

DEAN'S
ALUMNI
DIALOGUE

AUGUST 2020



DEAN'S MESSAGE

Dear Friends,

The world is in the throes of an unprecedented challenge. The swift spread of COVID-19 has unleashed the worst global crisis in decades, upending lifestyles and altering ways of working. ISB applauds the tenacity of the frontline warriors battling the pandemic with great fortitude. The pandemic has significantly disrupted every industry including the higher education sector, a critical determinant of a country's economic future. As the country takes steps towards economic recovery, we at the School are working towards transforming the delivery of higher education by adjusting to the new normal.

I laud the efforts of the School's COVID-19 response team for their prompt and effective action. Personal health and safety are our priority and the response team has stood up to the occasion resolutely.

Leadership is an expression of character. It is an opportunity to show who we are. It is about rising to the occasion, individually and collectively. Our faculty, staff, and service providers with the support of our alumni and board members, have shown steely resolve to soldier on and overcome the hurdles caused by the contagion.

Every crisis brings in its wake, opportunities and the School has been quick to seize them and turn them to its advantage. We organised the first ever E-Graduation Ceremony for PGP Co '20 in

April 2020 where over 880 PGP students from the Hyderabad and Mohali campuses participated via a live webinar and joined our growing alumni network of more than 11500. Notwithstanding the difficult times, over 97% of the class had accepted job offers.

Earlier this year, we also had PGPMAX Co '19, PGPpro Co '19, Delhi and Hyderabad cohorts and PGP MFAB Co '19 graduation ceremonies at the campus. In all, 202 students, 64 from PGPMAX, 62 from PGP MFAB and 76 from PGPpro graduated.

Despite the uncertainty, and the resulting PGP deferrals, we closed at 78.5% of its available seats for PGP Co '21, comparable and in many cases better than some of the top global B-Schools. In fact, the School registered record growth in applications for modular programmes in the PGP suite and the enhanced class sizes are contributing significantly to the overall revenues of the School.

We have migrated to digital learning and I take pride in sharing that we are one of the first in the country to start the session this year with online classes for PGP Co '21.

In a first-of-its-kind virtual format, Student Engagement and Applied Learning (SEAL) delivered numerous activities, working with over 75 presenters for the e-orientation for PGP Co '21, enabling them to kick-start the academic programme confidently. The Academic Services and Administration (ASA) team revamped the programme delivery by



leveraging digital platforms and creating the Digital Headstart Module (DHM) for the class. All courses under DHM are conducted online and carefully curated, compiled and delivered by our world-class faculty.

The 'ISB Perspectives' and 'JumpStartIndia@ISB' initiatives that have been launched this year saw an enthusiastic response from the incoming PGP Co '21. The JumpStartIndia@ISB initiative is divided into eight topics to be implemented under the guidance of seventeen faculty.

The journey of ISB 2.0 has begun with a focus on going digital and global. We are developing and customising online capabilities across our PGP suite, AMPs and Executive Education. Expanding our programme portfolio by introducing new programmes (PGPpro and EFPM) has enabled us to reduce our risk exposure and put the School on a strong financial footing.

ISB is today one of the youngest triple-accredited (AACSB, EQUIS and AMBA) B-School in the world. Re-accreditation from EQUIS (<https://blog.efmdglobal.org/2020/04/09/three-schools-re-accredited-by-equis/>) is a remarkable achievement. I heartily congratulate you all for making this happen.

Keeping abreast with the changing landscape of the industry and management philosophy, ISB's flagship publication, *ISB Insight* will soon be relaunched as 'ISB Management Rethink' - a platform for stronger linkages and dialogue between practitioners and academia on new-age ideas.

Max Institute of Healthcare Management (MIHM) has created an online forum 'Healthcare at ISB' to disseminate research-led insights and to create an online healthcare community for seamless exchange of ideas and dialogues. Human Capital & Leadership Initiative (HC&LI) hosted the second 'Human Capital Thought Leaders' Summit'. ISB-Centre for Business Markets (ISB-CBM) hosted an engaging session 'Think On: Growing Profitably in B2B Markets'.

Bharti Institute of Public Policy (BIPP), conducted a five-day education training session for Punjab Government School principals on 'Leadership and Motivation' where 152 newly inducted principals of Punjab Public Service Department were trained.

The Hult Prize recently announced the winning team from ISB that has advanced to the 11th annual Regional Summit in San Francisco/Toronto/Ho Chi Min City. This year they focused on 'Empowering the Earth: Bold Business for a Better Planet',

with the aim of finding sustainable solutions for billions of people around the world. I congratulate the winning team comprising of students from PGPMAX Co '20 - Raju Mallikarjuna Rao Chandu, Krishna Mundra, Bejoy Thomas, and Abhinav Chandra.

ISB's PGPMAX is now ranked 43 globally in The Economist's fourth biennial ranking of Executive MBA (EMBA) programmes 2020. ISB had the unique distinction of being the only B-School from India to be on the list.

Under the Goldman Sachs 10,000 Women Ambassadors Programme, 29 women graduated in January 2020. From the eleventh cohort of CBA, 107 data science professionals graduated in January. The fifth cohort of AMPMO that graduated in June 2020 had 28 participants, with an average work experience of sixteen years.

I am glad that our alumni continue to show great tenacity, professionalism, creativity, and willingness to aid the School. Many of you are voluntarily supporting the School, providing leadership and advice on programmes and initiatives, sparing your time for interviews for admissions, recruiting, sharing real-world insights with the current class and mentoring them. It is a remarkable demonstration of our culture and what we stand for as an institution.

The new initiatives launched by the Office of Alumni Engagement (AE) for our alumni and current students include wellness and engagement of our entire ISB network and family through 'Wellness & Beyond' initiatives. Sessions with our board members through 'Executive Connect' and our Special Interest Groups (SIGs) webinars

continue to act as knowledge platforms. Office of AE introduced 'Alumni Career Services' (ACS) initiative comprising a wide variety of career development offerings designed to match career goals and opportunities.

I am happy to share with you that the Indian Subcontinent Decision Sciences Institute (ISDSI) awarded me as the 'Best Director of Business School, 2019'. As you may all be aware, my term as the Dean of ISB ends on December 31, 2020. I have requested the board to release me of my responsibility on completion of my stint. I will, however, remain a part of the School as the Novartis Professor of Marketing Strategy and Innovation. I must share that the whole experience has been nothing less than exciting and fulfilling.

As we navigate these uncertain times, we must not only be looking near and far, to successfully steer the pandemic-related challenges, but also aim for ISB to emerge stronger than ever for the future.

As Helen Keller said, "Alone we can do so little; together we can do so much." I urge more of you to get involved with the School, to strengthen our initiatives and add greater value for the ISB community.

Stay safe, stay connected and keep the ISB flag flying high!

Warm regards,

Rajendra Srivastava

Dean and Novartis Professor of Marketing Strategy and Innovation

ALUMNI ENGAGEMENT (AE)

The Office of Alumni Engagement (AE) is happy to share that the year 2019-20 saw 13% of the PGP suite alumni volunteering for various initiatives across the School. We thank our alumni for their contribution and encourage more alums to keep coming forward to support the Office of AE and School initiatives.

In December 2019, the School secured 16th place in the Poets & Quants annual survey of the top international B-Schools. Recently ISB's PGPMAX ranked 43 globally in The Economist's fourth biennial ranking of Executive MBA (EMBA) programmes 2020. We thank the PGP suite alumni and the current class for their participation and support.





▼ The Special Interest Groups (SIGs), under the aegis of the Office of AE, have come into their own since their inception in 2017. Today, there are 11 flourishing SIGs led by ISB alumni who have vowed to steer them to greater heights. January 2020 saw the inception of the new SIG team structure wherein the previous Moderators were elevated as Advisors and a new team of Moderators came in. From a 1,500-member group, the SIG membership has today grown to 6,700+ alumni with 33 moderators and 22 advisors.

