



# Newsletter

from the Research & Publications  
Office, Indian Institute of Management  
Ahmedabad

July, 2020





# Message from Chairperson



IIM Ahmedabad (IIMA) is uniquely positioned to carry out path-breaking research in management. The faculty is engaged in solving industry problems, which provides them with new research contexts that are unique to the emerging economy. The faculty at the institute performs both quantitative as well as qualitative research in management, and often collaborate with other researchers on grant writing and research projects.

The Research and Publications (R&P) office at IIMA aims to support the research aspirations of faculty and research students on multiple fronts. The office supports faculty with short-term, long-term, and collaborative research grants. Further, the office organizes research webinars, seminars, and customized workshops to acclimatize them with the research developments in all areas of management.

This biannual R&P newsletter is prepared to celebrate the research related accomplishments of IIMA faculty during the period, January - June 2020.

## 1 Reducing stranded assets through early action in the Indian power sector

Aman Malik, Christoph Bertram, Jacques Despres, Johannes Emmerling, Shinichiro Fujimori, Amit Garg, Elmar Kriegler, Gunnar Luderer, Ritu Mathur, Mark Roelfsema, Swapnil Shekhar, Saritha Vishwanathan, Zoi Vrontisi

Environmental Research Letters,  
Doi: <https://doi.org/10.1088/1748-9326/ab8033>

Cost-effective achievement of the Paris Agreement's long-term goals requires the unanimous phase-out of coal power generation by mid-century. However, continued investments in coal power plants will make this transition difficult. India is one of the major countries with significant under construction and planned increase in coal power capacity. To ascertain the likelihood and consequences of the continued expansion of coal power for India's future mitigation options, we use harmonised scenario results from national and global models along with projections from various government reports. Both these approaches estimate that coal capacity is expected to increase until 2030, along with rapid developments in wind and solar power. However, coal capacity stranding of the order of 133-237 GW needs to occur after 2030 if India were to pursue an ambitious climate policy in line with a well-below 2°C target. Earlier policy strengthening starting after 2020 can reduce stranded assets (14-159 GW) but brings with it political economy and renewable expansion challenges. We conclude that a policy limiting coal plants to those under construction combined with higher solar targets could be politically feasible, prevent significant stranded capacity, and allow higher mitigation ambition in the future.



Amit Garg

## 2 Implications of land use transitions and climate change on local flooding in urban areas: An assessment of 42 Indian cities

Vidhee Avashia, Amit Garg

Land Use Policy,  
Doi: <https://doi.org/10.1016/j.landusepol.2020.104571>

Urban development induced land transitions affect urban hydrology, resulting in increased flooding risks. Climate change-related precipitation changes are an added complexity to the flood risks of cities. This study examines the role of land use changes in determining the

occurrence of urban flooding events across 42 Indian cities under current and future climate change scenarios. Landsat images for 1990, 2000, 2010, and 2017 have been processed using a hybrid classification technique to determine the land use shares for all cities. A typical event-count study using newspaper archives has been conducted to create a flooding event database. A multilevel model employing logistic mixed-effects approach was used. Future projections of the occurrence of flooding events for nine models under three climate change-related Representative Concentration Pathways (RCPs)—2.6, 4.5, and 8.5—and three urban development scenarios have been carried out. The results suggest that cities should preserve the land uses that act as a sponge—the green, open and blue spaces. As these spaces decrease, the projected flooding events increase. Under the RCP 2.6 scenario, the number of flooding events is significantly lower (95 % confidence) than under RCPs 4.5 and 8.5. The expected flooding occurrences between RCP4.5 and RCP8.5 are not significantly different (95 % confidence) for many scenarios, suggesting that Indian cities should aim for a world temperature increase of below 2 °C, or devastating consequences are imminent. This study highlights the need for Indian cities to undertake integrated spatial planning measures for a resilient, sustainable urban future.

### 3 Lifelong reading for a billion people

Brij Kothari & Tathagata Bandyopadhyay

Stanford Social Innovation Review, Summer 2020  
(pages 34 - 41)

The Same Language Subtitling (SLS) is a simple idea of subtitling audio-visual content in the same language. Word for word, what you hear is what you read. Following observations in the early stages, that found that SLS causes reading engagement of the TV viewers, we suggested that the lyrics of Hindi film songs on TV could be subtitled in Hindi, Tamil songs in Tamil and so on in every language. After implementing SLS in popular Hindi movie song programmes on TV in a natural setting over a sustained period, the household survey data collected from five states in Hindi belt show that the percentage of reading literates, and to some extent writing literates among the young children, and the semi-literates exposed to SLS is substantially higher than those not exposed to SLS. Back in 1996, Brij Kothari took this simple idea as a pure research project when he joined IIM, Ahmedabad as a faculty member. Twenty-three years later, on September 11, 2019, SLS has become a part of the national policy. This article is a story of its journey from a simple idea to a national policy.



Brij Kothari



Tathagata Bandyopadhyay

## 4 The rise of the technological manager in India in the 1960s: The role of the Indian institutes of management

Chinmay Tumbe

Management & Organizational History,  
Doi: <https://doi.org/10.1080/17449359.2020.1758147>

A distinctive aspect of India's managerial elite is that it is dominated by people with an educational background in engineering. This paper unravels the history of how this major phenomenon arose, by tracking the evolution of management education in mid-twentieth century India. It emphasizes the significance of the network developed between the Indian Institutes of Technology (IITs) and Indian Institutes of Management (IIMs) and points to important contextual factors including the industrial recession of 1968–70 and admission test criteria that contributed heavily to the rise of the 'technological manager'. Some of these factors continued to be important in the early twenty-first century, having implications on the diversity of educational backgrounds and diversity by gender among India's managerial elite.



