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Journal of Management

Vol. 50 No. 2, September 2021

| | |
|--|-----|
| V. Srinivas, IAS India's Next Generation Administrative Reforms During the Amrit Kaal Period | 1 |
| Dr. Daisy Gohain, Dr. Manju Muraleedharan, Dr. A. Sherin M, Sheba V, Dr. Baby Sumanna Resilience wins over Odds: Creative constraints in Teaching and Learning during and Post-pandemic | 12 |
| Dr. Malabika Tripathi, Oindrilla Ghosh, Sweta Saraff Knowledge Management Fatigue Syndrome in Higher Education | 44 |
| Soumita Mitra Emotional Intelligence as a Boon to the Occupational Firms | 65 |
| Suddhabrata Deb Roy Contemporary Capitalism and Employee Well-Being beyond Hedonic and Eudaimonic Approaches: Moving Towards a Humanist Alternative | 75 |
| Nandita Mishra, Dr. Tanusree Chakraborty Employee Perception and Corporate Social Responsibility: A Step toward Employer Branding | 87 |
| Dr. Debraj Datta Efficacy of using Semiotics in enhancing the Brand Appeal | 99 |
| Dr. Tanusree Chakraborty, Dr. Malabika Tripathi Can We Inherit Environment Just as Much as Our Genes? A Probe into Women Entrepreneurs' Success Factors | 106 |
| Ravisankar J Reflections on Dr. Vikram: A Sarabhai through the lens of Servant leadership | 130 |
| Book Review: Deepak Chandrashekar Entrepreneurial Ecosystems for tech Start-ups in India by Bala Subrahmanya, M.H. | 135 |

India's Next Generation Administrative Reforms During the Amrit Kaal Period

V. Srinivas, IAS*

"In the Amrit Period of Independence, we are marching ahead rapidly to create a transparent system, efficient process and smooth governance to make development all-round and all-inclusive. The Government is committed to strengthening good governance, that is pro-people, proactive governance. Guided by the 'citizen-first' approach, we remain untiring in our efforts to further deepen the outreach of our service delivery mechanisms and make them more effective."

- Prime Minister Narendra Modi¹

I am extremely grateful to Shri K. Padmanabhaiah, IAS (retired) Chairman Court of Governors Administrative Staff College of India for inviting me to deliver the prestigious ASCI Public Lecture today. As a student of Public Administration from my formative years of Civil Service, the Administrative Staff College of India represented the highest meritocracy and institutional excellence of India's public policy institutions. I also wish to thank Prof Nirmalaya Bagchi, Director General ASCI for the collaboration with DARPG over the past several months.

Introduction

Under the visionary leadership of Prime Minister Modi, the Governance landscape of India has radically changed in scale, scope and learning paradigms. India has succeeded in transforming technologically obsolete institutions into modern day digital institutions which benefit millions of Indians. Today India's rural country side has changed - banking Correspondents, e-Mitras and common service centers have bridged the gap between internet poor and internet rich. As India celebrates its 75th year of Independence as Azadi ka Amrut Mahotsav, the Prime Minister has given a clarion call for adoption of Next Generation Reforms by bridging the gap

* Secretary to Government of India, Department of Administrative Reforms and Public Grievances and Department of Pensions and Pensioners Welfare with additional charge of Director General National Centre for Good Governance.

¹ Message of Hon'ble Prime Minister Narendra Modi ji at the Sushasan Saptah dated December 20, 2021.

Resilience wins over Odds: Creative Constraints in Teaching and Learning during and Post-pandemic

Dr. Daisy Gohain*, Dr. Manju Muraleedharan**,
Dr. A. Sherin M***, Sheba V****, Dr. Baby Sumanna *****

Abstract

COVID-19 was declared by WHO early on March 11, 2020, and the earliest case came from the southernmost part of India, in Kerala, reportedly on January 30, 2020. The infected patient supposedly had a journey from Wuhan, China (Jena, 12582). Under the thrust compulsion of the Ministry of Education, the educators and instructors were incumbent in following the online mode of tutelage. Soon the real physical classrooms were replaced with Google classrooms, Moodle, and other Learning Management Systems (LMS). Educators, both teachers and learners, sported resilience to the impending fiasco looming far and wide and welcomed the new normal with its intricacies to refurbish the loss. The dynamic shift from traditional classrooms to online tutelage was intimidating initially, but the educating fraternity took many pains to teach on the online platform. Technology has taken a varied perspective among the educated, and its reliability was often demanded. This study ventures to analyse the disparate obstacles faced by the teachers and learners in the academic year 2020 - '21- 22'. So far, studies have focused more on analysing students' skill development from the science department (). In order to bridge this gap, a survey was administered among the undergraduate students of the Department of English in the self-financed stream. A questionnaire was prepared and received 214 responses. The questions were framed to evaluate two variables related to online teaching, such as students' skill development through online classes and the ability to perceive problems as creative opportunities during the online teaching during and post-pandemic. The responses suggested

