



A QUARTERLY NEWSLETTER of DOMS, IITM

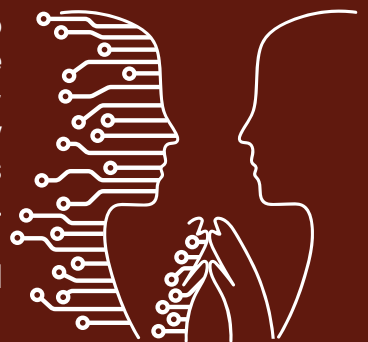


### Call for Contributions – Next Edition (Q4) Theme

#### **Agentic AI & Autonomous Systems: Next-Gen Human–Machine Collaboration**

We invite faculty, research scholars, students, and alumni to contribute to the upcoming edition of our newsletter on the theme “*Agentic AI & Autonomous Systems: Next-Gen Human–Machine Collaboration.*” This edition aims to explore how intelligent, autonomous systems are evolving from passive tools to active partners in decision-making, creativity, and innovation.

We welcome **articles, thought pieces, reflections, and research insights** that examine the opportunities and challenges of human–AI collaboration across academia, industry, and society. Reflections on the ethical, social, and managerial implications of agentic AI in real-world contexts are also welcome.



# DOMS IITM HIGHLIGHTS

## DOMS IITM RANKED 13<sup>th</sup> IN THE NIRF 2025 LIST OF MANAGEMENT INSTITUTES ACROSS THE COUNTRY!



This remarkable achievement is further complemented by **IIT Madras retaining the 1<sup>st</sup> position in the NIRF 2025 overall category** – reinforcing its longstanding reputation for academic and research excellence.

DoMS, IIT Madras, has always strived to echo this reputation through enhanced modes of learning, quality-oriented research, experienced faculty, and a commitment to continuous improvement.

As we move toward even greater heights, let this milestone stand as a promise of better prospects and continued progress in the future.

# FACULTY SPOTLIGHT

## WHAT IT'S LIKE TO BE A TEACHER AND HOW ONE SHOULD ASPIRE TO BE ~ AN INTERVIEW WITH PROF GS

**Prof. G. Srinivasan**

**You have spent decades shaping young minds at IIT Madras. What first drew you to teaching, and what keeps that passion alive even today?**

It is difficult to pinpoint what exactly drew me to teaching. By the time I finished engineering, I had already decided to pursue a PhD, and I somehow knew IIT Madras would be the place. That decision naturally led me into academics.

Even during my college days, I was the person around whom study groups formed. I enjoyed explaining concepts to friends and seeing them understand things more clearly. I still remember when we had an Operations Research elective open to students from all branches. Because I knew many of them, I found myself informally teaching after class, almost like a second instructor. Looking back, that was the starting point. The spark that began in those small study circles gradually turned into a lifelong passion for teaching



**How has your idea of being a teacher evolved from the early years of your career to now?**

Like most teachers, my early years were about mastering content and ensuring that students could follow every concept. At that stage, you are close in age to your students, so the relationship feels friendly and personal.

As time passes, that relationship matures. You begin to see yourself as a mentor who helps students go beyond textbooks and think independently. Later still, you connect teaching to the world beyond the classroom, linking theory to practice and research to relevance. Over the years, the role evolves from transmitting knowledge to facilitating growth. That, to me, is the true evolution of a teacher.

“

***Interview with Prof. GS***

***Recipient of  
Teacher's Excellence Award  
2025***

”

**Interview by K. R. Subisha, PhD Scholar**

**You have taught courses ranging from Fundamentals of Operations Research to Supply Chain Management. Which course has been closest to your heart, and why?**

Every course has offered something special, but Operations Research has always been closest to my heart. It defines my academic identity, and perhaps my students also recognize me most for it. My doctoral advisor, Prof. T. T. Narendran, was an extraordinary teacher. Much of my own teaching style is modeled after his. I learned from him not only how to teach but also how to connect with students as a person.

Writing my textbook was a natural extension of that journey. It allowed me to combine teaching and research, and also fulfilled a personal promise to my father, who always wanted to see me publish a book. In many ways, Operations Research is not just a subject for me; it is part of my life story

**What do you enjoy most about standing in front of a classroom – the act of teaching itself or watching students make connections on their own?**

In the early years, the greatest joy came from interaction with students – the energy, the discussions, and the laughter after class. As you grow older, that joy deepens into something quieter: the satisfaction of seeing students connect ideas and mature in their thinking.

A student once reminded me of a simple truth. I was saying that students seem to change every year, and he said, “Students are always twenty-one; you are the one getting older.” That captures how a teacher’s perspective changes with age. There are three phases in a teacher’s life. In the first, students are like friends; in the second, they are mentees; in the third, they are like your own children. When the age of your students begins to match that of your children, the relationship transforms completely. It becomes gentler, more patient, and more human.

**What is your strategy for teaching complex subjects (e.g., Operations Research) to students from varied backgrounds?**

I owe this approach to my mentor. I learned early on that a good numerical example is the key to understanding. Most students respond well when quantitative reasoning is grounded in something concrete, so I always begin with an example, solve it, and then move to the theory.

