

SWAPNIL GARG

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EDUCATION

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

ACADEMIC EXPERIENCE

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

ACADEMIC ADMINISTRATIVE EXPERIENCE

Service	Indian Institute of Management Indore Chair, Committee for benchmarking and developing a Doctoral Program for in-service Government Officers, 2022 Chair, Committee for revision of faculty workload norms, 2019 Chair, Strategic Management Area, 2017-19 Chair, Committee for adoption of simulation games, 2015 Member, Committee Assurance of Learning, Weekend MBA, 2015-2019 Member, Committee of future directions of the Institute, 2018 Member, Committee for MOOCs adoption, 2018 Faculty recruitment for IMT Ghaziabad and Hyderabad; NMIMS Indore Member, Board of Studies, Distance Learning MBA, IMT, Ghaziabad
Conference	Advisory Committee, CERE 2017, IIM Indore Program Committee, DIGITS India 2018, New Delhi. Conference co-hosted by Heinz School, CMU, US and BIMTECH, India.
2014-15	Indian Railway Institute of Mechanical and Electrical Engineering, Jamalpur, India Sr. Professor (Rolling Stock Technology) Responsible for the overall coordination of the probationary training of Indian

Railways officers
Responsible for the administration and upgradation of two hostels.

INTERNATIONAL EXPOSURE

2021-22	Ivory Coast: Executive education on Public-private Partnerships Mongolia: Local governance for State Governors Cambodia: Leadership and motivation program for Judiciary
2019	Participated in Wharton Global Faculty Development Program
2018	Attended HBS Global Colloquium on Participant-Centered Learning Program Case Teaching & Writing Workshops at Harvard Business School.
2016, 2019	Presented at World Conferences on Transport Research (Shanghai, China; Mumbai)
2009 onwards	Presented regularly at Academy of Management Meetings
2007-11	Ph.D. at the University of Florida, Gainesville, USA.
2004-2007	Execution monitoring of international infrastructure projects Bid preparation for upgrading railway systems in North Sudan and Venezuela Coordinating foreign dignitaries visits
2002-2004	International marketing activities: South Africa, Malaysia, Srilanka, and Bangladesh

PROFESSIONAL EXPERIENCE

2014-15	Indian Railways, Government of India Indian Railway Institute of Mechanical and Electrical Engineers, Jamalpur, Bihar, India <i>Senior Professor (Rolling Stock Technology)</i> Supervised the probationary training of Mechanical Engineers. Designed and delivered courses on technology and general management.
2012-14	Northern Railway, Indian Railways <i>Senior Divisional Mechanical Engineer (C&W)</i> Lucknow and Moradabad sub-divisions of Northern Railway Supervised train operations and maintenance. Managed the mechanical coaching and wagon department, employing over 2000 employees.
2007-11	On leave from Railways to pursue Ph.D. at the University of Florida, USA.
2004-07	Deputed at IRCON International Ltd, New Delhi, India <i>Additional General Manager (Information Technology)</i> Conceived, developed, and implemented an enterprise-wide performance reporting system for global turnkey infrastructure projects. Implemented Primavera based Project Management System. Core Team member for ERP (SAP) Implementation.
2001-04	Diesel Locomotive Works, Varanasi, India Prepared ERP implementation plan. Upgraded organization's IT maturity and infrastructure.
2000-01	Sponsored for Executive MBA (XIII National Management Program) 15 months residential program for public and private executives.
1992-2000	Mechanical Engineer, Northern Railway, Indian Railways Supervised maintenance and operations of rolling stock in a techno-managerial role. Introduced innovative maintenance practices for locomotives and rolling stock maintenance.

