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Management Center

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## Supporting global development research in over 65 countries:



### Education and Skills

16 PROJECTS



### Environment and Climate Change

27 PROJECTS



### Gender and Equity

26 PROJECTS



### Governance and Institutions

30 PROJECTS



### Health

21 PROJECTS



### Innovations in Methods and Data

16 PROJECTS



### Trade and Migration

11 PROJECTS



### Urbanization and Infrastructure

15 PROJECTS



### Work, Entrepreneurship, and Finance

20 PROJECTS

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# Speaker Series on the Future of the Indian Economy

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# Speaker Series on the Future of the Indian Economy

Moderator

**NICHOLAS BLOOM**

William Eberle Professor of Economics, Stanford University

King Center on Global Development Fellow

Senior Fellow, Stanford Institute for Economic Policy Research  
(SIEPR)



# Speaker Series on the Future of the Indian Economy

Speaker

**ROHINI CHAKRAVARTHY**

Managing Partner, NewBuild Venture Capital





# Speaker Series on the Future of the Indian Economy

Speaker

**NAUSHAD FORBES**

Co-Chairperson, Forbes Marshall

Chair, Ananta Aspen Centre

Chair, Centre for Technology, Innovation & Economic Research  
(CTIER)



## Speaker Series on the Future of the Indian Economy

Speaker

**MEGHA PATNAIK**

Assistant Professor of Economics & Finance, LUISS Guido Carli

Research Affiliate, Centre for Economic Policy Research (CEPR)





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# Management and firm performance



## Exhibit 1: Plant with Low Management Score



## Exhibit 2: Plant with High Management Score

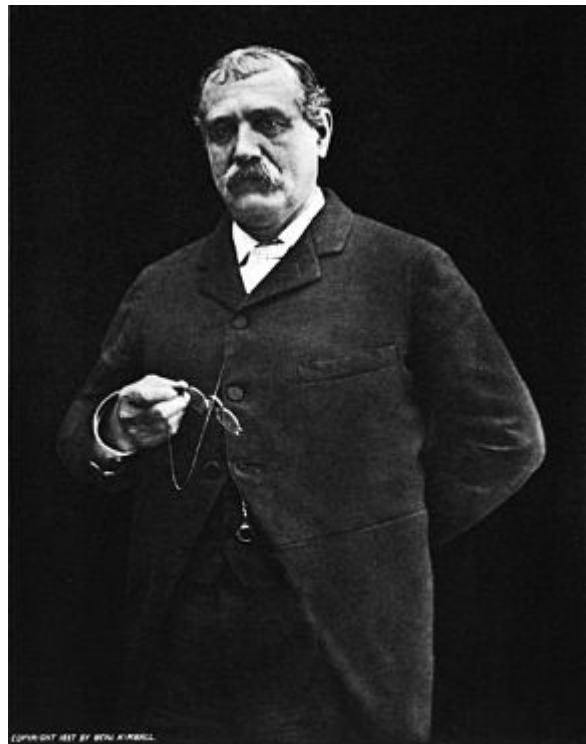


# Francis Walker (1840-97), founding President of the American Economic Association

Walker ran the 1870 and 1880 Census

Based on this Walker wrote his 1887 paper  
*“On the Source of Business Profits”*  
published in the first volume of the QJE.

It claimed management was the major  
source of performance differences across  
US firms.





# But there is still a wide debate around a variety of empirical management topics



*“No potential driving factor of productivity has seen a higher ratio of speculation to empirical study”.*

Chad Syverson (2011, *Journal of Economic Literature*)

## Measuring management:

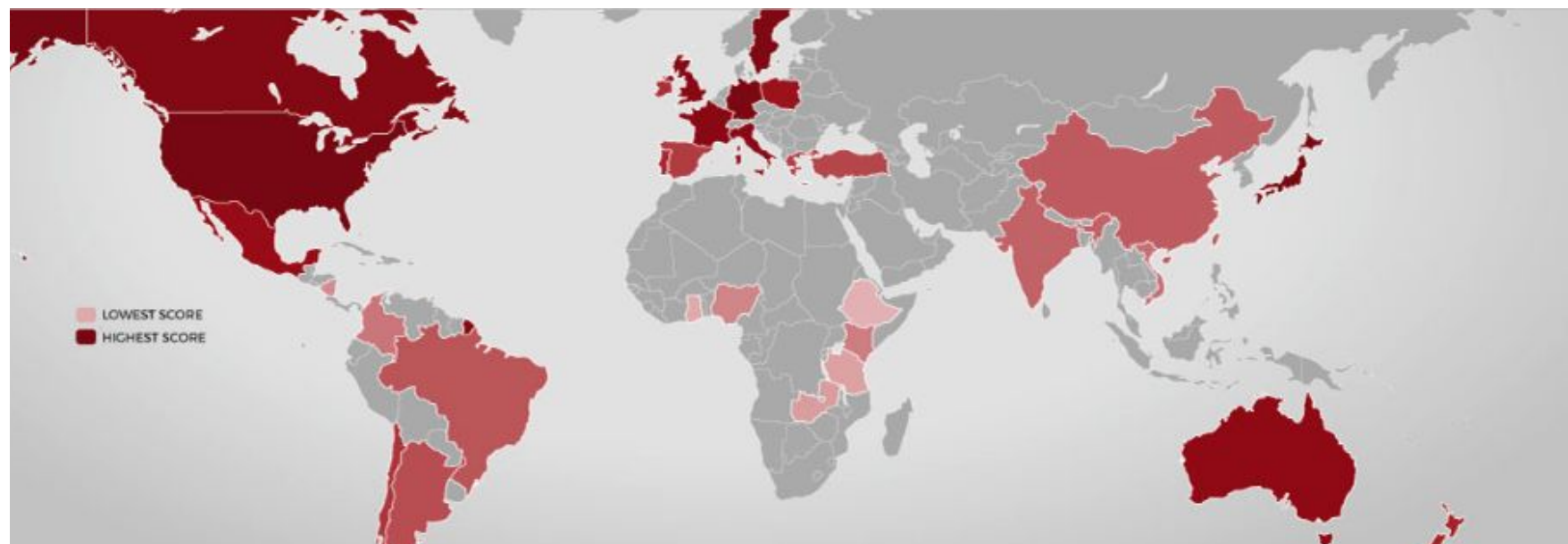
- (1) World Management Survey
- (2) Management and Organizational Practices Survey