Many students have told me, “You explain through examples first.” That works because it builds intuition before abstraction. When I was writing my book, I spent considerable time choosing the right examples to illustrate each concept. Through these simple, relatable problems, even difficult theories become accessible.

**Do you remember a particular classroom moment or student interaction that reaffirmed your love for teaching?**

There have been many such moments, both inside and outside the classroom.

Every time a student writes years later to say that a course changed how they think or that they still apply something I taught, it feels deeply rewarding. Those moments remind me that teaching is a continuing dialogue, not a one-time act.

**Over the years, how have students changed in their curiosity, learning style, or expectations from teachers?**

The biggest realization is that it is we who grow older; students remain the same age. Yet their context has changed.

In the early years, most engineering students were oriented towards higher studies, often pursuing MS or PhD degrees. They were deeply conceptual and inquisitive, learning for the joy of learning. Later, when I began teaching MBA students, the motivation shifted. Many were career-focused, looking for skills that would help them secure jobs.

Today students are quicker and more resourceful, but also more pressed for time. The teacher's role has shifted from being a source of knowledge to being a curator of learning experiences.

**As technology transforms learning, what timeless qualities should students still cultivate to truly learn well?**

Technology is wonderful, but it changes the texture of learning. When lectures are recorded, a certain informality disappears; you become more cautious about examples or

anecdotes. Classroom learning allows spontaneous discussion, humor, and debate.

So while digital tools are valuable, students should not lose the habit of being present – writing, listening, and questioning. Learning is not just accessing content; it is engaging with ideas in real time. The ability to sit, listen, think, and take notes is still timeless.

**When you mentor research scholars, what do you find more important to nurture – technical rigor, curiosity, or perseverance?**

All of them. A senior professor once told me a word that captures it well: conquer. He said, "Whether you teach a subject or research a topic, learn to conquer it." Conquering something requires curiosity, hard work, intelligence, perseverance, and working together. A good researcher must embody all these qualities in balance.

**What attitudes/small habits have you observed who go on to do exceptional work?**

Clarity and focus. These two qualities distinguish those who achieve lasting success: clarity about what they want to do, and focus on doing it well, even when progress is slow.

**What was the inspiration and difference between writing your widely adopted books in colleges and your teaching?**

There is a personal story behind that. When I went abroad for a year in 1997, my father said, "You are a professor now; you should write a book. Write one page a day and you will have a

manuscript when you return.” I wrote twenty-five pages. Five years later, on his seventieth birthday, he asked again, “Will I be able to see your book completed?” That moment stayed with me.

Around the same time, IIT Madras began recording courses for NPTEL, and I asked to record mine. Both events converged: my father’s wish and my teaching journey. I completed the book in two and a half years, submitted the draft in 2005, and it was published in 2007. When I gave my father the first copy, he turned a few pages and said, “I’m happy.” That remains the proudest moment of my career.

**Which makes a great teacher: Subject mastery, genuine empathy, or the ability to deeply inspire students’ curiosity?**

All three, certainly, but if I had to emphasize one it would be empathy. Every student needs to feel that the teacher genuinely cares. When students sense that, they respond with trust and affection. Mastery and inspiration follow naturally from that bond.

**What is your single most important piece of advice for new faculty?**

Be patient, be humble, and find joy in the classroom. Do not rush to measure your impact. Teaching matures slowly; it grows deeper with time. Read, reflect, observe others, and stay open to learning. Above all, care about your students as people, not just as grades.

**You have guided countless students through both classroom learning and research. What do you hope your students carry forward from you beyond academics?**

I hope they remember me as someone who cared for them as a teacher and a friend. I was involved in guidance and counseling at IIT Madras for several years, and that experience taught me that emotional well-being is as important as academic success. If my students can look back and feel that I stood by them when it mattered, that would be the legacy I value most.

**Finally, if a student were to ask you, “How can I aspire to be a teacher like you someday?”, what would your answer be?**

I would tell them not to imitate anyone. Teaching should come naturally. If it feels authentic, that is your starting point. Follow it with honesty, humility, and hard work, and your own style will emerge. In the early years you may walk behind someone, but eventually you find your own path. I have told my own children the same thing: do not model your life after anyone’s, even mine. Make mistakes, learn from them, and shape your journey. What matters is how you recover from those mistakes and keep moving forward.

**“I am happy this came at a good time. Many people say an award motivates them to do better, but at this stage, I simply wish to continue doing what I have always done, with the same honesty and affection. I am nearing the last stretch of my journey at IIT Madras, and I want to finish it gracefully.”**

