

SWAPNIL GARG

Professor (Strategic Management)
Indian Institute of Management, Indore
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EDUCATION

2012	Ph.D.	University of Florida, Gainesville, Florida, USA <i>Working the PPP! Coordination in Public Private Partnerships</i> Dissertation chair: Srikanth Paruchuri Members: Henry Tosi, Sanford Berg, Gwendolyn Lee
2002	Ex. M.B.A	Management Development Institute, Gurgaon, India
1992	Undergraduate	Indian Railway Institute of Mechanical and Electrical Engineering, Jamalpur, India SCRA (Special Class Railway Apprenticeship, 1987)
1992	Mechanical Engineering	Engineering Council, UK

ACADEMIC EXPERIENCE

2019-present	Indian Institute of Management Indore Professor (Strategic Management)
2015-19	Associate Professor (Strategic Management)
	Indian Railway Institute of Mechanical and Electrical Engineering, Jamalpur, India
2014-15	Sr. Professor (Rolling Stock Technology)

HIGHLIGHTED PUBLICATIONS

- Deepak Sardana, Narain Gupta, Ying Zhu, Subhadarsini Parida, Swapnil Garg & Srikanth Paruchuri (06 Feb 2024): Still waters run deep: differences in employee empowerment between public and private sector firms in India, *The International Journal of Human Resource Management*, <https://doi.org/10.1080/09585192.2024.2309150> (ABDC - A)
- Ravisankar, J., Mishra, S. K., Garg, S., Thomas, N., & Kumar, K. K. (2023). Exploring the drivers and facets of culture in the formative stage of a public-funded R&D organisation. *IIMB Management Review*, 35(4), 370-381. <https://doi.org/10.1016/j.iimb.2023.11.002> (ABDC - B)
- Garg, S Habibganj Railway Station Redevelopment: A World-Class Dream Coming True *Vikalpa: The Journal of Decision Makers* Vikalpa, 48(3), 233-236 <https://doi.org/10.1177/0256090923119596>
- Garg, S. (2022). Braithwaite—in search of a sustainable turnaround. *Emerald Emerging Markets Case Studies*, 12(4), 1-32. <https://doi.org/10.1108/EEMCS-04-2022-0108>
- Garg, S (2021) *Coastal Gujarat Power Limited: Public Gains Private Losses!* Ivey Case Collection 9B21M056
- Mazumder, S & Garg, S. (2021) Decoding Digital Transformational Outsourcing: The Role of Service Providers' Capabilities. *International Journal of Information Management*, 58, 102295 (ABDC -A*) <https://doi.org/10.1016/j.ijinfomgt.2020.102295>
- Garg, S., & Tripathi, S. (2020) *INDLAHIKES – Treading the Untrodden Trail*. Ivey Case collection 9B20M051
Winner of the ISB-Ivey Case Competition 2018.
- Van Scotter, J., & Garg, S. (2020). Entrepreneurial Tenacity and Self-Efficacy Effects on Persisting Across

- Industry Contexts. *Contemporary Management Research*, 15(3), 147-173.
<https://doi.org/10.7903/cmr.19501>
- Garg, S., & Mahapatra, D. (2019) Hybrid Annuity Model: Hamming Risk Allocations in Indian Highway Public-private Partnerships. *Journal of Public Affairs*, 19(1), e1890 <https://doi.org/10.1002/pa.1890> (ABDC - B)
- Venkat, G., Garg, S., & Thapliyal, S. (2019) Integrative Live Case: A Contemporary Business Ethics Pedagogy, *Journal of Business Ethics*, 155(4), 1009-1032 <https://doi.org/10.1007/s10551-017-3514-6> (FT50, ABDC -A*)
- Garg, S., & Mahapatra, D. (2017) Opportunism Galore: The Case of Delhi-Gurgaon Expressway. *Handbook on PPPs in Developing and Emerging Economies*. Emerald Publishing ISBN 978-1-78714-494-1 <https://doi.org/10.1108/978-1-78714-493-420171018>
- Garg, S., & Garg, S.B.L. (2005), Technology Innovation as an Evolutionary Process, *Global Journal of Flexible Systems Management*, New Delhi, India. <https://www.proquest.com/scholarly-journals/technology-innovation-as-evolutionary-process/docview/201693911/se-2> (ABDC A in 2022)