◀ In this year, SIGs conducted 20+ events and touched 2,800+ alumni. Office of AE was one of the first among global B-Schools to launch the COVID-19 webinar series. Many of these webinars were done in partnership with the Research Centres and Institutes (RCIs) like Max Institute of Healthcare Management (MIHM) and Munjal Institute of Global Manufacturing (MIGM).



▶ The Office of AE hosted the first-ever 'Graduation Dinner' for Modular Programmes (PGP MAX, PGP MFAB, PGP pro) at the Hyderabad campus. It was a fun-filled evening for the graduating class as they networked with fellow students over food, music and fun games.

As a part of the 'Alumni City Meet' initiative, the Office of AE organised the PGP MAX alumni meet in Hyderabad. ▲





The 'Strategy Meet' for the Focus Group members of PGP MAX and PGP MFAB was held in March 2020. The meeting facilitated discussion on ways to enhance engagement of the modular programme alumni and roadmap for the upcoming year.



ISB Perspectives

The Office of AE launched the 'ISB Perspectives' initiative to engage the incoming class. The speakers included alumni, board members and industry leaders, who shared their experiences, leadership journeys, and industry insights.

The 'ISB Perspectives-Executive Board Connect' series was graced with Harish Manwani-Chairman ISB Executive Board and Senior Operating Partner, Blackstone; Pramath Sinha-Founding Dean of ISB; Jalaj Dani-Next Generation Leaders Board (NGLB), ISB; Co-promoter, Asian Paints; Sunil Kant Munjal-Chairman, Hero Corporate Service Ltd.

'The ISB Perspectives-Industry Connect' saw Alok Kshirsagar-Senior Partner, McKinsey & Company; and Manish Gupta-Global Chief Technology Officer at Diageo Plc.

Prashanth Vasu-PGP Founding Class and Partner, McKinsey & Company; Shubhra Mehrotra-PGP Co '03 and Executive Director and Head-Business Development, Licensing and Strategic Alliances-US Market, Sandoz Inc. (A Novartis Company); Kedar Lele-PGP Co '04, CEO and Managing Director-Unilever, Bangladesh; Rohit Kapoor-PGP Co '06, CEO India & South Asia, OYO; Manik Gupta-PGP Co '08, Investor and Advisor, and Ex-Chief Product Officer at Uber; Amit Jain-PGP Co '08 and Senior Managing Director, Blackstone, shared their leadership journey as a part of ISB Perspectives.

Lifelong Learning Services

The Lifelong Learning Services initiative hosted webinars on; 'Influence' by Professor Madan Pillutla-Professor of Organisational Behaviour-London School of Business; 'Competitive Strategy: Opportunity in Uncertainty' by Professor Prashant Kale-Associate Professor of Strategic Management, Jessie H. Jones School of Business, Rice University and 'Marketing and Selling Strategies in Turbulent Times' by Professor Arunchalam, Assistant Professor-Marketing, ISB and Shiladitya Mallik, PGP Co '19 & Chief Business Officer-Smart Winner.

Executive Connect

'Executive Connect', an initiative launched in 2019, is a platform for the alumni to engage with eminent board members and industry leaders. 'Future of Business Post Covid-19' with Mallika Srinivasan-Chairman and MD at TAFE and an Executive Board Member at ISB and 'Emerging Business models: leading in the new era' with Manoj Kohli-Country Head-SoftBank India, were organised as part of Executive Connect.



Wellness and Beyond

The Office of AE introduced a new initiative this year called 'Wellness & Beyond' that caters to not just ISB alumni, but also the larger alumni network including families. Sessions on health, lifestyle, entertainment, and extracurricular activities, are part of this initiative. 'Catch a Tale!' by Antony Rajkumar, PGPMAX Co '13 and Chief Storyteller at StoryWalker, organised a series of 2 workshops for the kids of the ISB community. The two-part session focused on ways to build stories and engage kids in storytelling. The session concluded with entries of 50+ stories for the first ever story book authored by ISB kids (to be out soon). 'Meditation and Breath Workshop' was held from May 29 to June 1 and from June 4 to June 7, 2020 which was well received by not just alumni but also families.

The Office of AE in collaboration with Bliss Club, founded by Minu Margeret, PGP Co '17 curated an online yoga event for women '#Womenwhomove'. The event was held on International Yoga Day and saw women across the globe participate.



#WOMENWHOMOVE IN ASSOCIATION WITH BLISS CLUB

Alumni Career Services (ACS)

Alumni Career Services (ACS), is a new initiative launched by the Office of AE, to offer world-class and lifelong career development through events, one-on-one career mentoring, resources, and services designed to match alumni aspirations, competencies, and career goals with current and future opportunities. This initiative is designed in close collaboration with alumni across domains.

Along with Job Portal and Career Webinars, Career Mentoring and Career Resources, are the two new offerings added to the ACS initiative.

This year three Career Webinars were hosted on 'Thoughtful Transitions' by Deepak Jayaraman, Leadership Coach & Transition Advisor Curator-Play to Potential; 'Timeless Leadership: Future-Proof your Career' by Avdesh Mittal, Managing Director-Digital Practice, APAC & Senior Client Partner-Consumer Practice, Korn Ferry; 'Rethinking your Career in the New World', by Pallavi Kathuria, Managing Partner-Egon Zehnder.



ADMISSIONS AND FINANCIAL AID (AFA)

AFA embodies the words of Benjamin Franklin, “Out of adversity comes opportunity”. As the world struggles with an unprecedented crisis in generations, the AFA team followed this maxim in word and spirit.

PGP Co '21 was successfully on-boarded in the new digitally enhanced format on May 31, 2020. The pandemic prompted modifications in programme design, and despite the extensions in the decision deadlines, recruitment continued unabated.

The odds notwithstanding, the season closed with a capacity utilisation in rhyme with Harvard, a commendable achievement under the grim circumstances. ISB closed at 78.5% vs Harvard, which closed at 73.7% of the available seats.



Our students hailed the proactiveness of the ISB fraternity in ensuring business as usual. “Your explainer on the ‘Digital Headstart Module’ showed how proactive the community at ISB is while dealing with a crisis like COVID-19”, said one of them.

Admissions activity, despite the extended lockdowns, has not slowed down. Info-sessions, masterclasses, and interviews have all turned digital. The modular programmes under the PGP suite i.e. PGPpro, PGPMAX and PGP MFAB, have registered unprecedented growth in number of applications, a remarkable feat considering the dreadful contagion.

In the true ISB spirit, every time things get tough, the ISB fraternity comes together and emerges stronger than ever. As Bob Marley once said, “You never know how strong you are, until being strong is your only choice”.



ACADEMIC SERVICES AND ADMINISTRATION (ASA)

ASA has brought in a host of innovations under the guidance of the School’s esteemed faculty. The milestone of successful migration to PGP 2.0 resonates with our institute’s vision of Digital Transformation.

The current dynamic scenario has driven ASA to revamp the programme delivery by leveraging digital platforms and create the Digital Headstart Module (DHM) for the Co '21. All courses under DHM are online and are carefully curated, compiled and delivered by world-class faculty.

Student registration was conducted online on May 30, followed by two weeks of Orientation and LEAD module executed over digital platforms. Subsequently, students were introduced to the light yet holistic DHM. The courses under DHM are Financial Accounting in Decision Making (FADM), Managerial Economics (MGEC), Statistical Methods for Management Decisions (SMMD), and Marketing Management (MKTG). This is the first time that PGP students have been introduced to online examinations as part of DHM.



Each course constitutes 80% synchronous sessions where faculty and students join classes in real-time for a live interaction. The remaining 20% of the course constitutes of the respective faculty’s asynchronous content.

ASA has been working closely with the faculty and the supporting teams, helping them prepare them to prepare asynchronous content in the form of recordings or by exploring software solutions to create interactive content.