# ALUMNI SPOTLIGHT

## MR. PARAM PUNEET SINGH

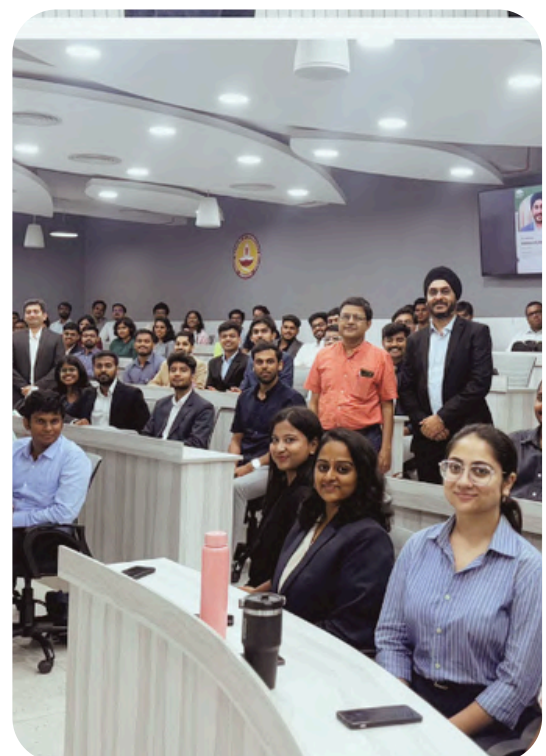
**Managing Director – Strategy & Consulting Global Network and Change Management Practice Lead (India), Accenture**

DoMS IIT Madras hosted its first alumni interaction of the year with Mr. Param Puneet Singh (**Batch of 2008**), Managing Director – Strategy & Consulting Global Network and Change Management Practice Lead (India), Accenture, on August 2, 2025.

With more than 15 years of global consulting and transformation experience, Mr. Singh engaged with the second-year MBA students in an interactive session that blended career learnings with real-world insights.

He spoke about his journey from DoMS to leading large-scale strategy and change initiatives across industries, emphasizing the importance of adaptability, resilience, and continuous learning in today's fast-changing business environment.

The session facilitated by the Alumni Committee not only offered a window into the consulting world but also highlighted how DoMS alums are creating meaningful impact on a global stage. Students found the discussion inspiring and thought-provoking, as it provided practical perspectives on navigating transitions, embracing challenges, and preparing for leadership roles.



# ALUMNI SPOTLIGHT

## MR. GAURAV SAWHNEY

**Director - Treasury Head of Models  
& AI Strategy & Finance  
Transformation, Barclays**

DoMS IIT Madras was delighted to host Mr. Gaurav Sawhney (**Batch of 2008**), Director at Barclays, London, for an engaging alumni interaction session on August 8, 2025.

With over 15 years of rich experience across leading global financial institutions, including Goldman Sachs Mr. Sawhney has led critical roles in treasury, risk, and capital management for Sachs, Morgan Stanley, and Barclays. Currently, he spearheads Barclays' global efforts in Treasury Models, AI Strategy, and Finance Transformation.

In his session, Mr. Sawhney shared insights from his career journey and reflected on how artificial intelligence is transforming the world of finance. He emphasized the importance of building strong domain expertise while staying adaptable to technological change, and encouraged students to think critically about the intersection of finance and AI in shaping the future.

Facilitated by the alumni committee, the interaction was inspiring and thought-provoking, offering students a unique opportunity to learn from an alum who has carved a global career at the forefront of finance and technology.



# JOURNAL PUBLICATIONS

## DOES UNIQUENESS OF INDIA'S CONSUMPTION CONTEXT GUIDE LUXURY MOTIVATIONS? AN INTERPRETIVE ENQUIRY

**South Asian Journal of Business Studies**

**Varuna Newatiya** published *"Does uniqueness of India's consumption context guide luxury motivations? An interpretive enquiry"* in South Asian Journal of Business Studies with **Prof. Richa Agrawal**.

This interpretive study explores what drives luxury consumption in India, emphasizing how cultural and marketplace contexts shape consumer motivations. Based on in-depth interviews and open-ended responses, the study identifies 14 motivations, 11 of which are deeply rooted in contextual factors such as India's value-for-money mindset and growing female workforce participation. The findings highlight the need for context-specific marketing strategies and reaffirm the importance of qualitative inquiry in understanding consumer behavior in emerging economies.



**Varuna Newatiya**



**Prof. Richa Agrawal**

## APPROXIMATE DYNAMIC PROGRAMMING-BASED THRESHOLDS FOR CARGO CAPACITY MANAGEMENT CONSIDERING POSTPONEMENTS

**Omega**

**Dhandabani Srinivasan & Atul Kumar Malik** published *"Approximate dynamic programming-based thresholds for cargo capacity management considering postponements"* in Omega with **Prof. R.K. Amit & Shao Hung Goh (NUS Singapore)**.

This study develops a dynamic programming model to optimize airline cargo operations by jointly addressing capacity control and overbooking decisions. Considering the flexibility to postpone time-sensitive shipments across sequential flights, the research applies approximate dynamic programming to derive practical, threshold-based policies. The proposed approach improves revenue by up to 10% and outperforms traditional first-come-first-served methods, offering airlines actionable strategies for better cargo management and scheduling efficiency.



**Dhandabani Srinivasan**

**Atul Kumar Malik**



**Prof. R.K. Amit**

## UNDERSTANDING EMPLOYEE ADVOCACY THROUGH ONLINE REVIEWS: A BRANDING PERSPECTIVE

### Journal of Product & Brand Management

**Abishek Santhosh Raj** published *"Understanding employee advocacy through online reviews: a branding perspective"* in Journal of Product & Brand Management with **Prof. Varisha Rehman**.