Under Review

- Garg, S & Srikanth, K. Transparency requirements in Public-private Partnerships Qualitative research
- Mazumder, S & Garg, S., Not all equal: Necessary-but-not-sufficient service provider capabilities in digital transformational outsourcing. Deductive Research NCA
- Garg, S & Mazumder, S Outsourcing provider capabilities: Invisible foundations of digital transformation. Practitioner research
- Garg, S & Dayal, M Decoding Indore cities rise in cleanliness ranking Abductive Research
- Garg, S & Garg, S Oxygen Logistics during COVID 19 Descriptive Research
- Garg, S Longitudinal turnaround perspective on Braithwaite's turnaround Inductive Research
- Garg, S JSTL: Lender and promoters interests during PPP termination Management Case

PROFESSIONAL EXPERIENCE

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| 2014-15 | Indian Railways, Government of India
Indian Railway Institute of Mechanical and Electrical Engineers, Jamalpur, Bihar, India
Senior Professor (Rolling Stock Technology)
Supervised the probationary training of Mechanical Engineers.
Designed and delivered courses on technology and general management. |
| 2012-14 | Northern Railway, Indian Railways
Senior Divisional Mechanical Engineer (C&W)
Lucknow and Moradabad sub-divisions of Northern Railway
Supervised train operations and maintenance.
Managed the mechanical coaching and wagon department, employing over 2000 employees. |
| 2007-11 | On leave from Railways to pursue Ph.D. at the University of Florida, USA. |
| 2004-07 | Deputed at IRCON International Ltd, New Delhi, India
Additional General Manager (Information Technology)
Conceived, developed, and implemented an enterprise-wide performance reporting system for global turnkey infrastructure projects.
Implemented Primavera based Project Management System.
Core Team member for ERP (SAP) Implementation. |
| 2001-04 | Diesel Locomotive Works, Varanasi, India
Prepared ERP implementation plan.
Upgraded organization's IT maturity and infrastructure. |

2000-01	Sponsored for Executive MBA (XIII National Management Program) 15 months residential program for public and private executives.
1992-00	Mechanical Engineer, Northern Railway, Indian Railways Supervised maintenance and operations of rolling stock in a techno-managerial role.

RESEARCH EXPERIENCE

Interests	Public Private Collaboration, Public Management, Entrepreneurship, Outsourcing
Google Scholar	162 citations , H index 6, https://tinyurl.com/4ykyx69w
Publications	FT50 (1), A*(1), A(2), B(2), Ivey Cases (2)
Research advising	6 Ph.D. supervised, 3 Ongoing, 4 External Examiner <i>Ongoing:</i> Parag Katre Strategic Management (Member) (Ongoing) (FPM-2019) Topic: Managerial Attention Rajib Dhal Strategic Management (Member) (Ongoing) (EFPM-2020) Topic: Innovation in SME's Jayen Shah Strategic Management (Member) (Ongoing) (EFPM-2019) Topic: Ecosystem Management <i>Graduated:</i> Tata Murthy Ph.D. 2023 Strategic Management (Member) Topic: Auctions in Oil and Gas industry Sudipto Mazumder Ph.D. 2021 Strategic Management (Chair) Topic: Digital Transformation Outsourcing Ravishankar Jayaraman Ph.D. 2022 OB&HR (Member) (EFPM-2015) Topic: Emergence of organizational culture Devyani Mourya Ph.D. 2021 OB&HR (Member)(FPM -2014) Topic: Volunteering Sonali Gupta Ph.D. 2022 Strategic Management (Member)(EFPM-2016) Topic: Incubation ecosystem for Women Entrepreneurs Akhila Veldandi OB&HR (Member) (FPM-2017) Topic: Career paths of couples <i>Internal Thesis Examiner</i> for Geeta Krishnan (EFPM 2018), Anita Sharma (FPM 2011), Jyoti Singh (2024) <i>External Thesis Examiner</i> for Amit Kumar (NMIMS, Mumbai), Amar Krishna (Symbiosis, Pune). <i>Ph.D mentor</i> for NIRMA, Ahmedabad and NMIMS, Mumbai