ASA along with the IT team is helping familiarise faculty and team members with the tools of digital teaching through a series of trainings. Academic Associates (AAs) are playing a pivotal role in coordinating with the IT team, providing constructive feedback and closely monitoring online classes. This has enabled the students to receive an enriching experience with the support of our faculty and AAs.



Second National Symposium on Agriculture

The 'Multifunctional Agriculture for Sustainable Development' report around the shifting focus of agriculture, crop diversification, and coarse cereal consumption, was launched by Dr Ruth DeFries at the Second National Symposium on Agriculture, on January 17, 2020 in New Delhi.

A panel discussion followed on: whether crop diversification can secure a sustainable future for India.

The panel was comprised of

- Dr. Arabinda Padhee-IAS, Director, Country Relations, ICRISAT
- Professor Prabhu L Pingali-Director, Tata-Cornell Institute, Cornell University
- Shloka Nath-Executive Director, India Climate Collaborative, Tata Trusts
- Professor Ashwini Chhatre- Associate Professor of Public Policy, ISB and Moderator for the session



JumpStartIndia@ISB

- BIPP is administratively managing JumpStartIndia@ISB, an initiative to help the Indian economy bounce back from the steep decline because of COVID-19.
- The expertise of world-class faculty and resources at ISB, and an experienced cohort of diverse students is deployed to provide real-time relevant data points and indices to develop a roadmap to help the Government with key policy decisions, so as to aid them to reorient the economy in the right direction.



Engagement with Department of Education, Govt. of Punjab

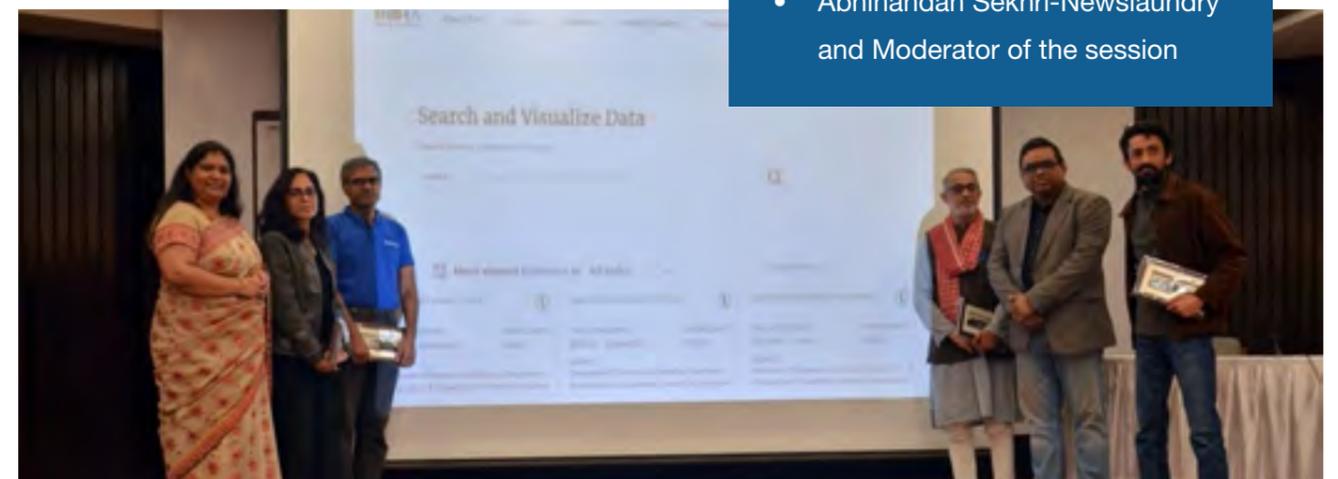
- Five-day education training sessions were conducted for Punjab Government School principals on 'Leadership and Motivation' where 152 newly inducted principals of Punjab Public Service Department were trained.
- Plans are afoot to provide online training to 672 School principals from government schools in Punjab.

Launch of India Data Portal

India Data Portal was launched on January 30, 2020 in New Delhi with a panel discussion on 'Data and Journalism'.

The panel was comprised of

- Ritu Kapur-The Quint
- Avik Saha-Swaraj Abhiyan
- Anand S-Gramener
- Avik Sarkar-Associate Professor (visiting faculty), ISB
- Abhinandan Sekhri-Newslaundry and Moderator of the session



Journal Publications

- Subhendu Bhowal, Krishnamurthy Subramanian, Prasanna Tantri, 'Costs of Job Rotation: Evidence from Mandatory Loan Officer Rotation', Management Science
- Sumit Agarwal, Shashwat Alok, Yakshup Chopra, Prasanna Tantri, 'Government Employment Guarantee, Labor Supply, and Firms' Reaction: Evidence from the Largest Public Workfare Program in the World', Journal of Financial and Quantitative Analysis
- Professor Prasanna Tantri, 'Creditor Rights and Strategic Default: Evidence from India', Journal of Law and Economics



ISB'S FINANCE FACULTY WITH CHIEF ECONOMIC ADVISER TO THE GOVERNMENT OF INDIA (CEA)

Policy Impact

- Professor Prasanna Tantri, CAF's Executive Director, and other Finance Faculty: Professor Shashwat Alok, Professor Bhagwan Chowdhry, Professor Prachi Deuskar and Professor Apoorva Javadekar, were invited by the Minister of Finance, Minister of Environment, Information, Broadcasting and Heavy Industries, and Chief Economic Adviser to present research findings and policy recommendations.
- Prasanna Tantri participated in the 8th Pre Budget-Consultation Meeting of Economists and Sector Experts with the Finance Minister and other Senior Cabinet Ministers.
- Prasanna Tantri was invited by the Confederation of Indian Industry (CII) for Post Budget Analysis 2020 – 21.



ISB'S FINANCE FACULTY WITH PRAKASH JAVADEKAR, MINISTER OF ENVIRONMENT, FOREST AND CLIMATE CHANGE

In the Media

The CAF team published several articles in highly circulated print media publications such as:

- Business Standard
- Economic Times
- Eenadu
- The Hindu Business Line
- The New Indian Express
- Times of India.

Promoting Investor Education

- CAF and NSE ISB Trading Lab jointly organised training sessions on trading strategies, NPAs, and Union Budget for ISB students, FOM scholars, researchers, and staff.
- CAF successfully organised winter and remote summer internship programs, database training sessions on Thomson Reuters Eikon, Morning Star, Bloomberg during the past six months for the ISB student community and researchers.
- NSE ISB Trading Lab invited research proposals on topics related to the Indian Financial System. The selection committee shortlisted and awarded a research grant of INR 750,000 each to three papers.

Industry Orientation

CAF's researchers partnered with:

- Basix SubK, a digital finance (Fintech) company that offers financial and payment services. CAF and DIRI will make use of the data for research (NDA Signed).
- Experian, a credit reporting firm for research on credit data. CAF will work on ways to improve access to finance using Experian's credit data.
- CRIF Highmark, a credit information service provider. Both will engage in research on credit market distortions.



PRASANNA TANTRI'S TRAINING SESSION ON TRADING STRATEGIES

CAREERS ADVANCEMENT SERVICES (CAS)

CAS ended another year of stellar performance with nearly 97% of the Co '20 getting placed. An all-time high in offers (1,504) and average salary (25.7 Lakhs) added to an unprecedented performance in a tough year.

Companies registered, offers and average CTC

Co '18

375

Companies Registered

1,136

No of Offers (Student Offer Yield of 1.39)

94.40

% of Class Placed by Graduation

22,67,384

Average CTC (INR)

Co '19

373

Companies Registered

1,309

No of Offers (Student Offer Yield of 1.39)

96.61

% of Class Placed by Graduation

25,08,897

Average CTC (INR)

Co '20

434

Companies Registered

1,504

No of Offers (Student Offer Yield of 1.39)

96.97

% of Class Placed by Graduation

25,71,521

Average CTC (INR)

Placements Roadmap for Co '21

CAS plans its first Structured Week of Placements in January 2021, followed by rolling placements and another structured module of placements in March, depending on the number of students remaining. This year technology will be deployed to the fullest for online interactions and interviews.

