



Globalizing Indian Thought

IIMK

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RESEARCH NEWSLETTER



RESEARCH

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CONTENTS

2014-15: RESEARCH HIGHLIGHTS

6

ECONOMICS

7

FINANCE, ACCOUNTING & CONTROL

13

HUMANITIES & LIBERAL ARTS IN MANAGEMENT

21

INFORMATION TECHNOLOGY & SYSTEMS

26

MARKETING MANAGEMENT

35

ORGANIZATIONAL BEHAVIOUR & HUMAN RESOURCES

45

QUANTITATIVE METHODS & OPERATIONS MANAGEMENT

56

STRATEGIC MANAGEMENT

75

CROSS AREA BOOKS / EDITED BOOKS, STAFF PUBLICATIONS

84

IIMK JOURNAL, IIMK RESEARCH SEMINARS & CONFERENCES

85





MESSAGE FROM DIRECTOR-IN-CHARGE

At IIM Kozhikode we consider research as a cornerstone of our academic activities. We have made concerted efforts towards building an enabling research eco-system with generous research funding, financial incentives for high quality research and a number of research events organized around the year. We are serious about generating impactful research and are not satisfied just by high volume of publications. For this reason we use an internationally benchmarked journal categorization to incentivize faculty research which is leading to meaningful publications with high potential of getting frequently cited in the years to come. As you can see in the following pages, our faculty members have published in several A* and A category journals and our research is also being highlighted in the media and on other public platforms. Going forward we are fully focused on producing more research that will create meaningful impact in the relevant literature as well as society. I invite you to go through this newsletter and seek out opportunities for potential collaboration of mutual benefit.

With warm wishes,

Prof. Kulbhushan Balooni





MESSAGE FROM CHAIRPERSON

I am immensely pleased to present to you this compendium of IIM Kozhikode's research output and achievements. During the last year our total as well as average number of peer reviewed journal articles reached a peak and the number of authored cases was also higher than ever before. We have entered into a partnership with Economic Times to contribute to the ETCases library to create a pool of knowledge resources grounded in Indian realities. One of the highlights of the last year was our successful conduct of the 2nd Pan IIM World Management Conference attended by more than 250 delegates including eminent speakers, researchers and doctoral scholars from all IIMs, other Indian and foreign institutions as well as industry. Selected papers from the conference were showcased in special issues of IIM Kozhikode's Society & Management Review and the Journal of Indian Business Research as well as an edited book published by Emerald. In the last year we have also organized 18 research seminars and 1 distinguished public lecture with a view to providing a platform for exchange of research findings. While this newsletter highlights outcomes of the previous year, I welcome you to follow IIM Kozhikode's research blog for updates on our research news, views and ideas.

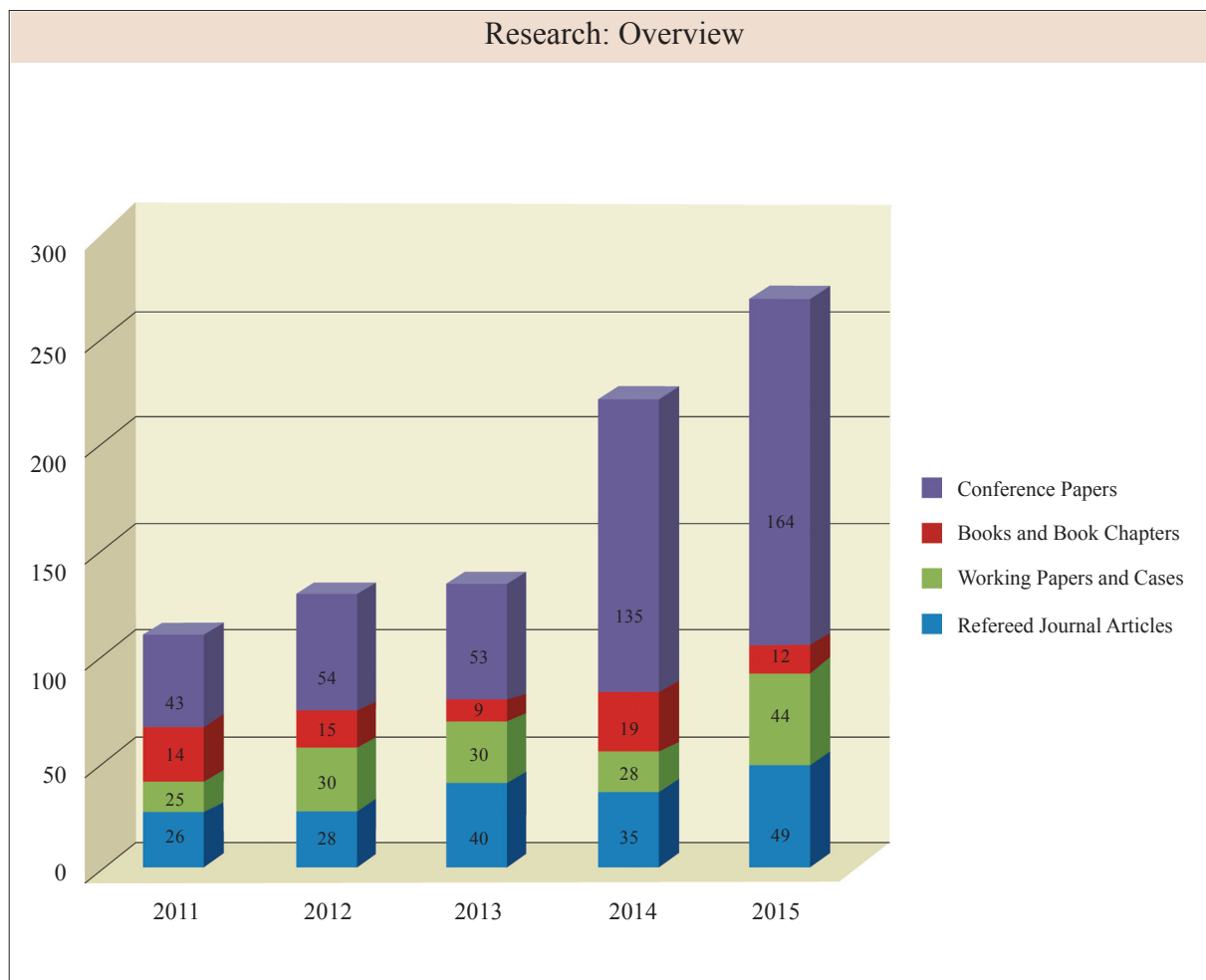
With warm wishes,

Prof. Rudra Sensarma



2014-15: RESEARCH HIGHLIGHTS

- **49 Research Articles** were published in reputed peer reviewed journals, **out of which 5 are in internationally recognized A category journals and 1 in A* category.**
- **6 Small Grant Research Projects** were completed. **12 Small Grant and 2 Medium Grant Research Projects** are ongoing.
- Research blog was updated with **10 new posts** to facilitate a conversation among IIMK's researchers and other stakeholders.
- **52nd Annual Conference of The Indian Econometric Society** is being hosted by IIMK during **January 4-6, 2016**. Around 300 delegates including distinguished econometricians and economists are expected to attend.





ECONOMICS

The Economics Area focuses on rigorous empirical and theoretical research pertaining to management of organizations, government and societies. The area members have a wide variety of research interests, which includes Applied Econometrics, Democracy and Constitution, Economics of Information, Economics of Institutions, Energy Economics, Environmental Governance and Management, Law and Economics, Monetary Economics, Public Economics, and Public Finance. The research and teaching interest of area members encompass both quantitative and qualitative domains of economics. The area members also employ an interdisciplinary approach to their academic endeavours. The area members have published their work in many reputed international journals like American Journal of Political Science, Conservation and Society, Economic and Political Weekly, Economic Modeling, Economics Letters, Geoforum, International Journal of the Commons, International VAT Monitor, Journal of Asia Business Studies, Journal of Economic Behavior & Organization, Journal of Economics, Journal of Economic Modeling, Physica A, Public Choice, Social Choice and Welfare, World Development.

REFEREED JOURNAL PUBLICATIONS

AUTHOR	TITLE	JOURNAL	YEAR
Kulbhushan Balooni	Forest rights: The hard currency of REDD+.	Conservation Letters	2014
Rudra Sensarma	Crime and social conflict in India.	Economics of Peace and Security Journal	2014
Rudra Sensarma	An analysis of the factors determining crime in England and Wales: A quantile regression approach.	Economics Bulletin	2015

Balooni, K., & Lund, J.F. (2014). Forest rights: The hard currency of REDD+. *Conservation Letters*, 7(3): 278-284.

One of the proposed strategies for implementation of reducing emissions from deforestation and forest degradation plus (REDD+) is to incentivize conservation of forests managed by communities under decentralized forest management. Yet, we argue that this is a challenging road to REDD+ because of three general characteristics of forests under existing decentralized management regimes. First, these forests already accumulate biomass and, in some cases, generate leakage, which threatens to undercut REDD+ additionality. Second, these forests are many and small, which will drive up REDD+ transactions costs. Third, beyond the “conservation islands” represented by forests under decentralized management, processes of deforestation and forest degradation continue. Given these challenges, we argue that REDD+ efforts through decentralized forestry should be redirected from incentivizing further conservation of forests under existing decentralized management arrangements toward a push for extending the coverage of forests under decentralized management, making forest rights the hard currency of REDD+.

Amaral, S., Bandyopadhyay, S., Bhattacharya, S., & **Sensarma, R.** (2014). Crime and social conflict in India. *Economics of Peace and Security Journal*, 9(1): 46-56.

This article has two goals. First, using district-level panel data we identify key determinants of violent crime, nonviolent crime, and crime against women in India, 1990-2007. Second, using district-level variation in regard to Maoist-driven social conflict, we examine how social conflict affects crime and its determinants. In addition to conventional determinants of crime (e.g., law enforcement and economic variables), we examine how variation in sex ratios affects crime. We also study whether the gender of the chief political decision maker in each state affects crime. We find that improvements in arrest rates decrease the incidence of all types of crimes. Socio

economic variables have relatively little explanatory power. We also find evidence that unbalanced sex ratios, particularly in rural areas, increase crime. The presence of a female Chief Minister diminishes violent crime and, especially, crimes against women. Finally, we find that in districts affected by the Maoist insurgency, all types of crime are lower and we offer explanations for why that may be the case.

Bandyopadhyay, S., Bhattacharya, S., & **Sensarma, R.** (2015). An analysis of the factors determining crime in England and Wales: A quantile regression approach. *Economics Bulletin*, 35(1): 665-679.

We analyze the impact of policing and socio-economic variables on crime in England and Wales during 1992-2007 using the quantile regression model which enables us to analyze different points of the crime distribution. The quantile regression model allows us to analyze whether or not the factors that affect crime do so in the same way for high and low crime areas. By using data from 43 police force areas, we examine how the effect of real earnings, unemployment, crime detection rate, income inequality and proportion of young people varies across high and low crime areas. Six crime categories are examined – burglary, theft and handling, fraud and forgery, violence against the person, robbery, and sexual assault. We find statistically significant differences in the impact of explanatory variables on various types of crime for low and high crime areas. For example, higher detection rate reduces crime but the effect is stronger in low crime areas. Further, we find opposing effects of earnings and unemployment across high and low crime areas which may explain why recessions may have no impact on crime or even lower it.

OTHER/ FORTHCOMING PUBLICATIONS

AUTHOR	TITLE	CATEGORY	DETAILS	YEAR
Balooni, K.	Management knowledge creation: The role of Indian management institutions.	Keynote Address	<i>Second Pan IIM World Management Conference</i> , IIM Kozhikode, Kerala, India, November 5-8.	2014
Balooni, K.	Management knowledge creation: The role of Indian management institutions.	Keynote Address	<i>Twelfth AIMS International conference on Management</i> , IIM Kozhikode, Kerala, India, January 2-5.	2015
Gangopadhyay, K.	My Discovery of Ancient Indian Living.	Non-refereed	<i>Swarajya</i> (Nov 7).	2014
Gangopadhyay, K.	Does rise in rapes represent an augment in crime or simply more gender- neutral occupational choice?	Conference	<i>Second Pan IIM World Management Conference</i> , IIM Kozhikode, Kerala, India, November 5-8.	2014
Gangopadhyay, K. Sensarma, R.	An Empirics Based Policy for Direct Benefits Transfer.	Non-refereed	<i>Swarajya</i> (Oct 8).	2014
Gangopadhyay, K.	Second Pan IIM World Management Conference at IIMK: Let a thousand schools of thought bloom.	Blogpost	http://researchblog.iimk.ac.in/	2014
Mahawar, A., Nair, S. R., Pushpangadan, K.	Tax efforts of State Governments in India during the Post- Economic reforms period.	Conference	<i>International Conference on Economic Reforms, Growth and Sustainable development, Changing role of Institutions</i> , Central University of Kerala, Kasargod, India, February 16-18.	2015
Nair, S. R.	Tax competition and “Race to the bottom” in tax rates: Evidence from India.	Conference	<i>Second Pan IIM World Management Conference</i> , IIM Kozhikode, Kerala, India, November 5-8.	2014
Nair, S.R.	Finances of Kerala: Emerging Challenges.	Seminar	<i>Keralam Mannum Manushanum</i> by PRISM Centre, Panoor, Kerala, India. October 30.	2014
Sarkar, S.,	The relationship between	Conference	<i>Second Pan IIM World Management</i>	2014

Sensarma, R.	competition and risk taking behaviour of Indian Banks.		Conference, IIM Kozhikode, Kerala, India, November 5-8.	
Sensarma, R.	Employment Programmes for the Poor and Female Empowerment: The Effect of NREGS on Gender-based Violence in India.	Forthcoming Research Paper	<i>Journal of Interdisciplinary Economics</i> . 2015	
Sensarma, R.	India and the World Economy	Non-refereed	<i>Mathrubhumi</i> Yearbook.	2015
Sensarma, R.	The Case against Corporate Social Responsibility.	Non-refereed	<i>Swarajya</i> (Oct 26).	2014
Sensarma, R.	Changing India: Economic, Social and Leadership Challenges.	Invited Talk	<i>Eighteenth Annual Management Convention</i> , Calicut Management Association Kozhikode, Kerala, India, January 11.	2014
Sensarma, R.	Emerging Issues in Financial Inclusion Research & Practice.	Invited Talk	National Seminar on <i>Equitable Growth through Financial Inclusion</i> , Government College, Mokeri, Kerala, India, January 21.	2014
Sensarma, R. Kumar, N.	Efficiency of micro finance institutions in India: A stochastic distance function approach.	Conference	<i>Second Pan IIM World Management Conference</i> , IIM Kozhikode, Kerala, India, November 5-8.	2014
Sensarma, R.	Some Thoughts on the Union Budget	Blogpost	http://researchblog.iimk.ac.in/	2014
Varghese, G. Eapen, L.M.	Power sector in India-Recent challenges and measures undertaken.	Conference	<i>International Conference on Economic Reforms, Growth and Sustainable development, Changing role of Institutions</i> , Central University of Kerala, Kasargod, India, February 16-18.	2015
Vidya, P. Mitra, S. Sensarma, R.	Foreign Ownership and Corporate Governance Characteristics in Indian IT Firms.	Conference	<i>Second Pan IIM World Management Conference</i> , IIM Kozhikode, Kerala, India, November 5-8.	2014

SESSION CHAIRS

Dey, S.	New thinking in public policy. <i>Second Pan IIM World Management Conference</i> , IIM Kozhikode, Kerala, India, November 5-8.	2014
Eapen, L. M.	New thinking in public policy. <i>Second Pan IIM World Management Conference</i> , IIM Kozhikode, Kerala, India, November 5-8.	2014
Gangopadhyay, K.	New thinking in public policy. <i>Second Pan IIM World Management Conference</i> , IIM Kozhikode, Kerala, India, November 5-8.	2014
Nair, S. R.	New thinking in public policy. <i>Second Pan IIM World Management Conference</i> , IIM Kozhikode, Kerala, India, November 5-8.	2014

RESEARCH PROJECTS

Small Grant Research Projects Ongoing

Nair, S. R. (2013). A Study of fiscal revenue capacity and effort of Kerala. *SGRP/2013/65*.

After facing economic stagnation over the first three decades of its formation, Kerala witnessed rapid economic growth since late – 1980s. One of the important factors contributing to this economic turnaround was the increased expenditures by the government on social sectors, public administration and welfare program. It is argued that in order for Kerala to sustain its high growth performance, it is imperative to sustain these public expenditures. However, of late, the state has been facing serious fiscal challenges, which has put severe pressure on government's social expenditures. In addition, due to rapid urbanization the state needs to mobilize adequate revenue to finance vital urban public services such as municipal waste collection and environmental protection. Thanks to the acceleration in economic growth due to policies of economic liberalization, the state governments in India today have greater capacity to mobilize more public revenues through tax and non-tax sources and direct the same to finance social sector spending. Hence, it is important to examine the extent of revenue effort in Kerala from the high economic growth since liberalization. The first report of the third KPERC for the year 2010 – 11 clearly shows that the revenue from non-tax is very low, the lowest among the southern states in India. In this context, the objective of the project is to estimate fiscal revenue (tax and non- tax) capacity and effort of the state of Kerala during the period 1970- 71 to present, from a comparative perspective of 13 / 15 other major Indian states.

Small Grant Research Projects Completed

Sensarma, R. (2013). Performance of Microfinance Institutions in India. *SGRP/2013/61*.

Microfinance institutions (MFIs) have been hailed as solution to endemic poverty in developing countries as well as portrayed as loan sharks. Several papers have studied the determinants of MFI performance in the international context. However there is limited evidence for India. In this study we wish to provide evidence for performance of MFIs and its determinants in the Indian context. This will be done by studying a large panel of MFIs and employing a panel regression methodology. Apart from the roles of various factors, we intend to investigate whether there exists a trade-off between financial performance and outreach of MFIs in India. This is particularly interesting in the context of understanding whether Indian MFIs exhibit 'mission drift' in their operations.

WORKING PAPERS

Kausik Gangopadhyay	Sexual Violence: A Model of Occupational Choice and Gender Wage Gap.	2014
Kausik Gangopadhyay	Forecasting the price of gold: An error correction approach.	2014
Rudra Sensarma		
Rudra Sensarma	Public Work Programs and Gender-based Violence: The Case of NREGA in India	2015
Rudra Sensarma	An Analysis of the Factors Determining Crime in England and Wales: A Quantile Regression Approach.	2015
Shubhasis Dey	Inflation Hedging in India.	2014



Gangopadhyay, K. (2015). Sexual Violence: A Model of Occupational Choice and Gender Wage Gap. *IIMK/WPS/168/ECO/2015/04*.

Surge in sexual violence in India is a public concern in the recent times. I present the stylized facts regarding rapes in India over time and contrast them to global data. Incidence of rape is positively associated with per capita income of that country and to female participation in the labour force. The documented empirical facts may not be representative of the reality because of many unreported incidences. Even though, we accept the empirical facts on its face value, these facts may not represent general rise in crime levels but a shift in occupational choice for women who are increasingly into non-traditional roles. I build a theoretical model where a woman has the choice to work in non-traditional sector as opposed to a traditional one. The model predicts that the gender gap in wages will reduce with technological progress but the sexual assault will register a rise. This will result in intensification in public demand for infrastructure that makes woman safe in their non-traditional role.