TEACHING EXPERIENCE

Core courses	Strategic Management MBA (part of teaching cohort) 2015 to 18, 22,23 Strategic Management II (Core: Corporate Strategy) 2019 to 20 Strategic Management I (Core: Business Strategy) 2015, 2019 to 2023 Executive MBA (designed and taught) (Core: Business Strategy) 2020 to 23 Executive Ph.D. (designed and taught) (Core: Strategic Management) 2010 to 11 Undergraduate Capstone Strategy, University of Florida (designed) Business, Government and Society 2019 to 21 Integrated Management Program (UG program, designed and taught) Managing Transport System 2022, 23 Developed and delivered 20/30 session courses for MBA (Transport Management) for National Rail Transport Institute, Vadodara, India 2023 Public-Private Partnerships (PG Course) National Law School of India University, Bengaluru
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Elective courses	Public Sector Management (Ph.D.) Research Methodology (Ph.D.) Ecosystems and Platforms (MBA) Managing public-private partnerships (MBA) Infrastructure public-private partnerships (Executive MBA) Strategic Alliances (MBA, Executive MBA) Strategy Simulation (MBA, Executive MBA, Faculty Development Programs) Business Ethics (Undergraduate)
Innovations	Piloted introduction of simulation pedagogy at the institute level. Simulation platforms Advanced Corporate Strategy Game © Marketplace Live Capstone © Capsim Everest, Backbay Battery Simulations © HBP. Advanced Corporate Management © Cesim
Online	Strategic Management since 2018 Faculty Development Programs – <i>Teaching Simulations online</i>

ACADEMIC ACTIVITIES

Institutional duties	Chair, Strategic Management Area, 2017-19 Chair, Committee for adoption of simulation games, 2015 Chair, Committee for revising faculty workload norms, 2019 Member, Committee Assurance of Learning, Weekend MBA, 2015-present Member, Committee of future directions, 2018 Member, Committee for MOOCs adoption, 2018 Faculty recruitment (Subject expert), IMT Ghaziabad and Hyderabad
Programs attended	Wharton Global Faculty Development Program, 2019 HBS Global Colloquium on Participant-Centered Learning Program, 2018 Case Teaching & Writing Workshops at Harvard Business School.
Organizing	Advisory Committee, CERE 2017, IIM Indore Program Committee, DIGITS India 2018, New Delhi. Conference co-hosted by Heinz School, CMU, US and BIMTECH, India.
Invited presentations	Discussant, IMR Doctoral Conference 2021, IIM Bangalore, February 2021 College of Business Administration, Princess Nourah Bint Abdulrahman University, Saudi Arabia, 2020 (Online) Indian Institute of Management Bangalore, Bengaluru, 2019 Deenbandu Chhotu Ram University, Murthal, Sonapat, 2019 Center for Good Governance, LABSNAA, Dehradun, 2019 National Institute of Forest Management, Bhopal, 2018, 2019 School of Planning and Architecture, Bhopal, 2019 Ministry of Defense, New Delhi, 2019 MNNIT, Allahabad, 2018
Ad hoc reviewer	Built Environment Project and Asset Management (ABDC- B) Business Process Management Journal (ABDC- B) IIMB Review (ABDC- B)
Conference reviewer	Academy of Management: Business Policy and Strategy division, 2009-11, 2014-21 Academy of Management: Public and Non-Profit, 2015-18 Academy of Management: Organization and Management Theory 19-21