The roadmap for Co '21 emphasises on building and strengthening its three pillars to ensure more opportunities:

- Comprehensive Business Development Plan for Co '21: About 1,500 touch points with existing and new clients, will focus on new age industries such as EdTech, FinTech, HealthTech and Gaming where disruptions and change in status-quo are expected in the next 6-12 months. Opening of new roles from conventional and regular recruiters are

also in the offing, as we continue adding new companies in the recruiting portfolio.

- Enhanced Communication and Interactions with all stakeholders: Interactions with Co '21 began with four sessions under Operation Jumpstart. An insight into the functioning of CAS, and sessions and panel discussion on 'Industry 4.0 and Career Opportunities' and 'Careers in New age Industries-HealthTech, FinTech, EdTec' were organised. The plan is to have regular and proactive communication with the students from hereon.
- CAS endeavours to automate and digitise placement programme management: Enhanced features on the Placement Portal will provide a seamless digital experience to both students and recruiters.



Technology Entrepreneurship Programme (TEP)

- Centre for Innovation and Entrepreneurship (CIE) in collaboration with the Andhra Pradesh Information Technology Academy (APITA), Government of Andhra Pradesh, and the Telangana Academy for Skill and Knowledge (TASK), Government of Telangana, successfully concluded the fifth batch of the Technology Entrepreneurship Programme (TEP) on April 30, 2020.
- The programme focuses on fostering the entrepreneurial mindset in engineering students and supporting them to launch technology-based start-ups.
- More than 470 students from 10 colleges from Andhra Pradesh and 19 colleges from Telangana enrolled for the programme.
- The cohort underwent one year of hybrid format of training—a mix of online and offline components. In the offline component, students were encouraged to take part in hackathons and technology validation workshops. Students of previous batches were active members in mentoring the current batch of students in their TEP journey.
- Based on the learning from previous years, the programme was conducted in a one-year format as opposed to the two-year format of the last four batches.
- As a result, student engagement levels increased which resulted in higher graduation numbers of above 370.



ISB-GoT TRI - Entrepreneurship Programme

- ISB-GoT TRI - Entrepreneurship Programme is an initiative under CM ST Entrepreneurship & Innovation (CMSTEI) scheme to support and promote entrepreneurs among scheduled tribes.
- The primary stakeholder of this programme is the Tribal Cooperative Finance Corporation Ltd. (TRICOR), under the Tribal Welfare Department (TWD), Government of Telangana. State Bank of India is the financial partner under State Level Bankers' Committee (SLBC) and ISB, Hyderabad.
- A grand launch ceremony kick-started the second batch of the ISB-GoT Entrepreneurship Programme in November 2019. The success of 49 participants from the first batch, who were able to fulfill their entrepreneurial aspirations of running their own business venture, was on witness.
- The training encompassed a combination of 15 days of classroom/residential sessions in three residencies and offline sessions for the participants to get a complete understanding of entrepreneurship.
- The curriculum focused on customised experiential learning courses along with introduction to alternate entrepreneurship mode through franchising opportunity and continuous handholding support to the participants to enable the creation of viable DPRs (Detailed Project Reports).
- In parallel, CIE is gearing up to launch the third batch of the ISB-GoT Entrepreneurship Programme towards the end of this year.



CENTRE FOR LEARNING AND MANAGEMENT PRACTICE (CLMP)

New pedagogical tools such as simulations and gaming immerse students in complex business environments where they are forced to make challenging decisions and experience their impact. With plans to foray into gamification to enhance the quality of teaching-learning, the Centre announced its first gaming competition in January 2020. The first round of evaluation shortlisted five teams from the 35 entries received (comprising 75 students). The final round of evaluation will conclude in September when the winning teams will be declared.

The Goldman Sachs 10,000 Women Ambassadors Programme is being run by CLMP in partnership with CEE. This program is part of a grant that ISB received from Goldman Sachs. Professor Saumya Sindhvani, Associate Dean, ISB is the Academic Director of this Programme. We have graduated 29 women in January 2020. An equal number were scheduled to graduate in March

before the lockdown. Ongoing weekly webinars are being conducted with the GS Alumni to keep them engaged and motivated during these difficult times.

In February 2020, the Centre took its popular Case Writing and Teaching workshop to Goa. The workshop was conducted by Dr Phil Zerrillo, Deputy Dean, ISB and Geetika Shah, Sr. Associate Director, CLMP. Attended by faculty from B-Schools across India, corporate executives, research associates, and analysts, the workshop helped participants enhance their case writing and teaching abilities.

As the School readied to transition from classroom teaching to online, the Centre took the lead and created a rich repository of resources to help faculty prepare themselves. The Centre also organised a series of four webinars on synchronous and asynchronous teaching

during April-May 2020, conducted by Don Passey, Professor of Technology Enhanced Learning, Department of Educational Research, Lancaster University.

The Centre's efforts in assisting faculty with case development and publishing helped grow the repository to more than 280 published cases. Recently published cases discuss the complexities of clinical operations at Tata Memorial Centre, service transformation at Delhi Airport by GMR group, the innovation paradoxes at LV Prasad Eye Institute, and Walmart's strategic rationale behind acquiring Flipkart.

In tune with the changing landscape of both industry and management philosophy, ISB's flagship publication, ISBInsight will soon be relaunched as 'ISB Management Rethink' – a platform for stronger linkages and dialogue between practitioners and academia on new age ideas.



DEVELOPMENT

The School has been working diligently on maintaining a good relationship with its donors while cultivating newer ones. These efforts have yielded increased financial aid to its students. Organisations like AT&T, Bharat Forge, Hilti, D'Décor, and others who wish to remain anonymous, have donated to ISB to help it increase financial aid to incoming students.

Alumni are coming forward and contributing more to the School. Amit Khanna, PGP Co '04, has added INR 20 lakhs to his previous donations that have now exceeded INR 1 crore. This amount is used to provide aid to incoming PGP students in memory of his father. PGPMAX Co '19 gave over INR 10 lakhs as graduating class gift despite its small class size. Similarly, PGP Co '05 and PGP Co '10 together contributed over INR 10 lakhs as their reunion gift during Solstice 2019. A few students from the PGP Co '20 also gave

a graduating class gift despite the COVID-19 challenge. The School sincerely appreciates their gesture.

The School had re-initiated requests for donations from the visiting faculty and is happy that several of them have volunteered to donate. Professor Sridhar Seshadri, Professor Suren Mansinghka, Professor Bruce Phelps, Professor Bhagwan Chowdhry, Professor N.R. Prabhala and Professor Srinivasan Swaminathan are some big donors. The visiting faculty endowment is used to grant a research fellowship and financial aid to a foreign student in the PGP programme each year.

The School recognizes its donors through the donor recognition boards at both campuses and appreciates its generous and kind friends whose donations have created a lasting impact.



DIGITAL TRANSFORMATION (DT) @ ISB 2.0



As a society, we are changing at an unprecedented pace. The needs of consumers are evolving; the way they consume products and services is evolving; and the way these products and services are marketed and sold is evolving. Higher education is no exception to this evolution.

Responding to the call of the changing times, ISB too is transforming at every level to respond to changing student aspirations. Digital technologies can enable this transformation with ease, but only when people and culture are open to transformation too. This transformational journey is both exciting and challenging.

To reach the right audience, with the right messaging, and at the right times, the School has made a strategic investment in Adobe marketing technologies, for content creation, data analytics and marketing efforts.

The School has invested in the following:

- Adobe Experience Manager (AEM) for our new website,
- Adobe Campaign for our digital marketing campaigns,
- Adobe Analytics to analyse user responses to our campaigns, content and select applications, and
- Adobe Target to help in personalising the content and presentation of our digital assets to our users.

