will help the Institute strive harder to sustain high standards in quality of education and research undertaken. Accreditation under the EQUIS system provides an indication that recognized schools meet quality standards in their own environment and also satisfy international standards.

IIMB's Business & Management Research is ranked No. 1 in a Stanford study of Indian universities, colleges & institutes.

Indian Institute of Management Bangalore (IIMB) is ranked No.1 in the 'Business and Management' category of a Stanford study on Indian social science research. The study was conducted by Prof. Sharique Hasan of Stanford University, Graduate School of Business, who based the rankings of Indian universities and institutes on their productivity in social science research. The grading is based on a limited set of variables, namely the number of peer-reviewed journal articles produced by an institution and the number of citations these articles received. The full list of ranked universities, colleges and institutes is available on http://www.stanford.edu/~sharique/india_ranking_social_science.html. The rankings also provide a list of journals in which India-based scholars have published more than five articles in the last 10 years. According to the researcher, the data used for the rankings are derived from Thomson's ISI Web of Knowledge. The raw data included any article published in one of the 3,015 social science journals indexed by ISI (including Indian journals as well as international journals) by an author affiliated with a university or institute located in India during 2000–2010.



IIMB Cases Distributed by Harvard Business Publishing

Research and Publications (R&P) under the leadership of Prof. Dinesh Kumar has achieved success in the area of case writing and publishing in 2012–2013. About 72 cases and teaching notes developed by IIMB faculty and scholars were distributed by Harvard Business Publishing till date. The list of cases and teaching notes published and distributed through HBP in 2012–2013 is provided below.

Sl. No.	Author	Title	Year
1	Abhoy K Ojha	Kingfisher Airlines: Managing Multiple Stakeholders	2012–13
2	Abhoy K Ojha	3M India: in India for India	2012–13
3	Jayarama Holla, Rishikesha Krishnan and Srinivas Prakhya	Estimating Demand for a New Regional Transport Aircraft (A)	2012–13
4	Jayarama Holla, Rishikesha Krishnan and Srinivas Prakhya	Estimating Demand for a New Regional Transport Aircraft (B)	2012–13
5	Jayarama Holla, Rishikesha Krishnan and Srinivas Prakhya	Estimating Demand for a New Regional Transport Aircraft (C)	2012–13
6	J Ramachandran and Seema Gupta	The Park Hotels: Designing Experience	2012–13
7	J Ramachandran and Manikandan K S	ITC Limited: India First	2012–13
8	Ken Peattie and Jose P D	One Water: A Refreshingly Different “Ethical” Product	2012–13
9	Rochna Poddar and Srinivas Prakhya	The Saffola Journey	2012–13
10	R Srinivasan (CSP)	CavinKare Private Limited (A): The Entrepreneurial Innovation	2012–13
11	R Srinivasan (CSP)	CavinKare Private Limited (B): Vision and Strategy	2012–13

Sl. No.	Author	Title	Year
12	Seema Gupta	Bosch in India	2012–13
13	Seema Gupta	Coke and Pepsi: from Global to Indian Advertising	2012–13
14	Shankar Venkatagiri and Yalla Veera Prakash	Wooqer: Making Business Social (A)	2012–13
15	Shankar Venkatagiri and Yalla Veera Prakash	Wooqer: Making Business Social (B)	2012–13
16	Sourav Mukherji , S Pavisetty and C Rodrigues	Labournet: Empowering Informal Sector Laborers	2012–13
17	Sreelata Jonnalagedda	Red Force Labs: Securing Online Transactions, at What Price?	2012–13
18	S Ramesh Kumar and Amod Choudhary	Brand Revitalizing and Brand Reinforcement: the Case of Arrow Shirts in the Indian Context	2012–13
19	S Ramesh Kumar and Eric Minj	Exploring Brand Associations in the Indian Context: Café Coffee Day	2012–13
20	S Ramesh Kumar , Ande Teja and Syed Hussain	Exploring Category Benefits for Brand Building: Kaya and the Beauty Care Market	2012–13
21	S Ramesh Kumar and Arun Bhattacharyya	VNFPP LTD: Using Holistic Marketing in a Small Enterprise Context	2012–13
22	U Dinesh Kumar and Kshitiz Ranjan	Pricing of Players in the Indian Premier League	2012–13
23	U Dinesh Kumar , H Satyabala and V Sandeep	A Game of Two Halves: In-Play Betting in Football	2012–13
24	V Ravi Anshuman , Tapsi Narang and Anand K Sharma	The Naini Itarsi Railway Electrification Project	2012–13

IIMB was the first Indian B School to be onboard of 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, which 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 Asebus (Romania), Value Partners (Italy), Sandefer Capital Partners LP (USA), ASSIST (South Korea), etc. located in different parts of the globe. Around 120 universities across 40 countries have purchased the IIMB cases.

IIMB-IVEY Partnership

IIMB's partnership with IVEY continued during 2012–2013. 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 2012–2013.

IIMB Cobranded Cases with Richard Ivey School of Business

Sl. No.	Author	Title	Year
1	Amit Gupta and Amita Joseph	Livelihood Advancement Business School	2012–13
2	Amit Gupta and Amita Joseph	MSPL Limited: CSR and Sustainability in Mining	2012–13
3	S Ramesh Kumar and Eric Minj	Himalaya Facewash: Brand Associations and Lifestyles	2012–13
4	S Ramesh Kumar and Akshath Kumar	HDFC Life Insurance: Building a Service Period	2012–13

Leading Publications in Journals

IMB has started giving 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 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 2012–2013, there were about seven such prominent publications which are listed below.

Sl. No.	Authors	Title of the Article	Journal Name	Publication Details
1	Amar Sapra, Peter L Jackson	On the Equilibrium Behavior of a Supply Chain Market for Capacity	<i>Manufacturing & Service Operations Management</i>	Vol. 15(1), 2013, Pg: 132-147
2	Ananth Iyer, Haritha Saranga and Sridhar Seshadri,	Effect of Quality Management Systems and Total Quality Management on Productivity Before and After: Empirical Evidence from the Indian Auto Component Industry	<i>Production and Operations Management</i>	Vol. 22, No(2), 2012, Pg: 283-301
3	Arnab Basu and Mrinal K Ghosh	Zero-Sum Risk-Sensitive Stochastic Differential Games	<i>Mathematics of Operations Research</i>	Vol. 37(3), 2012. Pg: 437-449
4	Arun Kumaraswamy, Ram Mudambi, Haritha Saranga and Arindam Tripathy	Catch-up Strategies in the Indian Auto Industry: Domestic Firms' Responses to Market Liberalization	<i>Journal of International Business Studies</i>	Vol. 43, 2012, Pg: 368-395
5	Brian Neelon, Pulak Ghosh and Patrick F Loebis	A Spatial Poisson Hurdle Model for Exploring Geographic Variation in Emergency Department Visits	<i>Journal of the Royal Statistical Society: Series A (Statistics in Society)</i>	Vol.176(2), 2013, Pg: 389-413

Sl. No.	Authors	Title of the Article	Journal Name	Publication Details
6	Dorothee Honhon, Sreelata Jonnalagedda and Xizjun Amy Pan	Optimal Algorithms for Assortment Selection under Ranking-Based Consumer Choice Models	<i>Manufacturing & Service Operations Management</i>	Vol.14(2), 2012, Pg: 279-289
7	Jayant R Kale , Omesh Kini and Janet D Payne,	The Dividend Initiation Decision of Newly Public Firms: Some Evidence on Signaling with Dividends	<i>Journal of Financial and Quantitative Analysis</i>	Vol.47(2), 2012, Pg:365-396
8	Manaswini Bhalla	Waterfall Versus Sprinkler Product Launch Strategy: Influencing the Herd	<i>The Journal of Industrial Economics</i>	Vol.61(1), 2013, Pg:138-165
9	Man-Wai Ho, Wanzhu Tu, Pulak Ghosh and Ram C Tiwari	A Nested Dirichlet Process Analysis of Cluster Randomized Trial Data with Application in Geriatric Care Assessment	<i>Journal of the American Statistical Association</i>	Vol. 108, (501), 2013, Pg: 48-68
10	Narayanaswamy R , Raghunandan K and Rama D V	Corporate Governance in the Indian Context	<i>Emerald Management Reviews</i>	Vol.26(3), 2012, Pg: 583-599
11	Omkar D Palsule-Desai, Devanath Tirupati and Pankaj Chandra	Stability Issues in Supply Chain Networks: Implications for Coordination Mechanisms	<i>International Journal of Production Economics</i>	Vol.142(1), 2013, Pg: 179-193
12	Sridhar Samu, Preeti Krishnan Lyndem and Reginald A Litz	Impact of Brand-Building Activities and Retailer-Based Brand Equity on Retailer Brand Communities	<i>European Journal of Marketing</i>	Vol.46(11/12), 2012, Pg: 1581-1601
13	V Ravi Anshuman , John Martin and Sheridan Titman	An Entrepreneur's Guide to Understanding the Cost of Venture Capital	<i>Journal of Applied Corporate Finance</i>	Vol.24(3), 2012, Pg:75-83



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. Area 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 Labor Market Dynamics in India's Software Industry

Project Team: **Murali Patibandla** and Shaleen Gopal

Summary: The neoclassical economics treats labor markets as spot markets: labor is employed in accordance with marginal productivity and labor and capital are perfectly substitutable under the black box view of the firm. However, labor markets are subject to friction of transaction costs of contracts due to formulation of labor contracts under conditions of imperfect information and uncertainty. For example, employees investing in firm-specific skills face threat of hold-up and opportunistic appropriation of their investments by employers as firm-specific skills restrict mobility in labor market (Gibbons, 1998; Rey & Tirole, 2001). Vice-versa, employers are also exposed to threat of opportunistic behavior by employees. Acquisition of firm-specific skills by employees may result in employer's entrenchment and hold-up by the employees (Dow, 1987; Williamson, 1975). Employers may confront other problems as well. For example, variance in skills across workers calls for appropriate assessment of skills prior to hiring. Information asymmetry, however, hampers appropriate assessment increasing adverse selection risks. Similarly, problems of moral hazard may arise after hiring due to need for on-the-job training. Employees may shirk, desist acquisition of firm-specific skills, or move to competitor firms after having acquired a certain skill set. Therefore, by taking that all contracts are incomplete, efficiency of labor contracts is determined by minimization of transaction costs both at the ex-ante and ex-post stage.

Sponsor: IIM Bangalore

Status: Ongoing (January 2012–2014)

I-A2 Patterns in Terror Attacks in Urban and Semi-urban India - An Empirical Investigation

Project Team: **S Chandrashekar**, Lalitha Sundaresan and G Vijayalakshmi

Summary: Terrorism is a major problem faced by India. Although it is a very relevant issue, no authentic data exist within the country to study this problem. A small research initiative was taken up under DRDO sponsorship. Data on terrorist incidents have been collected and organized into a data base for academic analyses. It is also being updated regularly.

Sponsor: DRDO

Status: Completed (2011–2012)

I-A3 North Korea's Unha 3 Space Launch

Project Team: **S Chandrashekar**, N Ramani, and Rajaram Nagappa

Summary: North Korea has a missile program that has been a concern to many western powers. It has exported missiles and missile technology to Pakistan as well as Iran. It is also a nuclear power and has tested a nuclear bomb. It recently announced that it was going to launch a civilian satellite for development purposes. This evoked widespread concern in the West about missile proliferation. This work analyses North Korea's missile and space capabilities.

Sponsor: DRDO

Status: Completed (2011–December 2012)

I-A4 China's Grand Rare Earth Strategy

Project Team: **S Chandrashekar**, Lalitha Sundaresan, and Nabeel Manceri

Summary: Rare earth materials are critical inputs into many defence and hitech industries, especially in the more advanced countries. Through magnets and batteries, they are a key component of all hi-tech green industries such as hybrid cars and windmills. They are critical for many defense applications. China controls 97% of the global market currently. It has achieved this dominant position through a carefully crafted strategy.

Sponsor: DRDO

Status: Completed (2011–2013)

I-A5 Does India Need a Rare Earth Strategy

Project Team: **S Chandrashekar**, Lalitha Sundaresan, and Nabeel Manceri

Summary: Based on a presentation to the NSA and in response to his query on what India should do with Rare Earths, this report tries to address the situation in the Indian context. Though India has a fairly large reserve of Rare Earths, the Indian industry has been decimated because of competition from China. India's internal coordination mechanisms within the government and between government and industry on Rare Earths are non-existent.

Sponsor: DRDO

Status: Ongoing (December 2012–2014)

I-A6 The Origins of Asian Bioscience Entrepreneurship – Evidence from India

Project Team: **Chirantan Chatterjee** and Romel Mostafa

Summary: This project intends to document through a large field survey, the relationship between entrepreneurial antecedents and firm strategic trajectory in the Indian

life-sciences sector. Multiple papers as well as some teaching material are envisioned through this exercise.

Sponsor: IIMB and IVEY India Research Fund

Status: Completed (December 2011–December 2013)

I-A7 Sustainability Reporting in India

Project Team: **P D Jose**

Summary: This study analyses the sustainability initiatives of India's top 100 companies across multiple variables related to sustainability. The study reveals significant variance in reporting across sectors as well as on the variables reported. The highest reported variables were related to corporate governance, followed by those related to CSR initiatives and measures to improve operational efficiency. Most initiatives in the area of CSR focused on four areas – education, healthcare, community livelihood, and infrastructure development. Operations-related measures included resource conservation (energy, water, and paper) and waste management (emissions, solid waste, and water). Less than 20% of the companies that were surveyed disclosed information on sustainability issues related to the supply chain. The sectoral differences in reporting were also striking. The cement, metals and mining, electric utilities, and information technology sectors outperformed the other sectors on most indicators. The realty, telecom and TV, pharmaceuticals, and banking and finance sectors had not disclosed as much as the others did. The study also highlights areas for improvement. Voluntary sustainability reporting was still limited. Disclosures on CSR finances and donations were also nearly non-existent.

Sponsor: National Stock Exchange

Status: Completed (2011–2013)

I-A8 Women Directors on Corporate Boards in India

Project Team: **Rejie George Pallathitta** and **Vasanthi Srinivasan**

Summary: Women constitute 48% of the population of India; yet their presence on the boards of companies has not been substantial. This study attempted to define the pathways available to women on Indian boards. A qualitative research methodology with 15 in-depth interviews with women directors was adopted to study the phenomena. The study's findings indicate that while the identification of women directors is largely a non-structured, idiosyncratic process, social capital—which includes the individual's network ties and reputation—is a critical aspect aiding director identification. We also find the role of the chairperson to be critical in facilitating the participation of women directors on boards. Organisational characteristics and the credibility of co-directors are important

considerations in the decision to join the board. The policy implications included the need for more structured approaches to identification, effective director assessment processes, and multi-stakeholder intervention to build the pipeline of women directors for the future.

Sponsor: National Stock Exchange of India

Status: Completed (April 2012–2013)

I-A9 The Public and Social Innovations that Changed India: Characteristics and Trajectories

Project Team: **Rishikesh T Krishnan**

Summary: India has hundreds of pressing social and economic challenges. Resource constraints prevent these challenges from being addressed through a process of imitation of the West. There is thus an urgent need for local public and social innovations that can address India's problems. At the same time, since independence, India has seen several successful and impact-making innovations including the green revolution, the white revolution, and legislation to create the Right to Information for citizens. The objective of this project is to identify the common characteristics of such successful public and social innovations in India.

Sponsor: T V Mohandas Pai

Status: Ongoing (2010–March 2014)

I-A10 Role of Universities and Public Research Institutions as External Resources for Firms' Innovation: The Case of the Indian Automobile Industry

Project Team: **Rishikesh T Krishnan**

Summary: The aim of this study is to highlight the ways in which universities help local firms obtain innovative capabilities through a variety of technology transfer and knowledge sharing activities. The study will illustrate several cases of successful collaboration between universities and firms in the automotive sector across countries (India, Vietnam, Indonesia, and Thailand) to allow for comparative analyses. In particular, any changes or variations of institutional structure affecting incentives and R&D environment of university researchers will be analyzed extensively.

Sponsor: Economic Research Institute for ASEAN and East Asia through GRIPS, Japan

Status: Ongoing (December 2010–March 2014)

I-B Articles in Academic Journals

Sl. No.	Authors	Title of the Article	Journal Name	Publication Details
I-B1	Anand K; Prasad L; Sinha, Deepak K and Prakhya, Srinivas	Exploring the Relationship between Top Management's Peripheral Vision, Their Leadership Orientations, and Employees' Organizational Identification as Perceived by Knowledge Workers: An Empirical Analysis	<i>ASCI Journal of Management</i>	Vol. 42, No. 2, March 2013, Pg: 1-25
I-B2	Krishnan, Rishikesha T	Innovation Strategies of Indian Market Leaders	<i>Journal of Indian Business Research</i>	Vol. 4, No. 2, 2012, Pg: 92-96
I-B3	Krishnan, Rishikesha T and Jha, Srivardhini K	Innovation in the Indian Automotive Industry: The Role of Academic & Public Research Institutions	<i>Asian Journal of Technology Innovation</i>	Vol. 20, No. S1, 2012, Pg: 67-84
I-B4	Mukherji, Sourav and Jose P D	IDE Nepal: Developing a Smallholder Ecosystem	<i>IIM Indore Management Journal</i>	Vol. 3, No. 1, 2012, Pg: 56-68
I-B5	Pant, Anirvan and J Ramachandran	Legitimacy beyond Borders: Indian Software Services Firms in the United States, 1984–2004	<i>Global Strategy Journal</i>	Vol. 2, No. 3, 2012, Pg: 153-276
I-B6	Patibandla, Murali	Dynamics of Joint Ventures between Multinational Enterprises and Local Firms in Emerging Economies: The Case of Financial Services	<i>Jindal Journal of Business Research</i>	Vol. 1 No. 2, 2012, Pg: 127-137
I-B7	Patibandla, Murali	New Institutional Economics -Its Relevance to Curbing Corruption	<i>Economic and Political Weekly</i>	Vol. 48, No. 9, March 2013, Pg: 55-63
I-B8	Srinivasan R	Suprajit Engineering Limited	<i>Asian Journal of Management Cases</i>	Vol. 10, No. 1, March 2012, Pg: 77-95

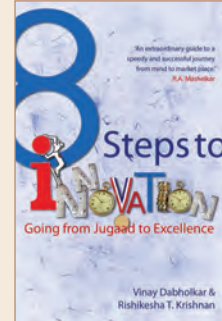
I-C Books

I-C1 Vinay Dabholkar and **Rishikesh T Krishnan**

8 Steps to Innovation: Going from Jugaad to Excellence

HarperCollins Publishers India, Noida 2013

Innovation need not only be jugaad. For the first time, a book shows us how in India, innovation can be introduced in ones organization in a systematic, deliberate way. *8 Steps to Innovation* explains how you can do this by building an idea pipeline in your organization, improving the velocity of ideas coming in, and implementing the ideas within the given constraints. All this is shown through nice, snappy examples, mostly homegrown Indian ones. Few books in the market talk about innovation in the Indian context with Indian examples as this one does.

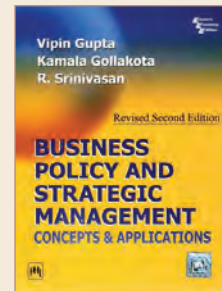


I-C2 Vipin Gupta, Kamala Gollakota and **Srinivasan R**

Business Policy and Strategic Management: Concepts and Applications
(Revised Second Edition)

Prentice Hall, New Delhi

This innovative introduction to business policy and strategic management, covering both the illustrative cases and conceptual foundation, offers authoritative approaches to strategic leadership in emerging markets. Among its many unique features, this comprehensively updated and revised second edition is structured to help students think strategically. The major organizational issues in strategy development are covered through an analytical study of: nine different perspectives on organization to capture the rich history of the discipline and enlighten the nature of strategy; the concept of strategic intent to guide action; 9-M model to analyze strategies in functional areas of manpower, materials, methods, money, manufacturing, machine, marketing, motivating, and manipulating; competitive gaming model to strategize different types of market structures; Internet working model to develop high-performance Internet ventures; strategic business model to unfold hidden value into new directions. It also covers: value models to explain strategic elements of innovation and technology management; ethical and international issues in the context of corporate governance; strategic leadership model relevant to the emerging market ground realities; and, strategic control model (both balanced and extended scorecard) to explore the influence of environmental and cultural contexts on effective performance. The text is well-supported by more than 1000 sources of international research, India-focused case studies and experiential assignments. This comprehensive text on theory and practice of strategic management is a must read for management students as well as business practitioners and consultants.



I-E Working Papers

Sl. No.	Authors	Title	IIMB Working Paper No.	Year
I-E1	Patibandla, Murali	Dynamics of Joint Ventures between Multinational Enterprises and Local Firms in Emerging Economies: The Case of Financial Services	387	2012
I-E2	Patibandla, Murali	Foreign Direct Investment in India's Retail Sector: Some Issues	366	2012
I-E3	Patibandla, Murali	The New Institutional Economics: Its Relevance	372	2012
I-E4	Sugathan, Anish; Malghan, Deepak; Chandrashekar S, and Sinha, Deepak K	Estimation of Firm-level Productivity Changes in the Indian Power Sector: Disentangling Unobserved Heterogeneity by a Transformed Fixed-effect Stochastic Frontier Model	390	2013

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

Sl. No.	Authors	Title of the Article	Name of the Newspaper/ Magazine	Date of Publication
I-F1	Krishnan, Rishikesha T	Blogging Works Best for Me – I Like Its Flexibility	<i>The Smart Manager</i>	July-August, 2012, Pg: 17
I-F2	Krishnan, Rishikesha T	Different Drivers: Why the Tatas Succeeded with the Ace and Not with the Nano?	<i>Outlook Business</i>	May 26, 2012, Pg: 16-17
I-F3	Krishnan, Rishikesha T	Failure to Launch: When It Comes to Technological Innovation, India Is Still a Laggard	<i>Outlook Business</i>	October 27, 2012
I-F4	Krishnan, Rishikesha T	For Tech Innovators, Internationalisation is Key to Survival	<i>The Hindu Businessline</i>	March 8, 2013
I-F5	Krishnan, Rishikesha T & Charles Dhanaraj	From Jugaad...to Breakthrough Innovation	<i>Innowin</i>	March 2013, Pg: 100-102
I-F6	Krishnan, Rishikesha T	In Search of an Indian Apple	<i>Outlook Business</i>	August 18, 2012, Pg: 18-20

Sl. No.	Authors	Title of the Article	Name of the Newspaper/ Magazine	Date of Publication
I-F7	Krishnan, Rishiksha T	Indian Firms Need to Find Own Pivots to Overcome Competition	<i>The Hindu Businessline</i>	January 10, 2013
I-F8	Krishnan, Rishiksha T	Maintaining the Momentum: While It's Easy to Kick off Innovation Initiatives, Sustaining Them Isn't	<i>Outlook Business</i>	December 8, 2012
I-F9	Krishnan, Rishiksha T	Making 'In India for India' Work	<i>The Hindu Businessline</i>	February 8, 2013
I-F10	Krishnan, Rishiksha T	Stanford India Biodesign Makes a Big Impact	<i>Management Next</i>	January 2013, Pg: 10-11
I-F11	Krishnan, Rishiksha T	The Gap Unfilled: Why Companies Still Struggle to Find Appropriate Products for SMEs	<i>Outlook Business</i>	March 2, 2013

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

Sl. No.	Authors	Title of the Publication	Publication Details
I-G1	Branstetter L; Chatterjee, Chirantan and Higgins M J	Regulation and Welfare: Evidence from Paragraph-IV Generic Entry in the Pharmaceutical Industry.	NBER Working Paper 17188, 2011
I-G2	Chandrashekar S, N. Ramani, and Nagappa, Rajaram	North Korea's Unha 3 Space Launch	Monographs International Strategic & Security Studies Programme (ISSSP), National Institute of Advanced Studies (NIAS), Report No. R-10 2012, August 2012
I-G3	Chatterjee, Chirantan	An Economist among Biologists (or maybe vice versa!)	Blog Article at www.indiabioscience.org
I-G4	Chatterjee, Chirantan	50-Years on: It's Time for De-Novo Thinking in Indian Pharmaceutical Policy Making	Blog Article at www.indiabioscience.org

Sl. No.	Authors	Title of the Publication	Publication Details
I-G5	Sundaresan, Lalitha, G. Vijayalakshmi, and Chandrashekar S	Patterns in Terror Attacks in Urban and Semi-urban India – an Empirical Investigation	Monographs International Strategic & Security Studies Programme (ISSSP), National Institute of Advanced Studies (NIAS) Report No R9-2012, July 2012

I-H Articles in Conference Proceedings

Sl. No.	Authors	Title of the Paper	Details of the Conference Proceedings
I-H1	J Ramachandran and Manikandan K S	Growth and Persistence of Business Groups in Emerging Markets: Towards Solving the Puzzle	Academy of Management Best Paper Proceedings, Academy of Management (AOM) Annual meeting, 2012, Boston, USA, August 3-7. (http://proceedings.aom.org/search?volume=2012&issue=1&hits=10&submit=Submit)
I-H2	Pandya, Saurabh K and Prabhu, Ganesh N	Senior Manager Leadership Development in Rapid Employee Growth Organizations	Academy of Management Best Paper Proceedings, Academy of Management (AOM) Annual meeting, 2012, Boston, USA, August 3-7. (http://proceedings.aom.org/search?volume=2012&issue=1&hits=10&submit=Submit)

I-I Seminar/Conference/Workshop Presentations

Sl. No.	Authors	Title of the Paper/ Session/Invited Talk	Details of the Conference	Dates of Conference
I-I-1	Ashwin A.S, George P, Rejie and Krishnan, Rishiksha T	Board Characteristics, Financial Slack and R&D: Testing Conflicting Roles of Board of Directors	International Conference on 'Global Strategies for an Emergent India', IIM Kozhikode	December 27 & 28, 2012
I-I-2	Ashwin A.S, George P, Rejie and Krishnan, Rishiksha T	Family Firms and Technology Innovation: Testing Competing Hypotheses	Academy of Management Annual Meeting, Boston	August 3-5, 2012
I-I-3	Bhaskarabhatla A, Chatterjee, Chirantan	Competitive Effects of High-End and Low-End Firm Entry: Evidence from the Indian Pharmaceutical Markets.	Applied Health Economics Seminar, Israel Strategy Conference, Tel Aviv University, Israel	December 20, 2012
I-I-4	Branstetter L, Chatterjee, Chirantan Higgins M J	Killing The Golden Goose or Just Chasing It around the Farmyard? : Rising Generic Entry and Early Stage Pharmaceutical Innovation	Invited Research Seminars in: a)NUS-Singapore, b)Berkeley Innovation Seminar (UC-Berkeley), c)Haas School, UIUC, d)Georgia Institute of Technology, e)Indian Statistical Institute-Delhi, f) NCBS- Bangalore.	November 7, 2012; December 5, 2012; September 28, 2012; December 12, 2012; August 31, 2012; June 20, 2012
I-I-5	Chatterjee, Chirantan,	Early Stage Pharmaceutical Innovation and Generic Entry	USPTO Special Conference on Innovation, Intellectual Property and Entrepreneurship, Washington D C;National Center for Biological Sciences, Bangalore	May 3-4, 2012; June 20, 2012
I-I-6	Dhanaraj C, Srivardhini K Jha and Krishnan, Rishiksha T	Evolution of Global Innovation Network in MNEs	Academy of International Business Annual Conference, Washington DC	July 2, 2012
I-I-7	J Ramachandran and Manikandan, KS	Growth and Persistence of Business Groups in Emerging Markets: Towards Solving the Puzzle	Academy of Management Annual Meeting, Boston, USA	August 3-5, 2012

Sl. No.	Authors	Title of the Paper/ Session/Invited Talk	Details of the Conference	Dates of Conference
I-I-8	J Ramachandran	India as a Context for Research	Invited Speaker at IMR Doctoral Conference, IIM Bangalore	December 17, 2012
I-I-9	J Ramachandran, Pant, A and Pani S.	Innovative Management Practices and Interventions at the Base of the Pyramid: An Organizing Framework	Strategic Management Society Special Conference, Lake Geneva, Switzerland	March 20-23, 2013
I-I-10	J Ramachandran	Leading Multinational Subsidiaries in India	Freudenberg Group Leadership Meet, Bangalore	June 20, 2012
I-I-11	J Ramachandran and Shaleen Gopal	Regulatory Punctuation, State Uncertainty and Firm Strategic Behavior: Evidence from India	Strategic Management Society Annual Conference, Prague, Czech Republic	October 7-9, 2012
I-I-12	J Ramachandran	State of the Field	IIMB Class of 1997 Alumni Meet, IIM Bangalore	December 12, 2012
I-I-13	J Ramachandran	Strategy and Transformation	The CII Bangalore CEO Forum, Bangalore	July 26, 2012
I-I-14	J Ramachandran	The Challenges of Leading Technology Subsidiaries	The Zinnov CEO Forum, Mysore, Karnataka	November 24, 2012
I-I-15	J Ramachandran	Thinking Strategically about Design	Total Environment Leadership Meet, Bangalore	July 10, 2012
I-I-16	Jose PD	Corporate Reporting on Global Compact	International Society of Business, Economics and Ethics (ISBEE) Conference, Warsaw, Poland	July 11-14, 2012
I-I-17	Jose P D	Sustainability Reporting India: A Study of India's Most Valuable Companies	IIMB-NSE Research Roundtable, IIM, Bangalore	January 18, 2013
I-I-18	Krishnan, Rishiksha T	8 Steps to Innovation Excellence	CII Karnataka Manufacturing Conference, Bangalore	November 29, 2012
I-I-19	Krishnan, Rishiksha T	Chaired session on Marketing Indian Innovations: Indian Skills to Indian Products	CII Innovation Summit, Bangalore	August 30, 2012
I-I-20	Krishnan, Rishiksha T	Chaired panel on Quality Environment for Innovation the Mirror of Our Attitudes and Expectations	CII National Summit on Quality in Education, Bangalore	September 14, 2012

Sl. No.	Authors	Title of the Paper/ Session/Invited Talk	Details of the Conference	Dates of Conference
I-I-21	Krishnan, Rishikesha T	Chaired Panel in Concluding Session Towards a Better Innovation Ecosystem	INAE Silver Jubilee Event, Delhi	September 21, 2012
I-I-22	Krishnan, Rishikesha T	Invited Talk on “Can India become an Innovation Superpower?”	Workshop on Multi-disciplinary Perspectives on Science, Technology and Society, NIAS, Bangalore	September 24, 2012
I-I-23	Krishnan, Rishikesha T	Invited Talk on Enhancing Innovation Effectiveness: New Models	11 th Annual Conference on Business Excellence, CII Institute of Quality, Bangalore	May 9, 2012
I-I-24	Krishnan, Rishikesha T	Invited Talk on From Jugaad to Systematic Innovation	Shiv Nadar University, Greater Noida	May 17, 2012
I-I-25	Krishnan, Rishikesha T	Invited Talk on Ethics & Governance, Young Indians	National Governing Council, Bangalore	May 19, 2012
I-I-26	Krishnan, Rishikesha T	Invited Talk on Understanding the Dynamics of the Airline industry	Senior Management Meet, Bangalore International Airport, Bangalore	June 22, 2012
I-I-27	Krishnan, Rishikesha T	Invited Talk on In Search of the Holy Grail: Finding Business Models for the Print Media	INMA South Asia Conference, New Delhi	August 8, 2012
I-I-28	Krishnan, Rishikesha T	Invited Lecture on 8 Steps to Innovation	Department of Management Studies, Pondicherry University	March 15, 2013
I-I-29	Krishnan, Rishikesha T	Invited talk on How to build an Innovation Culture in Your Team	Institute of Product Leadership, Bangalore	November 24, 2012
I-I-30	Krishnan, Rishikesha T	Keynote talk on 8 Steps to Innovation Excellence	Ittiam 10 th Anniversary Technology Event, Bangalore	December 20, 2012
I-I-31	Krishnan, Rishikesha T	Keynote talk on “Strategic Management & Innovation for Non-linear Growth	Quest Engineering Services, Delhi	January 25, 2013
I-I-32	Krishnan, Rishikesha T	Moderated discussion on Local Innovation: Key to Globalization	Indo American Chamber of Commerce, Bangalore	March 1, 2013
I-I-33	Krishnan, Rishikesha T	Moderator of Panel on Fostering an Innovation Economy in India: Issues, Challenges & Recommendations	6 th IEEE Advanced Networking and Telecommunications (ANTS) Conference, Bangalore	December 19, 2012