Academy of Management: Entrepreneurship 2009-11
 Southern Management Association, 2010-16
 PAN IIM 2015-17

Book contribution Contributed to revision of Engineering Economics by Tara Chand, 2018

INDUSTRY OUTREACH

Consultancy	<p><i>Project Evaluation Report</i> for World Bank funded Madhya Pradesh Higher Education Quality Improvement Project (MPHEQIP). Value: INR 1.5 million</p> <p><i>Implementation and Completion Report</i> for World Bank funded MPCARS project – Public Service Delivery for MP Government, 2021. Value: INR 2 million</p> <p><i>Developing a Psychometric Tool</i> for identifying interests of candidates for vocational training for skilling purposes. National Backward Finance and Development Corporation, Government of India, 2021 Value: INR 0.8 million.</p> <p><i>Verification of Disbursement Linked Indicators</i> for the SANKALP (Skill India) project for Government of India (World Bank), 2019-2021. Value: INR 50 million</p> <p><i>3 R Assessment</i> of the IPL Matches at Indore, 2018. Value: Pro Bono.</p> <p><i>Verification of Disbursement Linked Indicators</i> for World Bank Funded MPCARS Project. Client MP Government, 2017. Value: INR One million.</p>
Expert invitation	<p>Member of committee for “<i>Delay Analysis</i>” for INR 3000 million infrastructure construction project of Indian Institute of Technology, Indore, 2020.</p> <p>Panel member <i>Alternate Project Financing</i>. Workshop by Madhya Pradesh Government chaired by Hon’ble Chief Minister, Feb 18, 2020.</p> <p>Panel member <i>Leadership/HR issues in Infrastructure</i>. Strategic thinking in Infrastructure – learning from the past, looking to the future. Adani Institute of Infrastructure Management, Ahmedabad. Feb 20, 2016.</p> <p>Speaker at <i>Uttar Pradesh: Infrastructure Conclave 2013</i>. Address on “Perspective on Infrastructure Development: Beyond PPPs to Execution” at Indira Gandhi Pratisthan, Gomti Nagar, Lucknow, India. A one-day summit organized by Ph.D. Chamber Of Commerce and Industry & Housing and Urban Development, Government of Uttar Pradesh, July 25, 2013.</p>
Expert lectures	<p><i>Public-private Partnerships</i>, Introduction and Advanced understanding National Academy of Indian Railways, Vadodara (Regular) National Institute of Forest Management, Bhopal School of Planning and Architecture, Bhopal IIM Vishakhapatnam (Mahatma Gandhi Young Professional Fellowship) Atal Bihari Vajpayee Institute of Good Governance and Policy, Bhopal</p> <p><i>Strategic Thinking</i>, Indore Management Association, April 11, 2019.</p> <p><i>Changing risk allocations in Indian Road sector PPPs</i>. Webinar conducted on February 22, 2018. Recording available online at http://www.infraline.com/webinar/Changing-Risk-Allocations-in-Indian-Road-Sector-PPPs.zip</p>
Executive education	<p>Designed and coordinated Senior Leadership development programs (LEAP) for Indian Railways (Level 15) and Dedicated Freight Corridor Corporation.</p> <p>Conducted multiple three-day management development programs for senior officers of Madhya Pradesh Government on the topic of <i>Contract Management</i>. 100</p>

participants.

Organized a two-day workshop for senior officers of Madhya Pradesh Government on the topic of *Public-private Partnerships* in August 2015.

Routinely conducted executive education sessions on

- Organizational Turnaround (Public Sector context)
- Public Procurement
- Public-Private Partnership
- Strategic Management
- Project Procurement
- Strategic Thinking
- Contract Management
- Public Leadership

Student involvement Supervised Social Internship of 12 undergraduate students at National Backward Finance Corporation and National Safaiwala Finance and Development Corporation

- Psychometric assessment for training enrolment, 2020
- Application for choosing E-marketing platform, 2020
- Evaluation of training partner competencies, 2020

Coordinated industry interaction projects.