Adobe Campaigns were built and launched for the previous cycle of PGP admissions and select CEE open programmes, and Development campaigns. Product adoption by all departments across the School is in progress. Similarly, Adobe Analytics was employed in the PGP Admissions Portal. Several digital initiatives are in the pipeline. Externally, perhaps, the most visible effect of the above technologies is the School's new website, launched in July.

DIGITAL IDENTITY RESEARCH INITIATIVE (DIRI)



The Digital Identity Research Initiative (DIRI) is a focused multidisciplinary policy-oriented research intervention at ISB in collaboration with Omidyar Network. Through its research, the centre addresses key concerns around digital identity that include data privacy, technological failure, and financial inclusion.

The Annual Digital Identity Conference 2019, the flagship event of the centre, was held in October 2019 with DIRI presenting its prodigious project, India Pulse, a platform that uses Big Data analytics to inform decision-making within local jurisdictions at the district level and below. The event also launched Blockchain District Partnership in collaboration with the Government of Telangana. The objective was to serve entrepreneurs, start-ups, and students keen to work with blockchain to make Hyderabad among the top ten cities globally for blockchain.

In January 2020, the centre held a round table in New Delhi to brainstorm with representatives from Omidyar Network, Dalberg and academia on technological solutions that enable end-to-



end use of Aadhaar and zero leakage of personal information. The discussion explored inclusiveness of Aadhaar based on its penetration and adoption rates across states.

The centre hosted another round table in March 2020, in Mumbai, to discuss financial inclusion, its progress and challenges in India. The objective was to explore ways of directing research in better understanding the issues and guiding refinements in implementation. Representatives from fintech organisations, banks and academia participated in the meeting.

DIRI researchers have been publishing policy briefs, opinion pieces and research papers concerning issues related to Aadhaar and its challenges in public distribution system, financial inclusion, and financial intermediation.

DIRI is committed to expand ISB's scope of work around financial inclusion by fostering targeted engagements with relevant stakeholders and producing timely research that facilitates policymaking and strategic decision-making.

EXTERNAL RELATIONS (ER)

External Relations (ER) hosted the third 'Progressive Punjab Investors Summit' at the Mohali campus. Facilitated by Professors Chandan Chowdhury and Nandu Nandkishore with panel discussions on 'Industry 4.0' and 'The Startup Ecosystem' respectively. ISB board members Sunil Kant Munjal and Rakesh Bharti Mittal felicitated the honourable Chief Minister at the event. For the third successive time, ISB partnered with TiE Chandigarh to co-host 'TiECON', its annual flagship entrepreneurship event in the region, attended by about 800 entrepreneurs.

The ER team supported Punjab Police in organising the second 'KPS Gill Memorial Lecture' at the Mohali campus. which was attended by police officers & government officials.

The department organised interactions with Union Ministers-Nirmala Sitharaman, Prakash Javadekar, G Kishan Reddy and Jayant Sinha, the honourable MP, on policy recommendations and ideas based on research by ISB faculty.

ER facilitated several online webinars/interactions between ISB Professors and the governments of Haryana, Telangana, and CII that were all well attended.



ER, along with Bharti Institute of Public Policy, organised 'Policy Trek' for the participants of AMPPPP and facilitated interactions with stalwarts from the government, the think tanks, and foreign diplomats.

ER helped organise interactions with various bureaucrats from various state governments-Telangana, Punjab, Andhra Pradesh, and Haryana towards the new initiative 'JumpStartIndia@ISB' to help India in post-COVID economic recovery.

Efforts of the department resulted in the appointment of Professors Sarang Deo and K Vaidya Nathan as members of the COVID-19 Data Analysis Group and State Finances sub-group of experts set up by the Government of Punjab.

In an endeavour to help ISB students, ER and Women in Business (WIB) Club organised 'Lunch with *LeadHER*' series to celebrate International Women's Day and invited prominent women leaders across various disciplines to share their journey and experiences with students, faculty and staff.

ISB FACULTY WITH NIRMALA SITHARAMAN, MINISTER OF FINANCE, NEW DELHI

Faculty Publications

- Aggarwal S, et al, “Cashing In (and Out): Experimental Evidence on the Effects of Mobile Money in Malawi”, *AEA Papers and Proceedings 110 (2020): 599-604.*
- Deuskar P, Kumar N, and Poland J, “Signal on the Margin: Behavior of Levered Investors and Future Economic Conditions”, *Review of Finance*
- Kathuria A, et al, “In the Realm of Hungry Ghosts: Multi-Level Theory for Supplier Participation on Digital Platforms”, *Journal of Management Information Systems*
- Kathuria A, et al, “Turning Liabilities of Global Operations into Assets: IT-enabled Social Integration Capacity and Exploratory Innovation”, *Information Systems Research.*
- Manchiraju H, et al, “Shareholder Litigation and Conservative Accounting: Evidence from Universal Demand Laws”, *The Accounting Review.*
- Mani D, et al, “Pricing Your Outsourcing Contract in Uncertainty”, *Strategic Finance 101 (11), 21-22.*
- Houlder D, Nandkishore N, “Four Hard Questions to Ask About Your Company’s Purpose”, *Harvard Business Review, HBR Spring Special Issue.*
- Nandkishore N, “Time for market leaders to build a legacy”, Trade Promotion Council of India. (<https://tinyurl.com/y4ra9k9y/>) ; “A startup based only on cool technology will fail”, Trade Promotion Council of India. (<https://tinyurl.com/y2cyz744>)
- Nandkumar A, Mani D, et al, “How Firms Build Isolating Mechanisms for Knowledge: A Study in Offshore Research and Development Captives”, *Strategy Science*
- Bhatnagar N, Sharma P, and Ramachandran K, “Spirituality and Corporate Philanthropy in Indian Family Firms: An Exploratory Study”, *Journal of Business Ethics.*
- Ramachandran K, Paul A S, “Decision-making Processes in Indian Joint Families and Their Implications for HR Professionals”, *NHRD Network Journal, Sage Publications*
- Ramachandran K, “Making Career Choices - Should you Join the Family business or Work Elsewhere First?”, *Harvard Business Review Ascend, April 2020*
- Sripada C, “Leading Human Capital in the 2020s: Emerging Perspectives”, SAGE, New Delhi; “Executive Education in India: Now and in the Future”, NHRD Network Journal; “Inclusive Hiring”, Asian Management Insights;



“People at the Heart of Corporate Governance: Reimagining the Role of HRM”, *NHRD Network Journal*

- Subramaniam R, et al, “Three Mindsets of Entrepreneurial Leaders”, *The Journal of Entrepreneurship*
- Subramaniam R, “Researchers Identified 3 Winning Mindsets That Great Entrepreneurs Have In Common”, *Forbes* (<https://tinyurl.com/y5b4zgo2>)
- Bhowal S, Subramanian K, and Tantri P, “Costs Of Job Rotation: Evidence From Mandatory Loan Officer Rotation”, *Management Science*
- Sunder M V, and Prashar A, “Empirical examination of critical failure factors of continuous improvement deployments: stage-wise results and a contingency theory perspective”, *International Journal of Production Research.*
- Viswanathan M, et al, “Economic Impact of Category Captaincy: An Examination of Assortments and Prices”, *Marketing Science.*
- Sunder M V, Ganesh LS, “Lean Six Sigma in Banking Services: Operational and Strategy Applications for Theory and Practice” *Springer Publications.*
- Sunder M V, “Lean Six Sigma for Higher Education: Research and Practice”, *World Scientific publications.* The chapters focus on (1) Continuous Improvement practices in Higher Education Services and (2) Change Management Practices for Lean Six Sigma Deployment in Higher Education Institutions.

