



**ISB**

**Srini Raju Centre for IT  
and the Networked Economy**



**ANNUAL  
REPORT**

**2019  
20**



### About the Benefactor

The Sriniraju Centre for Information Technology and the Networked Economy (SRITNE) is supported by a generous endowment set up by Sriniraju Raju, who is the Managing Director and Co-Founder of Peepul Capital (formerly, iLabs Capital). He is also the founding member of the International Institute of Information Technology (IIIT), Hyderabad and a member of the governing board of ISB.

### Sriniraju Raju

Benefactor / Supporter



### Message from Dean

I am very happy to note that SRITNE has had an extremely active and an impactful year across a range of initiatives. Besides sponsoring interdisciplinary and rigorous research ideas of our ISB faculty, SRITNE has also been an active research partner for national, state governments and corporates. I am particularly pleased to say that SRITNE has also created innovative executive education offerings around digital transformation for government officials, corporate leaders and small and medium business managers. I wish the entire SRITNE team continued success for the upcoming years in driving research education and impact business and government.

### Rajendra Srivastava

Dean and Novartis Professor of Marketing Strategy and Innovation



### Message from Executive Director

It's an exciting time for technology. Big data, artificial intelligence, on-demand computing and an increasingly networked economy are catalysing change in diverse industries and changing on how we live and work. Grounded in the ISB tradition of rigorous and relevant research, SRITNE advances the understanding of industry leaders and policymakers of the impacts of technology on business and society and the drivers of such impact. Through research, education and outreach activities, the centre stimulates interaction between business leaders, students, ISB faculty, and the academic community at large, and provides an important opportunity for these stakeholders to co-create value in a rapidly changing business context. In the following pages, you can find out more information about how we help industry and governments lead dynamic, information-intensive organisations.

Research centres owe their vibrancy and value to the people who are at the heart of their work. We thank the diverse faculty body for their research contributions to SRITNE and the energy and passion that they bring to the forefront of the centre's programmes and outreach. I would also like to express gratitude to Sriniraju Raju for his continued support and encouragement provided through this decade-long journey.

We hope that you will find value in SRITNE's research, upcoming events and educational programmes showcased in this report, and will engage with us to help further our agenda of creating new and useful knowledge for businesses and society. We look forward to welcoming you to become part of the ISB SRITNE community.

### Deepa Mani

Executive Director, SRITNE

# About SRITNE

Srini Raju Centre for IT and the Networked Economy (SRITNE) is a multi-disciplinary research centre aimed at fostering rigorous and relevant research, education and outreach that advances our understanding of how Information and Communication Technologies (ICT) create value for business and society.

## Vision

To provide an interdisciplinary lens for understanding the nature of technology-led transformations and their impacts on business and society

## Core Activities

- Research that addresses questions in policy and practice that relate to the effective selection, adoption and exploitation of ICT
- Education that trains future leaders to leverage ICT for competitive success
- Outreach with industry, government and academic communities

## Thematic Areas of Focus

- Digital Economy and Future of Work
- Digital Transformations for Business and Society
- Technology Innovation and Entrepreneurship
- Digital Experiments, Big Data and Computational Policy
- Bridging the Digital Divide

## ISB Faculty aligned with SRITNE

Economics and Public Policy			
Shilpa Aggarwal	Assistant Professor	Shekhar Tomar	Assistant Professor
Entrepreneurship			
Anusha Sirigiri	Assistant Professor		
Finance			
Nitin Kumar	Assistant Professor	Shashwat Alok	Assistant Professor
Prachi Deuskar	Assistant Professor		
Information Systems			
Deepa Mani	Associate Professor	Rajib Saha	Assistant Professor
Sumanta Singha	Assistant Professor	Abhishek Kathuria	Assistant Professor
Marketing			
Sudhir Voleti	Associate Professor	Madhu Vishwanathan	Assistant Professor
Organisational Behaviour			
Ram Nidomolu	Clinical Professor	Nikhil Madan	Assistant Professor
Strategy			
Anand Nandkumar	Associate Professor		



## Industry Advisory Board Members



**Anil Bhansali**  
Managing Director,  
Microsoft R&D India



**Dr Ganesh Natarajan**  
Chairman, 5F World,  
Global Talent Track,  
Pune City Connect,  
and SVP India



**N J Joseph**  
Senior Vice President,  
Cyient Ltd



**Prasad Vanga**  
Founder and CEO,  
Anthill Ventures

### Role of Industry Advisory Board Members

- Provide strategic direction and assistance to achieve the key initiatives of the centre
- Provide access within their networks to faculty for research projects, student projects & development of teaching material
- Help identify speakers for the classroom and events such as workshops, industry panels and speaker series

## Academic Advisory Board Members



**Professor Anandhi Bharadwaj**  
Goizueta Term Chair and  
Professor, Goizueta Business  
School,  
Emory University, USA



**Professor Galit Shmueli**  
Distinguished Professor of  
Business Analytics, Institute of  
Service Science, National  
Tsing Hua University, Taiwan



**Professor Subodha Kumar**  
Paul R Anderson Distinguished  
Professor, Fox School of  
Business, Temple University,  
USA



**Professor Youngjin Yoo**  
Elizabeth M and William C  
Treuhaft Professor of  
Entrepreneurship, Weatherhead  
School of Management

### Role of Industry Advisory Board Members

- Provide strategic direction and other inputs for research initiatives
- Collaborate with resident faculty on research projects
- Help with selection of projects for research funding
- Evangelise research events hosted by ISB

**Research**

Addresses questions in policy and practice that relate to the effective selection, adoption and exploitation of ICT

**Digital Economy and Future of Work**

- Artificial Intelligence and Future of Work (Ongoing)
- Suitability of Machine Learning Index (Ongoing)
- Motivations of Gig Economy Workers (Planned)
- Work From Home Index for Indian Occupations (Ongoing)

**Digital Transformation for Businesses & Society**

- Digital Capabilities Index (Ongoing)
- Assessing Export Readiness for Indian MSMEs (Planned)

**Technology Innovation and Entrepreneurship**

- Assessment and Recommendations on the State of Innovation for a Large Pharmaceutical Firm (Completed)
- Entrepreneurship and Wealth Creation at Grassroots (Completed)
- Industry Innovation Index (Ongoing)
- Negotiating the Patent Ecosystem (Ongoing)

**Digital Experiments, Big Data and Computational Policy**

- Indices of Economic Activity (Ongoing)
- Crime and Service Analytics for Centre for Police Research (Ongoing)
- Crime Analytics for Hyderabad Police (Ongoing)

**Bridging the Digital Divide**

- Impact Assessment of Udyam Abhilasha: Entrepreneurship Awareness Campaign (Completed)
- Understanding Gender Divide in Technology (Ongoing)
- Impact of Digital & Entrepreneurial Literacy Training Programmes (Ongoing)
- Impact of Technology on Teaching & Learning Efficacy (Ongoing)

**Funding ISB Faculty Research**

**Education**

Trains future leaders to leverage ICT for competitive success

**Executive Education – Open Programmes for Industry Professionals**

- Leading Digital Business Transformation and Innovation (LDBTI)
- Digital and Social Media Marketing Strategies (DSMMS)
- Leveraging Fintech (LFT)

**IT Management in India – Vienna University Global Executive MBA**

**Coursera – Online Certification in Courses & Specialization**

- Business Technology Management (BTM) Specialization
- A Life of Happiness and Fulfilment

**Capacity Building at the Grassroots**

- Entrepreneurial Literacy for Village Level Entrepreneurs
- Entrepreneurial Literacy for Rural Citizens
- Digital Literacy for Rural Citizens

**Outreach**

With industry, government and academic communities

**For Industry & Government**

- Workshop on Digital Transformation
- Diversity & Inclusion Summit
- Distinguished Speaker Series

**For Academia**

- Conference on the Digital Economy (CODE)

**For Students**

- Emerging Technologies Workshop Series
- Advaita: ISB Case Study Competition Technovision
- Merit Scholarships for PGP Students
- Networking Opportunities for PGP Students & Alums