RESEARCH EXPERIENCE

Interests	Public-Private Collaboration, Public Management, Entrepreneurship, IS outsourcing
Google Scholar	131 citations, H index 6, https://tinyurl.com/4ykyx69w
Publications	FT50 (1), A*(1), B(1), Ivey Cases (2)
Research advising	Doctoral thesis supervision (5 completed, 3 in-progress), External Examiner (4) <i>Ongoing:</i> Parag Katre Strategic Management (Member) (Ongoing) (FPM-2019) Topic: Managerial Attention Akhila Veldandi OB&HR (Member) (FPM-2017) Topic: Career paths of couples Rajib Dhal Strategic Management (Member) (Ongoing) (EFPM-2020) Topic: Innovation in SME's <i>Graduated:</i> Tata Murthy Ph.D. 2023 Strategic Management (Member) Topic: Auctions in Oil and Gas industry Sudipto Mazumder Ph.D. 2021 Strategic Management (Chair) Topic: Digital Transformation Outsourcing Ravishankar Jayaraman Ph.D. 2022 OB&HR (Member) (EFPM-2015) Topic: Emergence of organizational culture Devyani Mourya Ph.D. 2021 OB&HR (Member)(FPM -2014) Topic: Volunteering Sonali Gupta Ph.D. 2022 Strategic Management (Member)(EFPM-2016) Topic: Incubation ecosystem for Women Entrepreneurs <i>Internal Thesis Examiner</i> for Geeta Krishnan (EFPM 2018), Anita Sharma (FPM 2011), <i>External Thesis Examiner</i> for Amit Kumar (NMIMS, Mumbai), Amar Krishna (Symbiosis, Pune). <i>Ph.D mentor</i> for NIRMA, Ahmedabad and NMIMS, Mumbai

HIGHLIGHTED PUBLICATIONS

- Garg, S Habibganj Railway Station Redevelopment: A World-Class Dream Coming True *Vikalpa: The Journal of Decision Makers (Accepted VIK-21-0055)*
- Garg, S. (2022). Braithwaite—in search of a sustainable turnaround. *Emerald Emerging Markets Case Studies*, 12(4), 1-32.
- Garg,S (2021) *Coastal Gujarat Power Limited: Public Gains Private Losses!* Ivey Case Collection 9B21M056
- Mazumder, S & Garg, S. (2021) Decoding Digital Transformational Outsourcing: The Role of Service Providers' Capabilities. *International Journal of Information Management*, 58, 102295 (ABDC -A*) <https://doi.org/10.1016/j.ijinfomgt.2020.102295>
- Garg, S., & Tripathi, S. (2020) *INDLAHIKES – Treading the Untrodden Trail*. Ivey Case collection 9B20M051
Winner of the ISB-Ivey Case Competition 2018.
- Van Scotter, J., & Garg, S. (2020). Entrepreneurial Tenacity and Self-Efficacy Effects on Persisting Across Industry Contexts. *Contemporary Management Research*, 15(3), 147-173.
- Garg, S., & Mahapatra, D. (2019) Hybrid Annuity Model: Hamming Risk Allocations in Indian Highway Public-private Partnerships. *Journal of Public Affairs*, 19(1), e1890 (ABDC - B)
- Venkat, G., Garg, S., & Thapliyal, S. (2019) Integrative Live Case: A Contemporary Business Ethics Pedagogy, *Journal of Business Ethics*, 155(4), 1009-1032 (FT50, ABDC -A*)
- Garg, S., & Mahapatra, D. (2017) Opportunism Galore: The Case of Delhi-Gurgaon Expressway. *Handbook on PPPs in Developing and Emerging Economies*. Emerald Publishing ISBN 978-1-78714-494-1

Under Review

Mazumder, S & Garg, S., Not all equal: Necessary-but-not-sufficient service provider capabilities in digital transformational outsourcing.

Garg, S & Mazumder, S Outsourcing provider capabilities: Invisible foundations of digital transformation.

Sardana,D, Paruchuri, S, Gupta, N & Garg, S Still Waters Run Deep: Empowerment Differences Between Public and Private Sectors.

ACADEMIC OUTREACH

Invited presentations	Discussant, IMR Doctoral Conference 2021, IIM Bangalore, February 2021 College of Business Administration, Princess Nourah Bint Abdulrahman University, Saudi Arabia, 2020 (Online) Indian Institute of Management Bangalore, Bengaluru, 2019 Deenbandu Chhotu Ram University, Murthal, Sonapat, 2019 Center for Good Governance, LABSNAA, Dehradun, 2019 National Institute of Forest Management, Bhopal, 2018, 2019 School of Planning and Architecture, Bhopal, 2019 Ministry of Defense, New Delhi, 2019 MNNIT, Allahabad, 2018
Ad hoc reviewer	Built Environment Project and Asset Management (ABDC- B) Business Process Management Journal (ABDC- B) IIMB Review (ABDC- B)
Conference reviewer	Academy of Management: Business Policy and Strategy division, 2009-11, 2014-21, 2022-23 Academy of Management: Public and Non-Profit, 2015-18 Academy of Management: Organization and Management Theory 19-21 Academy of Management: Entrepreneurship 2009-11 Southern Management Association, 2010-16 PAN IIM 2015-17
Book contribution	Contributed to revision of Engineering Economics by Tara Chand, 2018

