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IIM INDORE

AlmaMatters

The Planet-1 Newsletter

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VOLUME 5, ISSUE 1

January 2025

IIM INDORE ALUMNI OFFICE

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Chair, Alumni

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Picture Credit: Manoj Chaudhary, Staff, Horticulture Department

Editor's Desk

Dear Alumni,

Greetings!

As we enter the new year of 2025, it is with pride and gratitude that I reflect on the journey of our alumni newsletter, which began its ambitious journey in December 2021. Over these years, this newsletter has grown into a vital bridge connecting our cherished alumni with alma mater and with one another.

From its inception, the newsletter aimed to be more than just a medium of communication; it sought to be a reflection of our shared memories, achievements, and aspirations. Through every edition, we have celebrated your successes, shared stories of impact, and provided updates on the transformative developments at our alma mater under the guidance of Prof. Himanshu Rai, Director, IIM Indore.

This year, 2025, promises more interactive features, alumni highlights, and opportunities to participate in the institute's vision for the future. We encourage you to continue contributing your experiences, accomplishments, and ideas, as they are the cornerstone of this newsletter's success.

On behalf of the Alumni Activities Team, I extend my warmest wishes for a joyous and prosperous New Year. May this year bring you happiness, success, and countless opportunities to shine.

We welcome your suggestions at alumnioffice@iimidr.ac.in to make this newsletter a stronger connection between the institute and alumni. If you have personal or professional updates to share for the next edition, please submit a brief update with your photograph and relevant links. For updates on your mailing address or employment, please write to alumnioffice@iimidr.ac.in with a cc to alumni@iimidr.ac.in.

With warm regards,

Prabin Kumar Panigrahi
Chair, Alumni
IIM Indore

P.S.: Visit <https://www.iimidr.ac.in/alumni/newsletter/> for previous editions of newsletter.

Alumni Talk Series "Wisdom" (प्रज्ञा)

The Alumni Talk Series "Wisdom" (प्रज्ञा) is an invaluable and transformative initiative by the Alumni Office. It brings together the rich tapestry of experiences, insights, and innovations of our esteemed alumni, illuminating the path to success for the IIM Indore community.

This series is not just another set of lectures; it's a gateway to the future. We are privileged to have our distinguished alumni return to share their remarkable journeys, shedding light on the innovations they've crafted, their trailblazing work, and the reimagining of business models. This is the essence of "Wisdom" - a repository of knowledge and inspiration.

We are committed to preserving these pearls of wisdom for posterity. Each session is meticulously recorded and made available on our [YouTube Channel](#). This repository is a treasure trove of knowledge, accessible to all who seek to learn and grow.

Latest Alumni Talks:

Alumni Talk No. 35



Speaker:

Manish Saini

Alumni: PGP Batch 2004-2006

Inventory Operations Specialist, Blinkit

Topic: " Life Beyond 9 to 5: Fatigue to Fitness"

Date and time of the talk:

Saturday, December 14, 2024,

at 4:00pm(IST)

Link to the recorded version of the talk:

https://www.youtube.com/watch?v=ZM0QKsi3_vI

Alumni Talk No. 36

Speaker:

Debarshi Roy

Alumni : PGP Batch 2011-2013

Vice President Products, Credit Saison India

Topic: " Demystifying Digital Lending."

Date and time of the talk: Sunday, December 15, 2024,

at 4:00 pm (IST)

Link to the recorded version of the talk:

<https://www.youtube.com/watch?v=0NjDRgFOLIk>



Alumni Talk No. 37



Speaker:

Javed Khan N

Alumni: PGP Batch 2018-2020

Senior Manager - Data Science,

Risk Consulting Division, Marsh McLennan

Topic: " Modeling Risk in Finance: A Deep Dive into
Quantitative Finance with Career Insights."

Date and time of the talk:

Sunday, December 29, 2024, at 4:00 pm (IST)

Link to the recorded version of the
talk: https://youtu.be/Jq75R0_zsH8?si=JjYfZI8-m2R8HCB

Past alumni talks....

(For recorded alumni talk series videos visit: <https://www.iimdr.ac.in/alumni/alumni-talk-series-wisdom-प्रज्ञा/>)

1. Mr. Rahul Razdan, Batch: PGP 1998 – 2000 Topic: Future trends in the Indian technology industry: Preparing for the challenges ahead.
2. Mr. Siddharth Sethi, Batch: EPGP 2003 – 2004 Topic: Accessing Capital Market: An Entrepreneur's Emotional Journey.
3. Mr. Manvendra Gupta, Batch: PGP 1998 – 2000 Topic: Data and AI for Investment Management.
4. Mr. Satish Kumar, Batch: PGP 1998 – 2000 Topic: Mobility Industry in the Digital Age – Preparing for the future.
5. Mr. Vikas Bansal, Batch: PGP 1999 – 2001 Topic: Building Brand YOU.
6. Mr. Mohit Verma, PGP 1999 – 2001 Topic: Shifting Sands - A Case for Sustainable Financing.
7. Mr. Roopank Chaudhary, Batch: PGP 1999 – 2001 Topic: The World of Human Capital Consulting and Why Everyone Wants a Piece of It.
8. Mr. Kamaldeep Singh Bhatia, Batch: PGP 1999 – 2001 Topic: De-mystifying EdTech: Opportunities for Start-ups.