# RESEARCH



# Research

## Digital Economy & Future of Work

Artificial Intelligence & Future of Work, and Suitability of Machine Learning (Ongoing)

Motivations of Gig Economy Workers (Planned)

Indices: Work From Home, Proximity & Disruption (Ongoing)

## Digital Transformation for Businesses & Society

Digital Capabilities Index (Ongoing)

Assessing & Furthering MSME Exports from India (Planned)

## Technology Innovation & Entrepreneurship

Industry Innovation Index (Ongoing)

Negotiating the Patent Ecosystem (Ongoing)

Assessment & Recommendations on the State of Innovation for a Large Pharmaceutical Firm (Completed)

Entrepreneurship & Wealth Creation at Grassroots (Completed) for Ministry of Finance, Gol

## Digital Experiments, Big Data and Computational Policy

Other High-Frequency Indices of Economic Activity (Ongoing) for Ministry of Finance, Gol

Crime & Service Analytics for Centre for Police Research (Ongoing)

Crime Analytics for Hyderabad Police (Ongoing)

## Bridging the Digital Divide

Impact Assessment of SIDBI's Udyam Abhilasha: Entrepreneurship Awareness Campaign (Completed)

Impact of Digital & Entrepreneurial Literacy Training for Rural India (Ongoing) for CSC Academy

Impact of Technology on Teaching & Learning Efficacy (Ongoing) for Govt. of Telangana

Bridging the Gender Divide in Rural Entrepreneurship (Planned)



# Research



## Artificial Intelligence (AI) and Future of Work

The interactions between machines and humans and, in turn, the impacts of AI on labour markets remains under-investigated, especially in the context of emerging economies such as India.

In the current year, two complementary surveys were completed: (1) survey on Suitability of Machine Learning (SML) of over 3,000 people across more than 100 occupations, and (2) survey of senior executives from 300 companies, who have adopted AI in their workflow.

The former was used to assess the vulnerability of different occupations across sectors in India. The SML index drove key policy insights during the COVID-19 lockdown about which sectors and districts to open up. The index continues to fuel work on AI and labour markets. The latter enhances our understanding of organisational investments that complement AI investments to create value.

## Indices: Work From Home, Proximity & Disruption

There is a strong need to understand the implications of the imperative to work from home, including readiness of different sectors, cities, and occupations.

This study aims to highlight the association between two dimensions -the need for human proximity and suitability of the occupation to work from home. Certain occupations, that are characterized by high human proximity and low suitability to work from home, may well be amenable to this shift through technological innovation and technology-enabled business models.

We use a 2019 survey of over 3,000 workers across more than 100 occupations listed in the 2004 National Classification of Occupations (NCO) to assess the susceptibility of the occupations to automation. We generate an index of suitability of the occupation to remote work or work from home (WFH) and the need for human proximity (HP). We then created scores for WFH and HP for each occupation.

## Motivations of Gig Economy Workers

The Indian economy faces an ongoing issue of low quality of employment that manifests itself in high attrition rates in the labour market and a falling labour force participation rate. Gig economy jobs can potentially provide high earning opportunities to disadvantaged urban households.

There is limited research and consumer insight on this rapidly growing market segment. We propose to conduct an in-depth market study to understand how and why the urban poor currently engage with the gig economy and identify ways in which that engagement can be improved (e.g. lower attrition, high mobility, career growth, benefits provision and safety nets).

## Digital Capabilities Index

A firm's ability to manage information technology impacts its financial and operating performance. Through this study, we aim to provide CIOs with guidelines to aligning, synchronizing, and even converging technology and business management, thus ensuring better execution, risk control, and profitability for their IT investments.



Through annual surveys with CIOs of leading firms, we aim to understand business technology ensuring better execution, risk management (BTM) capabilities such as governance and organisation of IT in firms, strategic investment management principles followed in firms, strategy and planning of IT, strategic enterprise architecture, and how effectively firms are leveraging IT for competitive advantage, business strategy, information clockspeed, customization and internal efficiency.

### Assessing & Furthering MSME Exports from India

Driven by technology and changing consumer behaviours, online commerce is witnessing exponential growth in India. Online marketplaces provide micro, small and medium enterprises (MSMEs) the opportunity to leverage channels of online commerce and market competitively priced products to international markets and integrate into global value chains.

We aim to assess the competitiveness of MSMEs affiliated with an export-oriented program of a large online commerce firm. Specifically, we seek to evaluate shifts in diverse performance outcomes of export-oriented MSMEs; perceptions about the current regulatory framework towards exports; assess the e-business readiness of a cross-section of MSMEs and develop programs that address their learning gaps to improve competitiveness.

### Industry Innovation Index

Little is known about the nature and sources of innovation in Indian firms. There is also a lack of understanding of the unique nature of Business Model

Innovation in India, which seems a key innovation in the Indian business environment.

To shed light on innovation in India, we used a detailed survey to document different types of innovation in Indian firms: (product / process / marketing / organisational / business model innovation), modes of protection of IP (patents / trade secrets / copyrights, etc), sources of innovation (internal R&D / contract R&D, etc), and returns to innovation. We also try to uncover the process of Reverse Innovation in the context of multinational firms where the innovation in an Indian subsidiary is used in the parent country.

Towards building a larger Industry Innovation Index, we continue to administer this annual survey across a range of organisations: established firms, startups, multinational subsidiaries, etc. The outputs from our study will inform both the industry and policymakers about drivers of innovation in India and build a conducive environment to promote innovation.

### Negotiating the Patent Ecosystem

Our centre's ongoing research examines the biases against women in technological innovation. The research was primarily motivated by the need to discern the under-representation of minorities, specifically, women in the community of inventors through an understanding of gender-based bias in patents' awards and review.

We control for novelty of the patent using neural language models and find that women inventors are rewarded less than their male counterparts at every point of the novelty distribution.

### Assessment & Recommendations on the State of Innovation for a Large Pharmaceutical Firm

Innovation is fundamental to the competitiveness of modern firms. The importance of innovative capabilities is especially pronounced in sectors where significant and pervasive digitisation is creating new opportunities for product differentiation and enhancement, transforming business models, and ushering in a new wave of competition from digital entrepreneurs and technology giants.

Our centre's research provided a detailed assessment of the state of innovation for a large pharmaceutical firm with global drug development operations in India.

Through archival data, surveys and detailed qualitative interviews with company leadership, we conducted a detailed assessment of their innovation strategy, culture, and metrics, amongst other parameters to understand the magnitude and nature of innovations in the firm and their contribution.

These findings helped design appropriate indices and interventions to track innovation in the firm.

### Entrepreneurship and Wealth Creation at the Grassroots

The Government of India (GoI) recognises entrepreneurship as one of its key strategies to drive growth and wealth creation. Given the 'Startup India' initiative of GoI, our study examined the content and drivers of entrepreneurial activity at the bottom of the administrative pyramid across 500 Indian districts.

The analysis uses comprehensive

district-level data on new firm creation in the informal sector across these districts from the Ministry of Corporate Affairs (MCA)-21 database.

The data shows that new firm creation in the formal sector grew at a CAGR of 3.8% from 2006-2014 to a growth rate of 12.2% from 2014 to 2018. As a result, from about 70,000 new firms created in 2014, the number has grown by about 80% to 1,24,000 new firms in 2018. The study also found that a 10% increase in registration of new firms in a district yields a 1.8% increase in GDDP (Gross Domestic District Produce), thereby proving that

entrepreneurship at the bottom of our administrative pyramid significantly impacts wealth creation at the grassroots level.

The study was featured as a full chapter in the Economic Survey for 2019-20 instituted by the Ministry of Finance, Government of India.

#### **Other High-Frequency Indices of Economic Activity**

Decision-makers across the public and private sectors need accurate and timely information on economic activity for effective action and interventions. At present, the information available is highly fragmented, privately held, and low in accuracy, making

coordination among economic actors difficult. The cost of acquiring information and increasing its accuracy is borne privately, leading to asymmetry in the marketplace and an increase in transactions costs as well as the discount rate for future transactions.