Faculty News

- **Professor Deo S's** (Jónas Oddur Jónasson, Sarang Deo, Jérémie Gallien) paper "Improving HIV Early Infant Diagnosis Supply Chains in Sub-Saharan Africa: Models and Application to Mozambique", (published in 2017) features in the FT list of top 100 papers in terms of social impact (<https://www.ft.com/content/5953739c-3b94-11ea-b84f-a62c46f39bc2>)
- **Professor Deo S and Professor Vaidyanathan K** were appointed members by the Government of Punjab tasked to develop medium and longer term post-COVID economic strategy for Punjab.
- **Professor Deo**, COVID-19 Data Analysis Group and Health Infrastructure sub-group of experts
- **Professor Vaidyanathan K**, State Finances sub-group of experts
- **Professor Mani D** was invited to join the board of Information Systems Research as a Senior Editor.

Awards / Grants

- **Professor Javadekar A's** paper was awarded "Best Paper Award" for "The Allocation of Talent Across Mutual Fund Strategies".
- **Professor Aggarwal S's** proposals have been awarded grants. "The value of value chains: An Experiment linking Farmers' Cooperatives with a Maize Processor in Rwanda" has been awarded an amount of US\$342,032 by the ATA Board and Field project "The Value of Linking Farmers to Maize Value Chain in Rwanda" received funding worth a funding worth \$410,000 from USAID and Feed the Future.

Other Updates

- The School ranked 20th in the UTD per capita research (The University of Texas at Dallas' Naveen Jindal School of Management)
- AI and Strategy Workshop, 13th Accounting Research Conference and ISB-Booth Marketing Conference were held in December

HUMAN CAPITAL AND LEADERSHIP INITIATIVE (HC&LI)

The Human Capital and Leadership Initiative (HC&LI) hosted the second Human Capital Thought Leaders' Summit at the ISB, Hyderabad campus on January 24, 2020. Over 30 leading CHROs deliberated on the theme 'Leading Human Capital into 2020s: Decoding the Digital Discourse.'

Rajendra Srivastava, Dean-ISB, welcomed the delegates and said, "Human capital is the topmost priority of CEOs, and ISB is driving industry-relevant applied research and executive education in this area. This event marks ISB's commitment to engage with leading Human capital practitioners and advance the thought leadership in this area."

Chandrasekhar Sripada, Practice Professor (OB and Strategic Human Capital) and Executive Director-HC&LI, outlined four industry-endorsed topics that would lead human capital in the next decade:

- Organisational agility: How will organisations change and transform for the new digital ethos?
- Mindsets for the future: What paradigm changes will the new "digital" world order demand?
- Leadership development: How to better balance the leadership narrative between EI and AI?
- Beyond diversity: Building inclusive leadership for a digitally enabled world

Dean Rajendra Srivastava also released a book edited by Professor Chandrasekhar Sripada 'Leading Human Capital in the 2020s: Emerging Perspectives' that contains articles on Human Capital Themes from ISB-affiliated professors. Dr. Phil Zerrillo, Deputy Dean – External and International Relations ISB, moderated a panel discussion with the authors and explored the key messages of the book.

A keynote conversation between Professor Madan Pillutla, London Business School and Anantha Sayana, Chief Digital Officer-L&T, covered a range of real-world issues around digital transformation of organisations.

The roundtables and the plenary session saw deep deliberations and keen participation by the CHRO leaders and academicians who shared their views, insights, and best practices on these topics.



ISB-CENTRE FOR BUSINESS MARKETS (ISB-CBM)



The Centre has made steady progress in offering insights to B2B organisations in India. ISB-CBM has conducted six Executive Education programmes relevant to the Indian and International context over the last one year since its inception.

ISB-CBM hosted an engaging session 'Think On' in January 2020 at the Hyderabad campus, on the theme 'Growing Profitably in B2B Markets'. The event was designed for member organisations to share their journey and best practices that enabled business growth in B2B markets. The event saw enthusiastic participation from corporates. Sessions were interactive and the speakers engaged the audience by sharing their experiences.

In the last three months since March 2020, ISB-CBM has transitioned smoothly from physical learning modules to a digital learning mode, according to the needs of the emerging environment. The Centre has initiated a series of online masterclasses on various topics related to business markets, personal development, and leadership, by renowned faculty from academia and industry. The recorded sessions of these masterclasses are available on various online platforms such as LinkedIn and YouTube

The Centre has also developed business case studies focusing on Indian B2B markets. These cases focus on various business challenges and highlight outstanding achievements in the B2B domain.

ISB INSTITUTE OF DATA SCIENCE (IIDS)



Conference on Data Science and Management of Data 2020

ISB Institute of Data Science (IIDS) hosted the ACM India Joint International Conference on Data Science and Management of Data (CoDS-COMAD) 2020 between January 5 and 7, 2020 at the Hyderabad Campus. The keynote speakers at the conference were:

- Professor Anastasia Ailamaki, Professor and Lab Director EPFL Switzerland, spoke on embracing heterogeneity for scalable data analytics
- Professor Kristian Kersting, CS Department and Center for Cognitive Science, TU Darmstadt spoke on Deep Machine.

- Professor Amit Seth, Director, Artificial Intelligence Institute, University of South Carolina spoke on knowledge graphs and their role in big data processing
- Professor Dan Suciu, Full Professor, Computer Science and Engineering, University of Washington spoke on communication cost in parallel query evaluation.

About 380 participants attended the conference and 30 distinguished speakers from academia and industry presented research papers across three parallel tracks.

JM Research Development Workshop 2020

ISB organised a Research Development Workshop in association with the Journal of Marketing (JM) between January 11 and 12, 2020, at its Hyderabad campus. The workshop was attended by 110 participants that included PhD students and faculty from top-tier B-Schools in India. The workshop was focused on offering knowledge and skills in publishing research on important real-world marketing questions and problems. The one-and-a-half-day event involved plenary speakers (JM Editors, Associate Editors, and ERB members), like:

- Christine Moorman, Editor-in-Chief, Journal of Marketing
- Jagdip Singh, AT&T Professor for Marketing
- John Roberts, UNSW Scientia Professor of Marketing
- Kapil R. Tuli, Professor of Marketing, Director, Retail Center of Excellence, Singapore Management University
- Katrijn Gielens, Professor of Marketing
- Sarah Graham Kenan Scholar, UNC Kenan-Flagler Business School



to name a few (<https://www.isb.edu/JM-workshop/faculty>), followed by workshop-style activities in which participants practiced developing and pitching their research ideas to editorial teams and other participants.

Machine Learning Developers Summit 2020

IIDS in association with Analytics India Magazine (AIM) organised 'Developers' Summit 2020' on January 30 and 31, 2020, at the Hyderabad campus. The conference featured over 23 focused sessions, keynotes, and workshops by some foremost minds in machine learning. It was a first-of-its-kind conference to cover both the technical and business aspect of emerging technologies and was attended by 310 participants from Industry and Academia.

Professor Shailesh Kumar, Faculty AMPBA, spoke on 'Ecosystem Intelligence: The Next Frontier in AI' and Professor Manish Gupta, Faculty AMPBA spoke on 'Deep Attention Models for NLP'. Seven AMPBA students and alumni presented research papers at the summit and two IIDS faculty members spoke at the sessions.

CBA Graduation Batch 11

From the eleventh batch of CBA 107 data science professionals graduated on January 4, 2020. Rohit Kapoor, PGP Co '06 & CEO-India & South Asia, OYO was the Chief Guest for the Graduation Ceremony.

DataTalks

IIDS organised a session on AI and Analytics: 'Digital Twins Bridging the Physical and Digital' on February 18, 2020 at Hyderabad Campus. Bill Briggs, Global Chief Technology Officer- Deloitte Consulting, was the speaker. More than 120 participants attended the session. During the ongoing pandemic, IIDS has organised webinars on HR-Analytics, Geo-Spatial Analytics, AI Transformations and Omni Channel.