Sl. No.	Authors	Title of the Paper/ Session/Invited Talk	Details of the Conference	Dates of Conference
I-I-34	Krishnan, Rishiksha T	Management of Frugal Innovation: Lessons from Indian Experiences	National Science & Technology Development Forum 2012, Indonesian Institute of Sciences, Jakarta	October 10, 2012
I-I-35	Krishnan, Rishiksha T	'MNC R&D in India: An Overview', In the Panel on Emerging Trends in Multinational R&D in Emerging Markets: Rethinking the Nexus between Institutions & Innovation	Academy of International Business Annual Conference, Washington DC	July 2, 2012
I-I-36	Krishnan, Rishiksha T	'Open Innovation in the Indian Automotive Industry' in a Special Session on Innovation Outsourcing in the Global Context.	Academy of Indian Marketing conference on Innovation in Marketing for Emerging Markets, Bangalore	July 30, 2012
I-I-37	Krishnan, Rishiksha T	Panelist in a session on 'Leapfrogging Technologies in India for Sustainable Development?'	Symposium on Smart City Technologies as Innovation Drivers, IISC, Bangalore	April 25, 2012
I-I-38	Krishnan, Rishiksha T	Panelist: Training the next generation of Med-Tech Innovators for India: Perspectives of Academia and Industry	Stanford India Biodesign: India Medtech Summit, Bangalore	December 21, 2012
I-I-39	Krishnan, Rishiksha T	Participant in panel discussion on Innovation in Emerging Countries	Cisco iExpo2012, Bangalore	September 12, 2012
I-I-40	Krishnan, Rishiksha T	Session Chair on Poverty, Growth and Reforms	Session Chair, CII-Columbia Conference, Bangalore	April 4, 2012
I-I-41	Krishnan, Rishiksha T	Talk on Leadership for High Impact Innovation and chaired panel	Vision 2020 Conference, Madurai	July 20, 2012
I-I-42	Krishnan, Rishiksha T	Talk on 8 Steps to Innovation Excellence FL	Smidth Senior Managers Conference, Chennai	July 26, 2012
I-I-43	Krishnan, Rishiksha T	Talk on 8 Steps to Innovation Excellence	Marcus Evans Programme on Innovation & Product Development, Mumbai	September 6, 2012

Sl. No.	Authors	Title of the Paper/ Session/Invited Talk	Details of the Conference	Dates of Conference
I-I-44	Krishnan, Rishikesha T	Talk on Challenges in Management Education in India: How Do We Build Outstanding Institutions?	Bimtech, Greater NOIDA	September 27, 2012
I-I-45	Krishnan, Rishikesha T	Talk on Innovation & the Future of the Indian IT Industry	National Conference at ITS Ghaziabad	October 20, 2012
I-I-46	Krishnan, Rishikesha T	Talk on Challenges in Innovation for the BoP	Prahalad Memorial Lecture, ITM University, Gwalior	November 8, 2012
I-I-47	Krishnan, Rishikesha T	Talk on Enhancing Innovation Capacity of DRDO: Strategy, Processes, & Ecosystem	DRDO – Seminar on Nurturing, Managing & Institutionalizing Innovation, Research Centre Imrat (RCI), Hyderabad	January 18, 2013
I-I-48	Krishnan, Rishikesha T	Talk on “The Changing Face of Innovation in India	Intel Senior Management Conference, Bangalore	February 14, 2013
I-I-49	Krishnan, Rishikesha T	Talk on Innovation Strategies in India	National Conference on Transition Strategies, Sinhgad Institute of Management & Computer Applications (SIMCA), Pune	March 23, 2013
I-I-50	Prabhu, Ganesh N	Encouraging Women Entrepreneurs in India	Seminar on Innovation, Entrepreneurship and Women Business, Vietnam National University, Hanoi	November 29-30, 2012
I-I-51	Prabhu, Ganesh N	Mobile An Agent for Social Innovation & Development	Panelist at USID International Conference 2012, IIM, Bangalore	October 11, 2012
I-I-52	Prabhu, Ganesh N	Role of Research in Effective Teaching in Business Schools	Address at Workshop for Deans/Directors o Business Schools on “Building Quality in B Schools: Opportunities & Challenges”, IIM, Bangalore	February 1, 2013
I-I-53	Prabhu, Ganesh N	Strategy Framework	CII Workshop on Strategy, CII Centre, Bangalore	March 1, 2013
I-I-54	Roychowdhury D., Murthy, Rajluxmi V and Jose P D	Facilitating Green Building Adoption - An Optimization Based Decision Support Tool	3 rd International Conference on Optimization Methods and Software, Crete, Greece	May 13-17, 2012

Sl. No.	Authors	Title of the Paper/ Session/Invited Talk	Details of the Conference	Dates of Conference
I-I-55	Saurabh K Pandya and Prabhu, Ganesh N	Senior Manager Leadership Development in Rapid Employee Growth Organizations	Academy of Management Meeting, Boston, USA	August 3-7, 2012
I-I-56	Vidhula V and Srinivasan R	Growth Aspirations of Women Entrepreneurs – An Empirical Study in the Indian Context	IMR Doctoral Conference, IIM Bangalore	December 17-18, 2012

I-J IIMB Case Studies Distributed by Harvard Business Publishing

I-J1 Title: **Estimating Demand for a New Regional Transport Aircraft (A), (B) and (C)**

Authors: Jayarama Holla, **Rishikesha T Krishnan** and **Srinivas Prakhya**

Summary: In India, air travel in the early twentieth century was mostly between major cities and has historically been driven by businesses. However, a set of relatively unused airfields exist in or near smaller cities, presenting a potential opportunity for generating air travel demand in these locations. This would require a thorough understanding of existing travel options and the design of an air travel offering that can successfully compete with these options. The three-part case describes a methodology to arrive at the appropriate new air travel offering and an assessment of the extent of potential demand in this context. In the first part (A), competing travel modes are examined and the attributes that are relevant to the design of a new air travel offering are identified. A choice-based conjoint experiment is designed and pilot data is obtained and analyzed.

I-J2 Title: **The Park Hotels: Designing Experience**

Authors: **J Ramachandran** and **Seema Gupta**

Summary: The case traces the transformation of The Park Hotels (TPH) from being “yet another hotel” at the time of its founding in 1967 into India’s first boutique hotel network. It describes how Priya Paul, the Chairperson, TPH, and her team created a uniquely Indian boutique hotel network emphasizing intimate and personalized service, and positioning each hotel as an entertainment destination for customers. The case invites students to consider the strategic choices open to the TPH management in 2010 as they grapple with the challenges of sustaining growth, retaining the distinctiveness and individuality of each of the properties in the network even as they cope with growing competition from both global majors (Hyatt, Starwood Hotels, and JW Marriott) and the local giants (The Taj, Oberoi, and ITC Welcome group).

- I-J3** Title: **ITC Limited: India First**
- Authors: **J Ramachandran** and Manikandan K S
- Summary: The case traces the evolution of ITC Limited (ITC) from its inception as a marketing subsidiary of British American Tobacco (BAT) in 1910 to one of India's most valued diversified corporations. Remarkably, despite being a dominant market leader in the socially undesirable tobacco business, ITC is regarded as a responsible corporate citizen. Even more significantly, ITC which regards itself as an "Indian" company in which BAT, its "erstwhile parent" is a large and important "shareholder", can be held out as an exemplar of the India Way looking beyond stockholders' interests to public mission and national purpose articulated by Prof. Peter Cappelli and his colleagues at Wharton. The century long story is captured in five sections. While the first section traces the early years of the company, the next four sections present ITC's evolution under its four Indian chairmen. The "Haksar Era" outlines the strong nationalist context in which BAT's stake in ITC was diluted, and the company's diversification into hotels and paperboards businesses. "The Sapru Era" describes the consolidation of market leadership in cigarettes and the company's foray into agri-business. "The Chugh Era" captures the tumultuous relationship between BAT and ITC, and the aborted takeover attempt by BAT. "The Deveshwar Era" traces his initiatives to strengthen the core businesses, diversify into new areas and embed a strong focus on social imperatives. The case concludes with questions on the company's goal to become the No. 1 FMCG (fast-moving consumer goods) company in the country, and the succession challenges faced by Deveshwar.
- I-J4** Title: **CavinKare Private Limited (A): The Entrepreneurial Innovation**
- Authors: **R Srinivasan**
- Summary: This case on CavinKare's founding describes the entrepreneurial journey of the founder, C K Ranganathan. As the enterprise outperformed expectations, the organization set itself an incredible vision. This case traces the history of the entrepreneur and the growth story of the enterprise. The case describes the context of opportunity recognition and exploitation, and elucidates the significant decisions taken by the entrepreneur and the organization in order to sustain rapid growth amidst liberalization and stiff competition from multinational companies with deep pockets and significant stakes in the industry.
- I-J5** Title: **CavinKare Private Limited (B): Vision and Strategy**
- Authors: **R Srinivasan**
- Summary: This case on CavinKare describes the incredible vision the organization set itself. This case is set at a time, when the company had achieved significant progress towards its incredible vision, but needed a quantum jump in performance to

sustain its growth. The case describes the FMCG industry and the firm's capabilities, and evolves strategic challenges facing the company, including sustaining high-growth, expanding the product focus to men's range of products, and investment in the services business.

I-M Awards, Honors, and Achievements

- I-M1 Prof. Chandrashekar S,** J R D Tata Visiting Professor at National Institute of Advanced Studies
- I-M2 Prof. Chirantan Chatterjee,** Best Paper for 'First Mover Advantages Before and After TRIPS: Evidence from Indian Pharmaceutical Industry' at Atlanta Competitive Advantage Conference held from May 21-23, 2013. Link to the award. (<http://acac.robinson.gsu.edu/conference-program/>)
- I-M3 Prof. Chirantan Chatterjee,** Faculty Invitee, 1st Google-India Faculty Summit 2013 held on June 28 and 29, 2013 at Google-India, Hyderabad Office.

I-N Doctoral Theses Completed by FPM Students during 2012–2013

Sl. No.	Name of the Student	Dissertation Title	DAC Chairman
I-N1	Anish Sugathan	Essays on Institutional Determinants of Firm Behaviour	Prof. Deepak K Sinha
I-N2	Srivardhini K Jha	Evolution and Organisation of Global Innovation Network in Multinational Enterprises (MNEs)	Prof. Rishikesh T Krishnan

I-O Proposal Presentation by FPM students during 2012–2013

Sl. No.	Name of the Student	Topic	DAC Chairman	Date
I-O1	Anusha Ramesh	Behavioral Micro-Foundations of the Entrepreneur's Occupational Choice Decision: A Multi-Level Analysis	Prof. Rejie George	April 3, 2013
I-O2	Deepika R Gupta	Corporate Governance and Initial Public Offerings	Prof. Rejie George	July 16, 2012
I-O3	Uma Cherukuri	Risky for Whom?: The Impact of Risk Perceptions on Strategic Change and Strategic Conformity	Prof. Abhoy K Ojha	December 13, 2012

I-P Papers Presented by FPM Students in Conference/Seminar during 2012–2013

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
I-P1	Pavan Soni	Innovation in the Indian IT Industry: A Dynamic Capabilities View	SMS Special Conference on Globalization of Innovation Strategies, Singapore	June 7-9, 2012.
I-P2	Saurabh Kaushik Pandya (co-authored with Prof Ganesh N. Prabhu)	Senior Manager Leadership Development in Rapid Employee Growth Organizations	Academy of Management (AOM) Annual Meeting/Conference 2012 Boston, Massachusetts.	August 3-7, 2012

I-R Cases Published by FPM Students in 2012–2013

Sl. No.	Name of the Authors	Title of the Paper	Publication Details	Date
I-RI	Caren Rodrigues, Sourav Mukherji and Sridhar Pabbisetty	LabourNet: Empowering Informal Sector Labourers	Harvard Business School, Case No: IMB355-PDF-ENG	April 2012

I-T Seminar/Conference Attended by FPM Students 2012–2013

Sl. No.	Name of the Student	Details of the Conference/Seminar	Date
I-T1	Shailen Kumar Dalbehera	Doctoral Consortium on Teaching, Indian School of Business, Hyderabad	August 24-26, 2012

I-U FPM Workshops during 2012–2013

Sl. No.	Name of the Student	Title of the Paper	Faculty Co-ordinator	DAC Chairman	Date
I-U1	Anish Sugathan	Institutions of Economic Governance and Corporate Governance Outcomes	Prof. Shashidhar Murthy	Prof. Deepak K Sinha	November 9, 2012
I-U2	Saurabh Kaushik Pandya	Deployment and Development of Senior Managers in Rapid Employee Growth Organizations	Prof. Abhoy K Ojha	Prof. Ganesh N Prabhu	November 16, 2012
I-U3	Vidhula Venugopal	Growth Aspirations of Women Entrepreneurs	Prof. Ramya Ranganathan	Prof. R Srinivasan	February 22, 2013

I-V Awards, Honors and Achievements by FPM Students

Sl. No.	Name of the Student	Name of the Institution	Details of the Award
I-V1	Anish Sugathan	Harvard Kennedy School's Center for Business and Government and the Evidence for Policy Design Program starting September 2013	Offered Giorgio Ruffolo Post-doctoral Research Fellowship



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, NDDB, ICRIER, NAFED, 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 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: IIM Bangalore

Status: Ongoing (June 2012–2014)

II-A2 Economic Analysis and Valuation of Cultural and Intellectual Property Heritage of Classical Performing Arts Theatres of India: Lessons from Four Case Studies

Project Team: **Damodaran A**

Summary: Cultural Studies and studies on Arts in general, have focused on the history, philosophy and aesthetics of Classical Performing Arts. There have been in-depth studies that have looked at plays, dance forms and related art forms in terms of genres, texts, philosophical underpinnings, Natya Sastra treatises, narratives and choreographic styles. Indeed in USA and Europe, there has been focus on the economics of theatres and art forms. The issue of financing modes and management has figured prominently in cultural economics studies in these countries (Towse, 2010). The cost disease problem and the importance of design of contracts between arts and commercial entities for value realization have been discussed by Baumol et al. (1966) and Caves (2002). Though there are few studies that have looked at Intellectual Property (IP) Protection of art forms, these are confined to the legal dimension and do not look at the economics and management dimensions. The reasons for the neglect of IP by cultural theorists have been brought out by Towse (2008). In India, there have been very few efforts to understand the economics and management of art forms much less an effort to look at IP protection in classical art forms, from an economic perspective.

Sponsor: IIM Bangalore

Status: Ongoing (January 2013–2014)

II-A3 Biodiversity Financing for Implementing the CBD in Pursuance of Decision X/3 and S/44 of CoP-10

Project Team: **Damodaran A**

Summary: This exercise is being carried out to assess financing options for biodiversity conservation goals in India. A macro-assessment of India's Biodiversity Financial Flows was undertaken as part of the Project and presented at the Quito Dialogue on Biodiversity Financing held in Ecuador in March 2012. A modified paper on the mentioned subject was presented at CBD-COP 11 Meeting at Hyderabad on October 9, 2012. A report was submitted to the Ministry of Environment and Forests, Government of India and the National Biodiversity Authority. The project continues to operate to enable additional follow-up.

Sponsor: National Biodiversity Authority, Government of India (GOI)

Status: Ongoing (October 2011–2014)

II-A4 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: The project aimed to work out financial and economic aspects of Solid Waste Management in the Indian context with reference to Waste to Energy Projects that have direct bearing on Carbon Mitigation. It aims to study the feasibility of Waste to Energy Projects in the Indian context. The first phase of the Project is over and a report on financial models was submitted on February 2012. The second phase of the project involves field testing of the models and dissemination of results in international forums on Climate Change. Currently, work is in progress to produce a more comprehensive report based on financial analysis.

Sponsor: GIZ, Germany

Status: Completed (December 2011–2013)

II-A5 Developing a Knowledge Base for Policy Making on India–EU Migration

Project Team: **Rupa Chanda**

Summary: This is a 2-year research project which is being conducted jointly by the IIM Bangalore, the European University Institute in Florence, Maastricht University, and the Indian Council for Overseas Employment under the Ministry of Overseas Indian Affairs. The project aims to develop the evidence base on India–EU migration by bringing out several research papers, policy notes, and briefs on various aspects of India–EU mobility. Some of the topics include bilateral remittances; Indian diaspora contributions from the EU; ethnographic dimensions of the Indian diaspora in the EU; Indian student mobility to the EU; India–EU investment and labor mobility linkages; India–EU trade and labor mobility linkages;

recognition barriers faced by Indian professionals in the EU; health worker migration from India to the EU; bilateral tourism flows; implications of EU enlargement for Indian migration.

Sponsor: European Commission, Brussels

Status: Completed (February 2011–2013)

II-A6 Strengthening Regulatory Frameworks and Enhancing Capacity in India's Legal and Accountancy Services Sectors: A Roadmap for Reforms

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

Summary: This project examines the status of regulations in the accountancy and legal services sectors and the issues and concerns surrounding their liberalization. Based on secondary and primary evidences, it tries to assess the validity of these concerns and propose a roadmap for liberalizing these sectors and introducing regulatory reforms to support such liberalization.

Sponsor: British High Commission, New Delhi (under India Prosperity Fund)

Status: Completed (November 2011–March 2013)

II-A7 Assessing the Health Equity Implications of Medical Value Travel

Project Team: **Rupa Chanda** and Researchers at Simon Fraser University, Canada, in Mexico, Guatemala, India

Summary: This is a three-year multi-country study involving researchers in India, Canada, Mexico, Guatemala and Barbados. It aims to understand the nature of medical value travel between Canada and the selected countries and the health equity implications of such trade in health services, based on primary surveys in various field locations in these countries.

Sponsor: Canadian Institutes of Health Research

Status: Ongoing (July 2012–July 2015)

II-A8 Regional Integration of Services in South Asia: Understanding and Overcoming the Challenges

Project Team: **Rupa Chanda**

Summary: This study examines the prospects for and challenges to regional integration of services in South Asia. It examines the regulatory, infrastructural and policy constraints to increasing trade and investment flows in services among the SAARC member countries and suggests ways forward under the ongoing services negotiations in this region.

Sponsor: World Bank, Washington, DC

Status: Completed (April 2012–November 2012)

II-A9 Market Access for Services Exports from Bangladesh: Opportunities and Challenges

Project Team: **Rupa Chanda** and Selim Raihan, Dhaka University

Summary: This study examines Bangladesh's potential for exporting services to the rest of the world and the policies required to tap these opportunities and overcome associated constraints in the domestic and external markets. It has been undertaken in light of recent concessions granted to LDCs in services under the WTO.

Sponsor: World Bank, Washington, DC

Status: Completed (April 2012–December 2012)

II-A10 Deepening Cooperation in Services among the BRICS

Project Team: **Rupa Chanda**

Summary: This project examines the prospects for cooperation and increased economic integration in services among the BRICS. It analyses trends in services output, trade, investment, liberalization and regulatory reforms in selected service sectors in each of the BRICS countries. It discusses the possibilities for strengthening their trade and investment ties in services. This study served as a background paper for the BRICS summit in New Delhi in 2012.

Sponsor: Centre for WTO Studies, Indian Institute of Foreign Trade, New Delhi

Status: Completed (September 2011–July 2012)

II-A11 Trade in Services between India and Pakistan as Part of a Research Project on Trade Normalization between India and Pakistan

Project Team: **Rupa Chanda**

Summary: This paper examines the prospects for increasing trade, investment and people mobility between Indian and Pakistan in the services sector. It highlights the challenges to expanding bilateral relations in services.

Sponsor: Indian Council for Research on International Economic Relations, New Delhi

Status: Completed (October 2012–March 2013)

II-A12 Capacity Building for Urban Local Bodies in India

Project Team: **Gopal Naik** and **Ramesh G**

Summary: The study had the following objectives: (i) To examine the present status of roles and skill sets of professionals and employees engaged at different departments in various tiers ULBs (ii) To estimate the demand for professional Degrees, Diplomas, and Certificate programmes and courses required to meet the demand (iii) To assess the present status of courses offered with specialization in areas

of urban governance and urban infrastructure, and (iv) To assess institutional capacities required to meet the challenges of matching the demand and the supply of skill sets and provide a road map, strategies, budget for the same at the All-India level. The Study projects a demand for about 8500 Engineering Graduates and 4000 Engineering Diploma at entry level. This will be required only to fill the existing vacancies. Also, these requirements pertain only to the ULBs. The private sector will also require significant number of specialized engineering graduates to execute infrastructure projects and civil works. The funding requirements for the two main capacity development activities: degree programmes, and in-service level training programs have also been estimated.

Sponsor: Government of India

Status: Completed (2012–2013)

II-A13 Agricultural Marketing Systems in Karnataka: Problems, Remedies and Roadmap

Project Team: **Gopal Naik**

Summary: The primary objective of this study was to identify problems in the current marketing system with the aim of preparing an agricultural marketing roadmap for Karnataka considering all important crops (agriculture as well as horticulture). The study found that the agricultural markets in Karnataka require substantial changes in order to provide an efficient marketing system for farmers. The reforms suggested are implementation of e-trading, establishing grading and warehouse receipt system, automatic payment system and increasing competition in the APMCs through providing licenses to traders from other areas.

Sponsor: Government of Karnataka

Status: Completed (2012–2013)

II-A14 Designing Plan of Implementation of Food Safety and Standards Act for Rural and Urban areas

Project Team: **Gopal Naik**

Summary: The objective was to arrive at an implementation plan of the Food Safety and Standards Act. The study examined processes and systems that need to be put in place to implement the Act. Implementation plan included preparing a plan at the Gram Panchayat level annually at the time of state budget preparation, involving all the stake holders. The actors, roles and the time frame are specified. For urban areas, ward and range level plans are suggested. Details on Rating and certification systems for urban areas are provided.

Sponsor: Food Safety and Standards Authority of India.

Status: Completed (2012–2013)

II-A15 Estimation of Cost of Artificial Insemination Service Delivery

Project Team: **Gopal Naik** and **Ramesh G**

Summary: The primary objective of the study was to estimate the cost of delivery of artificial insemination (AI) services in the dairy sector in India. The study was undertaken in four states – Karnataka, Bihar, Punjab and Gujarat. A combination of qualitative research methodology (case studies) along with field level surveys has been adopted in this study. Detailed process mapping is done to understand various stages of AI service delivery and the costs associated with these stages. All direct costs that can be attributed to the activities are traced and allocation of overhead costs or shared resources is based on the understanding of process. The study used three types of data collection methods – documentation, archival records and personal interviews. Secondary data are mostly collected from annual reports, internal reports and records maintained by agencies, reports sent to NDDDB/LDBs or Department of AH & VS and other published statistical reports. Primary data is collected through semi-structured interviews with staff, AI workers and other key stakeholders in the agencies. A small sample survey of 50 farmers in each district has also been carried out to understand the outreach, effectiveness and shortcomings, if any, of the existing breeding services. The study found that there are variations in the cost of providing AI services across states, type of institutions providing AI services and the method of service delivery. The average cost of delivery was estimated for these different categories.

Sponsor: National Dairy Development Board

Status: Completed (2013)

II-A16 Service Level Benchmarking of Water Supply, Sewerage, Solid Waste Management and Storm Water Drain by Urban Local Bodies in Karnataka

Project Team: **Gopal Naik**

Summary: Benchmarking is used to assess the performances, initiating measures for performance improvement and for monitoring their performance improvements. It enables unbiased assessment of current operations, comparisons across service providers, identification of better ways of doing things and as a means to arrive at performance improvement plans (PIPs) to achieve realistic and measurable performance targets. In this study Service Level Benchmarking (SLB) of water supply and related services (water supply, sewerage, solid waste, and storm water drainage), three cities of Karnataka (Hubli-Dharwad and Tumkur) is undertaken. In this study, both, metric and process benchmarking have been adopted for benchmarking water supply. Structured questionnaires were administered to the concerned officials as a part of the Metric Benchmarking process, to enable the computation of the performance indicators. Based on the Process Benchmarking and the SWOT Analysis, Performance Improvement Plans are drawn up for the three cities and critical factors that affect the success of the plans were identified.

Sponsor: Government of India

Status: Completed (2013)

II-B Articles in Academic Journals

Sl. No.	Authors	Title of the Article	Journal Name	Publication Details
II-B1	Arundhuti Gupta and Gowda, M V Rajeev	Mentoring India's Youth	<i>IIM Kozhikode Society & Management Review</i>	Vol. 1, No. 2, June 2012, Pg: 75-84
II-B2	Bhalla, Manaswini	Social Learning among Rational Analysts	<i>Journal of Behavioural Finance</i>	Vol. 13, No. 3, July 2012, Pg: 164-173
II-B3	Bhalla, Manaswini	Waterfall versus Sprinkler Product Launch Strategy: Influencing the Herd	<i>The Journal of Industrial Economics</i>	Vol. 61, Issue 1, March 2013 Pg: 138-165
II-B4	Chanda, Rupa	Looking into the Black Box of India's Services	<i>Economic and Political Weekly</i>	Vol. XLVIII, No. 7, February 2013, Pg: 49-51
II-B5	Chanda, Rupa	Migration in Asia: Trends and Prospects	<i>Journal of Asian Business</i>	Vol. 25, No. 1, 2012, Pg: 75-95
II-B6	Damodaran A	The Challenge of Multi Level Environmental Governance in India	<i>Periodica Oeconomica</i>	2012, Pg: 29-37
II-B7	Damodaran A	The Economics of Coping Strategies and Financing Adaptation Action in India's Semi-arid Ecosystems	<i>International Journal of Climate Change Strategies and Management</i>	Vol. 4, No. 4, 2012, Pg: 386-403
II-B8	Gowda, M V Rajeev and E Sridharan	Reforming India's Party Financing and Election Expenditure Laws	<i>Election Law Journal: Rules, Politics, and Policy</i>	Vol. 11, No. 2, June 2012, Pg: 226-240
II-B9	Gupta, Subhashish	Cellular Mobile in India: Competition and Policy	<i>Pacific Affairs</i>	Vol. 85, No. 3, September 2012, Pg: 483-510
II-B10	Jong Kook Shin and Subramanian, Chetan	Purchasing Power Parity versus Fixed Exchange Rate Rules: A Stability and Welfare Analysis	<i>The Manchester School</i>	Vol. 80, No. 3, June 2012, Pg: 321-354
II-B11	Munshi, Soumyanetra	Analysis of Conflict Within a Contested Land: the Case of Kashmir	<i>Defence and Peace Economics</i>	Vol. 24, Issue 3, 2012 Pg: 261-292
II-B12	Munshi, Soumyanetra	Education and Dowry: An Economic Exploration	<i>IIM Kozhikode Society & Management Review</i>	Vol. 1, No. 2, July 2012, Pg: 111-120

II-C Books

- II-C1 Narayanswamy, Ramnath, *Dharma Pracharaka Vishwa Niyogigalu*** Sri Sadguru Sharavana Baba, First Kannada Edition, Om Sharavana Baba Seva Foundation, Bangalore, July 2012.
- II-C2 Narayanswamy, Ramnath, *Sadguru Sri Sharavanava Babavin Ulaga Sevai Mission***, First Tamil Edition, Om Sharavana Baba Seva Foundation, Bangalore, August 2012.