Starting with data on the night lights and mobility, we started to develop indices of economic activity using multiple data sets and big data analytics at the highest possible spatial and temporal resolution in the informal as well as the formal sectors.





### Crime & Service Analytics for Centre for Police Research (CPR)

The study aims to model false registrations, deduce crime rates and uncover biases in criminal judgements related to cases in Pune. We are also studying the impact of economic development on the city's crime rate, map attributes of crime rates across various regions in the city, and predict crime patterns. Further, the research aims to use crime reporting data and open-source data to measure the effectiveness of various interventions such as the citizen reporting app of the city's police department.

This research would aid CPR to effectively utilize statistical tools and machine learning techniques to analyze trends, diversity in crime reporting, complainant satisfaction and on other parameters of the citizen lifecycle from crime reporting to resolution.

### Crime Analytics for Hyderabad Police

Even as a range of technologies (bodycams, social media, call centre) are deployed for policing by Hyderabad Police, the implications of these innovations for crime reduction, accountable policing and citizen satisfaction are under-investigated. The predictive intelligence derived from this research could also lead to the

design of an interactive platform for "smart policing" that translates various sources of data into real-time actionable intelligence.

In addition, we also assess the impact of the various technological innovations implemented by the Hyderabad Police. We seek to thereby provide empirical evidence of the systematic and pervasive impact of technology innovations on law enforcement.

As an extension of this research across India, we have proposed to Ministry of Home Affairs (MHA) to conduct crime analytics, present potential applications of machine learning to big data for developing predictive crime models and improve current decision-making outcomes in law enforcement. Further, we intend to assess the impact of (1) key technological interventions introduced by law enforcement and, (2) tech-enabled service encounters between law enforcement and citizens to recommend potential interventions.

### Impact Assessment of Udyam Abhilasha: Entrepreneurship Awareness Campaign

Small Industries Development Bank of India (SIDBI) launched an Entrepreneurship Awareness campaign called 'Udhyam Abhilasha' that focused on 115

districts across 28 states, comprising 20% of the country's population covering 8,600 Gram Panchayats. Aimed at rural youth, the campaign aimed to drive understanding of entrepreneurial concepts and aspirations to realise newer business opportunities.

During the year, we conducted a survey of over 6,000 citizen respondents, who underwent the SIDBI programme. The study found much evidence on the benefits of the 'Udhyam Abhilasha' programme.

Among other recommendations, we suggested policy tweaks to be undertaken to improve areas of citizens' process knowledge even on the practice of putting together successful business plans and loan applications.

### Impact Assessment of Digital and Entrepreneurial Literacy Programmes

India is seeing a proliferation of expanded infrastructure, access to the Internet and the push towards e-governance / e-commerce even in the remotest areas of the country. Prior research has largely focused on the role played by physical infrastructure in enhancing the information capacity of citizens and thereby bridging the digital divide. However, the role of investments



in social infrastructure / human capital development in bridging the digital divide is less investigated.

In partnership with Government of India, CSC e-Governance Services and their skill-development arm CSC Academy, our centre aims to leverage the large-scale 2,50,000 plus Village Level Entrepreneurs (VLEs) network across India for imparting two key training programmes focusing on Digital Literacy & Entrepreneurial Literacy.

In the following year, the curriculum will be rolled out to VLEs and rural citizens. We will rigorously assess the effects of these two large-scale and distinct training interventions on citizen demographics (age, gender, education, location, occupation, income, etc.) and evaluate the tangible and intangible costs and benefits.

### Impacts of Technology on Teaching and Learning Efficacy in Telangana Schools

An increasing number of governments in emerging markets are implementing technology solutions in schools aimed at improving teaching effectiveness and student learning outcomes. However, there is insufficient evidence that providing access to these technologies, including computers, the Internet, educational applications/e-books, has a significant effect on student performance.

The Government of Telangana's initiative – Telangana State Computer Literacy and Skills in Schools (TS-CLASS) – aims to promote digitisation of education in government high schools.

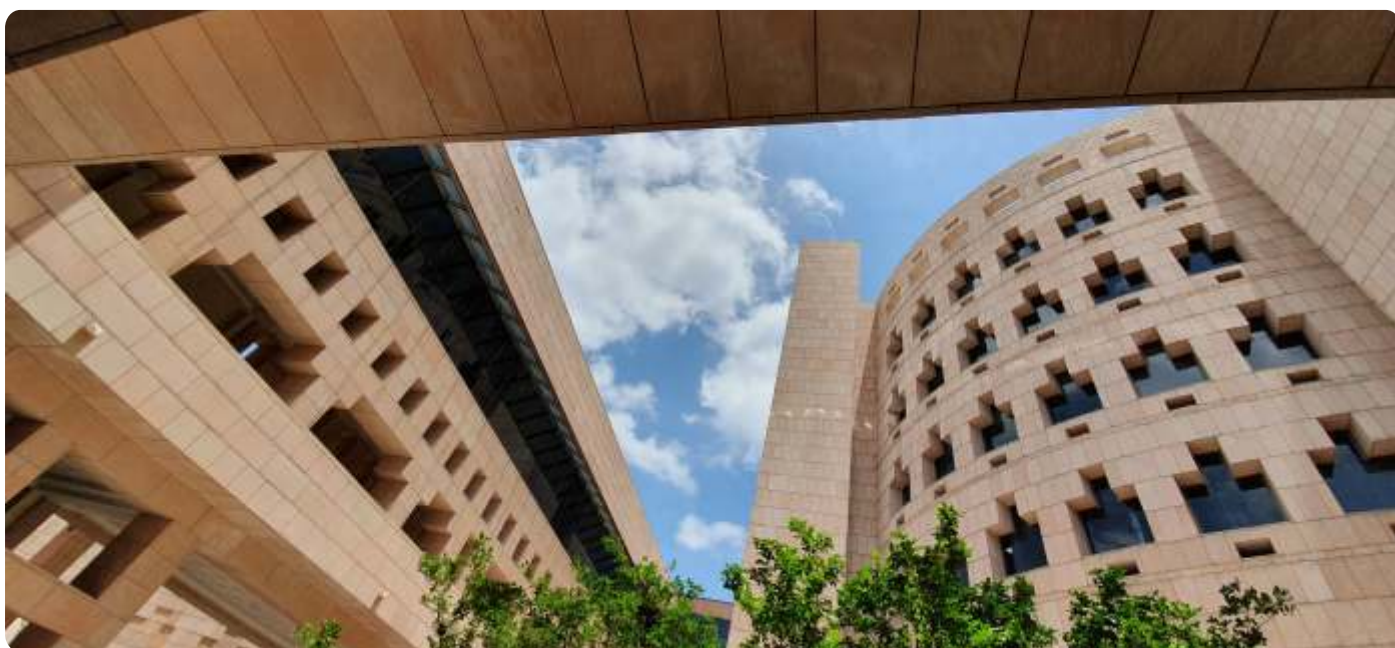
In this year, we conducted detailed qualitative interviews and surveys of students, teachers and administrators at over 250 government schools. In the following year, we aim to submit a report that will provide insights into the impact of digitisation of education, heterogeneity in such impact and the mechanisms underlying impact.

### Bridging the Gender Divide in Rural Entrepreneurship

The observed gender divide in rural entrepreneurship is an outcome of an accompanying digital divide. Prior research on technology adoption and the digital divide conceptualizes the latter at three levels: (a) access, (b) capabilities, and (c) outcomes.

There is limited work on bridging barriers for promoting women's propensity and choices in favor of entrepreneurship. Entry into entrepreneurship is a complex phenomenon and is something that most individuals deliberate over an extended time period. It requires a combination of traits, conditions, valuable resources (financial / infrastructural / etc.) and a match with market needs and business opportunities. The challenges associated with this complex choice are amplified for low-literate women that are strongly embedded in their immediate social and family networks.

Our planned study comprises three important components: (a) Entrepreneurial Awareness, (b) Entrepreneurial Literacy for Women, and (c) Impact Assessment.