Eg. of management practices: visibly tracking production



# No visible tracking of performance metrics







# Survey methodology (Bloom & Van Reenen, 2007, QJE)

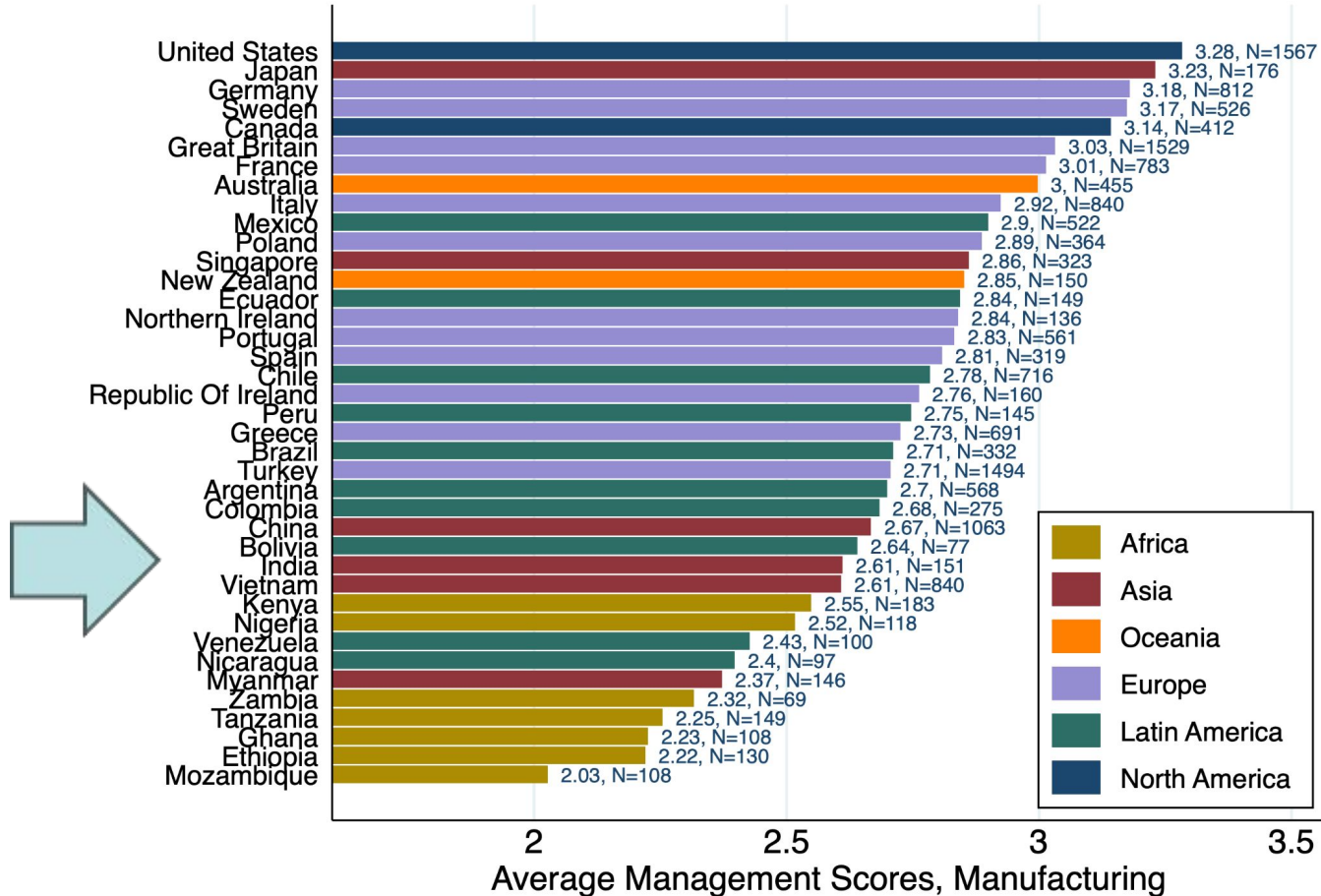
## Measuring a management score:

- McKinsey scorecard for 18 monitoring, targets & people practices
- $\approx$ 45 minute phone interview of senior (e.g. division) managers

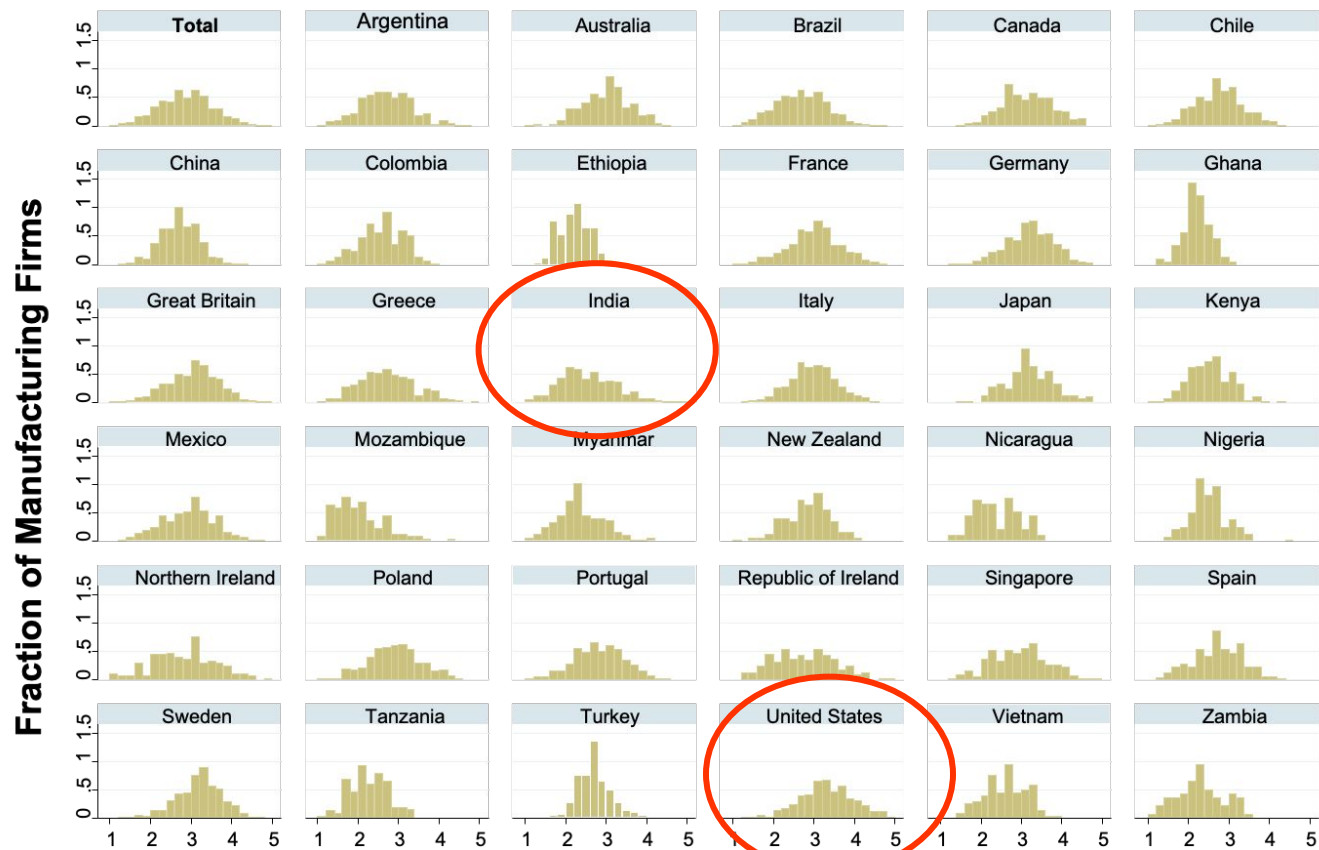
25K companies surveyed across 38 countries



# Wide spread of management across countries



# Wide spread of management within countries



**Firm level average management scores, 1 (worst practice) to 5 (best practice)**

# Management and Organizational Practices survey (MOPS)

Partnered with the US Census Bureau:

- 16 question module administered to more than 47K manufacturing establishments in 2011
- This was quick and easy to fill out - and mandatory - so 78% of factories responded, covering >50% of US manufacturing employment.

U.S. DEPARTMENT OF COMMERCE  
Economics and Statistics Administration  
U.S. CENSUS BUREAU  
FORM  
MP-10002 (DRAFT)

2010 MANAGEMENT AND ORGANIZATIONAL PRACTICES SURVEY

OMB No. 0607-0963; Approval Expires 2/28/2014

MP-10002

**Need help or have questions about filling out this form?**  
Visit [www.census.gov/econhelp/mops](http://www.census.gov/econhelp/mops)  
Call 1-301-763-4673, between 8:00 a.m. and 4:30 p.m., Eastern time, Monday through Friday.  
- OR -  
Write to the address below. Include your 11-digit Census File Number (CFN) printed in the mailing address.  
Mail your completed form to:  
U.S. CENSUS BUREAU  
1201 East 10th Street  
Jeffersonville, IN 47132-0001

*(Please correct any errors in this mailing address.)*

**YOUR RESPONSE IS REQUIRED BY LAW.** Title 13, United States Code, requires businesses and other organizations that receive this questionnaire to answer the questions and return the report to the U.S. Census Bureau. By the same law, **YOUR CENSUS REPORT IS CONFIDENTIAL.** It may be seen only by persons sworn to uphold the confidentiality of Census Bureau information and may be used only for statistical purposes. Further, copies retained in respondents' files are to be removed from legal proceedings.