INDUSTRY OUTREACH

Consultancy	<i>Project Evaluation Report</i> for World Bank funded Madhya Pradesh Higher Education Quality Improvement Project (MPHEQIP). Value: INR 1.5 million <i>Implementation and Completion Report</i> for World Bank funded MPCARS project – Public Service Delivery for MP Government, 2021. Value: INR 2 million <i>Developing a Psychometric Tool</i> for identifying interests of candidates for vocational training for skilling purposes. National Backward Finance and Development Corporation, Government of India, 2021 Value: INR 0.8 million. <i>Verification of Disbursement Linked Indicators</i> for the SANKALP (Skill India) project for Government of India (World Bank), 2019-2021. Value: INR 50 million <i>3 R Assessment</i> of the IPL Matches at Indore, 2018. Value: Pro Bono. <i>Verification of Disbursement Linked Indicators</i> for World Bank Funded MPCARS Project. Client MP Government, 2017. Value: INR One million.
Expert invitation	Member of committee for “ <i>Delay Analysis</i> ” for INR 3000 million infrastructure construction project of Indian Institute of Technology, Indore, 2020.

Panel member *Alternate Project Financing*. Workshop by Madhya Pradesh Government chaired by Hon'ble Chief Minister, Feb 18, 2020.

Panel member *Leadership/HR issues in Infrastructure*. Strategic thinking in Infrastructure – learning from the past, looking to the future. Adani Institute of Infrastructure Management, Ahmedabad. Feb 20, 2016.

Speaker at *Uttar Pradesh: Infrastructure Conclave 2013*. Address on “Perspective on Infrastructure Development: Beyond PPPs to Execution” at Indira Gandhi Pratisthan, Gomti Nagar, Lucknow, India. A one-day summit organized by Ph.D. Chamber of Commerce and Industry & Housing and Urban Development, Government of Uttar Pradesh, July 25, 2013.

Expert lectures

Public-private Partnerships, Introduction and Advanced understanding
National Academy of Indian Railways, Vadodara (Regular)
National Institute of Forest Management, Bhopal
School of Planning and Architecture, Bhopal
IIM Vishakhapatnam (Mahatma Gandhi Young Professional Fellowship)
Atal Bihari Vajpayee Institute of Good Governance and Policy, Bhopal

Strategic Thinking, Indore Management Association, April 11, 2019.

Changing risk allocations in Indian Road sector PPPs. Webinar conducted on February 22, 2018. Recording available online at <http://www.infraline.com/webinar/Changing-Risk-Allocations-in-Indian-Road-Sector-PPPs.zip>

Executive education

Designed and coordinated Senior Leadership development programs (LEAP) for Indian Railways (Level 15) and Dedicated Freight Corridor Corporation.

Conducted multiple three-day management development programs for senior officers of Madhya Pradesh Government on the topic of *Contract Management*. 100 participants.

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

Routinely conducted executive education sessions on
Organizational Turnaround (Public Sector context)
Public Procurement
Public-Private Partnership
Strategic Management
Project Procurement
Strategic Thinking
Contract Management
Public Leadership

Student involvement

Supervised Social Internship of 12 undergraduate students at National Backward Finance Corporation and National Safaiwala Finance and Development Corporation
Psychometric assessment for training enrolment, 2020
Application for choosing E-marketing platform, 2020
Evaluation of training partner competencies, 2020
Coordinated industry interaction projects.
Crompton Greaves Ltd. Indore
Exploring the use of Fiber-reinforced Plastic in Indian Railways, 2019
Pratibha International Ltd, Dewas
Organizational effectiveness for the top and middle management, 2018
Tata International, Dewas

	Redefining organizational structure to reduce channels of reporting to CEO, 2018
	Ujaas Energy Ltd, Indore.
	Market study to identify distribution channels, 2017
	Future Group, Nimrani
	Streaming quality inspection in food grain packaging, 2016
Industry Publication	Project to program Management and Beyond... Article in anniversary issue of Infraline Plus http://www.infraline.com/magazine/InfralinePlus%20May-June%202019.pdf