Chinmay Tumbe



# 5 Modeling and design of container terminal operations

Debjit Roy, René De Koster, René Bekker

Operations Research,  
Doi: <https://doi.org/10.1287/opre.2019.1920>

The design of container terminal operations is complex because multiple factors affect operational performance. These factors include numerous choices for handling technology, terminal topology, and design parameters and stochastic interactions between the quayside, stackside, and vehicle transport processes. In this research, we propose new integrated queuing network models for rapid design evaluation of container terminals with automated lift vehicles and automated guided vehicles. These models offer the flexibility to analyze alternate design variations and develop insights. For instance, the effect of different vehicle dwell point policies is analyzed using state-dependent queues, whereas the efficient terminal layout is determined using variation in the service time expressions at the stations. We show the relation among the dwell point-dependent waiting times and also show their asymptotic equivalence at heavy traffic conditions. These models form the building blocks for design and analysis of large-scale terminal operations. We test the model efficacy using detailed in-house simulation experiments and real-terminal validation by partnering with an external party.



Debjit Roy



## 6 PhD student experiences with the impostor phenomenon in STEM

Devasmita Chakraverty

International Journal of Doctoral Studies,  
Doi: <https://doi.org/10.28945/4513>



Devasmita Chakraverty

**Purpose** - This US-based study explored various facets of impostor phenomenon experienced during PhD training in science, technology, engineering, and mathematics (STEM). Specifically, the purpose of this research was to identify certain experiences that trigger this phenomenon.

**Background** - Competent high-achievers who do not believe in their efforts leading to accomplishments sometimes experience the impostor phenomenon. It is characterized by the notion that one has fooled others into overestimating their ability, not attributing one's accomplishments to ability, and living with the fear of being discovered as a fraud.

**Methodology** - Data were collected using convenience and snowball sampling. Qualitative, semi-structured interviews from 90 PhD students were analyzed thematically.

**Contribution** - Study findings contribute to a less-understood area of what constitutes triggers for the impostor phenomenon among PhD students in STEM fields.

**Findings** - Participants described the following themes that triggered impostor phenomenon during PhD training: 1) Progress and public recognition, 2) Comparing oneself with others, 3) Developing skills: public speaking and scientific writing. 4) Application of new knowledge, and 5) Asking for help.

**Recommendations for Practitioners** - PhD faculty, mentors, advisers, and administrators should be cognizant of the triggers that could give rise to the impostor phenomenon among their students. Professional development activities for students could focus on earlier and more rigorous training for improving scientific communication.

**Recommendation for Researchers** - Future research should continue to explore if other stakeholders in academia such as postdoctoral trainees and faculty also experience similar stress due to the impostor phenomenon.



## 7 It runs in the family: The role of family and extended social networks in developing early science interest

Devasmita Chakraverty, Sarah N Newcomer, Kelly Puzio, Robert H Tai

Bulletin of Science, Technology & Society

Doi: <https://doi.org/10.1177/0270467620911589>

Research shows that early scientific interest is associated with science degree completion and career selection. However, little is known about the conditions that support early scientific interest. Using a “funds of knowledge” theoretical framework, this study examined the role of parents, family, and extended social networks in fostering early interest in science. Using interview narratives from 116 scientists (physicists and chemists) in the United States, we conducted a qualitative thematic content analysis. Findings suggest that children who become scientists in adulthood often received early, informal opportunities to use and manipulate material objects and discover how the world works. Second, families used a wide variety of scientific terms at home and encouraged children to pursue their interests whether in science or other fields. Third, these future scientists were often networked with extended family members or friends to observe and do science when they were quite young. Collectively, these findings highlight the specific ways in which families fostered early scientific interest and aided in supporting a student-directed learning environment.

## 8 The impostor phenomenon among postdoctoral trainees in STEM: A US-based mixed-methods study

Devasmita Chakraverty

International Journal of Doctoral Studies

Doi: <https://doi.org/10.28945/4589>

### **Aim/Purpose**

This mixed-methods research study examined impostor phenomenon during postdoctoral training in science, technology, engineering and mathematics (STEM) through the following research question: “What are the manifestations of the impostor phenomenon experienced during postdoctoral training in STEM?”

### **Background**

The impostor phenomenon occurs when competent, high-achieving students and professionals believe that they are fraud and will be exposed eventually. It involves fear of failure, lack of authenticity, feeling fake or fraud-like, denial of one’s competence, and is linked to lower self-esteem, mental health consequences, and lack of belonging.

### **Methodology**

This study was conducted with US-based postdoctoral trainees (or postdocs) using mixed-methods approach. The study examined aspects of impostor phenomenon among 43 postdocs by converging survey data using Clance Impostor Phenomenon Scale (CIPS) and qualitative data from semi-structured interviews from the same participants. Both convenience

and snowball sampling were used. Majority of the participants were White, female, and from science disciplines. Interview findings were organized into themes using constant comparative method and analytic induction.

### **Contribution**

Findings pointed to the need for better designing professional development programs for post-docs that would: 1) address fears and insecurities due to impostor-feelings, 2) normalize conversations around perceived failure, judgment, and one's lack of belonging, and 3) provide support with networking, mentoring, academic communication, and mental health challenges.