**INTERNET REPORTING OPTION AVAILABLE - We encourage you to complete this survey online at: [www.census.gov/econhelp/mops](http://www.census.gov/econhelp/mops)**

User ID:  Password:

Public reporting burden for this collection is estimated to be 30 minutes. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to: Paperwork Project 0607-0963, U.S. Census Bureau, 4600 Silver Hill Road, ASMD - 3K138, Washington, DC 20233. You may e-mail comments to [Paperwork@census.gov](mailto:Paperwork@census.gov); use "Paperwork Project 0607-0963" as the subject.

An Office of Management and Budget (OMB) approval number is printed in the upper right corner of this form. Without displaying this number, we could not collect this information or require your response.

The reporting unit for this form is an **establishment** which is generally a single physical location where business is conducted or where services or industrial operations are performed.

2012

**2** In 2010 and 2015, how many key performance indicators were monitored at this establishment?

Examples: Metrics on production, cost, waste, quality, inventory, energy, absenteeism and deliveries on time.

**Mark one box for each year**

	2010	2015
1-2 key performance indicators . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
3-9 key performance indicators . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
10 or more key performance indicators . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
No key performance indicators (If no key performance indicators in both years, SKIP to <b>6</b> ) . . . . .	<input type="checkbox"/>	<input type="checkbox"/>

**6** In 2010 and 2015, what best describes the time frame of production targets at this establishment?

**Mark one box for each year**

Examples of production targets are: production, quality, efficiency, waste, on-time delivery.

	2010	2015
Main focus was on short-term (less than one year) production targets . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Main focus was on long-term (more than one year) production targets . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Combination of short-term and long-term production targets . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
No production targets (If no production targets in both years, SKIP to <b>13</b> ) . . . . .	<input type="checkbox"/>	<input type="checkbox"/>

**9** In 2010 and 2015, what were **non-managers'** performance bonuses usually based on at this establishment?

**Mark all that apply**

	2010	2015
Their own performance as measured by production targets . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Their team or shift performance as measured by production targets . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Their establishment's performance as measured by production targets . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
Their company's performance as measured by production targets . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
No performance bonuses (If no performance bonuses in both years, SKIP to <b>11</b> ) . . . . .	<input type="checkbox"/>	<input type="checkbox"/>



# Survey methodology (Bloom, Brynjolfsson, Foster, Jarmin, Patnaik, Saporta-Eksten, and Van Reenen, 2019, AER)

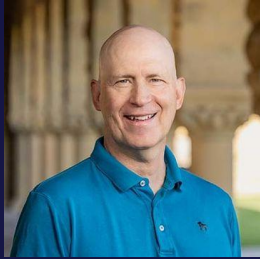
- Surveys generally conducted by national statistical agencies, central banks, or other governmental agencies
- Firm- or factory-level microdata (ownership, IT..)
- Performance data (sales, growth, productivity, profitability) is either collected on the management survey itself or linked through other microdata sources

The Management and Organizational practices survey adaptable - expanded to 15 different countries

# India Management and Growth Survey

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# India Management and Growth Survey setup in Pune

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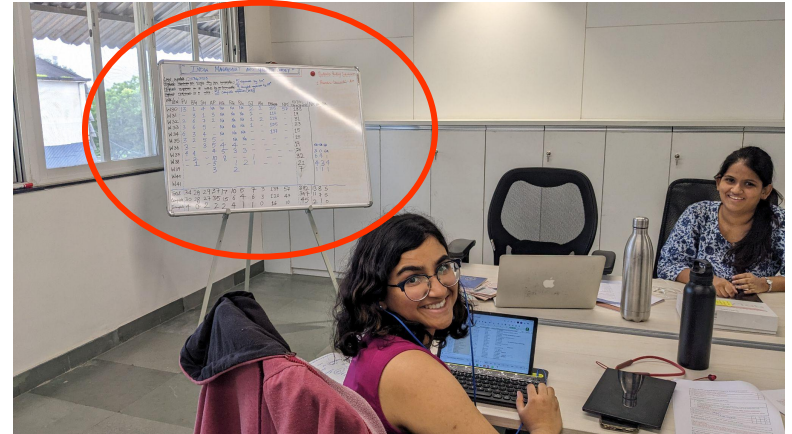


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Creating systemic change  
and building the national  
innovation ecosystem

Working alongside leading experts from academia and industry, we aim to inform policy making on the back of high quality empirical economic research, as well as impact higher education in India. We wish to raise the level of debate and awareness amongst policy makers, industry and students about the essential role of technical capability in economic development, and how it is best fostered.