II-D Chapters in Books

Sl. No.	Authors	Title of the Chapter	Title of the Book	Editors	Publication Details
II-D1	Chanda, Rupa	Facilitating Skilled Mobility under Preferential Arrangements: Case of India	Chapter 15 in <i>India Migration Report 2013: Social Costs of Migration</i>	Ananda Das Gupta	Routledge, India, 2013, Pg: 252-269
II-D2	Chanda, Rupa	Medical Value Travel in India: Prospects and Challenges	Chapter 4 in <i>Traveling Well: Essays in Medical Tourism</i>	Labonte and Deonandan	Transdisciplinary Studies in Population Health Series, University of Ottawa, 2013, Pg: 62-84

II-E Working Papers

Sl. No.	Authors	Title	IIMB Working Paper No.	Year
II-E1	Chanda, Rupa and Ghosh, Sriparna	Goans in Portugal: Role of History and Identity in Shaping Diaspora Linkages	368	2012
II-E2	Chanda, Rupa and Ghosh, Sriparna	The Punjabi Diaspora in the UK: An Overview of Characteristics and Contributions to India	380	2012
II-E3	Dhasmana, Anubha	A Generic Model for Public Provision of Insurance In the Presence of Externalities	382	2012
II-E4	Mukherjee, Deeparghya and Chanda, Rupa	Investment and Migration Linkages between India and the EU	371	2012
II-E5	Mukherjee, Shahana and Chanda, Rupa	Indian Student Mobility to Selected European Countries - an Overview	365	2012
II-E6	Mukherjee, Shahana and Chanda, Rupa	Student Mobility from India to Selected European Countries - The Case of Germany and France	378	2012
II-E7	Naik, Gopal	Reliability of Agricultural Statistics in Developing Countries: Reflections from a Comprehensive Village Survey on Crop Area Statistics in India	381	2012

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

Sl. No.	Authors	Title of the Article	Name of the Newspaper/ Magazine	Date of Publication
II-F1	Gowda, M V Rajeev; Mukherji, Arnab and Reddy, Kavya	Most states unprepared for PPPs	<i>The Hindu Business Line</i>	January 17, 2013
II-F2	Moorthy, Vivek	In Support of Monetary Stability	<i>Financial Express</i>	June 15, 2012
II-F3	Moorthy, Vivek	Both Overheated and Lacking Heat	<i>The Indian Express</i>	March 18, 2013
II-F4	Narayanswamy, Ramnath	Gain Knowledge of Phenomenal World	<i>Deccan Herald</i>	April 5, 2013
II-F5	Narayanswamy, Ramnath	Outer Development	<i>Deccan Herald</i>	April 19, 2012
II-F6	Narayanswamy, Ramnath	The Infinite Grace of Mother Meera	<i>Deccan Herald</i>	May 2, 2012
II-F7	Narayanswamy, Ramnath	Transforming through Effective Leadership	<i>Deccan Herald</i>	May 17, 2012
II-F8	Narayanswamy, Ramnath	Inner Transformation	<i>Deccan Herald</i>	May 24, 2012
II-F9	Narayanswamy, Ramnath	Effective Leaders Lead from within	<i>Deccan Herald</i>	June 7, 2012
II-F10	Narayanswamy, Ramnath	The Power of the Ramayana	<i>Deccan Herald</i>	June 14, 2012
II-F11	Narayanswamy, Ramnath	Avatars Make the Best Gurus	<i>Deccan Herald</i>	June 22, 2012
II-F12	Narayanswamy, Ramnath	Guru Poonima	<i>Deccan Herald</i>	June 28, 2012
II-F13	Narayanswamy, Ramnath	The Best Gurus	<i>Deccan Herald</i>	July 11, 2012
II-F14	Narayanswamy, Ramnath	Science and Spirituality Are Not Contradictory	<i>Deccan Herald</i>	July 19, 2012
II-F15	Narayanswamy, Ramnath	The Debate between Science and Spirituality	<i>Deccan Herald</i>	August 3, 2012
II-F16	Narayanswamy, Ramnath	Spirituality is India's Soft Power	<i>Deccan Herald</i>	August 9, 2012
II-F17	Narayanswamy, Ramnath	Gandhi's Religion is Spirituality	<i>Deccan Herald</i>	August 23, 2012
II-F18	Narayanswamy, Ramnath	Inner Meaning of the Vedas	<i>Deccan Herald</i>	September 6, 2012

Sl. No.	Authors	Title of the Article	Name of the Newspaper/ Magazine	Date of Publication
II-F19	Narayanswamy, Ramnath	What Lord Krishna Says	<i>Deccan Herald</i>	September 21, 2012
II-F20	Narayanswamy, Ramnath	The Infinite Power of Devi	<i>Deccan Herald</i>	October 18, 2012
II-F21	Narayanswamy, Ramnath	The Glory of Shani Deva	<i>Deccan Herald</i>	November 9, 2012
II-F22	Narayanswamy, Ramnath	Understanding Dakshina	<i>Deccan Herald</i>	November 15, 2012
II-F23	Narayanswamy, Ramnath	Promise of Shirdi Sai Baba	<i>Deccan Herald</i>	November 20, 2012
II-F24	Narayanswamy, Ramnath	Reincarnating with Companions	<i>Deccan Herald</i>	December 20, 2012
II-F25	Narayanswamy, Ramnath	Live on the Inside	<i>Deccan Herald</i>	December 27, 2013
II-F26	Narayanswamy, Ramnath	The Power of Single-minded Devotion	<i>Deccan Herald</i>	January 3, 2013
II-F27	Narayanswamy, Ramnath	Sri Ramana on Self-realization	<i>Deccan Herald</i>	January 17, 2013
II-F28	Narayanswamy, Ramnath	The Inner Truth of All Religions Are the Same	<i>Deccan Herald</i>	January 30, 2013
II-F29	Narayanswamy, Ramnath	Remember God at the Time of Death	<i>Deccan Herald</i>	February 7, 2013
II-F30	Narayanswamy, Ramnath	Two Dimensions of Learning	<i>Deccan Herald</i>	February 28, 2013
II-F31	Narayanswamy, Ramnath	Unfulfilled Desire Leads to Anger	<i>Deccan Herald</i>	March 7, 2013
II-F32	Narayanswamy, Ramnath	Explaining Guru Tatvam	<i>Deccan Herald</i>	March 28, 2013
II-F33	Singh, Charan	Fixing India's Current Account	<i>The Financial Express</i>	March 29, 2013
II-F34	Singh, Charan	Bescom Must Use the Coming Summer Crisis to Switch on Change	<i>Deccan Chronicle</i>	March 3, 2013
II-F35	Singh, Charan	How to Manage Debt	<i>The Indian Express</i>	February 28, 2013
II-F36	Singh, Charan	Get Innovative in the Housing Sector	<i>The Economic Times</i>	February 26, 2013
II-F37	Singh, Charan	Boston & Bengaluru: Education Is a Tale of Two Cities	<i>Deccan Chronicle</i>	February 24, 2013
II-F38	Singh, Charan	RBI Shifts Gears, Finally	<i>Business Line</i>	February 2, 2013

Sl. No.	Authors	Title of the Article	Name of the Newspaper/ Magazine	Date of Publication
II-F39	Singh, Charan	Boosters Doses for Economic Growth	<i>Business Standard</i>	January 30, 2013
II-F40	Singh, Charan	A Unique Opportunity to Kick-Start Growth	<i>The Financial Express</i>	February 22, 2013
II-F41	Singh, Charan	How to Grow out of Deficit and Debt	<i>Business Line</i>	February 22, 2013

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

Sl. No.	Authors	Title of the Publication	Year	Type of Publication
II-G1	Damodaran A	Biodiversity Financing in India: Resource Assessment, Instruments and Options for Sustainable Development	2012	Monograph and Technical Report

II-I Seminars/Conferences/Panelist Sessions/Workshop Presentations

Sl. No.	Authors	Title of the Paper	Details of the Conference/ Event	Dates of Event
II-I-1	Bhalla, Manaswini	Waterfall versus Sprinkler product launch strategy: influencing the herd	Indira Gandhi Institute of Development and Research, Mumbai	April 20, 2011
II-I-2	Chanda, Rupa	An Overview of Services in India: Trends, Characteristics and Strategic Dimensions	Roundtable on India Services Dialogue, Melbourne	November 2, 2012
II-I-3	Chanda, Rupa	Liberalization of Legal Services in India: Preliminary Findings	Roundtable on “Strengthening Regulatory Frameworks and Enhancing Capacity in India’s Legal and Accountancy Services Sectors: A Roadmap for Reforms”, New Delhi	October 12, 2012
II-I-4	Chanda, Rupa	Managing Labour Services Exports: Role of Interstate Cooperation	Seminar on Service Sector as an Engine of Inclusive Growth at ICRIER-KAS, New Delhi	December 19, 2012

Sl. No.	Authors	Title of the Paper	Details of the Conference/ Event	Dates of Event
II-I-5	Chanda, Rupa	Stakeholder Consultation on India Bangladesh Bilateral Trade and Non-Tariff Barriers	Organized by CUTS, Kolkata	May 31, 2012
II-I-6	Damodaran A	A Climate Financing and Challenges of Climate Action Plan : Implementation at the Panchayat Level	Session on Politics and Policy, Third National Research Conference on Climate Change, IISc, Bangalore	November 3-4, 2012
II-I-7	Damodaran A	Art and Science of Commodity Futures	Executive Training Programme, National Research Programme on Plantation Development, Centre for Development Studies (CDS), Kerala	December 5-7, 2012
II-I-8	Damodaran A	Assessment decided at COP 10 of the Amount of Funds Needed for the Implementation of the Convention for the Sixth Replenishment Period of the Trust Fund of The Global Environment Facility	Session on Funding Needs Assessment, COP 11, Hyderabad	October 8-19, 2012
II-I-9	Damodaran A	Biodiversity Conservation Financing in India	Plenary lecture during C Subramanian Session : Biodiversity Conservation and Food Security at Indian Science Congress, Kolkata	January 7, 2013
II-I-10	Damodaran A	Biodiversity Financing: National Assessment in India and Linkage to GEF 6 Assessment	UN-CBD WGRI 4 Thematic Side event on Resource Assessment for Global Environment Facility-Sixth Replenishment, ICAO Bldg, Montreal, Canada	May 7, 2012
II-I-11	Damodaran A	Climate Financing Post Durban Scenario	Managing Global Governance (MGG), 4 th MGG Partner Workshop, Bonn, Germany	April 17-20, 2012
II-I-12	Damodaran A	India - Challenges of Multi level Governance and Multilateral Environmental Agreements	UNU-IAS, Yokohama, Japan	April 27, 2012

Sl. No.	Authors	Title of the Paper	Details of the Conference/ Event	Dates of Event
II-I-13	Damodaran A	India's Biodiversity Financing Systems: Lessons from a Case Study	(Summary outcome of a Dialogue Seminar on Resources Assessment for Biodiversity Conservation: Indian Case Study, Held in Quito, Ecuador, March 6-9, 2012), Session on Scaling up Biodiversity Finance, COP 11, Hyderabad	October 8-19, 2012
II-I-14	Damodaran A	Multi level Environmental Governance: Challenges for India	Regional Aspects of Sustainability, Sustainability 2010, International, Interdisciplinary Sustainability Forum, Eger, Hungary	June 7-9, 2012
II-I-15	Damodaran A	Policy Imperatives and Financing Models	Clean Coal India 2012, CII Clean Coal Technologies Summit, New Delhi	October 4, 2012
II-I-16	Dhasmana, Anubha	Insurance Externality and Government Intervention	Fourth Annual Conference on Issues in Public Economics, NIPFP, New Delhi	November 7-8, 2012
II-I-17	Moorthy, Vivek	Understanding India's Stagflation: A Labour Supply Approach	EPGP Series, IIM-Bangalore	December 12, 2012
II-I-18	Munshi, Soumyanetra	On Existence of Pure-strategy Equilibrium with Endogenous Income	Invited speaker at IGIDR, Mumbai	September 26, 2012
II-I-19	Naik, Gopal, Basavaraj, K. P., Hegde, V. R., Paidi, V. and Subramanian, A	Reliability of Agricultural Statistics in Developing Countries: Reflections from a Comprehensive Village Survey on Crop Area Statistics in India	8 th Annual conference on Economic Growth & Development, Indian Statistical Institute (ISI), New Delhi	December 17-19, 2012

II-L Leading Publications in Journals

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

II-L1 Authors Name: **Manaswini Bhalla**

Title: Waterfall Versus Sprinkler Product Launch Strategy: Influencing the Herd

Journal Name: *The Journal of Industrial Economics*

Abstract: The herd behavior literature has concentrated on the social learning phenomenon where players do not influence the rate and degree of learning. However, under many economic scenarios, agents can affect the speed of learning through their actions, e.g., prices. We analyze the problem of a monopolist that can influence consumer learning about its product by manipulating its launching sequence in various regions and prices.

- Listings:
- *Listed as B in ABDC (Australian Business Deans Council)*
 - *Listed as 3 in ABS (Association of Business Schools, UK)*
 - *Listed as 1 ESS (ESSEC Business School of Paris)*
 - *Listed in NUS Tier 2 Leading*
 - *Listed in Hong Kong Business School List*

II-M Awards, Honors, and Achievements

II-M1 Prof. M V Rajeev Gowda, Carnegie Council Global Ethics Fellow Selected by Carnegie Council, USA, 2012.

II-M2 Prof. M V Rajeev Gowda, National spokesperson for the Indian National Congress, 2013–2014.

II-M3 Prof. Rupa Chanda, 2012 Faculty of the Year Award, IIMB Alumni Association, 2012.

II-N Doctoral Theses Completed by FPM Students during 2012–2013

Sl. No.	Name of the Student	Dissertation Title	DAC Chairman
II-N1	Chinmay V Tumbe	Migration and Remittances in India: Historical, Regional, Social and Economic Dimensions	Prof. Rupa Chanda
II-N2	Deeparghya Mukherjee	Services Exports & Offshore Outsourcing: Micro & Macro Analyses of Determinants and Impacts	Prof. Rupa Chanda
II-N3	Shrikant Kolhar	Inflation Measurement for Policy Analytical Issues and Application to India	Prof. Vivek Moorty

II-O Proposal Presentation by FPM Students during 2012–2013

Sl. No.	Name of the Student	Topic	DAC Chairman	Date
II-OI	Dinesh K Masta	Relocation of Central City Slums: A Theory of Planned Behaviour Perspective	Gopal Naik	November 9, 2012

II-P Papers Presented by FPM Students in Conference/Seminar during 2012–2013

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference/Seminar	Date
II-PI	Dinesh Kumar Masta	Relocation of Central City Slums: A Theory of Planned Behavior Perspective	International Conferences on Contemporary Debates in Public Policy, IIM Calcutta.	February 7-9, 2013
II-P2	Radhika Joshi	ICT, Art and Development	IPID (International Network for Postgraduate Students in the area of ICT for Development) 7 th Annual Symposium 2012, Kristiansand, Norway.	September 5 and 6, 2012

II-S Working Papers by FPM Students

Sl. No.	Name of the Author	Title of the Working Paper	IIMB Working Paper No.
II-SI	Ayona Bhattacharjee	Migration of Indian Health Professionals to Selected European Nations: The Case of Denmark, Netherlands, Norway, Sweden	375

II-T Seminar/Conference Attended by FPM Students

Sl. No.	Name of the Student	Details of the Conference/Seminar	Date
II-TI	Subhadip Mukherjee	WTO/ESCAP 8 th ARTNeT Capacity Building Workshop on Trade Research, UNCC (United Nations Convention Center) Bangkok, Thailand	July 23-27, 2012

II-U FPM Workshops during 2012–2013

Sl. No.	Name of the Student	Title of the Paper	Faculty Co-ordinator	DAC Chairman	Date
II-UI	Dinesh Kumar Masta	Relocation of Urban Slums: A Theory of Planned Behavior Perspective	Prof. Deepak Malghan	Gopal Naik	November 2, 2012

Finance and Control (F&C)

Faculty in the Finance and Control (F&C) 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 Creating a Survivorship-Bias Free Data on Indian Mutual Funds

Project Team: **Venkatesh Panchapagesan**

Summary: Institutional investors, in particular, mutual funds are major players in most established financial markets. However, in India, they are relatively a newer phenomenon with the regulator opening up the market only in the late 1980s. Currently, they own about 3-5% of the overall equity market capitalization but account for 12-15% of the daily trading activity in Indian markets. A mutual fund (MF) serves an important role in the development of financial markets by providing a channel through which many investors, including small investors, can invest in corporate securities.

Sponsor: IIM Bangalore

Status: Ongoing (April 2012–2014)

III-A2 Studying Home Foreclosures in India

Project Team: **Venkatesh Panchapagesan**

Summary: Foreclosures are an important mechanism by which mortgage lenders take control of the property after the borrowers have defaulted on their housing loans. Without this credible threat, lenders have little bargaining power to get their money back. In large countries such as the US, foreclosures are quite common, especially following the burst of housing price bubbles, and governments have intervened, both directly and indirectly, to help low income borrowers avoid foreclosures through debt restructuring and loan write-offs. Foreclosed properties are typically auctioned off at below market prices and can have a significant impact on valuation of nearby properties. Data on foreclosures are also used as indicators for the strength of the housing market.

Sponsor: IIM Bangalore

Status: Ongoing (April 2012–2014)

III-A3 Impact of Algorithmic Trading in Indian Financial Markets

Project Team: **Venkatesh Panchapagesan** and Sugato Chakravarty

Summary: The goal of this project is to characterize in detail the nature and architecture of Algorithmic Trading (AT) in the Indian stock markets. AT involves the use of computer programs to buy and sell securities based on a pre-determined set of rules. Such algorithms have gained widespread use among institutional investors in major markets around the world. For instance, AT accounts for almost three-fourths of all trading activity on US-based exchanges. Even in an emerging market

such as India, AT accounts for more than *half* of all trading in equity derivatives, and a *fifth* of all trading in the equity cash market.

Sponsor: IIM Bangalore

Status: Ongoing (February 2013–2014)

III-A4 Do Indian Business Group Firms Maximize Value for their Investors?

Project Team: **Jayant Kale, Pulak Ghosh and Venkatesh Panchapagesan**

Summary: The manager of an Indian business group (BG) fund can have access to private information on its own BG firms and their industries. However, since the fund belongs to a BG, the fund manager may also have incentives to undertake investments that benefit the BG firm managers and not its fund investors. In this paper, we examine the relation between a business group (BG) mutual fund's return performance and its ownership levels in (i) its own BG firms, and in (ii) the rivals of its BG firms that operate in the same industries. Using return and portfolio holdings data on a survivorship-bias free sample of Indian BG mutual funds for the period 2002 – 2010 we find that the relation between a BG fund's risk-adjusted returns and its ownership in its own BG firms or firms in BG industries is roughly in the form of an inverted "V," i.e., funds underperform whenever they increase or decrease their investment in group firms or rival firms beyond what a typical fund invests in these firms. The effect is stronger for underinvestment. This finding for BG firms suggests opportunistic behavior on the part of the BG fund manager.

Sponsor: NSE-NYU Stern Initiative on the Study of Indian Capital Markets

Status: Completed (2013)

III-A5 Investment Cash Flow Sensitivity

Project Team: **V Ravi Anshuman** and Nivedita Sinha

Summary: Business groups are considered as solutions to failures in capital markets (Khanna and Palepu; 1997). Business group affiliation might help in reducing the financial constraints (Masulis, Pham, and Zein; 2011) of group-firms by forming internal capital market or by having superior access to capital because of their established reputation. Hence, group-firms should have lower investment cash-flow sensitivity than standalone firms. However, empirical studies (such as George, Kabir, and Qian; 2010) have not found a difference in the sensitivity of investment to changes in internal funds between group-firms and standalone firms. This research work intends to unravel the contradiction between theory and empirical finding.

Sponsor: IIM Bangalore

Status: Ongoing (2012–2014)

III-A6 Case on Railway Electrification

Project Team: **V Ravi Anshuman** Anand Sharma and Tapsi Narang

Summary: The government sector engages in significant investment in most emerging economies and students are likely to encounter these investments either directly as government employees or indirectly as consultants to government departments or when analyzing public private partnership proposals. This makes understanding the issues the government grapples with while making investment decisions important.

Sponsor: IIM Bangalore

Status: Completed (2012–2013)

III-A7 Valuation of IPOs around the World

Project Team: **Srinivasan Rangan** and Sanjai Bhagat

Summary: Over US\$ 2 trillion was raised by over 19,000 firms that completed an IPO between 1998 and 2009 (Source: Thomson SDC Global New Issues database). Thus, IPOs are an economically significant contributor to the amount of capital raised by firms around the world. Further, IPO firms are also considered the drivers of innovation and employment in the economy and hence their success is critical to economic growth.

Sponsor: IIM Bangalore

Status: Ongoing (2012–2014)

III-A8 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: IIM Bangalore

Status: Ongoing (2012–2014)

III-A9 Constraints and Prospects of Financing via Municipal Bonds in India: An Analysis with Case Studies

Project Team: **Ashok Thampy**, Sanjay Banerjee and Krishna Gangopadhyay

Summary: The urban local bodies (ULBs) primarily consisting of urban municipal authorities plan to start projects related to pure drinking water, schools, health provisions,

infrastructure and other social and public goods. In this context, the project is a study of municipal financing including the development of the municipal bond market in India.

Sponsor: The International Growth Centre

Status: Completed (August 2012–April 2013)

III-A10 An Analysis of Related Party Transactions of Top Indian Companies

Project Team: **Padmini Srinivasan**

Summary: Related party transactions (RPT) are widespread and are part and parcel of every business group activity, particularly in emerging markets. RPT refers to transactions between a company and its related entities such as subsidiaries, associates, joint ventures, substantial shareholders, executives, directors and their relatives, or entities owned or controlled by its executives, directors and their families. RPT between group companies can result in both positive and negative effects for the investor. RPTs may help achieve effective asset utilization as well as reduce transaction cost or diversify risks. At the same time, they have the potential of being used for tunneling in order to expropriate minority shareholders. This research explores the RPT of top Indian companies.

Sponsor: NSE, India

Status: Completed (April 2012–March 2013)

III-B Articles in Academic Journals

Sl. No.	Authors	Title of the Paper	Journal Name	Publication Details
III-B1	Anshuman, V Ravi, Martin, John and Titman, Sheridan	An Entrepreneur's Guide to Understanding the Cost of Venture Capital	<i>Journal of Applied Corporate Finance</i>	Vol. 24, Issue 3, 2012, Pg: 75-83
III-B2	Kale, Jayant R, Kini, Omesh and Payne, Janet D	The Dividend Initiation Decision of Newly Public Firms: Some Evidence on Signaling with Dividends	<i>Journal of Financial and Quantitative Analysis</i>	Vol. 47, Issue 2, April 2012, Pg: 365-396
III-B3	Narayanaswamy R, Raghunandan K, Rama D V	Corporate Governance in the Indian Context	<i>Accounting Horizons</i>	Vol. 26, Issue 3, September 2012, Pg: 583-599

III-C Books

III-CI John C Hull and Sankarshan Basu

Options, Futures and Other Derivatives, 8th Edition

Pearson

The eight edition of *Options, Futures and Other Derivatives* (with CD) is packed with revised and updated information on the derivatives market. The book offers a crisp introduction to options markets and futures. Since the study of derivatives requires plenty of mathematics and because all the readers might not have a solid mathematical background, the authors have tried to strike a balance between essential and non-essential mathematics and present many numerical problems for better and thorough understanding. The book is tailored for beginners and no prior knowledge of options markets and futures is required. The seventh edition of the book is new and improved and contains a variety of newly introduced topics. For instance, it discusses many issues pertaining to the Indian market. Other topics covered include credit derivatives, swaps, Greek letters, binomial trees, volatility smiles, and interest rate futures. The CD that comes with this edition is an added bonus and lets the users create useful applications in a few simple steps. The numerical examples and practice questions help in easily understanding the concepts that have been explained. The minimal text in the book offers extensive knowledge and information in the form of theory. The book also features real-life accounts and sound logical reasoning.



III-D Chapters in Books

Sl. No.	Authors	Title of the Chapter	Title of the Book	Editors	Publication Details
III-DI	Vaidyanathan R	India Growth: The Untold Story – Caste as Social Capital	Handbook of Hindu Economics and Business	Hrishikesh D Vinod	Create Space Publishing Platform, March 2013, Pg: 303-316

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

Sl. No.	Authors	Title of the Article	Name of the Newspaper/ Magazine	Date of Publication
III-F1	Vaidyanathan R	Increasing impact of social media in India	<i>The Free Press Journal</i>	May 4, 2012
III-F2	Vaidyanathan R	It is not just a financial crisis	<i>Free Press Journal</i>	April 4, 2012
III-F3	Vaidyanathan R	Obama's gay vision lights fire under US's Bible belt	<i>First Post</i>	May 11, 2012

Sl. No.	Authors	Title of the Article	Name of the Newspaper/ Magazine	Date of Publication
III-F4	Vaidyanathan R	Real scam: We pay Rs 4,00,000 cr in 'bribe taxes' a year	First Post	August 29, 2012
III-F5	Vaidyanathan R	Reducing corruption using technology	Free Press Journal	May 9, 2012
III-F6	Vaidyanathan R	Retail FDI Creating political storms	Free Press Journal	September 17, 2012
III-F7	Vaidyanathan R	Should fin min be run by FM or FIIs and foreign dalals?	First Post	April 23, 2012
III-F8	Vaidyanathan R	Swiss court may unveil black money names on 3CDs	First Post	June 12, 2012
III-F9	Vaidyanathan R	Unlisted family businesses rule India	Free Press Journal	April 17, 2012
III-F10	Vaidyanathan R	When society loses its sense of shame!	Free Press Journal	May 25, 2012
III-F11	Vaidyanathan R	Will social media break the next scam, trumping TV and print?	First Post	May 5, 2012

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

Sl. No.	Authors	Title of the Publication	Publication Details
III-GI	Kale, Jayant R, and Panchapagesan, Venkatesh	Round table on 'Indian mutual fund industry: Opportunities and challenges'	Volume 24, Issue 4, December 2012, IIMB Management Review. Pg: 186

III-I Seminars/Conferences/Workshop/Invited Colloquia, etc.

Sl. No.	Authors	Title of the Paper	Details of the Conference	Dates of Conference
III-I-1	Anshuman V, Ravi	Trading Activity of Foreign Institutional Investors and Volatility	Growth Week 2012 at International Growth Centre, LSE, London.	September 24-26, 2012
III-I-2	Anshuman V, Ravi and Sinha, Nivedita	Power Struggles, Tunneling Incentives, and Investment Efficiency in Diversified Business Groups	World Finance Conference, Shanghai	December 17-18, 2012

Sl. No.	Authors	Title of the Paper	Details of the Conference	Dates of Conference
III-I-3	Basu, Sankarshan	Country Risk Analysis in Emerging Markets - The Indian Example	16 th Annual Conference of the Asia Pacific Risk and Insurance Association, Seoul	July 24, 2012
III-I-4	Basu, Sankarshan	Life Insurance Markets in Asia	19 th National and 5 th International Conference of Insurance and Development on “Life Insurance Development Strategies: Challenges and Opportunities, Insurance Research Centre, Iran	December 3, 2012
III-I-5	Basu, Sankarshan	The Present and Future of Micro Insurance: Markets, Regulations and New Opportunities	16 th Annual Conference of the Asia Pacific Risk and Insurance Association, Seoul	July 23, 2012
III-I-6	Murthy, Shashidhar	Invited as a discussant for the session on ‘Linear Beta Pricing with Inefficient Benchmarks’.	International Conference on Banking and Finance, 2012, Bangalore;	9-11 August 2012
III-I-7	Narayan P C, M Thenmozhi and Chamu Sundaramurthy	Impact of Emerging Markets’ Corruption Index on Cross-border Acquisitions	Academy of International Business India Conference, Bangalore	April 15-17, 2012
III-I-8	Panchapagesan, Venkatesh	Conference on Competition and Financial Regulation	National Law College, Bangalore	May 1, 2012
III-I-9	Panchapagesan, Venkatesh	Data Issues in India	Centre for Advanced Financial and Research Learning (CAFRAL), Mumbai	April 20, 2012
III-I-10	Panchapagesan, Venkatesh	Invited as Chairperson to the ‘Emerging Market Finance Conference’	Indira Gandhi Institute of Development Research (IGIDR), Mumbai	December 17-18, 2012
III-I-11	Panchapagesan, Venkatesh	Invited as discussant to a Workshop on ‘Financial Intermediaries’	Indira Gandhi Institute of Development Research (IGIDR), Mumbai	September 28, 2012
III-I-12	Panchapagesan, Venkatesh	Invited as panelist at the conference on Contemporary Issues in Banking and Finance	Centre for Advanced Financial and Research Learning (CAFRAL), Mumbai	July, 17, 2012
III-I-13	Panchapagesan, Venkatesh	Workshop on Crisis Prevention and Management in Securities Market	NISM(National Institute on of Security Markets), New Delhi	April 21, 2012

Sl. No.	Authors	Title of the Paper	Details of the Conference	Dates of Conference
III-I-14	Srinivasan, Padmini	An Analysis of Related Party Transactions in India	NSE Workshop, IIM Bangalore	January 17, 2013
III-I-15	Thampy, Ashok	Budget 2013 Economic and Financial Analysis of Budget 2013	Christ University, Bangalore	February 4, 2013

III-J IIMB Case Studies Distributed by Harvard Business Publishing

III-JI Title: **The Naini Itarsi Railway Electrification Project**

Authors: **V Ravi Anshuman**, Tapsi Narang and Anand K Sharma

Summary: This case exposes students to financial decision-making in government enterprises and the concepts of financial and economic rate of return. It is based on actual electrification projects being undertaken by the Indian Railways, one of the largest government organizations in the world. Electrification projects require large capital outlays with significant financial and welfare implications. The case analysis involves (i) estimating incremental cash flows under alternative scenarios, (ii) calculating the financial rate of return, and (iii) conducting sensitivity analysis to identify the key value drivers. It also provides opportunities to discuss nominal vs. real cash flows, differences between internal rate of return and net present value, and the choice of different discount rates. The case is suitable for a course on Corporate Finance and Valuation.

III-L Leading Publications in Journals

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

III-LI Author's Name: **Narayanaswamy R**, Ragunandan K and Rama D V

Title: Corporate Governance in the Indian Context

Journal Name: **Accounting Horizons**

Abstract: We provide a brief overview of corporate governance in India, including a description of Indian contextual differences (as compared to the U.S. and elsewhere) and a discussion of the major events contributing to the evolution of India's corporate governance/accounting/auditing practices since economic deregulation in 1991. We also offer an agenda for future research on important Indian governance/accounting/auditing issues, and briefly address accounting practice implications.

Listings: - **Listed in Hong Kong Business School List**
 - **Listed as A in ABDC (Australian Business Deans Council)**

- **Listed as 3 in ABS (Association of Business Schools, UK)**
- **Listed as 2 in ESS (ESSEC Business School of Paris)**

III-L2 Author's Name: **Jayant R Kale**, Omesh Kini and Janet D Payne

Title: The Dividend Initiation Decision of Newly Public Firms: Some Evidence on Signaling with Dividends

Journal Name: ***Journal of Financial and Quantitative Analysis***

Abstract: We track the dividend initiation (DI) decisions from a sample of 6,588 firms that went public during the period 1979–2005 and find that 873 of them initiated dividends. Our primary objective is to determine whether information signaling can explain the DI decision. We find that variables suggested by the dividend-signaling models of John and Williams (1985) and Allen, Bernardo, and Welch (2000) are significant determinants of the DI decision and the associated announcement-period stock price effect. We also find support for the residual, agency, tax, clientele, transaction costs, catering, and life-cycle explanations of dividend policy.

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

III-L3 Author's Name: **V Ravi Anshuman**, John Martin and Sheridan Titman

Title: An Entrepreneur's Guide to Understanding the Cost of Venture Capital

Journal Name: ***Journal of Applied Corporate Finance***

Abstract: Entrepreneurs who deal with a venture capital firm (VC) for the first time often find themselves unprepared for the experience. The deal structure language used to describe financing terms, and the methods used to value the investment, are unique to the VC world. The authors have two objectives in preparing this entrepreneur's guide to venture capital finance: First, they explain why VCs require rates of return that are considerably higher – even after adjusting for difference in risk – than the returns required by the shareholders of established companies. Their explanation focuses on differences of opinion between overly optimistic entrepreneurs and less sanguine VCs. Second, the authors discuss the difficulty faced by entrepreneurs when trying to understand the actual cost of VC financing (including the dilution of value that occurs when entrepreneurs fail to meet targets or milestones). The problem can be traced to deal structure terms that typically call for the VC to receive preferential treatment in the event the entrepreneur's

scenario does not turn out to be accurate. More specifically, entrepreneurs often grant VCs control rights as well as liquidation rights that, when things go wrong, dramatically increase the effective cost to entrepreneurs of venture financing.

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

III-M Awards, Honors, and Achievements

III-M1 Prof. V Ravi Anshuman (with Vijaya Marisetty and Marti Subrahmanyam), 2012 received the Best Paper Award for “Private Placements to Owner-Managers: Theory and Evidence” at the International Conference on Banking and Finance held at Bangalore from August 9-11, 2012. It was organized by T.A. Pai Management Institute, Manipal and Centre for Research in Banking and Finance (CRBF).

III-M2 Prof. Venkatesh Panchapagesan received 2012 Grant from the NSE-NYU Stern Initiative for the Study of Indian Capital Markets for the study of ‘Indian Business Group Mutual Funds’ in Dec 2012.

III-M3 Prof. Venkatesh Panchapagesan (with Prof. Sugato Chakravarty, Purdue University) received NSE Research Initiative Award for the study of Indian algorithmic trading in October 2012.

III-M4 Prof. Venkatesh Panchapagesan was a Chairperson of BSE Derivatives Council Member from May 2012 till December 2013 and member of BSE Trading Committee Member from July 2012 to present.

III-M5 Prof. Venkatesh Panchapagesan was the member of CAFRAL (Centre for Advanced Financial Research and Learning) Expert Panel of Referees from June 2012 to present. He was also invited to be a Research Fellow with CAFRAL of RBI.