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Knowledge Management Fatigue Syndrome in Higher Education

Dr. Malabika Tripathi*, Oindrilla Ghosh**, Sweta Saraff***

Abstract

Higher education students have been subjected to intense pressure from the education sector to acquire more knowledge every day owing to the increasing competition in the job market. If not processed, utilized and managed properly, knowledge can lead to a chronic condition, which is nowadays referred to as Knowledge Management Fatigue Syndrome. The abundance of knowledge constantly increases with progressing generations and becomes a common occurrence across every profession and aspect of life. Improper management of excess accessible knowledge can lead to various serious conditions that might hamper the wellbeing of individuals and bring down their academic performance too. Nowadays, students have been facing difficulty in retaining information in their long-term memory and suffering from knowledge gaps in terms of recall. This article intends to put forward research questions like how the knowledge management fatigue syndrome 1) creates an impact on the academics and guides a student's holistic outlook towards life, 2) brings about a significant influence in the e-learning sectors of higher education, 3) helps to analyse the chronic problems faced by the students of higher education in terms of psychological, emotional and physiological aspects. 4) can be explored and analysed through a self-proposed model. All these questions have been addressed throughout the study and explained in the form of various established models and knowledge management frameworks. Analysis of literature establishes that, knowledge management fatigue syndrome is a chronic issue among the students and scholars who have been undertaking higher education and requires serious management techniques that would help them channelize and process the acquired knowledge systematically, which does not lead to mental fatigue and burnout. This review-based research article also provides scope for further research in this field.

Key Words: knowledge management fatigue syndrome, management techniques, academic performance, knowledge gaps, mental fatigue, burnout.

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Emotional Intelligence as a Boon to the Occupational Firms

Soumita Mitra*

Abstract

The journey of education remains incomplete if the lessons or the knowledge gained through learning cannot be applied in the actual world. Its fruitfulness depends on how an individual is able to relate to those in combating the hurdles that might arise in their workplace or at their place of living. In this context, it is important to mention that while most people residing in the social structure emphasize the significance of the Intelligence Quotient or I.Q but in the real scenario, they fail to visualize that the Emotional Quotient or E.Q. is far more necessary aspect to be adapted in the personality of a person. Thus, this work would emphasize the role of E.Q. in an individual's life.

Key Words: anxiety, emotional intelligence, globalization, occupation, positivity.

Introduction

With the dawn of globalization, the life of human beings has become much easier than it used to be. In the early days of human civilization, they had to move from one place to another, searching for food and shelter. Everything can be made available from any part of the world, just at your fingertips. This has brought complications in mutual relationships amongst people, but it has started creating potholes even in organizational communications. Since every single task has become technology oriented, thus, people hardly feel the need to converse with each other. The excessive dependence on technology has also made people less cautious about the needs or problems of others. This lays the ground for stress and other related negativities related to stress. The cause of tension is associated with a condition where the nerve functioning increases to such a level that it starts affecting the other functioning of the body. The rate of anxiety or pressure that an individual feels is not always dependent on the existence of an irritant. But, the sense of compulsion of keeping the tension in check goes on to aggravate the situation more. There are also instances when the individuals develop a lot of fear due to the consequences that might arise due to their emotional breakdown. Such situations turn into a deadlock when the

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Contemporary Capitalism and Employee Well-Being beyond Hedonic and Eudaimonic Approaches: Moving Towards a Humanist Alternative

Suddhabrata Deb Roy*

Abstract

The well-being of the employees is a critical aspect of all organizations. However, hedonic and Eudaimonic approaches remain the dominant modes of theorising the well-being of employees in human resource management theory and practices. This paper argues that the contemporary modes of capitalist and neoliberal reorganisation of the society and the workspaces therein demand a renewed approach toward well-being - one that goes beyond the two traditional methods. Using arguments from critical management studies, the paper provides a basic framework of movement of the theoretical premise of well-being towards a humanist alternative.