TEACHING EXPERIENCE (Teaching feedback separately compiled)

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

AWARDS AND RECOGNITION

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

PROFESSIONAL AFFILIATIONS

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

CONTINUING EDUCATION

IKS	Indian Knowledge System Enrolled in <i>MA (Kautilya Arthashastra)</i> from Bhisma School of Indic Studies (Online). Completed Term 1 with First Class (73.5%), continuing... Three- month Certificate Course – <i>Study of Kautilya Political Science and Arthashastra</i> , GTU-Bhishma (Completed with Outstanding grade) (March-May 2022)
Sanskrit	Sanskrit Introduction Six-month offline course on Sanskrit Language (August'22 to March'23)

REFERENCES: On request

DETAILED PUBLICATION LIST

- Garg, S (Under Print) Habibganj Railway Station Redevelopment: A World-Class Dream Coming True
Vikalpa: The Journal of Decision Makers (Accepted VIK-21-0055)
- Garg, S. (2022) Braithwaite – in search of a sustainable turnaround *Emerald Emerging Markets Case Studies, Vol. 12 No. 4*. <https://doi.org/10.1108/EEMCS-04-2022-0108>
- Garg, S (2021) *Coastal Gujarat Power Limited: Public Gains Private Losses!* Ivey Case Collection 9B21M056
- Mazumder, S & Garg, S., (2021) Decoding Digital Transformational Outsourcing: The Role of Service Providers' Capabilities. *International Journal of Information Management, 58(2021) 102295 (ABDC-A*)*
<https://doi.org/10.1016/j.ijinfomgt.2020.102295>
- Garg, S (2020) *Adani Power: Risk and Uncertainty*. IIM Indore Case Center. IIMI/Case/2020-4
- Garg, S., & Tripathi, S. (2020) *INDLAHIKES – Treading the Untrodden Trail*. Ivey Case collection 9B20M051.
Winner of the ISB-Ivey Case Competition 2018.
- Mazumder, S., & Garg, S. (2020). Decoding Digital Transformational Outsourcing: Role of Service Providers' Capabilities. In *Academy of Management Proceedings* (Vol. 2020, No. 1, p. 16974). Briarcliff Manor, NY 10510: Academy of Management.
- Van Scotter, J., & Garg, S. (2020). Entrepreneurial Tenacity and Self-Efficacy Effects on Persisting Across Industry Contexts. *Contemporary Management Research, 15(3)*, 147-173. doi: 10.7903/cmr.19501
- Garg, S., & Mahapatra, D. (2019) Hybrid Annuity Model: Hamming Risk Allocations in Indian Highway Public-private Partnerships. *Journal of Public Affairs, 19(1)*, e1890. doi: 10.1002/pa.189 (ABDC- B)
- Garg, S., & Srikanth, K. (2019). Trusting Others When Looking Over One's Shoulder: Accountability Pressures and Governance Choices. In *Academy of Management Proceedings* (Vol. 2019, No. 1, p. 12099). Briarcliff Manor, NY 10510: Academy of Management. Doi: 10.5465/AMBPP.2019.12099abstract
- Venkat, G., Garg, S., & Thapliyal, S. (2019) Integrative Live Case: A Contemporary Business Ethics Pedagogy. *Journal of Business Ethics, 155(4)*, 1009-1032. Doi: 10.1007/s10551-017-3514-6 (FT50, ABDC- A*)
- Van Scotter, J. R., & Garg, S. (2019). Tenacity and Self-Efficacy Across Contexts: Effects on Quitting and Continuing. In *Academy of Management Proceedings* (Vol. 2019, No. 1, p. 16155). Briarcliff Manor, NY 10510: Academy of Management. doi: 10.5465/AMBPP.2019.16155abstract
- Garg, S., (2019) *Delhi to Gurugram NH-8 Highway: A public Private partnership*. IIM Indore Case Center. IIMI/Case Center/SM/XX/2018-19
- Garg, S., & Rastogi, N. (2018) *Road Learnings: The first Road PPP of India. A case on Public-private partnerships evolution*. IIM Indore Case Center. IIMI/Case Center/SM/01/2017-18
- Garg, S., & Mahapatra, D. (2017) Opportunism Galore: The Case of Delhi-Gurgaon Expressway. *Handbook on PPPs in Developing and Emerging Economies*. Emerald Publishing ISBN 978-1-78714-494-1
- Garg, S., & Venkatraman, G. (2017) *Diesel Gate: Catching dirty fish in murky waters*. IIM Indore Case Center IIMI/Case Center/GM/02/17-18
- Garg, S. (2017) *Brushes with Bankruptcy: The Braithwaite Case, Part A*, and BIIM Indore Case Center. IIMI/Case Center/SM/01/16-17
- Garg, S., & Rajput, K. (2017). Performance consequences on complexity in public-private partnerships: evidence from Indian highway projects. *International Journal of Engineering Technology Science and Research, 4(7)*, 1-10.
- Garg, S., & Garg, S. (2017) Rethinking Public-private Partnerships: An unbundling approach. *Transportation Research Procedia, Volume 25, 2017, 3789-3807, ISSN 2352-1465, doi: 10.1016/j.trpro.2017.05.241*
- Garg, S. (2016) *Contextualizing Coordination: Peeling the Onion or Blind men and the elephant*. Working Paper Registered with IIM, Indore
- Garg, S., & Garg, S.B.L. (2005), Technology Innovation as an Evolutionary Process, *GIFT Journal of Flexible Manufacturing Systems*, New Delhi, India.