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AND ECONOMIC RESEARCH

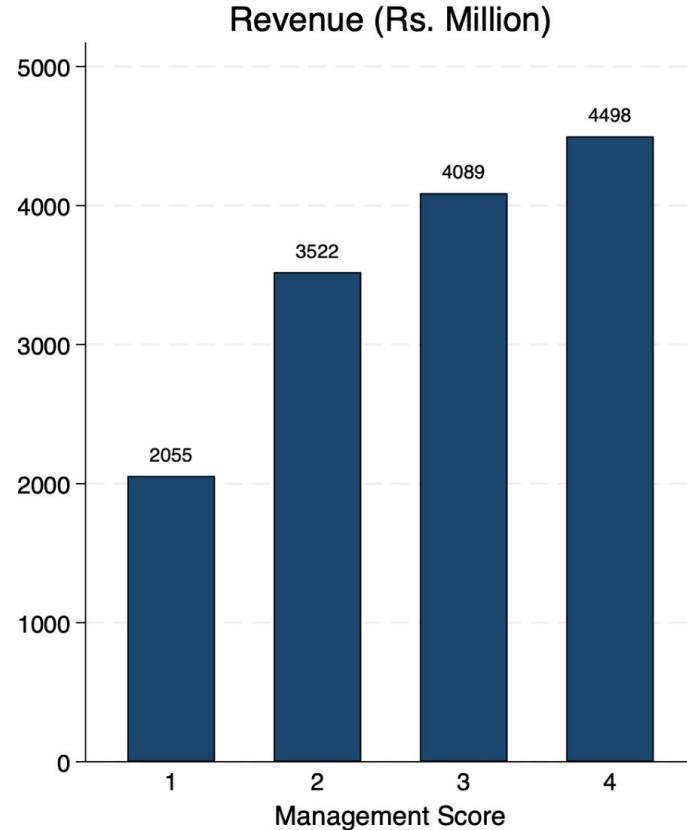
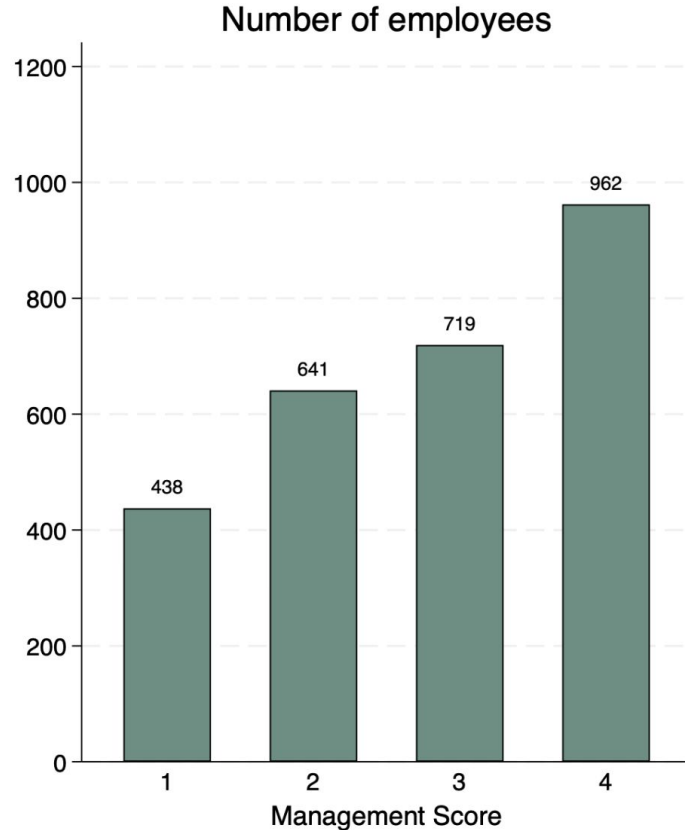


## India Management and Growth Survey 2022

1.	What is the name of your registered business?	
2.	What is the year of incorporation ( <i>of your business</i> )?	
3.	How many full-time employees are there at your business ( <i>this includes all workers, contract employees, payroll employees, and managers</i> )?	
4.	What is the share of contractual employees in total employees? (in%)	