Gangopadhyay, K., Jangir, A., & Sensarma, R. (2014). Forecasting the price of gold: An error correction approach. *IIMK/WPS/155/ECO/2014/13*.

Gold prices in Indian market may be influenced by a multitude of factors such as investment decision, inflation hedge and consumption motives. Gold prices are modelled using a vector error correction model. We identify investment decision and inflation hedge as prime movers of the data. We also present out-of-sample forecasts of our model and the related properties.

Amaral, A., Bandyopadhyay, S., & **Sensarma, R.** (2015). Public Work Programs and Gender-based Violence: The Case of NREGA in India. *IIMK/WPS/176/ECO/2015/12*.

NREGS (Mahatma Gandhi National Rural Employment Guarantee Scheme) is the Indian government's flagship anti-poverty programme and is one of the largest public works programmes in the world which aims to increase employment opportunities for the poor and in particular, improve women's access to the labour market. In this paper we analyze the relationship between female labour participation and violence against women. Using district time variation in the implementation of this anti-poverty programme we estimate the effect of improved participation and access to employment of women on gender based violence. We find evidence that increased female labour participation following the NREGS increased total gender based violence. There are increases in kidnappings, sexual harassment and domestic violence, while dowry deaths decreased.

Bandyopadhyay, S., Bhattacharya, S., & **Sensarma, R.** (2015). An Analysis of the Factors Determining Crime in England and Wales: A Quantile Regression Approach. *IIMK/WPS/178/ECO/2015/14*.

We examine how socio-economic and police enforcement variables affect property and violent crimes at different points of the crime distribution in England and Wales over the period 1992-2007. By using data from 43 police force areas, we examine how the effect of real earnings, unemployment, crime detection rate, income inequality and proportion of young people varies across high and low crime areas. Six crime categories are examined – burglary, theft and handling, fraud and forgery, violence against the person, robbery, and sexual assault. Using a quantile regression model, we find that there are statistically significant differences in the impact of explanatory variables on various crime rates for low and high crime areas. For example, not only does unemployment increase crime but it does so more in high crime areas. Higher detection rates reduce crime rates and the effect is stronger in low crime areas. There are also differences in distributional impact on crime rates for real earnings, income inequality and proportion of young people. Thus, our work points to the need to look beyond the usual mean effects of policing and socio-economic factors on crime and consider their impact on the entire distribution of crime rates. This will enable us to tailor policies that are particularly effective at different points in the crime distribution. Further, given the differential impact of earnings and unemployment across high and low crime areas this provides insight into why paradoxically recessions may have no impact on crime or even lower it.

Dey, S. (2014). Inflation Hedging in India. *IIMK/WPS/164/ECO/2014/22*.

Inflation in India has been moderately high and volatile. In this paper we provide an estimate of the conditional mean and variance of CPI and WPI inflation rates with the help of a GARCH (1, 1) model. Under an environment of inflation uncertainty, rational risk averse investors demand an inflation risk premium, defined as the difference between the expected real return on a nominal bond and the expected riskless real interest rate (often represented by the expected real return on an inflation indexed bond). The sign of the inflation risk premium is a function of the inflation hedging capability of alternative securities, such as gold, silver and stocks. Our estimated empirical

models consistently find gold and silver to be effective hedges against expected WPI inflation rate, the predominant measure of Indian inflation. As for Indian equities, we find a strong negative correlation between the nominal returns and the conditional standard deviation of WPI inflation, providing empirical support of a positive inflation risk premium for Indian interest rates.

MEMBERSHIP OF EDITORIAL / REVIEW BOARD / ADHOC REVIEW

Balooni, K.	World Development Forest Policy and Economics International Forestry Review	Review
Dey, S.	IIM Kozhikode Society & Management Review	Editorial
Eapen, L.M.	IIM Kozhikode Society & Management Review Second Pan-IIM World Management Conference	Review
Gangopadhyay, K.	IIM Kozhikode Society & Management Review Economic and Political Weekly IIMB Management Review Physica A	Review
Nair, S.R.	IIM Kozhikode Society and Management Review Second Pan IIM World Management Conference	Review
Sensarma, R.	Economic Modelling Macroeconomics & Finance for Emerging Market Economies IIMB Management Review	Review
Sensarma, R.	Journal of Accounting in Emerging Economies Risk Governance and Control: Financial Markets & Institutions Journal of Reviews on Global Economics	Editorial

FELLOWSHIPS/ AWARDS/ HONOURS

Balooni, K.	Association of Indian Management Scholars (AIMS) International Outstanding Management Researcher Award, 2014.
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FACULTY - ECONOMICS



Kausik Gangopadhyay



Krishna Kumar Ladha



Kulbhushan Balooni



Leena Mary Eapen



Rudra Sensarma



Shubhasis Dey



Sthanu R Nair

FINANCE, ACCOUNTING AND CONTROL

Finance, Accounting and Control area at IIM Kozhikode is a multi-disciplinary area with faculty interests centred on financial markets, risk management, banking, valuation, infrastructure financing, IFRS, behavioural finance, corporate governance and restructuring. The faculty of the area pursue research that is rigorous and empirical in nature resulting in publications in reputed and refereed journals.

REFEREED JOURNAL PUBLICATIONS

AUTHOR	TITLE	JOURNAL	YEAR
Abhilash S Nair Rani Ladha	Determinants of non- economic investment goals among Indian investors	<i>Corporate Governance</i>	2014
Jijo Lukose	Financing constraints and investments in R&D: Evidence from Indian manufacturing firms	<i>The Quarterly Review of Economics and Finance</i>	2015
S. S. S. Kumar	Adaptive Markets Hypothesis: Evidence from Indian ETF Market	<i>Empirical Economic Letters</i>	2014
Sudershan Kuntluru	Rounding-up in reported income numbers: Evidence from Indian companies	<i>Review of Accounting and Finance</i>	2014

Nair, A. S., & Ladha, R. (2014). Determinants of non-economic investment goals among Indian investors. *Corporate Governance*, 14(5): 714-727.

Purpose: The purpose of this paper is to identify underlying characteristics of Indian investors that influence them to achieve their non-economic investment goals.

Design/methodology/ approach: The conceptual model posits that investors' choice of non-economic goal (NEG) is determined by their values and beliefs which are measured through survey data collected from 342 respondents with prior experience of investing in the stock market. A structural equation model is specified to estimate the measurement model. Further, the study analyses the mediating effect of social investment efficacy on the impact of investors' values and beliefs and their pursuit of non-economic investment goals.

Findings: Religiosity and the belief that one's actions can bring about a change in the society are the two important determinants of Indian investors' pursuit of non-economic investment goal.

Research limitations: The model ignores aspects of an investor's financial stability that may influence the urge to pursue non-economic investment goals.

Practical implications: Socially responsible (SR) funds with investment filters designed to propagate religious values of Indian investors can be designed. As a result, it should be possible to channelize a part of the more than \$15 billion available in different religious institutions across the country into the capital market.

Social implications: Availability of SRI funds would provide investors with yet another avenue invest in companies that conform to their protected values.

Originality/ value: This is the first study that attempts to study investor characteristics (values and beliefs) and its impact on investor's NEG in the Indian context.

Sasidharan, S., Lukose, J., & Komera, S. (2015). Financing constraints and investments in R&D: Evidence from Indian manufacturing firms. *The Quarterly Review of Economics and Finance*, 55(C): 28-39.

This study examines the extent to which financing constraints affect the research and development (R&D)

expenditure of Indian manufacturing firms during the period 1991–2011. Using dynamic R&D investment model, we find significant positive relationship between a firm's R&D expenditure and internal cash flow. We lend support to the financing constraint hypothesis by showing higher cash flow sensitivity for small and young firms. Further, we explore the effect of business group affiliation and financial market liquidity on the relationship between financial factors and investments in R&D. We fail to find any significant advantage for group-affiliated firms, indicating ineffectiveness of business groups in alleviating financial constraints. Further, we observe that sample firms do not use external equity to finance their R&D even during periods of hot-equity market and are not engaging in R&D smoothing using cash reserves.

Kumar, S.S.S., & Kumar, A. (2014). Adaptive Markets Hypothesis: Evidence from Indian ETF Market. *Empirical Economic Letters*, 13(2):133-140.

The recent introduction of Exchange Traded Funds (ETFs) in Indian markets provides an opportunity to examine the adaptive market hypothesis (AMH). According to AMH, profit opportunities do exist from time to time but they diminish as markets evolve. This study tests the pairs trading strategy using Nifty index ETFs during the period 18th July 2008 till 7th Sep 2011. The results indicate that pairs-trading is a profitable strategy with significant excess returns over the full sample period and also over the different sub-periods. Further the excess returns from this strategy are declining over the years indicative of some learning in the market and points to adaptive market efficiency.

Kuntluru, S., & Shette, R. (2014). Rounding-up in reported income numbers: Evidence from Indian companies. *Review of Accounting and Finance*, 13(2): 156-170.

Purpose: This paper aims to investigate the rounding-up in reported income numbers of Indian companies by examining the evidence of unusual occurrence of zero and nine in reported income numbers such as profit after tax and earnings per share (EPS). It also examines such rounding-up patterns under different scenarios such as companies varying across different time periods, income size, market capitalization, industries, initial public offering and earnings news.

Design/ Methodology/ approach: All 1,707 companies listed on National Stock Exchange of India were considered for analysis. This study covered a period of 21 years from 1991-1992 to 2011-2012. Data were collected from PROWESS database.

Findings: In Indian companies, the rounding-up pattern in reported income numbers is in conformity with existing studies. In case of income numbers, the observed proportionate occurrence of zero and nine is significantly different from the expected proportionate occurrence. The study found that anomalies in reported earnings vary across industry. Further, it is found that the per cent deviations are more in case of companies having high income levels, high market capitalization and with positive news.

Research implications/ limitations: In future studies, it will be interesting to develop a model reflecting the causes for such rounding-up of income numbers. The paper provides an insight analysis on the rounding-up behaviour of Indian companies and facilitates the understanding of occurrence of such anomalies under various scenarios. This paper may be useful to all the users of accounting information.

Originality/ Value: It is the first study on examining the rounding-up of reported income numbers and EPS by companies in India.

OTHER/ FORTHCOMING PUBLICATIONS

AUTHOR	TITLE	CATEGORY	DETAILS	YEAR
Baag, P. K.	Asset correlation and probability of default relation in loan portfolio in Indian banks.	Conference	<i>Second Pan IIM World Management Conference</i> , IIM Kozhikode, Kerala, India, November 5-8.	2014
Baag, P. K.	Owner's Contribution and Resubmitted Approved Loan Proposal in the Indian banks at the loan inception stage.	Conference	<i>Sixth International Conference on Corporate Governance at IPE</i> , Hyderabad, India, November 21-22.	2014
Baag, P. K.	Indian bank's performance	Conference	<i>Twelfth AIMS International</i>	2015

	and policies & principles of financial inclusion.		<i>Conference on Management</i> , IIM Kozhikode, Kerala, India, January 2-5.	
Baag, P. K. Kandpal, V.	Role of the Indian regulators and Government in expanding financial access to the poor with in a broad framework of policies & principles of financial inclusion.	Conference	<i>First International Conference on Financial Inclusion: Issues, Opportunities & Challenges</i> , Institute of Public Enterprise (IPE), Hyderabad, India, December 29-30.	2014
Baag, P.K. Kandpal, V.	Expanding the financial services access for the poor in India- critical approach.	Conference	<i>Twelfth AIMS International Conference on Management</i> , IIM Kozhikode, Kerala, India, January 2-5.	2015
Baag, P.K. Kandpal, V.	A study of extent of Financial Inclusion in Rural Areas of North India.	Conference	<i>Second 21st Century Academic Forum Conference</i> , Harvard University, Harvard, U.S.A., March 8-10.	2015
Kumar, S.S.S.	Institutional Investors and the Stock Market Behaviour – Evidence from India.	Conference	<i>Second International Conference on Economics and Finance by Nepal Rashtra Bank 2015</i> , Kathmandu, Nepal, February 26-28.	2015
Kuntluru, S. Kumar, P. S.	A longitudinal study of NSE Auto Industry: DEA Approach.	Conference	<i>Fifteenth Annual Conference of the Asian Academic Accounting Association</i> , Bangalore, India, October 15-17.	2014
Kuntluru, S. Kumar, P.S.	A two-stage DEA model to evaluate the financial performance of manufacturing companies.	Conference	<i>Fourth India Finance Conference 2014</i> , IIM Bangalore, India, December 17-19.	2014
Kuntluru, S. Shette, R.	Comparative study of accounting for provisions and contingent liabilities under IFRS and IGAAP.	Conference	<i>International Conference on Implications of IFRS on Corporate Reporting Practices</i> , Telengana, India, March 13-15.	2015
Kuntluru, S. Shette, R. Korivi, S. R.	Earnings Management during IPO'S: Evidence from India.	Conference	<i>Fifteenth Annual Conference of the Asian Academic Accounting Association</i> , Bangalore, India, October 15-17.	2014
Komera, S. Lukose, J.	Heterogeneity and asymmetry in speed of leverage adjustment: The Indian experience.	Forthcoming Research paper	<i>Review of Pacific Basin Financial Markets and Policies</i> .	
Komera, S. Lukose, J.	Capital structure choice, information asymmetry, and debt capacity: Evidence from India.	Forthcoming Research paper	<i>Journal of Economics and Finance</i> .	
Ladha, R.	Limits to gains from accreditation.	Conference	<i>Midwest Political Science Association Annual Conference</i> , Chicago, USA, April 3-6.	2014
Lukose, J., Sasidharan, S. Komera, S.	Does Business Group Affiliation Encourage R&D Activities? Evidence from India.	Conference	<i>Ninth Annual Conference of Forum for Global Knowledge Sharing</i> , National Institute of Advanced Studies (NIAS), Bangalore, October 27-29.	2014
Lukose, J., Sasidharan, S.	Does Business Group Affiliation Encourage R&D	Conference	<i>Twelfth AIMS International Conference on Management</i> , IIM	2015

Komera, S.	Activities? Evidence from India.		Kozhikode, Kerala, India, January 2-5.	
Lukose, J., Sasidharan, S. Komera, S.	Does Business Group Affiliation Encourage R&D Activities? Evidence from India.	Conference	<i>Eighth Conference on Micro Evidence on Innovation and Development</i> , New Delhi, India, February 12.	2015
Nandakumar, M.K. Jharkharia, S. Nair, A.S.	Organizational Flexibility and Competitiveness.	Edited book	Springer, India.	2014
Shette, R. Achalapathi, K.V.	Digital Analysis of Reported Income Numbers of Unlisted Companies in India.	Conference	<i>Thirty seventh All India Accounting Conference</i> , Indian Accounting Association, Lucknow, Uttar Pradesh, India, November 8-9.	2014
Shette, R. Kuntluru. S.	Comparative Study of Accounting for Provisions and Contingent Liabilities under IFRS and IGAAP: A Case study of Cement Industries.	Non-refereed	<i>Osmania Journal of International Business Studies</i> .	2015

SESSION CHAIRS

Baag, P. K.	Banking and financial markets. <i>Second Pan IIM World Management Conference</i> , IIM Kozhikode, Kerala, India, November 5-8.			2014
Baag, P. K.	Corporate Governance and Performance. <i>Sixth International Conference on Corporate Governance</i> , IPE, Hyderabad, India, November 21-22.			2014
Baag, P. K.	Financial Inclusion: Jan Dhan Yojana and Other Issues. <i>First International Conference on Financial Inclusion: Issues, Opportunities & Challenges</i> , Institute of Public Enterprise (IPE), Hyderabad, India, December 29-30.			2014
Baag, P. K.	Social Development Issues. <i>Twelfth AIMS International conference on Management</i> , IIM Kozhikode, Kerala, India, January 2-5.			2015
Baag, P. K.	Banking Industry. <i>Twelfth AIMS International conference on Management</i> , IIM Kozhikode, Kerala, India, January 2-5.			2015
Kumar, S. S. S.	New thinking in financial policy. <i>Second Pan IIM World Management Conference</i> , IIM Kozhikode, Kerala, India, November 5-8.			2014



Kuntluru, S.	Financial Markets. <i>Fourth India Finance Conference</i> 2014, IIM Bangalore, India, December 17-19.	2014
Kuntluru, S.	Corporate Finance. <i>Fourth India Finance Conference</i> 2014, IIM Bangalore, India, December 17-19.	2014
Lukose, J.	Banking and financial markets. <i>Second Pan IIM World Management Conference</i> , IIM Kozhikode, Kerala, India, November 5-8.	2014
Ramprasath, L.	New thinking in financial policy. <i>Second Pan IIM World Management Conference</i> , IIM Kozhikode, Kerala, India, November 5-8.	2014
Thomas, S.	New thinking in financial policy. <i>Second Pan IIM World Management Conference</i> , IIM Kozhikode, Kerala, India, November 5-8.	2014

RESEARCH PROJECTS

Small Grant Research Projects Ongoing

Baag, P. K. (2013). Relationship between default probability and asset correlation in a loan portfolio in public sector banks in the Indian context. *SGRP/2013/64*.

The extant empirical literature on default models predicting the Probability of Defaults (PD) with asset correlation in a portfolio is limited to developed nations. There is no consensus on the relationship between the asset correlation, and the PD. Thus, any prior assumption may result in the misspecification of regulatory capital for the banks.

In this matter, BSBC (2005) guidelines are based on G10 countries findings, which are treated as developed nations. As such, assuming these guidelines in the Indian context which is developing nation may be questionable. We extend the literature in the Indian context with respect to private debts (loans) based on actual primary data collected from Indian private sector banks.

This study is a first attempt to empirically estimate the PD with implied asset correlation derived from default correlation for a bank portfolio in the Indian context. And, this study takes into account the importance of both asset and default correlation. While the default factor will help the banks and the regulators to link the systematic factors with default risks in a portfolio, the asset factor will try to find the link asset correlation and PD as per BCBS (2006).

External Research Project

Lukose, J., & Sekhar, S. (2015) The Decision to Go Public: Does Business Group Affiliation Matter? *NSE-IGIDR Corporate Governance Research Initiative*.

We examine how Business Groups (BG) differ from their standalone counterparts in assessing the costs and benefits of going public using a comprehensive sample of stock market listings from 1997 to 2012 in India. This study elucidates the dynamics of the going public decision by BGs (with multiple unlisted affiliated firms) as extant theoretical models fail to adequately explain the same. We examine the relative importance of reputation, risk sharing, liquidity, capital raising and control considerations in the decision to go public. Further, investment behavior and changes in other firm characteristics of newly listed BG firms are compared to similar standalone entities to understand how factors evident at the time of IPO are accountable for the same.