9. Mr. Naveen Pandey, Batch: PGP 1999 – 2001 Topic: A Career in Sales: From someone who ended there by accident.

10. Mr. Rohit Chawla, Batch: PGP 1998 – 2000, Topic: Indian Banking: Past trends and the future.

11. Mr. Arvind Kanda, Batch: PGP 1999 – 2001, Topic: Doing good AND doing well in the Pharma industry.

12. Mr. Raj Kumar Sharma, Batch: PGP 1999 – 2001, Topic: Digital Transformation in Finance.

13. Mr. Neeraj Joshi, Batch: PGP 2000 – 2002, Topic: "Disruption of Marketing Over Decades: An Insider's View"

14. Mr. Anupam Chakraborty, Batch: EPGP 2007 – 2009, Topic: "Digital Transformation and Innovation - sharing experiences from real life"

15. Mr. Prashant Kumar, Batch: PGPMX 2019, Topic: "Fintech and Digital Highway"

16. Prof. Vamsidhar Ambatipudi, Batch: PGP 1999-2001, Topic: "Applications of ML in the Insurance Sector"

17. Panel Discussion on "Panel Discussion on the Current VC/Angel investment Scenario in India" by Panel Members, Adarsh Sharma (PGP 2009 – 2011) Revenue Lead, FS Life, Dr Preet Pal Thakur (PGP 2005-2007) Co-Founder and Director Glamyo Health, Mr. Shankar Sivan (PGP 2011 – 2013) Investment Professional, Mr. Tushar Agrawal (PGP 2012 – 2014), Partner, Dexter Angels, Dr. Mayank Gurnani (EPGP 2009-10), Programme Director JUMPstart, NUS.

18. Mr. Pranav Agarwal, Batch: PGP 2006-2008, Topic: "Demystifying Crypto: the what, why & how!"

19. Mr. Vivek Bajaj, Batch: PGP 2003-2005, Topic: "How to Build Your Personal Digital Brand to Benefit Your Business!"

20. Dr Preet Pal Thakur, Batch: PGP 2005-2007, Topic: "Entrepreneur's Journey: from Seed to Scale".

21. Panel Discussion on: "Fintech in India: Evolution of Lending in the Digital New Age" by Panel Members, Mr. Pratik Adatia, (PGP 2004-2006), CFO, Ziploan, Mr. Prasad Ajinkya, (PGP 2004-2006), Co-founder and CTO, Homeville, Mr. Amish Dedhia, (PGP 2005-2007), Principal, Chiratae Ventures, and Mr. Kamal Chhabra, (PGP 2008-2010), Business Head (NBFC lending), Caspian Impact Investments.

22. Mr. Hariganesh C, Batch: PGP 2010-2012, Topic: "Career in Mergers & Acquisitions".

23. Mr. Aditya Ghosh, Batch: PGP 2013-2015, Topic: "Introduction to Client Advisory Services: Decoding the Arcane World of Investment Banking and Strategy Consulting".

24. Mr. Karan Barua, Batch: PGP 2014-2016, Topic: "Decoding What Organizations seek in Candidates".

25. Mr. Kumar Abhishek, Batch: PGP 2012-2014, Topic: "Decoding Product Management + How to Get Into PM".

26. Mr. Sudhanshu Kumar, Batch: EPGP 2011-2012, Topic: "Challenges and Rewards of B2B Sales".

27. Panel Discussion under Annual Entrepreneurship Meet, 2023 -Entrepreneurial Journey Lessons Learnt on the Path Shireen Sultana (PGP 2001-2003),Co-founder, kinderPass , Mr.Bhavin Parmar (PGP 2010-2012) Co-founder Vedaroots Pvt Ltd & Trishya Natural and Eco Products LLP,Chanakya Joshi (EPGP 2010-2011) Founder GetConnect.in, Sakshi Agrawal(IPM 2015-2020) Founder Palette and Beyond.

28. Mr. Ankur Shah, CFA, Batch: PGP 2013-2015, Topic: "Introduction to the Venture Capital Ecosystem and Deal-Making".

29. Mr. Debasish Sarkar, Principal - Mergers & Acquisition Technology (PMI, Carveout, Due Diligence) Accenture Strategy, Batch: EPGP Batch 2012-2013, Topic: "Transformational M&A Strategies: How inorganic plays fit into overall corporate strategy".

30. Ms Bhavini Jha, Batch PGP 2016-2018, Portfolio Head-Customer Centricity at Aditya Birla's UltraTech Cement, Topic: "Customer Centricity".

31. Mr. Mosab A. Batch PGP 2015-2017, Deputy General Manager, Wakefit, Topic: "Beyond MBA what does a Generalist do".

32. Mr. Sachin Suresh O., Batch PGP 2013-2015, Associate Director, Deloitte Specializing in AI and Data strategy Consulting, Topic: "Beyond MBA- Career Planning Short, Mid and Long Term".

33. Mr. Rahul Garg, Batch PGP 2014-2016, Principal Product Manager, CareerBuilder/Monster, Topic:" The Product Manager's Playbook: Essential Skills and Strategies for Today's Global Marketplace".

34. Mrs. Shristi Sharan, Batch PGP 2016-2018, Associate Director, Olea Specializing in trade financing and tailored coverage solutions, Topic: "Corporate Banking".

Alumni Achievements

Navneet Kumar Appointed as the Head of Supply Chain Services at Delhivery.



Alumni Name: Navneet Kumar
Alumni: Batch - PGP 2005-07
Company Name: Delhivery

With 17 years of stellar experience in global enterprise sales and leadership roles, Navneet is set to drive innovation and transformation in the supply chain landscape at Delhivery.

Congratulations, Navneet! Here's to shaping the future of logistics.

News from the Campus

IIM Indore continues to excel!



