

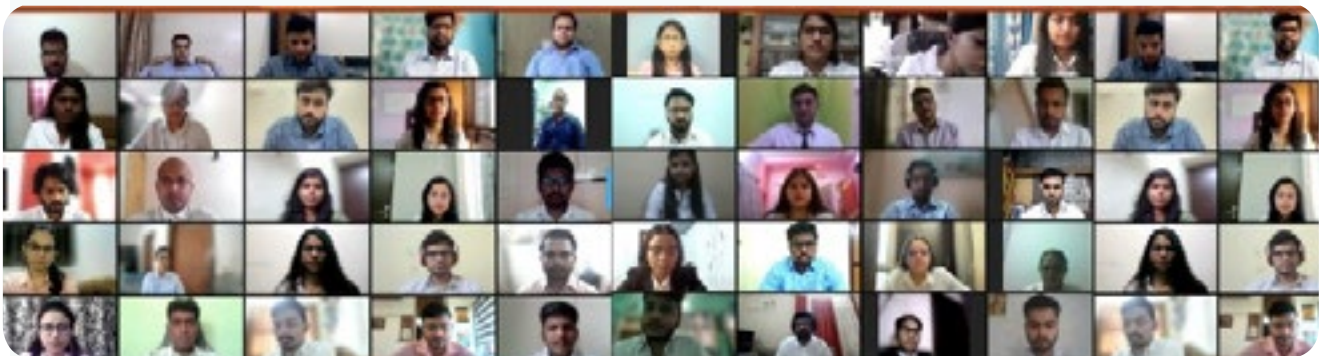


COMMUNIQUE

Indian Institute of Management Raipur's Newsletter

Inauguration & Orientation Program of 12th batch of PGP and the 10th batch of FPM

Indian Institute of Management Raipur conducted a holistic week-long orientation programme for the 12th Batch of Post Graduate Programme in Management (PGP) and 10th Batch of Fellow Programme in Management (FPM) from July 12-17, 2021. The students got an opportunity to interact with experts from academia & industry and gained insights that would help them during the next two years. The program included several keynote addresses,



pedagogical activities, ice-breaking sessions, and simulation games. The inaugural day of the program was graced by the chief guest, Mr. Ashish Vohra, Executive Director and CEO, Reliance Nippon Life Insurance.

Prof. Bharat Bhasker, Director, IIM Raipur, welcomed the chief guest. He also welcomed the incoming batch, motivating the students to follow their passion and shape their ideas accordingly. He urged the students to figure out the path of their jour-

ney and find the pace of balancing things to be ready for the dynamic environment in this turbulent world.

The chief guest - Mr. Vohra encouraged the participants to self-introspect and understand what kind of leaders they want to be and inspired them to create their own portfolio of skills and competencies at the end of the course.

The student profile of the PGP batch was presented by Prof. M Kannadhasan, Chairman Admissions. The FPM Chairperson, Prof. Pradyum-

na Dash, presented the profile of the 10th batch of FPM Scholars. Prof. Sumeet Gupta introduced the faculty to the batch and talked at length about the ethos of management..

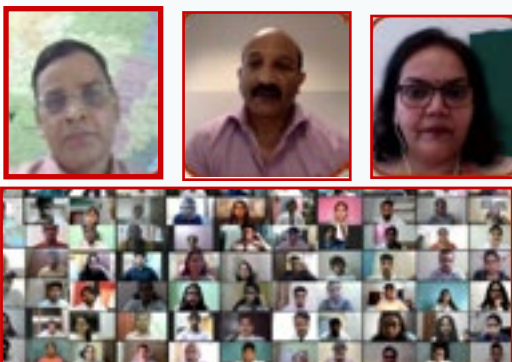
Prof. Sanjeev Prashar (Dean Academics) delivered a Vote of Thanks where he expressed his gratitude towards the honourable chief guest - Mr. Ashish Vohra, Director IIM Raipur - Prof. Bharat Bhasker, and the faculty and staff at IIM Raipur for their support and collaboration to bring IIM Raipur to these new heights.