The study explores how employees act as brand advocates and how branding factors, beyond HR perspectives—drive such advocacy. Analyzing over 3 lakh Glassdoor reviews of Interbrand's top 20 global brands, the research identifies key branding related drivers influencing employee advocacy. Using Python and linguistic inquiry and word count (LIWC) tools, the study develops a conceptual model linking brand reputation, authenticity, product belief, self-expression, brand love, and brand identification as significant drivers of employee brand advocacy.



**Abishek Santhosh Raj**



**Prof. Varisha Rehman**

## WHEN SAUCE FOR THE GOOSE IS NOT SAUCE FOR THE GANDER—THE DIVERGENT IMPACT OF TRANSPARENCY LAW IN INFRASTRUCTURE PROCUREMENT: EVIDENCE FROM EPC AND PPP ROAD PROJECTS IN INDIA

### Construction Management and Economics

**Mojahedul Islam Nayyer** published *"When Sauce for the Goose is not Sauce for the Gander—The divergent impact of transparency law in infrastructure procurement: evidence from EPC and PPP road projects in India"* in Construction Management and Economics with **Prof. Thillai Rajan & Akash Deep (Harvard Kennedy School, USA)**.

The study explores how India's Right to Information (RTI) Act has influenced infrastructure project performance under two procurement models—EPC and PPP. Analyzing over 990 highway projects (2000–2019) using a Difference-in-Differences approach, the research finds that transparency reduced construction time in EPC projects but raised costs in PPP projects. The findings highlight the trade-off between transparency and efficiency, emphasizing the need for context-specific governance strategies in public infrastructure procurement.



**Mojahedul Islam Nayyer**



**Prof. Thillai Rajan**

## BEYOND TRIAL AND ERROR: A SEARCH STRATEGY TO DISCOVER TECHNOLOGICAL COMPLEMENTARITIES

International Journal of Global Business and Competitiveness

**C Balaganesh** published *"Beyond Trial and Error: A Search Strategy to Discover Technological Complementarities"* in International Journal of Global Business and Competitiveness with **Prof. R K Amit & Prof R P Sundarraaj**.

This study explores technological complementarities within the Internet of Things (IoT) ecosystem using patent data and advanced text analysis. Employing Zero-Inflated Negative Binomial regression and permutation tests, it identifies key synergies among measuring, communication, control, and signaling technologies. The proposed framework offers a scalable approach for uncovering innovation linkages across technology domains, guiding policymakers and R&D strategists in fostering more effective digital innovation.



**C Balaganesh**



**Prof. R K Amit**

**Prof R P  
Sundarraaj**

## IMPACT OF POLICIES ON CARBON AND LEAD EMISSIONS IN A CLOSED LOOP LEAD-ACID BATTERY SUPPLY CHAIN



Cleaner Logistics and Supply Chain

**Prof. B. Vipin**

**Prof. B. Vipin** published *"Impact of policies on carbon and lead emissions in a closed loop lead-acid battery supply chain"* in Cleaner Logistics and Supply Chain with **Nisha Sihag, IIT Kanpur**.

This study analyzes the impact of emission policies on India's lead-acid battery (LAB) ecosystem using a system dynamics model. It reveals an emissions dilemma—reducing carbon emissions can sometimes raise lead emissions and vice versa. The findings suggest that a carbon tax on organized manufacturers and extending green incentives to recyclers can effectively reduce both carbon and lead emissions, offering key policy insights for sustainable outcomes.

## SUSTAINABLE REVERSE LOGISTICS NETWORK DESIGN: A CASE OF WASTE ELECTRICAL AND ELECTRONIC EQUIPMENT MANAGEMENT

International Transactions in Operational Research

**Prof. B. Vipin** published *"Sustainable reverse logistics network design: a case of waste electrical and electronic equipment management"* in International Transactions in Operational Research with **R. A. Arun Kumar (IIT Kanpur) & Prof R. Sridharan (NIT Calicut)**.

This study presents a reverse logistics network design model to recover value from waste electrical and electronic equipment (WEEE) under uncertainty. Optimizing economic, environmental, and social objectives for India's WEEE management sector, the model uses scenario-based analysis and an augmented epsilon-constraint approach. Incorporating capacity expansion and inventory management, it shows that strategic inventory planning enhances sustainability, while declining product return quality reduces profits and social benefits.

# AWARD EXCELLENCE

## BEST PAPER PRESENTATION AWARD

**V. Durga Mathukumalli**, PhD Scholar, under the guidance of **Prof. Rupashree Baral**, received the *Best Paper Presentation Award* at the **World Conference on Multidisciplinary Research & Innovation (WCMRI) 2025**, held from July 16–18, 2025, in Singapore. The paper, titled “*HR Capabilities in the AI Era: Multi-stakeholder Insights on Capability Requirements for HR Professionals*,” explored the evolving skill and capability requirements for HR professionals in the age of AI.



## FIRST PRIZE & THE PEOPLE'S CHOICE AWARD

**Priya Soi Pulickal**, PhD Scholar under the guidance of **Prof. Rupashree Baral**, won the *First Prize and the People's Choice Award* at the **Three Minute Thesis (3MT)** competition organised by the **University of Technology Sydney (UTS) Business School**, held from July 16–18, 2025, in Australia.