भारतीय प्रबंध संस्थान इंदौर
INDIAN INSTITUTE OF MANAGEMENT INDORE

BW BUSINESSWORLD
Top B-School
Rankings 2024

#5 Among the IIMs

#8 Among all the Indian B-Schools

Redefining Excellence
Driven by
**Innovation,
Impact,
and
Leadership.**

WWW.IIMDR.AC.IN

EFMD EQUIS AACSB ASSOCIATION OF AMBA

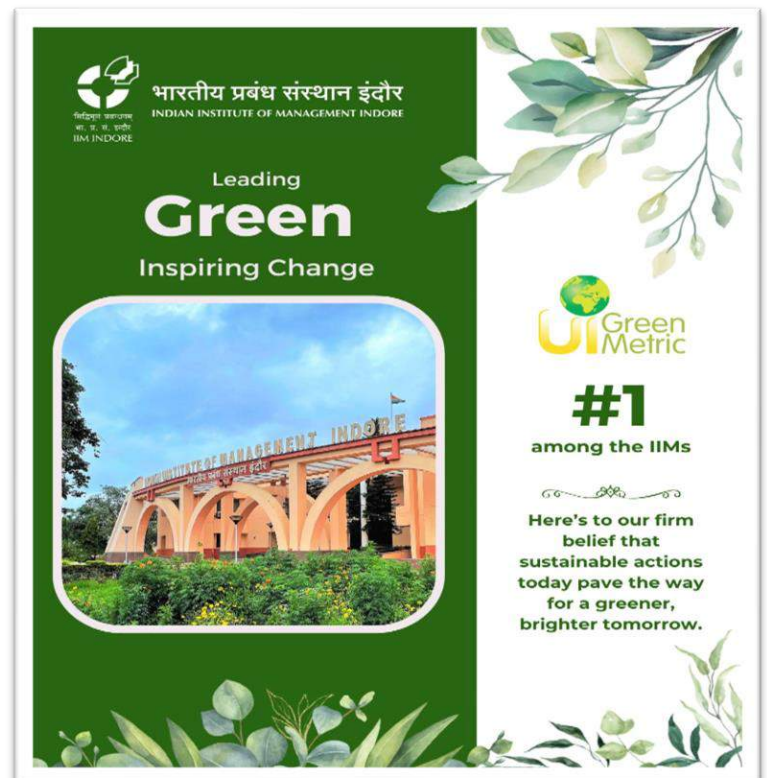
The poster features a collage of images: a group of students in business attire looking at a laptop, and the main entrance of IIM Indore with its distinctive arches. The design includes a blue and red color scheme with a molecular-like graphic at the top.

We are proudly ranked 5th among IIMs in the prestigious BW Business World Top B-Schools Rankings 2024. This achievement highlights our relentless focus on academic excellence, innovation, and shaping future leaders.

Here's to leading with purpose and preserving the planet!

IIM Indore proudly ranks 1st among IIMs and 24th in India in the UI Green Metric Rankings 2024. This achievement reflects our unwavering commitment to sustainability and our vision for a greener, more sustainable future.

Together, let's continue to set new benchmarks and inspire change!



भारतीय प्रबंध संस्थान इंदौर
INDIAN INSTITUTE OF MANAGEMENT INDORE

Leading
Green
Inspiring Change

#1
among the IIMs

Here's to our firm belief that sustainable actions today pave the way for a greener, brighter tomorrow.

UI Green Metric

The poster has a green background with decorative leaf patterns. It features a central image of the IIM Indore entrance. The text is white and green, with the ranking '#1' prominently displayed.

Curious about how IIM Indore shapes future leaders?

Read Prof. Himanshu Rai's views in BW Business World to discover how resilience, adaptability, and real-world learning define our approach to excellence.



Kerala's Year of Enterprises initiative is setting a new benchmark in encouraging entrepreneurship and economic growth.



At IIM Indore, we are proud to contribute to this transformative journey through our detailed evaluation report. Our Director, Prof. Himanshu Rai, presented the report to Shri P Rajeev, Hon'ble Minister of Industries, Law and Coir, Government of Kerala, in Kochi.

Our report mentions that the initiative has driven remarkable outcomes, with 94% of entrepreneurs reporting improved banking support and 91% appreciating fiscal policies.

Together, we continue to champion innovation, sustainability, and progress for Kerala and beyond.

From the peaks of leadership to the depths of wisdom



Join Prof. Himanshu Rai on Mr. Nityanand Misra's podcast as he weaves stories of Management, Sanskrit, Yoga, Mountaineering, and more.

A conversation that inspires, enlightens, and elevates!

At IIM Indore, innovation meets opportunity!

Through the IIM Indore Incubation Foundation, we nurture visionary entrepreneurs with expert guidance, hands-on support, and a robust alumni network. From tech innovations to sustainability solutions, we're shaping the future of start-ups.

Learn more about our entrepreneurial ecosystem:
<https://magazine.qs.com/qs-insights-magazine-24/shaping-the-future-of-entrepreneurship>

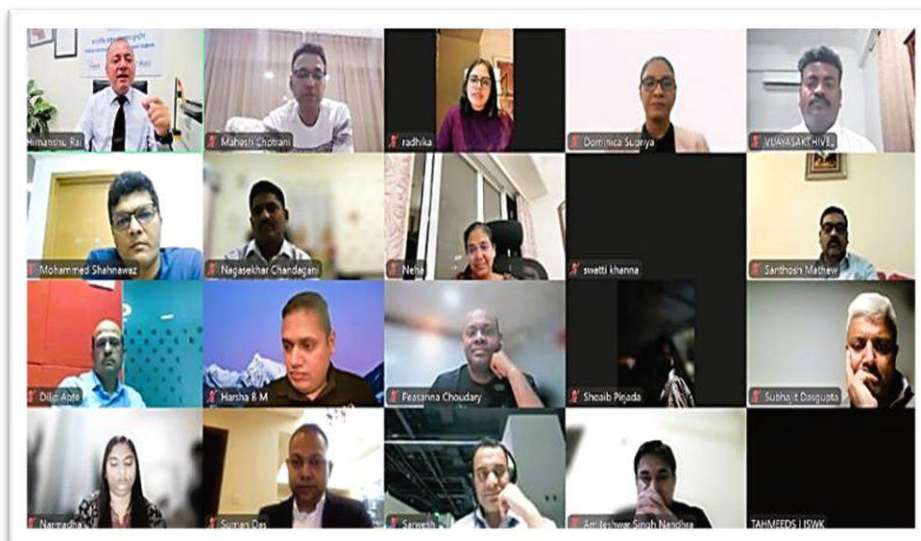


Hear Prof. Himanshu Rai's take on leadership, innovation, and shaping the future at IIM Indore! Tune in for insights that inspire.

[Listen Here](#)



We are delighted to welcome the 18th Batch of our General Management Programme for Executives!