Crompton Greaves Ltd. Indore

- Exploring the use of Fiber-reinforced Plastic in Indian Railways, 2019

Pratibha International Ltd, Dewas

- Organizational effectiveness for the top and middle management, 2018

Tata International, Dewas

- Redefining organizational structure to reduce channels of reporting to CEO, 2018

Ujaas Energy Ltd, Indore.

- Market study to identify distribution channels, 2017

Future Group, Nimrani

- Streaming quality inspection in food grain packaging, 2016

Industry Publication Project to program Management and Beyond... Article in anniversary issue of Infraline Plus <http://www.infraline.com/magazine/InfralinePlus%20May-June%202019.pdf>

AWARDS AND RECOGNITION

2021	Certificate of Excellence AIMA-ICRC 2021 Case competition
2020	Honorable Mention Award. Convergence 2020 – 14 th International Conference on Winning through Service Excellence: Theory and Practice, 18-19 Dec 2020
2018	First Prize (USD 3000 award) in ISB-IVEY Case competition
2013	Minister of Railways Award for Outstanding Service, Government of India
2011	Best Student Reviewer, BPS, Academy of Management Meeting
2010	Recognition for Management of International Graduate Housing.
1997	CME award for Diesel Locomotive Maintenance.
1992	MK Kapur award for Maximum Interest shown in Emerging Technologies.

PROFESSIONAL AFFILIATIONS

Member	Academy of Management Institution of Mechanical Engineers (India)
Certifications	CII Assessor of Business Excellence Models — Malcolm Baldrige PMP certified in 2006. ISO 14001 & ISO 9000 Lead Auditor

CONTINUING EDUCATION

IKS

Indian Knowledge System

Enrolled in *MA (Kautilya Arthasastra)* from Bhishma School of Indic Studies (Online).

Completed Term 1 with First Class (73.5%), continuing...

Three- month Certificate Course – *Study of Kautilya Political Science and Arthasastra*,

GTU-Bhishma (Completed with Outstanding grade) (March-May 2022)

Sanskrit

Sanskrit Introduction

Six-month offline course on Sanskrit Language (August'22 to March'23)