III-O Proposal Presentation by FPM Students during 2012–2013

Sl. No.	Name of the Student	Topic	DAC Chairman	Date
III-O1	Aishwarya K	Essays on Default Risk	Prof. Shashidhar Murthy	February 22, 2013
III-O2	Ajit Singh, Hardajit	Pre-IPO Private Placements and Performance	Prof. Ashok Thampy	March 11, 2013
III-O3	Gupta, Damini	Effect of Toxic Waste on Firm Valuation, Performance and Risk	Prof. Srinivasan Rangan	October 22, 2012
III-O4	Rao A, Vandana	Essays on Liquidity Risk, Value Maximisation and Systemic Risk in the Context of Hedging	Prof. Sankarshan Basu	March 11, 2013

III-P Papers Presented by FPM Students in Conference/Seminar during 2012–2013

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference/Seminar	Date
III-P1	Gupta, Damini	Financial Implications of Toxic Waste	PRI-CBERN Academic Network Conference 2012, York University, Toronto, Canada	October 1-3, 2012
III-P2	Gupta, Damini	Value Relevance of ESG Disclosures in India	India Finance Conference, IIM, Kolkata	December 19-21, 2012
III-P3	Gupta, Damini	Value Relevance of ESG Disclosures in India	SGBED 2012 Research Symposium, IIM Bangalore	July 9-11, 2012
III-P4	Kumar Dixit, Bipin (Co-authored with M Jayadev)	Impact of Ownership on Shareholder Value in Indian Acquisitions	India Finance Conference (IFC) 2012, IIM, Kolkata	December 19-21, 2012
III-P5	Narang, Tapsi	CEO Compensation in Indian Firms: Ownership Structures, Pay-Performance Sensitivity and Impact of Reforms	EBES 2012 Warsaw Conference, Warsaw, Poland	November 1, 2012
III-P6	Vinu CT (Co-authored with Malay Bhattacharyya)	Another Volatility Model for Pre-Open Call Auctions Markets	National Conference on Recent Advances in Statistics with Applications in Finance and Actuarial Science (RASAFAS13), Central University of Rajasthan	February 22-23, 2013

III-U FPM Workshops during 2012–2013

Sl. No.	Name of the Student	Title of the Paper	Faculty Co-ordinator	DAC Chairman	Date
III-U1	Gupta, Damini	Financial Implications of Toxic Waste	Prof. Shashidhar Murthy	Prof. Srinivasan Rangan	November 9, 2012
III-U2	Kumar Dixit, Bipin	Indian Acquisitions and Concentrated Ownership	Prof. Shashidhar Murthy	Prof. Jayadev M	November 9, 2012
III-U3	Narahari H S	Economic Transition and the Value of Business Group Affiliation	Prof. Shashidhar Murthy	Prof. Padmini Srinivasan	November 9, 2012

Marketing

Faculty 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 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 Behavior, 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 Modern Retail in India: From a Bigger Bazaar to a Better Bazaar

Project Team: **Sreelata Jonnalagedda**

Summary: Modern retail format stores such as Reliance/Big Bazaar, etc. are cropping up by dime a dozen in urban India. The last decade has seen an unprecedented growth in the number of malls in India as well which changed the way consumers shop. Since both retailers and FMCG companies are adapting themselves to understanding the changing trends in Indian retail; the focus always seems to be clearing the next hurdle in sight. Retailers in India seem preoccupied with wanting to be the first to market, as well as be everywhere in the country. Indian retailers' strategy seems to be at odds with retailing in the rest of the world, which is mostly local. The broader question that this whole picture raises is that of the longevity of the current strategies adopted by modern retailers in India.

Sponsor: IIM Bangalore

Status: Ongoing (2012–2014)

IV-A2 Exploring Consumer–Brand Relationships (The Indian context)

Project Team: **S Ramesh Kumar, Preeti Krishnan Lyndem** and Anup Krishnamurthy

Summary: The ideas used in this study build on the basic model developed by Park and Lee (2005), which analyses consumer brand relationships. This model comprises relationships between brand personality self-image congruence (Sirgy 1982, 1997), brand relationship quality (Fournier 1994, 1998), satisfaction (Oliver 1980) and behavioral loyalty intentions (Zeithmal et al. 1996). We add to this model by including the constructs of self-completion and service quality, as well as by testing the model for two markedly different consumer age-groups. So far, self-completion theory (Wicklund and Gollwitzer 1982) has largely been used in the context of status projection (e.g. Carr and Vignoles 2011) and materialism (e.g. Richins and Dawson 1992). Our study will contribute to the self-completion literature by illustrating its important role in consumer brand relationships as well.

Sponsor: IIM Bangalore

Status: Completed (2012–2013)

IV-A3 HDFC Life Insurance: Building a Service Brand

Project Team: **S Ramesh Kumar** and Akshat Kumar

Summary: Changing lifestyles and higher literacy among consumers along with the entry of several well-known banks into the field of insurance had increased the awareness of insurance brands among consumers over the last decade. According

to the Confederation of Indian Industry, the value of the Indian insurance industry was INR 41 billion. Up to 2012, only about 1/5 of India's population was covered under various life insurance products. The penetration of health insurance products was even lower. There was a larger market for insurance products in India in 2012 than ever before. Given this fact, many international players had also entered the Indian market in joint-ventures with Indian companies.

Sponsor: IIM Bangalore

Status: Completed (2012–2013)

IV-A4 Raga and Tanishq – Symbolic Linkages between Brands (The Indian Context)

Project Team: **S Ramesh Kumar**, S Shilpa and G Krishnakumar

Summary: There is an emergence of a new segment in the Indian context – Young women in urban India, who are educated, independent, driven towards professional goals adopting a modern lifestyle, even while retaining their ethnic cultural values. This segment is enthusiastic about using brands whose symbolic meanings are aligned with their self-concepts, as it would enhance their very unique self-expression. *Raga* was the first ever watch brand in the world that was exclusively launched for women, by Titan Industries Limited. *Raga* was positioned as an ethnic watch for the sophisticated Indian woman, embellished with striking symbolism from the culture of India. Beauty, Sensuality and Femininity were the core values of *Raga* that were reflected in the brand's positioning. *Tanishq* was another pioneering brand from the same company that entered as a branded player in a context where the Indian jewelry market was highly unorganized. *Tanishq* offered professional work-wear jewelry as well as traditional jewelry that women wore for Indian rituals, capturing the evolving women who wore professional as well as traditional jewelry based on the context. Women associated appropriate as well as beautiful looks with *Tanishq* jewelry.

Sponsor: IIM Bangalore

Status: Completed (July 2013)

IV-A5 Measuring Consumer Empowerment and Its Usage as a Strategic Tool in Retail

Project Team: **Ashis Mishra**

Summary: Consumer empowerment can be defined as a mental state usually accompanied by a physical act which enables a consumer or a group of consumers to put into effect their own choices through demonstrating their needs, wants and demands in their decision-making with other individuals or organizational bodies in the marketplace" (Len Tiu Wright 2006). According to Luc Wathieu et al. (2002), consumer empowerment is a subjective experience of an individual aroused as a result of three specific elements viz., control of choice set composition, progress cues and information about other consumers. Empowered consumers are further

studied as more satisfied and value creators to the retailers. It is vital to the marketers to understand that 'Consumer Empowerment' has a beneficial effect in the short- and long-term of leading to improved business results (Wright et al. 2006). Hence, the concept of empowerment finds an important place in the marketing arena.

Sponsor: IIM Bangalore

Status: Ongoing (2013–2014)

IV-A6 Consumer Preferences for Market-Based Healthcare Models: Leveraging Innovations for Low Income Families in India

Project Team: **Shainesh G** and Pietro Beritelli and Roger Moser, St. Gallen University

Summary: The key objective of our research is to design conceptual healthcare models which leverage innovations in technology and service delivery to improve access for low income families in India. Healthcare costs, mainly hospitalization and surgery, have been identified as one of the major reasons for bankruptcy among poor families. However, several developments and success stories in telemedicine, micro-health insurance, low-cost diagnostic devices and mobile applications encourage us to believe that we can address some of the long persisting problems related to transaction costs, affordability and availability of health care among poor. We propose to test alternative models by combining some of the features of existing successful healthcare organizations in the public, private and not-for-profit sectors which leverage technology, namely telemedicine and low-cost diagnostic devices to improve access and emerging payment mechanisms to lower transaction costs and make health care affordable. Consumer preferences for these alternative models will be tested through choice-based conjoint analysis. The research will involve collection of inputs from experts and leading practitioners in the health sector through Delphi panels, consumer preferences for different features of alternative healthcare models and analysis of operational and financial viability of scalable and sustainable delivery models. The research project is spread over 2 years from September 2013 to August 2015. The recently conducted workshop on affordable healthcare <http://www.iimb.ernet.in/node/4033> and the Delphi panel with 30 experts helped us obtain meaningful insights.

Sponsor: ICSSR and University of Lausanne's Research Program

Status: Ongoing (September 2013–August 2015)

IV-A7 Customer Engagement

Project Team: **Shainesh G, Seema Gupta** and Mala Raj (Cartesian Consulting)

Summary: The research project investigates the role of different marketing initiatives in customer engagement. The impact of different modes of communication (intrusive and non intrusive) and different types of communication (offers, new product

launch, feedback) is investigated on communication effectiveness and also to what extent communication effectiveness influences brand loyalty. Data has been collected from loyalty program members of leading apparel brand through structured questionnaire and analyzed using structural equation modeling.

Sponsor: Cartesian Consulting

Status: Ongoing (2012–2014)

IV-B Articles in Academic Journals

Sl. No.	Authors	Title of the Paper	Journal Name	Publication Details
IV-B1	Balakrishna Kanagal, Nagasimha	Conceptualization of Perceived Value Pricing in Strategic Marketing	<i>Journal of Management and Marketing Research</i>	Vol. 12, February 2013, Pg: 1-17
IV-B2	Balakrishna Kanagal, Nagasimha	Customer Value Proposition and Its Linkages in Marketing Strategy	<i>Academy of Taiwan Business Management Review</i>	Vol. 8, Issue 1, April 2012, Pg: 102-108
IV-B3	Dorothee Honhon, Jonnalagedda, Sreelata and Xiajun Amy Pan	Optimal Algorithms for Assortment Selection under Ranking-Based Consumer Choice Models	<i>Manufacturing & Service Operations Management</i>	Vol. 14, Issue 2, 2012, Pg: 279-289
IV-B4	Gupta, Seema	Fighting the Advertising Battle	<i>Journal of Indian Business Research</i>	Vol. 4, Issue 2, 2012, Pg: 125-135
IV-B5	Gupta, Seema	Strategic Interdependence between Experience Marketing and Business Strategy	<i>Journal of Indian Business Research</i>	Vol. 4, Issue 3, 2012, Pg: 170-193
IV-B6	Jha, Mithileshwar	Holistic Rural Marketing	<i>International Journal of Rural Management</i>	Vol. 8 No. 1-2, October 2012, Pg: 121-132
IV-B7	K Anand, L Prasad, Sinha, Deepak K and Prakhya, Srinivas	Exploring the Relationship between Top Management's Peripheral Vision, Their Leadership Orientations, and Employees' Organizational Identification as Perceived by Knowledge Workers: An Empirical Analysis	<i>ASCI Journal of Management</i>	Vol. 42, No. 2, 2012–13, Pg: 1-25

Sl. No.	Authors	Title of the Paper	Journal Name	Publication Details
IV-B8	Kenneth C Gehrt, Mahesh N Rajan, Shainesh G , David Czerwinski and Matthew O'Brien	Emergence of Online Shopping in India: Shopping Orientation Segments	<i>International Journal of Retail & Distribution Management</i>	Vol. 40, Issue 10, 2012, Pg: 742-758
IV-B9	Mulky, Avinash G	An Exploration of Salesperson Job Satisfaction in India Using P-E Fit Constructs	<i>Review of Business Research</i>	Vol. 12, Issue 5, September 2012, Pg: 65-74
IV-B10	Ranganathan, Kavitha and Prakhya, Srinivas	Global Shapes of Preference Scaling Functions	<i>Journal of Interdisciplinary Economics</i>	Vol. 24, June 2012, Pg: 145-172
IV-B11	Samu S, Krishnan Lyndem, Preeti and Litz R A	Impact of Brand-Building Activities and Retailer-Based Brand Equity on Retailer Brand Communities	<i>European Journal of Marketing</i>	Vol. 46, Issue 11/12, 2012, 1581-1601
IV-B12	Shainesh G	Effects of Trustworthiness and Trust on Loyalty Intentions: Validating a Parsimonious Model in Banking	<i>International Journal of Bank Marketing</i>	Vol. 30, Issue 4, 2012, Pg: 267-279

IV-C Books

IV-CI Philip Kotler, Kevin Lane Keller, Abraham Koshy, **Mithileshwar Jha**

Marketing Management: A South Asian Perspective, 14th edition

Pearson Education, New Delhi

Marketing Management is the leading text on Marketing because it consistently reflects changes in marketing theory and practice. The fourteenth edition of *Marketing Management: A South Asian Perspective* preserves many of the distinguishing features of the earlier editions and, at the same time, provides revised and updated content in the global as well as local context.



IV-D Chapters in Books

Sl. No.	Authors	Title of the Chapter	Title of the Book	Editors	Publication Details
IV-D1	Chandwani, R., Jha, Mithileshwar, Nagadevara V and Srinivasan, Vasanthi	Narayan Hrudayalaya	How the HR Practices and Policies Enable Organizational Strategy Implementation	<i>Innovations in People Management: Cases in Organizational Behavior, HR and Communication</i>	Bhatnagar J, Bajaj, G. and Ghosh, S Macmillan, 2012
IV-D2	Shainesh G, Zeeshan Sultan, and Jurgen Weigand	Market Entry and Expansion Strategies of Indian IT Firms into the European IT Outsourcing Industry	<i>Globalization of Professional Services: Innovative Strategies, Successful Processes, Inspired Talent Management and First-Hand Experiences</i>	Ulrich Bäumer, Peter Kreutter and Wolfgang Messner	Springer-Verlag, Berlin Heidelberg 2012, Pg: 23-32

IV-E Working Papers

Sl. No.	Authors	Title	IIMB Working Paper No.	Year
IV-E1	Prasad, Gyaneshwar, Prasad L and Shainesh G	Linking Organizational Learning Disabilities, Service Climate and Individual's Organizational Identification: Empirical Evidence from Public Sector Banks in India	399	2013

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

Sl. No.	Authors	Title of the Article	Name of the Newspaper/ Magazine	Date of Publication
IV-F1	Gupta, Seema	How Viral Marketing Led to Kolaveri Di Rage	<i>Education Times, Times of India</i>	January 9, 2012
IV-F2	Kumar S, Ramesh	Is It Love Actually?	<i>The Hindu Businessline</i>	May 17, 2012

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

Sl. No.	Authors	Title of the Publication	Publication Details
IV-G1	Krishnan Lyndem, Preeti and Jagadeesh M	Curse of the Clicker and the Clio: Advertisement Creativity vs. Effectiveness	Markathon (Marketing Magazine of IIM Shillong), Vol.4, Issue 4, 2012, Pg: 10-13

IV-H Articles in Conference Proceedings

Sl. No.	Authors	Title of the Paper	Details of the Conference Proceedings
IV-H1	Mulky, Avinash G	Corporate Social Responsibility of the 100 Largest Indian companies - An Analysis of Website Communication	Conference Proceedings, Enterprise and Competitive Environment, Mendel University in Brno, Czech Republic, March 7-8, 2013, Pg: 105-106

IV-I Seminar/Conference/Workshop Presentations/Invited Colloquia, etc.

Sl. No.	Authors	Title of the Paper	Details of the Conference/Event	Dates of Conference
IV-I1	Chandwani, R., Vasanthi Srinivasan, Devare, D.T., Jha, Mithileshwar, Nagadevara V	HR Issues in a Rapidly Growing Organizations in an Evolving Industry: A Perspective on Health Care Sector in India	IHRM Conference, Gurgaon, India	December 10-13, 2012
IV-I2	Chandwani, R, Vasanthi Srinivasan, Nagadevara V and Jha, Mithileshwar	Scaling Up of Social Enterprise to Fill Institutional Voids: a Case Study of CBHI in Rural India	Academy of Management Meeting, Boston, Massachusetts	August 3-7, 2012
IV-I3	Chandwani, R, Vasanthi Srinivasan, Jha, Mithileshwar, and Nagadevara V	Scaling Up without Selling Out: Cases of Indian Healthcare Organizations for the Underprivileged	Academy of Management Meeting, Boston, Massachusetts	August 3-7, 2012

Sl. No.	Authors	Title of the Paper	Details of the Conference/Event	Dates of Conference
IV-I4	Gehrt, K., Rajan, M. N., Shainesh G. , Czerwinski and O'Brien, M.	Emergence of Online Shopping in India: Shopping Orientation Segments	AMA Summer Marketing Educators Conference 2012 - Marketing in the Socially-Networked World: Challenges of Emerging, Stagnant & Resurgent Markets, Chicago.	August 17-19, 2012
IV-I5	Gupta, Seema	Innovations in Marketing Communications	International Conference on Paradigm Shift in Innovative Business Management, Mahatama Gandhi University, Kochi	November 16-17, 2012
IV-I6	Jonnalagedda, Sreelata and Bhalla, Manaswini	Buzz the Right Word: Targeting through Word-of-Mouth Agents	Marketing Science 2013, Istanbul	July 17, 2013
IV-I7	Jonnalagedda, Sreelata and Bhalla, Manaswini	Buzz the Right Word: Targeting through Word-of-Mouth Agents	SMU Marketing Conference (AMAC 2013), Singapore Management University	January 18-19, 2013
IV-I8	Kavitha Ranganathan and Prakhya, Srinivas	Measuring Attitudes to Risk and Personal Values: The Bounded Rationality Approach	Society for the Advancement of Behavioral Economics Conference, Granada, Spain	July 12-15, 2012
IV-I9	Kavitha Ranganathan and Prakhya, Srinivas	Measuring Risk Attitudes: The Satisficing Approach	Academy of Behavioral Finance (AOBF), New York University (NYU), New York University	September 18-21, 2012
IV-I10	Mulky, Avinash	An Exploration of Salesperson Job Satisfaction in India Using P-E Fit Constructs	IABE 2012 Las Vegas Annual Conference, Las Vegas, USA.	October 14-17, 2012
IV-I11	Mulky, Avinash	Corporate Social Responsibility of the 100 Largest Indian companies- An Analysis of Website Communication	Enterprise and Competitive Environment Conference 2013, Brno, Czech Republic	March 7-8, 2013
IV-I12	Preeti Krishnan Lyndem	Diversity and Inclusion: A Book Review Event	Northern Trust Corporation India, Bangalore	August 10, 2012

Sl. No.	Authors	Title of the Paper	Details of the Conference/Event	Dates of Conference
IV-I-13	Preeti Krishnan Lyndem, Bhatnagar N and Manchanda R V	Roles of Powerlessness and Relationship Type in Consumer Alienation by Brands	Tenth AIMS International Conference on Management, IIM Bangalore	January 6-9, 2013
IV-I-14	Radhika, P., Shainesh G and Anup Krishnamurthy (2012)	Drivers of Behavioural Intentions for a New Service among Current Customers	Great Lakes 7 th International Research Conference, Chennai, India	December 28, 2012
IV-I-15	Prakhya, Srinivas	Risk Attitudes and Personal Values,' National Workshop on Recent Advances in Economic Data Analysis	Invited by Sri Sathya Sai Institute of Higher Learning, Puttaparthi, India.	February 13, 2013
IV-I-16	Sharma R. and Mithileshwar Jha	Linking Values and Behaviour to Understand Sustainable Consumption Pattern of Indians	2012 AMS World Marketing Congress: Cultural Perspectives in Marketing Conference, Atlanta, Georgia, USA	August 28 – September 1, 2012
IV-I-17	Sharma R. and Mithileshwar Jha	Values and Consumption Behaviour: Exploring the Link in Indian Context	2012 INFORMS Marketing Science Conference, Boston, USA	June 7-9, 2012

IV-J IIMB Case Studies Distributed by Harvard Business Publishing

IV-JI Title: The Saffola Journey

Author: Rochna Poddar and Srinivas Prakhya

Summary: This case critically analyzes the positioning journey traversed by Saffola, one of India's leading cooking oils. For nearly half a century, Saffola was strongly associated with the health of the human heart, with its visual language, communication strategy, and brand positioning, all revolving around heart-related risks. With changing trends and market sentiments, Saffola became painfully cognizant of its shrinking relevance as a brand, indicated by stagnating sales, thus posing a unique conundrum: how should Saffola expand its user base to include non-heart patients, while still being relevant to its current, loyal user base? In order to address this, the marketing team at Saffola undertook two re-positioning exercises, one in 2001 and the other in 2004. This case studies both these efforts in detail, analyzing the dynamics of the brand's image, identity, and positioning in tandem with changing consumer trends and market conditions.

- IV-J2** Title: **Estimating Demand for a New Regional Transport Aircraft (A), (B) and (C)**
- Author: Jayarama Holla, **Rishikesha Krishnan** and **Srinivas Prakhya**
- Summary: In India, air travel in the early twentieth century was mostly between major cities and has historically been driven by businesses. However, a set of relatively unused airfields exist in or near smaller cities, presenting a potential opportunity for generating air travel demand in these locations. This would require a thorough understanding of existing travel options and the design of an air travel offering that can successfully compete with these options. The three-part case describes a methodology to arrive at the appropriate new air travel offering and an assessment of the extent of potential demand in this context. In the first part (A), competing travel modes are examined and the attributes that are relevant to the design of a new air travel offering are identified. A choice-based conjoint experiment is designed and pilot data is obtained and analyzed.
- IV-J3** Title: **Exploring Category Benefits for Brand Building: Kaya and the Beauty Care Market**
- Author: **S Ramesh Kumar**, Ande Teja and Syed Hussain
- Summary: India has been an emerging market that is witnessing radical changes in the lifestyles and the spending patterns of customers. There has been a significant change (post-liberalization) in terms of the manner in which consumers look at their self-concept. Exposure to western ways and lifestyles through mass media, availability of discretionary income and the impact of reference group appeals are some of the important aspects that have created interest towards products and services associated with beauty care among consumers. Customers have been used to branded creams and lotions, and several of these offerings are being advertised with strong symbolic appeals associated with enhanced self-concepts. Kaya was also a brand in the beauty care category. However, the brand's offerings dealt with medically anchored services intended to enhance the looks of the customers. The brand opened up a new facet of beauty care services that was associated more with up-market and state-of-the-art hospitals, where customers opted for these services under the supervision of doctors who had specialized in cosmetic surgeries/interventions. Would the differentiation between the first-time users of a beauty parlor and the loyal customers of a parlor offer insights that Kaya would find useful? Issues related to services management as well as customer value and customer loyalty were relevant to Kaya's competitive strategies. Although the customers of a beauty parlor could be demographically different from Kaya's customers, the commonality of the benefits related to the beauty services offered were the same. The case is about how a brand that had created a category would find it useful to draw insights on brand loyalty from a related category that does not compete with it directly. Such a dimension of competitive learning is perhaps unique to an emerging market such as India.

- IV-J4** Title: **The Park Hotels: Designing Experience**
Author: **J Ramachandran and Seema Gupta**
Summary: The case traces the transformation of The Park Hotels (TPH) from being “yet another hotel” at the time of its founding in 1967 into India’s first boutique hotel network. It describes how Priya Paul, the Chairperson, TPH, and her team created a uniquely Indian boutique hotel network emphasizing intimate and personalized service, and positioning each hotel as an entertainment destination for customers. The case invites students to consider the strategic choices open to the TPH management in 2010 as they grapple with the challenges of sustaining growth, retaining the distinctiveness and individuality of each of the properties in the network even as they cope with growing competition from both global majors (Hyatt, Starwood Hotels, and JW Marriott) and the local giants (The Taj, Oberoi, and ITC Welcomgroup).
- IV-J5** Title: **Red Force Labs: Securing Online Transactions, at What Price?**
Author: **Sreelata Jonnalagedda**
Summary: The market for security solutions is highly fragmented with no dominant players in the market. Yash finds himself in a situation in which the Indian banking industry is just about waking up to the emerging threats of cyber security. In order to communicate the value that his products create, he will need to identify the value drivers in the banking space, calibrate this value, and come up with a pricing plan that can effectively capture this value. He will also need to make a plan to roll out his product, part of which involves identifying partners who will help make the commercialization a success.
- IV-J6** Title: **Brand Revitalizing and Brand Reinforcement: the Case of Arrow Shirts in the Indian Context**
Author: **S Ramesh Kumar and Amod Choudhary**
Summary: With several brands in the premium shirt market, the Arrow brand faced the challenge of balancing its premium associations that had been nurtured in the past to make the brand contemporary. The concept of “premiumness” with regard to the category had undergone a shift, with equally strong brands (comparable to the Arrow brand) strengthening their positioning on premiumness. Arrow faced several challenging decisions that involved its original positioning. The fundamental decision on revitalizing and reinforcing the brand would depend on the analysis of the changing environment, competitive offerings from competing brands and the perception of consumers on Arrow and its competitors. The premium shirt market included brands that offered comparable functional attributes; and the differentiation of brands was built by both functional attribute positioning and symbolic positioning. Balancing the two aspects and alternating between these two aspects in a dynamic category and environment required an approach that

would bring several aspects of consumer behavior towards a brand's strategy. As the competition intensified, there was need for any brand to delve into the finer aspects of consumer behavior rather than depend on the basic positioning strategies. There was a need to analyze how consumer behavior strategies could contribute to the brand's positioning strategies. Should Arrow retain its category expertise? Should the brand retain its "country of origin" associations? Should the brand focus on the self-concept associated with the consumer segment? A medley of concepts that can trigger Arrow's next level of brand strategy is the context posed by this case in an emerging market such as India.

- IV-J7** Title: **Coke and Pepsi: from Global to Indian Advertising**
 Author: **Seema Gupta**
 Summary: The case traces the evolution of the carbonated soft drink industry. It describes the emergence of two global majors Coca Cola Company and PepsiCo. It describes the proliferation of brands of each of the two majors. While Coke, Diet Coke, Sprite, and Fanta belong to Coca Cola Company; Pepsi, Diet Pepsi, Mountain Dew, 7 Up, and Mirinda belong to PepsiCo. The case also describes the local Indian brands Thums Up and Limca. Many of the soft drink brands have a high brand value and the case describes the role of advertising in building brand equity. The case traces the evolution of advertising over the years globally as well as in India. It engages with the tension between localization and standardization of advertising. It invites students to discuss the role of advertising in building the brand in an emerging market such as India.
- IV-J8** Title: **VNFPP Ltd.: Using Holistic Marketing in a Small Enterprise Context**
 Author: **S Ramesh Kumar** and Arun Bhattacharyya
 Summary: The business world-over, and especially in emerging markets, is undergoing a radical transformation with respect to markets, consumers, suppliers, and technology. While multinational organizations can benefit through cumulative knowledge expertise of managers who had worked in emerging markets, the planning of survival and competition strategies of small-scale businesses run by entrepreneurs, offers tremendous knowledge potential. The case looks at the antecedents and process of transformation of a small-scale Indian firm, VNFPP Ltd., into a marketing-oriented organization, through the lens of holistic marketing. VNFPP Ltd. was in the process of shifting its focus from exporting pickled and processed agro-products to select customers abroad, to domestic markets with an entirely new product/product line. The managing director, P S Madhusudhan (Madhu), was concerned about the process of transformation of the organization with a predominant sales-orientation to a customer-focused marketing company. Preliminary research suggested that an opportunity existed for one of VNFPP's products in the Indian market among the burgeoning class of Indian IT professionals. The real concern for VNFPP would be in designing an appropriate

marketing organization. Until then, all employees had a product orientation, with a marked absence of any kind of marketing concept. Holistic marketing and internal marketing were concepts that were formulated for large companies. Incorporating them in a small-scale industry was full of complexities and challenges. The case is about how VNFPP could come to grips with such challenges.

IV-J9 Title: **Exploring Brand Associations in the Indian Context: Café Coffee Day**

Author: **S Ramesh Kumar** and Eric Minj

Summary: India has traditionally been a tea drinking nation. The association of youth culture and coffee drinking opened up exciting avenues for the cafe market that earlier used to have lower priced offerings from Udupi (small restaurants) cafes. The organized cafe market which was branded and professionally run in terms of its marketing efforts in India, it was worth INR 93100 million and was growing at 25-30% annually. Sensorial experience was vital to a café brand. Café Coffee Day had a striking lead in terms of pioneering the cafes in India. With brands such as Barista Lavazza, Gloria Jean's Coffees, and Au Bon Pain in the fray, the challenge for Cafe Coffee Day was to strengthen its strategic brand associations, taking several considerations into account. In categories such as beverages, brands need to build themselves on both symbolic and hedonic appeals besides offering good attributes and benefits. With cafes being associated with urban youngsters, the challenge for brands is to ensure strong brand associations as they are a logical outcome of attributes, benefits, symbolism, and hedonism. With competitive brands of cafes offering quality of coffee that would no longer be a differentiator, Café Coffee Day had to establish itself on brand associations that would nurture its associations and give it a sustainable edge over the competitors. Such an approach proposes a few challenging questions: How should the brand differentiate itself from its competitors? What were the dominant associations of the brand, and how could it use these associations? How did loyal consumers of the brand perceive the brand? How could the brand develop unique associations and communicate these to its consumers? The case study emphasizes the importance of brand associations in a dynamic environment that is affected by competitive brands and changing lifestyles of consumers.

IV-J10 Title: **Bosch in India**

Author: **Seema Gupta**

Summary: The case describes the brand migration from MICO to Bosch in India. The case elaborates the integrated communication strategy for change in corporate identity advertising, public relations, and media strategy. It details the communication strategy adopted for different stakeholders employees, opinion leaders, aftermarket, and original equipment manufacturers. The metrics for measurement of effectiveness of communication strategy allow for a rich discussion of the extent

to which brand migration can lead to transfer of equity. The case invites students to discuss the extent to which brand equity of Bosch has been built and the way forward.

IV-K IIMB Case Studies Published by IVEY Publishing

IV-K1 Title: Himalaya Facewash: Brand Associations and Lifestyles

Author: S Ramesh Kumar and Eric Minj

Summary: The Himalaya Drug Company is interested in obtaining insights into how the lifestyle of consumers is associated with the use of face washes, especially of its own brand. As the population of India, which is primarily under the age of 35 years, becomes more affluent and self-conscious, personal grooming has become more important. Several brands have positioned themselves in the market according to various attributes and benefits. Himalaya wants to understand the impact of values and lifestyles both on the category of face washes and on the brands in this category. The case makes use of a consumer survey conducted in December 2011 that investigated the lifestyle of consumers and connected it to various face wash brands through the concept of laddering. Were the attributes and benefits of the brands associated with the lifestyles of the consumers? How were values associated with brand association? Himalaya hopes to obtain insights through these questions to discover how it can effectively compete with its competitors through branding association.

IV-K2 Title: HDFC Life Insurance: Building a Service Period

Author: S Ramesh Kumar and Akshath Kumar

Summary: HDFC Life Insurance (HDFC Life) was competing in a changing environment as established banks began entering the insurance business. Even though several brands in the category advertised with different positioning strategies, consumers were not receptive. HDFC Life commissioned a survey that seemed to lead the senior manager of digital marketing to a dead end. The challenge was to introduce a differentiation that could be associated with the HDFC brand despite the limitations of the category and the unreceptive mindset of the target segment. The case also takes into consideration the changing lifestyles of potential insurance buyers in India, their new interest in purchasing insurance online and the complexities of developing a services brand in an emerging market.