### **Findings**

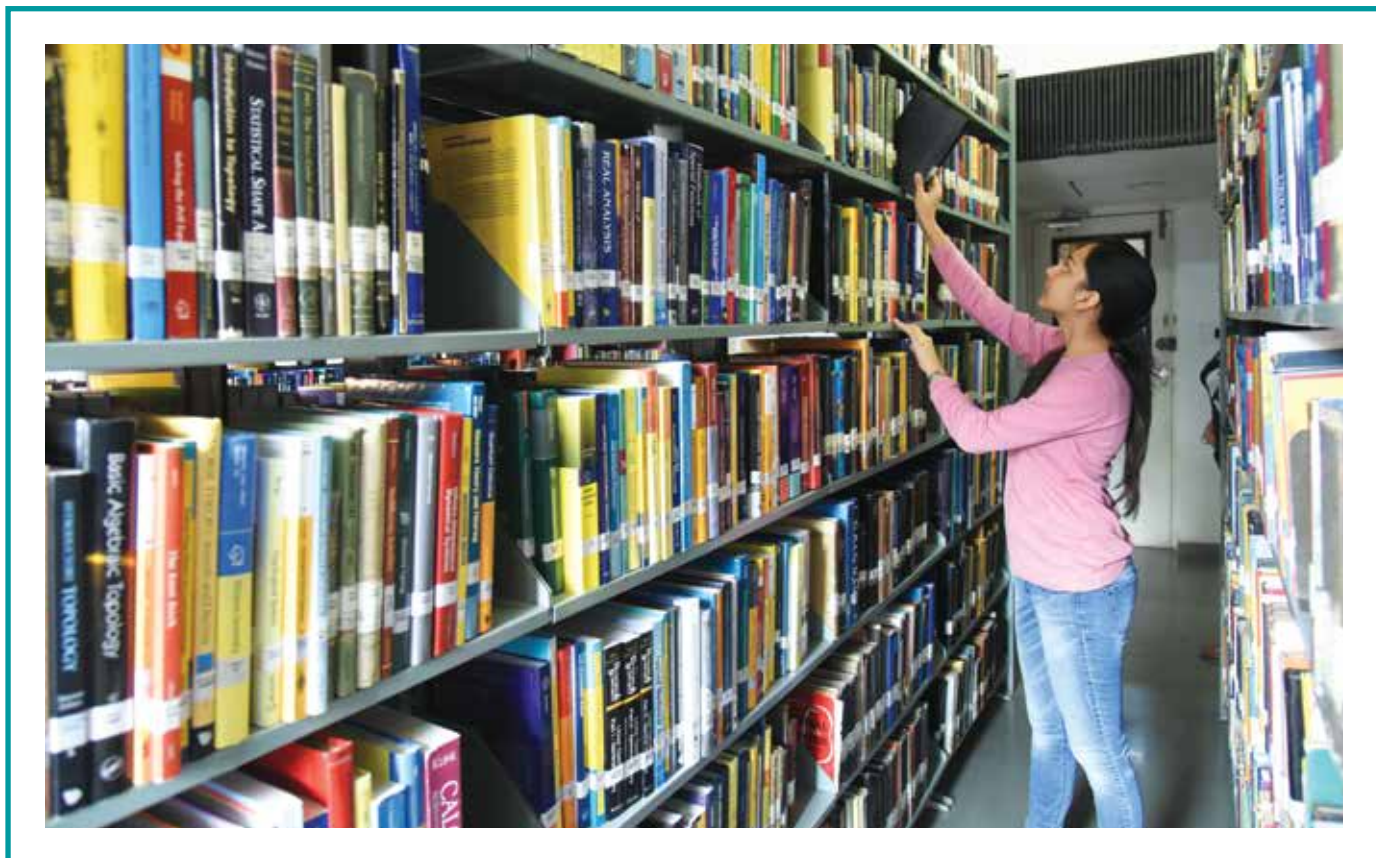
Survey results indicated moderate to intense impostor-feelings; interviews found six triggers of the impostor phenomenon during postdoctoral training: 1. not pursuing new things, 2. not making social connections, 3. impaired academic communication, 4. not applying, 5. procrastination and mental health, and 6. feeling undeserving and unqualified. Current findings were compared with prior findings of impostor-triggers among PhD students who also experienced the first three of these challenges during doctoral training: challenges to applying newly learnt knowledge in other domains, reaching out for help, and developing skills in academic communication verbally and through academic writing.

### **Recommendations for Practitioners**

The office of postdoctoral affairs could design professional development programs and individual development plans for those experiencing the impostor phenomenon, focusing on strengthening skills (e.g., academic writing) in particular. There was an environmental and systemic dimension to the impostor phenomenon, perhaps more prevalent among women in STEM. The academy could devise ways to better support scholars who experience this phenomenon.

### **Recommendation for Researchers**

Research characterizing the qualitative characteristics of the impostor phenomenon across the STEM pipeline (undergrads, PhD students, postdocs, and faculty) would help understand if the reasons and manifestations of this phenomenon vary among differing demographics of students and professionals.



## 9 Reverse endowment effect for a new product

A. Banerji, Jeevant Rampal

American Journal of Agricultural Economics,  
Doi: <https://doi.org/10.1002/ajae.12006>

This article reports and provides an explanation for a discrepancy between two theoretically equivalent, frequently used, and incentive-compatible methods of measuring premia for improved novel products: the full-bidding and endow-and-upgrade methods. We found the following reverse endowment effect in a willingness-to-pay (WTP) elicitation Becker-DeGroot-Marschak (BDM) experiment for the newly developed biofortified high iron pearl millet (HIPM) conducted in rural India. The WTP for exchanging local pearl millet (LPM) for HIPM (the endow-and-upgrade measure of premium for HIPM over LPM), was significantly greater than the difference between the WTPs for HIPM and LPM (the theoretically equivalent full-bidding measure). Our explanation is that subjects who possess an existing version of a product experience a reversal of loss aversion with respect to the novel and improved version of the product. We identify and structurally estimate the reverse loss aversion parameter. Our findings caution against using endow-and-upgrade and full-bidding methods interchangeably for measuring premia for new products, even if the experimental design accounts for reciprocity and experimental-income effect.