REFERENCES: On request

DETAILED PUBLICATION LIST

- Garg, S (2024) *JSTL: Promoter and lender Rights in Public-Private-Partnership Terminations*. Ivey Case Collection XXXXXXXX (Accepted for Publication)
- Garg, S (2024) Sustainability of Organizational Turnarounds: A Long-term Performance Perspective (IHB012) *Research Handbook on Turnaround Strategies*. Edward-Elgar (Accepted for Publication)
- Garg, S & Garg, S. (2024) Medical Oxygen Logistics in India: A Pandemic Response. *Research Handbook on Transport and COVID-19*. Edward-Elgar (Accepted for Publication)
- Deepak Sardana, Narain Gupta, Ying Zhu, Subhadarsini Parida, Swapnil Garg & Srikanth Paruchuri (06 Feb 2024): Still waters run deep: differences in employee empowerment between public and private sector firms in India, *The International Journal of Human Resource Management*, <https://doi.org/10.1080/09585192.2024.2309150> (ABDC - A)
- Ravisankar, J., Mishra, S. K., Garg, S., Thomas, N., & Kumar, K. K. (2023). Exploring the drivers and facets of culture in the formative stage of a public-funded R&D organisation. *IIMB Management Review*, 35(4), 370-381. <https://doi.org/10.1016/j.iimb.2023.11.002> (ABDC - B)
- Garg, S Habibganj Railway Station Redevelopment: A World-Class Dream Coming True *Vikalpa: The Journal of Decision Makers* Vikalpa, 48(3), 233-236 <https://doi.org/10.1177/0256090923119596>
- Garg, S. (2022) Braithwaite – in search of a sustainable turnaround *Emerald Emerging Markets Case Studies*, Vol. 12 No. 4. <https://doi.org/10.1108/EEMCS-04-2022-0108>
- Garg, S (2021) *Coastal Gujarat Power Limited: Public Gains Private Losses!* Ivey Case Collection 9B21M056
- Mazumder, S & Garg, S., (2021) Decoding Digital Transformational Outsourcing: The Role of Service Providers' Capabilities. *International Journal of Information Management*, 58(2021) 102295 (ABDC-A*) <https://doi.org/10.1016/j.ijinfomgt.2020.102295>
- Garg, S (2020) *Adani Power: Risk and Uncertainty*. IIM Indore Case Center. IIMI/Case/2020-4
- Garg, S., & Tripathi, S. (2020) *INDLAHIKES – Treading the Untrodden Trail*. Ivey Case collection 9B20M051. **Winner of the ISB-Ivey Case Competition 2018.**
- Mazumder, S., & Garg, S. (2020). Decoding Digital Transformational Outsourcing: Role of Service Providers' Capabilities. In *Academy of Management Proceedings* (Vol. 2020, No. 1, p. 16974). Briarcliff Manor, NY 10510: Academy of Management.
- Van Scotter, J., & Garg, S. (2020). Entrepreneurial Tenacity and Self-Efficacy Effects on Persisting Across Industry Contexts. *Contemporary Management Research*, 15(3), 147-173. doi: 10.7903/cmr.19501
- Garg, S., & Mahapatra, D. (2019) Hybrid Annuity Model: Hamming Risk Allocations in Indian Highway Public-private Partnerships. *Journal of Public Affairs*, 19(1), e1890. doi: 10.1002/pa.189 (ABDC- B)
- Garg, S., & Srikanth, K. (2019). Trusting Others When Looking Over One's Shoulder: Accountability Pressures and Governance Choices. In *Academy of Management Proceedings* (Vol. 2019, No. 1, p. 12099). Briarcliff Manor, NY 10510: Academy of Management. Doi: 10.5465/AMBPP.2019.12099abstract
- Venkat, G., Garg, S., & Thapliyal, S. (2019) Integrative Live Case: A Contemporary Business Ethics Pedagogy, *Journal of Business Ethics*, 155(4), 1009-1032. Doi: 10.1007/s10551-017-3514-6 (FT50, ABDC- A*)
- Van Scotter, J. R., & Garg, S. (2019). Tenacity and Self-Efficacy Across Contexts: Effects on Quitting and Continuing. In *Academy of Management Proceedings* (Vol. 2019, No. 1, p. 16155). Briarcliff Manor, NY 10510: Academy of Management. doi: 10.5465/AMBPP.2019.16155abstract
- Garg, S., (2019) *Delhi to Gurugram NH-8 Highway: A public Private partnership*. IIM Indore Case Center. IIMI/Case Center/SM/XX/2018-19
- Garg, S., & Rastogi, N. (2018) *Road Learnings: The first Road PPP of India. A case on Public-private partnerships evolution*. IIM Indore Case Center. IIMI/Case Center/SM/01/2017-18
- Garg, S., & Mahapatra, D. (2017) Opportunism Galore: The Case of Delhi-Gurgaon Expressway. *Handbook on PPPs in Developing and Emerging Economies*. Emerald Publishing ISBN 978-1-78714-494-1
- Garg, S., & Venkatraman, G. (2017) *Diesel Gate: Catching dirty fish in murky waters*. IIM Indore Case Center IIMI/Case Center/GM/02/17-18