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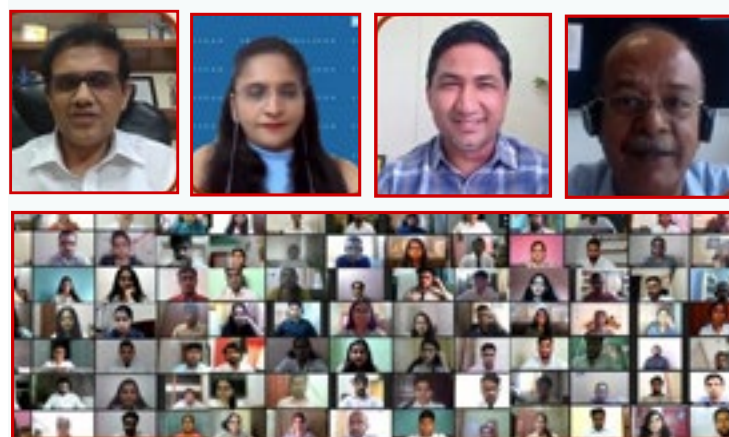
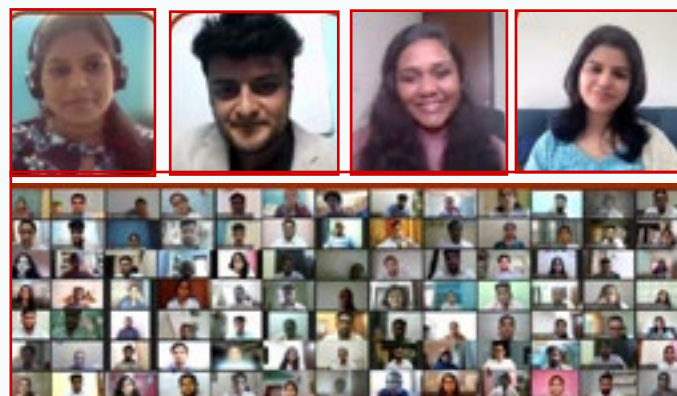
- ❑ Faculty Publications
- ❑ Guest Lecture Series
- ❑ Other Assignments & Talks Delivered
- ❑ Executive Education & Consultancy (EE&C)
- ❑ Inauguration of 3rd Live Online Post Graduate Executive Certification in General Management
- ❑ E-Learning Programme
- ❑ IIM Raipur in Media

The week-long orientation program started with an inaugural welcome by PGP Chairperson Prof. Sumeet Gupta, who elucidated on the academic rigor at IIM Raipur and talked about the importance of hands-on learning and discipline



The second day of the orientation program commenced with the panel discussion on the topic 'Critical Behavioural Competencies for Managers' by industry leaders Mr. M.V. Ramana, CEO, Branded Markets, Dr. Reddy's Laboratories, and Mr. Pradyumna Maheshwari, CFO, Carlsberg India Pvt. Ltd. The panel discussion was moderated by Prof. Anubha Dadhich, HR & OB Management. Mr. Pradyumna Maheshwari drew from his rich corporate journey and industry experience to inspire the students. He attributed students' success to the behavioural competencies developed on the job and encouraged them to develop soft skills and technical know-how. Mr. M.V. Ramana emphasized the need to establish strong capabilities and the methods to translate them into competency mapping and subsequent business solutions.

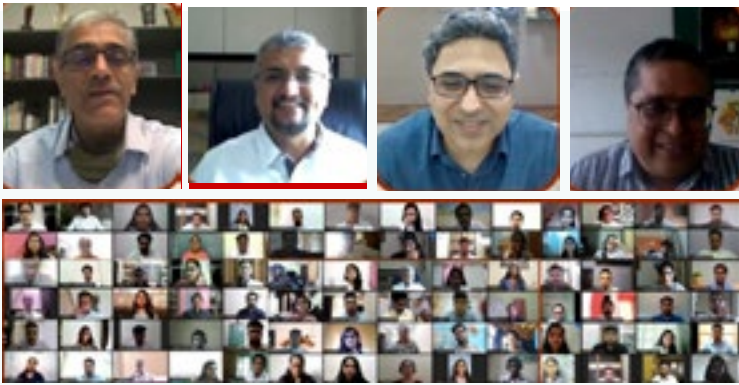
The orientation program also had an alumni panel discussion to connect incoming students to leading successful alumni of IIM Raipur. Ms. Revathi K, Lead- Talent, Learning and OD, GSK Pharma & Healthcare India, started the session by defining the personal brand and its importance in the corporate world. She emphasized on building a unique selling point for oneself as a competitive advantage. Mr. Harshit Kalra, Assistant Manager, American Express, spoke about different components of a personal brand and highlighted the importance of continuously identifying one's strengths and weaknesses to create their self-image. Ms. Uma Bala Gompa, Senior Consultant, Infosys Consulting, talked about the importance of rebranding and repositioning one's personal brand to cope up with diverse challenges in personal and professional lives. The session was moderated by Prof. Vidushi Pandey (Information Systems Area), IIM Kozhikode, a fellow, and alumni of IIM Raipur.