# Research ISB Faculty Funding

To further advance cutting-edge research aligned with SRITNE's vision, the Centre invited proposals that seek funding and those that are aligned with the broad mission of the Centre. We welcomed submissions in a broad range of areas, including but not limited to the business and societal value of IT, technology innovation and entrepreneurship, electronic commerce and digital transformations, social networks and big data analytics, global sourcing, and human capital development.

The following table illustrates the research proposals that were awarded SRITNE grants in 2018-19

Proposal Title	ISB Research Team	Award Component
Impact of Pharmacy Store-Redesign on Firm Performance and Customer Compliance with the Treatment Procedure	<ul style="list-style-type: none"> <li>S Arunachalam (Assistant Professor, Marketing)</li> <li>Ashish Khandelwal (FPM Student)</li> </ul>	Survey Costs

The following table illustrates the research proposals that were awarded SRITNE grants in 2019-20

Proposal Title	ISB Research Team	Award Component
Using individual career histories to understand the causes and consequences of employee mobility	<ul style="list-style-type: none"> <li>Anusha Sirigiri (Assistant Professor, Entrepreneurship)</li> </ul>	Survey Costs
Fintech and Credit Scoring for the Millennial Generation	<ul style="list-style-type: none"> <li>Shashwat Alok (Assistant Professor, Finance)</li> </ul>	Survey Costs



# EDUCATION



# Education

## Leading Digital Business Transformation and Innovation Programme (Open) 2019-2020

Emerging technologies and digital business models are fundamentally transforming how firms compete with one another. Traditional boundaries and value networks of firms are getting disrupted at a rapid pace, forcing organisations to rethink strategies not just for business growth and competitive advantage, but also for survival. It is imperative for the leaders to understand and effectively leverage appropriate digital technologies to transform their business strategies and models, lead their organisations to new paradigms of data-driven analytical insights and customer-focused innovation, and acquire the ability to continually learn, armed with lessons and innovative trends from around the world. The requirements vary from process-improvement,

identifying unmet customer needs or creating an ecosystem of partnerships. For the same, forward-looking firms face challenges in adopting new technologies and business models at various implementation levels within the organisation.

This year, SRITNE delivered ISB's 'Leading Digital Business Transformation and Innovation' as 6-month multi-module, immersive learning programme designed for mid to senior level executives. The programme enabled them to understand and leverage digital technologies, innovate and transform business models continually.



Academic session with Professor **Anitesh Barua**



Academic session with Professor **Deepa Mani**



### Senior Executive Participants' Testimonials

*The programme was a great introduction to Digital Transformation concepts. It gives a great high-level view of the landscape of Digital Transformation. A little more depth was desirable.*

*Very good programme. Design thinking approach introduced in the course. It focusses on obtaining solutions that are desirable, feasible and viable through design thinking. We learnt how to formulate and solve a problem using design thinking method. Learnt about using social trends as a tool to ideate concepts of Design Thinking.*

*It was great with lot of learning in terms of management point of view and technical possibilities. It helped in bringing transformation within. The programme gave an opportunity to think about data compliance and regulation.*

*Overall a good course for high-level orientation for CXO / Head level executives. It gives a broad level perspective about the potential areas of work and good in that aspect.*

*There were very good sessions during this programme. Was thoroughly impressed with the classes of Prof. Deepa Mani and Prof. Anitesh Barua*

# Education

## IT Management in India - Vienna University Global Executive MBA students

For the last nine years, SRITNE has been hosting Vienna University Executive MBA students for a 5-day residency programme. In January 2020, we had 35 participants experience academic sessions led by SRITNE aligned faculty members, industry guest speakers and site visits to leading technology firms such as Infosys, Microsoft, Novartis and T-Hub. Additionally, the participants were sensitised to the context of business in India through an immersive experience with stakeholders of a low-income school in the old city of Hyderabad.

### Participant Testimonials

*Very good Professors presenting highly relevant and interesting topics. Prof. Deepa Mani was outstanding amongst those very good lecturers.*

*It did indeed meet my expectations! Particularly the sessions at the ISB. The Novartis visit was the most valuable for me. Also, the start-ups were extremely interesting.*

*Doing business in India was most interesting as the Professor went into topics that really are the issues of India and the opportunities to solve them.*

*The session with Professors Deepa and Giri were amazing. Liked Prof. Deepa's drive in the presentation and Prof. Giri's insights! Very good and outstanding Professors presenting highly relevant and interesting topics.*



Participants during a school visit in old city Hyderabad



Participants - January 2020



Vienna University Global Executive MBA Class of 2020



Participants – January 2020

The following table illustrates the various topics covered and the faculty that taught those topics:

### ISB Faculty and Industry Speakers

Professor Deepa Mani, Resident Faculty

Professor Anand Nandkumar, Resident Faculty

Professor Sudhir Voleti, Resident Faculty

Professor Giri Kumar Tayi, Visiting Faculty

Dr. Amir Ullah Khan, Visiting Faculty

### Topics

Digital Disruptions: The Incumbent's Dilemma and Response

Innovation and Entrepreneurship in India

Big Data and Analytics in the Digital World

Managing Multi-sided IT Platforms

Doing Business in India

# Education

## Business Technology Management (BTM) Specialisation on Coursera



### BUSINESS TECHNOLOGY MANAGEMENT SPECIALISATION



Indian School of Business is offering a specialisation in Business Technology Management (BTM) on Coursera. The course seeks to prepare organisations and managers for a digital future through an understanding of the critical role technology plays in creating competitive advantage.

Products and business models in today's competitive environment are increasingly being transformed by technology. This new digital economy places IT at the centre of firm strategy and operations and requires a breed of IT managers and leaders who can examine technology through a business lens. The Business Technology Management specialisation will empower you with knowledge of the IT domain, management, leadership and team building skills, and functional and analytical skills. These skills are critical to leverage technology to create competitive advantage.

Since June 2017, the 6-course specialisation developed by SRITNE has been empowering learners virtually with the knowledge of the IT domain, management, leadership, functional and analytical skills required in the digital area. As of February 2020, the course already saw 647 paid learners, who completed their course enrollments, and nearly 8,456 enrollments in last eleven months.

#### Capstone Projects Overview

Learners will be given a business case where they will be required to assess the business objectives of the firm and apply the course learning to evaluate and identify a portfolio of technology solutions that are aligned with the business strategy of the firm.

This is one of the key features of this specialisation, allowing participants to apply their learnings in a practical case.

The following table illustrates the various topics covered and the faculty that taught those topics

ISB Faculty	Topics
Professor Deepa Mani, Resident Faculty	Digital Transformations, Business Technology Management
Professor Sudhir Voleti, Resident Faculty	Business Analytics and Digital Media
Professor Ramabhadran Thirumalai, Resident Faculty	Accounting and Finance for IT professionals
Professor Rammohan Rao, Visiting Faculty	IT Project Management
Professor S Ramnarayan, Resident Faculty	Leadership and Emotional Intelligence
ALL	Capstone Project: Business Technology Management
Professor Rajagopal Raghunathan, Visiting Faculty	A Life of Happiness and Fulfillment

### Participant Testimonials

*"Great course. It gives a strong basis of the leadership aspects and frameworks. I particularly liked the concrete examples given and the interviews with speakers. It was great to be able to relate to work and everyday life experiences. I have learnt things that I am already starting to apply every day."*

- Astrid G (August 2019)

*"It's a great course if you are interested in Digital Transformation. You would start from zero and build a basement for further steps. You will cover what are disruptive innovations, how to analyze them, and many more."*

- Serg B (September 2019)

*"Excellent course which will give more insight to all IT professionals about basic accounting and finance."*

- Jay P (August 2019)

*"The course contains most of the important tenets of Project Management in a nutshell. It is also enriched with a number of examples and real-life situations."*

- Marija Z S (January 2020)

*"Awesome course for beginners in business analytics and specially it provides good insights about social media marketing."*

- Nitin S M (July 2019)



# Education

## Capacity Building at the Grassroots

### Digital Literacy Programme

Digital Training programmes are particularly salient in developing countries like India. Based on the comparison of training content offered by published studies on various training programmes in developing countries, it can be seen that while the overall numbers of training programmes are increasing, sustainability of these programmes are significantly skewed towards individually-driven citizens, and there is minimal growth in the overall skill development of rural areas. Also, most training initiatives are focused on basic managerial skills, while the most potential for impact is for the entrepreneurs to scale. There are a variety of interventions attributed to promoting the growth of which we believe the digital training of the rural population has the highest potential.