IV-L Leading Publications in Journals

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

IV-L1 Author Name: Dorothee Honhon, **Sreelata Jonnalagedda** and Xizjun Amy Pan

Title: Optimal Algorithms for Assortment Selection under Ranking-Based Consumer Choice Models

Journal Name: ***Manufacturing & Service Operations Management***

Abstract: A retailer's product selection decisions are largely driven by his/her assumptions on how consumers make choices. We use a ranking-based consumer choice model to represent consumer preferences: every customer has a ranking of the potential products in the category and purchases his/her highest ranked product (if any) offered in the assortment. We consider four practically motivated special cases of this model, namely, the one-way substitution, the locational choice, the outtree, and the intree preference models, and we study the retailer's product selection problem when products have different price and cost parameters. We assume that the retailer incurs a fixed carrying cost per product offered, a goodwill penalty for each customer who does not purchase his/her first choice and a lost sale penalty for each customer who does not find an acceptable product to buy. For the first three models, we obtain efficient solution methods that simplify to either a shortest path method or a dynamic program. For the fourth model, we construct an effective algorithm and show numerically that, in practice, it is much faster than enumeration. We also obtain valuable insights on the structure of the optimal assortment.

Listings:

- ***Listed in UT Dallas 24***
- ***Listed as B in ABDC (Australian Business Deans Council)***
- ***Listed in NUS Tier 1 Premium***
- ***Listed as 3 in ABS (Association of Business Schools, UK)***
- ***Listed as 1 in ESS (ESSEC Business School of Paris)***
- ***Listed in Mary Land Smith School List***

IV-L2 Author Name: Sridhar Samu, **Preeti Krishnan Lyndem** and Reginald A Litz

Title: Impact of Brand-Building Activities and Retailer-Based Brand Equity on Retailer Brand Communities

Journal Name: ***European Journal of Marketing***

Abstract: *Purpose* – Retailer brand communities exist between a franchisor brand and individual retailers, with retailer-based brand equity and brand-building activities being key drivers of their success. This paper aims to introduce retailer-based brand equity and examine its relationship with brand-building activities and retailer brand community.

Design/methodology/approach – Individual stores in a variable format franchise from the retail hardware industry were studied at annual conventions in two North American cities. Hypotheses were tested using structural equation modeling and regression.

Findings – Results show that retailer-based brand equity mediates the relationship between brand-building activities and brand community identification and demonstrates the importance of branding in retailing contexts. The franchisee's continuation as part of the retailer brand community is influenced by the retailer-based brand equity, with increased identification leading to increased purchase and higher performance.

Research limitations/implications – The practical demands of the field study constrained the ability to examine other issues relevant to this research. There is also need to develop and refine further the items that measure the relationships.

Practical implications – Increased brand-building activities do not automatically translate into higher commitment by franchisees, and franchisors need to increase the value of the brand. Engaging the franchisee as a member of the brand community has important outcomes for both parties. While franchisor brands benefit through increased sales, franchisees benefit through increased profit.

Originality/value – This is the first paper that has applied brand community principles to understand the franchisor franchisee relationship. The results from a field study have important implications for both brand building and franchising areas.

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

IV-M Awards, Honors, and Achievements

IV-MI Prof. Seema Gupta received the EFMD 2012 award for best case in “Indian Management Issues and Challenges” category for The Park Hotels: Designing Experience, 2012.

IV-N Doctoral Theses Completed by FPM Students during 2012–2013

Sl. No.	Name of the Student	Dissertation Title	DAC Chairman
IV-NI	Prashanth Baliga	Understanding Choice through Response Latency	Prof. Srinivas Prakhya

IV-O Proposal Presentation by FPM students during 2012–2013

Sl. No.	Name of the Student	Topic	DAC Chairman	Date
IV-O1	Anup Krishnamurthy	Unravelling the Satisfaction Loyalty Relationship through Prospect Theory	S Ramesh Kumar	July 18, 2012
IV-O2	Kumar Rakesh Ranjan	Co-creation: Conceptualization, Measures, and Implications for Consumer Evaluation	G Shainesh	April 24, 2012

IV-P Papers Presented by FPM Students in Conference/Seminar during 2012–2013

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference/Seminar	Date
IV-P1	Rajat Sharma (coauthored with M. Jha)	Values and Consumption Behaviour: Exploring the Link in Indian Context	2012 INFORMS Marketing Science Conference, Boston, USA	June 7-9, 2012
IV-P2	Anup Krishnamurthy	Unravelling the Satisfaction Loyalty Relationship through Prospect Theory	China India Consumer Insights Conference, Yale University, USA	August 3-4, 2012
IV-P3	Rajat Sharma (coauthored with M. Jha)	Linking Values and Behaviour to Understand Sustainable Consumption Pattern of Indians	2012 AMS World Marketing Congress: Cultural Perspectives in Marketing Conference, Atlanta, Georgia, USA	August 28 -September 1, 2012
IV-P4	Anup Krishnamurthy (Co-authored with P. Radhika, G. Shainesh)	Drivers of Behavioural Intentions for a New Service among Current Customers	Great Lakes 7 th International Research Conference, Chennai, India	December 28, 2012
IV-P5	Kumar Rakesh Ranjan	Channels in Emerging Economy Context: Definition, Institutional Complexity, and Performance Issues	IIM Ahmedabad Doctoral Consortium, Ahmedabad	January 8-9, 2013

IV-T Seminar/Conference Attended by FPM Students

Sl. No.	Name of the Student	Details of the Conference/Seminar	Date
IV-T1	Rajat Sharma	2012 Inaugural AIM – AMA Sheth Foundation (Marketing) Doctoral Consortium at Alliance University, Bangalore	July 27-29, 2012

IV-U FPM Workshops during 2012–2013

Sl. No.	Name of the Student	Title of the Paper	Faculty Co-ordinator	DAC Chairman	Date
IV-U1	Anup Krishnamurthy	Public versus Private Brand Identification: The Allure and Hindrance of Spreading Word-of-Mouth	Prof. Sreelatha Jonnalagedda	Prof. S Ramesh Kumar	February 15, 2013
IV-U2	Prashant Baliga	Towards a Dynamic Paradigm of Choice & Consideration	Prof. Patrali Chakrabarty	Prof. Srinivas Prakhya	November 16, 2012

IV-V Awards, Honors and Achievements by FPM Students

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Details of the Award
IV-VI	Kumar Rakesh Ranjan	Channels in Emerging Economy Context: Definition, Institutional Complexity, and Performance Issues	IIM Ahmedabad Doctoral Consortium, January 8-9, 2013	Best paper award



Organisational Behaviour and Human Resources Management (OB&HRM)

Faculty members in this area are drawn from among the best minds in the country, especially in the fields of Strategy, Finance, Economics, Marketing and Operations, and share among themselves a wealth of industry experience. Faculty specialize in several research areas which include leadership and change management, managing knowledge workers, organizational structure, change and development, organizational diversity, cross-cultural management, social exclusion, decision-making, inclusive business models, corporate social responsibility, social entrepreneurship, etc. Faculty has received several academic honors and recognitions from prestigious international agencies. The books and journal articles written by the area faculty have received wide acclamation and awards. They have also undertaken several consulting assignments with government organizations, public, private sectors, and multinational companies in India and abroad. Research activities undertaken by the faculty and students in this area are captured here under different headings.

V-A Research Projects

V-A1 A Cultural Perspective on Employee Motivation

Project Team: **Ritu Tripathi**

Summary: The central thesis of earlier research was that people from different nations or cultures are *not* more or less motivated to achieve success at work. Rather they strive for success for different reasons. I empirically investigated via web-based self-report survey measures, the cultural variations in the concept of achievement motivation among people from two different cultures, United States (US) and India. Indian and US corporate professionals, despite being equivalent on multiple demographic indicators as well as on the traditional indices of motivational strength, differed strikingly when achievement concerns were assessed via a novel measure developed by me. This novel measure was sensitive to variability in the role that others (e.g., co-workers, community members) play in motivation at the workplace. Indians, far more than Americans did, grounded their sense of achievement motivation in concern for others.

Sponsor: IIM Bangalore

Status: Ongoing (December 2014)

V-A2 A Cultural Perspective on Autonomy and Employee Motivation

Project Team: **Ritu Tripathi**

Summary: The question I address is one which HR professionals need good answers: What motivates employees? In the past, OB researchers and HR professionals have, in fact, attempted one-size-fits-all-answers. Researchers in Western industrialized nations formulated theories, developed measures, and applied them to the non-Western world. Recent advances in cultural psychology reveal the limits of this approach. People of non-Western cultures may possess psychological qualities that are obscured by Western theories and methods. In particular, there may exist cultural variations not only in the *level* of a given psychological quality, but in the *nature* of that quality.

Sponsor: IIM Bangalore

Status: Ongoing (August 2014)

V-B Articles in Academic Journals

Sl. No.	Authors	Title of the Paper	Journal Name	Publication Details
V-B1	Hogarth R M, Mukherjee, Kanchan Soyer E	Assessing the Chances of Success: Naïve Statistics versus Kind Experience	<i>Journal of Experimental Psychology: Learning, Memory and Cognition</i>	Vol. 39, Issue 1, January 2013, Pg: 14-32
V-B2	Kristin L Sommer and Kulkarni, Mukta	Does Constructive Performance Feedback Improve Citizenship Intentions and Job Satisfaction? The Roles of Perceived Opportunities for Advancement, Respect, and Mood	<i>Human Resource Development Quarterly</i>	Vol. 23, Issue 2, June 2012, Pg: 177-201
V-B3	Kulkarni, Mukta	Help-Seeking Behaviors of People with Disabilities in the Workplace	<i>Employee Responsibilities and Rights Journal</i>	Vol. 25, Issue 1, March 2013, Pg: 41-57
V-B4	Kulkarni, Mukta and Siddharth Nithyanand	Social Influence and Job Choice Decisions	<i>Employee Relations</i>	Vol. 35, Issue 2, 2013, Pg:139-156
V-B5	Kulkarni, Mukta	Social Networks and Career Advancement of People with Disabilities	<i>Human Resource Development Review</i>	Vol. 11, Issue 2, June 2012, Pg: 138-155
V-B6	Mai Thi Thanh Thai, Li Choy Chong and Agrawal, Narendra M	Straussian Grounded-Theory Method: An Illustration	<i>The Qualitative Report</i>	Vol. 17, Article 52, 2012, Pg: 1-55
V-B7	Ojha, Abhoy K and Chakravarty, Dwarkaprasad	Beyond Corporate Social Responsibility: A Role for Corporate India in Rural Primary Education	IIM Kozhikode Society & Management Review	Vol. 1, Issue 2, July 2012, Pg: 55-63
V-B8	Singh, Ramadhar, Ramasamy M A, Self W T, Simons J J P and Lin P K F	Age-moderated Effects of Consequence and Intent Information on Punishment: An Intuitive Prosecutorial Interpretation	<i>Journal of Genetic Psychology</i>	Vol. 174, Issue 1, 2013, Pg: 1-24
V-B9	Singh, Ramadhar, Simons J J P, Self W T Tetlock P E, Zemba Y, Yamaguchi S, Osborn C Y, Fisher J D, May J and Kaur S	Association, Culture, and Collective Imprisonment: Tests of a Two-route Causal Moral Model	<i>Basic and Applied Social Psychology</i>	Vol. 34, Issue 3, 2012, Pg: 269-277

Sl. No.	Authors	Title of the Paper	Journal Name	Publication Details
V-B10	Singh, Ramadhar, Simons J P, Self W T, Tetlock P E, Bell P A, May J, Crisp R J, Kaur S, Benfield J A, and Sziemko W J	From Wrongdoing to Imprisonment: Test of a Causal Moral Model	<i>IIMB Management Review</i>	Vol. 24, Issue 2, June 2012, Pg: 73-78
V-B11	Srinivasan, Vasanthi	Developing a “Responsible Business” Course for Business Schools in India	<i>Vikalpa</i>	Vol. 37(2) April– June 2012, Pg: 102-108
V-B12	Srinivasan, Vasanthi, Murty L S and Nakra, Monisha	Career Persistence of Women Software Professionals in India	<i>Gender in Management: An International Journal</i>	Vol. 28, Issue 4, 2012, Pg: 210-227
V-B13	Vijay, Devi and Kulkarni, Mukta	Frame Changes in Social Movements: A Case Study	<i>Public Management Review</i>	Vol. 14, Issue 6, 2012, Pg: 747-770

V-E Working Papers

Sl. No.	Authors	Title	IIMB Working Paper No.	Year
V-E1	Divya T, Aruna & Mukherjee, Kanchan	Effect of Payment Mechanisms on the Replacement Length of Durable Products Purchase: A Mental Accounting Perspective	394	2013
V-E2	Garud, Niharika and Prasad L	Role of Innovative Behavior and Bricolage in New Product Development Process within Hi-Tech Firms	389	2012
V-E3	Gupta, Amit Dalal, Sucheta, Debashis Basu & Amita Joseph	Magarpatta City: Farmers Direct Investment (FDI)	384	2012
V-E4	Jungegård, Niklas, Wilkorsz, Patrick & Gupta, Amit	A Study of Recruitment and Retention Strategies of Swedish Firms in India	385	2012
V-E5	Naik, Hari Suman & Gupta, Amit	Learning about Organizational Capabilities, Structures and Strategies from Virtual Gaming Teams	386	2012
V-E6	Prasad L and Anand K	Linking Peripheral Vision, Leadership Orientations and Organisational Identification: A Conceptual Framework	398	2013
V-E7	Prasad, Gyaneshwar, Prasad L and Shainesh G	Linking Organizational Learning Disabilities, Service Climate and Individual’s Organizational Identification: Empirical Evidence from Public Sector Banks in India	399	2013

V-I Seminar/Conference/Workshop Presentations/Invited Colloquia, etc.

Sl. No.	Authors	Title of the Paper	Details of the Conference	Dates of Conference
V-I1	Agrawal N M , Pandit, Rajesh and Menon, Divya	Strategy to Usher in the Next Phase of Growth of Indian IT Industry	International Conference of Quality and Reliability, University of Delhi	November 26-28, 2012
V-I2	Chandwani, R., Srinivasan, Vasanthi	Filling Institutional Voids: Moving from Social Entrepreneurship to Institutional Entrepreneurship	EGOS Colloquium, Helsinki, Finland	July2-7, 2012
V-I3	Chandwani, R., Srinivasan, Vasanthi , Devare, D.T., Jha, Mithileshwar, Nagadevara V	HR Issues in a Rapidly Growing Organizations in an Evolving Industry: A Perspective on Health Care Sector in India	IHRM Conference, Gurgaon, India	December 10-13, 2012
V-I4	Chandwani, R., Srinivasan, Vasanthi, Jha, Mithileshwar, and Nagadevara V	Narayana Hrudayalaya: How the HR Practices and Policies Enable Organizational Strategy Implementation	IHRM Conference, Gurgaon, India	December 10-13, 2012
V-I5	Chandwani, R., Srinivasan, Vasanthi, Nagadevara V and Jha, Mithileshwar	Scaling Up of Social Enterprise to Fill Institutional Voids: a Case Study of CBHI in Rural India	Academy of Management Meeting, Boston, Massachusetts	August 3-7, 2012
V-I6	Chandwani, R., Srinivasan, Vasanthi, Jha, Mithileshwar, and Nagadevara V	Scaling Up without Selling Out: Cases of Indian Healthcare Organizations for the Underprivileged	Academy of Management Meeting, Boston, Massachusetts	August 3-7, 2012
V-I7	Kulkarni, Mukta and Lengnick-Hall, M.	Obstacles to Success in the Workplace for People with Disabilities: A Review and Research Agenda	Academy of Management Meeting, Boston, Massachusetts	August 3-7, 2012
V-I8	Kulkarni, Mukta , Martinez, P., & Lengnick-Hall	Over Qualification, Mismatched Qualification and Hiring Decisions: Perceptions of Employers	Western Academy of Management Meeting, Santa Fe, New Mexico	March 13-16, 2013

Sl. No.	Authors	Title of the Paper	Details of the Conference	Dates of Conference
V-I-9	Lengnick-Hall, M., Martinez, P., & Kulkarni, Mukta	An Integrative Model for the Study of Over qualification in Organizations	Academy of Management Meeting, Boston, Massachusetts	August 3-7, 2012
V-I-10	Martinez, P., Lengnick-Hall, M., and Kulkarni, Mukta	Over Qualification: An Asset or Liability in Securing An Employment Interview?	Western Academy of Management Meeting, Santa Fe, New Mexico	March 13-16, 2013
V-I-11	Mukherjee, Kanchan	Assessing the Chances of Success: Naïve Statistics vs. Kind Experience	Yale University School of Management, Yale University School of Management	January 7, 2013
V-I-12	Mukherji, Sourav	Can Technology Solve India's Problems of Poverty?	CSITM Annual Conference, IIM Bangalore	May 26, 2012
V-I-13	Mukherji, Sourav	Doing Well by Doing Good: Proposing an Analytical Framework	4 th SGBED Research Symposium, IIM Bangalore	July 9-11, 2012
V-I-14	Nagadevara V and Srinivasan, Vasanthi	Rhetoric Vs. Reality: How Do Practising Managers View CSR in India?	SGBED Fourth Research Symposium, IIM Bangalore	July 9-11, 2012
V-I-15	Singh, Ramadhar and Lim, H. K	Injustice by Out-Group Versus In-Group Leader: The Moderation, Mediation, and Suppression Effects on Punishment	XXX International Congress of Psychology, Cape Town, South Africa	July 24, 2012
V-I-16	Singh, Ramadhar	Interpreting Four Null Effects: New Conceptualization, Method, and Analysis	XXII Annual Convention of the National Academy of Psychology (NAoP) India, Christ University, Bangalore	December 10, 2012
V-I-17	Singh, Ramadhar	My Effects Are Statistically Nonsignificant What Should I Do?	IMRDC Doctoral Conference, IIM Bangalore	December 18, 2012
V-I-18	Singh, Ramadhar	Remaining Always Relevant in Academia	Faculty Seminar at the Indian Institute of Management Kozikhode; Xavier Institute of Management, Bhubneshwar; Central University of Bihar; IIT Bombay; IIM Lucknow	June 22, 2012; August 22, 2012; September 12, 2012; January 11, 2013; February 16, 2013

Sl. No.	Authors	Title of the Paper	Details of the Conference	Dates of Conference
V-I-19	Singh, Ramadhar	What a Surprise! My Results are Non significant	NMIMS Research Colloquium, Narsee Monjee University, Mumbai	January 12, 2013
V-I-20	Srinivasan, Vasanthi	CSR in SME's in India	Centre for African Studies, University of Leipzig	January 7, 2013
V-I-21	Srinivasan, Vasanthi	Developing the Website www.teachcsr.com	BEN-Africa Conference, Uganda	October 25-27, 2012
V-I-22	Srinivasan, Vasanthi	Methodological challenges in conducting the Global Survey of Business Ethics in South and South East Asia	Global Ethics Conference, Geneva	June 28-30, 2012
V-I-23	Srinivasan, Vasanthi	Women at Workplace: Some Insights from India	EADS, Munich	December 12, 2012
V-I-24	Tripathi, Ritu	Employee Autonomy and Leadership	Asian Approaches to Leadership, Human Capital Leadership Institute and Singapore Management University, Singapore	November 28 –December 1, 2012
V-I-25	Vijay, D., & Kulkarni, Mukta Sarasvathy, S	Emergence of an organizational field: Divergent and convergent mechanisms in distributed agency	Academy of Management Meeting, Boston, Massachusetts	August 3-7, 2012

V-J IIMB Case Studies Distributed by Harvard Business Publishing

V-JI Title: Kingfisher Airlines: Managing Multiple Stakeholders

Author: Abhoy K Ojha

Summary: The case is based on the crisis faced by Kingfisher Airlines during November 2011. It describes the paradoxical situation faced by the airline industry in India which experienced exponential growth in passenger volumes; but with the exception of IndiGo Airlines, all the airlines failed to make profits. However, in general, the low-cost airlines did better than the full service airlines. Other than the government-owned Air India, Kingfisher Airlines, a full service airline, was in the worst possible shape and close to bankruptcy during that period. Lack of cash forced the airline to cancel about 35 flights in a day in November 2011, disappointing customers, the only stakeholder group that was happy with the airline. This event brought the whole industry under public scrutiny. Using the stakeholder perspective, the case suggests that owing to an excessive focus on

one stakeholder group, the customers; and the neglect of the other four stakeholder groups, namely, suppliers, employees, community and society, including government agencies, and also the owners or shareholders; the organization had nearly gone bankrupt. The top management had to chalk out a strategy that reengaged with all the stakeholders to get them to support it during Kingfisher's struggle for survival and to put the airline on a track of recovery.

VJ2 Title: **Labournet: Empowering Informal Sector Labourers**

Author: **Sourav Mukherji**, S Pavisetty and C Rodrigues

Summary: This case chronicles the evolution and challenges faced by LabourNet, an organization that was conceptualized as a social enterprise to create and enhance income opportunities for workers in the Indian urban informal sector, workers who are typically poor, exploited, and disenfranchised. LabourNet endeavored to establish linkages between informal sector labourers and potential employers through an Internet-based portal and cellular phones, bringing about efficiency in the search process as well as reducing the role of intermediaries who typically exploited the labourers and reduced their share of wages. Realizing that informal sector labourers were mostly migrants from rural India who did not possess any proof of identity or social security, LabourNet worked with banks and insurance companies to provide the registered labourers with proofs of identity, insurance, bank accounts, and ATM facilities. Further, LabourNet provided the registered labourers with training so that they could command better prices for their services. However, LabourNet struggled to earn revenue or become financially self-reliant because of difficulties in scaling its operations, its inability to monetize the services that it provided as well as for being unable to command any price premium for their labourers from the markets. The case ends at a point where LabourNet had to decide its future course of action because the donor funds on which it was relying was getting exhausted and LabourNet was unsure about the strategy that it should adopt in order to create a business model that was both inclusive and financially sustainable.

VJ3 Title: **3M India: in India for India**

Author: **Abhoy K Ojha**

Summary: The case describes the evolution of 3M as an innovative organization over its 110-year history. It highlights the early challenges faced by the founding entrepreneurs that had an impact on the tolerance for failure in the 3M culture, and also the entrenchment of its innovation philosophy in the "William L. McKnight Management Principles". Further, it describes the role of structures, processes, rewards and people in continuously sustaining the innovativeness of the company over its lifetime. The case then describes 3M's approach to innovation across its global subsidiaries, wherein innovators from subsidiaries in

different geographies are expected to drive innovation for their context based on their understanding of local user needs. 3M's strategy for innovation among its subsidiaries is somewhat different from that of most other multinationals that still rely largely on innovation from their home country organization. The case throws light on the efforts by the parent company to transfer and entrench its innovative culture at 3M India, its subsidiary in India. While 3M had a presence in India for over 20 years, for much of this period, the emphasis on innovation was rather limited. However, with the inauguration of its new 3M Research and Development Centre in 2011, 3M India, with the full support of the parent organization, has provided a renewed thrust to innovation for the Indian market under its "In India for India" strategy. At the end, the case highlights some of the challenges faced by 3M India and some potential challenges that it might face as expected by analysts.

V-K IIMB Case Studies Published by IVEY Publishing

- V-K1** Title: **Livelihood Advancement Business School**
 Author: **Amit Gupta** and Kshitij Saxena
 Summary: Dr. Reddy's Foundation (DRF) was established to focus on offering education and livelihood programs in India. The case deals with DRF's innovative program called Livelihood Advancement Business School (LABS), under which vocational training programs are conducted to upgrade the skills of underprivileged, semi-educated and unemployed youth. These programs develop specific and marketable technical and work-related skills and provide entry-level jobs to the target group. The LABS program fills an important gap between employers' need for skilled youth and potential employees who might not have training, skills, credibility or access to such jobs. The case describes DRF's entry into this particular niche sector and the difficulties that it faced along the way. The case also analyzes the following aspects of the LABS program: monitoring systems and processes; partnering relationships formed to expand its presence and outreach to the target population; challenges related to ensuring fair wages and skilling the differently-abled youth; and potential future directions for the program.
- V-K2** Title: **MSPL Limited: CSR and Sustainability in Mining**
 Author: **Amit Gupta** and Amita Joseph
 Summary: MSPL Limited was an iron ore mining and processing company in India. Owned by the Baldota Group, it also had interests in shipping, pelleting, and wind energy. In January 2012, MSPL's businesses and operations were headed by Narendrakumar A. Baldota and his two sons. MSPL's main source of revenue, the Vyasankere Iron Ore Mine (VIOM), was one of the largest iron ore mines in the private sector in India. MSPL had been progressive and proactive in its approach to sustainability and corporate social responsibility (CSR). Many of its initiatives predated

government legislation related to environmental, employee, and community issues. MSPL's policies towards environmental issues and local communities had been driven by the beliefs and vision of its founder and chairman, Baldota's father. Baldota expanded MSPL's initiatives related to the environment, employees, and communities. The case deals with the choices and decisions that Baldota had made regarding the numerous CSR and sustainability initiatives undertaken by the organization. Were there other initiatives that MSPL should have undertaken? Was it even necessary for the company to carry out CSR activities in the local communities?

V-N Doctoral Theses Completed by FPM Students during 2012–2013

Sl. No.	Name of the Student	Dissertation Title	DAC Chairman
V-NI	Smita Chattopadhyay	Communities of Practice (COP): Drivers of Effectiveness	Prof. Sourav Mukherji

V-O Proposal Presentation by FPM Students during 2012–2013

Sl. No.	Name of the Student	Topic	DAC Chairman	Date
V-OI	Divya Upadhyay	A Construal Level Perspective of Conflict Management Styles	Prof. Kanchan Mukherjee	November 29, 2012

V-P Papers Presented by FPM Students in Conference/Seminar during 2012–2013

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference/Seminar	Date
V-P1	Garud, Niharika	Decision-Making Processes in Technology Innovation: A Study of Indian Hi-Tech Firms	Oikos Young Scholars Entrepreneurship, Filzbach, Switzerland Academy 2012	August 26 31, 2012
V-P2	Garud, Niharika	Decisions in Product Development Processes: How Do Individuals Become Consistently Risk Averse?	Poster presented at Annual Conference of the Society of Judgment & Decision-Making Conference, Minneapolis, USA	November 16-19, 2012
V-P3	Rodrigues, Caren	CSR towards Disadvantaged Groups, but What About Equal Opportunity Employment? The Influence of Parent Company and National Context on Subsidiaries in Emerging Markets	5 th International Conference on Corporate Social Responsibility, Humboldt-University, Berlin, Germany	October 4-6, 2012

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference/Seminar	Date
V-P4	Upam Pushpak Makhecha	Strategic Human Capability Management (SHCM) Framework - A Proposed Extension of Strategic Human Resource Management (SHRM) View	12 th International HRM Conference, MDI, Gurgaon	December 10-13, 2012

V-Q Papers and Book Reviews Published by FPM Students in Journals/Books during 2012–2013

Sl. No.	Name of the Student	Title of the Paper	Name of the Journal/Book/Magazine	Publications Details
V-Q1	Divya Upadhyay	Book Review - <i>Thinking fast and Slow</i> by Daniel Kahneman	<i>Vision: The Journal of Business Perspective</i>	2012, issue 16, Vol. 6, Sage Publications
V-Q2	Divya Upadhyay	HRM-Firm Performance Linkages: A Literature Review	<i>Power HR Forum - Power People</i>	2012, issue 5, Vol. 1

V-T Seminar/Conference Attended by FPM Students

Sl. No.	Name of the Student	Details of the Conference/Seminar	Date & year	Remarks
V-T1	Garud, Niharika	10 th West Coast Symposium on Technology Entrepreneurship, Los Angeles, USA	September 6-8, 2012	Doctoral consortium and presented doctoral thesis work
V-T2	Garud, Niharika	INFORMS Annual Meeting 2012, Phoenix, USA	October 14-17	Presented a poster
V-T3	Garud, Niharika	Society of Judgment & Decision Making Annual Meeting 2012, Minneapolis, USA	November 16-19	Poster presentation on 'Decisions in Product Development Processes: How do individuals become consistently risk averse'
V-T4	Garud, Niharika	Society of Personality & Social Psychology, New Orleans, USA	January 17-19	Presented a poster

V-U FPM Workshops during 2012–2013

Sl. No.	Name of the Student	Title of the Paper	Faculty Co-ordinator	DAC Chairman	Date
V-UI	Caren Rodrigues	CSR towards Disadvantaged Groups, but What about Equal Opportunity Employment? The Influence of Parent Company and National Context on Subsidiaries in Emerging Markets	Prof. Mukta Kulkarni	Prof. Mukta Kulkarni	February 15, 2013

V-V Awards, Honors and Achievements by FPM Students

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference/Event	Details of the Award/Achievement
V-VI	Claret, Caren Rodrigues, Rosanna	Can't Trust Anyone	42 nd St. Gallen Symposium, Switzerland. May 2012	St. Gallen Wings of Excellence Award 2012
V-V2	Claret, Caren Rodrigues, Rosanna	Challenges & Opportunities for Sustainability & Inclusive Growth in the Emerging Business Environment	St. Joseph's College of Business Administration, Bangalore. March 2013	Best Paper Award
V-V3	Garud, Niharika	Grant	Advancement of Management Studies Grant for the Babson Entrepreneurship Doctoral Consortium & Research Conference in Lyon, France. June 2013	Babson College Grant
V-V4	Garud, Niharika	For the Connections and Flows Institute. (faculty development program)	Brown International Advanced Research Institutes (BIARI), Brown University, Rhode Island, USA. June 2013	Chosen among 30 scholars globally
V-V5	Garud, Niharika	For West Coast Research Symposium on Technology Entrepreneurship	University of Southern California, Los Angeles, USA, September 2012	Kauffman Foundation Grant
V-V6	Garud, Niharika	For the Oikos Young Scholars Entrepreneurship Academy	Filzbach, Switzerland, August 2012	Mercator Foundation Grant
V-V7	Garud, Niharika	Facing Risk - paper chosen among top 50 best contributions	42 nd St. Gallen Symposium held from May 3-4, 2012 at St. Gallen University, Switzerland	St. Gallen Wings of Excellence Award

Productions and Operations Management (P&OM)

Production & 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 Offshoring of R&D work

Project Team: **Anshuman Tripathy**

Summary: Subsequent to the success of offshore software development, offshore product development is gaining prominence. In the first wave (in the early 2000s), a number of companies tried to offshore product development and except a few, most of them retraced their steps. Currently, the second wave is in progress. In this wave, most firms have managed to get some amount of “commodity” engineering/development work offshored but are still challenged on how to proceed to the next step: offshore complete development of parts.

Sponsor: IIM Bangalore

Status: Ongoing (2012–2014)

VI-A2 Rural Healthcare Foundation (RHCF)

Project Team: **Haritha Saranga** and **Sourav Mukherji**

Summary: The Indian healthcare system suffers from a paradox – while 67% of Indian population lives in villages and close to 70% of ailments belong to the category of “primary care”, 80% of functional healthcare facilities are located in urban India, majority of which are privately owned and focused on secondary and tertiary care (Mukherji & Jose, 2010). As a consequence, the poor, especially from rural India do not have easy access to health_care that is affordable. Most government-owned hospitals in rural India are either defunct or derelict while market forces encourage the private providers to gravitate towards urban tertiary sector where they can make maximum profit. The adverse impact of this twin failure of the government and the markets is mostly borne by the poor and health-related expenses have been shown as the single largest cause of families becoming poor in India (Krishna 2006). While the overall situation is grim, there have been innovative models of healthcare provision, largely in the not-for-profit sector that are both inclusive and financially viable. Aravind Eye Care, Narayana Hrudayalaya and Vaatsalya Hospitals are prime examples of such models. While each of these institutions performs commendable work in providing affordable health care, given the magnitude of the problem and the complexities involved, there is need for many such institutions and different models of service delivery if India as a nation is to provide good quality health_care to its citizens. It is also important that success stories (as well as stories of failures to deal with these challenges) be disseminated far and wide so that the best practices and insights can be adopted (and mistakes can be avoided) by social entrepreneurs, the government as well as the commercial entrepreneurs who are keen to solve healthcare challenges.