This remarkable group of 19 professionals, with an average work experience of 20.5 years, brings expertise from industries such as Aviation, Automotive, Banking, FMCG, and more, representing Oman, Bahrain, Qatar, Kuwait, and Saudi Arabia.

The batch was inaugurated virtually by our Director, Prof. Himanshu Rai, who shared the powerful "OCEAN" approach—Openness to experiences, Conscientiousness, Empathy, an Attitude of courage, and Never giving up—urging participants to embrace diversity, nurture resilience, and lead with empathy and strength.

Prof. Manish Popli, Programme Coordinator, and Founder Directors of Anisuma Training Institute, Dr. Mahesh Chotrani and Mr. Manohar Punjabi were also present on this occasion. They shared inspiring insights about the programme and welcomed the new batch.

At IIM Indore, ideas and innovation take center stage, and on December 11, 2024, we had the privilege of welcoming 16 exceptional participants from the Higher Defence Management Course (HDMC) of the College of Defence Management (CDM), as a part of their Management Education Tour.

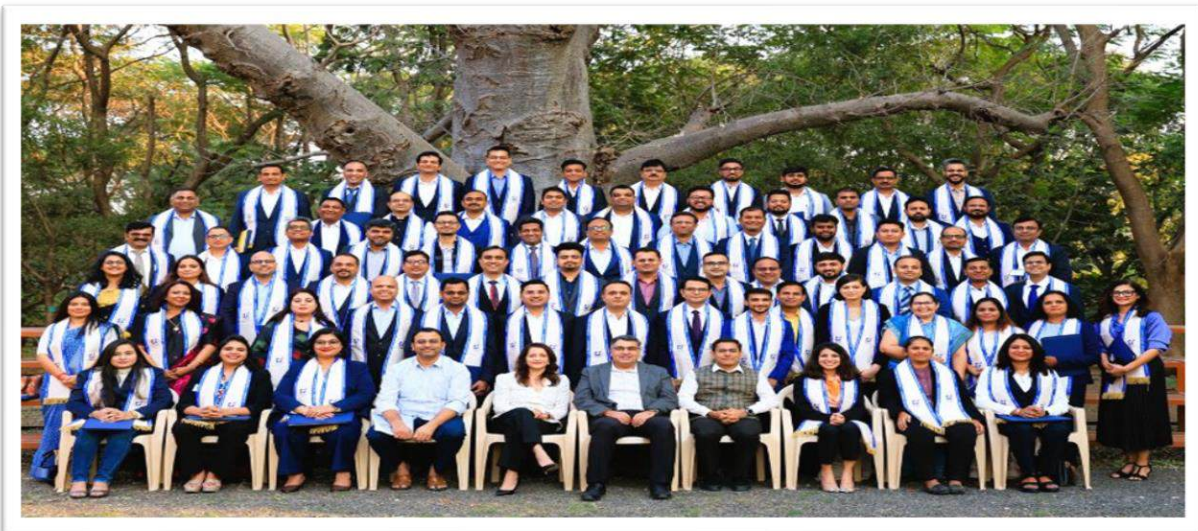
This distinguished group, including Army, Navy, Air Force officers, and international participants from Nigeria and Indonesia, brought a wealth of experience and perspectives to Planet-I.

Our Director, Prof. Himanshu Rai, emphasized leadership, resilience, and the power of collaboration in addressing today's global challenges.



The officers engaged in a dynamic exchange of ideas, reaffirming the value of cross-sector learning. Prof. Shubhabrata Basu, Chair – the Industry Interface Office, welcomed the dignitaries. Col (Dr.) Gururaj Pamidi (Veteran), Chief Officer of Administration, added a personal touch by connecting their visit to the institute's vision of excellence and inclusivity. The highlight was a thought-provoking talk by Prof. Rohit Kapoor, Dean (Planning & Development), who delved into strategies for effective leadership in uncertain times and impactful project management.

Valedictory ceremony for Batch 03 of the Post Graduate Certificate Programme for Emerging CFOs took place on December 12, 2024.



The event was graced by Prof. Prashant Salwan, Dean - Programmes, who congratulated the graduating batch and highlighted the evolving role of CFOs as architects of strategy, innovation, and value creation in today's dynamic business landscape.

The programme coordinators, Prof. Mehul Raithatha and Prof. Debasish Maitra, extended their heartfelt congratulations, reflecting on the participants' incredible journey of transformation. Adding to the occasion, Ms. Sonya Hooja, Co-Founder and Director at Imarticus Learning, commended the batch for their dedication and readiness to drive financial agility and strategic excellence in their organizations. Certificates were presented, marking the culmination of months of rigorous learning, insightful discussions, and leadership development. As we bid farewell to these future-ready CFOs, we celebrate their readiness to navigate complexities, champion innovation, and lead with purpose. Here's to a cohort poised for unparalleled success and impact.

At IIM Indore, we strive to facilitate meaningful dialogues that address critical global challenges.

It was a privilege to host Prof. Vivek Choudhary, Assistant Professor of Information Technology & Operations Management at Nanyang Business School, NTU, Singapore, for an engaging research talk under the IIM Indore Research Seminar Series on December 20, 2024. Prof. Choudhary's talk, titled "To Err is Human: A Field Experiment in Making Prescriptions Safer," highlighted the pressing issue of errors in prescription practices and explored innovative solutions to enhance safety in healthcare. Drawing from a real-world field experiment, his research provided actionable insights into minimizing human errors and improving patient outcomes.



The session was expertly coordinated by Prof. Amit Kumar Vatsa from the Operations Management & Quantitative Techniques area at IIM Indore, encouraging thought-provoking discussions and inspiring actionable takeaways for healthcare and operations management professionals.

What defines a decent living standard, and how can we use data to map and measure it effectively?



Answering these critical questions, Prof. Omkar Patange, Scholar at the Economic Frontiers Programme, International Institute for Applied Systems Analysis (IIASA), Austria, shared his views in his talk as a part of the IIM Indore Research Seminar Series on December 21, 2024.