Jeevant Rampal

## 10 Stochastic loss reserving: A new perspective from a Dirichlet model

Karthik Sriram, Peng Shi

Journal of Risk and Insurance,  
Doi: <https://doi.org/10.1111/jori.12311>

Forecasting the outstanding claim liabilities to set adequate reserves is critical for a nonlife insurer's solvency. Chain-Ladder and Bornhuetter-Ferguson are two prominent actuarial approaches used for this task. The selection between the two approaches is often ad hoc due to different underlying assumptions. We introduce a Dirichlet model that provides a common statistical framework for the two approaches, with some appealing properties. Depending on the type of information available, the model inference naturally leads to either Chain-Ladder or Bornhuetter-Ferguson prediction. Using claims data on Worker's compensation insurance from several U.S. insurers, we discuss both frequentist and Bayesian inference.



Karthik Sriram

# 11 Using complier average causal effect estimation to examine student outcomes of the pax good behavior game when integrated with the PATHS curriculum

Catherine P. Bradshaw, Kathan Shukla, Elise T. Pas, Juliette K. Berg, Nicholas S. Lalongo

Administration and Policy in Mental Health and Mental Health Services Research,  
Doi: <https://doi.org/10.1007/s10488-020-01034-1>

A growing body of research has documented a link between variation in implementation dosage and outcomes associated with preventive interventions. Complier Average Causal Effect (CACE; Jo in *J Educ Behav Stat* 27:385–409, 2002) analysis allows for estimating program impacts in light of variation in implementation. This study reports intent-to-treat (ITT) and CACE findings from a randomized controlled trial (RCT) testing the impacts of the universal PAX Good Behavior Game (PAX GBG) integrated with Promoting Alternative Thinking Strategies (i.e., PATHS to PAX) and PAX GBG only compared to a control. This study used ratings by 318 K-5 teachers of 1526 at-risk children who, at baseline, were rated as displaying the top 33rd percentile of aggressive-disruptive behavior. Leveraging a prior study on these data (Berg et al. in *Admin Policy Ment Health Ment Health Serv Res* 44:558–571, <https://doi.org/10.1007/s10488-016-0738-1>, 2017), CACE was defined as the effect of intervention assignment for compliers, using two compliance cut points (50th and 75th percentile), on posttest ratings of student academic engagement, social competence, peer relations, emotion regulation, hyperactivity, and aggressive-disruptive behavior. The ITT analyses indicated improvements for students in the integrated condition on ratings of social competence compared to the control condition. The CACE analyses also indicated significant effects of the integrated intervention on social competence, as well as academic engagement and emotion regulation for students in high compliance classrooms. These findings illustrate the importance of considering variation in implementation within the context of RCTs.



Kathan Shukla



## 12 An exploration of public risk perception and governmental engagement of nuclear energy in India

M P Ram Mohan, Sreenath K. Namboodhiry

Journal of Public Affairs,  
Doi: <https://doi.org/10.1002/pa.2086>

Public acceptance constitutes an important factor in successfully establishing and operating nuclear power plants. This paper explores public attitudes to the Kudankulam Nuclear Power Project commissioned in 2013 and situated in Southern India, through assessing the role of socio-demographic factors, externalities, and social trust in determining the level of public acceptance. An exploratory survey (n = 100) was carried out in two administrative units in the vicinity of the plant. The study reveals that acceptance of the plant is positively correlated with positive externalities and trust in governmental entities, whereas negative externalities and trust in antinuclear nongovernmental organizations and media are associated with negative public perception. The results show that governmental policies on nuclear power must support the effects of positive externalities and reduce the effects of negative externalities.



M P Ram Mohan

## 13 Apartment buyers as financial creditors: Pushing the conceptual limits of the Indian insolvency regime

M P Ram Mohan, Vishakha Raj

Columbia Journal of Asian Law,  
Doi: <https://journals.library.columbia.edu/index.php/cjal/article/view/6600>

A unique feature of the Indian insolvency regime is its classification of debt into “operational” and “financial” debt. In *Swiss Ribbons v. Union of India*, the Supreme Court of India tenaciously upheld the difference between operational and financial creditors and declared this classification constitutionally valid. Last year, the Insolvency and Bankruptcy Code, 2016 (IBC) was amended to include amounts raised from allottees (persons to whom an apartment or plot in a real estate project has been allotted) within the definition of “financial debt,” thus making allottees financial creditors. Though the amendment was passed to empower allottees in India’s real estate sector, it revived a more general discussion on the characteristics of operational and financial creditors. This paper posits that the amendment was enacted at the cost of stretching the definition of “financial creditor” beyond its conceptual limit and interfering with the IBC’s insolvency resolution mechanism. We use the United States’ and the United Kingdom’s insolvency regimes as a point of reference for ascertaining the role of creditors in insolvency proceedings and whether operationalizing the insolvency regime to solve problems in a particular sector is justified.

## 14 The law of restitution for unjust enrichment in India

M P Ram Mohan, Mridul Godha

Lloyd's Maritime and Commercial Law Quarterly

Available at: [https://www.i-law.com/ilaw/browse\\_journals.htm?name=Lloyd%27s%20Maritime%20and%20Commercial%20Law%20Quarterly%20&year=2020&issueTitle=2020%20-%20Part%201](https://www.i-law.com/ilaw/browse_journals.htm?name=Lloyd%27s%20Maritime%20and%20Commercial%20Law%20Quarterly%20&year=2020&issueTitle=2020%20-%20Part%201)

Lloyd's Maritime and Commercial Law Quarterly

Available at: [https://www.i-law.com/ilaw/browse\\_journals.htm?name=Lloyd%27s%20Maritime%20and%20Commercial%20Law%20Quarterly%20&year=2020&issueTitle=2020%20-%20Part%201](https://www.i-law.com/ilaw/browse_journals.htm?name=Lloyd%27s%20Maritime%20and%20Commercial%20Law%20Quarterly%20&year=2020&issueTitle=2020%20-%20Part%201)

The law of restitution for unjust enrichment is among the most debated private law topics today. It has been invoked to justify the right to restitution in cases which fall outside the scope of contract law. Despite being well developed in many common law countries, and a part of this area of law being codified in the Indian Contract Act 1872, ss 68–72, courts in India have applied the principle of restitution for unjust enrichment inconsistently and in conflict with codified law. This paper gives clarity on this position and proposes to fill the academic vacuum in this regard.