Introduction

Employees are extremely crucial factors in the functioning of corporations and institutions. Be it a university or a multinational trading company, employees are the fundamental components of the successful organisation of any corporation and workplace. The organisations, too, with time, have realised the immense importance that human beings carry as employees and human capital (Blyton and Turnbull, 1994). The relationship between the employers and the employed forms the backbone of a successful corporation. The importance of this relationship between the employees and the organisations they are a part of transforms the management of the employees into a critical aspect of organisational sustenance. The expertise that skilled employees possess and use in contemporary society is a critical resource for the organisations as Scarbrough (1996) argues, making the research on human resource management in organisations extremely important - both for the employers and the employees. However, the problem is that such research is usually aimed at solving the problems that organisations face (Watson, 1977). Employees in this milieu received relatively lesser importance, whereby their interests are completely aligned with those of the organisations that they are a part of. Organisations usually

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Employee Perception and Corporate Social Responsibility: A Step toward Employer Branding

Nandita Mishra*, Tanusree Chakraborty**

Abstract

Current academic research provides evidence that high ethical standards and socially responsible strategies are associated with the good financial performance of an enterprise. Accomplishing a positive brand perception is considered for value-driven leadership. Organizations depend upon capable leadership to guide them through difficult and unprecedented times. A growing economy throws various challenges to an organization and the human resources department is no exception. Talent acquisition and retention is a big challenge in the ever-changing business scenario. Organizations today attract good talent through good HR policies and best ethical practices and CSR activities. Ethical behaviour is an integral part of self-leadership as well as organizational leadership. Employee perception of CSR determines how the employees perceive the brand of the employer. Whether the organizations can create CSR awareness and whether the employees know the reasons for CSR activities and the ethical practices leading to CSR are some major concerns of the day for any enterprise. With this background, the current research presents a study of employees' perception of CSR practices in the organizations, which help to build employer branding

Keywords: CSR, Employer Branding, brand image awareness, perception

Introduction

The claim that businesses have to be socially responsible has been discussed in various literature for over 50 years (Bowen, 2013). However, the concept of social responsibility is still very vague and ambiguous (Fischer, 2004). The Business for Social Responsibility (BSR) organization defines CSR as “operating a business in a manner that meets or exceeds the ethical, legal, commercial, and public

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Efficacy of Using Semiotics in Enhancing the Brand Appeal

Dr. Debraj Datta*

Abstract

An effective advertisement communicates the utility of the products of the brands to the market. These promotions often use signs and symbols so that the consumers can relate to them and interpret the communication, which makes it imperative to understand the nuances of Semiotics - the study of signs and symbols. This paper shows the importance of using signs and symbols and how they help the consumers establish a connection with the brand resulting in buying action. By effectively deploying verbal, visual and auditory elements involving colours, logos, cultural icons, physical environments and punchlines, the company's connotation of the brand image can be complemented.

Key Words: Communication, Semiotics, Interpretation, Branding

Introduction

Semiotics word could be traced back to the Greek word 'semios' meaning symptom or sign or identity. Semiotics is used to symbolise the culture a brand intends to portray for its deliverables. The word conveys the idea of using the cognitive part of the human brain to decipher the meaning of the symbols to support the retention of the communication in a consumer's mind. The human mind is formed in two ways, biological evolution and two culture where the physical presence lies. In his book 'Evolution, Culture and Consciousness', Thomas McNamara depicts that the first comprehensive theory of human perception and consciousness is based on principles of evolutionary psychology. The author says that all primates can learn, but the human race evolved a new instinct for learning, which makes childhood learning stronger than all other biological instincts. Children are programmed to learn, think, and make meaning out of the experience. This meaning-making out of experiences gives rise to the perception of the ambience, objects, sounds and

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Can We Inherit Environment Just as Much as Our Genes? A Probe into Women Entrepreneurs' Success Factors

Dr. Tanusree Chakraborty*, Dr. Malabika Tripathi**

Abstract

The current research aims to assess critically the explanations that make a woman entrepreneur. Is she a born entrepreneur, or has she been trained to become so? The study probes into the nature of the inborn traits (genes) and the acquired or supporting external variables (environment) that contribute to women entrepreneurs' making. Data were collected from four major cities of India based on convenience sampling. The survey employed a total of 401 successful and unsuccessful women entrepreneurs and probed into their characteristics, psychological traits, entrepreneurial attitude, formal educational background, training received, and family support received. The study found a significant difference between the two sets of factors for success and failure in business. The study suggests that women's entrepreneurial success depends on the nature and extent of training and education received towards entrepreneurship. The paper contributes to identifying women's entrepreneurial nature or traits in India and suggests that conducting training programmes to identify entrepreneurial-minded women to enhance knowledge in advanced marketing, product promotion, customer relations and other areas of entrepreneurial competence will help in adding more successful entrepreneurs in the economy and would contribute to sustained development in the economy.