The third day of the event began with panel discussion on the topic 'Importance of Growth Mindset to Conquer the Corporate World' by industry leaders - Mr. Abhijit Roy, CEO, and MD, Berger Paints India, Ms. Sangeeta Lund, VP HR, Frost & Sullivan, and Mr. Arvind K., CEO, Dukes India. The panel discussion was moderated by Prof. Samar Singh, Strategic Management, IIM Raipur. Mr. Arvind recounted how his life experiences were maneuvered by his mindset for growth. He urged the students to participate in life that empowers them and helps them come out of their comfort zones to grow. "Not yet" is a powerful tool to improve the performance in an organization" said Ms. Sangeeta as she emphasized on building a growth mindset as a way of life. Mr. Abhijit encouraged students to prioritize the need to develop capabilities and

explore opportunities to grow during a crisis. He stated that learning could happen anywhere, and one must be willing to take risks and accept failures.

The fourth day of the orientation program of IIM Raipur commenced with a panel discussion on the topic 'Crucial Success Factors in the Present Business Scenario' by industry leaders Mr. Vipul Oberoi, CMO, IIFL (India Infoline Group); Mr. Ajoy Chawla, CEO, Jewellery Division, Titan; Mr. Dinesh Deo, CEO, Marsh McLennan Global Services.



The panel discussion was moderated by Prof. Jagrook Dawra, Marketing Management. Mr. Vipul discussed that Indian companies are at par with foreign counterparts in terms of competencies. He advised students to embrace data and be aware of the data-driven decision-making process. Mr. Ajoy spoke about the preparedness of the organized sector in terms of technology and digital innovation. He highlighted that sheer commitment is the driving force for resilience. Mr. Dinesh emphasized the need for infrastructure and talent availability for Indian companies to face future business challenges. Mr. Dinesh also mentioned that there is a requirement for deep knowledge and exper-

tise, which are the driving forces in the global services industry.

The fifth day commenced with a faculty connect program, followed by an interactive workshop on case-based pedagogy by the faculty members. The last day will be concluded with "Learning Management through Games" by the Academic Committee and Class Representatives of the PGP 2020-2022 Batch.

Faculty Publications



Jain, Kamal K., *Who Can Defeat An Undefeatable Leader?* Business World, July 2, 2021.
<http://www.businessworld.in/article/Who-Can-Defeat-An-Undefeatable-Leader-/02-07-2021-395286/>

Abstract: The possibility of a well-entrenched leader getting defeated not by the rival but by his own self goal can not be ruled out.

Prof. Kamal Kishore Jain
Visiting Professor

Tiwari, A. K., Pathak, R., & DasGupta, R. & Sadorsky, P. (2021). Modelling dependence and systemic risk between oil prices and BSE sectoral indices using stochastic copula and CoVar, Δ CoVar and MES approaches. *Applied Economics*. DOI: 10.1080/00036846.2021.1949430

Abstract: We investigate the dependency, risk spillovers, and systemic risk between the sectoral indices returns of the Bombay stock exchange (BSE) and oil prices using recently developed empirical techniques. The dependence is modelled using the time varying Stochastic Autoregressive Copulas (SCAR). Conditional value-at-risk (CoVaR), Δ CoVaR and marginal expected shortfall (MES) measures are used to examine the systemic risk. We find rotated Gumbel and normal copulas to be the best fitting in our analysis. Sectors such as energy, power, and industrial exhibit higher persistence in dependence structure compared to other sectors. Our results reveal that the underlying forces of the dependence between oil prices with other industries vary across time, albeit not so much during stable periods, but increase remarkably during turbulent times. All sectors are affected significantly by extreme oil price movements. The average short-run MES is highest for the metals, materials, and industrials sectors. The lowest average short-run MES values are observed for the fast-moving consumer goods, auto, and carbon sectors. Our risk analysis results reveal that Indian stock sectors are not resistant to oil shocks and there exists significant systemic risk between these markets and the crude oil market.