Sponsor: IIM Bangalore

Status: Ongoing (2012–2014)

VI-B Articles in Academic Journals

Sl. No.	Authors	Title of the Paper	Journal Name	Publication Details
VI-B1	Kumaraswamy, Arun, Mudambi, Ram, Saranga, Haritha , Tripathy, Arindam	Catch-up strategies in the Indian auto components industry: Domestic firms' responses to market liberalization	<i>Journal of International Business Studies</i>	Vol. 43, 2012, Pg: 368-395
VI-B2	Iyer, Ananth, Saranga, Haritha and Seshadri, Sridhar	Effect of Quality Management Systems and Total Quality Management on Productivity Before and After: Empirical Evidence from the Indian Auto Component Industry	<i>Production and Operations Management Journal</i>	Vol. 22, No 2, February 2012, Pg: 283-301
VI-B3	Kausik, Uma and Mahadevan B	A Review of the Strategic Sourcing Literature during 1997 2010: Trends and Emerging Issues for Research	<i>South Asian Journal of Management</i>	Vol. 19, Issue 2, June 2012 Pg: 78-98
VI-B4	Palsule, Omkar D. -Desai, Tirupati, Devanath and Chandra, Pankaj	Stability issues in supply chain networks: Implications for coordination mechanisms	<i>International Journal of Production Economics</i>	Vol. 142, Issue 1, March 2013, Pg: 179-193
VI-B5	Sharma, Deepali, Sundar, Diatha Krishna and Murthy, Rajluxmi V	Evaluating the Impact of Government Policies and Regulation on M-Commerce in India: A System Dynamics Modelling Approach	<i>International Journal of Business Management</i>	Vol. 7, Issue 23, 2012, Pg: 54-80

VI-D Chapters in Books

Sl. No.	Authors	Title of the Paper/Chapter	Title of the Book	Editors	Publication Details
VI-D1	Tripathy, Anshuman	Biogen Idec Drug Development	Design Structure Matrix Methods and Applications	Steven D. Eppinger & Tyson R. Browning	Cambridge, MA, MIT Press, 2012, Pg: 174-178
VI-D2	Tripathy, Anshuman and Eppinger S D	Dover Motion Precision Systems Development Process	Design Structure Matrix Methods and Applications	Steven D. Eppinger & Tyson R. Browning	Cambridge, MA, MIT Press, 2012, Pg: 192-195
VI-D3	Tripathy, Anshuman and Eppinger S D	Pitney Bowes Mailing System	Design Structure Matrix Methods and Applications	Steven D. Eppinger & Tyson R. Browning	Cambridge, MA, MIT Press, 2012, Pg: 256-259

VI-E Working Papers

Sl. No.	Authors	Title	IIMB Working Paper No.	Year
VI-E1	Swami, Sanjeev and Tirupati, Devanath	Optimal Pricing and Advertising Policies for Bottom of Pyramid Markets: An Analytical Approach	386	2012

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

Sl. No.	Authors	Title of the Article	Name of the Newspaper/ Magazine	Date of Publication
VI-F1	Mahadevan B	Developing a Sustained Commitment	<i>Sadguru's Blessings</i>	Vol. 9(8), Pg: 17–18 April 2012
VI-F2	Mahadevan B	How to Cope with Changes?	<i>Sadguru's Blessings</i>	Vol. 10(6), Pg: 29-30 February 2013
VI-F3	Mahadevan B	How to React to Real Time Events and Outcomes?	<i>Sadguru's Blessings</i>	Vol. 10(4), Pg: 18-19 December 2012
VI-F4	Mahadevan B	Landing in Troubles and Failures in Life a Root Cause Analysis	<i>Sadguru's Blessings</i>	Vol. 10(1), Pg: 19–20 September 2012
VI-F5	Mahadevan B	Leadership Lessons from Bhagavad Gita	<i>Impact</i>	Pg: 13–16 July 2012
VI-F6	Mahadevan B	Meaning of Life and Innovation	<i>Sadguru's Blessings</i>	Vol. 9(11), Pg: 17–18 July 2012
VI-F7	Mahadevan B	The Immutable Self within Us	<i>Sadguru's Blessings</i>	Vol. 10(7), Pg: 15-16 March 2013
VI-F8	Mahadevan B	The Notion of Change and Changelessness	<i>Sadguru's Blessings</i>	Vol. 9(10), Pg: 17–18 June 2012

Sl. No.	Authors	Title of the Article	Name of the Newspaper/ Magazine	Date of Publication
VI-F9	Mahadevan B	The Power of Concentration	<i>Sadguru's Blessings</i>	Vol. 9 (9), Pg: 17-18 May 2012
VI-F10	Mahadevan B	Understand the Power of Senses	<i>Sadguru's Blessings</i>	Vol. 10(5), Pg: 20-21 January 2013
VI-F11	Mahadevan B	Unshaking Ourselves from the Fear of Outcomes	<i>Sadguru's Blessings</i>	Vol. 9(12), Pg: 17-18 August 2012
VI-F12	Mahadevan B	Work and Executional Excellence	<i>Sadguru's Blessings</i>	Vol. 10(3), Pg: 19-20 November 2012
VI-F13	Mahadevan B	Working Your Way to Contentment	<i>Sadguru's Blessings</i>	Vol. 10(2), Pg: 19-20 October 2012

VI-I Seminar/Conference/Workshop Presentations/Invited Colloquia

Sl. No.	Authors	Title of the Paper	Details of the Conference/Event	Dates of Conference
VI-I-1	Garg, Shashank, Sundar, Diatha Krishna	A Mobile Decision Support System for Optimal Supplier Selection in an Agro Supply Chain	P&OM World Conference	July 1-5, 2012
VI-I-2	Garg, Isha, Sundar, Diatha Krishna and Garg, Shashank	Electronic Data Capture for a Longitudinal Study in Public Health - A Case study	23 rd POMS 2012 Conference	April 20-23, 2012
VI-I-3	Garg, Shashank & Sundar, Diatha Krishna	Optimal Supplier Selection and Apriori Penalty Structure for Delays in an Agro Supply Chain	23 rd POMS 2012 Conference	April 20-23, 2012
VI-I-4	Mahajan, Siddharth	Minimizing Risk in the Newsboy Inventory Model Subject to a Target Return	Conference of the Operational Research Society of India	December 20-22, 2012
VI-I-5	Sundar, Diatha Krishna, R. Karumanchi and S. Garg	Mobile Enabled Operations Management Using Multi-Objective Based Logistics Planning for Perishable Products	Computers and Industrial Engineering (CIE 42), Cape Town, South Africa	July 16-18, 2012
VI-I-6	Sundar, Diatha Krishna, Bhagavathula, Suresh and V Murty, Rajluxmi	Supply Chain Management of Perishable Items: A Case of Indian Mushroom Growers	23 rd POMS 2012 Conference	April 20-23, 2012
VI-I-7	Tripathy, Anshuman	Managing Complex Product Development, Infosys Labs, Infosys	Bangalore	May 4, 2012
VI-I-8	Tripathy, Anshuman	Managing Product Development in Complex Systems	CII Karnataka Innovation Forum	July 26, 2012

VI-L Leading Publications in Journals

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

VI-L1 Author Name: Arun Kumaraswamy, Ram Mudambi, **Haritha Saranga** and Arindam Tripathy

Title: Catch-up Strategies in the Indian Auto Industry: Domestic Firms' Responses to Market Liberalization

Journal Name: ***Journal of International Business Studies***

Abstract: Market liberalization in emerging-market economies and the entry of multinational firms spur significant changes to the industry/institutional environment faced by domestic firms. Earlier studies have described how such changes tend to be disruptive to the relatively backward domestic firms, and negatively affect their performance and survival prospects. In this paper, we study how domestic supplier firms may adapt and continue to perform, as market liberalization progresses, through catch-up strategies aimed at integrating with the industry's global value chain. Drawing on internalization theory and the literatures on upgrading and catch-up processes, learning and relational networks, we hypothesize that, for continued performance, domestic supplier firms need to adapt their strategies from catching up initially through technology licensing/collaborations and joint ventures with multinational enterprises (MNEs) to also developing strong customer relationships with downstream firms (especially MNEs). Further, we propose that successful catch-up through these two strategies lays the foundation for a strategy of knowledge creation during the integration of domestic industry with the global value chain. Our analysis of data from the auto components industry in India during the period 1992–2002, that is, the decade since liberalization began in 1991, offers support for our hypotheses.

- Listings:
- ***Listed in Financial Times 45***
 - ***Listed in UT Dallas 24***
 - ***Listed as A* in ABDC (Australian Business Deans Council)***
 - ***Listed in NUS Tier 2 Leading***
 - ***Listed as 4 in ABS (Association of Business Schools, UK)***
 - ***Listed as 0 in ESS (ESSEC Business School of Paris)***
 - ***Listed in Hong Kong Business School List***

VI-L2 Author Name: Omkar D Palsule-Desai, **Devanath Tirupati** and **Pankaj Chandra**

Title: Stability Issues in Supply Chain Networks: Implications for Coordination Mechanisms

Journal Name: ***International Journal of Production Economics***

Abstract: Stability is essential for long-term sustainability of supply chain networks. The literature on supply chain coordination focuses on enhancing network efficiency,

and stability issues are largely unexplored. In this paper, we consider a two-tier supply chain network with a marketing agent coordinating activities among the network players using a price and profit-sharing-based coordination mechanism. Our non-cooperative game theoretic model shows that a unique subgame perfect Nash equilibrium exists that facilitates development of structural results characterizing network stability from the perspectives of costs, number of players and parameters of the coordination mechanism. In particular, we obtain ranges for cost, number of players and the profit sharing parameter over which the network is internally and/or externally stable. Our results suggest that cooperation among the network players is not always necessary; network efficiency can be achieved in some situations with the coordination mechanism adopted here.

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

VI-L3 Author Name: Ananth Iyer, **Haritha Saranga** and Sridhar Seshadri

Title: Effect of Quality Management Systems and Total Quality Management on Productivity Before and After: Empirical Evidence from the Indian Auto Component Industry

Journal Name: ***Production and Operations Management***

Abstract: We study the linkages between firm-level quality initiatives such as quality management systems (QMS) and total quality management (TQM) and output productivity in the Indian auto component industry. We use externally validated quality certification and quality awards as proxies for QMS and TQM, respectively, as it is difficult to directly measure the QMS and TQM efforts of firms. We use an unbalanced panel of 220 firms and a balanced panel of 73 firms from the Indian auto component industry over the period 1993–2006 to study these links. Parametric as well as non-parametric approaches are used, as appropriate, to measure the rate of change in productivity and the impact of quality initiatives on productivity change during this period. We determine the proportion of productivity resulting from technical change and relative efficiency change, thus providing insights into the structure of productivity improvements. We find that TQM efforts resulted in a high rate of productivity change (11%) in the award-winning firms after receiving the award. On the other hand, pre-certification productivity change due to QMS was 5% and post-certification change was 3.6%. In the periods prior to certification, productivity change was driven mainly by technical change; whereas the source of productivity change after certification is mixed. However, prior to awards, productivity change was driven mainly by relative efficiency change, whereas post-award productivity change was due to technical change. The results suggest that management focus on attaining

certification did generate conceptual learning (linked to technical change) during the period leading to certification, but these effects were not significant after certification. The results also suggest that the TQM programs generated significant productivity gains in the long run, although setting the associated systems in place did not result in significant productivity change prior to winning awards. Thus, the study provides direct but nuanced evidence linking quality certification as well as the adoption of TQM programs to the associated conceptual and operational learning processes and their impact on the change in productivity.

- Listings:
- *Listed in Financial Times 45*
 - *Listed In Business Week 20*
 - *Listed in UT Dallas 24*
 - *Listed as B in ABDC (Australian Business Deans Council)*
 - *Listed in NUS Tier 2 Leading*
 - *Listed as 3 in ABS (Association of Business Schools, UK)*
 - *Listed as 0 in ESS (ESSEC Business School of Paris)*
 - *Listed in Hong Kong Business School List*
 - *Listed in Mary land Smith School List*

VI-O Proposal Presentation by FPM Students during 2012–2013

Sl. No.	Name of the Student	Topic	DAC Chairman	Date
VI-O1	Chintapalli Prashant	Coordinated Pricing & Inventory Management under Wait-list Effects	Prof. Jishnu Hazra	September 9, 2012
VI-O2	Vinay K Kalakbandi	Supply Chain Contract Choice – A Behavioral Perspective	Prof. L S Murty	October 30, 2012

VI-P Papers Presented by FPM Students in Conference/ Seminar during 2012–2013

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference/Seminar	Date
VI-PI	Prakash Awasthy	Impact of Advertisement on Inventory Models with Inventory Dependent Demand	Advanced Workshop and Tutorial on Operations Research (AWTOR), IIM Indore	August 22-25, 2012

VI-T Seminar/Conference Attended by FPM Students

Sl. No.	Name of the Student	Details of the Conference/Seminar	Date
VI-TI	T S Krishnan	Third National Research Conference on Climate Change, IISC, Bangalore	November 3-4, 2012

Quantitative Methods and Information Systems (QM & 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 Default Correlations

Project Team: **Pulak Ghosh** and **Shashidhar Murthy**

Summary: While correlation (and diversification) is important to all investments, it is especially important to credit-sensitive securities as evidenced by the role of correlated defaults in the recent credit crisis. Correlation in the context of credit is a difficult issue because of sparse historical data on individual, and especially multiple, defaults. Hence, researchers and market participants have used market prices to construct forward-looking estimates of correlation. However, the only known ways of doing so are from *multi-name* securities (such as indexes, or collateralized debt obligations). Such instruments are far fewer in number than possible pairs of single-names (i.e., individual stocks, bonds, etc.) – they are non-existent for most pairs. For these reasons, the modeling of correlations is termed by many as an extremely important problem in credit risk pricing.

Sponsor: IIM Bangalore

Status: Ongoing (June 2012–2014)

VII-A2 Analysis of Partially Observed Asymmetric Zero-Sum Stochastic Games

Project Team: **Arnab Basu**

Summary: Shapley introduced stochastic games and they generalize Markov decision processes, in the sense that the latter may be treated as one-player stochastic games. Most of the available literature in this area belongs to the category of stochastic games with complete state information, that is, at each stage the state of the game is completely known to the players. Though there is considerable literature on Markov decision processes with partial information, the corresponding results on stochastic games seem to be rather sparse. In this study, we propose to examine the existence of value and saddle-point equilibria of a two-person zero-sum stochastic game when one of the players (say, minimizer) observes only a subspace of the total space of observations while the other (say, maximizer) has a full observation. Such informational asymmetry is relevant in various business problems when one of the agents in the market has informational advantage, i.e., when one is playing against the market maker. Such an example has come up recently in one of our projects with a large corporate company dealing in procurement and processing of certain commodities. To the best of our knowledge, the study of such games under complete information asymmetry is novel and not much studied in the literature.

Sponsor: IIM Bangalore

Status: Completed (August 2012)

VII-A3 Relative Performance of Business Group Mutual Funds Using Survivorship Bias Free Database of Indian Mutual Fund Returns

Project Team: **Pulak Ghosh, Venkatesh Panchapagesan and Jayant Kale**

Summary: Institutional investors, in particular, mutual funds are major players in most established financial markets. However, in India they are relatively a newer phenomenon with the regulator opening up the market only in the late 1980s. Currently, they own about 3-5% of the overall equity market capitalization but account for 12-15% of the daily trading activity in Indian markets. A mutual fund (MF) serves an important role in the development of financial markets by providing a channel through which many investors, including small investors, can invest in corporate securities.

Sponsor: IIM Bangalore

Status: Ongoing (August 2014)

VII-A4 Bayesian Approach to Monetary Transmission Policy of India

Project Team: **Pulak Ghosh**

Summary: Monetary policy affects the economy. It is essential to evaluate what the stance of monetary policy is at a particular point in time. Even, if RBI's policy instrument is low, monetary policy may well be restrictive because of the effects of monetary policy on- other asset prices and quantities. The primary objective of this proposal is to analyze and examine the monetary transmission policy mechanism in India.

Sponsor: Reserve Bank of India

Status: Completed (2011–2013)

VII-A5 Economic Impact of FOSS in Government

Project Team: **Rahul De'**

Summary: The scope of this study includes assessing the economic impact of FOSS across four representative states in India. The target population within each of these states will be a diverse set of government departments across multiple functions and with a stated adoption of FOSS. The economic impact computed will be as follows: The direct benefits in terms of software license costs savings; perceived benefits of other direct and indirect costs savings.

Sponsor: ICFOSS, Kerala

Status: Ongoing (October 2012–December 2014)

VII-A6 Open Standards/Open Source/Open API for e-Governance and m-Governance Initiatives

Project Team: **Rahul De'**

Summary: The objective of the proposed project is to develop a comprehensive document on the need for adopting Open Standards, Open Source and Open APIs for the e-Governance and m-Governance projects executed by the government departments.

Sponsor: CSITM

Status: Ongoing (October 2012–December 2014)

VII-A7 Risk Analysis, Ruin and Extremes (RARE)

Project Team: **Shubhabrata Das**

Summary: The project aims at developing the theoretical side of the analysis of ruin probabilities in case of disasters or extreme shocks for insurance like risk pools, by the introduction and analysis of new risk measures, and by (asymptotic) quantification of aggregated risk, central topics of interest for the prediction of financial disasters and more generally for risk management. It investigates Risk Modeling, New Development on Extreme Rare Events, etc. University of Liverpool IFAM, together with a consortium of 11 other international higher education institutions including IIM Bangalore, has been awarded this four year EU Framework 7 project, within the Marie Curie People Action on International Research Staff Exchange (IRSES).

Sponsor: Marie Curie International Research Staff Exchange Scheme Fellowship

Status: Ongoing (January 2013–December 2016)

VII-B Articles in Academic Journals

Sl. No.	Authors	Title of the Paper	Journal Name	Publication Details
VII-B1	Antonio, Carlos Abanto-Valle, Lachos, Victor H. and Ghosh, Pulak	A Bayesian Approach to Term Structure Modeling Using Heavy-Tailed Distribution	<i>Applied Stochastic Models in Business and Industry</i>	Vol. 28, Issue 5, September-October 2012, Pg: 430-447
VII-B2	Basu, Arnab and Ghosh, Mrinal K	Zero-Sum Risk-Sensitive Stochastic Differential Games	<i>Mathematics of Operations Research</i>	Vol.37, No. 3, August 2012, Pg: 437-449
VII-B3	Kumar, Deepak, Jha P C, P K Kapur and U Dinesh Kumar	Optimal Component Selection Problem for COTS-based Software System under Consensus Recovery Block Scheme: A Goal Programming Approach	<i>International Journal of Computer Applications</i>	Vol. 47, No 4, June 2012, Pg: 9-14
VII-B4	Man-Wai Ho, Wanzhu Tu, Ghosh, Pulak and Tiwari, Ram C	A Nested Dirichlet Process Analysis of Cluster Randomized Trial Data with Application in Geriatric Care Assessment	<i>Journal of the American Statistical Association</i>	Vol. 108, No. 501, 2012, Pg: 48-68
VII-B5	Nagadevara V	Prediction of Employee Attrition Using Work-Place-Related Variables	<i>Review of Business Research</i>	Vol. 12, No. 3, May 2012, Pg: 70-75
VII-B6	Nagadevara V	Predicting Churn and NPAs in Banking Industry	<i>Journal of International Finance Studies</i>	Vol. 13, No. 1, January 2013, Pg: 89-94
VII-B7	Neelon, Brian, Ghosh, Pulak and Patrick F. Loebis	A Spatial Poisson Hurdle Model for Exploring Geographic Variation in Emergency Department Visits	<i>Journal of the Royal Statistical Society: Series A (Statistics in Society)</i>	Vol. 176, Issue 2, February 2013, Pg: 389-413
VII-B8	Prabhakar, A. K., Feroze Sheriff, S. and Nagadevara V	Relative Efficiency of Banks in India - Evaluation and Policies for Improvement	<i>AIMS International Journal of Management</i>	Vol. 6, No. 2, May 2012, Pg: 119-136
VII-B9	Sapra, Amar and Jackson P	On the Equilibrium Behavior of a Supply Chain Market for Capacity	<i>Manufacturing and Service Operations Management</i>	Vol. 15, No. 1, 2013, Pg: 132-147

VII-D Chapters in Books

Sl. No.	Authors	Title of the Chapter	Title of the Book	Editors	Publication Details
VII-D1	Bhat, Jyoti M., Shroff, Bhavya, and K Bandi, Rajendra	User Perceptions, Motivations and Implications on ERP Usage: An Indian Higher Education Context	<i>Lecture Notes in Business Information Processing: 'Enterprise Information Systems of the Future</i>	G. Poels	Volume 139, Springer, Berlin Heidelberg, 2013, Pg: 90-105
VII-D2	De', Rahul	Messy Methods for ICT4D Research	<i>Linking Research to Practice: Strengthening ICT for Development Research Capacity in Asia</i>	Arul Chib, Roger W Harris	ISEAS Publishing, Singapore, 2012, Pg: 58-67
VII-D3	De', Rahul and Rao R.A	Open Source Reuse and Strategic Imperatives	<i>Finding Source Code on the Web for Remix and Reuse</i>	S.E. and Gallardo-Valencia, R.E.	Springer, New York, 2013, Pg: 187-204

VII-E Working Papers

Sl. No.	Authors	Title	IIMB Working Paper No.	Year
VII-E1	Maya Menon, Shankar Venkatagiri , Misbah Shahid and Shipra Suneja	Towards Safe and Sensitive Schools: A Participatory Action Research Project	400	2013

VII-I Seminar/Conference/Workshop Presentations, etc.

Sl. No.	Authors	Title of the Paper	Details of the Conference	Dates of Conference
VII-I-1	Chandwani, R., Srinivasan, Vasanthi , Devare, D.T., Jha, Mithileshwar , Nagadevara V	HR Issues in a Rapidly Growing Organizations in an Evolving Industry: A Perspective on Health Care Sector in India	IHRM Conference, Gurgaon, India	December 10-13, 2012

Sl. No.	Authors	Title of the Paper	Details of the Conference	Dates of Conference
VII-I-2	Chandwani, R, Srinivasan, Vasanthi Jha Mithileshwar, and Nagadevara V	Narayana Hrudayalaya: How the HR Practices and Policies Enable Organizational Strategy Implementation	IHRM Conference, Gurgaon, India	December 10-13, 2012
VII-I-3	Das, Shubhabrata	On Maximum Likelihood Estimation and Model selection for a Family of Generalized Geometric Distributions with Random Right-Censored Data	8 th International Triennial Calcutta Symposium on Probability and Statistics, University of Calcutta	December 27-30, 2012
VII-I-4	Das, Shubhabrata	Fairness of Seeding in a Knockout Tournament	IIM Ahmedabad, Ahmedabad	December 4, 2012
VII-I-5	De', Rahul	Diffusion of FOSS in Business Strategy	Bosch Lecture Series, Bosch, Bangalore	July 23, 2012
VII-I-6	De', Rahul	Panel: What Are the Unique Challenges in Adoption of Cloud Computing in India and Other Emerging Markets?	IEEE Cloud Computing for Emerging Markets Conference, Bangalore	October 11-12, 2012
VII-I-7	De', Rahul	The Social-Political Context in ICT4D Research: Issues and Challenges	13 th Annual Global Information Technology Management Association World Conference, Alliance University, Bangalore	June 19, 2012
VII-I-8	Nagadevara V and Srinivasan, Vasanthi	Rhetoric Vs. Reality: How Do Practising Managers View CSR in India?	SGBED Fourth Research Symposium, IIM, Bangalore	July 9-11, 2012
VII-I-9	Patra, Pradipta and U Dinesh Kumar	Supply Chain Optimization under Availability Contracting	Inform International, Crete, Greece	June 24-27, 2012
VII-I-10	Rajao, R., Duque, R. and De', Rahul	Conceptualizing Voices from within and outside the South	4S Annual meeting, Society for Social Studies of Science (4S) and European Association for the Study of Science and Technology (EASST) -Joint Conference, Copenhagen Business School, Denmark	October 17-20, 2012

Sl. No.	Authors	Title of the Paper	Details of the Conference	Dates of Conference
VII-I1	Roychowdhury D., Murthy, Rajluxmi V and Jose P D	Facilitating Green Building Adoption - An Optimization Based Decision Support Tool	3 rd International Conference on Optimization Methods and Software, Crete, Greece	May 13-17, 2012
VII-I2	Shankar, Venkatagiri,	MOOCS: Is It High Time We Smelt the Coffee?	Invited Talk at the MIT Technology Review Meet, Bangalore	March 26, 2013
VII-I3	Sundar, Diatha Krishna, Bhagavathula, Suresh and Murty, Rajluxmi V	Supply Chain Management of Perishable Items: A Case of Indian Mushroom Growers	23 rd POMS 2012 Conference, Chicago	April 20-23, 2012

VII-J IIMB Case Studies Distributed by Harvard Business Publishing

VII-J1 Title: **Pricing of Players in the Indian Premier League**

Author: **U Dinesh Kumar** and Kshitiz Ranjan

Summary: The Indian Premier League (IPL), a professional league for Twenty20 (T20) cricket championships was started in 2008, in India. The IPL was initiated by the Board of Control for Cricket in India (BCCI) with eight franchises comprising players from across the world. Franchises acquired players through an English auction that was conducted every year; however, there were several rules imposed by the IPL. The prices of IPL players ranged from as low as \$20,000 to more than \$2 million for a tournament played over 7 weeks. Three of the nine IPL teams appeared in the list of 50 highest paid sports teams in the world in a survey conducted by sportingintelligence.com in May 2012. The IPL teams had several restrictions on how much money they could spend on acquiring their players, and it was important that they spend their money wisely to put together a successful team, after gauging the true value of a player. The performance of the players could be measured through several metrics. Although the IPL followed the Twenty20 format of the game, it was possible that the performance of the players in the other formats of the game such as Test and one-day matches could influence player pricing. Anecdotal evidence suggests that factors such as batting strike rate, bowling strike rate, economy rate, and ability to take wickets; drive the price of players. The focus of this case is to understand the true value of a cricket player that can be used during the player auctions.

- VII-J2** Title: **Wooqer: Making Business Social (A) and (B)**
- Author: **Shankar Venkatagiri** and Yalla Veera Prakash
- Summary: Information technologies enable key divisions of an organization such as HR, Training, Operations, and Legal, to achieve operational efficiency. In addition, IT can and must be used to enhance the company's strategic positioning, by "socially" engaging an ecosystem of stakeholders: employees, suppliers, and customers. For this, the company's back-end IT infrastructure must be linked up with the front-line, so that information can flow smoothly, and important decisions can be taken in real-time. In this context, we make a distinction between Systems of Record and Systems of Engagement. The latter category of IT is now emerging, and will change the business landscape in substantial ways. This case is about one such platform of engagement called Wooqer, which business heads can harness to tackle a variety of problems. Wooqer facilitates communities of users to function independently, without requiring constant assistance from IT. The case begins by describing the information systems that drive business at Madura Fashion & Lifestyle, India's largest apparel retailer. In a rapidly expanding retail environment, Madura's Strategy Head has to decide between implementing point solutions to different technology problems, and rolling out a system of engagement.
- VII-J3** Title: **A Game of Two Halves: In-Play Betting in Football**
- Author: **U Dinesh Kumar**, H Satyabala and V Sandeep
- Summary: According to the Federation Internationale de Football Association (FIFA), while the sports industry itself generated revenue totalling USD 300 billion in 2011, sports betting was worth USD 350-400 billion. The primary objective of this case is to analyze the past data from the English Premier League (EPL) to develop winning strategies for in-play betting. In-play betting allows bettors to place their bets while the match is in progress. In most instances, the bettors can place bets any time during the match and can bet on the final score, match result, next goal scorer, and so on. Unlike the other bets, in-play betting odds are updated in real-time by the betting companies based on the events in the match. In-play betting provides an opportunity to the bettors to mitigate the risk on their other bets. For example, consider a bettor who has placed a bet on a particular team to win before the start of the play. During the match, if the other team leads, he/she can mitigate the risk of losing money by placing another in-play bet. The objective of the case is to predict the outcome of football matches using classification techniques such as multinomial logistic regression and chi-squared automatic interaction detection (CHAID). The accompanying data in the Excel spread-sheet (IMB403EPL.XLS) may be used by the instructor to demonstrate application of several classification tools.

VII-L Leading Publications in Journals

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

VII-L1 Faculty Name: **Arnab Basu** and Mrinal K Ghosh

Title: Zero-Sum Risk-Sensitive Stochastic Differential Games

Journal Name: ***Mathematics of Operations Research***

Abstract: We study zero-sum risk-sensitive stochastic differential games on the infinite horizon with discounted and ergodic payoff criteria. Under certain assumptions, we establish the existence of values and saddle-point equilibria. We obtain our results by studying the corresponding Hamilton–Jacobi–Isaacs equations. Finally, we show that the value of the ergodic payoff criterion is a constant multiple of the maximal eigenvalue of the generators of the associated nonlinear semigroups.

Listings:

- ***Listed as A in ABDC (Australian Business Deans Council)***
- ***Listed as 3 (top Journal) in ABS (Association of Business Schools, UK)***
- ***Listed as I in ESS (ESSEC Business School of Paris)***
- ***Listed in NUS list as Tier I Premium***
- ***Listed in UT Dallas 24***
- ***Listed in Hong Kong Business School List***

VII-L2 Faculty Name: **Amar Sapra** and Peter L Jackson

Title: On the Equilibrium Behavior of a Supply Chain Market for Capacity

Journal Name: ***Manufacturing & Service Operations Management***

Abstract: A capacity market is a business-to-business exchange in which equally capable suppliers compete with one another to satisfy generic orders from diverse buyers. The market is asymmetric because the buyers can carry inventory of the products ordered but the suppliers cannot store their capacity. In such a market, we might expect to see something similar to a price for capacity, emerge to equilibrate demand and supply. The financial risk of participating in such a market will be driven by the volatility of the capacity price. In this paper, we develop a model to explore the behavior of such a market and demonstrate, for example, that volatility of the price for capacity increases, to a point, when inflexibility of the capacity increases. We can also make statements about how the resolution of price uncertainty in the capacity market is related to the resolution of demand uncertainty faced by the buyers. Another contribution of the paper is to explain the role of market characteristics in how the market acts to minimize shortages caused by consumer demand uncertainty. We use continuous time stochastic optimal control techniques and numerical experiments to demonstrate these insights.