Keywords: Women entrepreneurship, personal traits, training, born or made, nature vs. nurture

Introduction

Women entrepreneurs are increasing in number in society, and such entrepreneurs' success rates are also gradually increasing. Advancement in entrepreneurship is a

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Reflections on Dr. Vikram A Sarabhai through the Lens of Servant Leadership

Ravisankar J*

Abstract

Organisational leaders are puzzled about developing servant leadership. Indian Space Research Organization (ISRO) was mentored and groomed by its founding leader, Sarabhai, through his servant leadership approach. The study aims to provide pragmatic strategies for developing servant leadership by decoding the leadership features of Dr. Vikram A Sarabhai, who is regarded as the father of the Indian space program. The narratives are based on both primary and secondary sources of data. The data were generated through the in-depth personal interview of twenty-four respondents who worked with Sarabhai during the formative period of the (ISRO). It presents case evidence by mapping the leadership qualities of an R&D leader with a servant leadership model. Further, it highlights the significance of servant leadership in developing a successful organization.

Keywords: Servant Leadership, ISRO, Sarabhai, India, Leadership Development

Introduction

Robert K Greenleaf introduced the concept of servant leadership in the 1970s, and it has become quite popular among scholars and practitioners on account of its huge impact in the organizational context (Eva, Robin, Sendjaya, van Dierendonck, & Liden, 2019; Greenleaf, 1991). The primary tenet of servant leadership is the motive to serve the followers with an overarching concern about the community. Dr. Vikram A Sarabhai¹ was deeply concerned with the country's developmental needs, and he was passionate to serve the nation through science and technology. He laid a strong foundation for the Indian Space Research Organization (ISRO) in the early 1960s by

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¹ Dr. Vikram Ambalal Sarabhai (12 August 1919 - 30 December 1971) is a notable Indian scientist and he established the Physical Research Laboratory (PRL) in 1947 after getting a PhD from Cambridge University. He worked with noble laureate, Prof. C V Raman at the Indian Institute of Science (IISc), Bangalore. He was honoured with the Padma Bhushan in 1966 and the Padma Vibhushan (posthumously) in 1972 by the Government of India.

Book Review

Bala Subrahmanya, M.H. (2021). Entrepreneurial Ecosystems for Tech Start-ups in India: Evolution, Structure and Role. Berlin, Boston: De Gruyter. ISBN: 9783110679359 (e-Book) <https://doi.org/10.1515/9783110679359>, ISBN: 9783110679298 (Hardcover).

Technology-based start-ups and technology entrepreneurship have gained immense importance for policymakers around the world. Being a developing country, India has the opportunity to embrace the start-up culture and nurture the start-ups from its pre-emergence period. But the question remains on how to build a start-up ecosystem, support it and nurture it to its maturity. As the author mentions, the benchmark for the most preferred ecosystem for start-ups is the Silicon Valley in the USA. Yet there is no comprehensive proof of what made Silicon Valley excel as a start-up hub. For policymakers, there is no proven way to replicate the start-up ecosystem of Silicon Valley. In fact, replicating the manifestation of Silicon Valley has brought little success worldwide. The author has critically addressed this gap that existed in identifying the drivers behind a successful ecosystem for technology-based start-ups and entrepreneurship in the context of India. For that, the author has employed methodologies to compare an ideal ecosystem with the current ecosystems of two of India's pioneer cities (Bangalore and Hyderabad) known for their entrepreneurial ecosystem and start-ups. The book specifically talks about technology-based start-ups, which, according to Bialetti, "is an investment in a project that assembles and deploys specialized individuals and heterogeneous assets intricately related to advances in scientific and technological knowledge to create capturing value for a firm".