## MERIT STUDENT PRESENTATION AWARD

**Aishwarya Mohan**, PhD Scholar, under the guidance of **Prof. Arshinder Kaur**, received the *Merit Student Presentation Award* for her paper titled “*Advanced Frugal Innovation for Sustainable Food Packaging: A Design of Experiments Framework*” at the **International Conference for Resource Sustainability (icRS 2025)**, held from July 16–18, 2025, at the University of Adelaide.



## RUNNERUP AWARD

**Kumar Gaurav**, EMBA student, won the *2<sup>nd</sup> Prize* for his article titled “*Rethinking Intelligence in AI: A Comparative Study of LLMs vs LRMs and Beyond*” in a ‘Call for Articles’ contest organized by Technalytics at **IIM Udaipur** on August 10, 2025. The article was selected from over 900 submissions for its clarity, originality, and strong industry relevance.

## BEST THESIS AWARD

**Apoorva Goel**, PhD Scholar under the supervision of Prof. Lata Dyaram, received the *Best Thesis Award* at the **62nd Convocation** of IIT Madras. She was conferred the award during the institute's main convocation ceremony by the National Security Advisor of India, Shri Ajit Doval.



# Department Events and Activities

## DISTINGUISHED SPEAKERS AND VISITORS

**Prof. Raj Raghunathan, H.E. Hartfelder and The Southland Corporation Regents Chair of Marketing** at the **McCombs School of Business**, University of Texas at Austin, delivered a talk titled *"The Great Happiness Self-Sabotage"* on August 5, 2025. In his session, he discussed how individuals can transform career success into genuine life success by aligning professional achievements with personal happiness and well-being. He is the author of the Book *"If You're So Smart, Why Aren't You Happy?"*



**Prof. Panos Panagiotopoulos, Co-Editor-in-Chief of Government Information Quarterly** and a distinguished member of the editorial boards of several reputed international journals, delivered an insightful lecture on *"Publishing Research from India – Reflections and Guidance & Current Research and Practice in Digital Government"* on August 18, 2025. In his talk, he shared valuable perspectives on advancing impactful research in the Indian context and highlighted emerging trends and best practices shaping the field of digital government worldwide.



**Prof. Yoko Shiraki and Prof. Akiko Ito** from **Nagoya University** visited DoMS, IIT Madras, on August 22, 2025, to explore collaboration opportunities for the Student Mobility and Immersion Program. The visit emphasized fostering academic exchange, cross-cultural learning, and strengthening research partnerships between the two institutions.

## MBA INVITATIONAL LECTURE SERIES (MILS)

On 7th August 2025, DoMS hosted a MILS Guest Lecture titled **"Leading in the Real World,"** featuring **Mr. Shyam Raghunandan**, Managing Director of **Schueco India**. He delivered a compelling talk on the realities of leadership in today's business landscape. Sharing his personal journey to a leadership role, he emphasized that true leaders are those who teach others skills and help them grow into better individuals. He effectively connected a leader's mindset to the organization's culture, demonstrating how entrenched habits shape structure and how outcomes are a direct reflection of the system's goals and reward mechanisms.

He highlighted that organizations are ultimately a reflection of the relationships between people, a perspective often overlooked in conventional leadership discourse. Through engaging examples and insightful reflections, he encouraged students to see leadership as a relational and evolving journey, deepening their understanding of its impact on organizational dynamics.



On 4th September 2025, DoMS hosted a MILS MBA Invitational Lecture titled **"The Role of Stock Exchanges in Viksit Bharat,"** featuring **Mr. Sundararaman R**, Managing Director & CEO of **BSE India**. Mr. Sundararaman delivered an insightful lecture on the evolving role of stock exchanges in shaping India's financial future. Speaking to students, he traced the journey of India's capital markets from the reform era of the 1990s to the present-day innovations like UPI and digital trading platforms. He emphasized how stock exchanges serve as engines of economic growth, enabling investor participation and fostering financial inclusion.

He also stressed the importance of disciplined investing, urging students to "Trade what you understand and understand what you trade." His talk connected macroeconomic shifts with individual responsibility, inspiring attendees to think critically about their role in India's development. The session offered a timely perspective on how financial infrastructure supports the vision of Viksit Bharat and left students with a deeper appreciation of the stock market's transformative potential.

On 11th September 2025, DoMS welcomed **Mr. Hemant Arora**, Head of Value Enablement & Optimization at **Mastercard**, for a MILS MBA Invitational Lecture. In his thought-provoking talk, **"Shielding Tomorrow: Product Leadership in the Agentic-AI Era,"** Mr. Arora traced AI's journey from its early applications to the rise of Generative AI. He candidly addressed emerging challenges such as bias, hallucination, and significant security threats, including cyberattacks, deepfakes, and synthetic identities.

Mr. Arora emphasized the growing relevance of Agentic AI across sectors like healthcare, education, and finance, inspiring students to think beyond conventional boundaries. The session was highly interactive, featuring group activities that encouraged innovative thinking and collaborative problem-solving. His insights bridged technical depth with strategic foresight, offering a balanced view of both risks and opportunities. Attendees left with a renewed understanding of responsible AI leadership and its critical role in shaping the future of work.