Prof. Rajesh Pathak
Assistant Professor



Prof. Satyasiba Das
Associate Professor

Dharmani, P., **Das, S., & Prashar S.** (2021). A Bibliometric Analysis of Creative Industries: Current Trends and Future Directions. *Journal of Business Research*, 135, 252-267. DOI: <https://doi.org/10.1016/j.jbusres.2021.06.037>

Abstract: This study provides a systematic literature review of creative industries using bibliometric and scientometric approaches. The objective of the study is to offer an intellectual structure for this emerging field. The study maps related networks and thematically related clusters using sophisticated visualization techniques. It also provides an understanding of the development path of the field. The paper discusses emerging research trends and relational structure among thematic areas, prominent authors, and the field's geographic concentration.

The findings of the study suggest that the field is in its infancy and has been dominated by a select few authors, sources, and countries. The results of this study suggest that there are significant unexplored areas that have potential in the creative industries' research domain.



Prof. Sanjeev Prashar
Professor



Prof. Satyasiba Das
Associate Professor

Das, W., **Das, S., & Chattopadhyay, M.** (2021). The Emergence of Entrepreneurial Team as a Research Field - Way Forward. *Journal of Small Business and Enterprise Development*. DOI: <https://doi.org/10.1108/JSBED-09-2020-0318>

Abstract: Purpose: The purpose of this paper is to review and critique the existing literature on entrepreneurial teams (ET) by taking a multi-disciplinary viewpoint and provide a future research agenda based on the identified themes and trends. **Design/methodology/approach:** A systematic literature review (SLR) was undertaken using "business source complete". Further scrutiny and application of exclusion criteria led to a final sample consisting of 139 papers from 27 different journals belonging to not just entrepreneurship and strategic management but also other disciplines like OB, finance,

sociology, psychology, etc. Using qualitative thematic analysis, the authors identified 11 major themes. **Findings:** The paper reviews both the eleven themes and the linkages between the themes. Thereby identifying areas that have been understudied and those that have received comparatively more attention. The review revealed that the research stream possesses certain conceptual and methodological concerns apart from its cross-sectional and primarily bivariate nature. Five such main concerns have been identified and discussed in detail. Other elements of the resulting research agenda include calls for more clinical process-oriented research, further attention to context, shifting the level of analysis, and a need to integrate across disciplines. **Originality/value:** This paper incorporates a broad insight of ET across academic disciplines to show how future contributions could benefit by incorporating research from other fields. In doing so, provides a starting point for more nuanced discussions around the interrelationships between the different conversations that are taking place in the ET literature.



Prof. Manojit Chattopadhyay
Associate Professor

Radhakrishnan, J., & **Gupta, S.** (2021). *Artificial Intelligence Adoption – Using Case Studies to Understand the Factors that Influence Adoption in Organizations*, Pacific Asia Conference on Information Systems, July 12-14, 2021, Dubai - Virtual

Abstract: As Artificial Intelligence (AI) continues to evolve significantly and gain traction in many sectors, it will be beneficial to know how AI is being used in organizations and understand the factors that influence AI adoption. In this paper, an attempt has been made to understand AI Adoption in Organizations by doing case studies of 20 companies through interviews and surveys. The majority of the Organizations belonged to the IT Services industry. Using Diffusion of Innovation theory and the Technology, Organization and Environment framework, the factors that influence AI implementation, adoption and diffusion in organization were examined. It was found that the most common AI implementation is in process automation followed by chatbots and prediction, the most common functional area is operations, technology and marketing & sales. AI is predominantly used in image processing followed by natural language processing. The most commonly acknowledged benefit is that it saves time, convenient to use, gives better performance and helps with the conversion of information into knowledge. The important factors that facilitate AI adoption is compatibility with existing business processes and user expectations, culture which encourages innovation, ability to do a side by side comparison, top management support and competitive pressure. The most commonly encountered barriers are data complexity, data unavailability, resource constraints, privacy and security laws and regulatory approvals.