WORKING PAPERS

Abhilash S. Nair	Determinants of allocative, scale and scope efficiencies of Indian banks	2015
Kumar, S.S.S.	Re-Examining the Impact of FII Investments on the Indian Markets	2014
Rani Ladha	Gaps in the National Accreditation Standards	2015
Rani Ladha	Equity Portfolio Incentives to CEOs for Downsizing: Differential impacts on survivors Vs. victims in three countries	2015
Ramprasath L.	Role of Stylized features in constructing estimators for regime switching models	2015
Sony Thomas	The impact of Exchange Rate on Stock Returns: Evidence from India	2015
Sony Thomas	Hedging Market Risk and Volatility: Evidence from Indian Options Market	2015

Nair, A.S. & Vinod, R. (2015). Determinants of allocative, scale and scope efficiencies of Indian banks. *IIMK/WPS/177/FIN/2015/13*.

This paper analyses the impact of second phase of issuing banking licenses, on the determinants of allocative, scope, and cost efficiencies of Indian scheduled commercial banks. The paper follows a two stage estimation process. In the first stage, allocative, scope and cost efficiency scores are estimated following Data Envelopment Analysis. Thereafter, in the second stage, using these scores, determinants of the stated efficiencies are analyzed by specifying a regime switching panel regression model. Prior studies, both in the context of Indian and international banks, do not measure and analyze the determinants of scope efficiencies of Banks. The findings reveal that reforms had little impact on the stated measures of efficiency. However, on each of these efficiency parameters, state owned banks perform better than private or even foreign owned banks. Further, the paper finds that profitability, size, ownership and economic growth rate are significant determinants of the stated efficiency measures. As expected, we find that as a result of competition, net interest margins of Indian public and private sector banks have come close to global standards. Reforms have resulted in adoption of global asset classification norms which has resulted in rationalization of risk across assets. We also find that bigger banks tend to be more efficient although the impact of size on all stated measures of efficiency is diminishing over time. Thus, in order to enhance efficiency, policy measures must encourage banks to reduce their cost to income ratio and enhance their size measured as log of deposits. Accordingly, in order to enhance efficiency, banks need to introduce a number of investment products that are linked to the risk of advances, thus catering to the diversified expectation of depositors. Another way for banks to enhance their efficiency is by offering a wide array of products and services which would result in higher scope efficiency by reducing the cost to income ratio.

Kumar, S.S.S. (2014). Re-Examining the Impact of FII Investments on the Indian Markets. *SSRN*.

This paper examines the impact of daily foreign institutional investors' (FIIs) investments on the Indian market from January 2010 through January 2014. The motivation for the study is that the past studies on this topic are based only on examining the relationship between FII investments in cash market and any associated effects on stock market returns while ignoring the FII activity in equity derivative markets. The impact of FIIs' investments on Indian markets is re-examined in this paper by considering FII activity in Nifty index futures that trade on National Stock Exchange of India (NSE) and Singapore Exchange (SGX). The results show that Nifty index returns are statistically influenced by FII investments in Nifty index futures. Further, Nifty index returns effect the FIIs' investments in Nifty index futures. Prima facie there is evidence of positive feedback trading behavior of FIIs. Hence, FIIs' index futures activity could be used to predict the Nifty returns. There is a contemporaneous



relationship between FIIs investments in cash and index futures market. SGX futures are not found to be influencing Nifty but Nifty is a significant explanatory variable in SGX futures returns.

Ladha, R., & Dwivedi, R. (2015). Gaps in the National Accreditation Standards. *IIMK/WPS/170/FIN/2015/06*.

As a way to communicate the quality of care, hospitals in India can voluntarily obtain accreditation, granted by the National Accreditation Board for Hospitals and Healthcare (NABH). Currently, the standards mandated by NABH are the same across all specialties. This paper analyzes whether the quality standards required by NABH are appropriate for eye care, given the high demand for such services coupled with the inadequate infrastructure and incomes in the country. After a review of the various standards required by NABH and learning more about the processes at Aravind Eye Care System (AECS), we have identified a few specific ones that AECS finds onerous. Based on our analysis it seems that these standards while important for other specialties may not be critical for eye care. However mandating those standards for eye care would increase the cost of the care without any significant impact on the outcomes. It may also lead to fewer patients being serviced, which is detrimental for a country like India, given the low level of health care infrastructure and delivery. The AECS approach seems to be more holistic when one factors in the equity of care. It seems that NABH in discussion with AECS could arrive at optimum set of requirements for eye care that would be easy to implement, remove inefficiencies, lower the costs while improving quality and also cater to a larger number of patients. This is a win-win outcome that our research has identified which may be applicable to other specialties also.

Chandrashekhara, L., Vo, L. C., & Ladha, R. (2015). Equity Portfolio Incentives to CEOs for Downsizing: Differential impacts on survivors Vs. victims in three countries. *IIMK/WPS/169/FIN/2015/05*.

Although downsizing research has examined victims' and survivors' reactions and justice perceptions, few studies have examined perceptions of corporate social responsibility (CSR). We examine the impact of CEO compensation for downsizing on CSR perceptions of downsizing decisions made by CEOs in three countries, France, India, and Vietnam. We use a 2x2x2x2 (performance linked bonuses, internal vs. institutional pressure, loss of human capital-yes/no, and role-victim/survivor) between subjects experimental design to examine factors that influence the CEO's downsizing decision. Results suggest that downsizing resulting in loss of human capital is negatively related to CSR perceptions. Downsizing motivated by deferred compensation and decline in performance linked bonuses are negatively related to survivor commitment, but not to victims' perceptions of fairness. We also find support for convergence across the three countries, with some divergence as a result of power distance. We provide a discussion of the results, limitations, and directions for future research.

Ramprasath, L. (2015). Role of Stylized features in constructing estimators for regime switching models. *IIMK/WPS/172/FIN/2015/08*.

This article explores a link between stylized features and estimation accuracy, in the context of estimating the transition probabilities in regime switching models. We provide an example where estimators that are constructed primarily to capture stylized features, need not perform better than the usual estimators. We show this for finite samples, using both simulations and analytical comparisons.

Thomas, S. (2015). The impact of Exchange Rate on Stock Returns: Evidence from India, *SSRN Working Paper No. 2587024*.

The paper examines the impact of exchange rates on the Indian stock market using a generalized VAR model. There is a significant impact of exchange rate on Indian stock market which is in support to portfolio balance effect. The paper also finds that that nature of impact differs across various sectors of the industry. The paper also shows that the eventual availability of information leads to a heterogeneous impact across various sectors. The results are also robust across time periods.

Thomas, S. (2015). Hedging Market Risk and Volatility: Evidence from Indian Options Market, *SSRN Working Paper No. 2587017*.

The paper examines the performance of various hedging strategies using Options in the Indian options market. The entire spectrum of option hedging strategies is divided into two categories: 1) Strategies with limited losses and unlimited gains; 2) Strategies with limited losses and limited gains. The performances of these various strategies are evaluated over 2001 to 2015 for near, next and far month contracts. It is also found out that profit can be generated by employing appropriate filters. The study also shows that the profitability can be maximized and the risk can be hedged by employing other metrics like VIX index, P/E ratio, Put-call ratio, etc.

MEMBERSHIP OF EDITORIAL / REVIEW BOARD / ADHOC REVIEW

Baag, P.K.	Journal of Indian Business Research Paradigm (Journal of IMT) Second Pan IIM World Management Conference	Review
Kumar, S.S.S.	Studies in Economics and Finance IIMB Management Review Decision	Review
Kuntluru, S.	IIM Kozhikode Society & Management Review Decision Vikalpa	Review
Lukose, J.	IIMB Management Review	Review
Nair, A.S.	SCMS Journal of Indian Management	Editorial
Ramprasath, L.	IIM Kozhikode Society & Management Review	Review
Thomas, S.	Studies in Economics and Finance Journal Vikalpa Journal Journal of Indian Business Research IIM Kozhikode Society & Management Review	Review

FACULTY - FINANCE, ACCOUNTING AND CONTROL



Abhilash Nair



Pankaj Kumar Baag



Rachappa Shette



Rani Ladha



K .K. Ramesh



L Ramprasath



Sony Thomas



S.S. Srinivas Kumar



Sudershan Kuntluru



Jijo Lukose

HUMANITIES & LIBERAL ARTS IN MANAGEMENT

Humanities & Liberal Arts in Management is one of the eight academic areas at the Indian Institute of Management Kozhikode (IIMK). In this area we study human behavior and condition in relation to Business Management. The primary focus of the area is on Human Communication, Law, Social and Political aspects of Indian Societies, Culture, History, and Ethics. The area is expanding its horizon. There would be many more courses in near future that would inform our students about the philosophy of Humanities & Liberal Arts and how they can be applied in Management Education. We believe that, in addition to typical issues of management education, lessons from Humanities & Liberal Arts would foster imagination of our students further. Unlike empirical approaches of the Natural Sciences, Humanities & Liberal arts primarily use methods to address the issues of human behavior and condition that are primarily analytical, critical and speculative in nature.

REFEREED JOURNAL PUBLICATIONS

AUTHOR	TITLE	JOURNAL	YEAR
Aparajith Ramnath	Indigenous Knowledge and Science in the Age of Globalization.	<i>IIM Kozhikode Society & Management Review</i>	2014
Deepa Sethi	Nonverbal Communication in Doctor-Patient Interaction: An Exploratory Study of Three Major Cities of Kerala (India).	<i>IIMS Journal of Management Science</i>	2014

Ramnath, A. (2014). Indigenous Knowledge and Science in the Age of Globalization, *IIM Kozhikode Society & Management Review*, 3(1):101-107.

Globalization accentuates the local, as seen in the increasing emphasis on 'indigenous knowledge' in the discourse of governments, universities and international organizations. This essay explores the categories of 'indigenous knowledge' (IK) and 'science' / 'Western science' (WS) as used by scholars in science policy, anthropology and the history of science, and examines how the similarities and differences between IK and WS have been understood. It argues that IK is an imprecisely formulated term, and highlights recent scholarship that sees IK and WS as constructed categories that emerged in particular historical circumstances. It concludes by discussing briefly the notion that these mutually exclusive labels should be avoided, so as not to privilege some forms of knowledge over others.

Sethi, D. (2014). Nonverbal Communication in Doctor-Patient Interaction: An Exploratory Study of Three Major Cities of Kerala (India). *IIMS Journal of Management Science*, 5(1): 81-96.

The objective of this article is to identify those aspects of non-verbal communication that play a major role in creating a positive or negative impact of the doctors on the patient. Their non-verbal communication can enhance their involvement with their patient and facilitate positive response of the patient to their treatment in less amount of time, which, in turn might affect their early recovery. Through the findings, the study aims at providing to the subjects recommendation on the judicious use of non-verbal communication while interacting with patients.

The study analyzed the perception of doctors from private and public hospitals of three major cities of Kerala (India) to the use of non-verbal communication with the patients. The research identifies four factors that have the capacity to affect the patient's response to the doctor's treatment and indicates the need of formal training in communication for doctors in factors like appearance and body language, eye contact and interpersonal skills and active listening. The fourth factor, which is the taste and conduct, seems to have little impact with respect to formal training given to doctors. Responses also suggest differences according to the demographic aspect of the patients.

OTHER/ FORTHCOMING PUBLICATIONS

AUTHOR	TITLE	CATEGORY	DETAILS	YEAR
Mathew, A.F.	Contextualising Globalisation and Culture.	Editorial	<i>IIM Kozhikode Society & Management Review</i> , 3(1): 7-11.	2014
Mathew, A.F.	Bad Climaxes: The ineffective Arc. <i>Reaching Climax, the Effective Arc.</i>	Invited Talk	National Seminar on Cinema narrative conducted by SRFTI, Kolkata, West Bengal, India, September 20.	2014
Mathew, A.F.	Caste in India: A review. <i>India Ki Khoj.</i>	Invited Talk	IIT Gandhinagar, Gujarat, India, December 21.	2014
Mathew, A.F.	The Culture and Ideology of Digital Families: Exploring images of resistance and co-option.	Invited Talk	<i>Changing World-Changing Families: Diversity and Synergy (TISS)</i> , Mumbai, India, January 5.	2014
Mathew, A.F.	Issues that Haunt us.	Invited Talk	<i>Calicut Management Association, Eighteenth Annual Management Convention</i> , Kozhikode, Kerala, India, January 11.	2015
Mathew, A.F.	Media and Society in the Digital Age.	Invited Talk	<i>UGC Conference</i> , University of Calicut, Kozhikode, Kerala, India, January 28.	2015
Raman, V. G.	Will China India Ties Take Orbital Jump?	Non-refereed	<i>China Daily</i> , September 17.	2015
Raman, V. G.	State-Society Relations and Governance in China.	Edited Book	<i>Rowman and Littlefield.</i>	2014
Raman, V. G.	Capitalism from Below: Markets and Institutional Change in China by Nee.V, & Oppen. S.	Book Review Forthcoming	Chinese Political Studies (<i>Sep 2015</i>).	2015
Ramnath, A.	Engineers, Technology and Industry in India: Perspectives from History.	Invited Talk	'R&D Day' of Shell Technology Centre, Bangalore, India, August 22.	2014
Ramnath, A.	Prospects for Business History Education in India. Business History in Africa, Asia and Latin America: Integrating Course Development and New Research.	Invited Talk	Harvard Business School, U.S.A., June 13-14.	2014
Ramnath, A.	Steel, Planes and Engineers: Indian Industry's American Connection, c. 1920-50' Texts, Instruments, Experts: Practices of Knowledge-production in Colonial South Asia.	Invited Talk	Nehru Memorial Museum and Library, New Delhi, India, December 18.	2014
Sahasranamam, S. Raman, V. G.	Individual Level Resource and entrepreneurial Entry in China: The Effect of Property Rights.	Conference	<i>ICIER-IIMB International Conference on Entrepreneurship Education and training: Design, Delivery and Effectiveness.</i> IIM Bangalore, India, January 29-31.	2015

Seth, M. Sethi, D.	Managing talent through magnetic employer branding.	Conference	<i>Second Pan IIM World Management Conference</i> , IIM Kozhikode, Kerala, India, November 5-8.	2014
Sethi, D.	Executive perceptions of top ten skills at work: Developing these through SAIF.	Conference	<i>Second Pan IIM World Management Conference</i> , IIM Kozhikode, Kerala, India, November 5-8.	2014
Sethi, D.	Biannual International Conference.	Keynote	Symbiosis Institute of International Business (SIIBICON 2015), Pune, India, February 20-21.	2015

SESSION CHAIRS

Raman, V. G.	<i>Second Pan IIM World Management Conference</i> , IIM Kozhikode, Kerala, India, November 5-8.	2014
Ramnath, A.	Governance, Society & Environment. <i>Second Pan IIM World Management Conference</i> , IIM Kozhikode, Kerala, India, November 5-8.	2014

RESEARCH PROJECTS

Small Grant Research Projects completed

Das, A. (2012). Photo Blogging and Small Talk on Facebook: A Managerial Perspective. *SGRP/2012/53*.

The project investigates photo sharing patterns of future managers (PGP students of IIMK) on their Facebook walls and what impact, if any, photos have on their immediate communication Network. The outcome of the study may inform us what types of photos engage the nodes (individual user) in what types of small talks. Inferences for relationship management at work may be drawn based on the outcome of the study. Photos and textual comments posted on the Facebook walls of the PGP first year students (320) will be considered for the analysis. A 10 point scale will be designed to learn about the social distance between the students. Additionally, the images and the comments related to them (the texts) will be analyzed by applying communication and discourse analysis method. Additionally, an appropriate statistical method may be used to see if there is any correlation between the students' perceived social distance and the types of photos and frequency and nature of their comments.

Medium Grant Research Projects ongoing

Das, A. (2015). Impact of Social Media on the lives of the Women of the Kantha Embroidery Industry. *MGRP/2014/04.R1*.

This study explores how the Kantha art form could reach a global audience by directly having the creators of this art form introduced to social media, thus ensuring that their creative products reach a global platform directly while at the same time safeguarding their livelihood along with their intellectual property rights. This research also explores the potential of social media to act as a communication medium between the creator and the end consumer while at the same time acting as information medium by creating knowledge networks not only among the creators but also between the creator and the other experts.

WORKING PAPERS

Sethi, D.	Executive Perceptions of Top Ten Soft Skills at Work: Developing these through SAIF.	2014
Sethi, D.	Computer-Related Health Issues among White-Collar Employees: Communicating an Action Plan.	2015

Sethi, D. (2014). Executive Perceptions of Top Ten Soft Skills at Work: Developing these through SAIF. *IIMK/WPS/160/HLA/2014/18*.

Hard skills are technical competencies and domain knowledge. Soft skills are a combination of people skills, interpersonal skills, communication skills, and emotional intelligence amongst others. Soft skills are vital at the workplace today. These skills are distinctive because they stress on action. They have become crucial for every

person in the present context. This paper deals with the significance of soft skills for getting a job and for sustenance and development at the workplace. Flexible, excited people with a blend of hard and soft skills are sought after by organizations as part of their growth process. This study identifies top 10 soft skills as perceived the most important by business executives: communication skills, teamwork and leadership qualities, positive attitude, integrity and work ethic, responsibility, interpersonal skills, stress and time management, flexibility, professionalism and courtesy. Based on an integrated approach, SAIF has been proposed to develop these soft skills systematically.

Sethi, D. (2015). Computer-Related Health Issues among White-Collar Employees: Communicating an Action Plan. *IIMK/WPS/171/HLA/2015/07*.

Objective: To study the prevalence of computer-related health issues among white-collar employees; and to suggest an action plan.

Materials and Methods: A cross-sectional study of 4-month duration was conducted among white-collar employees from the Southern part of India with a sample size of 259.

Statistical Analysis Used: SPSS version 22 using the chi-square test.

Result: The prevalence of visual problems in the study group was 65% (168/259), and musculoskeletal problems were reported by 67% (173/259) while 32% (84/259) felt stressful symptoms. It was found that there was a gradual increase in visual complaints as the number of hours spent for working on computers daily increased and the same relation was found to be true for musculoskeletal problems as well.

Conclusion: Ocular discomfort, musculoskeletal problems and psycho-social problems form key category of computer-related health problems found among white-collar employees. The study has also brought into focus factors contributing to the occurrence of these problems. The study, based on literature review, has suggested an action plan to minimize the said problems and has emphasized the need to communicate the action plan time and again to the employees.

Application: Several studies on the topic have been conducted in the past. The action plan that needs to be communicated to the employees to tackle the computer-related health issues makes it unique. The information can be used by employers to develop a process and most importantly, will steer them in not only sensitizing the employees but also making alterations to the workplace to enhance employer branding.



MEMBERSHIP OF EDITORIAL / REVIEW BOARD / ADHOC REVIEW

Mathew, A.F.	IIM Kozhikode Society & Management Review	Review
Raman, V. G.	Second Pan-IIM World Management Conference	Review
Ramnath, A.	Ad-hoc reviewer for an NSF (National Science Foundation, USA) grant proposal, 2014 IIM Kozhikode Society & Management Review	Review
Sethi, D.	Second Pan-IIM World Management Conference	Review

FELLOWSHIPS/ AWARDS/ HONOURS

Ramnath, A.	International Scholar for the years 2015 and 2016 by the Society for the History of Technology USA. Charles Wallace India Trust Short Research Grant for archival research in the UK; research visit undertaken in summer 2014. Invited member of a research project 'ENGIND—Ingénieurs et société en Inde coloniale et post-coloniale' under the French National Research Agency (ANR). Undertook a research visit to Kolkata for two weeks (Nov/Dec 2014).
Sahasranamam, S. Raman, V. G.	Best empirical paper award for Individual Level Resource and entrepreneurial Entry in China: The Effect of Property Rights presented in ICIER-IIMB International Conference on Entrepreneurship Education and training: Design, Delivery and Effectiveness at IIM Bangalore, India, January 29-31.