- Listings:
- **Listed as B in ABDC (Australian Business Deans Council)**
 - **Listed as 3 (top Journal) in ABS (Association of Business Schools, UK)**
 - **Listed as 1 in ESS (ESSEC Business School of Paris)**
 - **Listed in NUS list as Tier 1 Premium**
 - **Listed in UT Dallas 24**
 - **Listed in Hong Kong Business School List**

VII-L3 Faculty Name: Man-Wai Ho, Wanzhu Tu, **Pulak Ghosh** and Ram C Tiwari

Title: A Nested Dirichlet Process Analysis of Cluster Randomized Trial Data with Application in Geriatric Care Assessment

Journal Name: **Journal of the American Statistical Association**

Abstract: In cluster randomized trials, patients seen by the same physician are randomized to the same treatment arm as a group. Besides the natural clustering of patients due to cluster/group randomization, interactions between an individual patient and the attending physician within the group could just as well influence patient care outcomes. Despite the intuitive relevance of these interactions to treatment assessment, few studies have thus far examined their influences. Whether and to what extent these interactions affect assessment of the treatment effect remains unexplored. In fact, few statistical models provide ready accommodation for such interactions. In this research, we propose a general modeling framework based on the nested Dirichlet process (nDP) for assessing treatment effect in cluster randomized trials. The proposed methodology explicitly accounts for physician–patient interactions by assuming that the interactions follow unspecified group-specific distributions from an nDP. In addition to accounting for physician–patient interactions, the model has greatly enhanced the flexibility of traditional mixed effect models by allowing for nonnormally distributed random effects, thus, alleviating concerns about mixed effect misspecification and sidestepping verification of distributional assumptions on random effects. At the same time, the model retains the mixed models’ ability to make inferences on fixed effects. The proposed method is easily extendable to more complicated hierarchical clustering structures. We introduce the method in the context of a real cluster randomized trial. A comprehensive simulation study was conducted to assess the operating characteristics of the proposed nDP model.

- 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 in NUS as Tier 1 Premium**
 - **Listed in Financial Times 45**
 - **Listed in UT Dallas 24**
 - **Listed in Maryland Smith School List**

VII-L4 Faculty Name: Brian Neelon, **Pulak Ghosh** and Patrick F Loebis

Title: A Spatical Poisson Hurdle Model for Exploring Geographic Variation in Emergency Department Visits

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

Abstract: We develop a spatial Poisson hurdle model to explore geographic variation in emergency department (ED) visits while accounting for zero inflation. The model consists of two components: a Bernoulli component that models the probability of any ED use (i.e., at least one ED visit per year), and a truncated Poisson component that models the number of ED visits given use. Together, these components address both the abundance of 0s and the right-skewed nature of the non-zero counts. The model has a hierarchical structure that incorporates patient and area level covariates, as well as spatially correlated random effects for each areal unit. Since regions with high rates of ED use are likely to have high expected counts among users, we model the spatial random effects via a bivariate conditionally auto-regressive prior, which introduces dependence between the components and provides spatial smoothing and sharing of information across neighbouring regions. Using a simulation study, we show that modelling the between-component correlation reduces bias in parameter estimates. We adopt a Bayesian estimation approach, and the model can be fitted by using standard Bayesian software. We apply the model to a study of patient and neighbourhood factors influencing ED use in Durham County, North Carolina.

- Listings:
- ***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 in NUS as Tier I Premium***
 - ***Listed in Maryland Smith School***

VII-M Awards, Honors, and Achievements

VII-M1 Prof. V Nagadevara's paper received the Distinguished Research Award in the Conference, 2012 at Allied Academies International Conference in New Orleans, March 27-29, 2013.

VII-M2 Prof. V Nagadevara's paper received the second best paper award at the Tenth AIMS International Conference on Management, Bangalore, India, January 6-9, 2013.

VII-M3 Prof. Shubhabrata Das was awarded Marie Curie International Research Staff Exchange Scheme Fellowship in 2012 within the 7th European Community Framework Programme (2013–16) Prof. Das was IIMB representative and part of a faculty team across 12 leading academic institutions over the globe.

VII-N Doctoral Theses Completed by FPM Students during 2012–2013

Sl. No.	Name of the Student	Dissertation Title	DAC Chairman
VII-N1	Ankur Arora	Robustness in Facility Location Models	Prof. Rajluxmi V Murthy
VII-N2	Archisman Majumdar	Collaborative Tools for the Digital Age: Exploring the Implications of Social Computing Technologies for Virtual Teams	Prof. S Krishna
VII-N3	Jayaram Holla	Profitability Scoring and Optimal Decisions	Prof. Srinivas Prakhya
VII-N4	Karthik Sriram	A New Bayesian Approach to Simultaneous Estimation of Multiple Quantiles with Applications to Some Business Problems	Prof. Pulak Ghosh
VII-N5	Nalini Guhesh	Optional CLV Based Decisions for Existing Customer Management in Situations of Sequential Social Influence	Prof. Ishwar Murthy

VII-O Proposal Presentation by FPM Students during 2012–2013

Sl. No.	Name of the Student	Topic	DAC Chairman	Date
VII-O1	Neha Advani	Role of Shelf Space Dependent Demand in Supply Contracts	Prof. Devanath Tirupati	October 10, 2012
VII-O2	Sujay Kumar Mukhoti	Essays in Hierarchical Bayesian Stochastic Volatility Models with Sparsed Jumps and Its Applications	Prof. Pulak Ghosh	October 16, 2012

VII-P Papers Presented by FPM Students in Conference/Seminar during 2012–2013

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference/Seminar	Date
VII-P1	Archisman Majumdar (Co-authored with S. Krishna)	Empirical Analysis of Web 2.0 Implications on Collaborative Tool Usage and Team Interactions in Virtual Teams	18 th Americas Conference on Information Systems (AMCIS 2012), Seattle, Washington, USA	August 9-11, 2012
VII-P2	Archisman Majumdar (Co-authored with S. Krishna)	Organizational Identity, Image and Role of the Influencers in Social Media: A Framework for Analyzing their Interactions	International Workshop on Social Business (IWSB-2012), Copenhagen Business School, Denmark	December 10-11, 2012

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference/Seminar	Date
VII-P3	Bhavya P Shroff (Co-authored with Jyoti M Bhat, Rajendra Bandi)	IS Discipline in the IT Services Land: An Exploratory Study of IS in India	23 rd Australasian Conference on Information Systems, Geelong, Australia	December 3-5, 2012
VII-P4	Mukhoti, Sujay (Co-authored with K Pulak Ghosh)	Simultaneous Modeling of Skewness and Sparse Time-Varying Jumps in Asset Return with Stochastic Volatility	ISBA Regional Meeting and International Workshop/Conference on Bayesian Theory and Applications (IWCBTA), Varanasi, India	January 5-10, 2013
VII-P5	Ravi Anand Rao (Co-authored with Rahul De')	The role of leadership in Agile – Scrum teams	GITMA World Conference 2012, Alliance University, Bangalore	June 17-19, 2012

VII-T Seminar/Conference Attended by FPM Students

Sl. No.	Name of the Student	Details of the Conference/Seminar	Date
VII-T1	Archisman Majumdar	Global Software Development Conference, IT University of Copenhagen, Denmark	September 10, 2012

VII-U FPM Workshops during 2012–2013

Sl. No.	Name of the Student	Title of the Paper	Faculty Co-ordinator	DAC Chairman	Date
VII-U1	Archisman Majumdar	Social Computing Implications for Global Virtual Teams.	Prof. Shankar Venkatagiri	Prof. S Krishna	November 16, 2012
VII-U2	Avadhoot Jathar	Product Differentiation, Variant Purchases and Private Labels	Prof. Chirantan Chatterjee	Prof. Dinesh Kumar	February 15, 2013

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 Impact of Air Pollution on Child Health Outcomes in Urban India

Project Team: **Arnab Mukherji**

Summary: Quality of air and its consequences for health have been studied long enough for well-established literature to emerge. This literature investigates the air-quality health relationship in developed and developing economies in terms of short-term and long-term health effects as well for those residing in rural and urban areas. In these studies, air quality measurement tends to vary – some studies directly measure air pollution from monitoring stations or satellites, and others use various proxies such as business activity for ambient pollution or type of cooking stoves for indoor pollution. However, there remain important gaps; for example, much of the literature in developing economies focuses on indoor air quality in rural households where air pollution is measured through proxies such as the type of cooking stove or bio-fuel used during cooking. Smith (2000) suggests that acute respiratory infections associated with indoor air pollution were the single largest cause of death among children aged below five years. Findings from such studies, however, do not generalize urban areas in developing countries where the nature of exposure to air pollution is different.

Sponsor: IIM Bangalore

Status: Completed (September 2012–2013)

VIII-A2 Examining the Impact of Social Policies on Health Equity

Project Team: **Arnab Mukherji** and **Hema Swaminathan** with collaborators in McGill University, HSRC South Africa, University of Bristol, and Universidad Peruana Cayetano Heredia.

Summary: The negative impact of poverty, economic and gender inequality on health and health equity are well document. However, little research investigates how social policies may provide pathways to improve population health. This research proposes to rigorously examine the population health effects of differing social policy approaches taken around the world to address poverty, economic, and gender inequity. The specific objectives of this research program are to examine how policies aimed at reducing poverty, income and gender inequality in high- and low-income countries impact major causes of morbidity and mortality in children, women under 50 and its impacts on HIV/AIDS, Tuberculosis, and other major diseases. In many areas of medical and public health research, the public and private sectors have substantial experience translating research into public health action; this was the case with immunizations. Moreover, in the case of many other public health initiatives, such as those related to physical activity, individual action can make a large difference. In contrast, the actions that follow from the evidence that poverty and gender inequality lead to poorer health outcomes cannot be taken by individuals or practitioners alone. This research program is

designed to begin to examine potential policy approaches to these substantial drivers of health. Moreover, as a clearer understanding of what works is by itself not enough to improve health and health equity, this program combines research with knowledge mobilization strategies.

Sponsor: Canadian Institute of Health Research

Status: Ongoing (2012–2016)

VIII-A3 Minchu – A Livelihoods Intervention Project

Project Team: **Rajalaxmi Kamath**

Summary: The fairly long period of the study and the constant engagement with study participants gave the study team an opportunity to explore livelihood options for the participants. Fifty percent of the households were Muslims who possessed the skill of hand embroidery and it was decided to establish a venture based on this skill. Funds from the CPP were used to upgrade skills and linkages were established with various outlets for marketing these skills. Students from the Srishti School of Design, Art and Technology worked with the newly trained artisans to develop fashion accessories based on hand embroidery as new products (other than saris and dress materials which the artisans traditionally embroidered). The Karnataka State Women's Development Corporation funded the training of a bigger group of artisans.

Sponsor: IIM Bangalore

Status: Ongoing (2012–2014)

VIII-A4 The Crucible Years: 1930s and the Making of Modern India

Project Team: **Deepak Malghan**

Summary: As indicated in the preamble to the course-outline (appendix), there are huge gaps in our understanding of the 1930s India. However, some of the most important social, political, and economic conundrums facing contemporary India first came to the fore in the 1930s. I hope to fill the following two specific gaps through this case-writing exercise. Both these themes have an important bearing on business, government, and society in contemporary India.

Sponsor: IIM Bangalore

Status: Ongoing (January 2014)

VIII-A5 Hydrology and Political Economy of Domestic Water Consumption in Bangalore: Towards Economic Efficiency, Biophysical Sustainability, and Social Justice

Project Team: **Deepak Malghan**

Summary: Rapid population growth and economic activity in Indian cities have overwhelmed their ecological support base, leading to chronic shortages in electricity, water

and road space while increasingly polluting the physical environment (NIUA 2005). One of the key barriers to sustainable cities is the lack of a ‘systems’ understanding of problems that cut across myriad aspects of the urban sustainability conundrum. Almost all ‘environmental’ challenges facing India’s urban centers originate from social, economic, and political processes that are traditionally not considered part of the urban ecological predicament (Solomon 2000). Bangalore is a poster-child of these problems, having grown from 1.65 million inhabitants in 1971, to 8+ million today. It is now the third most populous city in India and was the fastest growing metropolis in the country after New Delhi, with an economic growth of above 10%.

Sponsor: IIM Bangalore

Status: Completed (August 2013)

VIII-A6 Urban Water Metabolism

Project Team: **Deepak Malghan**

Summary: The project attempts to estimate the first-ever source-disaggregated domestic water demand equation for any Indian city. The water demand equation will be used to build a deliberative modeling platform to help water planners in the city. The model will combine social, economic, and demographic variables with physical variables.

Sponsor: Ministry of Urban Development, GOI

Status: Ongoing (January 2011–September 2014)

VIII-A7 Legal and Institutional Perspective on Citizen-Centric Urban Governance

Project Team: **Anil B Suraj**

Summary: This research study is based on the proposition that proximity to the governed, and their participation, is a defining feature of effective governance. With almost one-third of India’s population residing in urban areas, it is imperative to explore legal, regulatory and institutional options to enable greater citizen participation in the planning and implementation of urban governance. While the 74th Amendment to the Constitution of India (in 1993) provides a common framework for the content and structure of urban local self-governance across the nation, this study seeks to establish the pillars of accountability and autonomy on this constitutional foundation of participatory form of local governance. Accountability is in terms of the devolved powers being exercised by the urban local bodies to achieve the planned outcomes in the core functional domain. Autonomy is essential for municipal bodies to collaborate with private sector expertise and leverage the enormous economic synergy that is now associated with establishment and provision of urban infrastructure and public services. Specific deliverables are based on the objectives of the study, which are to: *review* the relevant aspects

of the constitutional framework, *propose* the legislative support required to enable autonomous contracting by the municipal government, and *suggest* an agenda to enable an empowered form of participatory urban governance.

Sponsor: Union Ministry of Urban Development, GOI

Status: Completed (May 2009–December 2013)

VIII-A8 Gender and Health Equity Project

Project Team: **Gita Sen**

Summary: An action-research project has been initiated in Koppal district of northern Karnataka to improve the functioning of the public health system with a particular focus on maternal mortality. The objective is also to generate high quality publishable research to draw out lessons for policy and program practice. These objectives have been significantly met over the years.

Sponsor: IDRC

Status: Ongoing (2011–2014)

VIII-A9 Capacity Building in Urban Local Bodies

Project Team: **G Ramesh** and **Gopal Naik**

Summary: The ministry of Urban Development requested us to prepare a report to be submitted to the Planning Commission. The report studied a plan on ‘building capacity’ of urban local bodies (ULBs) at an all-India level. Also, it recorded benchmarks, organizational structure of typical ULBs and identified skill gaps. It developed a comprehensive skill development programme. This was accepted for the forthcoming plan.

Sponsor: Ministry of Urban Development

Status: Completed (June 2012–December 2012)

VIII-A10 Development of Municipal Finance Database

Project Team: **G Ramesh** and Shahana Sheikh

Summary: As part of the center of excellence funded by the Ministry of Urban Development, we are developing a database of municipal finances on the lines of corporate finance databases. We have developed a prototype and ported the data of Karnataka ULBs into it. This is now proposed to be extended to an all-India level. This took into account the accounting structure of National Municipal accounting standards.

Sponsor: Ministry of Urban Development

Status: Ongoing (June 2012–December 2014)

VIII-A11 Consolidated Financial Statement of ULB and Parastatal Organizations

Project Team: **G Ramesh**

Summary: In this project, the author has tried to consolidate finances of ULB such as BBMP and parastatal organizations such as BWSSB, BESCO, etc. and presented a consolidated financial statement. This helps to examine the financials of a city in a single statement. This raised interesting conceptual issues in accounting.

Sponsor: Ministry of Urban Development

Status: Completed (June 2012–December 2012)

VIII-A12 Study of Access to Health Care of Urban Poor

Project Team: **G Ramesh**

Summary: The author has adopted a civil hospital in Jayanagar and implemented several interventions. This report captures those interventions. It also includes a survey of residents from poor neighbourhood on their usage of this hospital and health care facilities. It threw up several interesting findings.

Sponsor: Ministry of Urban and Poverty Alleviation

Status: Completed (September 2012–March 2013)

VIII-A13 Evaluation of Public Grievances System

Project Team: **G Ramesh** and Shahana Shiekh

Summary: The Municipal Reform Cell of GOK has implemented a public grievances redressal system throughout Karnataka. They requested us to evaluate this system. We especially focused on the back-office processes. We provided several useful findings.

Sponsor: Ministry of Urban Development

Status: Completed (June 2012–December 2012)

VIII-A14 Impact of Catalytic Development Program (CDP) Schemes & Infrastructure Utilization in Karnataka

Project Team: **S Nayana Tara**

Summary:

1. To assess the effectiveness of CDP in Karnataka
2. To examine the infrastructure developed by CSB in the state and to study the progress achieved against targets set for the XI Plan period
3. To examine the extent of success achieved under CDP programme
4. To identify issues and challenges in implementation of various components of CDP
5. To assess the nature and extent of participation of relevant stakeholders including extension workers

Sponsor: Central Silk Board Bangalore

Status: Completed (October 2012)

VIII-A15 External Evaluation of State Resource Centre (SRCs) in Patna

Project Team: **S Nayana Tara**

Summary:

1. To study the organizational structure and functioning of the SRC during the last 3 years with respect to the mandate as per guidelines of NLMA.
2. To critically examine the training programmes conducted and materials produced during the last 3 years
3. To critically examine the managerial and academic capacities of SRC vis-à-vis their mandate
4. To study the advocacy and quality of infrastructural facilities and academic staff support

Sponsor: Directorate of Adult Education, MHRD, GOI

Status: Completed (March 2012–April 2013)

VIII-A16 Study of the Functional Diagnosis of Panchayat Raj Institutions and Rural Development and Panchayat Raj Secretariat

Project Team: **S Nayana Tara**

Summary:

1. To examine the functioning of the offices of Taluk Panchayat, Zilla Panchayat and Rural Development and Panchayat Raj Secretariat in order to assess the quantum of existing work load vis-à-vis administration of various schemes and programmes
2. To assess the feasibility of alternate service delivery systems through participation of NGOs and other community-based agencies/institutions

Sponsor: Department of RDPR, GOK

Status: Ongoing (July 2012–2014)

VIII-A17 Mid-Term Evaluation of Saakshar Bharat (SB) Programme in Andhra Pradesh, Karnataka and Tamil Nadu

Project Team: **S Nayana Tara**

Summary:

1. To study and also to identify critical factors that contribute to inadequacies and failures at different operational levels, the architecture, design, approach and delivery/implementation of the programme
2. Whether SB has gained visibility and generated demand for literacy
3. Identify, enumerate and study positive deviations in conducting the programme
4. Suggestions for improvement in programme design and its implementation.

Sponsor: EDCIL (India)

Status: Completed (January 2013)

VIII-B Articles in Academic Journals

Sl. No.	Authors	Title of the Paper	Journal Name	Publication Details
VIII-B1	Iyer, Aditi; Sen, Gita and Sreevathsa, Anuradha	Deciphering Rashomon: An Approach to Verbal Autopsies of Maternal Deaths	Global Public Health: An International Journal for Research, Policy and Practice	Vol. 8, Issue 4, March 2013, Pg: 389-404
VIII-B2	Rathi, Prateek, Mukherji, Arnab and Sen, Gita	RSBY: Evaluating Utilization, Roll-out and Perceptions of a Health Insurance Scheme in Amravati	<i>Economic and Political Weekly</i>	Special Articles, Vol. XLVII, September 2012, Pg: 57-64
VIII-B3	Sen, Gita and Iyer, Aditi	Who Gains, Who Loses and How: Leveraging Gender and Class Intersections to Secure Health Entitlements	Social Science and Medicine	Vol. 74, Issue 11, June 2012, Pg: 1802-1811
VIII-B4	Sriram M S	The AP Microfinance Crisis 2010: Discipline or Death	<i>Vikalpa</i>	Vol.37, No. 4, October-December, 2012, Pg: 113-127
VIII-B5	Swaminathan, Hema Suchitra J Y and Lahoti, Rahul	Gender Asset and Wealth Gaps: Evidence from Karnataka	<i>Economic and Political Weekly</i>	Vol. XLVII No. 35, September 2012, Pg: 59-67
VIII-B6	Swaminathan, Hema and Mukherji, Arnab	Malnourished in Slums? Evidence from India	<i>American Journal of Public Health</i>	Vol. 102, No.7, July 2012, Pg: 1329-1335
VIII-B7	Suraj, Anil B	Transfer of Technology in India: Interface of IPRs and Competition Policy	<i>Indian Journal of Law and Technology</i>	Vol. 8, 2012, Pg: 25-40

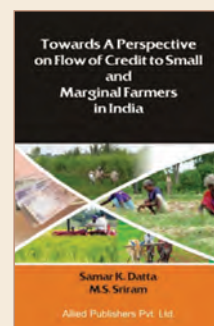
VIII-C Books

VIII-C1 Samar K Datta and **M S Sriram**

Perspective on Flow of Credit to Small and Marginal Farmers in India

Allied Publishers Pvt. Ltd. New Delhi, 2012

India continues to be a predominantly agricultural economy with agriculture's contribution of about a quarter to the GDP and about two-third in terms of employment of the rural population. Moreover, robust agricultural growth since 1970s has contributed significantly toward attainment of the goals of food security maintenance of a fairly low level of commodity prices, meeting



the growing demand for food and agricultural ingredients (including cheap labor) for expanding industrial and services sectors, and both direct and indirect foreign exchange earnings. When Indian agriculture is rapidly undergoing transformation from a subsistence occupation to a commercial proposition with increasing dependence on purchased material inputs, assets, services and infrastructure, on the one hand, and on highly demanding distant markets, on the other, the need for timely and adequate credit assumes special significance.

VIII-D Chapters in Books

Sl. No.	Authors	Title of the Chapter	Title of the Book	Publication Details
VIII-D1	Sen, Gita and Nayar, Anita	Chapter 5, Population, Environment and Human Rights: a Paradigm in the Making	<i>Powerful Synergies: Gender Equality, Economic Development and Environmental Sustainability</i>	UNDP, Print Productions, September 2012 Pg. 81-93
VIII-D2	Sen, Gita and Reddy, Bhavya	Chapter I, Overview	<i>Breaking through the Development Silos: Sexual and Reproductive Health and Rights, MDGs and Gender Equity – Experiences from Mexico, India and Nigeria</i>	Quezon City, DAWN, 2012, Pg. 1-30

VIII-E Working Papers

Sl. No.	Authors	Title	IIMB Working Paper No.	Year
VIII-E1	Kamath, Rajalaxmi, Dattasharma, Abhi and Ramanathan, Smita	MFI (Microfinance Institutes) Borrowers: Their Loans and Repayments - A Study in Ramanagaram, India	397	2013
VIII-E2	Swaminathan, Hema, Suchitra J Y and Lahoti, Rahul	Individual Property Rights and Bargaining Outcomes: Evidence from Intra-Household Asset Data	364	2012

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

Sl. No.	Authors	Title of the Article	Name of the Newspaper/ Magazine	Date of Publication
VIII-F1	Gowda, M V Rajeev Mukherji, Arnab Reddy, Kavya	Most States Unprepared for PPPs	<i>The Hindu BusinessLine</i>	January 17, 2013
VIII-F2	Sriram M S	Corporate Ethical Responsibility	<i>Business Today</i> [Anniversary Issue] Mumbai	January 6, 2013
VIII-F3	Sriram M S	Hold the Cash Transfer Euphoria	<i>Economic Times</i> , Mumbai	December 13, 2012
VIII-F4	Sriram M S	Kurien: The Man Who Redefined Business	<i>Mint</i> , Mumbai	September 10, 2012
VIII-F5	Sriram M S	Kutch Artisan's Dilemma: To Open or Not to Open	<i>Economic Times</i> , Mumbai	February 12, 2013
VIII-F6	Sriram M S	Limits of Credit	<i>Indian Express</i> , Delhi	February 20, 2013
VIII-F7	Sriram M S	Microfinance Rewind and Play	<i>Mint</i> , Mumbai	November 27, 2012
VIII-F8	Sriram M S	New Bank Licences: The Meaning of Inclusion	<i>Mint</i> , Mumbai	March 4, 2013
VIII-F9	Sriram M S	RBI's Inclusion and Ministry's Exclusion Agenda	<i>Mint</i> , Mumbai	November 30, 2012
VIII-F10	Sriram M S	Review of In-Sight: Sankara Nethralaya's Passion for Compassion	<i>Business Standard</i>	August 8, 2012
VIII-F11	Sriram M S	Review of Poor Little Rich Slum	<i>Business Standard</i>	August 22, 2012
VIII-F12	Sriram M S	Review of Startup Asia: Top Strategies for Cashing on Asia's Innovation Boom	<i>Business Standard</i>	July 13, 2012
VIII-F13	Sriram M S	Review of The October Coup: A Memoir of the Struggle for Hyderabad	<i>Business Standard</i>	June 15, 2012
VIII-F14	Sriram M S	Review of The Resurgence of Satyam: Global IT Giant	<i>Business Standard</i>	November 28, 2012
VIII-F15	Sriram M S	Review of What Money Can't Buy: The Moral Limits to Markets	<i>Business Standard</i>	July 21, 2012
VIII-F16	Sriram M S	The Finance Ministry's Writ	<i>Mint</i> , Mumbai	July 24, 2012

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

Sl. No.	Authors	Title of the Publication	Details of Publication
VIII-G1	Chaturvedi, A., R. Arora, Mukherji, Arnab , M. Chaturvedi, R.Chakrabarti, S.Kabisch, T. Mohns, W. Kiewitt	Adaptation financing and Practice: Observations from Community-Based Projects in India. World Meteorological Organization	Working Papers, 2012
VIII-G2	Gerald Nelson, Zucong Cai, Charles Godfray, Maureen Santos and Swaminathan, Hema	Impact of Climate Change on Food Security	Committee on World Food Security, Rome, June 2012
VIII-G3	Ghosh A and Mukherji, Arnab	Effects of Ambient Air Quality on Child Health in Urban India	Revised and Resubmitted at Economic Development and Cultural Change
VIII-G4	Mukherji, Arnab	Successes and Failures with Community Driven Development: Some Evidence from a Village in India	2 nd Revision Requested by <i>Journal of Development Studies</i>
VIII-G5	Mukherji, Arnab and Mukherji, Anjan	Bihar: What Went Wrong? And What Changed?	National Institute of Public Finance and Policy Working Paper No. 2012-107, September 2012
VIII-G6	Mukherji, Arnab , and Swaminathan, Hema	Health Care Management and Delivery in India: Right to Health (an interview with Dr. Devi Shetty)	<i>IIMB Management Review</i> , Vol. 25 (1), pp. 28-35, 2013
VIII-G7	Sriram M S	DAMA: Weaving Lives	Indian Institute of Management, Ahmedabad 2012, Case No. PSG0111
VIII-G8	Sriram M S	Review of Microfinance in India: Issues, Problems and Prospects	Vol. XLVII Nos. 48 and 49, <i>Economic and Political Weekly</i> , December 1, 2012, Mumbai: Sameeksha Trust
VIII-G9	Sriram M S	Review of the State of Our Cities	<i>Vikalpa</i> , Vol. 38, No. 1, 2012, Ahmedabad: IIMA.
VIII-G10	Swaminathan, Hema , Suchitra J Y and Lahoti, Rahul	Women's Property, Mobility, and Decision-making: Evidence from Rural Karnataka, India	Working paper IFPRI Discussion Paper Series 1188. Washington DC, 2012

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

Sl. No.	Authors	Title of the Paper	Details of the Event	Dates
VIII-I-1	Lahoti, Rahul and Swaminathan, Hema	An Examination Of State Level Variations in Women's Labour Force Participation	Indian Society for Labour Economics Annual Conference, Benaras	December 20-22, 2012
VIII-I-2	Lahoti, Rahul and Swaminathan, Hema	Understanding Wealth Inequality Using NSS Data	International Public Policy Conference, IIM, Kolkata	February 5-7, 2013
VIII-I-3	Mukherji, Arnab	Discussant for Baseline Evaluation of the Safe Cities Free of Violence Against Women and Girls	Making Women Count: UN Women Evaluation Seminar, New Delhi	August 31, 2012
VIII-I-4	Mukherji, Arnab	Impact Evaluation of State Highways	South Asia Seminar Series, Asian Development Bank, New Delhi	November 6, 2012
VIII-I-5	Mukherji, Arnab and Mukherji, Anjan	Bihar: What Went Wrong? And What Changed?	ColumbiaUniversity's Program on Policies in India, India International Center, New Delhi	August 8, 2012
VIII-I-6	Mukherji, Arnab and Ghosh, Arkadipta	Effects of Ambient Air Quality on Child Health in Urban India	The 4 th Biennial Conference of the American Society of Health Economics, University of Minnesota, USA	June 10-13, 2012
VIII-I-7	Prodyumna, Goutam and Swaminathan, Hema	Does Intrahousehold Asset Distribution Determine Cooking Fuel Choice? Evidence from Karnataka, India	8 th Annual Conference on Economic Growth and Development, Indian Statistical Institute, New Delhi	December 17-19, 2012
VIII-I-8	Rathi, Prateek, Mukherji, Arnab, and Sen, Gita	Evaluation of Rashtriya Swasthya Bima Yojana: A Health-Insurance Scheme for Below-Poverty-Line People in India.	Second Global Symposium on Health Systems Research, Beijing, China	October 31- November 3 2012
VIII-I-9	Sarin, Ankur and Sriram M S	Social Enterprises and the Pursuit of Mission: Form Matters	4 th International Social Innovation Research Conference, University of Birmingham, UK	September 12-14, 2012
VIII-I-10	Sen, Gita	Changing World Geopolitics and Global Governance: Trends, Actors and Implications	12 th AWID International Forum, Istanbul	April 19-22, 2012

Sl. No.	Authors	Title of the Paper	Details of the Event	Dates
VIII-I-11	Sen, Gita	Economic Power: Why Does It Matter and How to Understand It in the Current Global Context	12 th AWID International Forum, Istanbul	April 19-22, 2012
VIII-I-12	Sen, Gita	Engendering Health Keynote Address at the National Consultation on Engendering health: the Experience of NRHM	Centre for Development Studies, Trivandrum	July 5-6, 2012
VIII-I-13	Sen, Gita	Ethical Dimensions of UHC: Some Concerns from India	Workshop on Towards Universal Coverage: Ethical Guidelines, WHO/ NORAD, Stavanger	May 26-27, 2012
VIII-I-14	Sen, Gita	Exploring the Pathways for Women's Economic Empowerment in China and India	IAFFE Annual Conference, Barcelona	June 27-29, 2012
VIII-I-15	Sen, Gita	ICPD@20 in the Post-2015 Development Agenda, Regional Dialogue on "Sustainable Development and the Post-2015 Development Agenda: The Future Asia Pacific Women Want	UN Women, Bangkok	November 3-5, 2012
VIII-I-16	Sen, Gita	Motherhood and Apple-Pie: Being Feminist in a Development Organization	ACFID-University Linkage Network Conference on The Challenges for Participatory Development in Contemporary Development Practice, Australian National University, Canberra	November 28-29, 2012
VIII-I-17	Sen, Gita	National Building Blocks for Sustained Prosperity and economic transformation	CSO Consultation for the 3 rd Meeting of the UN High Level Panel on the Post-2015 Development Agenda, Monrovia (Liberia)	January 28-31, 2013
VIII-I-18	Sen, Gita	No Policy Is Gender Neutral	Stakeholder Dialogue, UN Women and National Mission for the Empowerment of Women, New Delhi	December 18, 2012

Sl. No.	Authors	Title of the Paper	Details of the Event	Dates
VIII-I-19	Sen, Gita	Status of the ICPD Agenda: the Present	Fifth International Parliamentarians' Conference on the Implementation of the ICPD Programme of Action, Istanbul	May 24-25, 2012
VIII-I-20	Sen, Gita	Strengthening Health Governance and Institutions for Universal Health Coverage	National Conference on Universal Health Coverage in India: Advancing the Agenda and Addressing the Challenges, Public Health Foundation of India & Health Economics Association of India, New Delhi	April 11-12, 2012
VIII-I-21	Sen, Gita	Summing Up and Next Steps	Closing Plenary of the National CSO Consultation on Family Planning, New Delhi	June 8, 2012
VIII-I-22	Sen, Gita	The Way Forward: The Global Perspective from the 45 th Session of the UN Commission on Population and Development	National Consultation on Adolescent Reproductive and Sexual Health, New Delhi	June 4-5, 2012
VIII-I-23	Sen, Gita	Universal Health Coverage – Financing and Regulatory Challenges	Second National Conference on Bringing Evidence into Public Health Policy (EHPH 2012), Bangalore	October 5-6, 2012
VIII-I-24	Sen, Gita	What's a Result in a Rights-Based World?	Family Planning Summit, DFID and the Gates Foundation, London	July 11, 2012
VIII-I-25	Sriram M S	Co-operative Banking: Policy, Laws, Governance and Enabling Environment	College of Agricultural Banking RBI, Pune	November 16, 2012
VIII-I-26	Sriram M S	International Perspectives on Co-operatives: Promoting Good Practices	College of Agricultural Banking RBI, Pune	November 16, 2012
VIII-I-27	Sriram M S	Revenue Models for Development Focussed Professional Programmes	Xavier Institute of Management, Bhubaneswar	November 10, 2012
VIII-I-28	Sriram M S	Revenue Models for Development Focussed Professional Programmes	First National Conference on Rural Management Education in India, Xavier Institute of Management, Bhubaneswar	November 10, 2012

Sl. No.	Authors	Title of the Paper	Details of the Event	Dates
VIII-I-29	Sriram M S	Rural Management Programmes: Intent Design and Challenges	Xavier Institute of Management, Bhubaneswar	November 9, 2012
VIII-I-30	Sriram M S	Rural Management Programmes: Intent Design and Challenges	First National Conference on Rural Management Education in India, Xavier Institute of Management, Bhubaneswar	November 9, 2012
VIII-I-31	Suraj, Anil B	Participatory form of Urban Local Governance	VII Annual International Conference on Public Policy and Management, Centre for Public Policy, IIM Bangalore	August 18, 2012
VIII-I-32	Suraj, Anil B	Principles of International Economic Law	Orientation Program for Indian Economic Service Officers, National Law School of India University, Bangalore	June 4 and July 27, 2012
VIII-I-33	Vijaya, Ramya, Lahoti, Rahul, and Swaminathan, Hema	Moving from the Household to the Individual: Multidimensional Poverty Analysis	Human Development and Capabilities Association International Conference, Jakarta	September 5-7, 2012
VIII-I-34	Vijaya, Ramya; Lahoti, Rahul, and Swaminathan, Hema	Moving from the Household to the Individual: Multidimensional Poverty Analysis	Allied Social Sciences Association, San Diego	January 4-6, 2013

VIII-M Awards, Honors, and Achievements

VIII-MI Prof. Gita Sen received honorary doctorate from the University of Sussex. The degree, awarded in recognition of her outstanding contributions in the areas of health, gender, and social justice, was conferred in New Delhi on February 15, 2012.