## 15 The impact of implicit theories of personality malleability on opportunistic financial reporting

Naman Desai, Shailendra Pratap Jain, Shalini Jain, Arindam Tripathy

Journal of Business Research,

Doi: <https://doi.org/10.1016/j.jbusres.2020.05.043>

Individuals typically believe that a highly valued personal attribute is a non-malleable trait-like entity (entity theory), or that the attribute is malleable and can be changed and developed (incremental theory). Research suggests that entity theorists perceive existing norms, regulations, and moral orders to be more rigid, whereas incremental theorists assess morality in terms of broad principles that shape world views. We argue that these differences in traits would increase incremental theorists' propensity to act opportunistically as compared to entity theorists. The results of our experiments confirm these expectations and indicate that business pressures are an overarching driver of opportunistic financial reporting. This result suggests that while pressures and personal attributes do interact to drive opportunistic behavior, if individuals are put under pressure, they are likely to act opportunistically irrespective of their personal attributes. Additionally, our results also indicate that mindsets are a stable predictor of opportunistic behavior across different contexts.



Naman Desai

# 16 What motivates members to transact on social C2C communities? A theoretical explanation

Deepak Trehan, Rajat Sharma

Journal of Consumer Marketing,  
Doi: <https://doi.org/10.1108/JCM-04-2019-3174>

This paper aims to investigate the consumer motivation to buy products on consumer-to-consumer (C2C) communities on social networking sites (SNSs). These transactions involve no intermediation or payment of fees by any party. The phenomenon is in contrast with the traditional C2C transactions, on websites such as eBay, where the company website facilitates the transaction between consumers, charges a fee to sellers and provides limited information about buyers and sellers. Drawing from media richness theory and social capital theory, this paper proposes and empirically tests a theoretical model developed using data collected from

explore channels through which improved creditor rights influence firms' default risk, including dependence on external finance, corporate leverage, and managerial ethics. Our main results are robust to an alternative measure of default risk, inclusion of currency and sovereign debt crisis episodes, and alternative estimations.



Rajat Sharma



# 17 “Context” in healthcare information technology resistance: A systematic review of extant literature and agenda for future research

Mayank Kumar, Jang Bahadur Singh, Rajesh Chandwani, Agam Gupta

International Journal of Information Management,  
Doi: <https://doi.org/10.1016/j.ijinfomgt.2019.102044>

Resistance to Healthcare Information Technologies (HIT) continues to be a major challenge that hampers the realization of benefits. Attending to the noted significance of “context” in IT resistance, we carried out this review to understand how the “context” of healthcare in the extant HIT resistance literature has been studied. Based on a review of HIT resistance across 19 IS journals and 5 major IS conferences we organize and summarize the literature around the interaction of people, practice, and technology and provide several significant possibilities for future research.



Rajesh Chandwani

# 18 Insolvency regimes and firms' default risk under economic uncertainty and shocks

Balagopal Gopalakrishnan, Sanket Mohapatra

Economic Modelling,  
Doi: <https://doi.org/10.1016/j.econmod.2020.06.005>

One of the arguments often advanced for implementing a stronger insolvency and bankruptcy framework is that it enhances credit discipline among firms. Using a large cross-country firm-level dataset, we empirically test whether a stronger insolvency regime reduces firms' likelihood of defaulting on their debt. In particular, we examine whether it reduces default risk during increased economic uncertainty and various external shocks. Our results confirm that a stronger insolvency regime moderates the adverse effects of economic shocks on firms' default risk. The effects are more pronounced for firms in the top half of the size distribution. We also explore channels through which improved creditor rights influence firms' default risk, including dependence on external finance, corporate leverage, and managerial ethics. Our main results are robust to an alternative measure of default risk, inclusion of currency and sovereign debt crisis episodes, and alternative estimations.



Sanket Mohapatra



## 19 Covid-19's impact on supply chain decisions: Strategic insights from NASDAQ 100 firms using Twitter data

Amalesh Sharma, Anirban Adhikary, Sourav Bikash Borah

Journal of Business Research,  
Doi: <https://doi.org/10.1016/j.jbusres.2020.05.035>

The coronavirus pandemic is having a clear impact on the supply chains of virtually all manufacturers, retailers, and wholesalers. As the world attempts to navigate through this difficult time, most companies are struggling to maintain a steady flow of required goods and services. Whether it is frozen foods and grocery items (i.e., toilet papers), or ventilators and masks, or even the services (i.e., clinic visits), the supply chain has been facing multiple obstacles. Most models and frameworks built in the extant literature are not been able to capture these disruptions and as such, firms are not having proper strategies to deal with. For firms with complex supply chains (i.e., manufacturing, retailing), it is indeed critical to identify strategies to deal with such a crisis. In this paper, we intend to offer strategic insights in terms of major issues firms are facing and strategic options firms are contemplating. We rely on the twitter data from NASDAQ 100 firms to generate themes regarding the issues faced by the firms and the strategies they are adopting using text analytics tools. We find that firms are facing challenges in terms of demand-supply mismatch, technology, and development of a resilient supply chain. Moreover, moving beyond profitability, firms are experiencing difficulties to construct a sustainable supply chain. We provide futuristic strategic recommendations for the rebuilding of the supply chain.