FACULTY - HUMANITIES & LIBERAL ARTS IN MANAGEMENT

Anupam Das



Deepa Sethi



A.F. Mathew



Aparajith Ramnath

INFORMATION TECHNOLOGY & SYSTEMS

The primary focus of the area is on the management of information system development, deployment, and support services. Information management enables executives and managers of organizations to make wiser decisions. The quantity and quality of the information needs of an executive at different management levels are different, with the highest quality requirement at the top level. To take faster and informed decisions, the 21st century business managers should have timely, accurate, and relevant information. Faster decision making enables organizations to become more competitive, agile and to respond quickly to the changes in the business environment and customer interests. The ITS area is very active in research also. The research topics under the area include *Big Data Analytics, Business Intelligence, Cloud Computing, E-governance, E-business, Enterprise Social Networks, ERP Systems, Green and Sustainable Computing, Human Computer Interaction, ICT for Development, IS Security, Innovation, Management of IT Products and Services, Software Project Management, and Technology Management, Ethics in ICT, Social Impact of IT.*

REFEREED JOURNAL PUBLICATIONS

AUTHOR	TITLE	JOURNAL	YEAR
Anindita Paul	Use of Information and Communication Technologies in the everyday lives of Indian women: a normative behaviour perspective.	<i>Information Research</i>	2015
Anindita Paul	Two-phase usability evaluation of insurance website prototypes.	<i>International Journal of E-Business Research</i>	2015
Nikunj Agarwal Sebastian, M. P.	Utility of clinical technology-processes for developing countries.	<i>Clinical Governance</i>	2014
Ram Kumar Dhurkari Anjan Kumar Swain	An experiment on the effectiveness of AHP for informed decision-making.	<i>The Business and Management review</i>	2015

Paul, A. (2015). Use of Information and Communication Technologies in the everyday lives of Indian women: a normative behaviour perspective. *Information Research*, 20(1).

Introduction: Information and communication technologies (information and communication technologies) have touched the lives of middle-class Indian women and enabled them to open up their lives in ways that were previously restricted. The theory of normative behaviour was used to examine data collected about the everyday life use of information and communication technology by middle class Indian women. Social and cultural aspects that affect information and communication technology use are investigated along with its influence in the women's lives.

Method: Semi-structured interviews were conducted with five participants from the Kerala region of India with follow-up telephone conversations.

Analysis: Extensive coding of the interview responses was done using Nvivo10. The interview responses were coded and analyzed in light of the concepts of the theory of normative behaviour.

Results: Information and communication technology is available to women in more ways than ever; however, social norms still affect the information and communication technology use. Though the women unanimously identified benefits of the internet, it seemed the women were conscious to conform their information and communication technology use to help them fulfill their traditional social roles of wife, mother, relative, neighbour, and community member. Both external and internal factors affected their information behaviour on information

and communication technology devices including the models of their devices, schedules, the support received from the environment, usability issues and attitude towards technology.

Conclusion: Change is happening in the Indian society brought about by the use of information and communication technology, although it is strongly influenced by social practices and traditional roles. Future studies should investigate larger samples for specific issues highlighted in this study.

Chen, W., **Paul, A.**, Kibaru, F., Ma, Y., & Saparova, D. (2015). Two-phase usability evaluation of insurance website prototypes. *International Journal of E-Business Research*, 11(1): 1-22.

This paper discusses the various challenges encountered during iterative testing of an insurance company's home page prototypes. The study focuses on the methodology details, including the selection of prototypes and usability evaluation methods and the considerations for practical trade-offs. During Phase 1, six individual think-aloud interviews were conducted to compare three prototypes. Participants were asked to complete tasks on the prototypes. Based on the findings from Phase 1, three prototypes were developed. In Phase 2, an online survey was administered with existing customers to compare these three prototypes. Survey responses indicated that content, layout, and visual appearance were most influential on users' preferences of the designs. At the end of our paper, we compare the implementation and the results of usability evaluation and the prototypes in the two phases and discuss the limitations of the study.

Agarwal, N., & Sebastian, M. P. (2014). Utility of clinical technology-processes for developing countries. *Clinical Governance*, 19(3): 253-268.

Purpose: The purpose of this paper is to evaluate the utility of clinical processes in healthcare institutions of different sizes. The implications of adoption rate of computerized physicians order entry (CPOE) and electronic medical/health records (EMRs/EHRs) in different sized healthcare institutions in the USA were studied in terms of understanding its impact on enhancement of quality of patient care.

Design/ Approach/Methodology: This study has used secondary data to obtain insights on the processes and technologies used in hospitals of different sizes in the USA and enlighten those in the developing countries to adopt a strategy that would be most appropriate for them. The Dorenfest Institute for H.I.T. Research and Education Analytics database (The Dorenfest Institute, 2011) provided the data for 5,038 US hospitals. Logistic regression was performed to study the impact of the different types of processes and technologies on institutions of different sizes, classified based on the number of beds, physicians, and nurses. *Findings:* The findings show that small sized hospitals had a positive relationship with drug dosing interactions process and nursing and clinician content process. On the contrary, medium sized hospitals had a negative relationship with the usage of CPOE for entering medical records, i.e. <25 percent ($p < 0.05$). In order to be effective, these institutions should increase the usage of EMRs by more than 25 percent to get positive outcomes. Large hospitals showed a positive relationship with the usage of >75 percent of CPOE to enter medical records and usage of medical records >75 percent.



Practical implications: The authors demonstrate the need for an evaluation of utility of acute care hospitals based on hospital size in terms of number of physicians, and nurses, which have not been dealt earlier by the past studies. Moreover, there is also a need for an evaluation of utility of acute care hospitals for implementation of CPOEs and EMRs that are integrated with clinical decision support systems.

Originality/ Value: Although the data are US-centric, the insights provided by the results are very much relevant to the Indian scenario to support the improvement of the quality of care. The findings may help those implementing processes in healthcare institutions in India. No study has addressed the measurement of the positive and negative outcomes arising due to the implementation of different percentages of CPOEs and EMRs in different sized institutions. Further, the numbers of physicians and nurses have not been considered earlier. Therefore, the authors have classified the hospitals based on physicians and nurses and studied their impact on the adoption of CPOEs, clinical decision support systems, and EMRs.

Dhurkari, R.K., & Swain, A.K. (2015). An experiment on the effectiveness of AHP for informed decision-making. *The Business and Management review*, 6(2): 305.

This paper addresses the issue of how the popular analytic hierarchy process (AHP) method is going to perform when used for ranking of alternatives in a well informed decision scenario. Also, we highlight problems associated with the scale used in AHP and its subsequent inconsistency measure which is used to check the inconsistency of preferences given by a decision maker (DM). A systematic study is conducted on a well defined choice problem, with which all the DMs are well acquainted. This study analyzes resemblance between the rank order prescribed by the AHP after due elicitation of the preferences given by the DMs and actual rank order provided by the same DM (i.e., without using the AHP). In this study, a weak resemblance between the two rank orders shows that the AHP is not appropriate to model accurately the decision making processes of the DM. Further, without any intransitivity present in pair wise comparison, the DM's are found highly inconsistent (even if the solution prescribed by AHP resembled with the actual decisions) in their preferences. Thus, it raises serious doubts on the capabilities of the AHP to address the decision scenarios; particularly where the DMs is well informed on the problems they are dealing with.

OTHER/ FORTHCOMING PUBLICATIONS

AUTHOR	TITLE	CATEGORY	DETAILS	YEAR
Abdulla M. S.	Computation Acceleration using Repeated Dynamic Programming for Robust Markov Decision Processes.	Conference	CARDPRO: <i>Second Pan IIM World Management Conference</i> . IIM Kozhikode, Kerala, India, November 5-8.	2014
Abdulla M. S. Bhatnagar, S.	A Transitions-only algorithm for Compact Action Set Markov Decision Processes.	Conference	<i>IEEE India Control Conference</i> , IIT Madras, Chennai, India, January 5-7.	2015
Abdulla M. S. Bhatnagar, S.	Stochastic Multi-Armed Bandit algorithms based on Simulated Annealing.	Conference	<i>IEEE India Control Conference</i> , IIT Madras, Chennai, India, January 5-7.	2015
Agarwal, N. Sebastian, M. P.	Technology investment determinants for usage patterns in different sized healthcare institutions.	Conference	<i>IEEE Technology Management Conference (ITMC 14)</i> , Chicago, IL, U.S.A., June 12-15.	2014
Agarwal, N. Sebastian, M. P.	Wireless infrastructure setup strategies for healthcare.	Conference	<i>Seventh ACM International Conference on Pervasive Technologies Related to Assistive Environments (PETRA 14)</i> , Island of Rhodes, Greece, May 27-30.	2014
Chaitanya, B. Kumar, P. Pillai, R.R.	Proceedings of <i>Eleventh AIMS International Conference on Management (AIMS-11)</i> .	Conference Proceedings	<i>Twelfth AIMS International conference on Management</i> , IIM Kozhikode, Kerala, India, January 2-5.	2015

Dhurkari, R.K. Swain, A.K.	An Experiment on the Effectiveness of AHP for Informed Decision Making.	Conference	<i>International Conference on Business & Economic Development (ICBED)</i> , New York, U.S.A., March 30-31.	2015
Dhurkari, R.K. Swain, A.K.	A New Method to Support Informed Managerial Decisions in Salespeople Performance Evaluation.	Conference	<i>The second International Conference on Business Analytics and Intelligence</i> , Indian Institute of Sciences, Bangalore, India, December 18-20.	2014
Joshua, R. Pillai, R. R.	Sustained organizational effectiveness and information systems: A longitudinal study.	Conference	<i>Twelfth AIMS International Conference on Management</i> , IIM Kozhikode, Kerala, India, January 2-5.	2015
Krishnadas, N. Pillai, R. R.	Sustainability of environmental programs: A green IT perspective.	Conference	<i>Second Pan IIM World Management Conference</i> , IIM Kozhikode, Kerala, India, November 5-8.	2014
Krishnan, S.	E-Government Payoffs: Insights from a Global Perspective.	Conference	<i>International Federation for Information Processing (IFIP) Working Group 8.2 Conference & Organizations and Society in Information Systems (OASIS) Workshop</i> , Auckland, New Zealand, December 11-12.	2014
Krishnan, S.	Moderating Effects of Uncertainty Avoidance on ICT Infrastructure, Human Capital, and Virtual Social Networks Diffusion.	Conference	<i>Thirty-Fifth International Conference on Information Systems (ICIS)</i> , Auckland, New Zealand, December 14-17.	2014
Krishnan, S.	Antecedents of Virtual Social Networks Diffusion: An Empirical Investigation.	Conference	<i>Twelfth AIMS International conference on Management</i> , IIM Kozhikode, Kerala, India, January 2-5.	2015



Krishnan, S.	Determinants of Electronic Government Maturity: A Cross-National Analysis.	Conference	<i>Twelfth AIMS International conference on Management</i> , IIM Kozhikode, Kerala, India, January 2-5.	2015
Krishnan, S.	International Conference on Information Systems Research and Teaching (ICISRT 2014).	Invited talk	IIM Indore, Madhya Pradesh, India, December 22-23.	2014
Krishnan, S. Mishra, R.	E-Government Maturity, Corruption in National Institutions, and National Sustainability.	Conference	<i>Ninth Yale – Great Lakes International Research Conference</i> , Great Lakes Institute of Management, Chennai, India, December 29.	2014
Krishnan, S. Pillai, R. R.	The Relationship between E-Government Maturity and Sustainability: The Mediating Influence of Governance.	Conference	<i>Ninth Annual International Conference on Public Policy and Management</i> , IIM Bangalore, Karnataka, India, August 11-13.	2014
Mishra, R. Krishnan, S.	Mobile Penetration and its Relationship with Socio-Economic Factors: A Study on the Indian States.	Conference	<i>Ninth Annual International Conference on Public Policy and Management</i> , IIM Bangalore, Karnataka, India, August 11-13.	2014
Paul, A.	The Changing Role of Indian Women in the Information Age.	Conference	<i>Twelfth International Interdisciplinary Conference on Women 2014: Gender in a Changing World</i> , Hyderabad, India, August 17-22.	2014
Paul, A.	Use of ICT in the everyday lives of Indian women: A normative behaviour perspective.	Conference	<i>ISIC: The Information Behaviour Conference</i> , University of Leeds, United Kingdom, September 25.	2014
Paul, A.	ICT use by Indian Women: Exploring patterns of adoption and use.	Conference	<i>Twelfth AIMS International Conference on Management</i> , IIM Kozhikode, Kerala, India, January 2-5.	2015
Paul, A. Angira, R.	Doctoral students' Information Seeking Behaviour: a Case Study.	Conference	<i>Twelfth AIMS International Conference on Management</i> , IIM Kozhikode, Kerala, India, January 2-5.	2015
Chen, W. Paul, A. Kibaru, F. Ma. Y. Saparova, D.	Navigating practical trade-offs during prototype testing.	Forthcoming Book Chapter	<i>Encyclopedia of E-Commerce Development, Implementation, and Management</i> .	2015
Thompson, K. Paul, A.	I am not sure how much it will be helpful for me: Factors for digital inclusion among middle-class women in India.	Forthcoming Research Paper	<i>Library Quarterly Special Issue on Information and social justice: Connecting Values, Ethics, and Human Rights</i> .	2015
Pillai, R. R.	Developing ethical behaviour through transformation of consciousness.	Conference	<i>Twelfth AIMS International conference on Management</i> , IIM Kozhikode, Kerala, India, January 2-5.	2015

Pillai, R. R.	System thinking and sustainability through spirituality: A case study on Rajyoga.	Conference	<i>Twelfth AIMS International conference on Management</i> , IIM Kozhikode, Kerala, India, January 2-5.	2015
Pillai, R.R.	Piracy in the Digital Age: Is Ethical Awareness Turning into Action?	Seminar	<i>International Symposium on Ethics in Engineering, Science and Technology</i> , Chicago, U.S.A., May 23-24.	2014
Pillai, R.R.	Ancient Rajayoga - The Science of Reviving Ethical Values.	Seminar	<i>International Symposium on Ethics in Engineering, Science and Technology</i> , Chicago, U.S.A., May 23-24.	2014
Pillai, R. R. Kumar, G. A. Krishnadas, N.	Role of self managing leadership in crisis management: An empirical study on the effectiveness of Rajayoga.	Conference	<i>Second Pan IIM World Management Conference</i> , IIMK, Kozhikode, Kerala, India, November 5-8.	2014
Rekha A. G. Abdulla, M. S.	Corporate Bankruptcy Prediction Using Qualitative Data And Support Vector Based Approaches.	Conference	<i>Second Pan IIM World Management Conference</i> , IIM Kozhikode, Kerala, India, November 5-8.	2014
Rekha A. G. Abdulla, M. S.	Harnessing the power of Big Data with Machine Learning for Business Decision Support.	Conference	<i>International Conference on Big Data & Analytics for Business</i> , New Delhi, India, December 28-29.	2014
Rekha A. G. Abdulla, M. S. Asharaf, S	Driving Business Analytics through Machine Learning and Big Data.	Conference	<i>Twelfth AIMS International conference on Management</i> , IIM Kozhikode, Kerala, India, January 2-5.	2015
Rekha A. G. Abdulla, M. S. Asharaf, S	A Novel Lightly Trained Support Vector Data Description for Novelty Detection.	Conference	<i>INFORMS Computing Society</i> , Richmond, Virginia, U.S.A., January 11-13.	2015
Rekha, A.G. Abdulla, M.S.	Managerial applications of machine learning: A Case of Direct marketing.	Forthcoming Research Paper	<i>Journal of Information and Optimization Sciences</i> .	2015
Shyam, A. V. Swain, A. K.	An investment strategy to beat the nifty index returns: A cognitive BI approach.	Conference	<i>Twelfth AIMS International Conference on Management</i> , IIM Kozhikode, Kerala, India, January 2-5.	2015
Shyam, A. V. Swain, A. K.	Cognitive Business Intelligence System for Surgery Scheduling.	Conference	<i>International Conference on Business & Economic Development (ICBED)</i> , New York, U.S.A., March 30-31.	2015
Supriya, K. K. Sebastian, M. P.	ICT for Education in India: Challenges and Readiness.	Conference	<i>IPID 9 Symposium</i> , Kadir Has University, Istanbul, Turkey, November 3-4.	2014
Supriya, K. K., & Narayanamurthy, G.	Organization Vision – Experimentation on its Effective Communication.	Conference	<i>The Conference on Digital Experimentation</i> , MIT Sloan, Cambridge, Massachusetts, USA, October 10-11.	2014

Supriya, K. K. Sebastian, M. P.	Towards a Model for User Technology Readiness in ICT4D Initiatives.	Conference	<i>The twenty fifth Australasian Conference on Information Systems</i> , Auckland, New Zealand, December 8-10.	2014
Villari, B. C.	Critical success factors for ERP implementation: A Classification.	Conference	<i>Twelfth AIMS International Conference on Management</i> , IIM Kozhikode, Kerala, India, January 2-5.	2015
Villari, B. C. Abdulla, M. S.	Bandit Algorithms for Contextual Advertising: An Evaluation of SOFTMIX algorithm over the benchmark Yahoo! FrontPage Today Dataset.	Conference	<i>Second Pan IIM World Management Conference</i> , IIM Kozhikode, Kerala, India, November 5-8.	2014

SESSION CHAIRS

Krishnan, S.	Information and Communication Technologies. <i>Ninth Annual International Conference on Public Policy and Management</i> , IIM Bangalore, Karnataka, India, August 11-13.			2014
Krishnan, S.	Information technology and systems. <i>Second Pan IIM World Management Conference</i> , IIM Kozhikode, Kerala, India, November 5-8.			2014
Krishnan, S.	Global and Cultural Issues in IS. <i>International Conference on Information Systems</i> , Auckland, New Zealand, December 14-17.			2014
Paul, A.	Gender Issues. <i>Twelfth AIMS International Conference on Management</i> , Indian Institute of Management Kozhikode, Kerala, India, January 2-5.			2015
Pillai, R. R.	Organizations and leadership. <i>Second Pan IIM World Management Conference</i> , IIM Kozhikode, Kerala, India, November 5-8.			2014
Pillai, R. R.	Spirituality Management, <i>Twelfth AIMS International Conference on Management</i> , Indian Institute of Management, Kozhikode, Kerala, India, January 2-5.			2015
Swain, A. K.	HRM, Marketing and Information Technology. <i>International Conference on Business & Economic Development (ICBED)</i> , New York, USA, March 30-31.			2015

RESEARCH PROJECTS

Small Grant Research Projects Ongoing

Paul, A., Krishnan, T. N. & Scullion (2014). Managing Female Talent in the IT Sector. *SGRP/2014/77*.

