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IIM Udaipur Hosts Research Day 2025: A Celebration of Scholarly Excellence



IIM Udaipur successfully hosted **Research Day 2025**, showcasing impactful research and fostering academic exchange. The event was inaugurated by **Prof. Anirban A.**, highlighting the institute's commitment to research excellence.

Keynote addresses were delivered by **Prof. Allan Bird**, Professor, Goa Institute of Management, who spoke on "*Context Matters: Tending a Garden While Not Getting Lost in the Weeds*", and **Prof. Sumit Agarwal**, Low Tuck Kwong Distinguished Professor, National University of Singapore, who presented on "*Household Sustainability*."

The day featured insightful sessions chaired by **Ms. Rachita Garg, Ms. Kanika Pande, Mr. Divyansh Tripathi, Prof. Pradeep K.P, Prof. Elizabeth Rose**, and **Mr. Lalbabu Nishad** from IIM Udaipur.

Research discussants and expert commentators included **Prof. Samarpan Nawn, Prof. Elizabeth Rose, Prof. Marc Gruber (EPFL), Prof. Shaleen Gopal, Prof. Shreya Biswas (BITS Pilani), Prof. Pradeep Hota, Prof. Radha Ladkani (IIM Indore), Prof. Subodha Kumar (Temple University)**, and **Prof. Sreejith Krishnakumar**.

Scholars from IIM Udaipur, IIM Calcutta, IIM Ranchi, IIM Bangalore, IIM Lucknow, and Florida Atlantic University presented papers across themes like IPO investments, EdTech, business group evolution, trade credit, sustainable innovation, and internet connectivity's impact on STEM education.

Panel Discussion at IIM Udaipur: Rethinking Inclusion in India's Growth Story



Panelist
Prof. Dipankar Gupta
 Eminent Sociologist and Public Thinker

PRICE



Panelist
Dr. Shamika Ravi
 Member, Economic Advisory Council to the Prime Minister

PRICE



Panelist
Mr. Nikhil Prasad Ojha
 Partner, Bain & Company

PRICE



Moderator
Prof. Saurabh Gupta
 Indian Institute of Management, Udaipur

PRICE



IIM Udaipur was honoured to host a distinguished panel featuring **Prof. Dipankar Gupta** (Eminent Sociologist), **Dr. Shamika Ravi** (Member, Economic Advisory Council to the Prime Minister), and **Mr. Nikhil Prasad Ojha** (Senior Partner, Bain & Company) for an insightful discussion on **“How Inclusive is India's Growth in the 21st Century?”**

The panel offered diverse and thought-provoking perspectives on the evolving landscape of India's economic development and social transformation.

Dr. Shamika Ravi emphasised that India's economic progress is not automatic—it is the outcome of deliberate, well-crafted policies that have significantly reduced poverty and improved human development indicators. She highlighted the transformative impact of targeted reforms, especially in boosting **women's labour force participation**, while underscoring the need for **industrialisation and job creation** to match rising aspirations.

Mr. Nikhil Ojha shed light on **shifting income distribution trends**, noting the growing middle class and its influence on **changing consumption patterns**. While consumer spending has increased, he pointed out that growth remains uneven across sectors, and **regional disparities in job creation** could potentially pose challenges to social stability. He stressed the importance of balanced and inclusive policy measures to drive equitable growth.

Prof. Dipankar Gupta explored the **interplay between caste, class, and economic mobility**, highlighting how urbanisation and economic shifts have begun to reshape traditional hierarchies. While caste continues to have social significance, its role in determining economic outcomes is evolving. He advocated for greater investment in **research, innovation, and entrepreneurship** to sustain inclusive growth.

The session concluded with the shared understanding that for India's growth to be truly inclusive, it must bridge **regional and social disparities**, generate employment opportunities, and ensure that economic gains translate into **broad-based development**.

From Chalkboards to Change Agents: Empowering Educators Faculty Development Program 2025 at IIMU



With a commitment to driving education, innovation, and research, IIM Udaipur successfully launched its **2nd Faculty Development Program (FDP)**, hosted by the **Centre for Teaching and Learning (CTL)**.

Held under the theme "**Empowering Educators: Innovation in Teaching and Learning**," the program brought together **40 participants from across India**, fostering insightful discussions on modern pedagogical practices.

The **inaugural address** by **Prof. Anirban Adhikary, Dean – Faculty & Research**, set the stage with thought-provoking insights on integrating innovation and technology in education.