Sourav Bikash Borah

## 20 Identifying the drivers of luxury brand sales in emerging markets: An exploratory study

Amalesh Sharma, Mauli Soni, Sourav Borah, Alok R Sahoo

Journal of Business Research,  
Doi: <https://doi.org/10.1016/j.jbusres.2020.02.009>

Luxury brands across the globe have made inroads into emerging markets (EM). While some brands have succeeded in one EM, they have failed to replicate their success in others. We investigate the drivers of luxury brand sales in EM using a multi-method approach. First, through a qualitative study, we identify which market characteristics of EM (market heterogeneity, competition from unbranded products, socio-political governance, and resources and infrastructure) affect luxury brand sales, with a firm's marketing effort and a market's financial freedom being important contingencies. Second, we empirically test the insights using data from 88 luxury brands and robust econometric analyses. Our results show that market characteristics influence luxury sales and that the effects of such market

characteristics on luxury brand sales are heterogeneous. We also find significant moderating effects of marketing efforts and financial freedom. Our study thus extends the literature on the marketing of luxury brands and EM.

## 21 Interplay between constraints and rewards in innovation tournaments: Implications for participation

Swanand J. Deodhar

International Journal of Cooperative Information Systems,  
Doi: <https://doi.org/10.1142/S0218843020400043>

In this study, we examine how the monetary rewards and competitive constraints that organizers of innovation tournaments incorporate are associated with participation. These two aspects of innovation tournaments are crucial because they represent critical design decisions that the organizers must make beforehand. We show that the reward amount is negatively associated with participation, while the presence of competitive constraints, which “make the competitive landscape less asymmetric”, is positively associated with participation. Furthermore, the study shows that competitive constraints moderate the negative association between reward amount and participation. These findings provide insights into contestant motivation as well as the interdependencies between tournament design choices.



Swanand J. Deodhar

## 22 Different eyes on the same prize: implications of entry timing heterogeneity and incentives for contestant effort in innovation tournament

Swanand Deodhar

Information Technology & People,  
Doi: <https://doi.org/10.1108/ITP-12-2018-0573>

This paper examines an apparent contrast in organizing innovation tournaments; seekers offer contestant-agnostic incentives to elicit greater effort from a heterogeneous pool of contestants. Specifically, the study tests whether and how such incentives and the underlying heterogeneity in the contestant pool, assessed in terms of contestants' entry timing, are jointly associated with contestant effort. Thus, the study contributes to the prior literature that has looked at behavioral consequences of entry timing as well as incentives in innovation tournaments.

# 23 Why does technology integration fail? Teacher beliefs and content developer assumptions in an Indian initiative

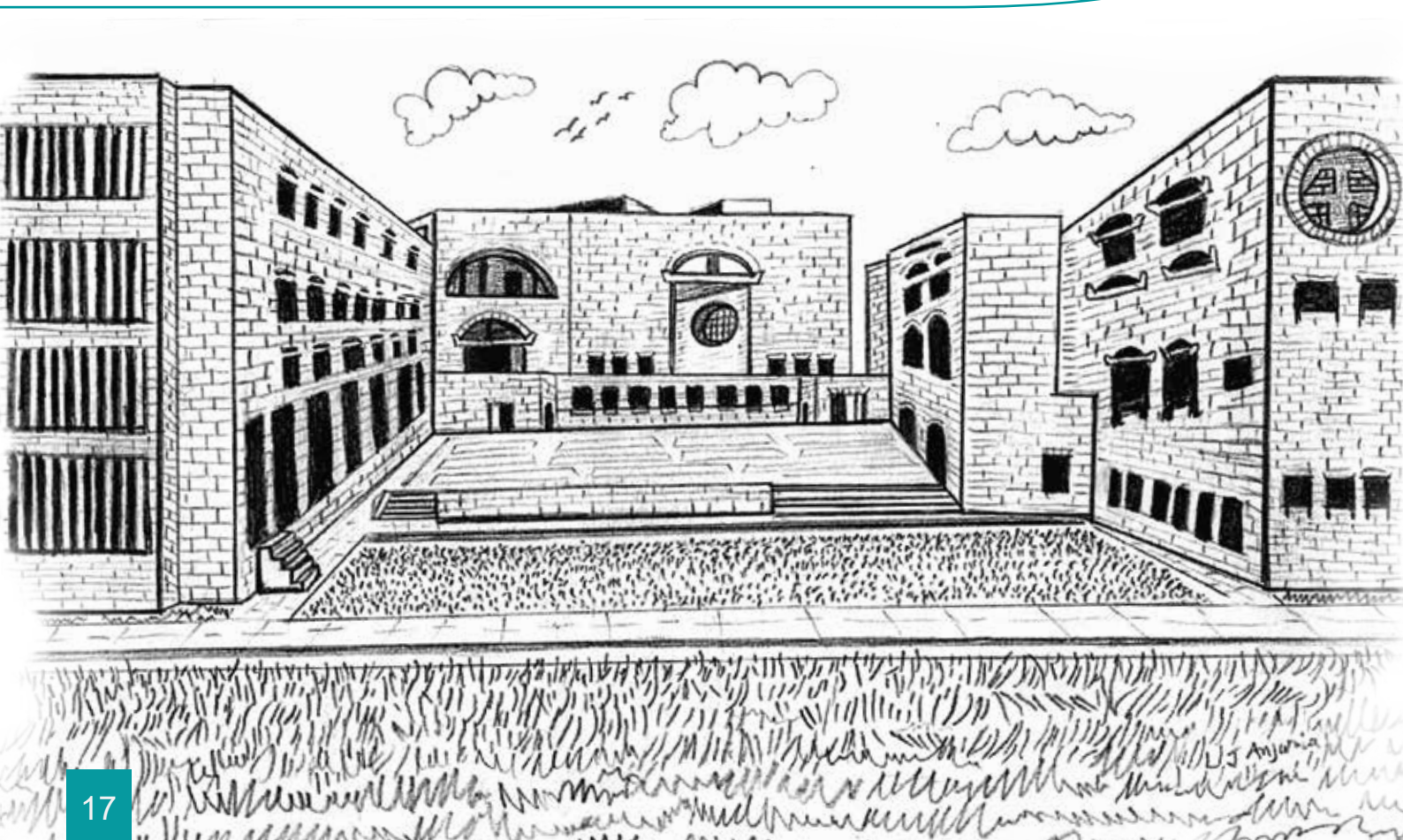
Vijaya Sherry Chand, Ketan Satish Deshmukh, Anurag Shukla