## LEADERSHIP SESSIONS

On August 21, 2025, DoMS, IIT Madras, hosted **Mr. Arul Vel Arasan C**, Senior Director at **ANSR Consulting**, for an engaging session on **"Introduction to Consulting."** Drawing from his rich experience at KPMG, BCG, Accenture Strategy, and Mercer, Mr. Arul offered an in-depth overview of the consulting industry — from strategy formulation and execution to organization design, HR transformation, and IT advisory.

He emphasized the importance of developing core expertise early, the realities of long hours and trade-offs, and the key skills that define successful consultants — structured thinking, storytelling, and relationship-building. The session provided MBA students with valuable perspectives on the consulting profession, balancing its challenges and rewards, and inspiring them to reflect on their own career journeys.



## SHORT-TERM COURSES AND WORKSHOPS



**Prof. Arshinder Kaur** delivered a session on, ***“Strategic Sourcing & Negotiation Skills”***, for TVS Motors on June 7, 2025 at TVS Motors.

**Prof. Thenmozhi** conducted the ***Executive Program in Leadership and Management (EPLM)*** from June 30–July 14, 2025 at IIT Madras.



**Prof. Richa Agrawal** conducted a Faculty Training Program on ***“Design Thinking & Innovation”*** for India Maritime University from July 22–24, 2025, at IIT Madras. The participants included IMU faculty members, from all six IMU campuses across India.



**Prof. Rahul Marathe** coordinated a 2<sup>nd</sup> Edition of 5-day certification workshop on ***“Strategic Supply Chain Mastery: Navigating Risks, Technologies & Performances”*** in collaboration with CII Institute of Logistics from August 4–8, 2025, at IIT Madras.



**Prof. Richa Agrawal** delivered a session in ***“Executive Training Program on “Dynamic Planning and Execution Mastery In Project Management”*** for Gas Authority of India Ltd (GAIL) from August 18–20, 2025, at IIT Madras.

## EMBA – GUEST LECTURES

**Mr. Vikram Limaye**, Professor of Practice at the Department of Management Studies, IIT Madras, delivered an engaging session titled **“Lens of Leadership”** as part of the EMBA Guest Lecture Series on July 12, 2025.

A former Managing Director and CEO of the National Stock Exchange of India Limited (NSE), he shared insightful perspectives on leadership, ethics, and decision-making drawn from his extensive experience in the corporate world.

**Ms. Vinita Choudary**, Managing Director of Panoramix Market Research, delivered an insightful session titled **“Behavioural Studies in the Real World: Designing ET Studies Outside the Laboratory”** on August 30, 2025, as part of the EMBA Guest Lecture Series.

The session offered a practical perspective on the use of eye-tracking technology in market research. Both EMBA batches participated enthusiastically, with several students gaining firsthand experience by wearing the eye tracker, making the session highly engaging and experiential.



## EMBARK 2025

DoMS-IITM hosted the 8th edition of its annual Executive MBA Business (EMBA) fest, **EMBARK 25**, on August 23<sup>rd</sup> of the theme **“A World in Flux: Resetting Rules, Rethinking Roles”**



Prof. Saji Mathew, HoD, delivered the welcome address. Following his remarks, EMBA coordinators Prof. L. Prakash Sai and Dr. S. Srinivasan extended a warm welcome to the audience and spoke about the significance of EMBARK.

The opening keynote address was delivered by **Dr. Sandeep Saxena, IAS** & Chairman and Managing Director, **TNPL**. A fireside chat was conducted with **Brigadier Sri Ram Kumar**, Controller, ICQA, **AVNL**, Avadi. This was followed by a panel discussion featuring prominent voices from academia and industry, including **Prof. Preeti Aghalayam**, Director-in-Charge, **IITM Zanzibar**, and **Dr. Sandhya Shekhar**, Director, **Gartner**.

EMBARK 25 featured a diverse range of events which had participants from various colleges across the country.

- **Case Masters** – Crack real world Business cases
- **Next** – Rapid Micro keynotes.
- **Ad Mastery** – Create memorable brand camp
- **Shark Roast** – Absurd ideas, brutally roasted
- **Vision to Venture** – Start up pitch to real VC's
- **BizMap** – Stimulate and run a virtual Business
- **Fluxathon** – Test leadership under pressure



The event concluded with a closing keynote address by **Mr. Rajiv Lochan**, Managing Director of **Sundaram Finance**. This was followed by the prize distribution ceremony, where Prof. Saji Mathew, and Mr. Rajiv Lochan presented the prizes to the winners.



# EMBARK '25

## A World in Flux

Resetting Rules, Rethinking Roles



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# DOMS ANNOUNCEMENTS

## RESEARCH PROGRAMME ADMISSIONS



**Indian Institute of Technology Madras**

Jan 2026

## DEPARTMENT OF MANAGEMENT STUDIES

### RESEARCH ADMISSIONS

[Click here to visit the admission portal](#)

The admission window will remain open until 5:00 PM on October 31, 2025

#### Why Department of Management Studies?

- Sixty years of rich history in management research
- Vibrant 650-acre campus with state-of-the-art facilities
- Regular recipient of international awards for research excellence
- Eminent faculty with extensive industrial & academic experience
- Opportunities for Joint Doctoral/Master's programs/Exchange programs with world-class foreign institutions

#### Research Programs

- MS (By Research)
- PhD
- Post Doctoral

#### Research Streams

- Finance
- HR & OB
- Marketing
- Operations Management
- Information Systems

#### How to Apply?

Applicants must submit their applications online. Along with the form, upload scanned copies of academic mark sheet, qualifying exam scorecard, category certificate, research proposal, and statement of purpose.