In his talk, titled "Mapping Decent Living Standards (DLS): A Subnational Analysis Using Demographic and Health Surveys (DHS)," Prof. Patange shared

groundbreaking insights on leveraging data to assess DLS at subnational levels, highlighting the role of evidence-based policymaking in fostering equity and sustainability.

Connecting policy with purpose!

We had the privilege of hosting Dr. Rouhin Deb, Chief Economist for the Government of Assam, India, for an engaging session titled "The Assam Model: Connecting the Dots Between Policy, Research, and Impact." Dr. Deb shared fascinating insights into Assam's innovative governance, diving deep into impactful schemes like the "Orunodoi Scheme" (direct benefit transfers), "Shiksha Setu Axom" (enhancing education), the "Wage Compensation for Pregnant Women in Assam's Tea Gardens", and more.



Coordinated by our faculty Prof. Rayees Ahmad Sheikh, the session was a unique blend of academic rigor and real-world policymaking, sparking rich discussions on the transformative power of research-driven governance.

At IIM Indore, we believe that knowledge-sharing transcends borders and strengthens global collaboration – and thus, we always look forward to hosting delegates beyond borders on campus.

It was a delight to host three Signal Staff Officers from Friendly Foreign Countries, namely, Maj. Sangita Pradhan from Nepal, Maj. Sam Ganimali Maseko from Eswatini, and Capt. Randriamiandrisoa Gaio Julio from Madagascar, at IIM Indore yesterday.

During their visit, they engaged in insightful discussions with our COA, Col. Dr. Gururaj Gopinath Pamidi (Veteran), who shared valuable perspectives on IIM Indore’s leadership initiatives and academic excellence. The visit was coordinated by the Industry Interface Office of IIM Indore.



The officers thoroughly enjoyed their campus visit and were inspired by the vibrant learning atmosphere. At IIM Indore, we remain committed to strengthening global leadership through the exchange of knowledge and ideas that shape a brighter future.

IIM Indore observed Vigilance Awareness Week with unwavering dedication, highlighting the importance of integrity in building a prosperous nation.



The entire IIM Indore community united to take the Vigilance Pledge, committing to uphold ethical practices, fairness, and transparency in all interactions.

Prof. Ranjeet Nambudiri, part-time Chief Vigilance Officer and Dean (Faculty) and Col. Gururaj Gopinath Pamidi (Veteran), Chief Officer : Administration were also present on this occasion.

This year’s theme, Culture of Integrity for Nation’s Prosperity, resonated deeply as the IIM Indore fraternity stood united in their fight against corruption.

Research At IIMI:

Fairness in Healthcare, Now a Reality: Prof. Rohit Kapoor's groundbreaking research along with his co-authors unveils a model that ensures fair and efficient outpatient care.

indore
Indore, Monday, 2 December 2024

HEALTHCARE | Data collected from three multi-specialty hospitals

IIM-I led study proposes model for fair, efficient outpatient care

Atul Gautam
BDO&C

To enhance outpatient care delivery, a joint study by Indian Institute of Management (IIM) Indore, IIM University and IIM Calcutta has introduced a novel model that aims to balance efficiency and fairness in healthcare.

The research, spearheaded by Prof. Rohit Kapoor of IIM Indore, provides actionable insights for hospitals to improve service delivery while ensuring equitable patient treatment.

“Outpatient care, a significant revenue driver for hospitals and a crucial component of timely healthcare access, often grapples with challenges such as patient dissatisfaction and operational inefficiencies. The proposed model addresses these issues using a multi-objective framework that weighs two key factors: the cost of care delivery and patient discontent,” Kapoor said.

The study was conducted through field visits to three multi-specialty hospitals in central India, selected for their longstanding reputation among consumers, socio-economic diversity in patient demographics and accreditation by National Accreditation Board for Hospitals and Healthcare Service Providers (NABH).

Parameters used to frame this model incorporated both patients’ and server’s perspectives. From the patients’ viewpoint, important factors to consider were the waiting time experienced by the patient and the fairness of the service provided.

From the servers’ point of view, important factors to consider were doctor overtime, doctor idle time and the number of patients who were denied care.

Interviews were conducted with the patients to evaluate the quality of service, including waiting times, appointment process, cost of service and clinical outcomes. The basis for selecting the sites included the proportion of capacity for random walk-ins and the average period for the

Transforming post-pandemic healthcare
In a post-pandemic world, the healthcare ecosystem may benefit from exploring this model. It highlights the potential to improve care delivery through a blend of fairness, efficiency and computational optimisation paving the way for a more resilient and patient-centric healthcare system.

Practical applications
The study’s findings offer a blueprint for hospital administrators to make data-driven decisions. For example, administrators can determine ideal appointment times, allocate resources for walk-in patients and develop policies to address patient fairness.

The model’s simulation-based optimisation approach has implications for several hospital settings. By addressing both patient and server’s concerns, the model ensures a patient-centric approach while maintaining operational and economic viability.

decision-makers were factored in. Finally, the study emphasized the balance between achieving the best results and the solution’s efficiency in terms of computational effort and time.

Key features of model include

- Optimized scheduling for outpatient appointments.
- Allocation of capacity for unscheduled walk-in patients.
- Implementing grace periods for late patients to balance operational efficiency with patient satisfaction.
- Policies for handling consistently late patients, such as first-come-first-served treatment for extreme delays.

Benefits for stakeholders

- Patients: Reduced waiting times and improved fairness in service delivery.
- Doctors: Balanced workloads, minimizing idle and overtime periods.
- Hospitals: Improved competitiveness through higher service quality and efficiency.
- Healthcare Administrators: Strategic guidance on resource allocation and policy development.

Field-tested in leading hospitals, this model provides actionable insights to improve service quality and patient experience, making healthcare more accessible and fair in the post-pandemic world.

By balancing cost, patient satisfaction, and provider efficiency, this study, published in the Free Press Journal, revolutionises appointment scheduling, tackles walk-in management, and reduces doctor overtime.

Field-tested in leading hospitals, this model provides actionable insights to improve service quality and patient experience, making healthcare more accessible and fair in the post-pandemic world.