- Garg, S. (2017) *Brushes with Bankruptcy: The Braithwaite Case, Part A, and BIIM Indore Case Center*. IIMI/Case Center/SM/01/16-17
- Garg, S., & Garg, S. (2017) Rethinking Public-private Partnerships: An unbundling approach. *Transportation Research Procedia*, Volume 25, 2017, 3789-3807, ISSN 2352-1465, doi: 10.1016/j.trpro.2017.05.241
- Garg, S. (2016) *Contextualizing Coordination: Peeling the Onion or Blind men and the elephant*. Working Paper Registered with IIM, Indore
- Garg, S., & Garg, S.B.L. (2005), Technology Innovation as an Evolutionary Process, *Global Journal of Flexible Systems Management*, New Delhi, India. (Rated ABDC A in 2022)

Under Review/Submission

- Garg, S & Srikanth, K. Transparency requirements in Public-private Partnerships Qualitative research
- Mazumder, S & Garg, S., Not all equal: Necessary-but-not-sufficient service provider capabilities in digital transformational outsourcing. Deductive Research NCA
- Garg, S & Mazumder, S Outsourcing provider capabilities: Invisible foundations of digital transformation. Practitioner research
- Garg, S & Dayal, M Decoding Indore cities rise in cleanliness ranking Abductive Research
- Garg, S JSTL: Lender and promoters interests during PPP termination Management Case

CONFERENCE PRESENTATIONS

- Garg, S (2024) Medical Oxygen Logistics in India: A Pandemic Response. *Transport Research Procedia* (Open Access) (Accepted for Publication)#9156
- Thakur C. M., Garg, S., Rajamani, A., (2024, Mar 21 - 23). Mandatory CSR (mCSR): Evidence from India's eight-year journey. International Conference on Corporate Social Responsibility and Decent Work in the era of Sustainable Development Goals, Flame University, Pune, Maharashtra, India
- Parani, S & Garg, S (2024, January) Marketing PAN-IIM, IIM Sambalpur
- Garg, S (2024, January) Decoding Indore City's Cleanliness Achievements PAN-IIM, IIM Sambalpur
- Rajamani, A., Thakur C. M., Garg, S., (2023, Dec 14 - 17). A Strategic Framework to assess Amenability of applying AI to Organizational Activities. India Strategy Conference, IIM Bangalore, Karnataka, India
- Garg, S. (2023, August). A longitudinal process perspective on Strategic renewal: Three decades of Braithwaite. *Annual Academy of Management Meeting, 2023*.
- Garg, S (2023, July) Medical Oxygen Logistics in India: A Pandemic Response. World Conference on Transport Research 2023, Montreal, Canada (Accepted for Presentation)
- Garg, S, S.Narbariya, & Gupta, R (2023, January) Psychometric test contextualized for selection of trainees in a upskilling programme in Indian context INDAM Conference (Submission 5345) (6-8th January, 2023)
- Garg, S. & Mehta, S.R. (2021, March) A trillion rupee program: Indian Railways Station redevelopment CWC/2021/156 AIMA-ICRC 2021 Competition. **Certificate of Excellence**.
- Garg, S. (2021, February) Discussant to paper "Governance structures for public-service provisions: Contractual firms of public-private mix of management regimes" IMR Doctoral Conference 2021 4-6 February 2021, Indian Institute of Management Bangalore.
- Mazumder, S., & Garg, S. (2020, December). Not all equal: Necessary-but-not-sufficient capabilities for service providers in digital transformational outsourcing. 14th International Conference-Convergence, IFIM Business School, December 18-19, 2020. **Honorable Mention Award**
- Mazumder, S., & Garg, S. (2020, August). Decoding Digital Transformational Outsourcing: Role of Service Providers' Capabilities. *Annual Academy of Management Meeting, 2020*.
- Mazumder, Sudipto & Garg, Swapnil (2020, January) Outsourcing service provider performance amidst