Computer literacy and specific skills for effective use of digital technology have become even more important. However, computer literacy skills are not just limited to the ability to use computers. It also towards skill utilisation of digital technologies for communication, information, marketing and building businesses.

Given this lacuna in quality higher skills at the grassroots, SRITNE offers following courses in partnership with the CSC Academy.

- Entrepreneurship Literacy for Village-Level Entrepreneurs
- Entrepreneurship Literacy for Rural Citizens
- Digital Literacy for Rural Citizens

### Entrepreneurial Literacy Programme

Digital training encompasses both entrepreneurial literacy and digital literacy. Training programmes for entrepreneurial literacy exist, with a focus on general business skills and strategy with little emphasis on core and necessary training modules on finance, marketing and strategic skills for first-time entrepreneurs. Managerial capital (e.g., marketing and finance skills), digital skills (e.g., digital marketing, enterprise integration), and entrepreneurial management skills are often not emphasised enough in training modules.

Further, entrepreneurial training programmes help prospective owners launch businesses more quickly while digital literacy programmes help in marketing efforts, better financial planning and frequent updating of services offered, especially at the grassroots level.

While programmes teaching entrepreneurship to rural areas exist, we provide additional vectors to make the programme more holistic and continuously assess the impact of entrepreneurial literacy specifically through question banks in different languages.





# OUTREACH



# Outreach

## Workshop on Digital Transformation

SRITNE conducted the Workshop on Digital Transformation during October 11-12, 2019 at ISB. This year's workshop brought out best practices, thought leadership and policy directions around four themes: AI & the Future of Work, Products and Services, Designing a Digital Blueprint for the Industrial Economy, Regulating the Gig Economy and Leveraging Start-up Ecosystems to Beat the Competency Trap. A few highlights from the workshop are presented.

**Venue:** AC7 Lecture Theatre, Level 2, Main Building, Indian School of Business, Hyderabad Campus

Hours	Agenda
9:15 am – 9.45 am	<b>Welcome Address</b> Rajendra Srivastava, Dean and Novartis Professor of Marketing Strategy and Innovation, Indian School of Business <b>Opening Remarks</b> Deepa Mani, Associate Professor (Information Systems) & Executive Director, SRITNE, Indian School of Business
9:45 am – 10:45 am	<b>Keynote address</b> Abhay Jere, Chief Innovation Officer (CIO) at Ministry of HRD, Govt. of India
10:45 am – 11:15 am	<b>Featured Presentation – AI and the Future of Work</b> Prof. Anand Nandkumar, Associate Professor of Strategy and Entrepreneurship, Associate Dean, RCIs & Research Director, Center for Innovation and Entrepreneurship, Indian School of Business
11:15 am – 11:30 am	<b>Tea Break</b>
11:30 am – 12:30 pm	<b>Panel Discussion: AI and the Future of Work, Products and Services</b> <ul style="list-style-type: none"><li>• Dr. Rohini Srivathsa, National Technology Officer &amp; Head of Strategy, Microsoft India</li><li>• Karthik Ganapathi, Vice President and Managing Director (Technology), India, Honeywell Connected Enterprise, Honeywell</li><li>• Ajit Nema, Managing Director at Deloitte</li></ul> <b>Moderator:</b> Deepa Mani
12.30 pm – 1.00 pm	<b>Featured Presentation: Incumbents and Principles for Digital Transformations</b> Abhishek Kathuria, Assistant Professor of Information Systems, Indian School of Business
1.00 pm – 2.00 pm	<b>Lunch</b>

The event was kicked off by Professor Rajendra Srivastava, Dean, ISB, who, in his welcome speech, said, "data is the new lubricant because it is the analysis of data that keeps governments and businesses going."

Professor Deepa Mani, Executive Director, SRITNE, welcomed the delegates and panelists. She expounded on the varied dimensions – societal, regulatory and competition – triggered by technology-driven changes in today's startups-enriched business environment.

In his Keynote Address, Abhay Jere, Chief Innovation Officer (CIO), Union Ministry of HRD, spoke about initiating the Smart India Hackathon in 2015 and making it the world's largest open innovation model. The Hackathon programme, he said, engaged more than 80 lakh students across India, to solve 600 problem statements received from 29 union ministries and departments.





Dr Abhay Jere giving his keynote address

Jere, a scientist with experience in the industry, spoke about his challenges of working with a large machinery like the Government of India. As a first step, he approached all the ministries seeking to address the biggest problems faced by the ministries. Soon after, he talked about planning the Hackathon events by inviting over 6,000 engineering students from all over India to the IT ministry in Delhi.

Professor Anand Nandkumar, Associate Professor of Strategy & Entrepreneurship, ISB, presented his study on 'AI and Future of Work' at the workshop. He concluded that AI, the most important general-purpose technology of our era, can take over more cognitive and non-manual job roles as well.

His research indicates that this may not be a bad thing altogether for Future of Work, as many new professions would come up with the advents of AI as a general-purpose technology.

Insights into industrial complexes, that are being transformed using sensors and machine learning capabilities, came from Karthik Ganapathi, Vice President and MD, Honeywell Connected Enterprise (HCE). He explained how HCE is slowly but surely converting oil refineries and other industrial plants to smarter entities, requiring only few trained hands to take crucial process decisions during critical times for any industry.

Hours	Agenda
2.00 pm – 3.00 pm	<p><b>Panel Discussion: Designing a Digital Blueprint for the Industrial Economy</b></p> <ul style="list-style-type: none"> <li>• R Vijay Kumar, Executive Director, Business &amp; Operational Excellence, UBS</li> <li>• Mohit Kapoor, Head of Technology Capability Optimization, DBS</li> <li>• Payal Malik, Advisor (Economics) at Competition Commission of India, New Delhi, India</li> </ul> <p><b>Moderator:</b> Milind Sohoni, Area Leader, Professor of OM, and Deputy Dean, ISB, Hyderabad Campus</p>
3.00 pm – 3.30 pm	<p><b>Featured Presentation: The Gig Economy and Labour Markets</b></p> <p>Professor Deepa Mani</p>
3.30 pm – 3.45 pm	<p><b>Tea / Coffee break</b></p>
3.45 pm – 4.30 pm	<p><b>Panel Discussion: Regulating the Gig Economy</b></p> <ul style="list-style-type: none"> <li>• Arnab Kumar, Emerging Technology (AI, Digital Economy, FinTech) Strategy and Implementation, NITI Aayog</li> <li>• Smitha M V, General Manager, Wipro Limited</li> <li>• Sridhar K, Chief Digital Officer, Talent Sprint</li> </ul> <p><b>Moderator:</b> Anand Nandkumar</p>

4.30 pm – 5.30 pm	<b>Panel Discussion: Leveraging Start-up Ecosystems to Beat the Competency Trap</b> <ul style="list-style-type: none"> <li>• Ravi Kanniganti, Director &amp; Head, Target Accelerator</li> <li>• Murali Talasila, Partner &amp; Innovation Leader, PwC</li> <li>• Anil Kumar, CTO, ToneTag</li> </ul> <b>Moderator:</b> Abhishek Kathuria
5.30 pm – 5.45 pm	<b>Closing Remarks, Valedictory</b> Professor Deepa Mani
6.00 pm – 7.00 pm	<b>Fireside Chat (Khemka Auditorium)</b>
7.00 pm – 8.30 pm	<b>Gala Dinner</b>

Four panel discussions were held during the workshop around the themes of:

- AI and the Future of Work, Products, and Services
  - Designing a Digital Blueprint for the Industrial Economy
  - Regulating the Gig Economy
  - Leveraging Startup Ecosystem to Beat the Competency Trap
- Top management leaders and economists from Microsoft India, Honeywell, Deloitte India (Offices of the US), UBS, DBS, Competition Commission of India (CCI), Wipro and TalentSprint attended these panels.