Over the course of **three dynamic days**, participants explored innovative teaching methodologies, exchanged ideas, and engaged in interactive discussions—reinforcing a culture of continuous learning and academic excellence.

The FDP provided a collaborative platform for educators to embrace **cutting-edge pedagogical approaches** and elevate the teaching-learning experience in management education.

Empowering Sustainability: IIM Udaipur Hosts PhD Course on Agri-Fresh Food Supply Chains



IIM Udaipur successfully conducted a PhD-level course on **Sustainable Agri-Fresh Food Supply Chains** under the prestigious **SPARC initiative**, from **February 4th to 8th, 2025**. The course was led by esteemed faculty members — **Prof. Amrik Sohal**, **Prof. Ananya Bhattacharya** (Monash University, Australia), and **Prof. Kirti Mishra** (IIM Udaipur). It provided a comprehensive exploration of sustainable supply chain management practices for agri-fresh produce.

The course was further enriched by a special guest session from **Mr. Neeraj Yadav, District Development Manager, NABARD Udaipur**, who shared key insights on **“The Role of NABARD in Agri Supply Chains in India”**, offering participants a practical perspective on the institutional support driving sustainable agriculture in the country.

Art Meets Leadership: A Transformative Evening with Padma Shri Geeta Chandran at IIMU



IIM Udaipur was honored to host **Padma Shri Geeta Chandran**, renowned Bharatanatyam exponent, for an enriching session on **managing performance anxiety**, followed by a **captivating dance performance** that left the audience spellbound.

In her talk, Ms. Chandran emphasized that **true joy in the process removes anxiety**, underlining the value of **discipline, practice, and patience**. She shared that her students dedicate over a decade to rigorous training before performing, highlighting the **importance of perseverance and inner calm**.

She passionately advocated for integrating the arts into everyday life—not for validation, but as a source of **joy, mindfulness, and stress relief**. Encouraging a balanced lifestyle, she urged students and parents to embrace extracurricular pursuits as essential for **holistic well-being**.

Her performance brought alive the symbolism of **Nataraja**, the cosmic dancer, portraying the harmony of movement, rhythm, and leadership. Her profound message resonated deeply—art is not just expression but a way of life.

IIM Udaipur becomes first IIM to initiate campus expansion in PPP mode



Indian Institute of Management Udaipur has become the country's first IIM to initiate campus expansion in public-private partnership (PPP) mode. The initiative, under the design, build, finance, operate and transfer (DBFOT) model, will see private firms building and running infrastructure on the IIM Udaipur campus. The move, which aims to meet the growing demand for accommodation and executive education facilities, will be executed by selecting a private concessionaire to design, finance,

construct and manage the facilities for 30 years, after which all the facilities will be handed over to IIM Udaipur.

The institute will oversee the project through a dedicated monitoring committee while retaining control over food services, utilities and overall project governance. In 2023, the ministry of education encouraged higher education institutions, including the IITs and IIMs, to build infrastructure (classified as social infrastructure at educational institutes) under the PPP model using the viability gap funding (VGF) scheme of the Department of Economic Affairs. For starters, three institutes—IIM Udaipur, IIT Madras and IIIT Hyderabad—received approval for the PPP model in end-2024. However, IIM Udaipur has been the first off the block by floating the tender for bidding. “The bidders will be required to bid for the VGF amount and the lowest bidder will get the contract. About Rs 30 crore has been approved by the Department of Economic Affairs for the Rs 100 crore project,” Ashok Banerjee, director of IIM Udaipur, told ET. The annual escalation in tariff would be 8% every two years, he said. “Ten developers showed interest during the pre-bid meeting,” he added.

Under the PPP model, the private sector partner finances the project upfront, provides services and manages operations. Revenue is generated through user fees while the ownership of the assets remains with the institution. The PPP model has been successfully implemented in various sectors including airports and is known for increasing efficiency, improving service quality and accelerating infrastructure development. At IIM Udaipur, the financial structure includes user charges where regular MBA students will pay an annual accommodation fee, while married PhD students will have a separate rental structure; executive hostel fees where the institute will pay the private concessionaire an annual operational fee per room. IIM Udaipur's residential infrastructure project includes student hostels (three residential blocks featuring 150 rooms), married student housing for PhD students, executive hostel and a dining hall.