#### Eligibility

**PHD**

PG Degree (Min. 2 yr)/ 5 yr Dual Degree/Equivalent + Qualifying Exam<sup>1,2</sup>

Or MBA/ 2 Yr PG from CFTI with CGPA of 8 and above (for HTRA)

**DIRECT PHD**

B.E/B.Tech/B.S Degree (Min. 4 yr) from CFTI with CGPA of 8 and above

Or B.E/B.Tech with a valid GATE score (for HTRA)

**MS (by Research)**

UG Degree (Min. 4 Yr) + Qualifying Exam<sup>1,3</sup>

Or B.E/B.Tech/B.S from CFTI with CGPA of 8 and above (for HTRA)

#### Categories of Admission

**PhD**

- Half-Time Research Assistantship (HTRA)
- Quality Improvement Programmes (QIP)
- Part-Time & External Registrations

**MS**

- Half- Time Research Assistantship (HTRA)
- Part-Time & External Registrations

#### Financial Support

- Stipend/fellowship for HTRA candidates
  - PhD stipend for the first two years is Rs. 37000/- per month and Rs. 42000/- per month for the next 3 years
  - MS Stipend is Rs. 12400/- per month for the period of 2.5 years
- Financial support for attending national and international conferences

*For part-time or external registration, refer the admission portal*

**Note:**

1: GATE

2: GATE/CAT/UGC-NET/CSIR-NET/ICAR/ICMR/DST-INSPIRE

3 GMAT/GRE (for international students- part time)

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research at DoMS

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For more details about the programs, department, and FAQs, please visit <https://doms.iitm.ac.in/>

## SAMANVAY 2025

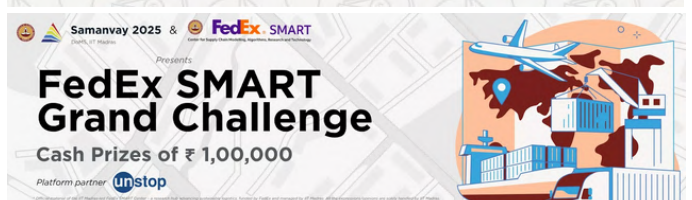
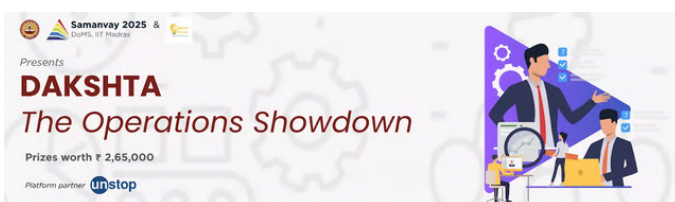
SAMANVAY 2025 is the flagship annual business fest of IIT Madras, organized by DoMS, IITM. Known for fostering innovation, leadership, and collaboration, the festival brings together some of the brightest minds from top Business Schools and engineering colleges across India. This year, SAMANVAY will be held on November 8th and 9th, 2025, offering a platform that blends academic rigor, industry exposure, and cultural vibrancy.

**NOVEMBER**  
**8<sup>TH</sup> & 9<sup>TH</sup>**  
**2025**



### Key Highlights

- **Business Events:** Case competitions, business quizzes, and pitch presentations to test strategic and managerial skills.
- **Udyami:** Startup Investor Networking: A platform for entrepreneurs to pitch to investors, gain feedback, and explore funding opportunities.
- **Conclave:** Insightful lectures and panel discussions with industry leaders on emerging business trends, innovation, and leadership.
- **Marathon:** Themed "You too can save a life", promoting social awareness and community impact.
- **Cultural Night:** A grand celebration with DJ performances and cultural showcases by IIT Madras students, open to the 15,000+ campus community.



# PANEL DISCUSSION

## GLOBAL RESEARCH SYNERGIES: OPPORTUNITIES, CHALLENGES, AND BEST PRACTICES

September 25, 2025 DoMS IIT Madras

DoMS-IIT Madras, organized a heartfelt farewell to honor **Prof. Sundarraaj R P**, who retired after years of distinguished service and leadership in the Information Systems area. The event featured a panel discussion on **"Global Research Synergies: Opportunities, Challenges & Best Practices,"**. The engaging discussion brought together faculty, scholars, and students to reflect on evolving international research practices, collaboration across cultural barriers, time zones, and the growing relevance of global research networks. Panelists included **Dr. Sathya Venkatraman** (Director & Principal Consultant - Data & AI Advisory Services, Kyndryl), **Prof. Arpan Kumar Kar** (Professor, IIT Delhi), **Prof. Venkataraghavan Krishnaswamy** (Associate Professor, IIM Trichy), and **Prof. Anik Mukherjee** (Assistant Professor, IIM Calcutta).