While women represent half the population in most countries, the evidence continues to show that women remain under-represented in senior management in most countries around the globe (Adler, et al, 2004; ILO, 2007; Hewlett and Rashid, 2010). Despite the increases in the participation of women in the labour market in both developed and emerging markets, it remains clear that there are still significant barriers to women's career advancement. Indeed there is a strong body of empirical research which highlights evidence of barriers for women's career advancement into senior managerial positions (Rindfleisch, 2000 ; Schein, 2007; Ibarra et al, 2010) although there is a lack of consensus on the nature of those barriers Linehan and Scullion, 2008). To date the bulk of research in this area examines the role of women in management in developed countries with a particular focus on the Anglo- Saxon countries and the role of women in management in the emerging markets has been relatively neglected (Hewlett and Rashid, 2010 ; Marmenout and Liro, 2014 ; Ibarra et al, 2010).

The present study seeks to address a gap in the research literature through an examination of the role of women in management in India, an area where there is a dearth of empirical research (Teagarden and Mayer, 2008). We seek to understand both the factors promoting increased participation of women in management and the barriers to women's advancement in management in the Indian context.

Small Grant Research Projects Completed

Krishnan, S. (2014). Determinants of Electronic Government Maturity: A Cross-National Analysis. *SGRP/2014/76*.

Utilizing the Technology-Organization-Environment (TOE) theory and the literature on citizen engagement, I formulated a multiple-mediation model examining (1) the TOE contextual factors affecting government's willingness to implement e-participation in form of e-information sharing, e-consultation, and e-decision-making in a country and its e-government maturity; and (2) the mediating role of government's willingness to implement e-participation in a country on the relationships between its TOE contextual factors and e-government maturity. Specifically, I hypothesized that information and communication technology (ICT) infrastructure (representing the Technology context), human capital (representing the Organization context), and governance (representing the Environment context) has both direct and indirect relationships with e-government maturity through the mediating roles of government's willingness to implement e-participation. Based on archival data from 183 countries, results showed that while ICT infrastructure and human capital were positively associated with government's willingness to implement e-participation and e-government maturity, governance was not significantly associated with them. Also, government's willingness to implement e-participation had significant associations with its e-government maturity. Specifically, of three dimensions of e-participation, government's willingness to implement e-information sharing and e-decision-making were positively associated with e-government maturity, and its willingness to implement e-consultation was negatively associated. Further, government's willingness to implement e-information sharing, e-consultation, and e-decision-making partially mediated the influences of ICT infrastructure and human capital on e-government maturity. Results also indicated that the relationship of governance with e-government maturity was not mediated by government's willingness to implement e-participation. Findings contribute to the theoretical discourse on e-government by highlighting the roles of the TOE contextual factors on government's willingness to implement e-participation and e-government maturity, and provide indications for practice in managing e-government maturity by (1) enhancing government's willingness to implement appropriate e-participation dimensions; and (2) leveraging the effects of the TOE contextual factors on government's willingness to implement e-participation and e-government maturity.

Krishnan, S. (2014). Antecedents of Virtual Social Networks Diffusion: Insights from Cross-Country Data. *SGRP/2014/79*.

Diffusion of Virtual social networks (VSNs) varies significantly across countries, which is caused due to the factors that are deeply rooted in the cultural characteristics of a country. Motivated by the imperative need for culturally-based interpretation of the disparity in VSN diffusion across countries, this study examines how national culture affects VSN diffusion in a country. Specifically, by drawing from the national cultural framework of the GLOBE project and by grounding in the discussion on information technology (IT) and culture, this study investigates the influences of cultural practices in a country on its VSN diffusion. Utilizing archival data from 55 countries, our analysis shows that among the nine national cultural practice dimensions of the GLOBE project, while uncertainty avoidance, humane orientation, institutional collectivism, future orientation and performance orientation were positively associated with VSN diffusion in a country, power distance, in-group collectivism, assertiveness and gender egalitarianism were not significantly associated it. Our findings contribute to the knowledge base in VSN research and practice by highlighting the roles of cultural practices pertinent to VSN diffusion in a country.

Medium Grant Research Projects Ongoing

Paul, A. (2012). ICT use by Indian women. *MGRP/2012/01*.

ICT adoption is constantly evolving in India. A recent TRAI report indicates increasing mobile subscriptions in India. Reports also suggest Indian mobile phone connections have increased to 75% of its total population. The Mobile Value Added Service market is expected to grow at a CAGR of 22.13 percent over the period 2013-2018 due to higher adoption of smart phones and tablets. These figures indicate the need for proper planning for digital inclusion across various sections of the society. Women have gained through ICT penetration as it has enabled them to participate and contribute more. However there has been a lack of study on women's adoption and use of ICT. The MGRP funded study explored ICT adoption and use by Indian women focusing on women in the Kerala region. Findings indicate factors beyond physical access to ICT that influence women's ICT adoption and use that will help in better digital inclusion.

MEMBERSHIP OF EDITORIAL / REVIEW BOARD / ADHOC REVIEW

Abdulla, M.S.	IEEE Transactions on Automatic Control American Control Conference 2015 IEEE Conference on Decision and Control 2015 Second Pan-IIM World Management Conference 2014	Review
Krishnan, S.	Journal of Global Information Technology Management Information Systems Journal International Journal of Information Management Telecommunications Policy Management Information System Quarterly Special Issue on Ubiquitous IT and Collaborative Innovation, Computers in Human Behaviour	Review
Paul, A.	Journal of Indian Business Research Information and Management. Second Pan IIM World Management Conference The Association for Information Science and Technology	Review
Pillai, R.R.	Second Pan IIM World Management Conference AIMS Journal of Management	Review
Sebastian, M.P.	Journal of Systems and Software	Review

FELLOWSHIPS/ AWARDS/ HONOURS

Krishnan, S.	Awarded fellowship by the Thirty Fifth Annual International Conference on Information Systems (ICIS 2014) - Junior Faculty Consortium, December 14, 2014
Villari, B. C. Abdulla, M. S	Bandit Algorithms for Contextual Advertising: An Evaluation of SOFTMIX algorithm over the benchmark Yahoo!, <i>Second Pan IIM World Management Conference</i> , IIM Kozhikode, Kerala, India, November 5-8 (Best Doctoral Student Paper Award)

FACULTY - INFORMATION TECHNOLOGY & SYSTEMS



Anjan Kumar Swain



R. Radhakrishna Pillai



Satish Krishnan



M P Sebastian



Anindita Paul



Mohammed Shahid Abdulla

MARKETING MANAGEMENT

The Marketing Area has faculties who regularly publish in the field of marketing and specialized in translating their research into teaching that budding managers can use to make better decisions. Other key strengths of the Area include publishing books, cases on companies and marketing issues relevant for emerging economies, conducting trainings for leading Indian companies and MNCs in addition to consulting them. Graduate and doctoral students of this area are interested in focusing their studies on contemporary issues in marketing management.

The marketing Area specifically targets to provide:

- An interdisciplinary environment for the generation of creative ideas in marketing;
- Sufficient analytic and research skills for evaluation of these ideas.
- Practical projects to implement these ideas.
- Students to inspire for scholarly inquiry.

REFEREED JOURNAL PUBLICATIONS

AUTHOR	TITLE	JOURNAL	YEAR
Anandakuttan, B.Unnithan	An Empirical Investigation of Mobile Banking Adoption in Developing Countries.	<i>International Journal of Enterprise Information Systems (IJEIS)</i>	2015
Atanu Adhikari	Differentiating Subjective and Objective Attributes of Experience Products to Estimate Willingness to Pay Price Premium.	<i>Journal of Travel Research</i>	2014
Keyoor Purani	Globalization and Academic Research: The Case of Sustainability Marketing.	<i>IIM Kozhikode Society & Management Review</i>	2014
Keyoor Purani	The relationship between Consumer Ethnocentrism, Cosmopolitanism and Product Country Image amongst younger generation consumers: the moderating role of country development status.	<i>International Business Review</i>	2015
Keyoor Purani	Brand Extension Evaluation: Real world and Virtual World.	<i>Journal of Product and Brand Management</i>	2014
Keyoor Purani	Effects of competitive psychological climate, work-family conflict and role conflict on customer orientation: The case of call centre employees in India.	<i>Journal of Indian Business Research</i>	2014
Omkumar Krishnan	Simulation as a pedagogical tool: Measurement of impact on perceived effective learning.	<i>The International Journal of Management Education</i>	2014
Subin Sudhir Anandakuttan B.Unnithan	Measuring Consumer Motivations to Share Rumors: Scale Development.	<i>International Journal of Online Marketing</i>	2014

Pavithran, R., Varaprasad, G., Sridharan, R., & **Unnithan, A. B.** (2015). An Empirical Investigation of Mobile Banking Adoption in Developing Countries. *International Journal of Enterprise Information Systems (IJEIS)*, 10(1): 76-93.

Mobile phone has become an integral part of our lives. The penetration rate of mobile phones in the developing countries has increased abruptly and this is a good sign for the banking sector. Mobile banking is the most recently launched innovative feat in the banking sector. The unique ability of mobile banking to perform banking transactions

irrespective of place and time has given a competitive edge over traditional banking. Even though, all circumstances are in favour of mobile banking, it has failed to take off in most of the developing countries. Hence, the main objective of the study is to find out the constructs which affect the adoption of mobile banking in India. A model has been proposed with the factors namely perceived usefulness, perceived ease of use, self-efficacy, perceived risk, perceived enjoyment, relative advantage, compatibility, trust, social influence and personal innovativeness. The proposed model has been tested using various statistical analyses and the findings of this study reveal that relative advantage has the strongest relationship with the intention to use mobile banking.

Adhikari, A. (2014). Differentiating Subjective and Objective Attributes of Experience Products to Estimate Willingness to Pay Price Premium. *Journal of Travel Research*, 53(3): 1-11.

Innovative experiences created by designers, architects, and artists are being combined with foods and services in the tourism industry. These experience products often combine subjective and objective attributes, and travelers' evaluation of these attributes determine their willingness to pay. However, there is currently no structured approach for determining willingness to pay for the separate subjective and objective attributes of an experience product. This research adopts a categorical hybrid conjoint analysis for pricing such experiences within the restaurant industry, considering 13 attributes and 40 attribute levels under four facets, using data collected from 315 respondents in India. The study found that customers have a separate utility for subjective and objective attributes and will pay significant premiums for subjective attributes. There is scope for marketers to redesign experience products by combining different proportions of subjective and objective attributes. We thus define an optimal bundle of experience, and derive the price for this.

Purani, K., Sahadev, S. & Kumar, D. (2014). Globalization and Academic Research: The Case of Sustainability Marketing. *IIM Kozhikode Society & Management Review*, 3 (1): 93-99.

The impact of globalization on academic research is undeniable. This impact is more pertinent and strongly felt in the academic field of marketing. The pattern of this impact can be easily discerned from the trends in academic publishing in marketing such as more globalized representation of university affiliation of authors or the type of topics that dominate academic publishing in the field of marketing. In this article, through systematic analysis, one such trend is observed. The subjects covered by articles published in the 10 important marketing journals are analyzed in order to measure the extent to which these journals cover sustainability and related issues. Minimal representation of sustainability-based issues in the academic papers published in the most important marketing journals is argued to be closer to the idea of 'Academic Capitalism' in light of globalization. Considering the argument that sustainability and related issues often poses difficult questions to the mainstream schools of thought in the field of marketing, the minimal coverage given to sustainability-based issues should be perceived as reflecting the general lack of interest in conducting research in sustainability. The article discusses implications as well as pathways for future research.

Jin, Z., Lynch, R., Attia, S., Chansarkar, B., Gülsoy, T., Lapoule, P., Liu, X., Newburry, W., Nooraini, M.S., Parente, R., **Purani, K.** & Ungere, M. (2015). The relationship between Consumer Ethnocentrism, Cosmopolitanism and Product Country Image amongst younger generation consumers: the moderating role of country development status. *International Business Review*, 24(3).

Although the differences between developed and developing countries have been extensively studied in the context of globalization strategies, few studies have so far been conducted on the relationship between country development status and the possession by countries of a favorable (or unfavorable) product country image (PCI). Moreover, the results of such studies to date have been inconclusive. The purpose of this paper is to investigate the moderating role of country developmental status on PCI coupled with two antecedents of PCI, namely consumer ethnocentrism and cosmopolitanism. The paper also distinguishes between the PCI of the home and foreign country images of respondents. We test a new model that incorporates these constructs with a sample of 2655 younger generation consumers. The results show that country development status moderates some relationships but does not moderate others. These findings have significant implications for international companies from both developed and developing countries when developing global strategy.

Sahadev, S., Seshanna, S., & **Purani, K.** (2014). Effects of competitive psychological climate, work-family conflict and role conflict on customer orientation: The case of call centre employees in India. *Journal of Indian Business Research*, 6(1): 70-84.

Purpose: The purpose of this paper is to consider the impact of a competitive psychological climate on the levels of role conflict and work-family conflict in call center employees and their further impact on customer orientation.

Design/methodology/approach: The conceptual model is developed through a review of literature and is then validated in the context of call center employees in India. A total of 281 responses were considered. The model is validated using a multi-group analysis in order to consider a possible influence of gender.

Findings: The model is found to have a very good fit and four of the five hypothesized relationships are found to be significant. The study thus establishes the impact of a competitive psychological climate on the role conflict and work-life conflict in the case of service employees.

Research limitations/implications: The study uses a self-reported measure of customer orientation as well as the sampling methodology is not random. These two aspects could limit the generalizability of the results.

Practical implications: The paper gives empirical support against adoption of competition-based practices in service organizations. This is an important implication for practitioners.

Originality/value: The study looks at the impact of competitive psychological climate in call centers, a construct hitherto not much analyzed. The analysis of the relationship between competitive psychological climate, role conflict and work-family conflict have also not been looked into in the previous literature

Ramanathan, J., & **Purani, K.** (2014). Brand Extension Evaluation: Real world and Virtual World. *Journal of Product and Brand Management*, 23(7): 504-515.

Purpose: The purpose of this paper is to help marketing scholars view virtual worlds as new product–markets and trigger serious investigations on consumer evaluation of brand extensions when a brand is extended from the real world to a virtual world and vice versa.

Design/methodology/approach: The paper makes an extensive review of studies on virtual world. Further, it amalgamates understanding from well-established literature on consumer evaluation of brand extensions into the emerging virtual world understanding to conceptualize moderating influence of contexts – the real world context and a virtual world context – on how consumers evaluate brand extensions.

Findings: Through logical arguments supported by existing literature, the paper provides 14 well-conceptualized propositions that argue that the real world and virtual world contexts moderate the well-established relationships in brand extension literature. It broadly proposes that the relationships between the consumer evaluations of brand extension and its known determinants are stronger in case of within-the-world extensions and weaker in case of across-the-world extensions.

Research limitations/implications: The paper introduces to the marketing scholars an entirely new area of enquiry as it challenges the known brand extension knowledge when a brand is extended across the worlds.

Practical implications: Marketers considering launching new offerings across the contexts of real or virtual world would have implications on whether to extend the brand or not.



Originality/value: Virtual worlds have largely been construed in marketing literature as fictional worlds. There is not much explored in terms of virtual worlds as new product–markets. The study offers unique value in conceptualizing differences among within-the-world brand extensions and across-the-world brand extensions.

Tiwari, S., Nafees, L., & **Krishnan, O.** (2014). Simulation as a pedagogical tool: Measurement of impact on perceived effective learning. *The International Journal of Management Education*, 12(3): 260–270.

This paper studied the impact of simulation as a pedagogical tool on perceived effective learning. The three factors considered had differential impact on perceived effective learning measured in the form of integrated learning and decision making. Data were collected from a sample of students completing their first year of study at a B-school in India. It was found that team dynamics emerged as the most important dimension followed by instructor's role and learning process. The activities in simulation exercises which enhance team cohesiveness and effective role playing are detrimental for the perception of positive effective learning.

Sudhir, S. & Unnithan, A.B. (2014). Measuring Consumer Motivations to Share Rumors: Scale Development. *International Journal of Online Marketing*, 4(3):51-67.

Rumors are often shared in the marketplace about products, services, brands or organizations; both in the online as well as in the offline scenarios. These rumors get communicated from consumer to consumer in the form of Word of Mouth (WOM). An exhaustive review of literature identified four motivations for consumers to share rumors in the marketplace; which included anxiety management motivation, information sharing motivation, relationship management motivation and self enhancement motivation. The review was not conclusive in identifying any scales for the measurement of these motivations. The article develops a scale for measuring these four motivations. Structured interviews were initially conducted to identify 33 items that motivate a consumer to share rumors. Based on an exploratory factor analysis and confirmatory factor analysis four factors were identified and the final scale retained 21 items. The scale displayed good scores of reliability and validity.