Faculty Achievements:

Professor Ranojoy Basu's Research Paper titled "Fair Profit Division." has been accepted for publication in the Journal of Optimization Theory and Applications



Title: Fair Profit Division

About Research Paper: We present a cooperative game theoretic approach to fair division of profit generated by overlapping teams of workers. We argue that unlike the standard notion of efficiency, individual shares must exhaust the sum of worths of all coalitions in this setting. We show that utilising the Shapley value through a suitably constructed characteristic function to account for this feature is unlikely to be practically acceptable. Instead, we directly use this no-wastage condition (we call it 'extended efficiency') to completely characterize two solutions of the fair division problem that satisfy monotonicity and

symmetry.


Co-author: Conan Mukherjee

Professor Ranojoy Basu's Research Paper titled "Fair Profit Division." has been accepted for publication in the Journal of Optimization Theory and Applications


Prof. Debanjan's co-authored paper has been accepted for publication in the Journal:
Applied Stochastic Models in Business and Industry

"Reliability Analysis of Load-Sharing Systems Using a Flexible Model With Piecewise Linear Functions"

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CONGRATULATES
PROF. DEBANJAN MITRA
Faculty:
Operation Management, Quantitative Methods and Information Systems



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Title: Reliability Analysis of Load-Sharing Systems Using a Flexible Model With Piecewise Linear Functions

About Research Paper: Load-sharing systems are structures where the total load on the system is distributed among the components within the system; some common examples are central processing units of multi-processor computers, cables of suspension bridges, valves in hydraulic systems, kidney system in humans etc. When one or more component within a load-sharing system fails, the surviving components experience extra load that leads to an increase in their probability of failure. The literature on load-sharing systems focuses predominantly on parametric

statistical modeling which may sometimes be prohibitive due to the assumptions made regarding the underlying component lifetimes. In this paper, we develop a flexible and data-driven model that is weakly parametric, for analysing load-sharing data. The proposed model does not make strong assumptions on the component lifetimes; instead, it uses piecewise linear functions to approximate the cumulative hazards of the component lifetimes in successive stages of component failure within the system. We discuss various important reliability characteristics under the proposed model. We give examples based on real datasets where the proposed model provides better fit compared to the existing models for load-sharing systems that have been used recently.

Co-author (s): Shilpi Biswas and Ayon Ganguly (Indian Institute of Technology Guwahati)

Journal: Applied Stochastic Models in Business and Industry.

Digitally Enabled Customer-Centric Ecosystems (DEC Ecosystems)