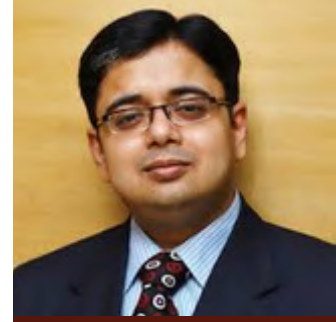


The panelists emphasized that research collaboration is vital for networking, publications, and fellowship opportunities. They noted that in India, formal collaboration mechanisms were limited before NIRF and remain less developed than abroad, where structured training and partnerships are more common. Collaboration, they observed, broadens perspectives, enhances methodological rigor, enables access to diverse data, and adds visibility, credibility, and credence to one's academic journey. It often begins through conferences, shared research interests, and complementary skills among collaborators.

Culturally, the discussion contrasted India's conservative, risk-averse tendencies with the global "build fast, fail fast" mindset. The panel also highlighted limited incentives for balancing research applications and publications in academic-industry collaborations. Their advice to early-career scholars-practice perseverance, prioritization, and selectivity, while pursuing interdisciplinary work and staying mindful of AI-related biases, using AI as a sounding board but keeping scholarly judgment paramount.



**DR. SATHYA  
VENKATRAMAN**



**PROF. ARPAN KUMAR  
KAR**



**PROF.  
VENKATARAGHAVAN**



**PROF. ANIK MUKHERJEE**



**PROF. SUNDARRAJ R P**

## ADMISSIONS: MBA CLASS OF 2025–27

DoMS, IIT Madras, welcomed the MBA Class of 2025–27 with an engaging orientation that inspired new students to connect with the DoMS community. Prof. Saji K. Mathew, HoD, encouraged students to embrace opportunities for growth, while Prof. Rahul Marathe and Prof. Prathamesh Kittur shared insights on the admissions journey and cohort diversity. Prof. Prathap Haridoss, Dean (Academic Courses), emphasized IIT Madras's culture of excellence, and Mr. Anand S., LLM Psychologist at Straive, Singapore, delivered a motivational keynote on well-being and holistic growth.



## 62ND DEPARTMENTAL DEGREE DISTRIBUTION PROGRAMME

At the 62nd Departmental Degree Distribution Programme, Prof. Saji K. Mathew, HoD, delivered an inspiring address reflecting on the department's collective growth and achievements.

“When you walk through the greenery of this campus, the trees may seem apart – but beneath the surface, their roots are intertwined. That’s what DoMS is – connected, resilient, and growing together.”

PROF SAJI K MATHEW



Prof. Saji's report reaffirmed DoMS position as a business school deeply rooted in the IIT Madras ecosystem – excelling in academic rigor, research, and societal impact.

## Key Highlights from AY 2024–25

- **363 graduates** from various programs:
  - MS Joint Degree – 1
  - PhD Joint Degree – 3
  - MS & PhD Dual Degree – 8 + 8
  - PhD – 22 ; Total of 33 PhDs awarded, among the highest in India.
  - MS – 7
  - MBA – 93
  - EMBA – 181
  - PG Diploma (PGPEX-VLM) – 40
- **78 research publications**, including an FT50 journal paper
- Multiple recognitions across **teaching, research, and student impact**

The event was graced by **Ms. Gayatri Vasudev Yadav**, Group CMO & EVP – Chairman's Office, **Reliance Industries Limited**, as Chief Guest. In a deeply moving address blending business acumen with introspection, she spoke on *"Reinvention, Resilience, and Soulful Leadership in the AI Era."*

Tracing her journey – from English Literature at St. Xavier's to IIM Calcutta, from launching Pillsbury at P&G to building Hotstar at Star India, and now leading strategic transformation at Reliance – Ms. Yadav shared lessons on embracing discomfort, learning continuously, and leading with authenticity. She urged graduates to go beyond Artificial Intelligence and cultivate *"Atma Intelligence"* – the soul's ability to care, to choose Dharma over data, and to lead with empathy and awareness.

**"Balance ambition with awareness; pursue velocity with values."**

MS. GAYATRI VASUDEV YADAV



## TEACHERS DAY CELEBRATION

The Teacher's Day celebration on September 5 was a warm and memorable occasion filled with music, gratitude, and meaningful interaction between students and faculty.

Soulful performances, heartfelt appreciation speeches, and an engaging "pass the mic" session created an atmosphere of joy and respect, reflecting the close-knit spirit of the DoMS community.



## ONAM 2025: A CELEBRATION OF CULTURE, UNITY AND JOY

The spirit of Onam came alive at DoMS on September 13th as the Sports and Cultural Committee hosted a vibrant celebration of culture and togetherness. Inaugurated by Prof. Saji K. Mathew, HoD, the event featured students in colorful traditional attire, a beautifully crafted pookalam, and lively performances capturing Kerala's rich heritage. The festivities concluded with a spirited tug of war, echoing laughter and camaraderie of DoMS.



### DoMS QUARTERLY EDITORIAL TEAM

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Subisha, Nishant, Abishek, Harshit

*The Editorial Team extends its sincere appreciation to the faculty, students, scholars and administrative staff of DoMS, for their valuable inputs, event updates, and insights that made this edition possible. Your continued support and collaboration help us capture the spirit and accomplishments of our community.*

Linked in




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Have something to share or suggest? Email us or drop by the DoMS Office.