OTHER/ FORTHCOMING PUBLICATIONS

AUTHOR	TITLE	CATEGORY	DETAILS	YEAR
Adhikari, A.	Launch of Pleasure Scooter.	Case Study	<i>ECCH Case Center</i> . 514-127-1.	2015
Adhikari, A.	Future of Management education in India.	Non-Refereed	<i>Malayala Manorama 50 year golden Jubilee</i> , December.	2014
Adhikari, A.	Pay What you Think Fair.	Conference	<i>Thirty sixth Annual ISMS Marketing Science Conference</i> . Atlanta, Georgia, U.S.A., June 12-14.	2014
Adhikari, A. Das, A.	Edible Agro Products Limited: Creating Higher Value for Farmers.	Case Study	<i>Ivey Publishing</i> , 9B14A047.	2015
Amblee, N. C.	E-Commerce and the Travel and Tourism Industry.	Non-refereed	<i>Spandan</i> . April.	2014
Amblee, N. C.	Invited Speaker and panelist.	Invited Talk	<i>Tiecon</i> , Kerala, December 6.	2014
Amblee, N. C.	Second Pan IIM World Management Conference at IIMK: The flipside of globalizing Indian thought – let's forget about Jugaad.	Blogpost	http://researchblog.iimk.ac.in/	2014
Mathew, S. Joseph, J.	Puffery in Advertisements: Effect of Celebrity Endorsements and Consumer Product Category Knowledge.	Conference	<i>Eighth NASMEI International Marketing Conference</i> , Great Lake Institute of Management, Chennai, Tamil Nadu, India, December 26-27.	2014
Krishnan, O. Anita, T.A.	Marketing Barrier Free Tourism in India: Destination Branding for the Disabled.	Conference	<i>The Fifth international conference on destination branding and marketing (DBM-V)</i> , Macau, China, December 3-5.	2014

Yadav, J.K. Krishnan, O.	Experiential Marketing of Tourism: An Exploratory Model.	Conference	<i>Strategic Academic International Conference</i> , Bucharest, Romania, October 2-3.	2014
Lahiri, S. Kumar, K. Thomas, J.	Go to market strategies for emerging business opportunities in E- tailing industry.	Conference	<i>Twelfth AIMS International Conference on Management</i> , IIM Kozhikode, Kerala, India, January 2-5.	2015
Lyngdoh, T. Chawla, V	Salesperson happiness as mediator for the effect of organizational virtuousness on salesperson ethical behaviour.	Conference	<i>Second Pan IIM World Management Conference</i> , IIM Kozhikode, Kerala, India, November 5-8.	2014
Lyngdoh, T. Sridhar, G.	Salesperson's happiness and the selling organisation: A conceptual framework.	Conference	<i>Conference on Positive Psychology and Well-being</i> , Suzhou, China, August 26-28.	2014
Lyngdoh, T.& Suresh, S.	Happiness as a Predictor of Job Satisfaction and Job Commitment: An Exploratory Study among Sales Professionals.	Conference	<i>Ninth Yale Great Lakes International Research Conference</i> , Great Lakes, Chennai, December 29.	2014
Suresh, S. & Lyngdoh, T.	Brand popularity of a destination among domestic tourists: A case study of Kerala.	Conference	<i>Ninth Yale Great Lakes International Research Conference</i> , Great Lakes, Chennai, December 29.	2014
Lyngdoh, T. Sridhar, G.	Mawlynnong – Asia's Cleanest Village - Rural Tourism Vs Tragedy of Commons.	Conference	<i>Third National Rural Management Symposium on Rural Entrepreneurship and Enterprise for Inclusive growth</i> , Bhubaneswar, Odisha, India, November 20-21.	2014
John, L. & Lyngdoh, T.	Green Supply Chain Coordination: A Literature Review.	Conference	<i>Fourth Annual International Sustainability Conference (SusCon)</i> , IIM Shillong, Meghalaya, March 11-13	2015
Lyngdoh, T. Sridhar, G.	Bansara Eye Care: Expanding Affordable Eye Care to the Rural Population.	Conference	<i>Fourth South Asian Management Research and Case Conference</i> , Penang, Malaysia, January 10-12.	2015
Lyngdoh, T.	A review of 'Stumbling on Happiness' by Daniel Gilbert (2006).	Book Review	<i>Metamorphosis: A Journal of Management Research</i> , IIM Lucknow	2015
Purani, K.	Able enough for sustainability?	Non-refereed	<i>The Economic times</i> , February 17.	2015
Purani, K.	Able enough for sustainability?	Non-refereed	<i>The Times of India</i> , March 25.	2015
Purani, K.	Meta analysis of work on Academic Research in Sustainability Marketing.	Invited Talk	<i>Advancing sustainability Research and Education</i> , IIM Bangalore, Karnataka, India, January 5-7.	2015
Purani, K. Kumar, D. S.	Driving 'blues' away with 'green': The restorative potentials of green servicescapes.	Conference	<i>Second Pan IIM World Management Conference</i> , IIM Kozhikode, Kerala, India, November 5-8.	2014
Sahadev, S. Purani, K.	The mediating role of role stress in the relationship	Book Chapter	In S. Sahadev, K. Purani & N. Malhotra (Ed.). <i>Boundary spanning</i>	2015

Nair.S.	between goal orientation and job satisfaction among salesperson: an empirical study.		<i>elements and the marketing function in organizations: Concepts and empirical studies.</i> Cham: Springer.	
Sahadev, S. Purani, K. Sudershan, S Barnes, B.	The Impact of Personality Traits on Customer Orientation among Call Centre Workers: The Moderating Effect of Work-Family Conflict and Role Conflict.	Conference	<i>AMA Winter Marketing Educator's Conference, San Antonio, Texas, USA, February 13-15.</i>	2015
Sahadev. S. Purani, K. Malhotra, N.	Boundary spanning elements and the marketing function in organizations: Concepts and empirical studies.	Edited Book	Cham (Switzerland): Springer	2015
Purani, K.	Second Pan IIM World Management Conference at IIMK: An introduction to the conference theme "Globalizing Indian Thought".	Blogpost	http://researchblog.iimk.ac.in/	2014
Purani, K.	What drives collective decision- making – Spirit or minutes.	Blogpost	http://researchblog.iimk.ac.in/	2014
Purani, K.	Able enough for sustainability?	Blogpost	http://researchblog.iimk.ac.in/	2015



Mishra, P. Sridhar G. Jain, T.	Shopper's attitude and demographics influence on store patronage – a comparison of formal vs. informal food retail stores in India.	Conference	<i>Seventeenth AMS World Marketing Congress</i> , Lima, Peru, August 5-8.	2014
Mishra, P. Sridhar, G. Jain, T.	Shopper's attitude and demographics influence on store patronage – a comparison of formal vs. informal food retail stores in India.	Forthcoming Research Paper	<i>International Journal of Indian Culture and Business Management</i> .	2015
Sridhar, G.	Are we ready for the NextGen concerns in Higher Education?	Conference	<i>National Conference on harnessing India's Demographic Dividends</i> , MIST, Indore, Madhya Pradesh, India, July 5.	2014
Sudhir, S. Unnithan, A.B.	Rumours in the Marketplace: What Drives Them?	Conference	<i>AMA Summer Marketing Educators Conference</i> , San Francisco, USA, August 1-3.	2014
Sudhir, S. Unnithan, A.B.	Identifying consumer motivations to share rumors: Literature review.	Conference	<i>Second Pan IIM World Management Conference</i> , IIM Kozhikode, Kerala, India, November 5-8.	2014
Sudhir, S. Unnithan, A.B.	Relationship Management And Information Sharing Motivations of Rumour Sharing In The Marketplace.	Conference	<i>Sixth IIMA Conference on Marketing in Emerging Economies</i> , Ahmadabad, Gujarat, India, January 7-9.	2015
Sudhir, S. Unnithan, A.B.	Perspectives on Emerging International Business Order.	Book Chapter	Cochin University of Science and Technology: Directorate of Public Relations and Publications.	2015
Sudhir, S. Unnithan, A.B.	Rumour Sharing Behaviour in the Marketplace: A Study on Motivations.	Conference	<i>Thirty sixth ISMS Marketing Science Conference</i> , Atlanta, Georgia, USA, June 12-14.	2014
Sudhir, S. Unnithan, A.B.	Modelling the Spread of Product Related Rumours in the Marketplace – An Agent Based Simulation.	Conference	<i>International Conference on Contemporary Thinking in Marketing 2015</i> , SPJIMR, Mumbai, India, February 21-22.	2015
Varaprasad, G. Sridharan, R. Unnithan, A.B.	Customers' Perspectives of Internet Banking Adoption in Developing Economies.	Book Chapter	In Madjid Tavana (Ed.), <i>Analytical approaches to Strategic Decision-Making: Interdisciplinary Considerations</i> (191-205). IGI Global.	2014
Varaprasad, G. Sridharan, R. Unnithan, A.B.	Internet Banking Adoption by the Customers of Private Sector Banks in India.	Book Chapter	In Mehdi Khosrow-Pour (Ed.), <i>Banking, Finance, and Accounting: Concepts, Methodologies, Tools, and Applications</i> (43-53). IGI Global.	2014
Unnithan, A. B.		Doctoral Workshop Conducted	<i>Second Pan IIM World Management Conference</i> , IIM Kozhikode.	2014
Velayudhan S.K.	Accelerating acceptance of innovations and inventing as management challenges in uncertain environment.	Invited Plenary Speaker	<i>Twelfth AIMS International Conference on Management</i> , IIM Kozhikode, Kerala, India, January 2-5.	2015
Velayudhan, S.K. Chittilappilly, K.	WonderLa: A Brand in the Service of Fun.	Case Study	<i>Ivey Publishing</i> , 9B14A004.	2014

SESSION CHAIRS

Amblee, N.C	Social Interaction in E-business. Track chair in <i>Fifteenth International Conference on Electronic Commerce and Web Technologies (EC-Web)</i> , Munich, Germany, September 1-4.	2014
Joseph, J.	Integrated Marketing Communication (IMC). <i>Eighth NASMEI International Marketing Conference</i> , Great Lakes Institute of Management, Chennai, Tamil Nadu, India, December 26-27.	2014
Krishnan, O.	Governance, society and environment. <i>Second Pan IIM World Management Conference</i> , IIM Kozhikode, Kerala, India, November 5-8.	2014
Purani, K.	Sustainability, Education & Research. <i>Symposium on Advancing Sustainability Research and Education</i> , IIM Bangalore, Karnataka, India, January 5-7.	2015
Thomas, J.	Customers and market. <i>Second Pan IIM World Management Conference</i> , IIM Kozhikode, Kerala, India, November 5-8.	2014
Unnithan, A. B.	Customers and market. <i>Second Pan IIM World Management Conference</i> , IIM Kozhikode, Kerala, India, November 5-8.	2014
Velayudhan, S. K.	Customers and market. <i>Second Pan IIM World Management Conference</i> , IIM Kozhikode, Kerala, India, November 5-8.	2014
Velayudhan, S. K.	Accelerating acceptance of innovations and inventing as management challenges in uncertain environment. <i>Twelfth AIMS International conference on Management</i> , IIM Kozhikode, Kerala, India, January 2-5.	2015

RESEARCH PROJECTS

Small Grant Research Projects Ongoing

Sridhar, G. (2013). ASU' Malleshham- A rural innovator's tryst with his dreams. *SGRP/2013/69*.

The principal investigator has been in lookout for innovations that have made impact on the rural communities. In one such effort, the investigator came across Asu Malleshham and found to be an innovation that has positive influence on a large rural weaver community. The broad objective of several proposed studies are:

- Identify rural interventions/innovations that have significantly influenced the growth of incomes in rural people
- Unique interventions/innovations that have improved the quality of life in rural people



c. Help these interventions/innovation disseminate to wider audience

In this regard, innovations that have helped in achieving the above objectives would be identified, analyzed and documented. Such objective classification and documentation of rural innovations would help build frameworks and offer appropriate suggestions for policy makers/ business community. This case is one of the proposed series of cases to be taken up in future. Multiple sources of data in a typical case method format would be apt in this case. Interviews with AsuMalleshham, beneficiaries, HBN members would be the primary source of data collection. Apart from this several published sources would also be used and analyzed. The outcome of the study is to publish a teaching case study that would be either useful in rural marketing or innovations related courses.

Thomas, J. (2015) Technology Business Incubator at National Institute of Technology Calicut: Way Forward. *SGRP/2015/84*.

The objectives of the proposed research are to develop a teaching case on the formation and growth of TBI at NIT Calicut. The case would provide necessary data for the readers to formulate a plan for the TBI to effectively attain its objectives.

Given the expectations of various stakeholders and the challenges faced the case expects the readers to draw a growth plan for the TBI. The case could be useful to analyse the incubator's activities from the perspective of an incubatee, technical institute where it is housed and the role of incubators in employment generation and industrial development to the economy at large.

Small Grant Research Projects Completed

Adhikari, A. (2013). The New Amby: launch of new model of Ambassador Car. *SGRP/2013/63*.

Hindustan Motor's iconic car the Ambassador is set to get a new makeover with new design, style and features. Having nostalgic appeal of its old design for more than half a century, it is the dilemma of the management that it may not be an easy ride to balance between its nostalgic appeals and radically modernized design of the car to attract customers. While the earlier model of the car is targeted primarily to baby boomers, Hindustan Motors need to decide its positioning strategy whether to encompass both Baby Boomers and the younger 25 to 40 year olds (Gen X'ers). This includes a very diverse group of people, with diverse taste and preference. Initial research showed that potential customers shared some common characteristics like confidence, individualism and a desire to be the centre of attention. The research also finds that the features of the Ambassador brand are positive, "Not for everyone" and Affordable. The car does not have quality problems. It is reliable, dependable built in with good craftsmanship, build quality. The major dilemma of the protagonist is to decide on market segmentation and positioning strategy of a product that is emotionally attached with one type of consumers while de-to be functionally superior to another group of consumers. The protagonist also has to decide on product launch strategy, marketing strategy, and pricing strategy of the product.

Purani, K. (2013). Sustainability Marketing and servicescapes: exploration of objective design theory in the context of servicescapes and effects of green service environments on consumer preferences. *SGRP/2013/60*.

Green issues are extremely important to the world economy. Recently, marketers across the world are actively pursuing sustainability agenda with specific focuses on environmental issues. According to the U. S. Green Building Council (USGBC), there is a growing demand for green buildings, which currently represent just a small percentage of available buildings. Many green buildings rely on natural conditioning to meet the comfort needs of inhabitants. However, there has been little formal investigation of whether green buildings specifically offer measurably better physical environments and in turn leads to occupant environmental preference, satisfaction and rejuvenation (Newsham et al., 2013). This study tries to look at the visual aspects of green buildings from a consumer's preference and mood restoration perspective by applying attention restoration theory from Environmental psychology. The objective of the study is to test the effects of green building aspects in the context of servicescape by testing the influences of green servicescape design elements of customer mood restoration and preferences. Further, it also intends to apply objective design theories from Architecture in Marketing context, specific to servicescape design to understand the affective responses and preferences of consumers. The study is expected to contribute to growing literature on services marketing and sustainability marketing which areas where both scholars and practitioners have immense interest.

MEMBERSHIP OF EDITORIAL / REVIEW BOARD / ADHOC REVIEW

Adhikari, A.	Annals of Tourism Research Journal of Agribusiness in Developing and Emerging Economies Journal of Agribusiness in Emerging economies	Review
Adhikari, A.	IIM Kozhikode Society & Management Review	Editorial
Amblee, N.C.	International Journal of Electronic Commerce Journal of Management Information Systems Electronic Commerce Research Second Pan-IIM World Management Conference	Review
Joshy Joseph	Advances in Consumer Research IIMB Management Review Journal of Indian Business Research	Review
Krishnan, O.	Decision IIM Kozhikode Society & Management Review	Review
Purani, K.	International Business Review International Marketing Review NACRA Second Pan-IIM World Management Conference IIM Kozhikode Society and Management Review	Review
Thomas, J.	IIMB Management Review Journal of India Business Research	Review
Unnithan, A.B.	Decision IIM Kozhikode Society & Management Review Sixth IIMA Conference on Marketing in Emerging Economies	Review
Velayudhan, S.K.	Management and Labour studies	Editorial

FELLOWSHIPS/ AWARDS/ HONOURS

Sahadev, S.	Effects of competitive psychological climate, work-family conflict and role conflict on
Seshanna, S.	customer orientation: The case of call centre employees in India. <i>Journal of Indian</i>
Purani, K.	<i>Business Research</i> , 6(1): 70 – 84. (JIBR-outstanding research paper award 2014)

FACULTY - MARKETING MANAGEMENT



Atanu Adhikari



Joffi Thomas



Joshy Joseph



G. Sridhar



A.B. Unnithan



Keyoor Purani



Rahul Kumar Sett



Sanal Kumar V.



Naveen Amblee



Omkumar Krishnan



ORGANIZATIONAL BEHAVIOUR & HUMAN RESOURCES

People management is the bottom line of the success of every organization. Organizational life requires employees to coordinate and collaborate with a diverse group of individuals. The ability to collaborate, motivate, and lead with a blend of functional expertise is of paramount importance for managerial success. The OB & HR area of IIMK offers students the opportunities to develop these critical skills in the classroom and beyond. The area by offering a variety of courses, prepares the students for a variety of career in general management, human resource management, and consulting. Some of the topics focused by the area, which are relevant for the tomorrow's managers are knowing self and others, understanding group and team dynamics, structure of the organization, leading organizational change, motivation, strategizing business through HR as the business partner, managing the organizational life cycle of an employee by application of HR tools and techniques, being compliant by abiding by the laws of the land. The area also conducts exclusive leadership workshop for all the post-graduate students to lay a solid foundation for the future leaders.

The OBHR faculty is comprised of individuals with expertise in human resources, talent management, groups and teams, and leadership. Members of our faculty have carved a niche for themselves by winning awards for research and teaching and they continue to innovate new ideas in the fields of Organizational Behavior and Human Resource Management.

REFEREED JOURNAL PUBLICATIONS

AUTHOR	TITLE	JOURNAL	YEAR
Debabrata Chatterjee Sreevas Sahasranamam	Trends in innovation management research in India – An analysis of publications for the period 1991-2013.	<i>Current Science</i>	2015
Debabrata Chatterjee	Commercializing academic research in emerging economies: Do organizational identities matter?	<i>Science and Public Policy</i>	2015
Krishnan, T.N.	Need for and Perspective of Talent Management.	<i>National HRD Network Journal</i>	2015
Aparna Venugopal Krishnan T.N.	TMT Behavioural Integration: Pathways to Eco-Innovation through Organizational Ambidexterity.	<i>IIM Indore Management Journal</i>	2014

Chatterjee, D. & Sahasranamam, S. (2015). Trends in innovation management research in India – An analysis of publications for the period 1991-2013. *Current Science*, 107(11): 1800-1805.

With increasing recognition of the importance of technological innovations in economic development, scholarship on innovation management seeking to understand the context, process and management of technological innovations, as distinct from their purely scientific, engineering and technical aspects has been steadily rising as well. This field of research has been instrumental in discovering important concepts that have subsequently informed innovation management in industry, public R&D and academia. In the past two decades, India has also significantly advanced the pace of technological innovations, as evident from patents filed out of the country. However, there is little understanding of whether research on innovation management in the country has also witnessed a similar trend. The present article seeks to address this gap. We looked at the abstracts and keywords of 58 articles related to technology and innovations in India published in 21 journals during the period 1991–2013. We conclude that the trend is not very encouraging. We discuss its implications and offer suggestions for future research.

Chatterjee, D. & Sankaran, B. (2015). Commercializing academic research in emerging economies: Do organizational identities matter? *Science and Public Policy*. doi: 10.1093/scipol/scu076.

Evidence suggests that in several emerging economies, technology commercialization by universities is not quite institutionalized. Given this backdrop, we studied how research commercialization co-varied with two aspects of organizational identities: their definitions and their orientations. Adopting a case methodology with a grounded approach, and using semi-structured interviews and archival data, we studied a specialized higher education institution in India which is involved in the research and commercialization of biomedical innovations. We found that the effectiveness of their research commercialization efforts appeared to co-vary with how organizational identities were defined, while their efforts directed towards public or private goods appeared to co-vary with how organizational identities were oriented. We suggest a set of propositions for future studies. We also suggest that policies in this field need to account for how organizational identity impacts research into public goods in these economies and the need to encode policy changes in the organizational identities of universities.

Krishnan, T.N. (2015). Need for and Perspective of Talent Management, *National HRD Network Journal*, 8 (1): 124-128.

Venugopal, A., & Krishnan T.N. (2014). TMT Behavioural Integration: Pathways to Eco-Innovation through Organizational Ambidexterity. *IIM Indore Management Journal*, 6 (1):60-70.

Eco-Innovations are the fail-safe pathway for firms to sustain their competitive advantage in a dynamic environment. Eco-Innovations represent the economically, socially, and environmentally sustainable innovations. For years it has been suggested that responsible leadership and top management teams are essential to generating, adopting, and diffusing innovations in firms. Eco-Innovations are no different. In this paper we suggest that Top Management Team (TMT) behavioral integration is a key antecedent of Eco-Innovations in organizations. Further we argue that organizations with 'Organizational Ambidexterity' mediate the above linkage. Organizational Ambidexterity is the ability of firms to balance any two disparate firm level goals simultaneously. Usually, these firm level goals are Exploration and Exploitation. TMT behavioral integration is essential to build 'Organizational Ambidexterity'. In this paper, we propose a theoretical model to explore various structural, climate and cultural elements in the TMT behavioral integration and their indirect effects on 'Organizational Ambidexterity' and 'Eco-innovation'. Since, this paper brings together works on varied fields as 'innovation', 'organizational ambidexterity' and 'upper echelon theory', researchers interested in such cross-disciplinary studies would benefit from this model. The model would be a huge help to practitioners who are constantly on the lookout for the exact recipe to orient their firms as hubs of sustainable innovations.