In chapter 1, the author has walked the readers through the backdrop of the work, indicating the importance of start-ups in their contribution to GDP, industrial production, and employment in a country and how an emerging economy like India can leverage the technology-based start-ups in a big way. Next, the author has discussed the concepts of technology entrepreneurship, technology start-ups, high technology start-ups, and entrepreneurial ecosystem in this chapter. It is comprised of the literature review of various authors in the same context. While describing the entrepreneurial ecosystem, he identified the components of start-ups and their interactions among themselves. While discussing the government policy for start-ups, he has explained the evolution of various government bodies in embracing the start-ups of India, precisely the Start-up India action plan. Though the book focuses

on two cities (Bangalore and Hyderabad) as the major start-up hubs, the author has described the profile of start-ups in India and the sector-wise composition of tech and non-tech start-ups. Finally, in this chapter, the author lays down the study's objectives, scope, and methodology.

Silicon Valley has been the gold standard for any start-up ecosystem around the globe, but it is not the only successful one. Therefore, discussing the global perspective of the entrepreneurial ecosystem for start-ups is highly relevant in order to know their role and importance in different regions of the world. As the start-ups are highly dependent on the local environment, start-ups nurtured in a structured and vibrant regional entrepreneurial ecosystem have a higher probability of success than those not nurtured in such an ecosystem. The author has discussed the structure and components of entrepreneurial ecosystems in the form of a review of conceptual and empirical literature in chapter 2. Comprehensively the components are 1) Entrepreneurship, 2) Markets, 3) Finance, 4) Human resources, 5) Education and research, 6) Government: regulatory frameworks and policies, 7) Large companies, including MNCs, 8) Mentors/advisors, 9) Support institutions 11) Media and, 12) Immigration of talent. In the Indian context, the author put forward a model of "Ecosystem for new generation start-ups in India," which is composed of 1) private support system (NASSCOM, Start-up websites, informal start-up clubs & programs, start-up initiatives by technology/knowledge-intensive companies), 2) Source of entrepreneurship (technology/knowledge-intensive large firms, higher education institutions, R&D organizations, Public sector undertakings, Technology business incubator (TBI) & accelerators, Reverse brain-drain), 3) Public support system (Limited liability partnership Act 2008, SME exchange), 4) Sources of funding (Angel investors, private equities, Venture capital funds). We can start to notice the Triple Helix model discussed in depth in the subsequent chapters, which discusses the convergence of industry, academia, and government to nurture and support the entrepreneurial ecosystem.

In the 3rd chapter, the author discussed the research questions and methods of the study conducted in Bangalore and Hyderabad, the former being an already established and internationally recognized start-up hub and the latter being a fast-emerging start-up hub in India. A logistic regression equation for analysis was built comprised of thirteen identified variables [1) Large enterprise, 2) Education/Research institutions, 3) Government, 4) Entrepreneurship, 5) Finance, 6) Market, 7) Human resources, 8) Mentorship, 9) Support systems, 10) Culture, 11) Media, 12) Weather, 13) Level of interaction]. For conducting the study, 51 Delphi experts from Bangalore and 38 Delphi experts from Hyderabad were contacted, among which 34 Delphi experts of Bangalore and 14 Delphi experts of Hyderabad responded to all four rounds of the questionnaire.

The study's primary aim was to find the factors of an ideal entrepreneurial ecosystem for technology-based start-ups and compare them to the entrepreneurial ecosystem for technology-based start-ups of Bangalore and Hyderabad. So, in the 4th chapter, the author discussed an ideal entrepreneurial ecosystem for tech start-ups, its characteristics, structure, and role in the Indian context, followed by the key facilitators and challenges faced by tech start-ups in different stages of their lifecycle. The author identified nine core issues concerning an ideal ecosystem for tech start-ups, which are- 1) Source of entrepreneurship, 2) Finance, 3) Market, 4) Human resources, 5) Support structure, 6) Mentorship, 7) Policy, 8) Culture and 9) Media in the Indian context. According to the author's described model, these nine core issues are promoted by either one or more of the four key elements, which are 1) Large firms (domestic or MNCs), 2) Education and research institutes, 3) Regional and national governments and 4) tech start-ups (in different stages of their lifecycles). Overall, the author agrees with Etzkowitz's proposal that an ideal ecosystem broadly emerges from within and is supported by the Triple Helix model consisting of academia-government-industry. The Triple Helix model comprises the factors mentioned above and plays important roles directly or indirectly throughout the stages of the lifecycle of the start-ups.

It is important to understand the evolution of the two cities in focus, Bangalore and Hyderabad, regarding an entrepreneurial ecosystem's manifestation. Over time both the cities embraced the Triple Helix model, but their journey toward becoming the leading start-up hubs in India was different in many aspects. As a result, we can see a heavy concentration of IT industries in Bangalore compared to Hyderabad, where pharmaceutical and biotechnological start-ups dominate. The author in the 5th chapter has critically addressed the role of government.