Amelioration amidst COVID-19

“Working late nights till 2:45 a.m., waking up at 6:00 a.m. for household chores, taking care of the kid and logging in for work sharp at 8:00 a.m. , the schedule is hectic, but it’s a learning of a lifetime,” says Vijaya Lakshmi, Manager IT-LMS.

While COVID-19 has upended lives, it has also brought opportunities to transform the way businesses are run and the staff at ISB have adapted themselves remarkably well.

A virtual world of Digital ISB has risen. The virtual ISB offices are now operating 24/7 compared to the earlier 8 to 6 routine. IT & AV teams have extended full-fledged support that guarantees uninterrupted work.

Staff, faculty, and students collaborated with flawless ease to the performance and engagement activities using O365. Utilisation of O365 has increased by 300% since March. ‘JumpStartIndia@ISB’ the new initiative, is using the O365 platform for student projects.

IT had upgraded the new Learning Management System (LMS) for PGP integrating it with Zoom in quick time, thus ensuring technology-supported transformational learning process. The School’s LMS has transformed to a simple, scalable, and responsive system and is now a content delivery system for Sync and Async learning integrated with online teaching and exams. PGP courses the

DHM1 and DHM2 are being offered online, giving conventional teaching mode a complete digital twist.

ISB has invested in six studio rooms at both campuses, which are being used to deliver the courses to the PGP students. Faculty use whiteboards, polls, content sharing & interactive teaching methods giving the students a real-time experience. These sessions are being recorded as well to share with the students.

Technology comprising mobility, enterprise social connects, inbuilt intelligence, document management system and low implementation efforts, much awaited by the organisation, are now in place.



Learning Resource Centre (LRC) facilitated seamless access ‘anywhere, anytime’ to LRC resources and extended research/reference support to faculty and researchers, thus sustaining the full range of LRC services working remotely. The department conducted an information session during E-Orientation Week to acquaint the students with the library’s wealth of online resources.

LRC activated E-book access of the Digital Headstart Module (DHM) - MGEC & FADM and

enabled access to the Researcher App for the faculty to keep them up to date with the vast volume of literature published every day in their area of interest.

The app provides easy access to the latest research from over 15,000 journals across ten research areas viz. Business and Management, Economics and Finance, Arts & Humanities, Social Sciences and Psychology.



Max Institute of Healthcare Management (MIHM) is working with:

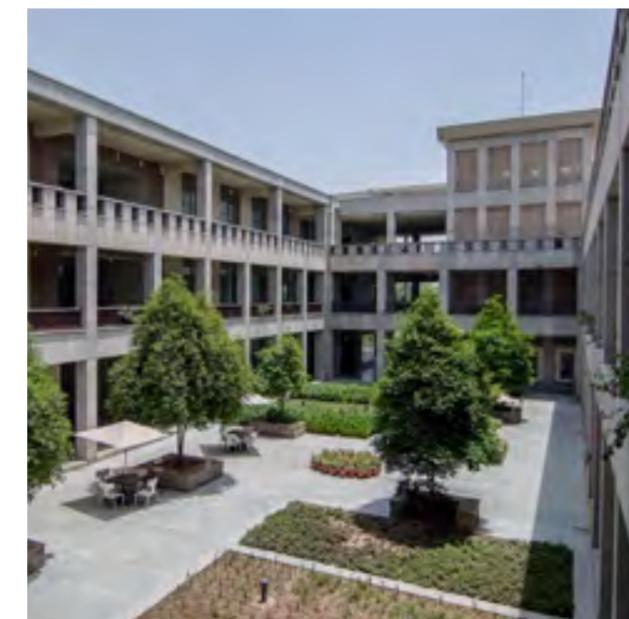
- London School of Hygiene Tropical Medicine to understand ‘Incentivising fruit and vegetable consumption in urbanising India’
- Grand Challenge Canada on ‘Telemedicine-enabled private sector primary healthcare model for management of maternal and childhood illnesses’
- Clinton Health Access Initiative on ‘Incentivising Field Force for Public Health Outcomes’
- Resolve Health on ‘Private provider practices for effective management of hypertension’ in Telangana and Bihar

The institute submitted a report on ‘Costing of family planning methods in India’ project for Centre for Disease, Dynamics, Economics and Policy in February. It examined the unit cost of delivering six family planning interventions in public health and social franchising systems and forecast the future requirements of each method for scaling up of family planning during 2020-2025.

In the face of the COVID-19 pandemic, MIHM has undertaken a three-pronged approach:

Research-led insights on COVID-19 for policymakers and governments

- Several applied research articles authored uncover important insights on the pandemic. The inputs were provided to the National Health Authority and World Bank.
- Some of these are on models of sample collection, lab-testing capacity and preparedness, and cost of hospitalisation.
- Case studies on lifting of lockdown and Punjab state-level projections are underway.



Webinars were conducted on COVID-19 preparedness for hospitals and healthcare organisations and to impart learning in the fast-evolving areas of healthtech and innovation

- Conducted 11 webinars with internal (CBM, AMP marketing and Alumni Engagement teams) and external (TiE, NASSCOM, EHAC) partnerships
- 3,700+ participants with an average participation of 340 and a maximum of 652 attendees

Advisory to the government

- Professor Sarang Deo, Executive Director-MIHM was appointed a member of the COVID-19 Data Analysis Group and Health Infrastructure sub-group of experts by the Government of Punjab, to work on a medium and long-term post COVID-19 economic strategy for the state.

Healthcare at ISB forum

MIHM created an online forum ‘Healthcare at ISB’ to disseminate research-led insights and created an online healthcare community for seamless exchange of ideas and dialogues across various social media platforms viz. LinkedIn, Twitter, Facebook, YouTube and SoundCloud.



The ongoing project on the 'Impact of Industry 4.0 on the Future of Work in the Textile Industry in India' is expected to be over in August 2020. The research team conducted extensive primary research by visiting over 15 factories across north and south India.

MIGM has contributed four segments to NITI Aayog's vision document 'Manufacturing @2035':

- a. Making India a Global Manufacturing Hub for Automobile
- b. The Female Labour Force Participation in the Manufacturing Sector
- c. Textile Sector
- d. MSMEs in India



Education

The fifth batch of the Advanced Management Programme for Manufacturing and Operations (AMPMO) that graduated on June 28, 2020, had 28 participants. The average work experience of the Class of 2020 was sixteen years and had students from Trident Limited, GHCL Limited, Vardhman, BGGTS, Dassault Systèmes, Max Healthcare, Cyient, GE Power, OmniActive Health Technologies, Cummins India Limited, National Rubber Industries, Sri Vamshee Industrial Products, Gray Matter Software Services, Sri Savitr Solar Pvt. Ltd. and Uday Industries.

AMPMO Class of 2020

Action Learning Project (ALP): We have taken Action Learning Projects to the next level. We plan to leverage ALPs to develop content and cases. The Co '20 worked on five action learning projects and provided an in-depth analysis of their business problems.

- Unleashing Value through B2C Market for Home Textile Business in India
- Reducing Water Footprint in the Textile Industry
- Application of Circular Economy Principles in the Agriculture Sector to Develop a Sustainable Business model
- Industry 4.0 in Bulk Chemical factory
- Traceability in a Textile Industry Through Applied DNA Sciences

Outreach

Progressive Punjab Investor's Summit: Professor Chandan Chowdhury participated in a panel discussion on Industry 4.0 on December 6, 2019, during the Progressive Punjab Investor's Summit. The theme was 'Punjab: Changing Gears for Industry 4.0'.

ISB, in collaboration with Dun & Bradstreet, conducted a manufacturing summit titled 'Digital Transformation—Driving the Next Wave of Growth in the Manufacturing Ecosystem' at the Crown Plaza Hotel, New Delhi.

Professor Chandan Chowdhury conducted a series of webinars on 'Impact of COVID-19 on the Manufacturing Eco-system' between March 27, 2020, and May 15, 2020.