OTHER/ FORTHCOMING PUBLICATIONS

AUTHOR	TITLE	CATEGORY	DETAILS	YEAR
Azeez, N.	Because it is competencies that matter: A review of competency based human resource management.	Conference	<i>Second Pan IIM World Management Conference</i> , IIM Kozhikode, Kerala, India, November 5-8.	2014
Chatterjee, D. Sahasranamam, S.	Trends in innovation management research in four Asian countries- An analysis of publications for the period 1991- 2013.	Conference	<i>Second Pan IIM World Management Conference</i> , IIM Kozhikode, Kerala, India, November 5-8.	2014
Leisyte, L. Chatterjee, D.	Organizational responses to vertically nested institutional logics. A study of two universities from Dutch and Indian research systems.	Conference	<i>Thirtieth EGOS Colloquium, Sub-theme 60: Rethinking Responses to Institutional Complexity</i> , Rotterdam, Netherlands, July 3-5.	2014
Jacob, M.	Combined effect of CCT approaches on expatriate adjustment – A conceptual framework.	Conference	<i>Second Pan IIM World Management Conference</i> , IIM Kozhikode, Kerala, India, November 5-8.	2014
Jauhari, H. Kumar, M. Singh, S.	Relationship of OCB with Individual Wellness Measures and Turnover Intention..	Conference	<i>Second Pan IIM World Management Conference</i> , IIMK, Kozhikode, Kerala, November 5-8.	2014

Jauhari, H. Kumar, M. Singh, S.	Employee Brand Building Behaviour: Scale Development & Validation in B2B Services Context.	Conference	<i>Second Pan IIM World Management Conference</i> , IIM Kozhikode, Kerala, India, November 5-8.	2014
Jauhari, H. Singh, S. Kumar, M.	Employee Brand Building Behaviour: An Investigation of its Outcomes for the Employer.	Conference	<i>Annual Conference of the Emerging Markets Conference Board</i> , IMT Dubai, U.A.E, January 20-22.	2015
Kumar, M.	Pre-Conference Professional Development Workshop (PDW) on Research and Publishing.	Invited workshop	<i>Twenty-fourth Annual Conference of National Academy of Psychology (NAOP, 2014)</i> , IIFM, Bhopal, India, December 12-14.	2014
Krishnan, T.N. Paulose, S.	Response rate in industrial surveys conducted in India: Trends and implications.	Forthcoming Research paper	<i>IIMB Management Review</i> .	
Nair, U. K.	Executive Learning, Development & Education: The Scenario from India.	Keynote Speaker	2 nd HR Dialogue; Sri Jayewardenepura University, Sri Lanka, November 29.	2014
Nair, U. K. Tandon, A.	Boundary Objects and End User Engagement: Illustrations from the Social Enterprise Domain.	Chapter in an Edited Volume	S. Sahadev, K. Purani, N. Malhotra (Editors), <i>Boundary spanning elements and the marketing function in organizations: Concepts and empirical studies</i> . Cham: Springer.	2015
Nair, U.K Chatterjee, D.	Documenting Organizational Culture: Not Just a Bottom-Up or Top-Down Account.	Conference	<i>Academy of Management Meeting</i> , Philadelphia, Pennsylvania, U.S.A., August 1-5.	2014
Narayanamurthy, G. Hota, P. K. Pati, S. P. Dhal, M.	Maruti-Manesar Lockout: The Flip Side of People Management.	Case Study	<i>Emerald Emerging Markets Case Studies</i> , 5(2), doi:10.1108/EEMCS-06-2013-0088.	2015
Pati .S.P.	The XXIV Annual Convention of the National Academy of Psychology (NAOP).	Invited Talk	Indian Institute of Forest Management, Bhopal, India, 12-14 December.	2014
Pati .S.P. Rastogi, A. Kumar, P.	Development of a General Work Engagement Instrument (GWEI-3).	Conference	<i>Emerging Markets Conference –2015</i> , Dubai, U.A.E., January 20-22.	2015
Rajeev, P. N.	Facing the future with confidence.	Invited Talk	Government College Madappally, Kerala, India, April 22.	2014
Rajeev, P. N.	Life Goals and Career Design.	Invited Talk	Centre for Research and Education for Social Transformation (CREST), Kozhikode, Kerala, India, April 5.	2014
Rajeev, P. N.	Kudumbashree: Vision 2020.	Invited Talk	Kozhikode, Kerala, India, March 7.	2015
Rajeev, P. N. Mitra, S. Kalagnanam. S.	Graamsudhaar: Implications of Section 135 for NGOs.	Case Study	<i>IIM Kozhikode case</i> , IIMK/CS/32/OBHR/2014/01.	2014
Kalagnanam, S. Rajeev, P.N. Mitra, S.	Graamsudhaar: Implication of Companies Act 2013 Section 135 for NGOs.	Conference	<i>North American Case Research Association (NACRA) Texas</i> , Austin, U.S.A., October 23-25.	2014
Rastogi, A. Pati, S. P.	Towards a conceptualization of Karma Yoga.	Conference	<i>Second Pan IIM World Management Conference</i> , IIM Kozhikode, Kerala, India, November 5-8.	2014

Rastogi, A. Pati .S.P. Kumar, P.	Development of an instrument of Karma Yoga.	Conference	<i>Twenty fourth Annual Convention of the National Academy of Psychology (NAOP) India</i> , Bhopal, Madhya Pradesh, India, December 12-14.	2014
Sethi, D. Kumar, M	Globalizing Indian Thought.	Edited Book	Proceedings of the <i>Second Pan IIM World Management Conference</i> , Emerald India .	2015
Sinha A. S. Bhave M. P Sahasranamam S.	Closed loop model for sustainable corporate social responsibility.	Conference	<i>Second Pan IIM World Management Conference</i> , Indian Institute of Management Kozhikode, Kerala, India, November 5-8.	2014
Sinha, A.S. Padalkar, M. Sahasranamam, S.	Domestic Violence against Women in India and Effectiveness of Law Enforcement Agencies – A Panel Data Study.	Forthcoming Research paper	<i>Economic and Political Weekly</i> .	2015
Sinha A. S. Rajeev, P.N.	Courting Chaos (A Day in the life of a District Judge in India).	Case Study	<i>IIMK/CS/33/SM/2015/01</i>	2015
Tandon, A. Nair, U. K.	Learning about learning routines: Insights from the Indian social enterprise sector.	Conference	<i>Second Pan IIM World Management Conference</i> , IIM Kozhikode, Kerala, India, November 5-8.	2014
Venugopal, A., & Krishnan, T. N.	Exploring new possibilities and exploiting old certainties of knowledge: A proposal for an empirical study.	Conference	<i>Fourteenth Consortium of Students in Management Research</i> . Indian Institute of Science, Bangalore, India, November 21-22.	2014
Venugopal, A., & Krishnan, T. N.	Top Management Teams. The ones of who build an ambidextrous firm.	Conference	<i>XLRI Doctoral Colloquium</i> . XLRI, Jamshedpur, Jharkhand, India, October 18-19.	2014
Venugopal, A. Krishnan, T. N.	Role of top management behavioural integration in managing innovation paradoxes.	Conference	<i>Twelfth AIMS International conference on Management</i> , IIM Kozhikode, Kerala, India, January 2-5.	2015



Venugopal.A.	Nurturing Paradoxical cognition in Shared Leaderships with Behavioral Integration- Pathways to Sustainability for Entrepreneurs.	Conference	<i>Oikos Fifth Young Scholars Entrepreneurship Academy, Zurich, Switzerland, January 19-22.</i>	2015
Venugopal, A. Krishnan, T.N. Kumar, M.	Who Fosters Innovation Better? Learning or Ambidextrous Firms.	Conference	<i>Second Pan IIM World Management Conference, IIM Kozhikode, Kerala, India, November 5-8.</i>	2014

SESSION CHAIRS

Chatterjee, D.	Education and pedagogy. <i>Second Pan IIM World Management Conference, IIM Kozhikode, Kerala, India, November 5–8.</i>	2014
Dhal, M.	Employees and talent. <i>Second Pan IIM World Management Conference, IIM Kozhikode, Kerala, India, November 5-8.</i>	2014
Kumar, M.	Organizations and leadership. <i>Second Pan IIM World Management Conference, IIM Kozhikode, Kerala, India, November 5–8.</i>	2014
Nair, U. K.	Employees and talent. <i>Second Pan IIM World Management Conference, IIM Kozhikode, Kerala, India, November 5–8.</i>	2014
Pati, S. P.	Employees and talent. <i>Second Pan IIM World Management Conference, IIM Kozhikode, Kerala, India, November 5–8.</i>	2014
Pati, S.P.	Redefining Value in Emerging Markets. 2015 Annual Conference of the Emerging Markets Conference Board, Emerging Markets 2015, Dubai, U.A.E, January 20-22.	2015
Rajeev, P. N.	Organization and Leadership. <i>Second Pan IIM World Management Conference, IIM Kozhikode, Kerala, India, November 5-8.</i>	2014

RESEARCH PROJECTS

Small Grant Research Projects Ongoing

Dhal, M. (2013). Work from home: Aspects and prospects in an emerging market scenario. *SGRP/2013/70*.

The major objective of this research is to explore the changing pattern of superior-subordinate relationship in a virtual workplace which has added a new chapter to the employee relations. When the team member is away from the constant supervision of the supervisor but still need to achieve the expected performance standard what are the challenges unfold during the process and how it impact both the manager and the subordinate. This research tries to explore the following objectives:

What are the factors that influence the management decision to allow work from home?

What challenges are faced by the manager in managing a subordinate when the later is working from home?

What challenges are faced by the employee who is working from home compared to his / her peers those who are operating from office?

What changes or new practices are to be brought by the organization in terms of policies and practices for effective management of people working from home?

Kumar, M. (2014). Exploration of role of Structure, Leadership and Organizational Priorities in Perception of Needs Fulfilment. *SGRP/2014/71*.

Motivation: The work will explore explicators of perception of fulfillment of growth needs of employees. A dominant line of focus of works on individual needs has been on needs as explicator (predictor) of outcomes of individual and organizational significance. The motivation for this work is however to take another approach by identifying a few explicators to the perception of fulfillment of needs.

Aims: The aim of the study is to establish a mechanism through which perceived fulfillment of growth needs can be explained in organizational context. Towards the same, the opportunities to participate in organizational decision making (structure), quality of relationship the subordinate enjoys with boss (leadership), and perception regarding

how much importance the organization gives to growth needs of employees (organizational priority); these all are likely to relate with perception of the subordinate whether his/her needs for growth are fulfilled in the organization. Specifically relationship quality with the boss is likely to explain the relationship between participation in decision making and perceived importance attached by the organization to growth needs. Furthermore the relation between quality of relationship and fulfillment of growth needs is likely to be explained by perceived importance attached by the organization to growth needs

Possible Contribution to the Literature: To the best of my knowledge there is dearth of studies establishing relationship between the variables of interest in this study. Furthermore, my interest in this study is fitness of overall model rather than dyadic relationship between variables. In my knowledge there is so far no existing work in the same direction. The study is therefore likely to contribute to the literature by exploring an explanatory mechanism to perceived fulfilment of growth needs of employees.

Kumar, M. (2014). Effect of perceived autonomy on task performance and other individual level outcomes. *SGRP/2014/73*.

Motivation: The work will explore the relationship between perception of autonomy the organization provides to employees and individual level outcomes of employees. The enabling role of organizational structure has been demonstrated amply in the extant research. My motivation in this study is to extend some of the prior findings by exploring voice behaviour and task performance as explanatory mechanisms. **Aims:** For the scope of this study, Decision making power and hierarchy of authority represent the extent of autonomy the employees perceive in their job. Apart from task performance, burnout and general health, voice behaviour will also be considered in this study as outcome variable. If the employees perceive the organizational structure to be enabling in terms of decision making power and decentralization of authority in terms of less of hierarchy they are likely to have improved task performance. This relationship of increased autonomy and better performance is however expected to be mediated by employees indulging in responsible behaviour of constructive voice behaviour. The enabling practices are also likely to reduce feelings of burnout both directly and indirectly through better task performance. In addition voice behaviour is likely to relate with general health perception. The study also hypothesizes that better self assessment of task performance is likely to relate with well-being of employees. Emotional exhaustion (burnout) and perception of general health represent well-being in this study. Employees' perception of better performance will relate with reduced feelings of exhaustion (burnout) and in turn will improve perception of general health. *Possible Contribution to the Literature:* This study is likely to contribute to the literature by suggesting and testing a model between a set of enabling practices and a few individual outcomes.

Paul, A., Krishnan, T. N. & Scullion (2014). Managing Female Talent in the IT Sector. *SGRP/2014/77*.

While women represent half the population in most countries, the evidence continues to show that women remain under represented in senior management in most countries around the globe (Adler, et al, 2004; ILO, 2007; Hewlett and Rashid, 2010). Despite the increases in the participation of women in the labour market in both developed and emerging markets, it remains clear that there are still significant barriers to women's career advancement. Indeed there is a strong body of empirical research which highlights evidence of barriers for women's



career advancement into senior managerial positions (Rindfleisch, 2000 ; Schein, 2007; Ibarra et al, 2010) although there is a lack of consensus on the nature of those barriers Linehan and Scullion, 2008). To date the bulk of research in this area examines the role of women in management in developed countries with a particular focus on the Anglo-Saxon countries and the role of women in management in the emerging markets has been relatively neglected (Hewlett and Rashid, 2010 ; Marmenout and Liro, 2014 ; Ibarra et al, 2010).

The present study seeks to address a gap in the research literature through an examination of the role of women in management in India, an area where there is a dearth of empirical research (Teagarden and Mayer, 2008). We seek to understand both the factors promoting increased participation of women in management and the barriers to women's advancement in management in the Indian context.

Rajeev, P. N. (2014). A Study on an Emergent Organizational Architecture: Evidences from Kudumbashree. *SGRP/2014/78*.

The study will attempt to examine Kudumbashree, the community based organization that is composed of women members who are geographically proximate, socially cohesive individuals, who form neighbourhood groups (NHGs). This organization has a collated three tier structure, which is formed out of neighborhood groups and their representatives. Such a structure has helped successfully run programs supported directly and indirectly by the state government of Kerala, India for over a decade. The informal structure interestingly parallels the local self government and partners with them for various programs. The uniqueness of such a collective is that they are not connected by a joint purpose (as in formal organizations) but owe their existence to the development of uniform states of mind, which crystallize into norms, mores or customs (Barnard, 1938: 123) creating a unique architecture that has the potential to become a viable and popular alternative way of organizing production. The study is situated in recent theoretical efforts to bridge the gap in the understanding of extant organizational forms that originate from different socio-cultural contexts. Our objective is to observe the elements on which this alternative construct is built, conceptualize a new organizational form and discuss its dimensions. Though it has originated in community based organizations, a number of core features of this organizational form might be important to organizational theory literature in general. This study would help sketch out and sensitize academia to this new form and towards this goal, we focus our attention on identifying key concepts and mechanisms of this organization design through the use of the Kudumbashree case.

Small Grant Research Projects Completed

Rajeev, P. N., & Sekhar, A. (2014). Preliminary development of a scale for Social obligation: A study on Kudumbashree members. *SGRP/2014/75*.

In 1999 the govt of Kerala initiated a "silent revolution" called Kudumbashreeto economically uplift and empower women through concerted community action. Community development societies (CDS) were formed for reducing the incidents of risk factors that pushed people into destitution. The CDS were able to provide employment opportunities for women through women -managed micro- enterprises, formed thrift and credit societies to meet consumption needs and open up avenues for income generating activities for members. Kudumbashree currently has 37 lakh members and covers more than 50% of households in the state. Though several studies have examined Kudumbashree's contribution to women empowerment, the dynamics of working of a community based organization has been left relatively unexplored. We propose that the common thread in the working of this organization is a sense of social obligation; responsibility and commitment towards helping the underprivileged in the neighbourhood come out of poverty as the main drivers. This study therefore attempts to deconstruct the idea of social obligation and explore its elements as is operational at Kudumbashree. In the process, the study will examine if and how social obligation relates to:

- a) The conceptualization of responsibility and commitment towards the community,
- b) Its relation with constructs like psychological contract which though widely researched has not been examined in the informal organizational set up,
- c) Explore if it has a gender specific dimension,
- d) Examine the dispositional antecedents of social obligation.

The objective is thus to locate the locus of social obligation whether it is internally driven or is it situated in the realm of responsibility by virtue of membership in a group and is expected to contribute to a non-intuitive understanding of the dispositional linkages of social obligation (e.g. altruism, empathy) and the influence of social factors (obligation, responsibility, commitment, psychological contract) on social obligation to reveal further the motivation behind helping behaviours.

WORKING PAPERS

Dhal, M.	Deregulation of labour market: A comparative study of secondary sector in India and China.	2015
Kumar, M. Jauhari, H.	Satisfaction of Learning, Performance, and Relatedness Needs at Work and Employees' Organizational Identification	2015
Pati, S. P. Kumar, P.	Work engagement and work alienation: distinct or opposites?	2015
Rajeev, P. N. Kalagnanam, S.	Section 135 of Companies Act (2013): Implementation challenges faced by Companies and NGOs.	2015
Rajeev, P. N. Kalpathi, S.	Readying for change: use of improvisation in change management training.	2015
Sinha, A. S. Rajeev, P. N.	Social Obligation: Proposing a Compliment to Psychological Contract.	2015
Rastogi, A. Pati, S. P.	Towards a conceptualization of Karma Yoga.	2014
Rastogi, A. Pati, S. P. Kumar, P.	Measurement of karma yoga: Development and validation of karma yoga instrument (KYI-6).	2015
Tandon, A. Nair, U. K.	Enactment of knowledge brokering: Agents, roles, processes and the impact of immersion.	2015

Dhal, M. (2015). Deregulation of labour market: A comparative study of secondary sector in India and China. *IIMK/WPS/179/OBHR/2015/15*.

Global competition, technological advancement, and outsourcing of production have demanded the organizations to be cost effective and flexible in order to face the change for their survival and growth. However, factors like slow growth rate, high unemployment and presence of union have constrained the government to deregulate the labour market in India. Can India learn from China on the deregulation of the labour market and practice flexibility? The purpose of this paper is to identify the success factors linked to deregulation of labour market and its impact on secondary sector in China. A model of these factors which led to the change in the legal system in China leading to flexible labour practices is explored based on the secondary data. The author tries to critically examine this model of labour market deregulation and its impact on the labour class in China. This paper also attempts to compare the existing legal system in India against the China model. The labour market regulations influencing the secondary sector in India and China is also debated against the practices in the developed countries. This research outcome will provide input for the policy makers and government authorities of both the countries to have a relook at their strategy for labour market regulation. The findings have also implications for the actors of industrial relations such as employers and trade union leaders in deciding their future course of action in labour management.