Prof. Sumeet Gupta
Professor



Prof. Sushant Kumar
Assistant Professor

Kumar, S., Talwar, S., Krishnan, S., Kaur, P., & Dhir, A. (2021). Purchasing natural personal care products in the era of fake news? The moderation effect of brand trust. *Journal of Retailing and Consumer Services*, 63. DOI: <https://doi.org/10.1016/j.jretconser.2021.102668>

Abstract: Natural personal care products are gaining popularity due to their benefits in terms of health and well-being. However, consumers are wary of these products and are guided by the fake news circulating about them. Since natural product consumption offers several personal and environmental benefits, it would be worthwhile to understand consumers' tendency to let fake news influence their consumption decisions. Accordingly, the current study examined the association of fake news and purchasing behaviour towards natural personal care products, utilising Stimulus-Organism-Behaviour-Consequence (SOBC) as the theoretical framework. The study proposed openness to change as the stimulus, perceived benefits and perceived risks as organismic internal states, purchase intentions as the behaviour, and the propensity of believing and acting on fake news as the consequence, which is further associated with system trust. The model was tested by analysing data collected from 390 existing consumers, considering the moderation effect of brand trust and controlling the effect of age and gender. The findings confirmed that openness to change is associated with perceived benefits and risks. Furthermore, perceived benefits and system trust are associated with purchase intentions, which are, in turn, associated with the propensity of believing and acting on fake news. The study presents several novel contributions to theory and practice.

Kumar, S., Jain, A., & Hsieh, J. (2021). Impact of apps aesthetics on revisit intentions of food delivery apps: The mediating role of pleasure and arousal. *Journal of Retailing and Consumer Services*. DOI: <https://doi.org/10.1016/j.jretconser.2021.102686>

Abstract: Online food delivery (OFD) apps are changing the way we consume food. Despite increasing the popularity of OFD apps, limited studies have explored the reason behind popularity which contributes to the revisit intentions. This study investigates the drivers of revisit intentions by adopting stimulus-organism-response (SOR) theory and pleasure arousal dominance (PAD) theory as a theoretical lens. A model is conceptualized by including aesthetic formality and aesthetic appeal of OFD apps as stimuli, pleasure, and arousal as the internal state of the organism, and revisit intentions and word of mouth (WOM) as a response. Data is collected from OFD app users through a survey questionnaire. Findings indicate that aesthetic appeal is associated with pleasure and arousal. Aesthetic formality is associated with pleasure, word of mouth, and revisit intentions. Further, pleasure influences arousal, word of mouth, and revisit intention. The findings also confirmed the mediating role of pleasure and arousal. The study contributes to the practice and theory in the context of online food delivery apps.



Our Vision & Mission



“To become a premier management institution that inspires thought leadership through scholarship and teaching by incorporating an ethos of inquiry, consciousness, and innovation”

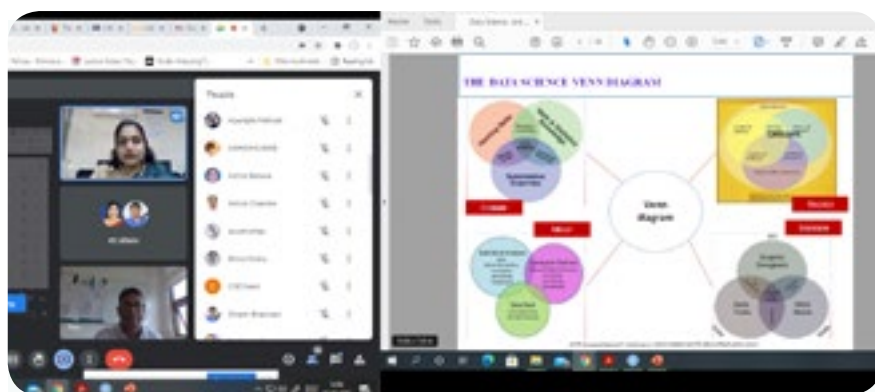


“To provide a learning centric environment that nurtures management thought through research and practice to create future leaders”



Other Assignments & Talk Delivered

Prof. Kamal K. Jain (HRM & Organizational Behaviour Area) delivered a talk in a Webinar on Negotiation skills on July 23, 2021 organised by Hero Mindmine. Part of the Hero Brand, Hero Mindmine is one of India's premier organisation in the space of business and people transformation through training and consulting services. The event was conducted by Jogendra Singh, President (Finance) at Hero Corporate Services.