In the 6th chapter, the author examined the structure and components of the entrepreneurial ecosystem in Bangalore and Hyderabad and each of their roles in making these two cities stand out from others in India. According to the model proposed by the author, the nucleus of the two cities' ecosystems comprises tech start-up entrepreneurs and prospective entrepreneurs, surrounded by two outer layers. The components of the first layer are 1) Source of finance (seed funders, angel investors, venture capitalists, and private equities), 2) Markets, 3) Human resources, 4) Technology and business mentors, and 5) support system (accelerators, business incubators, and co-working spaces). The second outer layer is composed of secondary components like supportive local culture and supportive media. Interestingly the role of weather turned out to be critical in the case of Bangalore, which attracted many start-ups over its lifecycle, starting from pre-emergence to emergence through survival and finally to stability.

Taking together the essence of chapter 4 (An ideal entrepreneurship ecosystem for tech start-ups: Characteristics, structure, and role) and chapter 6 (Entrepreneurial

ecosystem for tech start-ups in Bangalore and Hyderabad: Structure and role), the author carried out a gap analysis between an ideal entrepreneurial ecosystem and the existing entrepreneurial ecosystems in Bangalore and Hyderabad in chapter 7. The Delphi experts from Bangalore and Hyderabad who took part in the study largely agreed with the necessary components of an ideal ecosystem in the Indian context. The ANOVA shows a significant gap between an ideal entrepreneurial ecosystem and the entrepreneurial ecosystems existing in both Bangalore and Hyderabad. The author performed a stepwise (backward elimination) logistic regression analysis to explore the factors contributing to the existing gap mentioned earlier. The identified factors turned out to be 1) Education and research institute, 2) Market, 3) Supportive culture, and 4) Effective interactions. The study shows that the lack of these factors prevents Bangalore and Hyderabad from becoming an ideal entrepreneurial ecosystems. The major contribution of the book is to find these gaps and suggest measures to close these gaps by promoting the effective role of education and research institutions, size of markets, cultural supports, and level of interactions to promote the growth and maturity of these two ecosystems by future policymakers focusing on these areas.

The book is a pioneer in identifying the components and factors for building up an ideal entrepreneurial ecosystem specifically in the Indian context and analyzing the gap between an ideal entrepreneurial ecosystem and that of Bangalore and Hyderabad- two major start-up hubs of India. The importance of start-ups in innovation, employment generation, and contribution to a country's GDP has been critically reviewed through literature. The Triple Helix model's importance has been discussed repeatedly to emphasize the importance of academia-government-industry interaction in building an ecosystem for start-ups throughout their life cycle. Finally, the author recommended filling the gap in the coming days, where the role of policymakers is of utmost importance as both the start-up hubs (Bangalore and Hyderabad) are relatively in an early stage in terms of an entrepreneurial ecosystem, and the intervention of policymakers is crucial at this stage for facilitating a smooth and seamless transition into growth and stability.

In conclusion, the book not only provided us with an empirical study on two of the major start-up hubs in India by comparing them with an ideal entrepreneurial ecosystem but also, it has shown a path to conduct such studies in other start-up hubs of India like Mumbai, Delhi, NCR, Chennai, Pune, Ahmedabad, and others.

A book on ecosystems can be expected to treat the core structure with primary and secondary factors while looking at the conduct of individual stakeholders and how it has mattered for the overall system's performance. As reviewers, we could synthesize the reading on a framework that will draw lines to potential future work based on both the book's lines of inquiry and our own reflections. The SAP-LAP framework that covers Situation-Actor-Process - looping in with - Learning-Action-

Performance has been adopted for this step. The book provides a comprehensive set of actors and, to some extent, the developmental processes in play given the current policy context (as a situation). The fertile research areas coming from examining the changes in the situation, as state policies and union government policies, change, in line with the needs for developing the nation requires, could be thought about. Such development and its processes need to loop with the learnings by practitioners, scholars, and policymakers for a fruitful evolution targeting better performance. This means a commitment to monitor, evaluate, reflect, and critique these with scientific evidence. This reinforcing cycle can lead to confidence and competence building at the ecosystem level. But whether these lead to better performance as growth, jobs, innovation/technology development, exports, etc., will continue to be interesting threads for researchers.

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