Under Review/Submission

- Garg, S & Srikanth, K. Transparency requirements in Public-private Partnerships (*Under review at Strategic Management Journal*)
- Mazumder, S & Garg, S., Not all equal: Necessary-but-not-sufficient service provider capabilities in digital transformational outsourcing. (*Under Review at Information Management Review*)
- Garg, S & Mazumder, S Outsourcing provider capabilities: Invisible foundations of digital transformation. (*Under submission*)
- Garg,S., Gupta,N., Paruchuri,S., & Sardana,D. Still Waters Run Deep: Empowerment Differences between Public and Privates Sectors. (*Under submission*)

CONFERENCE PRESENTATIONS

- Garg, S. (2023, August). A longitudinal process perspective on Strategic renewal: Three decades of Braithwaite. *Annual Academy of Management Meeting, 2023*.
- Garg, S (2023, July) Medical Oxygen Logistics in India: A Pandemic Response. World Conference on Transport Research 2023, Montreal, Canada (Accepted for Presentation)
- Garg, S, S.Narbariya, & Gupta, R (2023, January) Psychometric test contextualized for selection of trainees in a upskilling programme in Indian context INDAM Conference (Submission 5345) (6-8th January, 2023)
- Garg,S. & Mehta, S.R. (2021, March) A trillion rupee program: Indian Railways Station redevelopment CWC/2021/156 AIMA-ICRC 2021 Competition. **Certificate of Excellence**.
- Garg, S. (2021, February) Discussant to paper” Governance structures for public-service provisions: Contractual firms of public-private mix of management regimes” IMR Doctoral Conference 2021 4-6 February 2021, Indian Institute of Management Bangalore.
- Mazumder, S., & Garg, S. (2020, December). Not all equal: Necessary-but-not-sufficient capabilities for service providers in digital transformational outsourcing. 14th International Conference-Convergence, IFIM Business School, December 18-19, 2020. **Honorable Mention Award**
- Mazumder, S., & Garg, S. (2020, August). Decoding Digital Transformational Outsourcing: Role of Service Providers’ Capabilities. *Annual Academy of Management Meeting, 2020*.
- Mazumder, Sudipto & Garg, Swapnil (2020, January) Outsourcing service provider performance amidst digital transformation: Role of competency recipes. *INDAM Jan 2-4th 2020 IIM Tiruchirappalli*.
- Mazumder, Sudipto & Garg, Swapnil (2019, December) Digital transformation of services outsourcing: The role of provider competencies. *PAN-IIM December 12-14th 2019 IIM Rohtak*. Submission 130 Doctoral Track
- Mazumder, Sudipto & Garg, Swapnil (2019, December) Configurational Success (and Failure) Recipes for Transformational Outsourcing: A Service Provider’s Perspective. *PAN-IIM December 12-14th 2019 IIM Rohtak*. Submission 189 Doctoral Track – Special Mention
- Garg, Shivangi., Garg, Shaaranya., & Garg, Swapnil (2019, September) Path Dependence of Indore’s Cleanliness. Paper accepted for presentation at the *Annual Conference of the EuroMed Academy of Business – Thessaloniki, Greece, 2019*.
- Van Scotter, J. R., & Garg, S. (2019, August). Tenacity and Self-Efficacy Across Contexts: Effects on Quitting and Continuing. *Annual Academy of Management Meeting, Boston, 2019*
- Garg, S., & Srikanth, K. (2019, August). Trusting Others When Looking Over One’s Shoulder: Accountability Pressures and Governance Choices. *Annual Academy of Management Meeting, Boston, 2019*
- Garg, S. & Dayal, M. (2019, May) Road Learnings from the First PPP of India. 15th *World Conference on Transport Research, Mumbai*. <https://authors.elsevier.com/sd/article/S2352146520306785>