Prof. Manojit Chattopadhyay (IT & Systems Area) was a keynote speaker of AICTE Sponsored National E - Conference on "DATA SCIENCE AND ITS APPLICATIONS (DSIA-2021)" and delivered a lecture on the topic "DATA SCIENCE AND ITS APPLICATIONS" on July 27, 2021 at Bhilai Institute of Technology, Durg On-line through Gmeet.



Prof. Sumeet Gupta (IT & Systems Area) delivered a lecture on Artificial Intelligence in India at Online CME on Artificial Intelligence in Healthcare, organized by AIIMS Raipur on July 04, 2021.

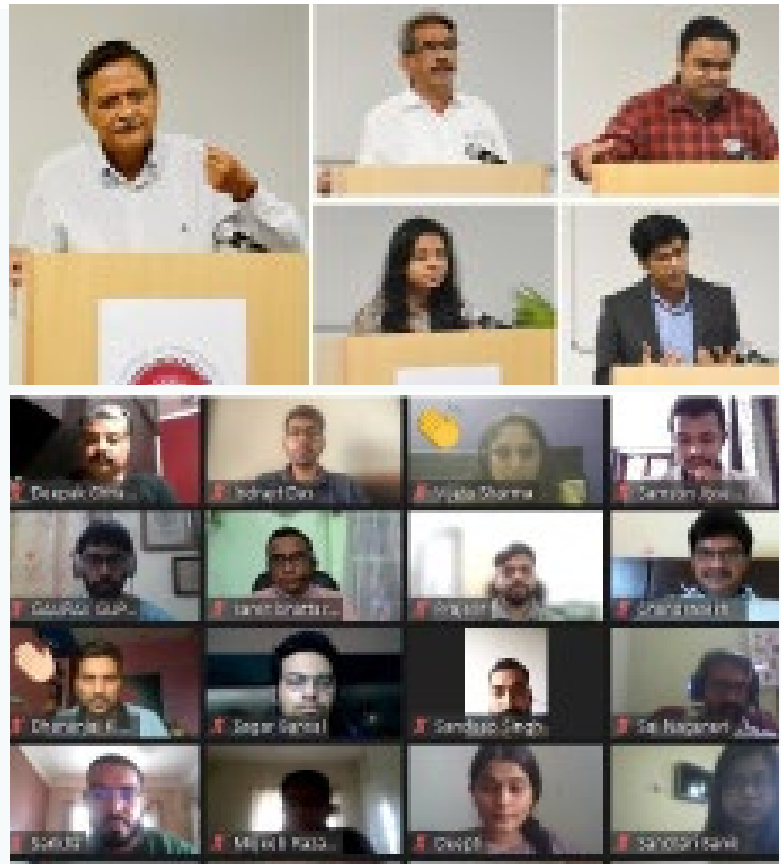


Inauguration of 3rd Live Online Post Graduate Executive Certification in General Management

Indian Institute of Management (IIM) Raipur inaugurated its third batch of the live online Post Graduate Executive Certification in General Management Program supported by marketing and technology support partner Nulearn on July 18, 2021 in a live virtual inaugural.

The inaugural ceremony commenced with the lighting of the lamp by Prof. Bharat Bhasker, Director, IIM Raipur, Prof. Sanjeev Prashar, Dean (Academics) IIM Raipur, Prof. Mohit Goswami, Chairperson (Online Executive Education), and the Program Directors Prof. Shalabh Singh and Prof. Arunima Shah. The program includes two campus immersions, where participants can visit the campus and interact with their faculty and peers.

Prof. Shalabh Singh welcomed the participants (Operations and Quantitative Methods area) and presented the participants' profile for the 3rd batch of General Management having a very healthy 105 enrolments. The program participants have a diverse and rich industrial experience ranging from three to twenty-seven years in various sectors such as Banking, e-Commerce, FMCG, Healthcare, IT & ITES, Manufacturing, Telecom, Hospitality, Education & Training, and many others.