Educational Technology Research and Development,  
Doi: <https://doi.org/10.1007/s11423-020-09760-x>

This paper explores technology integration and the role of teacher beliefs in this integration to assess a 'smart-class' initiative that was introduced in 3173 Grade 7–8 classrooms of 1609 public schools in India in 2017. It first reports on the impact of the initiative at the end of its first year, using a sample of 2574 children drawn from 155 project schools and 155 non-project schools. A two-level multivariate analysis did not indicate any significant effect of the project on student subject knowledge, attitude towards subject and subject self-efficacy beliefs. A follow-up interpretive study that used the open-ended responses of 170 project teachers and four in-depth case studies revealed that the e-content supplied supported some traditional beliefs of teachers while challenging others; the latter, however, led to resistance that hindered learning processes. Thus, both support and challenge seem to have led to a reproduction of the traditional classroom, resulting in no significant differences in outcomes between project and non-project classrooms. The paper calls for greater awareness among content developers of how their beliefs can subvert technology integration, and for supportive professional development of teachers that will help them incorporate technology in their pedagogical practice.



Vijaya Sherry Chand



# 24 Relationships between leadership, motivation and employee-level innovation: Evidence from India

Vishal Gupta

Personnel Review,

Doi: <https://doi.org/10.1108/PR-11-2019-0595>



Vishal Gupta

**Purpose** - Integrating the behavioral theory of leadership, the componential theory of creativity and the self-determination theory (SDT), the study tests the relationships between leadership, work motivation (intrinsic motivation, integrated extrinsic motivation, extrinsic motivation) and employee-level innovation (innovative work behavior and innovation outcomes) in a work setting. Design/methodology/approach - Data were collected using a survey questionnaire from 493 scientists working in India's largest civilian research and development (R&D) organization. The structural equation modeling (SEM) method was used to test the hypothesized relationships between the study variables.

**Findings** - The study found evidence for positive relationships between leadership, employee autonomous motivation (intrinsic and integrated extrinsic motivation) and employee-level innovation. The study shows that extrinsic motivation is positively related to innovation only when the value of rewards is integrated to one's sense of self (integrated extrinsic motivation). Extrinsic motivation, otherwise, is not related to innovation.

**Research limitations** - The study was cross-sectional, so inferences about causality are limited.

**Practical implications** - First, while extrinsic motivation is considered bad for innovation, the study provides evidence that integrated extrinsic motivation complements intrinsic motivation and encourages employee-level innovation. Second, the study shows that leaders can aid the process of development of autonomous motivation by displaying positive behaviors. Third, the study validates the mediating role of autonomous motivation for the leadership–innovation relationship.

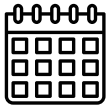
**Originality/value** - The study provides an insight into the underlying process through which leaders can impact innovation at the workplace. To the best of the author's knowledge, such a study is the first of its kind undertaken in an organizational context.



# Awards & Scholarships



SL.NO	Faculty Name	
1.	Devasmita Chakraverty	Early Career Researcher Travel Scholarship to present at "Revisiting Forces and Forms of Doctoral Education Worldwide," Hannover, Germany [Awarded by the Bremen International Graduate School of Social Sciences, the Volkswagen Foundation, the Center for Innovation and Research in Graduate Education (USA), and the University of Bremen]
2.	Debjit Roy	IIMA Alumni VVEF Outstanding Researcher Award: The IIMA Alumni VVEF Outstanding Researcher Award has been instituted by the Vidya Vardhini Education Foundation; a Section 25 Company run by IIMA alumni. Outstanding Researcher award is given to a faculty member who is being recognized for his/her sustained research contribution and/or significant research of a path-breaking nature.
3.	Tarun Jain	Awarded with The IPA DG Shah Best Public Policy Paper Award for 2019 by IIM Ahmedabad.
4.	Chirantan Chatterjee	<p>a) The Alliance for a Health World Grant, Johns Hopkins University.</p> <p>b) Dinesh Thakur Foundation Grant.</p> <p>c) Hoover Institution, Stanford University Grant.</p>
5.	Chitra Singla Amit Karna Amit Garg	<p>The Madan Mohanka Research on Internationalization of Business Award 2019. This has been set up by Shree Madan Mohanka (PGP 1967) of Tega Industries from the year (2017-18).</p> <p>a) Prof. Chitra Singla: For the paper entitled "Antecedents of Inbound and Outbound M&amp;A: Industry-Level Analysis from India".</p> <p>b) Prof. Amit Karna &amp; Prof. Amit Garg (jointly): For the case entitled "Raychem RPG Ltd: Strategic Transformation".</p>



# Appointments

SL.NO	Faculty Name	
1.	Chirantan Chatterjee	<p>a) Visiting Fellow (2020-2021), The Hoover Institution, Stanford University</p> <p>b) Editorial Board member, CCI Journal on Competition Law and Policy</p> <p>c) Visiting Faculty ESAMI-TRAPCA, Arusha, Tanzania</p>
2.	Amit Karna	Reappointed as Editorial Review Board Member of Journal of Management (FT 50) for second term (2020 -2023)
3.	Ajeet Mathur	First Asian to be elected as Member of the Board of the International Society for the Psychoanalytic Study of Organizations (ISPSO)