- digital transformation: Role of competency recipes. *INDAM* Jan 2-4th 2020 IIM Tiruchirappalli.
- Mazumder, Sudipto & Garg, Swapnil (2019, December) Digital transformation of services outsourcing: The role of provider competencies. *PAN-IIM* December 12-14th 2019 IIM Rohtak. Submission 130 Doctoral Track
- Mazumder, Sudipto & Garg, Swapnil (2019, December) Configurational Success (and Failure) Recipes for Transformational Outsourcing: A Service Provider's Perspective. *PAN-IIM* December 12-14th 2019 IIM Rohtak. Submission 189 Doctoral Track – Special Mention
- Garg, Shivangi., Garg, Shaaranya., & Garg, Swapnil (2019, September) Path Dependence of Indore's Cleanliness. Paper accepted for presentation at the *Annual Conference of the EuroMed Academy of Business* – Thessaloniki, Greece, 2019.
- Van Scotter, J. R., & Garg, S. (2019, August). Tenacity and Self-Efficacy Across Contexts: Effects on Quitting and Continuing. *Annual Academy of Management Meeting*, Boston, 2019
- Garg, S., & Srikanth, K. (2019, August). Trusting Others When Looking Over One's Shoulder: Accountability Pressures and Governance Choices. *Annual Academy of Management Meeting*, Boston, 2019
- Garg, S. & Dayal, M. (2019, May) Road Learnings from the First PPP of India. 15th *World Conference on Transport Research*, Mumbai. <https://authors.elsevier.com/sd/article/S2352146520306785>
- Garg, S. (2019, May) Few Ways to Succeed, Many Ways to Fail: Asymmetrical Performance of Indian Highway PPP Projects. 15th *World Conference on Transport Research*, Mumbai. <https://authors.elsevier.com/sd/article/S2352146520304506>
- Garg, S., & Gunta, S. (2018, December) Strategy Simulations: Rationale and Reflections, Presented at *Strategic Management Forum* at IIM, Trichy
- Garg, S., Venkat, G., & Thapliyal, S. (2018, December) Integrative Live Case: A Contemporary Strategic Management Pedagogy, Presented at *Strategic Management Forum* at IIM, Trichy
- Garg, S. (2018, November) Few Ways to Succeed, Many Ways to Fail: Asymmetrical Performance of Indian Highway PPP Projects. Presented and Discussed at the *International QCA Paper Development Workshop*, ETH Zurich.
- Garg, S., & Prakash, P. (2017, December) The incremental impact of perception on bidding behavior: Contributing to the rational- behavioral debate. *India Finance Conference*, Indian Institute of Management, Bangalore.
- Garg, S., & Garg, S. (2017, July) Land Administration: A big data perspective. *Data for Policy 2017 Conference*, London
- Garg, S. & Garg, S. (2016, December) Policy Diffusion in India: A sub-national study of Land records modernization in the Indian States. *PAN-IIM, Ahmedabad* 2016 Paper presentation
- Garg, S., & Rajput, K. (2016, December) Complexity Management in Public-private Partnerships: Evidence from Indian Highway Projects. *PAN-IIM, Ahmedabad* 2016 Poster presentation
- Garg, S., & Garg, S. (2016, July) Rethinking Public-private Partnerships: An unbundling approach. Presented at the 14th *World Conference on Transport Research* at Shanghai, China, 10-15th July' 2016
- Garg, S., & Dayal, M. (2015, October) Sub-Climates in a Large organization: The Case of Indian Railways. Annual Meeting of the *Southern Management Association 2015*, St. Petersburg, Florida, USA. "Act on your Research Track."
- Garg, S. (2011, November) A closer look at work coordination: Modes and Aspects of Coordination. Proposal selected for presentation at the Annual Conference of the *Strategic Management Society*, Miami, Florida, US.

- Garg, S., & Van Scotter, J. (2011, November). A trait and context model of entrepreneurial behavior. Paper presented at the annual meeting of the *Southern Management Association*, Savanna, Georgia, US.
- Garg, S., & Van Scotter, J. (2010, November). A multilevel perspective on the determinants of Entrepreneurial persistence. Paper presented at the annual meeting of the *Southern Management Association*, Tampa, Florida, US.
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