Prof. Arunima Shah (Marketing Management area) congratulated the participants for taking a step towards the spirit of continuous learning. She introduced the highly qualified IIM Raipur faculty who would be a part of this course to the students and talked about the enhanced academic rigour in the third program. Prof. Shah also introduced the participants to the various core management subjects and skill enhancement topics that would be discussed in the Program. The rigorous evaluation and certification criteria were presented to the participants to inculcate the spirit of hard work towards successful completion of the program.

Prof. Mohit Goswami, Chairperson E-learning, talked about the evolution of the general management program. He emphasized on the importance of the program in the career progression of the participants and its contribution towards their success in the corporate / business world. Prof. Sanjeev Prashar, Dean Academics, urged the participants to build new leadership competencies. He talked about ten crucial leadership qualities that managers and leaders of tomorrow would need and how the program can help participants imbibe that in their value systems.

Prof. Bharat Bhasker, Director, IIM Raipur, welcomed the 3rd batch of the program with an inspiring address on the changing facets of global business. He talked about technology disruptions in business and its management and encouraged participants to spot the trends that would disrupt their core businesses. He emphasized on the program's objective to prepare the participants about the nuances of how the global economy operates and to guide them to leverage this knowledge to the country's advantage.

IIM Raipur is offering a host of innovative online executive education certification programs in core management areas such as Digital Marketing, Data Science and Machine Learning, Financial Management, Operations and Six Sigma, Senior Management Program, Leadership and Change Management and much more. These programs typically range from 6 months to 1 year of engagement such that classes are scheduled over weekends.



Guest Lecture Series

Ms. Rakhee L. Malik from Kearney India delivered a talk as a guest speaker for leadership talk webinar series on July 03, 2021. The topic of the talk was 'Human Resource Management during a Pandemic: Adapting to the new normal'.



Ms. Rakhee L. Malik
*Director & Head HR
Kearney*



Mr. Saurabh Mulmuley
*Chief Manager
Talent Management, Bajaj Allianz*

Mr. Saurabh Mulmuley, Chief Manager - Talent Management, Learning & OD delivered a guest lecture for Leadership Talk webinar series on July 04, 2021. Mr. Mulmuley addressed to the IIM Raipur students on the topic 'Talent Management, Succession Planning and Leadership Pipeline For The New Generation Workforce'.

Mr. Sanat Sahu, AVP - Global Sales & Partnerships, Pee Safe, delivered a talk as a guest speaker for Leadership Talk webinar series on July 17, 2021. Mr. Sahu addressed to students on topic 'Marketing Insights from the Perspective of Peesafe' and shared the secrets of the World of Marketing.



Mr. Sanat Sahu
*AVP - Global Sales &
Partnerships, Pee Safe*



Ms. Nidhi Varma Srivastava
*VP Global Product Leadership
NielsenIQ*

Ms. Nidhi Varma Srivastava, VP Global Product Leadership at NielsenIQ delivered a talk as a guest speaker for our Leadership Talk webinar series on July 18, 2021 on the topic "Driving Brand strategy through Analytics".

IIM Raipur is glad to host Mr. Harshavardhan Chauhaan, VP, Chief Marketing and Omnichannel Officer at Spencer's Retail as a guest speaker on July 24, 2021 for our Leadership Talk webinar series. The topic of the talk was "The Future of Marketing".



Mr. Harshavardhan Chauhaan
*VP, Chief Marketing &
Omnichannel Officer
Spencer's Retail*



Mr. Vikas Sinha
*Head of Strategy, M&A &
Investor Relations
Mahindra CIE*

Mr. Vikas Sinha, Head of Strategy, M&A & Investor Relations, Mahindra CIE delivered a talk as a guest speaker for our Leadership Talk webinar series on July 24, 2021. Mr. Sinha addressed the IIM Raipur students on the topic "Cultivating Strategic Innovation in Industry".

Mr. Kishore Jayaraman, President, India & South Asia at Rolls-Royce, delivered a talk as a guest speaker in IIM Raipur on July 28, 2021. Mr. Jayaraman addressed to the students of IIM Raipur on the topic "Leadership Agility - How to lead your people through change".



Mr. Kishore Jayaraman
*President, Rolls-Royce
India & South Asia*



Mr. Rohan Kumar Sudan
*University Hiring Leader
Newgen Software*

Mr. Rohan Kumar Sudan, University Hiring Leader, Newgen Software delivered a talk as a guest speaker on July 31, 2021. Mr. Sudan addressed our students on the topic "How to Recover from Burnout".