Is paternity leave the next step toward true workplace equality?

Prof. Aditya Billore’s study, published in The Free Press Journal, explores how paternity leave policies can redefine gender roles, attract top talent, and create a culture of support and inclusivity.

Discover why paternity leave is more than a benefit—it’s a smart move for organisations aiming for long-term success.

REDEFINING FATHERHOOD: PL provides strategic benefits in shaping organisational culture and gender equality

Paternity leave is a stepchild of family-friendly policies: IIM-I study

Atul Gautam
BDO&C

The importance of paternity leave as a family-friendly policy (FFP) in fostering gender equality, enhancing organisational appeal and shaping workplace culture is often overlooked, according to a study by Indian Institute of Management Indore.

The researcher, Prof. Aditya Billore, critiques the gendered norms that define caregiving and breadwinning roles, emphasising the potential of paternity leave to redefine societal and workplace dynamics.

The study highlights that majority of family-friendly policies (FFPs) are directed towards women, specifically in India. Firms are hesitant to source precision about supporting employees to ensure the conflict between work and family.

For example, the Government of India, though an amendment had increased the maternity leave entitlement from 12 weeks to 26 weeks in 2017, instead of paying the paternity leave proposed in the same case.

Organisational advantage of paternity leave

Billore argues that paternity leave can serve as a strategic tool for organisations aiming to attract and retain top talent.

“As organisations are paying more effort into attracting and retaining talent, it is essential to be aware of what factors guide the selection of an organisation by its employees. Because applicants possess limited information about an organisation at the time of recruitment, they interpret factors like maternity leave policy as a sign of the

organisation offering paternity leave as a positive signal of organisational values and culture of the organisation. Even small information about the employer that conveys support and commitment to FFPs can substantially influence the perception of value of the organisation by its employees. Thus, the potential of the organisation as a viable place to work is positively affected if the organisation is perceived to be supportive,” the study reads.

The findings suggest that

organisations offering paternity leave are more likely to attract and retain top talent and build a positive workplace culture. Such policies, according to the research, positively influence employees’ perceptions of workplace culture, increase engagement and boost overall productivity.

Beyond recruitment: Broader impacts of FFPs

The study highlights the ripple effects of FFPs like paternity leave. Beyond recruitment, paternity leave can positively influence the perceptions of value of the organisation by its employees. Thus, the potential of the organisation as a viable place to work is positively affected if the organisation is perceived to be supportive,” the study reads.

The findings suggest that

of a firm’s stock. Therefore, offering benefits like paternity leave can attract and retain talent, it might result in a positive spill-over to the other divisions.

Moreover, introducing paternity leave challenges entrenched gender norms and highlights the concept of “working fatherly.” This shift can have profound societal implications, promoting shared responsibility and reducing the stigma around male caregiving.

Addressing employer concerns

While employers are not seen to offer paternity leave because of the cost associated with it, the study argues that this cost can be offset by increased employee engagement and productivity. Firms that have started developing a supportive culture by adopting FFPs can build a sustainable competitive advantage for themselves since it takes time to build a culture. Such initiatives have potential implications for policy change both at the local and regional levels, Billore states.

Call to action

The study concludes that paternity leave is not merely a benefit but a critical driver of organisational and cultural transformation. As India undergoes a slow but significant social shift toward gender equality, organisations have a unique opportunity to lead the charge by adopting and promoting FFPs.

As Billore states, “Culture follows conduct. Organisations can play a pivotal role in redefining traditional, non-inclusive workplace norms and creating workplaces that truly support all employees.”

Ever wondered if skill-based training is the key to better career opportunities?

TIMELY CALL | Evidence-based policymaking needed to ensure sustainable economic growth & workforce development

Workers with formal VET qualifications earn 13% higher wages: IIM-I study

Atul Guzman
Associate Professor

Workers with formal vocational education and training (VET) qualifications earn approximately 13 per cent higher wages than those without VET or those with informal VET, according to a study by IIM Indore.

The study also finds negligible wage differences (around 3 per cent) between workers with no VET and those with informal VET, especially among younger workers.

The research spearheaded by prof. Ajay Sharma and co-researchers Shweta Bahl and Visant Bhat, provides crucial insights into the economic benefits of formal VET and its implications for policymakers addressing labour market challenges.

This study provides compelling evidence for investing in formal vocational training as a means to boost individual earnings and improve the overall efficiency of India's labour market. With India's vast working-age population, these findings are a timely call for evidence-based policymaking to ensure sustainable economic growth and workforce development.

"Our research has important policy implications. As we provide estimates of the returns on additional years spent obtaining VET for various age groups, this can be used for evidence-based policymaking and allocating resources for the schemes directed towards workers in various age groups," Shorruu said.

"Second, based on our findings, we can say that there should be a direct attempt from the policymakers to in-clude workers that opt for in-formal channels of VET, within the formal VET system to enable them to get higher returns in the labour market. Additionally, this is likely to help them in upward occupational mobility as well as help them transition from informal to formal sector jobs."

"Lastly, the mixed results for the younger age groups highlight the need for devising a systematic plan for better SWT policies than what are in place currently" he added.

The findings

- **Sustained Wage Gap Over Time:** Formal VET delivers long-term benefits with the wage advantage growing significantly as workers age. This suggests that the investment in formal VET continues to pay off throughout a worker's career.
- **Limited Benefits of Informal VET for Younger Workers:** While informal VET is prevalent, it provides little to no wage advantage for new entrants (aged 18-24) compared to their non-VET counterparts. However, older workers with informal VET experience some wage gains later in their careers.
- **Skill Mismatch and Youth Challenges:** The study highlights the ongoing skill mismatch in India's labour market with many graduates working in jobs requiring lower educational qualifications. This reflects broader inefficiencies in the school-to-work transition (SWT) system.

Prof. Ajay Sharma's research, along with his co-authors, sheds light on the transformative power of formal vocational education (VET) in India. It reveals that individuals with formal VET earn 13% higher wages than those without it or those relying on informal training. Interestingly, while informal VET shows some benefits for older age groups, it offers no significant wage advantage for younger workers. (Publication in the Free Press Journal).