EC By Express Computer — On Jan 6, 2025

GUEST BLOGS ARTIFICIAL INTELLIGENCE



By Professor Avijit Raychaudhuri

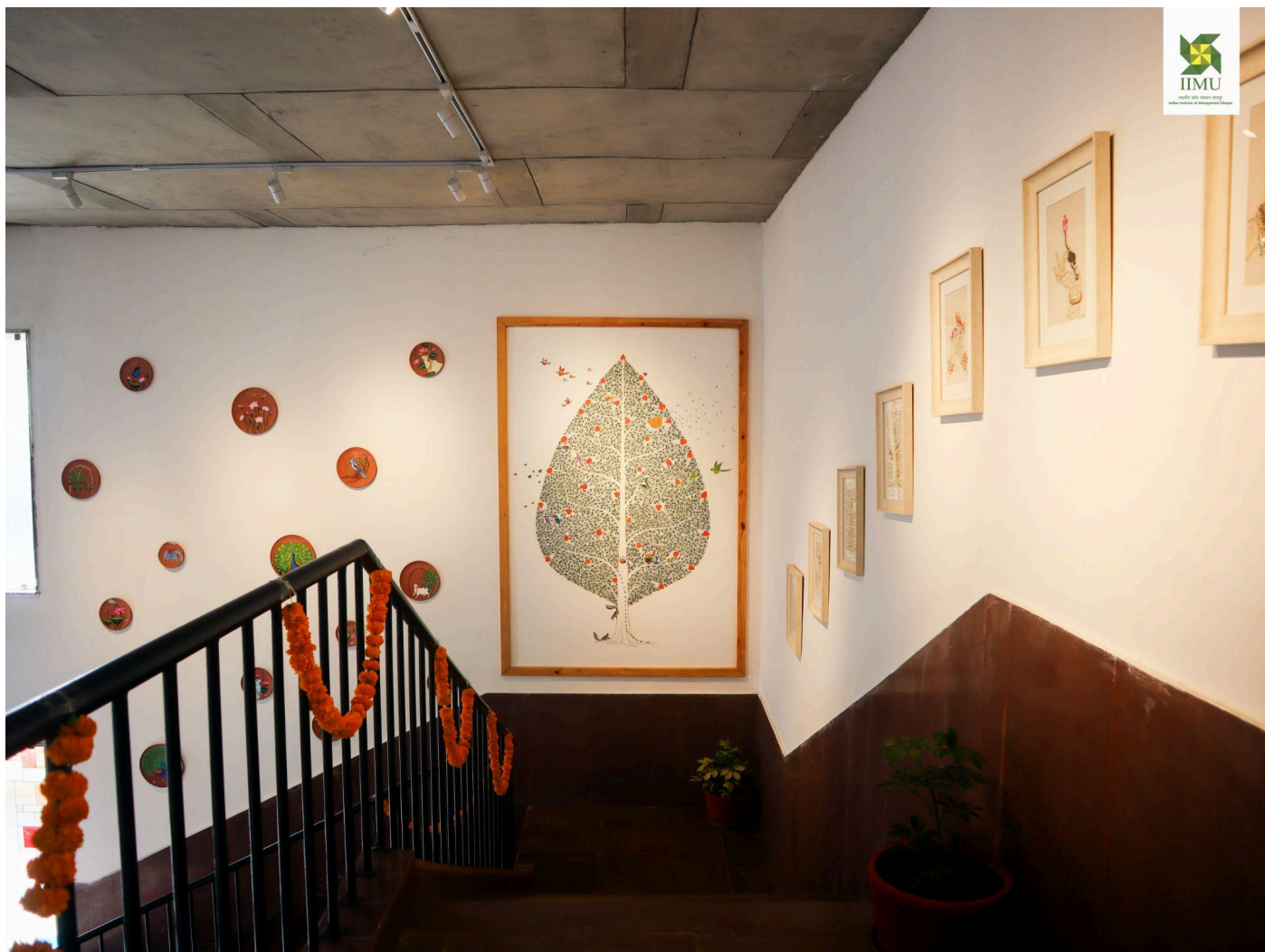
Digitalization has blurred the boundaries between product and service companies, leading to a rise in XaaS (“anything-as-a-service”) models—like Johnson Controls’ Net Zero Buildings as a Service. This “servicization” impacts customers across their purchase journeys, involving multiple providers—from discovery to fulfillment. For instance, choosing a restaurant today involves reading reviews on Zomato and planning transport via Ola or Uber.

This ease of switching providers has weakened traditional customer loyalty, giving rise to dynamic, digitally connected networks of companies—what I term Digitally Enabled Customer-Centric (DEC) Ecosystems. These ecosystems link firms through customer bases rather than formal contracts, creating support systems that amplify network value without vertical consolidation.

Success in the digital era hinges on ecosystem participation by design. Companies must measure DEC ecosystem reach—their ability to generate revenue across shared customer networks. However, strategic data sharing is vital for these ecosystems to thrive, raising concerns around privacy, access control, and security.

India must build frameworks to govern such data sharing, incentivize ecosystem-driven offerings, and encourage research on integrations with systems like Aadhaar, UPI, and ONDC. DEC ecosystems, not super-apps alone, will define future competitiveness. For Indian industry and policymakers, fostering these ecosystems is crucial in the evolving digital business landscape.

Photo Corner



**"Inauguration of the Visitor Lounge, showcasing traditional art and a warm, welcoming
ambiance"**



About IIM Udaipur

IIM Udaipur is well on its way to becoming a globally recognised B-School. It has broken new ground by focusing on world-class research and transforming students into tomorrow's managers and leaders. The Institute arrived on the global education stage by securing accreditation from the AACSB (Association to Advance Collegiate Schools of Business) in merely eight years of its establishment. With this accreditation, IIM Udaipur is counted in the same league of global institutes, such as Harvard Business School, Wharton School at the University of Pennsylvania, and the MIT Sloan School. IIMU has been listed on the Financial Times (FT) Global MIM Ranking 2024 for the 6th consecutive year, making it the only IIM to have achieved this feat. In the QS Global MIM Ranking 2025, IIM Udaipur stands as the 6th highest-ranked IIM and continues to maintain its listing for the 6th year in a row, reinforcing its global standing. Notably, it is also the youngest B-School in the world to be featured in both rankings. Additionally, IIM Udaipur ranks 4th in India for research in management, according to the UT Dallas methodology, which tracks publications in leading global journals, showcasing its excellence in academic research.



For Media Queries, please contact

Manmohan Singh Rathore

+91 97998 90806

manmohan.rathore@iimu.ac.in

www.iimu.ac.in