# Research Projects Initiated

Sl. No.	Title of the Project	Principal Investigator/s	Type of project
1	Exploring the scarcity effect on shared consumption: The case of a natural disaster	Subhadip Roy	SRP
2	Predicting and estimating heterogeneous consumer preferences using Geo-Location data	Anuj Kapoor	SRP
3	Measuring economic impact of COVID-19 lockdown in India	Tarun Jain	SMP
4	Impact of lockdown on informal sector women	Pritha Dev	SMP
5	The Future of Work after Covid-19: Scope of ALMP in India	Ajeet Mathur	SMP
6	A bilevel approach to hyperparameter optimization in machine learning	Ankur Sinha	SRP
7	It takes two to tango: Complementarities between trade liberalization and financial reforms, external financial dependence, and profitability of emerging	Rajnish Rai	SMP
8	Quantifying the effect of physiological and psycho-social characteristics on mental health outcomes of HIV+MSM patients across different ethnicities: findings from the Multicenter Aids Cohort Study (Phase 2)	Dhiman Bhadra	SMP
9	Risk perception and preventive behavior: New insights from the Covid-19 pandemic	Rama Mohana Turaga	SRP
10	A feminist analysis of the Covid crisis	Ankur Sarin	SMP
11	Information and behavior during COVID-19	Jeevant Rampal	SMP
12	Facing the unknown: Coping with the Covid-19 pandemic and its impact on well-being of vulnerable populations	Vaibhavi Kulkarni	SMP



# Research Projects Completed

Sl. No.	Title of the Project	Principal Investigator/s	Type of project
1	Evidence on the trade-off between cash flow manipulation through real activities manipulation and misclassification or timing	Neerav Nagar	SMP
2	Police encounters and the politics of fear: Suspicion dramas and the stigmatization of Justice claims	Rajnish Rai	SMP
3	Economic impacts of rural road connectivity investments: A case study of India's Pradhan Mantri Gram Sadak Yojana	Sandip Chakrabarti	SMP
4	Designing warranties as add-ons for consumer vehicles	Aruna Divya T.	SMP
5	An analysis of racial variations in mental and physical health and its effect on disease progression of HIV+ MSM patients: Findings from the Multicenter AIDS Cohort Study (MACS)	Dhiman Bhadra	SMP







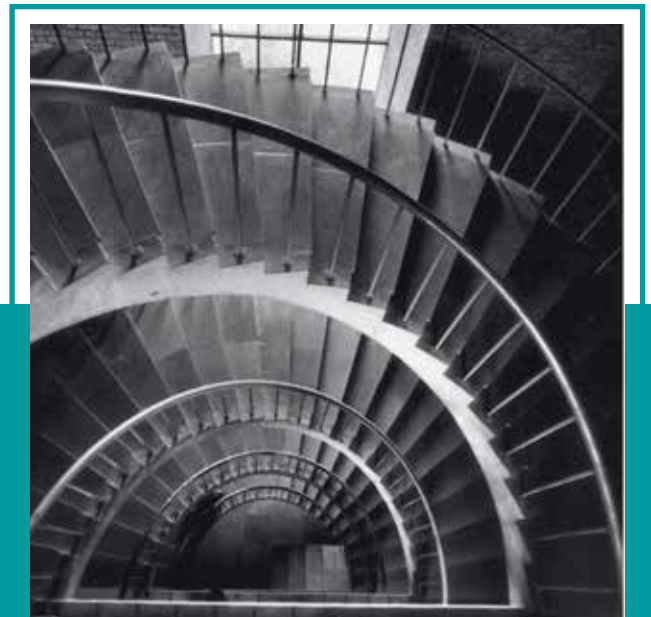
# Working Papers Published

WP No.	Title	
2020-04-01	A quick estimate the likely total infections and deaths due to COVID19 in select countries (Version April 1, 2020)	Sebastian Morris
2020-04-02	Further estimations of the likely total infections and deaths due to COVID19 in select countries (Version 2 dt. April 10, 2020)	Sebastian Morris
2020-04-03	Strategies for solving wicked problems of true uncertainty: Tackling pandemics like Covid-19 (Version: April 13, 2020)	Ajeet Mathur
2020-05-01	Covid-19 crisis, pandemic resilience and linkages to land: An exposition	Pranab R Choudhury, Ranjan K Ghosh, Sumita Sindhi
2020-05-02	Merger control for IRPs: Do acquisitions of distressed firms warrant competition scrutiny ?	M.P.Ram Mohan, Vishakha Raj
2020-05-03	A comparable series of tax revenue foregone	Reetika Khara, Anmol Somanchi
2020-06-01	Compensation for environmental damage: progressively casting a wider net, but what's the catch?	M.P.Ram Mohan, Els Reynaers Kini
2020-06-02	'Too central to fail' firms in bi-layered financial networks: Evidence of linkages from the US corporate bond and stock markets	Abinash Mishra, Pranjal Srivastava, Anindya S Chakrabarti



# Research Webinars Organized

Sl. No.	Name of the Speaker & Affiliation	Topic	Date
1	Prof. Adrija Majumdar, IIMA	Do tweets create value for firms? An analysis of Twitter use and content of tweets for manufacturing firms	April 29, 2020
2	Prof. LIM Yun Fong, Singapore Management University	Integrating anticipative replenishment-allocation with reactive fulfillment for online retailing using robust optimization	May 12, 2020
3	Prof. Sourav Bikash Bohra, IIMA	Leveraging service recovery strategies to reduce customer churn in an emerging market	May 21, 2020
4	Prof. Fabian Sting, University of Cologne	Sparking manufacturing innovation: How temporary interplant assignments increase employee idea values	June 10, 2020
5	Dr. Prakash Loungani, IMF Mr. Sriram Balasubramanian, IMF Prof. Rishabh Kumar, University of Massachusetts	Inequality dynamics amidst rapid growth: A post liberalization Indian perspective	June 18, 2020
6	Prof. Vishal Gupta, IIMA	Geographical dissimilarity and team member influence: Do emotions experienced in the initial team meeting matter	June 26, 2020



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