Congratulations to our Doctoral Programme in Management (DPM) student, Anu Nandal (Batch 2022), on being awarded the prestigious Will Mitchell Dissertation Research Grant by the Strategic Management Society's Strategy Research Foundation (SRF)!

With a generous grant of US\$9,000, Anu's dissertation, titled "Relative Bargaining Power, Discontinuities, and Entropy-Based Ecosystem Evolution: Empirical Insights from the Indian Film Ecosystem," will explore the under-theorized concept of ecosystem evolution.

Focusing on the Indian film ecosystem (Bombay, Bengali, and Telugu), her research delves into how Relative Bargaining Power triggers innovation, how ecosystems adapt to discontinuities, and the role of entropy in ecosystem evolution. Through robust empirical analysis, her work contributes to strategic management, innovation, and creative industries literature, while shedding light on the globally influential Indian film ecosystem. We are proud of Anu Nandal's exceptional achievement and wish her continued success in her groundbreaking academic journey!

Conratulations

Anu Nandal (DPM 2022)

Awarded the prestigious Will Mitchell Dissertation Research Grant by the Strategic Management Society's Strategy Research Foundation (SRF)

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Knowledge Creation

Delve into the transformative impact of yoga on mental well-being with this insightful study by Prof. Himanshu Rai, Prof. Raina Chhajer, and Prof. Chirag Dagar from XLRI Jamshedpur.

The graphic features the logo of the Indian Institute of Management Indore (IIM Indore) at the top left. It includes two portrait photos: Prof. Raina Chhajer on the left and Prof. Himanshu Rai on the right. The title of the research is displayed in a blue box on the right. Below the title, it states 'Published in Mindfulness (SJR-A)' and includes a QR code. Accreditation logos for EQUIS, AACSB, and AMBA are shown at the bottom left, along with the website www.iimdr.ac.in.

Their research explores the benefits of a 10-day yoga intervention on management students, showing remarkable improvements in self-connection, well-being, and sense of agency.

Read the full article, published in Mindfulness (SJR-A), to discover how yoga can enhance mental health in higher education. [Link to article](#)

Delighted to share that the case study, “Pace Control Systems: Investigating People Issues”, co-authored by our alumnus Aditya Gulia (IPM 2017-22) and Prof. Jatin Pandey, has been published in Emerald Emerging Markets Case Studies.

This insightful case delves into the challenges faced by Pace Control Gears, a small-scale enterprise in Sonipat, India, grappling with rising attrition and job dissatisfaction. It explores how human error in quality control led to operational inefficiencies and the implications of these issues on company margins.

This case offers a deeper understanding of lead and lag indicators, the linkage between job performance and job satisfaction, and how to calculate the cost of turnover. It also empowers to design effective solutions to combat high attrition rates and low employee satisfaction—critical skills for future leaders.

[Link to the article.](#)

The graphic features the logo of the Indian Institute of Management Indore (IIM Indore) at the top left. It includes two portrait photos: Aditya Gulia (IPM 2017-22) on the left and Prof. Jatin Pandey on the right. The title of the case study is displayed in a blue box on the right. Below the title, it states 'Published in Emerald Emerging Markets Case Studies' and includes a QR code. Accreditation logos for EQUIS, AACSB, and AMBA are shown at the bottom left, along with the website www.iimdr.ac.in.

Have you ever wondered how businesses in developing countries protect their ideas and innovations?



RESEARCH PUBLICATION

Impact of informal competition on intellectual property strategies: evidence from developing economies

Published in

Knowledge Management Research & Practice
ABDC - A

www.iimdr.ac.in

भारतीय प्रबंध संस्थान इंदौर
INDIAN INSTITUTE OF MANAGEMENT INDORE

Prof. Punyashlok Dwibedy

Logos: EQUIS, AACSB, AMBA

Prof. Punyashlok Dwibedy's latest research, published in Knowledge Management Research and Practice (ABDC - A), dives into how informal competition influences the intellectual property (IP) strategies of firms. Based on data from South Asia, this study reveals that as informal competition increases, firms—especially established ones—are more likely to diversify their IP strategies, applying for multiple types of IP rights to

safeguard their innovations. This research sheds light on strategic IP management in developing economies, offering valuable insights for both businesses and scholars.

[Read here.](#)

How can marketing analytics transform the performance of hotels in today's fast-paced market?

Prof. Abhishek Mishra, along with his co-authors, Prof. Gomaa Agag (Nottingham Trent University), Dr. Anish Yousaf (Nottingham Business School, Nottingham Trent University), and Dr. Insha Amin (Nottingham Business School, Nottingham Trent University), contributed to groundbreaking research in the field of hospitality marketing analytics, published in the International Journal of Hospitality Management (ABDC - A*).



RESEARCH PUBLICATION

How and when do marketing analytics pay off in the travel and tourism industry? The role of marketing agility and fit perspective.

Published in

International Journal of Hospitality Management
ABDC - A*

www.iimdr.ac.in

भारतीय प्रबंध संस्थान इंदौर
INDIAN INSTITUTE OF MANAGEMENT INDORE

Prof. Abhishek Mishra

Logos: EQUIS, AACSB, AMBA

Their study sheds light on the power of dynamic capabilities, marketing agility, and strategic fit in leveraging marketing analytics to drive superior financial and market performance for hotels. With data from 866 hotel managers in the UK, the study reveals how the right mix of tools, employees, and tasks—combined with market turbulence—can make all the difference. This insightful research offers actionable recommendations for hotel managers looking to boost their performance in an increasingly competitive landscape. [Read here.](#)

Is loneliness taking a toll on urban youth?



RESEARCH PUBLICATION

Combating the mental health challenge of loneliness among urban youth: could finding meaning in life and experiencing thriving enhance their well-being?