We conducted three Industry 4.0 Roundtables: Enabling 4th Industrial Revolution in Madurai, Karur, and Coimbatore involving industry leaders and CII on February 26-28, 2020.



All EFPM and FPM Courses continue to be seamlessly offered online during COVID-19 pandemic lockdown months. Three students were successfully placed in the last six months, one from EFPM and two from FPM.

EFPM Placement

Srinivas Pingali from EFPM 2018 cohort has joined as Professor of Practice, Business Policy and Strategy, at the Indian Institute of Management, Udaipur.

FPM Placement

- Jayant Nasa, FPM in Marketing, has joined as Assistant Professor Marketing, at the Indian Institute of Management, Udaipur.
- Malika, FPM in Marketing, was awarded the prestigious Provost's Postdoc Fellowship at NYU Stern University. This is a highly competitive process with several hundred applications from across all schools and disciplines. It is a commendable achievement as it is the first time a PhD from an Indian University has been selected.



The fourth batch of 'Advanced Management Programme for Infrastructure Management' (AMPI), a specialised programme that blends online and on-campus learning spread over a year, graduated on June 28, 2020. The graduation ceremony was presided over by Sunil Kant Munjal, Chairman (MCAB and MIGM Advisory Board).

The participants were from reputed public and private organisations such as the National Highways Authority of India (NHAI), Punjab Infrastructure Development Board, Larsen & Toubro, VMart, Airports Authority of India, Petroleum Development of Oman, BHEL, Buildcon, RKEC Project, JMC Project India Limited, VMart Retail, Rishabh Soni & Associate, Ashok Buildcon, Kesari Infrabuild Pvt. Ltd., Seenargia HR Solutions LLP, Edifice Studios Noida, BHEL and Airports Authority of India. The average work experience of the class was 11.6 years.

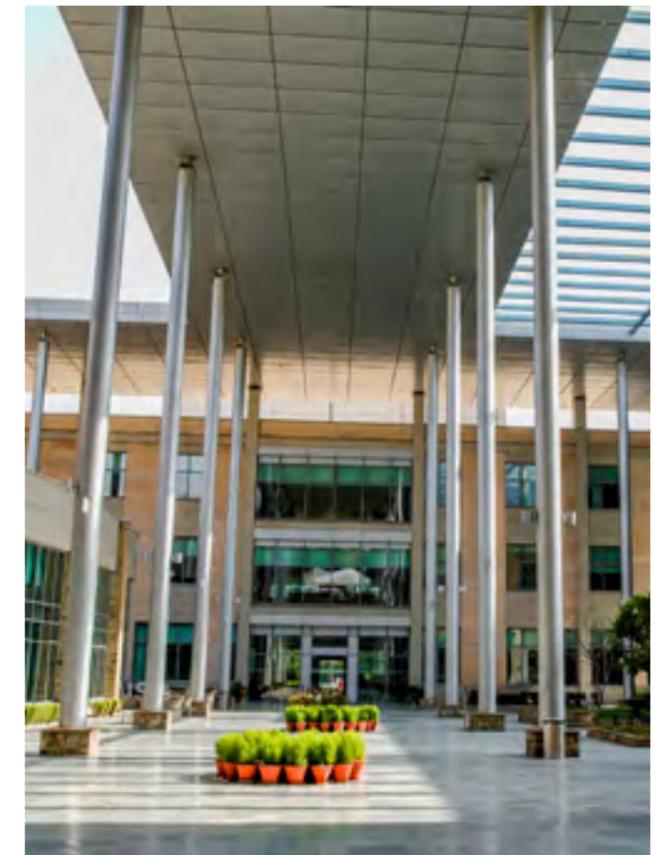
The Co '20 worked on five Action Learning Projects (ALPs):

- Re-envisioning of Green Retail Sector
- Risk Mitigation in Road Infrastructure Projects
- Critical Analysis of Smart City Projects through PPP Model in India
- Developing a Solid waste Management Solution for Saharanpur
- Sustainable Mobility in Hyderabad Metro Rail

Outreach

ISB, in collaboration with Dun & Bradstreet, conducted a manufacturing summit titled 'Strategies for Propelling Growth in Infra Sector' at the Crowne Plaza Hotel, New Delhi.

Professor Chandan Chowdhury addressed the delegates on May 11, 2020 on 'Impact of COVID-19 on the Infrastructure and Real Estate Sector and the Need for Rebooting Leadership Skills.'



STUDENT ENGAGEMENT AND APPLIED LEARNING (SEAL)

E-Orientation

Due to the pandemic, SEAL conducted an E-Orientation from May 30 to June 14, 2020 for Co '21. A wide array of activities was organised to help the incoming Co '21 adapt to student life and enable them to kick-start their academic programme confidently and in a well-informed way.

This year's O-Week was more than a week, rather it was 'O-Fortnight', and for the first time, conducted all activities online.

For this first-of-its-kind, virtual format, SEAL delivered over 125+ activities, worked with over 75 presenters viz. the Dean, faculty, staff, senior alumni, etc. and over 90+ volunteers from Co '20. Ancillary platforms like Kahoot, PollEx, Prezi.com and social media channels were used.

To avoid screen fatigue and to engage better, activities were kept interactive, with the common messages throughout the fortnight being:

- Carve your own path
- Embrace diversity
- Grow out of your comfort zone
- Experiment & take risks
- P2P learning

Team-Building Activities

As a part of the orientation, icebreakers, Acapella, moviemaking, war cry, etc. were the team-building activities that were conducted online.

Career Perspectives Forum

Sessions were hosted focused on the long-term value addition of the programme on career perspectives. Like the earlier years, it featured four senior alumni from different functional backgrounds who reflected on their PGP experience, and the long-term impact of ISB on their professional journeys.

E-Graduation Co '20

Harish Manwani, ISB Executive Board & Senior Operating Partner – Blackstone; Dean Rajendra Srivastava, the faculty and the staff attended the Co '20 E-Graduation ceremony.

All the customary activities, were carried out on WebEx:

- Dean's address
- Chairman's address
- Announcements of Dean's Listers
- Scholarships
- Professors of the year
- AA of the year
- Student awards
- Address by ISB Alumni Association, etc.



THOMAS SCHMIDHEINY CENTRE FOR FAMILY ENTERPRISE (TSCFE)

Research output from the Centre during December 2019 – June 2020

- A research paper on Spirituality and Corporate Philanthropy in Indian Family Firms-An Exploratory Study published in December 2019 in Journal of Business Ethics.
- Case studies on Emami and Deccan Chronicle published by SAGE, January 2020.
- A practitioner paper on Decision-making Processes in Indian Joint Families and Their Implications for HR Professionals published in February 2020 NHRD Journal, SAGE.
- White Paper on Family Businesses and India's Transition to a Services Led Economy (1991–2018) published during March 2020.
- Article 'Should you join the family business or work elsewhere first?' published in April 2020 in Harvard Business Review Ascend.
- Three research papers accepted at international conferences.

- Case on Kuttukaran group accepted for publication by Successful Transgenerational Entrepreneurship Practices. Case on the Legacy of Annapurna Studios is under blind review.
- Book chapter on Religion and Business Families' Philanthropic Practices published in March 2020 in Handbook of Qualitative Research Methods for Family Business.

The Centre collaborated with CEE to offer short duration programmes

- Family Business - Next Generation in Family Business, Getting Future Ready
- Making Directors Effective in Family Business
- Advising the Family Enterprise - Facilitating Sustainable Growth and Success (January - March 2020).

Other Updates

- The Centre mentored three MFAB students to participate in the Seventh Global Family Enterprise Case Competition held at University of Vermont, USA during January 7 – 11, 2020.
- Professor Kavil Ramachandran was a keynote speaker at several family business webinars organised by ICSB, CII, TiE, YPO, SEE and King's College (Nepal).
- Nupur Pavan Bang was part of the keynote sessions by STEP and Yi. Topics included managing challenges by family businesses and teaching entrepreneurship online.





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