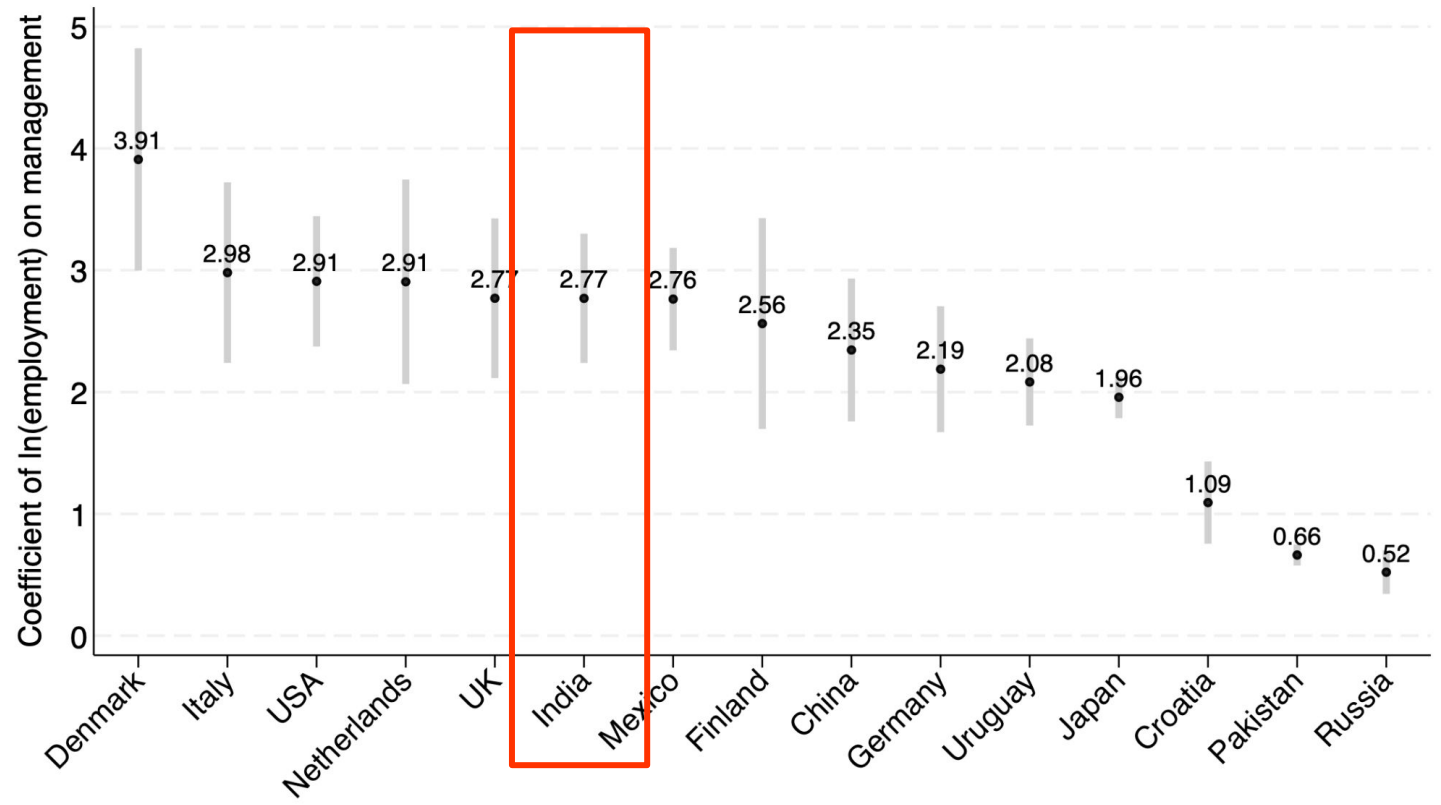
# Management and Performance

# Well-managed firms are larger in size

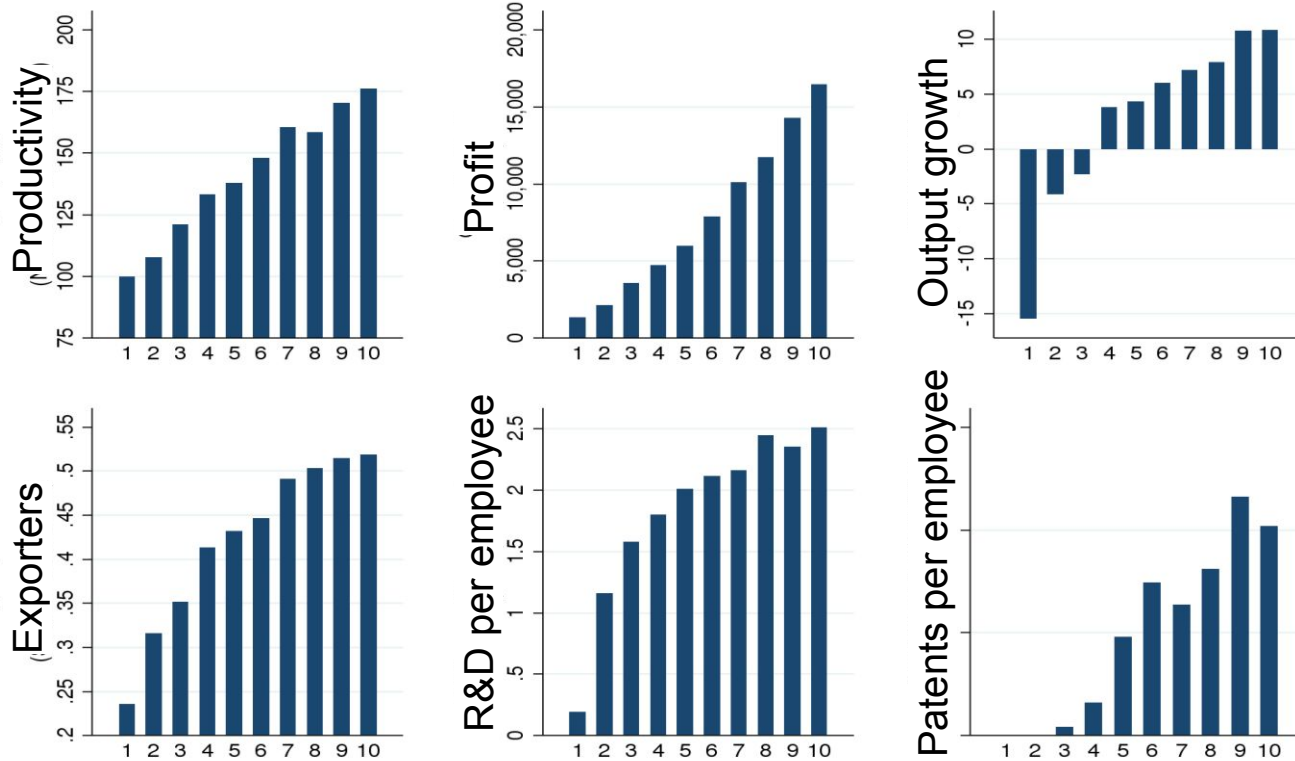




# Management-size relationship varies across countries

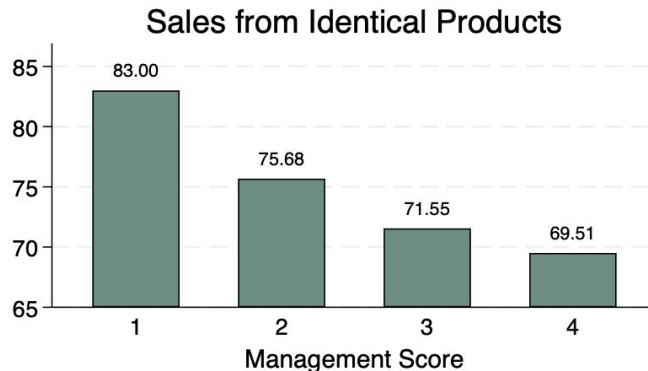
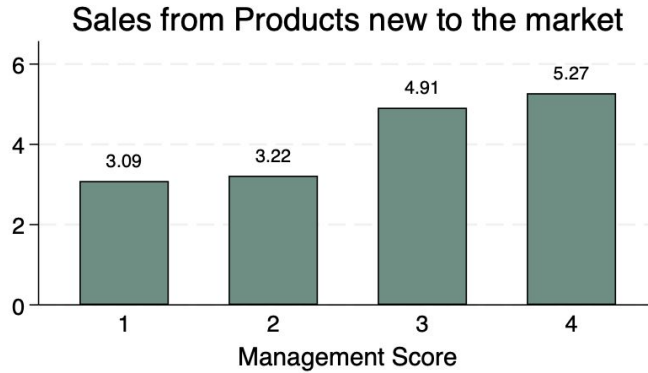