Mr. Sudeep Mehrotra, MD - Alvarez & Marsal, addressed to IIM Raipur students as a guest speaker for our Leadership Talk webinar series on July 31, 2021. The topic of the talk was "Consulting as a career".



Mr. Sudeep Mehrotra
MD - Alvarez & Marsal

Executive Education & Consultancy (EE&C)

Current E-Learning / Online Programme

S. No.	Course Title	Commenced on	Programme Faculty (Dr./Prof.)
1.	Executive Certificate Program in General Management Program-II	October 18, 2020	Rashmi Shukla & Shalabh Singh
2.	Executive Certificate Program in Human Resource Management-I	November 01, 2020	Anubha Dadhich & Damini Saini
3.	Executive Certificate Program in Operations Management and Six Sigma-III	March 07, 2021	Mohit Goswami & Gopal Kumar
4.	Executive Certificate Program in Leadership and Change Management-IV	April 11, 2021	Anubha Dadhich
5.	One Year Executive Certificate Programme in Senior Management-I	June 20, 2021	Satyasiba Das & Sanjeev Prashar
6.	Post Graduate Executive Certification in General Management-III	July 18, 2021	Shalabh Singh & Arunima Shah

Forthcoming E-Learning / Online Programme

S.No.	Course Title	Commencing from	Programme Faculty (Dr./Prof.)
1.	Executive Certificate Program in Digital Marketing and Social Media Strategy-III	August 01, 2021	Arunima Shah
2.	Executive Certificate Programme in Applied Financial Risk Management-II	August 07, 2021	Yogesh Chauhan & Nemiraja Jادیappa
3.	Executive Certificate Program in Data Science and Machine Learning Using R and Python-IV	August 08, 2021	Sumeet Gupta & Gopal Kumar
4.	Executive Certificate Programme in Project Management-II	September 05, 2021	Gopal Kumar & M. Ramkumar



IM Raipur all set to host the Orientation Program

आइआइएम में ओरिएंटेशन
प्रोग्राम आज से
रायपुर। भारतीय प्रबंधन संस्थान
(आइआइएम) में 12 से 17 जुलाई
तक ओरिएंटेशन प्रोग्राम चल रहा है।

आईआईएम में आज
मे ओरिएंटेशन प्रोग्राम

Professor Sumat, Gupta, Chairman PGE, will deliver an inaugural welcome before the introduction to PGE and PPM programmes.

This will be followed by a welcome address administered by Prof Bharat Bhaskar, Director, IIM Raipur.

The second day will witness a Panel Discussion on the topic "Critical Behavioural Competencies for Managers" by M V Ramana, CEO, Bechtel Markets, Dr Reddy's Laboratories, Pradyumna Maheshwari, CFO, Carlsberg.

IIIM Raipur welcomes the 12th batch of PGP

IIM Raipur concludes its orientation program

IIIM Raipur inaugurates 3rd Live Online PGEC in General Mgmt

आइआईएम में पोस्ट ग्रेजुएट एक्जीक्यूटिव सर्टिफिकेशन शुरू

लीडरशिप के लिए मैनेजमेंट और टेक्नोलॉजी का तालमेल जरूरी

IIM Raipur's 3rdLive Online PGEC in General Management inaugurated



Indian Institute of Management Raipur
ACHIEVING THE POSSIBLE
The 3rd Live Online Post Graduate Executive Certification in General Management

Twenty-seven participants from various sectors such as Banking, e-commerce, FMCG, Healthcare, IT and many others.

Prof. Anand Kumar Singh, IIM Raipur, is the faculty for the program.

Prof. Anand Kumar Singh, IIM Raipur, is the faculty for the program.

they focus on the social and economic problems of the impoverished. The highly motivated high-income level leaders lead the program in the states and talked about the results of the program in the third program. Prof. Hsu also introduced the participants to the various social and economic problems and ways to overcome them. The program included a visit to the National Science Foundation and the National Aeronautics and Space Administration. The program also included a visit to the National Science Foundation and the National Aeronautics and Space Administration. The program also included a visit to the National Science Foundation and the National Aeronautics and Space Administration.



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