L to R: Professor Deepa Mani, Mr. Ajit Nema, Mr. Karthik Ganapathi, Dr. Rohini Srivathsa

New business lessons on how to leverage startups and regulating the Gig Economy garnered a knowledgeable conversation and wide interest among the workshop participants. Another interesting conversation was around machine learning and digital transition for industrial economy.



L to R: Professor Anand Nandkumar, Ms. Smitha MV and Mr. Sridhar K during panel discussion

During the panel discussion on regulating the gig economy, Sridhar K, Chief Digital Officer of TalentSprint opined that innovation cannot be limited by regulation as the speed of innovation would always precede the speed of regulation. According to him, Gig Economy is just a terminology and innovation in business has always been there. He opined that there should be no regulation on gig economy. Interestingly, though moderator of the session, Professor Anand Nandkumar opined that employment effects of gig economy should be studied, but the other panelists felt that gig economy is already making fair contributions to the GDP.



L to R: Professor Abhishek Kathuria, Mr. Anil Kumar, Mr. Murali Talasila and Mr. Ravi Kanniganti

The fact that startups could be leveraged to catch up with the pace of digital transformation in business was highlighted by Murali Talasila, Partner and Innovation Leader, PwC India and Ravi Kanniganti, Director & Head, Target Accelerator. While the Target accelerator has been providing real use cases to startups to prove their mettle and work with the US retail giant, Talasila and his team from PwC have been working closely with startups. 'We move to where the startups are working from. A garage or some accelerator their business is based from,' he said during the panel discussion.



L to R: Professor Milind Sohoni, Mr. Mohit Kapoor, Mr. R Vijay Kumar and Ms. Payal Malik

Payal Malik, Chief Economic Adviser, Competition Commission of India (CCI) explained that the government has become more proactive in assisting digital transformations and views them positively. During the session on regulating the gig economy, she also remarked that the CCI was conducting a study of how algorithms behave for a large cab and food aggregator business. This study was aimed to help the government frame necessary regulations.

### Agenda: Day 2 (Saturday, October 12, 2019)

Hours	Agenda
2.00 pm – 3.00 pm	<p><b>Data Visualisation Workshop:</b> The data visualisation and storytelling session covered industry use-cases on data-driven visual solutions covering different domains and stakeholders. The first hour covered specific data solution examples from industry that empower decision makers across diverse functional areas and the last thirty minutes was a hands-on session.</p> <p><b>Speaker:</b> Rasagya Sharma, Principal Designer, Gramener  <b>Venue:</b> AC 7 Lecture Theatre, Level 2, Main Building</p>
3.30 pm – 3.45 pm	<p><b>Lunch</b></p>
2.00 pm – 3.00 pm	<p><b>Blockchain Demos by Startups and Technology Leaders</b>  <b>Moderator:</b> Bhagwan Chowdhry, Professor of Finance, Executive Director, Digital Identity Research Initiative (DIRI) and Academic Director, Centre for Innovation &amp; Entrepreneurship</p> <p>Blockchain District Partnership Launch by Jayesh Ranjan, Principal Secretary, IT, Govt. of Telangana  <b>Venue:</b> Khemka Auditorium</p>



# Outreach

## Conference on Digital Economy (CODE)

SRITNE hosted the 13th edition of Conference on the Digital Economy (CODE) from December 28-29, 2019 at ITC Royal Bengal Hotel, Kolkata, India. Leading scholars from universities worldwide presented their research on diverse topics such as e-commerce, digital marketing, big data analytics, digital advertising, tech entrepreneurship, tech policy, content strategy and more. This year, the highest number of research presentations were made at the conference this year.

### Agenda: Day 1 (Friday, December 28, 2019)

Hours	Agenda
8:50 am – 9:00 am	Welcome Remarks by Conference Chairs
9:00 am – 10:30 am	<b>Online Commerce and Platforms</b> <ul style="list-style-type: none"> <li>Multi-Armed Bandits with Inference Considerations - Sandeep Gangarapu, Prof. Edward McFowland III, and Prof. Ravi Bapna</li> <li>Effect of Service Time Anchoring on Platform and Sellers - Arslan Aziz and Prof. Amit Mehra</li> <li>Network and Geographic Market Expansion and Interaction Effects in the Evolution of an Online to Offline (O2O) Platform - Prof. Yeji Lim and Prof. Murali Mantrala</li> </ul>
10.30 am – 10.45 am	<b>Coffee Break</b>
10.45 am – 12:45 pm	<b>E-Commerce and Digital Marketing</b> <ul style="list-style-type: none"> <li>Managing Product Returns in Omnichannel Retailing: Product Categories and Return Channel Choices - Prof. Prasenjit Mandal, Prof. Preetam Basu and Kushal Saha</li> <li>Does the use of Twitter promote transparency by constraining earnings management? A large-scale analysis of firms - Prof. Adrija Majumdar, Prof. Indranil Bose and Prof. Alvin Chung Man Leung</li> <li>The Antecedents and Rebroadcast Consequences of Clickbait - Prof. Prithwiraj Mukherjee, Souvik Dutta and Prof. Dalhia Mani</li> <li>Competitive Poaching in Search Advertising: A Randomized Field Experiment - Siddharth Bhattacharya, Pro.Jing Gong and Prof. Sunil Wattal- Professor Ravi Bapna, Joseph Golden, Professor JaeHwuen Jung, Professor Tianshu Sun</li> </ul>
12:45 pm – 1:45 pm	<b>Lunch</b>
1.45 pm – 2:45 pm	<b>Research Methods</b> <ul style="list-style-type: none"> <li>A Linguistic Analysis of Forward-looking Firm Vocabulary, its effect on Marketing Intent and Market Responses - Prof. Sudhir Voleti</li> <li>Multimodal Opinion Mining With Weak Supervision - Sumeet Kumar and Prof. Kathleen M.Carley</li> </ul>
2:45 pm – 3:00 pm	<b>Tea Break</b>
3:00 pm – 4:30 pm	<b>Business Value of IT</b> <ul style="list-style-type: none"> <li>IT Labor and Firm Performance: Role of Trade Credit - Suvendu Naskar, Prof. Preetam Basu, Prof. Palash Deb and Anup K Sen</li> <li>Exploring the role of Government E-Participation in enabling Economic Growth and Development - Prakrit Silal and Prof. Debashis Saha</li> <li>Repeated Exchange &amp; Alliance Formation Between Computer Services Companies: A Heterogeneous Network Model - Prof. Carla Fernandez and Prof. Ramanath Subramanyam</li> </ul>
4.30 pm – 4.45 pm	<b>Tea Break</b>
4.45 pm – 6.15 pm	<b>Business Value of IT</b> <ul style="list-style-type: none"> <li>Does Congestion Always Hurt? Managing Loyalty Discount under Congestion - Prof. Rajib L. Saha, Prof. Sumanta Singha and Prof. Subodha Kumar</li> <li>Role of IT in Information Alertness and Search in Shaping Competition Networks - Prof. Abhishek Kathuria, Prof. Mariana G. Andrade Rojas and Prof. T. Ravichandran</li> <li>Return Shipping Insurance: Free Versus For-a-fee? - Prof. Yiming Li, Prof. Gang Li and Prof. Giri Kumar Tayi</li> </ul>
7:00 pm onwards	<b>Gala dinner on barge</b>



**Prof. Anitesh Barua**, McCombs Business School, University of Texas, and Co-Chair, CODE 2019 making his opening remarks



**Prof. Ravi Bapna**, Associate Dean, University of Minnesota and Co-Chair, CODE 2019 making his opening remarks

The conference commenced with opening remarks by conference chairs Professor Anitesh Barua from McCombs Business School, University of Texas, Professor Deepa Mani, Executive Director, SRITNE, ISB and Professor Ravi Bapna, Associate Dean for Executive Education at the University of Minnesota's Carlson School of Management. They delightfully noted the high number of research presentations being made at the conference. This year's conference featured 25 research presentations by leading scholars and academicians from 15 global universities and research institutions.