- Garg, S. (2019, May) Few Ways to Succeed, Many Ways to Fail: Asymmetrical Performance of Indian Highway PPP Projects. 15th *World Conference on Transport Research*, Mumbai.
<https://authors.elsevier.com/sd/article/S2352146520304506>
- Garg, S., & Gunta, S. (2018, December) Strategy Simulations: Rationale and Reflections, Presented at *Strategic Management Forum* at IIM, Trichy
- Garg, S., Venkat, G., & Thapliyal, S. (2018, December) Integrative Live Case: A Contemporary Strategic Management Pedagogy, Presented at *Strategic Management Forum* at IIM, Trichy
- Garg, S. (2018, November) Few Ways to Succeed, Many Ways to Fail: Asymmetrical Performance of Indian Highway PPP Projects. Presented and Discussed at the *International QCA Paper Development Workshop*, ETH Zurich.
- Garg, S., & Prakash, P. (2017, December) The incremental impact of perception on bidding behavior: Contributing to the rational- behavioral debate. *India Finance Conference*, Indian Institute of Management, Bangalore.
- Garg, S., & Garg, S. (2017, July) Land Administration: A big data perspective. *Data for Policy 2017 Conference*, London
- Garg, S. & Garg, S. (2016, December) Policy Diffusion in India: A sub-national study of Land records modernization in the Indian States. *PAN-IIM, Ahmedabad 2016* Paper presentation
- Garg, S., & Rajput, K. (2016, December) Complexity Management in Public-private Partnerships: Evidence from Indian Highway Projects. *PAN-IIM, Ahmedabad 2016* Poster presentation
- Garg, S., & Garg, S. (2016, July) Rethinking Public-private Partnerships: An unbundling approach. Presented at the 14th *World Conference on Transport Research* at Shanghai, China, 10-15th July' 2016
- Garg, S., & Dayal, M. (2015, October) Sub-Climates in a Large organization: The Case of Indian Railways. Annual Meeting of the *Southern Management Association 2015*, St. Petersburg, Florida, USA. "Act on your Research Track."
- Garg, S. (2011, November) A closer look at work coordination: Modes and Aspects of Coordination. Proposal selected for presentation at the Annual Conference of the *Strategic Management Society*, Miami, Florida, US.
- Garg, S., & Van Scotter, J. (2011, November). A trait and context model of entrepreneurial behavior. Paper presented at the annual meeting of the *Southern Management Association*, Savanna, Georgia, US.
- Garg, S., & Van Scotter, J. (2010, November). A multilevel perspective on the determinants of Entrepreneurial persistence. Paper presented at the annual meeting of the *Southern Management Association*, Tampa, Florida, US.
- Garg, S. (2010, August) What do we know about entrepreneurial persistence? An empirical examination of entrepreneurial quitting. Paper presented at the annual meeting of the *Academy of Management Meeting*, Montreal, Canada. (Session on emerging trends in entrepreneurship)
- Garg, S. (2009, August) Entrepreneurial Persistence and Social Support. Paper presented at the annual meeting of the *Academy of Management Meeting*, Chicago, US
- Garg, S., & Garg, S.B.L. (2006, December) Information Systems (IS) maturity level as a measure of IS implementation in an organization, Paper presented at the *GIFT Conference on Flexible Manufacturing Systems*, Bangkok, Thailand.
- Garg, S., & Garg, S.B.L. (2004, January), Adoption of New Technology-An essential tool for Survival, Paper presented at the *NICOM International Conference on Management*, Institute of Management, Jan 2-4, 2004, NIRMA University, Ahmedabad, India.