Published in

BMC
Public
Health

SJR - A

www.iimdr.ac.in

भारतीय प्रबंध संस्थान इंदौर
INDIAN INSTITUTE OF MANAGEMENT INDORE

Prof. Raina Chhajer

EQUIS ACCREDITED AACSB ACCREDITED AMBA ACCREDITED

The graphic features a blue and white color scheme. On the left, it lists the journal 'BMC Public Health' and its SJR-A rating. A QR code is provided for access. On the right, there is a portrait of Prof. Raina Chhajer, a woman with long dark hair wearing a light-colored patterned top. The IIM Indore logo is at the top right, and accreditation logos (EQUIS, AACSB, AMBA) are at the bottom left.

Prof. Raina Chhajer's latest research, co-authored with Prof. Smita Chaudhry from FLAME University and Aarohi Mishra from IIM Ranchi, explores how finding meaning in life can combat loneliness and boost thriving and well-being among urban youth.

Published in BMC Public Health (SJR-A), the study titled "Combating the mental health

challenge of loneliness among urban youth: could finding meaning in life and experiencing thriving enhance their well-being?" reveals that nurturing a sense of purpose positively impacts social, emotional, and psychological well-being. The findings highlight the need for programmes by educational institutions and mental health agencies to help youth discover meaningful activities to thrive in today's fast-paced urban world. [Read here.](#)

Our students' efforts have caught the eye of none other than Indian football legend Mr. Sunil Chhetri!



In a special message, he recognized the spirit of our India vs. France Students Showdown held recently, and the powerful cause it championed—stopping violence against women.

At IIM Indore, we believe in using every platform, including sports, to drive meaningful change. Thank you, Mr. Sunil Chhetri, for your words of encouragement and for inspiring us to keep pushing boundaries—on and off the field. Here's to more wins for equality and progress!

Embracing the wisdom of Gita Jayanti (11 December), IIM Indore gathered in unity to chant the profound verses from Chapter 12, delving into the essence of Bhakti Yoga.

Guided by our Director, Prof. Himanshu Rai, we reflected on Swadharma and the importance of aligning with truth to make righteous choices. Mr. Pravesh Vaishnav added depth with his insights into the Gita's timeless teachings.

This celebration was a reminder to embody spirituality in every aspect of life, aligning with eternal wisdom for a harmonious and purposeful journey.



At IIM Indore, we're rooting for a greener tomorrow!



On World Soil Day (5 December), we planted the seeds of change—because growth starts from the ground up. Let's leave a legacy of sustainability and nurture a future that's truly evergreen.

Our basketball court is back in action and ready to net some wins!



Prof. Himanshu Rai, Director, IIM Indore, inaugurated the dazzlingly renovated basketball court today, with students already dribbling into the excitement.

At IIM Indore, we believe in creating top-tier facilities where passion meets performance. Here's to slam dunks, sharp shots, and nothing but net!

And we're on the front foot already!

Our Director, Prof. Himanshu Rai, Director, IIM Indore, officially inaugurated the Cricket Champions Trophy on December 17, 2024. He encouraged the teams with inspiring words and extended his best wishes for an exciting and spirited tournament ahead.

This year, we've hit it out of the park with a record-breaking 24 teams—featuring players from both faculty and staff—all set to battle it out on the field. The matches will run till January 5, promising non-stop action, epic innings, and unforgettable moments.

At IIM Indore, sports is a game-changer, bringing our community together for fitness, fun, and friendship. Let's gear up for glory and make this a season to remember!



On 23 December, IIM Indore got extra cheesy as our Director, Prof. Himanshu Rai, inaugurated the all-new Domino's Pizza outlet on campus!

Whether it's late-night study fuel or a reason to celebrate, we now have another way to bring the community together.

And here's the topping we're most proud of—pizzas will be delivered across the campus on e-bikes, keeping it hot, fresh, and sustainable!

Because at Planet-I, it's all about great vibes, great taste, and great choices—one slice at a time.



Announcements

Empower your teaching. Elevate your research. Transform your impact.

IIM Indore's Faculty Development Programme 2025 offers a unique opportunity to refine your teaching methods, master research skills, and drive meaningful change in management education.

This 5-week immersive journey equips you with modern tools and techniques to excel as an educator and researcher.

Your growth begins here!

Admissions Open: Applications close on March 10, 2025.

[For more details visit](#)

For information, connect:

Email: fdp@iimidr.ac.in

Tel.: +91 731 2439 745 / 726

Take the next step toward academic excellence.

What's your New Year resolution?

Is it to level up your career, enhance your leadership skills, or dive into a new field of expertise?

Whatever your goal is, IIM Indore has got you covered with our diverse range of Management Development Programmes starting in January 2025!

Whether it's building strategic leadership, mastering business analytics, or excelling in supply chain management, we have the perfect course for you.

Start the year with knowledge and growth that takes you further in your career. Explore our courses and take the first step toward your success [here](#)

Upcoming Executive Programmes

IIM Indore is at the forefront of providing carefully curated programmes that cater to the needs of executives. We help Executives gain new perspectives in an increasingly complex business environment. Our courses deliberate relevant real-world business challenges, and we keep on evolving them with world trends. We impart learning which provides immediate value and impact on the organizations. Executive Education Programmes at IIM Indore consist of a wide array of offerings carefully designed to meet your specific needs. The programmes are conducted at our campuses in Indore and Mumbai, online through technology-enabled platforms, and at specified client locations. We have a diverse portfolio of on-campus and online Executive Education Programmes for working professionals at different levels. Please explore the programmes listed below to find the programme which suits your requirement.

[Customized Programmes](#)

[Short Duration Programmes \(Online and On-campus\)](#)

[Long Duration Online Programmes](#)

[Executive Programmes in UAE](#)

[General Management Programme for Executives \(GMPE\)](#)

[Virtual Learning Programme for Executives \(VLPE\)](#)

[Certificate Course in Business Management for Defence Officers](#)

[Faculty Development Programme \(FDP\)](#)

Visit: <https://www.iimidr.ac.in/executive-programmes/> for more details.

For more information or assistance, please contact:

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