This year, the conference sought proposals based on seven broad themes: Online Commerce and Platforms, E-Commerce and Digital Marketing, Research Methods, Business Value of IT, Technology Innovation and Entrepreneurship, Fintech – Content and Implication, Technology & Policy, and Technology Strategy.



**Prof. Amit Mehra** from University of Texas at Dallas presented the paper on Effect of Service Time Anchoring on Platform and Sellers.



**Prof. Murali Mantrala** from University of Missouri presented his research on Network and Geographic Market Expansion and Interaction Effects in the Evolution of an Online to Offline (O2O) Platform.



**Prof. Sudhir Voleti** from Indian School of Business presented his paper titled: A Linguistic Analysis of Forward-looking Firm Vocabulary, its effect on Marketing Intent and on Market Responses.



**Prof. Aravinda Garimella** from University of Illinois at Urbana-Champaign presented research on Human-AI Hybrids in the Initial Coin Offering Market.



**Prof. Ramnath Subramanyam** from University of Illinois, presented on Repeated Exchange & Alliance Formation between Computer Services Companies.



**Prof. Adrija Majumdar** from IIM-Calcutta showcased her paper titled: Does the use of Twitter promote transparency by constraining earnings management?

## Agenda of CODE 2019: Day 2 (Sunday, December 29, 2019)

Hours	Agenda
8:45 am – 10:45 am	<b>Technology Innovation and Entrepreneurship</b> <ul style="list-style-type: none"><li>• Friends with Benefits? Impact of Network Position on Entrepreneurial Finance - Prof. Anand Nandkumar, Prof. Deepa Mani, Abhishek Bhatia</li><li>• Ethical Dilemmas: Do Programming Tasks Bias Your Moral Judgement? - Prof. Kartik Krishna Ganju and Prof. Jui Ramaprasad</li><li>• Reconfiguring for Agility: Examining the Performance Implications of Project Team Autonomy through an Organizational Policy Experiment - Prof. Indranil Bardhan and Prof. Narayan Ramasubbu</li><li>• IPR infringement, Enforcement and Innovation - Prof. Sougata Poddar and Dyuti Banerjee</li></ul>
10:45 am – 11:00 am	<b>Coffee Break</b>
11:00 am – 12:30 pm	<b>Fintech – Content and Implications</b> <ul style="list-style-type: none"><li>• Cryptocurrency Innovations and Returns - Vasundhara Sharma, Prof. Ashish Agarwal, Prof. Anitesh Barua</li><li>• Human-AI Hybrids in the Initial Coin Offering Market - Saunak Basu, Prof. Aravinda Garimella and Prof. Wencui Han</li><li>• Is a megapixel worth a few thousand words? An Empirical Assessment of Image Sentiments on Philanthropic Crowdfunding Success - Saunak Basu, Prof. Ramanath Subramanyam, Prof. Mehmet Eren Ahsen</li></ul>
12:30 pm – 1:30 pm	<b>Lunch</b>
1:30 pm – 2:30 pm	<b>Technology and Policy</b> <ul style="list-style-type: none"><li>• Human Vulnerabilities in Collaborating with AI: An Experimental Investigation into the Future of Work- Prof. Andreas Fugener, Prof. Jorn Grahl, Prof. Alok Gupta and Prof. Wolfgang Ketter</li><li>• The Digital Disruption of Higher Education - Prof. Ravishankar Sharma</li></ul>
2:30 pm – 2.45 pm	<b>Tea Break</b>
2.45 pm – 4.15 pm	<b>Technology Strategy</b> <ul style="list-style-type: none"><li>• Understanding the Digital Strategic Posture of Firms: A Behavioral and Agency Theoretic Perspective - Prof. T Ravichandran and Liang Zhao</li><li>• Understanding Content-Based User Engagement in e-learning Platforms: Evidence from Randomized Field Experiments - Prof. Swanand Deodhar, Ayushi Tandon, Abhas Tandon and Abhinav Tripathi</li><li>• Data Sharing, Privacy and Rule Hiding - Prof. Syam Menon, Prof. Abhijeet Ghoshal and Prof. Sumit Sarkar</li></ul>
2:30 pm – 3:00 pm	<b>Closing Remarks – Professor Deepa Mani</b>



In the evening of Day 1, participants joined for a musical evening during the Gala Dinner that was organised on the 'Riviera' barge on the Hooghly. Professor Anitesh Barua on the drums and his rock band 'Hooghly Jam Project' had the crowd swinging to their tunes. The group braved the chilly winds to be on the dance floor and jive to the numbers belted out by the band.



## CODE 2019: In photos



Prof. Amit Mehra during his presentation



Professors engaged in lively conversations



Audience posing questions to presenters



Audience posing questions to presenters



**List of Participants:** Prof. Satish Deshpande; Prof. Sougata Poddar; Prof. Deepa Mani; Prof. Rajib Saha; Prof. Ramnath Subramanyam; Prof. Aravinda Garimella; Prof. Ramnath Chellappa; Prof. T Ravichandran; Prof. Kartik Ganju; Prof. Sumit Sarkar; Prof. Sudhir Voleti; Prof. Sunil Wattal; Prof. Amit Mehra; Prof. Giri Kumar Tayi; Suvendu Naskar; Sandeep Gangarapu; Prof. Prithwiraj Mukherjee; Prof. Prasenjit Mandal; Prof. Adrija Majumdar; Abhishek Bhatia; Sheila Roy; Siddharth Bhattacharya; Prakrit Silal; Ayushi Tandon; Saharsh Agarwal; Praveen Mokkapati; Mridula Anand; Sumeet Kumar; Vasundhara Sharma; Prof. Abhishek Kathuria; Soumik Dey; Kiran Kumar; Prof. Ravi Shankar Sharma; Prof. Murali Mantrala

# Outreach

## Diversity and Inclusion Summit, 2020

With the advent of emerging technology, separate studies by World Economic Forum and UN Women find that new technology workforce has been found to be lob-sided towards men. In this context, SRITNE hosted the first Diversity and Inclusion (D&I) Summit on March 6, 2020, aiming to not just address and raise awareness on the issue, but also find possible solutions from leaders across varied fields to improve workforce diversity and make technology more inclusive.

**Venue:** AC2 Lecture Theatre, Level 2, Main Building, Indian School of Business, Hyderabad Campus



Anju Sharma delivering her keynote address at the D&I Summit

Hours	Session
8.30 am – 9.15 am	Registrations and entry
9.15 am – 9.30 am	<b>Inaugural Address</b> Rajendra Srivastava, Dean and Novartis Professor of Marketing Strategy and Innovation, Indian School of Business
9.30 am – 9.45 am	<b>Welcome Address</b> Deepa Mani, Associate Professor (Information Systems) & Executive Director, SRITNE, Indian School of Business
9.45 am – 10.15 am	<b>Keynote Address</b> Anju Sharma, IAS, Principal Secretary, Higher and Technical Education, Government of Gujarat
10.15 am – 11.30 am	<b>Panel Discussion: Improving Labour Force Participation of Women in Tech</b> <ul style="list-style-type: none"><li>• Deepti Varma, Head – Human Resources, Amazon India, Middle East &amp; North Africa</li><li>• Deepthi Ravula – CEO, WE HUB, A Government of Telangana Initiative</li><li>• Sangeeta Kumar – Senior Vice President, Operations, Bank of America</li></ul> <b>Moderator:</b> Prof. Ram Nidumolu, Professor in OB
11.30 am – 11.45 am	Tea Break

Both men and women executives from several corporate houses attended the summit. The event commenced with an address by Dr. Rajendra Srivastava, Dean, ISB who said that women are the leaders of tomorrow and that not just business but the society can afford to lose out on the professional qualities and soft power associated with women.