# Management highly correlated with firm performance



Management score decile (worst=1, best=10)

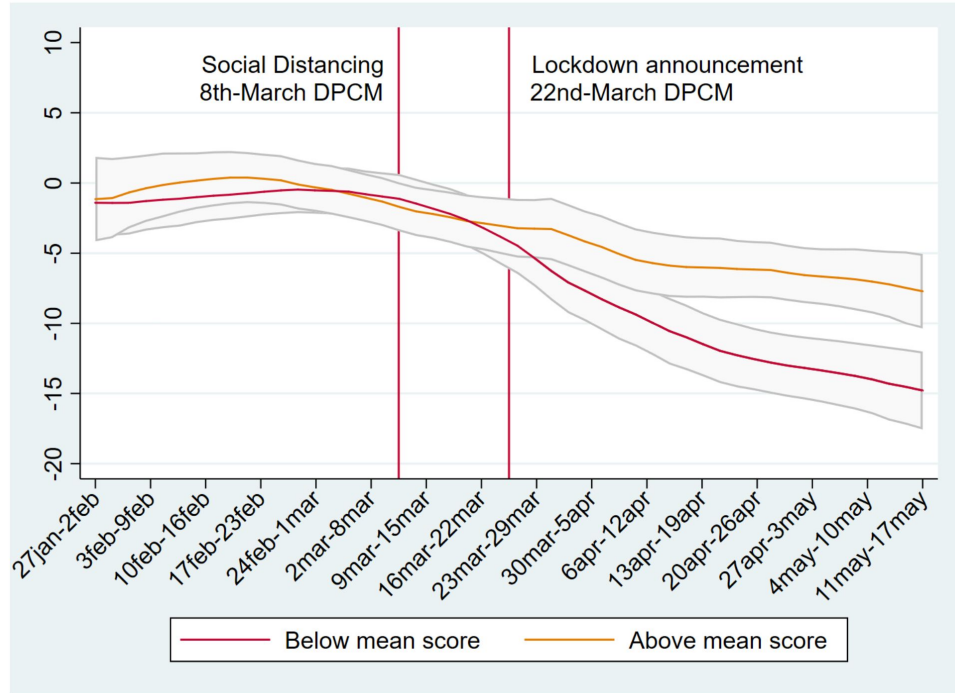
# Well-managed firms do more product innovation



# Management Practices and Resilience to shocks: Evidence from COVID-19 in Italy (Lamorgese, Linarello, Patnaik and Schivardi, 2024, Management Science)