VIII-N Doctoral Theses Completed by FPM Students during 2012–2013

Sl. No.	Name of the Student	Dissertation Title	DAC Chairman
VIII-NI	Kalpna Gopalan	Governance and Design in Infrastructure Public Private Partnerships: The Indian Experience with the Bangalore International Airport	Prof. Shyamal Roy

VIII-O Proposal Presentation by FPM Students during 2012–2013

Sl. No.	Name of the Student	Topic	DAC Chairman	Date
VIII-O1	Anjana Dube	Micro-finance Group Processes: Effect of Threat Perception, Peer Pressure, and Joint Liability	Prof. Rajalaxmi Kamat	December 24, 2012
VIII-O2	Sneha Thapliyal	Sustainability and Inequalities: Evidence from India	Prof. Deepak Malghan	December 21, 2012

VIII-P Papers Presented by FPM Students in Conference/Seminar during 2012–2013

Sl. No.	Name of the Student	Title of the Paper	Details of the Conference	Date
VIII-PI	Srinidhi V (Co-authored with Mridula Shankar, Aditi Iyer, Gita Sen)	Identification and Management Of Obstetric Risks and Emergencies: How Prepared Are Primary-Level Providers?	CPP 7 th Annual International Conference, IIM Bangalore	August 17, 2012

VIII-Q Papers Published by FPM Students in Journals/Books during 2012–2013

Sl. No.	Name of the Student	Title of the Paper	Publication Details
VIII-Q1	Kalpana Gopalan	Governance amidst Uncertainty: The Indian PPP Experience with the Bangalore International Airport.	<i>IFIM Management Review</i> , 3 rd Issue, December 11, 2012
VIII-Q2	Kalpana Gopalan	The Role of Ethnic Statistics in Indian Anti-Discrimination Policies	Special Issue of Canadian Diversitie on 'Rethinking Equity in Quebec and India: Towards Inclusive, Vol. 10 (1), 2013,

VIII-U FPM Workshops during 2012–2013

Sl. No.	Name of the Student	Title of the Paper	Faculty Co-ordinator	DAC Chairman	Date
VIII-U1	Indu Rayadurgam	Urban Governance and Horizontal Accountability: Construction of a Conceptual Framework Using the Case Study of JNNURM and Mysore	Prof. Deepak Malghan	Gopal Naik	November 2, 2012
VIII-U2	Rimi Goswami (Public System)	Domestic Water Consumption in Bangalore City	Prof. Deepak Malghan	S Nayana Tara	February 22, 2013
VIII-U3	Venuprasad H	Spatial Analysis Human Elephant Conflict	Prof. Deepak Malghan	Prof. R Srinivasan	February 22, 2013

VIII-V Awards, Honors and Achievements by FPM Students

Sl. No.	Name of the Student	Name of the Institution/Event	Date	Details of the Award
VIII-V1	Kalpana Gopalan	Centre for Infrastructure, Transport & Urban Planning, Indian Institute of Science. Bangalore.	2013–2014	Invited as Visiting Fellow
VIII-V2	Kalpana Gopalan	Institute of Social & Economic Change, Bangalore	2013–2014	Invited as Visiting Professor
VIII-V3	Kalpana Gopalan	The Karnataka State Handicrafts Development Corporation under my stewardship	March 2013	Chief Minister's Ratna Award

VIII-W Seminars/Conferences/Workshops Organized By CPP

Sl. No.	Details of the Conference/ Workshop/Lecture	Dates of the Event	Venue
VIII-W1	Inclusive Education and Bridging the Widening Societal Disparities'	May 2, 2012	IIM Bangalore
VIII-W2	India Women in Leadership Programme	July 16 - September 25, 2012	Bangalore, Delhi and Singapore
VIII-W3	The Seventh Annual Conference on Public Policy and Management	August 16-18, 2012	IIM Bangalore
VIII-W4	The India Experience, University of Mandalay Myanmar Programme	October 28 – November 7, 2012	IIM Bangalore
VIII-W5	Beyond Employability Implication of Skill Development	November 7, 2012	IIM Bangalore
VIII-W6	A talk by journalist Paranjoy Guha Thakurta titled 'Political Economy of Hydrocarbon Governance : Cases of Crony Capitalism'	November 28, 2012	IIM Bangalore
VIII-W7	India Policy Workshop for MLAs	December 19-21, 2012	IIM Bangalore
VIII-W8	Talk of Practice in Public Spaces Series by Shri N Sivasailam, MD, titled "Bangalore Metro & Challenges	January 30, 2013	IIM Bangalore
VIII-W9	Building Quality in B Schools: Opportunities and Challenges	February 1, 2013	IIM Bangalore
VIII-W10	Good Governance in a Context of Competing Political Priorities	February 27, 2013	IIM Bangalore



NS Raghavan Centre for Entrepreneurial Learning (NSRCEL)

NSRCEL 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 Centre 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-AI Understanding Opportunity Recognition: A Study in Creative Industries

Project Team: **Suresh Bhagavatula**

Summary: Opportunities are defined as openings to bring into existence new goods, services, raw materials and organizational methods that allow outputs to be sold at prices that are above production costs. In most cases, identification of an opportunity precedes the decision to become an entrepreneur. However, it is not just new entrepreneurs but existing entrepreneurs can also pursue opportunities which enable them to seek new and better directions for their businesses. Understanding how people identify, evaluate and exploit opportunities is becoming a central research theme in entrepreneurship (Venkataraman, 1997; Shane & Venkataraman, 2000). Yu (2001) argues that, for mainstream economists, the argument that “everyone is surrounded by opportunities, but they only exist once they have been seen”, is a paradox. However, by adopting a subjective perspective, Yu explains that an entrepreneur’s mental construct plays a central role in the process of opportunity identification, and that it is not the knowledge itself, but the way people apply knowledge, that is crucial in recognizing opportunities.

Sponsor: IIM Bangalore

Status: Ongoing (August 2014)

IX-B Articles in Academic Journals

Sl. No.	Authors	Title of the Paper	Name of the Journal	Publication Details
IX-BI	Balagopal Vissa and Suresh Bhagavatula	The Causes and Consequences of Churn in Entrepreneurs’ Personal Networks	<i>Strategic Entrepreneurship Journal</i>	Vol. 6, No. 3, September 2012, Pg: 273-289

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

Sl. No.	Authors	Title	Details of the Publication	Year
IX-GI	Kumar K	Feeling Good to Doing Great	Invited article in the magazine of CREDAI (Confederation of Real Estate Developers of India)	April–June 2012

IX-I Seminars/Conferences Presentations/Invited Colloquia, etc

Sl. No.	Authors	Title of the Paper	Details of the Event	Dates
IX-I-1	Shameen, Prashantham Bhagavathula, Suresh and Kumar K	In Search of a Prince: A Start-up's Quest for a Strong Tie with a Prominent Player	Leveraging India: Strategies for Global Competitiveness, University of Sydney, Australia	April 11-12, 2012
IX-I-2	Shameen, Prashantham, Bhagavathula, Suresh and Kumar K	In Search of a Prince: An INV's Quest for a Strong Tie with an MNE	Academy of Management Annual Conference, Boston	August 3-7, 2012
IX-I-3	Shameen, Prashantham Bhagavathula, Suresh and Kumar K	Searching for a Prince: A Start-up's Quest for a Strong Tie with a Prominent Player	Strategic Management Society Special Conference, Singapore	June 7-9, 2012
IX-I-4	Sundar, Diatha Krishna, Bhagavathula, Suresh and V Murty, Rajluxmi	Supply Chain Management of Perishable Items: A Case of Indian Mushroom Growers	23 rd POMS 2012 Conference, Chicago	April 20-23, 2012
IX-I-5	Shameen Prashantham and Kumar K	4 Startups : Dancing with the Gorillas	NSRCEL Workshop, IIMB	July 17, 2012
IX-I-6	Kumar K	Entrepreneurship: The Road Less Travelled	Keynote Address at the Inaugural Session of the 11th Madras Management Association, All India Students Convention, Chennai	October 12, 2012
IX-I-7	Kumar K	New Firm Formation and Employment Growth: The Role of Local Entrepreneurs and Multinational Firms	University of Hannover Business School	November 19, 2012



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 control, marketing, strategy, economics and organization 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 for 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 Center 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
X-1	CUTS Business Methodology Meeting, IIMB	April 9, 2012
X-2	Fourth Wave (a disability-enabling foundation) held a Case Workshop at IIMB	October 30, 2012
X-3	The Fourth Research Symposium of Society for Global Business and Economic Development(SGBED) “Doing Well by Doing Good: New Perspectives on Corporate Social Responsibility, Sustainability, and Inclusive Capitalism was organized in collaboration with Curtin Business School, Curtin University, Australia, IIMB-CPP and IIMB-CCGC at IIMB	July 9-11, 2012
X-4	The Centre formally launched the Responsible Business website www.teachcsr.com	August 22, 2013
X-5	Research Review Roundtable for the NSE-sponsored projects at IIMB	January 18, 2013
X-6	The Centre hosted a three-day faculty development program in Governance, Ethics and Responsibility sponsored by the National Foundation for Corporate Governance, New Delhi at IIMB	March 18-20, 2013
X-7	CCGC hosted a half-day seminar/discussions on Extractive Industries Sharing Global ELLA (Evidence and Lessons from Latin America) Material, in Collaboration with Business Community at IIMB	March 21, 2013

XI

Supply Chain Management Centre

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

XI-1 Invited Talks Organized by SCMC

Sl. No	Name	Designation	Guest Lecture Topic	Date
XI-1	Srikant J Rao	Director, Accenture – Sourcing	Socially Responsible Procurement	October 21, 2012
XI-2	Narasimha Nakshathri	Head – Central Buying Office, Metro C&C	Sourcing of Fresh Products for Retailing	September 29, 2012
XI-3	M Jayakumar	GM Procurement, BOSCH	Restructuring Procurement Function in Bosch Global	September 13, 2012
XI-4	Matthias Gramolla	Vice President, EADS	Procurement Strategy and Challenges in the Commercial Aerospace Industry	July 4, 2012

XI-2 Third Biennial Supply Chain Management Conference

The Third Biennial Supply Chain Management Conference was organized from December 14-15, 2012 at the Indian Institute of Management Bangalore.

Guest Seminar Speakers



Prof. Syamantak
Bhattacharya



Prof. Tridib Mazumdar



Prof. Deepak Hegde



Prof. Srinagesh Gavirneni



Prof. Vinayak Deshpande



Prof. V. Srinivasan
(Chino) Rao



Prof. Sreedhar T. Bharath



Prof. Kaushal Chari



Prof. Matthias Pilz



Prof. Radhakrishnan Gopalan



Prof. Vaidy Jayaraman



Prof. James E. Foster



Prof. Tarun Ramadorai



Prof. Omesh Kini



Prof. Tarun Jain



Dr. Kumar Aniket



Prof. Jaideep Prabhu



Dr. Ashok V Desai



Prof. Krishna Savani



Dr. Neha Sami



Dr. Laura Papi



Prof Errol D'Souza



Prof. Shanthi
Gopalakrishnan



Dr. Supriya Garikipati



Dr. Cecilia Soler



Mr. Stephen Taylor



Prof. Tom Elfring



Prof. Sunanda Roy



Prof. Vijaya B Marisetty



Prof. Amit Bubna



Prof. Simi Kedia



Dr. Laurent Pauwels



Prof. N. R. Prabhala



Prof. Ramakrishnan
Ramanathan



Prof. Raaj K Sah



Prof. M.V Ramana



Prof. Sanjeev Bhojraj



Dr. Elizabeth Dori Tunstall



Prof. Chetan Ghatge

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 ongoing or recently completed research. The audience mainly comprises the faculty, doctoral students, research associates and research fellows providing enthusiastic and intellectual discussions on research topics. Details of the research seminars during the academic year 2012–2013 are provided here.

Sl. No.	Name of the Speaker	Affiliated Institution	Title of the Talk	Date
XII-1	Prof. Syamantak Bhattacharya	Plymouth University, UK	The Practice of the Management of Occupation Health and Safety in the Global Regulatory Environment	May 18, 2012
XII-2	Prof. Tridib Mazumdar, Howard R. Gendal	Earl V. Snyder Innovation Management Centre, Syracuse University	Consumer Savings in NYOP Auctions: Roles of Hagglng and Bidding Strategies	July 3, 2012
XII-3	Prof. Deepak Hegde	Stern School of Business, New York University (NYU), US	Can Birds of a Feather Fly Together? The Payoffs of Ethnic Proximity in US Venture Capital	July 4, 2012
XII-4	Prof. Srinagesh Gavirneni	Johnson Graduate School of Management, Cornell University, Ithaca, NY	Concierge Option for a Service Offering: Design, Analysis, Impact, and Adoption	July 11, 2012
XII-5	Prof. Vinayak Deshpande	Kenan-Flagler business school, UNC	The Impact of Airline Flight Schedules on Flight Delays	July 13, 2012

Sl. No.	Name of the Speaker	Affiliated Institution	Title of the Talk	Date
XII-6	Prof. V. Srinivasan (Chino) Rao	Ph.D., University of Texas at Austin. Previously a faculty member at the University of British Columbia, Vancouver	Variations in Security Cultures Across Professions: A Qualitative Study	July 16, 2013
XII-7	Prof. Sreedhar T. Bharath	Carey School of Business Finance Department Arizona State University	Exit as Governance: An Empirical Analysis	July 18, 2012
XII-8	Prof. Kaushal Chari	ISDS, University of South Florida College of Business	Impact of Requirements Related Factors on Software Project Outcomes	July 20, 2012
XII-9	Prof. Matthias Pilz	Cologne University, Germany	Skill formation in German companies – Transition from School to Work in Germany: The Example of Cumulative Double Qualifications	July 25, 2012
XII-10	Prof. Radhakrishnan Gopalan	School of Business and Elliott School of International Affairs, George Washington University	Insider Ownership and Shareholder Value: Evidence from New Project Announcements	July 31, 2012
XII-11	Prof. Vaidy Jayaraman	School of Business, University of Miami	From a Caged Tiger to a Sauntering Elephant: Industrial Symbiosis as a Driver for Profit and Innovation	August 3, 2012
XII-12	Prof. James E. Foster	George Washington University, and Director of the Institute for International Economic Policy in the Elliott School of International Affairs	New Frontiers in Poverty Measurement	August 8, 2012
XII-13	Prof. Tarun Ramadorai (Co-authors - John Campbell and Benjamin Ranish)	Saïd Business School, University of Oxford	How Do Regulators Influence Mortgage Risk? Evidence from an Emerging Market	August 10, 2012
XII-14	Prof. Omesh Kini	Robinson College of Business, Georgia State University	Board Expertise: Do Directors from Related Industries Help Bridge the Information Gap?	August 22, 2012
XII-15	Prof. Tarun Jain	School of Business, Hyderabad	The Impact of Formal and Informal Peers on Academic Performance	September 5, 2012
XII-16	Dr. Kumar Aniket	Murray Edwards & Trinity College, University of Cambridge, Cambridge	Beyond Microcredit: Giving the Poor a Way to Save their Way out of Poverty	September 7, 2012

Sl. No.	Name of the Speaker	Affiliated Institution	Title of the Talk	Date
XII-17	Prof Jaideep Prabhu	Indian Business and Enterprise and Director of the Centre for India & Global Business at Judge Business School, University of Cambridge	Jugaad Innovation: A Frugal, Flexible and Inclusive Way to Grow	September 17, 2012
XII-18	Dr. Ashok V. Desai	Consulting Editor of 'The Telegraph' and Columnist in the 'Business World'	India in the World Economy	September 20, 2012
XII-19	Prof. Krishna Savani	NUS Business School, Singapore	What Drives Organizational Decision Making? Personal Values and Goals vs. Social Norms	October 3, 2012
XII-20	Dr. Neha Sami	Consultant in Academics and Research, Indian Institute of Human Settlements, Bangalore	From Farming to Development: Urban Coalitions in Pune, India	October 17, 2012
XII-21	Dr. Laura Papi	Assistant Director, Asia and Pacific Department of the International Monetary Fund (IMF), United States	Asia, India and the Global Economic Recovery	October 26, 2012
XII-22	Prof Errol D'Souza	Indian Institute of Management Ahmedabad (IIMA)	Is Inequality the Trump Card That Drives Macro Policy?	November 7, 2012
XII-23	Prof. Shanthi Gopalakrishnan	New Jersey Institute of Technology, Newark, NJ	The Impact of External Contexts on Alliance Governance Choice in Biotech-Pharmaceutical Firm Alliances	November 21, 2012
XII-24	Dr. Supriya Garikipati	University of Liverpool, UK	Social Ties and Informal Enforcement in Group Lending: Evidence from India	November 22, 2012
XII-25	Murali Dharan	Former Executive of IBM & Microsoft. Fellow, AICD (Australia Institute of Company Directors)	Competitive and Market Intelligence	November 23, 2012
XII-26	Dr. Cecilia Soler	Gothenburg School of Business and Economics, Sweden	Affluent Consumption of Novelty from a Sustainable Perspective	November 23, 2012
XII-27	Mr. Stephen Taylor	University of Exeter Business School, UK	Some Thoughts on the Future of HRM	November 30, 2012

Sl. No.	Name of the Speaker	Affiliated Institution	Title of the Talk	Date
XII-28	Prof. Tom Elfring	University Amsterdam, Netherlands	Influence of Top Management Boundary Spanning on Exploratory Innovation and Middle Managers' Role Conflict	December 4, 2012
XII-29	Prof. Sunanda Roy	Iowa State University, USA	On Removing Condorcet Effects from Pair wise Election Tallies	December 21, 2012
XII-30	Prof. Vijaya B. Marisetty	RMIT University in Melbourne, Australia	Market Imperfections and Regulatory Intervention: The Case of Insider Trading Regulation in the Indian Stock Market	December 27, 2012
XII-31	Prof. Amit Bubna	ISB, Hyderabad	Style Drift: An Analysis of Venture Investing	January 16, 2013
XII-32	Prof. Simi Kedia	Rutgers Business School, USA	Did Going Public Impair Moody's Credit Ratings?	January 18, 2013
XII-33	Dr. Laurent Pauwels	University of Sydney	Practical Considerations for Optimal Weights in Density Forecast Combination	January 30, 2013
XII-34	Prof. N. R. Prabhala	University of Maryland, USA	CEO-Director Connections and Fraud" and "Venture Capital Communities	February 7, 2013
XII-35	Prof. Ramakrishnan Ramanathan	University of Bedfordshire Business School, Luton, UK	How are Big Data and Analytics Helping UK Retailers? Results of a Qualitative Study	February 11, 2013
XII-36	Prof. Raaj K Sah	University of Chicago (Jointly with: Daniel Ferreira, London School of Economics)	Who Gets to the Top: Generalists Versus Specialists in Managerial Organizations	February 12, 2013
XII-37	Prof. M.V Ramana	Princeton University, USA	The Power of Promise	February 14, 2013
XII-38	Prof. Sanjeev Bhojraj	Samuel Curtis Johnson Graduate School of Management, Cornell University	Some Actionable Rule of Thumb Underlying the Success of High Performance Companies	February 18, 2013
XII-39	Dr. Elizabeth Dori Tunstall	Swinburne University	Cultures-Based Innovation: Theories and Practices	February 20, 2013
XII-40	Prof. Chetan Ghate	ICRIER, New Delhi	Sectoral Infrastructure Investment in an Unbalanced Growing Economy: The Case of India	March 15, 2013

Seminars/Conferences/ Workshops/Panel Discussions, etc. Organized by IIM Bangalore

There were several conferences, seminars, workshops, panel discussions which took place at IIM Bangalore during the academic year 2012–13. Details of some of the events are given below.

XIII-I Round table on Managing and Protecting Creative Content in Cinema, Performing Arts and Mass Media hosted at IIMB



Prof. Pankaj Chandra and Prof. A. Damodaran with guests

On February 1, 2012, IIM Bangalore organized a one-day Round table on “Managing and Protecting Creative Content in Cinema, Performing Arts and Mass Media”. The Round table was designed by Prof. A. Damodaran of IIMB. A select group of eminent film directors, celebrated actors, dancers and choreographers, shared their views on the act of creation, creativity, and creative content. The Round table also witnessed presentations by the electronic media on content management. The Round table also addressed sustainability issues by focusing on the case of the Greening of the Mumbai Marathon. Also presented on the occasion was the novel agenda of “*Creativity for Sustainability*”, developed at IIMB.

XIII-2 Interactive Session with HBR (*Harvard Business Review*) editorial team

The Research and Publications unit coordinated the HBR (*Harvard Business Review*) editorial team's visit to IIMB on April 4, 2012. The team comprising David Wan and Vinay Hebbar interacted with the faculty and briefed them about case writing opportunities and other publications at HBR.

XIII-3 CSITM event on 'Technology for the benefit of the masses'



The Annual Conference 'Drishtikon 2012' of Center for Software and Information Technology Management (CSITM) at Indian Institute of Management Bangalore was held on May 26, 2012 at the institute campus. Theme of this year's conference was "Benefiting the masses profitably - An opportunity for Indian technology industry".

XIII-4 Fourth SGBED Research Symposium was organized at IIMB

The Fourth Research Symposium of Society for Global Business and Economic Development (SGBED) "Doing Well by Doing Good: New Perspectives on Corporate Social Responsibility, Sustainability, and Inclusive Capitalism" was held at IIMB from July 9-11, 2012. It was jointly organized by Curtin Business School, Curtin University, Australia, IIMB-CPP and IIMB-CCGC.

XIII-5 Research Workshop on "Initiating, Conducting and Completing Research Observation from the Past Twenty Years"

On July 15, 2012, Research and Publications unit organized a workshop on 'Initiating, Conducting and Completing Research Observation from the Past Twenty Years'. It was conducted by Prof. Srinagesh of Cornell University who shared his experiences on publication process, revision process, identifying appropriate journals, understanding referee's reports, research dissemination through conference presentations, discussions, working papers, etc. It was attended by FPM students and faculty.

XIII-6 7th Annual Conference on Public Policy and Management Was Organized at IIMB



Prof. M V Rajeev Gowda
Chairperson, CPP

The Centre for Public Policy (CPP) at Indian Institute of Management Bangalore organized the Seventh International Conference on Public Policy and Management from August 16-18, 2012. The theme of the conference was ‘Societies in Transition’ and was inaugurated by Ian Felton, Deputy High Commissioner, United Kingdom.

XIII-7 Workshop on Financing Strategies for State Action Plans on Climate Change



Prof. Pankaj Chandra and Prof. A Damodaran with guests



The workshop on Financing Strategies for State Action Plans on Climate Change jointly organized by the Ministry of Finance, Government of India and Indian Institute of Management Bangalore (IIMB) and supported by DFID was held at IIMB campus on September 17, 2012. Dr A Damodaran, Professor Economics and Social Sciences at IIMB, and Rajasree Ray, Additional Economic Advisor coordinated and steered the workshop. The workshop was the first of one of its kind where key stakeholders discussed and proposed options and strategies for financing SAPCCs that had been formulated by 22 States of the Indian Union.

XIII-8 IIMB organized Panel Discussion in collaboration with HBP and BCG on October 9, 2012



Michael J Silverstein and Abheek Singhi



Vinita Bali and David Wan

A panel discussion on ‘The \$10 Trillion Prize: Captivating the Newly Affluent in China and India’ was organized by the Indian Institute of Management Bangalore in collaboration with Harvard Business Publishing (HBP)

and Boston Consulting Group (BCG) at the IIMB campus on October 9, 2012. Panelists included the following members.

- Vinita Bali (Managing Director, Britannia Industries Ltd.)
- Srivatsa Krishna (Indian Administrative Service)
- J Ramachandran (Indian Institute of Management, Bangalore)
- Michael J Silverstein (Senior Partner and Managing Director, BCG)
- David Wan (CEO and President, Harvard Business Publishing)
- Moderator - Abheek Singhi (Partner & Director, BCG)

XIII-9 Third Biennial Supply Chain Management Conference



Prof. Devanath Tirupati, Chairperson, Supply Chain Management

The Third Biennial Supply Chain Management Conference was inaugurated on December 14, 2012 at the Indian Institute of Management Bangalore. The theme of the two-day conference was “Building Efficient Retail Supply Chain”, and the conference was jointly organized by the EADS-SMI Chair for Sourcing and Supply Management, IIM Bangalore and the Supply Chain Management Centre, IIM Bangalore. The Conference participants included both academic researchers and practitioners. The call for papers attracted over 90 submissions from academicians and industry; 58 papers have been accepted for presentation and deliberation.

XIII-10 4th IMR Doctoral Conference 2012 was organized at IIMB



Prof. Ramachandran J, IIMB, delivering his talk on India as a Context for Research



Prof. Murali Agastya, University of Sydney, delivering his talk on Strategic Reasoning and Market Design

IIMB Management Review (IMR) jointly with Fellow Program in Management (FPM) office organized the fourth annual Doctoral Students' Conference (IMRDC) in Management Studies on December 17 and 18, 2012, at IIM Bangalore. Professor Marti Subrahmanyam Award was won by Rajeev Verma and Jayasimha K R from IIM Indore for the paper 'Service Delivery Innovation Architecture: An Empirical Study of Antecedents and Outcomes'. Professor Pradip Khandwalla Award was won by Vidhula Venugopal and R Srinivasan from IIMB for the paper 'Growth Aspirations of Women Entrepreneurs - An Empirical Study in the Indian Context'. Professor Dipak Jain Award was won by Gopal Das from IIT Kharagpur for the paper 'Impact of store personality antecedents on store personality dimensions: An empirical study'. The Student Paper Award was won by Ankur Arora from IIMB for his paper 'Dual based procedure for min-max regret uncapacitated facility location problem.'

XIII-11 Participant-Centered Learning Seminar jointly organized by IIMB, HBP and CRSI



Prof. V G Narayanan



Mr. Samit Ghosh

The Indian Institute of Management Bangalore (IIMB) in collaboration with Harvard Business Publishing (HBP) and Case Research Society of India (CRSI) organized a Case Writing Workshop cum Seminar - "Art & Craft of Discussion Leadership" during January 6-8, 2013 at IIMB campus. The workshop helped participants to fine-tune their approach to participant-centered learning and the case method. The seminar covered broad range of topics such as: Establishing and reshaping the learning contract; Questioning, listening, and responding; The teacher/student relationship and designing the discussion plan.

XIII-12 Tenth AIMS International Conference on Management at IIMB



Prof. Pankaj Chandra and guests



Prof. Dinesh Kumar U

IIMB along with AIMS International (The Association of the Indian Management Scholars International) organized the tenth AIMS International Conference on Management from January 6-9, 2013. The theme of the Conference was “*Managing Services in Competitive Environment.*”

XIII-13 Union Budget 2013–2014: Panel Discussion held at IIMB



(L-R) S Raghavan, Ramu Sharma, Prof. Charan Singh (Moderator), B P Rao & V K Viswanathan

On February 28, 2013, when the Union Budget speech was delivered by P. Chidambaram, Union Minister of Finance, Government of India; a Panel Discussion on Union Budget 2013–2014 was conducted in the evening at IIMB Campus. The session involved a preliminary review of the Union Budget, macroeconomic aspects, taxation issues, stock market analysis, reactions and views on impact on the industry. The discussion was led and anchored by Dr. Charan Singh - RBI Chair Professor, IIMB. Panel members included S. Raghavan, Senior Vice President & Business Head - Larsen and Toubro, V. K. Viswanathan, Vice Chairman - Bosch Ltd., B. P. Rao - Founder & Senior Partner of B.P. Rao & Co. and Ramu Sharma - Founder of Rasratha Securities & Chairman of Bangalore Commodities Ltd.

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The Indian Institute of Management Bangalore (IIMB) was registered in 1972 and formally inaugurated in 1973. The Institute offers a wide range of Doctoral, Post-Graduate, and Executive Education programmes. In February 2013 IIMB has been re-accredited by the European Quality Improvement System (EQUIS) for the next three years. Managed by the European Foundation for Management Development (EFMD), this quality assessment builds on existing national accreditation associations working in the field of management research and provides an accreditation framework at an international level.

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