In her welcome address, Deepa Mani, Associate Professor & Executive Director, SRITNE, said that the technology landscape is changing, and it is vital for women to play a part in it. She said that new technologies like Artificial Intelligence, Machine Learning, Data Analytics and other emerging technologies are beckoning talents. As such, women can add to this talent pool greatly and contribute to great shifts in technology development as well as adoption, said Prof. Mani.



Malini Agarwal at a fireside chat with Prof. Deepa Mani



Prof. Chandrasekhar Sripada moderates a panel discussion

At her keynote address, Anju Sharma, Principal Secretary, Higher and Technical Education, Government of Gujarat said that as a career technocrat, she had often urged women to come out of their habit of relying on men for their technology-related work and take up the mantle on their own. She further said that the Government of Gujarat has earmarked a fund of about Rs 21,000 crores to target technical education training for women in the state.

Prof. Ram Nidumolu moderated the first panel discussion comprising Deepti Varma from Amazon, Deepthi Ravula from WE HUB and Sangeeta Kumar from Bank of America. The panel witnessed lively discussions among the panellists and the participating audience.

Hours	Session
11.45 am – 12.15 pm	<b>Fireside Chat</b> with Ms. Malini Agarwal, IPS, ADGP, Government of Rajasthan
12.15 pm – 1.30 pm	<b>Panel Discussion: Enhancing Diversity and Creating a More Inclusive Workplace</b> <ul style="list-style-type: none"> <li>Aparna Pathak – Global Head of Diversity &amp; Inclusion, Novartis Business Services</li> <li>Srividya Ramakrishnan – Senior Director, Head - Process Engineering at API, Dr. Reddy's Laboratories</li> </ul> <b>Moderator:</b> Chandrasekhar Sripada, Professor of OB & Strategic Human Capital
1.30 pm – 1.45 pm	<b>Closing remarks</b>
1.45 pm onwards	<b>Networking Lunch</b>

During the fireside chat, Malini Agarwal, Additional Director General of Police, Rajasthan said in her state where the police forces are mostly men-dominated, she has initiated a programme for women police constables and officers, on technology-driven policing.

At the second panel discussion, in response to a question from Prof. Chandrasekhar Sripada, Aparna Pathak from Novartis said that organisations must adopt the EPIC (Equal Pay International Coalition) pledge of ILO, to consciously make organisational efforts to reduce gender pay gap. She said that her have achieved a balanced gender representation in management – which was aimed at 50% representation for women.

Among strategies adopted to achieve this, Pathak pointed out to steps like not looking at historical salary and removing biases for returning employees. She said that efforts were made to remove systemic barriers for both genders with steps like allowing parental leaves for both genders.

Speaking at the same panel discussion, Srividya Ramakrishnan from Dr Reddy's Laboratories highlighted that the company has executed several policies like flexible work hours, part-time policies for employees. The company also encourages come-back careers for women and organises mentorship programmes for their women executives.

# Outreach

## Engagement with the PGP Student Community: Emerging Technologies Workshop Series

For the PGP community, SRITNE actively partnered with the Business Technology Club (BTC) to host an Emerging Technology Workshop series. Jointly, we invited senior executive leaders/subject matter experts from the industry such as Ajay Bhaskar, Head Corporate Strategy and IP, Wipro; Prashanth Gupta, Programme Director, Cloud and AI Platform Group, Microsoft R&D; and David Zakkam, VP, Analytics, Swiggy. These speakers conducted focused workshops on topics such as Future of Cloud Computing, emerging technology trends and their implications, and on use of data analytics in business.



Session on data analytics by David Zakkam, VP-Analytics, Swiggy, at one of our Emerging Technology workshops

## Engagement with Industry Stakeholders: Distinguished Speaker Series



Anand Deshpande, Chairman and founder of Persistent Systems addressing participants of Distinguished Speaker series

SRITNE began hosting the Distinguished Speaker Series this year with the intent to connect industry to academia. Speakers such as Vishal Sharma, MD, Deloitte Consulting; Jaideep Ganguly, Head, Compass India Development Centre, Sanjay Bobde, VP, National Institute for Smart Government; Joyojeet Pal, Associate Professor, University of Michigan, Ann Arbor and Dr. Anand Deshpande, Founder, Persistent Systems, spoke on topics like business transformation, digital inclusion, AI applications and on AI and Future of Work. These sessions often sparked lively interactions from ISB's students, researchers, faculty, and staff.

# Outreach

## Merit Scholarships for PGP Students

SRITNE has been awarding scholarships (worth INR 2 lakhs each this year) to top performing students opting for a major in the Information Technology Management (INTM) area starting with 2016 cohort. For 2020 cohort, SRITNE awarded five merit scholarships (student names included below).

### PGP Student Names

Manish Rajwani

Nipun Jindal

Pragya Maheshwari

Rahul Singla

Vibhas Puri

*"I want to thank SRITNE for providing this scholarship and motivating more people to take INTM concentration in the future and contribute to the betterment of technology management in the world."*

**- Manish Rajwani, Class of 2020**

## Advaita (Technovision)

SRITNE sourced real-world problems from the logistic technology startup, BlackBuck, for Advaita – ISB's annual international B-school competition. The students were expected to come up with a technology solution to these problems. This event saw 280+ participants, nearly double that of last year's participation, and a total of 4 teams, presented their solution to the case provided to them.



Winners and Runners-Up of Advaita: ISB Case Study Competition with jury members Professor DVR Seshadri (Professor, ISB) and Madhu Vishwanathan (Professor, ISB)



## SRITNE Team



**Prof. Deepa Mani**  
Executive Director



**Praveen Mokkalapati**  
Associate Director



**Mridula Anand**  
Senior Manager



**Soumik Dey**  
Senior Manager



**Ashwini Mistry**  
Manager



**Kiran Kumar**  
Manager

## Research Team



**Ashutosh Dwivedi**  
Research Associate



**Rohin N Vrajesh**  
Research Associate



**Tanmay Verma**  
Research Associate



**Abhishek Bhatia**  
Research Associate

"The Srinu Raju Center for IT and the Networked Economy (SRITNE) at ISB is a doorway to some of the best PhD programmes at top business schools. The Research Associate program at SRITNE offers opportunities to answer research questions relevant to management practices and policies. Additionally, it offers the freedom to explore aligned academic corridors. The program is an intense learning experience, comprising extensive research, training through collaboration with senior faculty members, and a rigorous method-training through PhD coursework. At SRITNE, I was able to explore my interests in financial technology. I have worked on multiple research projects related to technology and entrepreneurial finance here. I have received PhD interview invitations from top schools such as INSEAD, London Business School, University of North Carolina at Chapel Hill, and University of Washington. I hope to join one of these PhD programs soon. Overall, the RA position at SRITNE has been an extremely rewarding and learning experience for me. If technology-related research fascinates you as a management PhD applicant, I would recommend you join the RA programme at SRITNE."



**Bhoomi Thakker**  
Research Associate

The Research Associate (RA) position at Srinu Raju Center for IT and the Networked Economy (SRITNE) helped me develop a firm grounding in statistical inferencing and empirical modelling. I could meaningfully employ state-of-the-art Machine Learning (ML) algorithms to identify business value. Under Professor Deepa Mani, I was able to explore the applications of Natural Language Processing (NLP) in areas like Strategy and Finance. SRITNE is a highly inter-disciplinary research centre. I have thoroughly enjoyed working on the research projects here. The experience here has shaped my research interests in real-world applications of ML, algorithmic development and in understanding the impact of technological interventions on business and society. The RA role at SRITNE has acted as a steppingstone to graduate master's program in US universities like NYU and Cornell. For graduate program aspirants willing to explore the tech and innovation space in-depth, the mentoring and the research community at SRITNE can play a pivotal role in concretising one's academic career. This program is apt for candidates wanting to study the impact of technological interventions on business and society."

# Contact Us

## **Srini Raju Centre for IT and the Networked Economy (SRITNE)**

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If you are keen on exploring any technology-focused research activities at SRITNE, please contact

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To know more about research opportunities, updates on research projects or to learn about and participate in SRITNE's Executive Education programmes, please contact

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## Indian School of Business

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