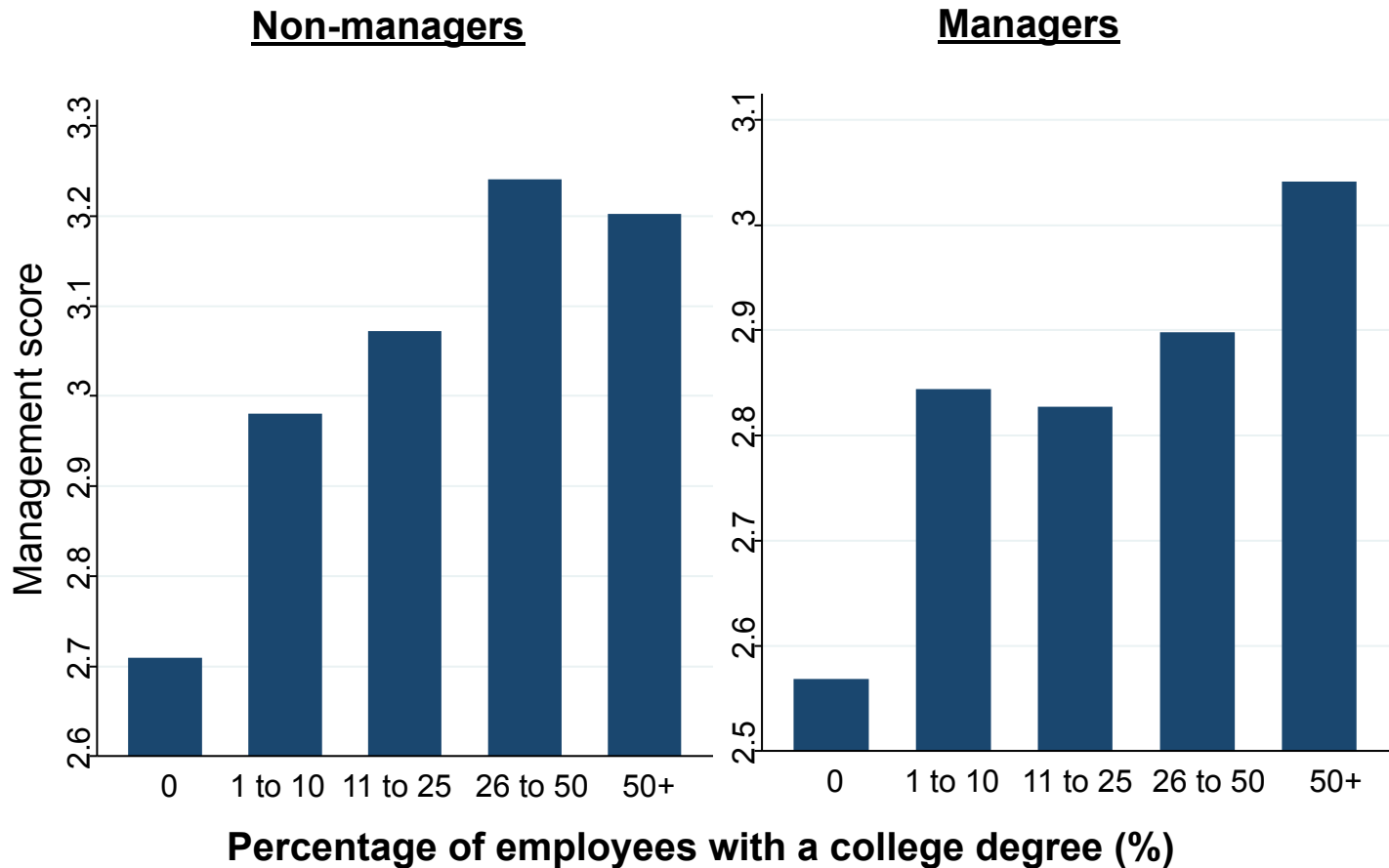


## MANAGEMENT AND SALES IN COVID-19



**What Factors Could Help Firms Improve?**

# Strong education and training system



Sample of 8,032 manufacturing and 647 retail firms.



# “Million-Dollar” investments

## Bengaluru gets a Boeing campus, the aerospace firm's largest investment outside the US



Technology · 3 Min Read

### BUILD 2023-24: Boeing picks 7 startups from IITs, KIIT to incubate their ideas

Each of these seven teams received INR 10 lakh as a financial grant, and their ideas covered solutions for community development, the defence and space industry, and sustainability.



Online Bureau · ETGovernment  
Updated On Feb 14, 2024 at 12:43 PM IST



Boeing announced seven teams comprising university students and early-stage start-up entrepreneurs as winners of the third edition of Boeing University Innovation Leadership Development (BUILD) program 2023-24.

Boeing announced seven teams comprising university students and early-stage start-up entrepreneurs as winners of the third edition of Boeing University Innovation Leadership Development (BUILD) program 2023-24.

**Batting ahead:**  
Management, innovation  
and the future of Indian manufacturing



**Read the report:**  
<https://bit.ly/CTIER-management>

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# AUDIENCE QUESTIONS

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