Kumar, M., & Jauhari, H. (2015). Satisfaction of Learning, Performance, and Relatedness Needs at Work and Employees' Organizational Identification. *IIMK/WPS/166/OBHR/2015/02*.

In today's scenario where loyalty can no longer be demanded from employees, the extent of organizational identification of employees predicts outcomes of organizational interest. It is therefore essential for organizations to foster the sense of oneness in employees. Since need satisfaction lies at the core of human motivation, our purpose is to test if satisfaction of learning, performance, and relatedness needs at workplace could influence employees' identification with the organization. For this purpose, we collected data from 365 professionals representing diverse work backgrounds and analyzed it using structural equation modelling approach.

Results suggest that organizational identification is positively influenced by satisfaction of these three needs and about 45% of its variance is explained by these needs. Implications of these results and limitations are discussed in the paper.

Pati, S. P., & Kumar, P. (2015). Work engagement and work alienation: distinct or opposites? *IIMK/WPS/165/OBHR/2015/01*.

Work engagement and work alienation are considered as bipolar opposites of each other by many researchers. In

light of this we examined whether the set of items measuring work engagement and work alienation indeed measure similar experience. Confirmatory factor analysis on responses drawn from various occupational groups (N = 269) revealed that it's erroneous to consider both the constructs to be the opposite ends of a single continuum. This inference is also reinforced by the pattern of relationship observed between work engagement and work alienation on one hand with their antecedents (i.e. occupational self efficacy and meaning) and consequences (job satisfaction and turnover intention) on the other. Implications of this study on the conceptualization and measurement of work engagement and work alienation is also discussed.

Rajeev, P. N., & Kalagnanam, S. (2015). Section 135 of Companies Act (2013): Implementation challenges faced by Companies and NGOs. *IIMK/WPS/182/OBHR/2015/18*.

The completion of the first year of implementation of the provisions of Section 135 of the Companies Act (2013) is perhaps an opportune moment to take stock of the potential implementation challenges faced by companies and non-governmental organizations (NGOs). The provisions of the section require companies to establish a CSR committee consisting of three members of the Board of Directors, develop a CSR policy, review the CSR activities and prepare periodic reports (the latter will be done by the CSR Committee). The above mentioned CSR infrastructure therefore necessitates significant capacity building within companies. With respect to implementation, companies may channel the resources through qualified NGOs engaged in social enterprise. Consequently NGOs will also require significant capacity building. In this paper we identify the implications of the new guidelines that are worthy of consideration; these implications are for companies that will invest the financial resources in CSR activities, the organizations that will implement the activities and other general implications. Furthermore the paper suggests mechanisms by which several of these challenges can be met and managed.

Rajeev, P. N., & Kalpathi, S. (2015). Ready for change: use of improvisation in change management training. *IIMK/WPS/175/OBHR/2015/11*.

The paper demonstrates the application and utility of Improv games in change management training. A case study of a change management training program for professors of a university is used to elaborate on the principles of Improv and demonstrate how the tool can be effectively integrated into change management training, especially at the beginning of the initiative, when new ideas need to be accepted and firmed up. Improv games, when used as part of change management training, helped participants identify and confront their mental blocks and anxieties to accepting and implementing change. Further, instead of being dismissed or criticized, their concerns were creatively deployed to realistically assess the method of managing change. Improv games "Word Ball" "Yes And" and "Yes But" offered creative and interesting ways to explore multiple organizational and employee mind-set issues that could have hampered the change management efforts. The games were able to bring about openness to change and in turn an ability to accept and explore new possibilities that participants were earlier closed to. When deployed within the framework of the Change Wheel (Kanter, 2011) group decision-making and an ownership-



based approach resulted in the participants jointly creating a change management plan for the university. This paper elucidates how Improv games can be used in a change management program and describes its utility and versatility in enhancing training effectiveness. For Change Management consultants and trainers, the method of usage of the games can come in handy in enhancing participant involvement, effectively eliciting ideas and in co-creating workable action plans with employees who are well versed with their workplace reality.

Sinha, A. S., & Rajeev, P. N. (2015). Social Obligation: Proposing a Compliment to Psychological Contract. *IIMK/WPS/174/OBHR/2015/10*.

Every organization is composed of nested formal and informal organizations. Bernard (1938) conceptualized that informal groups arise in formal organizations and these informal groups evolve to become functioning informal organizations within formal organizations. Mainstream research in organization theory has focused primarily on formal organizations wherein employee-employer relationships guide employees' work motivations as in the construct of psychological contract. Psychological contract incorporates the mutual beliefs, perceptions, and informal obligations between an employer and an employee and explains why people work in organizations. However, psychological contract fails to explain what happens in organizations, where there is an absence of employee-employer relationships. There is a gap. Also, the construct is inadequate in explaining work motivations in settings that are predominantly informal organizations. We propose a construct of social obligation as an alternative to explain motivations to work in informal organizations. In this paper, we define social obligation as a set of reciprocal ties, responsibilities and consequent authorities that are primarily rooted in the uniform states of mind of individuals in the informal organization, which motivates work in those organizations. We describe the constituent elements of social obligation as a set of ties that bind members to one another, which leads them to feel responsible for each other and for society at large and which further begets them the consequent authority of legitimacy to act and fulfil those responsibilities.

Rastogi, A., & Pati, S. P. (2014). Towards a conceptualization of Karma Yoga. *IIMK/WPS/159/OBHR/2014/17*.

Individuals across organizations and roles are increasingly seeking a meaningful and fulfilling experience in their activities. Towards that, the Bhagavad Gita advises the practice of Karma Yoga. However, the conceptualization of Karma Yoga in extant management literature is shrouded in confusion with little agreement on its dimensionalities. In this paper, employing qualitative method, we offer an alternative conceptualization of the construct. Accordingly, we define Karma Yoga as a persistent positive state of mind that is characterized by absorption and service consciousness. Further the findings also suggest the importance of sense control and equanimity as the necessary prerequisites for individuals to practice Karma Yoga.

Rastogi, A., Pati, S. P. & Kumar, P. (2015). Measurement of karma yoga: Development and validation of karma yoga instrument (KYI-6). *IIMK/WPS/167/OBHR/2015/03*.

The organizations of today can be best characterized as furnaces of frustration, with employees increasingly complaining of void and meaninglessness in their lives. To this effect, renowned, wise, and authoritative individuals have recommended Karma Yoga as a panacea for individuals immersed in action. However, research and practice on the concept has progressed minimally thanks to a pronounced scarcity of psychometrically robust measures. Thus, anchored on Rastogi & Pati's (in press) conceptualization of Karma Yoga, this research attempts to develop a valid and reliable 6 item Karma Yoga Instrument (KYI -6). Preliminary evidence regarding convergent validity, discriminant validity, nomological validity, and internal consistency of the measure is provided.

Tandon, A., & Nair, U. K. (2015). Enactment of knowledge brokering: Agents, roles, processes and the impact of immersion. *IIMK/WPS/183/OBHR/2015/19*.

This study examines the process of knowledge brokering for organizational learning. Qualitative research methodology was employed to study learning in four Indian Social Enterprises. We mapped and analyzed the process by which social enterprises engaged stakeholders within and across organizational boundaries to harness knowledge. We found that knowledge brokering was a process of spanning for, interpreting and combining two types of knowledge-expert and contextual, with strategic knowledge playing a critical background role in this process. Knowledge brokering was delineated into two roles-boundary spanning and translation. Agents who assumed and/or shared these roles were identified and the corresponding learning mechanisms were described. Variations were observed across enterprises in brokering role assumption and the location of brokers with respect to the organizational boundary and hierarchy. These were explained using the concept of immersion which merged from the data. We employ Schein's organizational cone to develop a model of knowledge brokering, and identify conditions of effective brokering.

MEMBERSHIP OF EDITORIAL / REVIEW BOARD / ADHOC REVIEW

Dhal, M.	IIM Kozhikode Society & Management Review Second Pan IIM World Management Conference at IIM Kozhikode	Review
Kumar, M.	IIM Kozhikode Society & Management Review International Journal of Organizational Analysis Journal of Indian Business Research Second Pan IIM World Management Conference	Review
Nair, U.K.	IIMB Management Review IIM Kozhikode Society & Management Review Second Pan IIM World Management Conference Managerial and Organizational Cognition, Academy of Management	Editorial Review
Pati .S.P.	The International Journal of Human Resource Management Seventy Fifth Annual Meeting of Academy of Management Journal of Indian Business Research IIM Kozhikode Society & Management Review	Review
Rajeev, P. N	IIMB Management Review Association of International Business 2015 Seventy Fifth Annual Meeting of Academy of Management Global Journal of Library and Information Science International Journal of Business, Governance and Ethics SAGE Publications India Cengage India Rajagiri Management Journal	Review Editorial

FELLOWSHIPS/ AWARDS/ HONOURS

Jauhari, H. Kumar, M. Singh, S.	Employee Brand Building Behaviour: Scale Development & Validation in B2b Services Context. <i>Second Pan IIM World Management Conference, IIM Kozhikode, November 5-8, 2014.</i> (Highly Commendable Doctoral Student Research Paper)
Tandon, A. Nair, U. K.	Learning about learning routines: Insights from the Indian social enterprise sector. <i>Second Pan IIM World Management Conference, IIM Kozhikode, Kerala, India, November 5-8, 2014.</i> (Best Research Paper)

FACULTY - ORGANIZATIONAL BEHAVIOUR AND HUMAN RESOURCES



Debabrata Chatterjee



T.N. Krishnan



Manoranjan Dhal



Priya Nair Rajeev



K. Unnikrishnan Nair



Manish Kumar



Surya Prakash Pati

QUANTITATIVE METHODS & OPERATIONS MANAGEMENT

QM & OM Area comprises faculty with expertise in two key disciplines: Decision Sciences (Quantitative Methods (QM)) and Decision Making within the realms of Operations Management (OM) and Supply Chain Management (SCM). In particular, the area is concerned with teaching and research on designing, managing and improving operating systems and processes with the aid of tools and techniques in decision sciences such as Data analysis, Optimization, Stochastic processes, Inventory theory, Game theory, Queuing Theory, Simulation, etc. The research issues addressed by faculty members are diverse and include developing new techniques in Statistical Process Control, Acceptance Sampling, etc. apart from advancing the theory and practice in the areas of OM and SCM with a focus on Service operations management (in diverse sectors such as health care, education), Process improvement (using Lean thinking, Six Sigma) and Logistics and Supply chain Management (with a focus on humanitarian supply chain, Reverse logistics, agro supply chains, etc.)

REFEREED JOURNAL PUBLICATIONS

AUTHOR	TITLE	JOURNAL	YEAR
Anand, G. Narayanamurthy, G.	Business process re-engineering through lean thinking – A case study.	<i>Journal of Enterprise Transformation</i>	2014
Anand, G.	An application of grey based decision making approach for the selection of manufacturing system.	<i>Grey Systems: Theory and Application</i>	2014
Anand, G.	An application of an alytic network Process for the selection of cellular manufacturing systems.	<i>International Journal of Services and Operations Management</i>	2014
Arqum Mateen	A vendor managed inventory scheme as a supply chain coordination mechanism.	<i>International Journal of Production Research</i>	2015
Arqum Mateen	VMI for single-vendor multi-retailer supply chains under stochastic demand.	<i>Computers and Industrial Engineering</i>	2015
Arqum Mateen	Exploring the factors affecting sponsored search ad performance.	<i>Marketing Intelligence and Planning</i>	2014
John, L. Narayanamurthy, G.	Converging sustainability definitions: industry independent dimensions.	<i>World Journal of Science, Technology and Sustainable Development</i>	2015
Narayanamurthy, G. Anand, G.	A case study on downstream supply chain of an Indian alcoholic beverage manufacturer: Some insights for the global business.	<i>Journal of Indian Business Research</i>	2015
Ramachandran, N. Thangamani, G. Anand, G.	Selecting a suitable Cloud Computing technology deployment model for an academic Institute—a case study.	<i>International journal of information and learning technology</i>	2014
Rupesh Kumar Pati	Modelling Bullwhip Effect in a Closed Loop Supply Chain with ARMA Demand.	<i>IIM Kozhikode Society & Management Review</i>	2014
Saji Gopinath Milind Padalkar	Do Indian management practices drive global research agenda? An exploratory analysis of contemporary management literature.	<i>Journal of Indian Business Research</i>	2015

Shovan Chowdhury	Bayesian Estimation of Traffic Intensity in an M/Er/1 Queueing Model.	<i>Research and Reviews- Journal of Statistics</i>	2014
Shovan Chowdhury	Distribution-free Phase II CUSUM Control Chart for Joint Monitoring of Location and Scale.	<i>Quality and Reliability Engineering International</i>	2015
Sidhartha S. Padhi	Moving towards biomimicry: A framework to blend nature and probability distributions.	<i>International Journal of Innovation and Learning</i>	2014
Sidhartha S. Padhi	Evolving Readiness Index for Overhauling the Retailing sectors through RPR Implementation.	<i>Business Process Management Journal</i>	2014
Sidhartha S. Padhi	The KISS of better models.	<i>Industrial Engineer</i>	2014
Sidhartha S. Padhi	A real option-based supply chain project evaluation and scheduling method.	<i>International Journal of Production Research</i>	2014
Sidhartha S. Padhi	Strategic Revenue Management under Uncertainty: A Case Study on Real Estate Projects in India.	<i>Journal Of Multi-Criteria Decision Analysis</i>	2015
Soumya Roy	Maximum Likelihood Analysis of Multi-Stress ALT Data of Series Systems with Competing Log-Normal Causes of Failure.	<i>Journal of Risk and Reliability</i>	2015
Sushmita Narayana Rupesh Kumar Pati	Managerial Research on the Pharmaceutical Supply Chain - A Critical Review and Some Insights for Future Direction.	<i>Journal of Purchasing and Supply Management</i>	2014
Sushmita Narayana Rupesh Kumar Pati	Reverse Logistics in a Pharmaceutical Supply Chain: A Systemic Analysis.	<i>International Journal of Logistics Management</i>	2014

Anand, G., Chandrashekar, A., & Narayanamurthy, G. (2014). Business process re-engineering through lean thinking – A case study. *Journal of Enterprise Transformation*, 4(2): 123-150.

Contemporary organizations dealing with software development are under immense pressure to deliver their software products quickly, within the prescribed time frame, and with the highest quality and lowest cost, knowledge working involves more dynamicity, invisibility, and uniqueness. To remain competitive, organizations are trying out the principles and concepts of lean thinking (LT), which were highly successful in the manufacturing sector, to improve their software development process (SDP). This led to the development of a new paradigm called lean software development (LSD). A literature review revealed that not many studies were available describing the implementation of LT from the perspective of an Indian context, although India is considered to be a preferred outsourcing destination for IT solutions. Furthermore, the review also revealed that application of value stream mapping (VSM)—a key tool in the armoury of LT—is sparsely applied in the software sector. Hence, the objective of this study is not only to demonstrate the application of VSM but also to identify various wastes and propose different lean tools to reengineer the business process of an Indian software firm that provides supply chain software solutions to logistics providers.

Shukla, O.J., Soni, G., & **Anand, G.** (2014). An application of grey based decision making approach for the selection of manufacturing system. *Grey Systems: Theory and Application*, 4(3): 447-462.

Purpose: In the current customer-driven market, the manufacturers have to be highly responsive and flexible to deliver a variety of products. Hence to meet this dynamic and uncertain market changes, the production system, which enables the manufacturing of such variety of products, should be able to meet such diverse and dynamic changes. Hence, selecting a suitable manufacturing system is a key strategic decision for today's manufacturing organization, which needs to survive in these uncertain market conditions. Hence, the purpose of this paper is to present a decision-making model for selecting the best manufacturing system and also discuss the criteria on the basis of which the management can select the same.

Design/methodology/approach: A case of small and medium-sized company is presented, in which the management is deciding to establish a most suitable manufacturing system. To supplement this, a suitable multi-criteria decision-making model (MCDM), the grey approach is used to analyze manufacturing system alternatives based on various decision criteria to arrive at a comparative ranking.

Findings: An extensive analysis of grey-based decision-making model described grey decision matrix, grey normalized decision matrix, grey weighted normalized decision matrix and grey possibility degrees for three alternatives revealed that lean manufacturing systems was found to be the most suitable manufacturing system among three alternatives for a given case.

Research limitation/implications: The same study can be extended by including sub-criteria with main criteria for selection of manufacturing system by utilizing two MCDM techniques such as AHP or ANP with Grey approach.

Practical implications: The Grey approach has been discussed in a detailed way and it will be useful for the managers to use this approach as a tool for solving similar type of decision-making problems in their organizations in the future.

Originality/ value: Although, the problem of selecting a suitable manufacturing system is often addressed both in practice and research, very few reports are available in the literature of Grey-based decision models that demonstrated its application for selecting a suitable manufacturing systems.

Kodali, R., **Anand, G.**, & Reddy, M.U. (2014). An application of analytic network Process for the selection of cellular manufacturing systems. *International Journal of Services and Operations Management*, 19(3): 287-318.

The ongoing research in the field of cellular manufacturing systems (CMS) is progressing on diverse fronts such as dynamic CMS, virtual CMS, etc. However, the following fundamental issues – ‘how an operations manager in an organization would make a decision of choosing/selecting CMS, when he/she is confronted with different alternatives?’, ‘how would the manager make a decision, if the decision factors/criteria/attributes (for the sake of simplicity, it will be called as ‘elements’) are inter-related?’ are not given adequate importance. To address the above-mentioned issues, a hypothetical case study is utilized to demonstrate how the managers’ can make such a strategic decision using the analytic network process (ANP), one of the recently developed multi-criteria decision-making (MCDM) models that has the capability to model the relationships that exist within and between different categories comprising of various decision elements. The results obtained revealed that CMS is a better alternative under the given case situation.

Chakraborty, A., Chatterjee, A.K., & **Mateen, A.** (2015). A vendor managed inventory scheme as a supply chain coordination mechanism. *International Journal of Production Research*, 53(1): 13-24.

In this paper, we have considered a vendor-managed inventory (VMI) arrangement in a supply chain (SC), where the buyer imposes a penalty for shipments exceeding an upper limit. We have shown as how the industry practice of VMI under penalty can be used as a SC coordination mechanism. The vendor can influence the buyer to increase the batch size without making the buyer worse off. We also discuss how such a penalty scheme may be derived. Further, we have established the equivalence of VMI under deterministic demand with that of quantity discount models, thus highlighting the need to incorporate both cooperation and coordination perspectives while analyzing SC collaboration mechanisms.

Mateen, A., Chatterjee, A. K. & Mitra, S. (2015). VMI for single-vendor multi-retailer supply chains under stochastic demand, *Computers and Industrial Engineering*, 79: 95-102.



This paper discusses how a vendor and multiple retailers interact in a vendor managed inventory (VMI) system under stochastic demand. It is assumed that the vendor replenishes all the retailers at the same time. The vendor replenishment cycle is taken to be an integer multiple of the retailer replenishment cycle. In case of a shortage at the vendor, the available stock is allocated to the retailers on the basis of equal stock out probability. Approximate expressions for minimizing the expected total cost for the VMI system have been developed. Various levers affecting the performance of the system have been analyzed. The validity of the approximate model has been tested through simulation.

Gupta, A., & **Mateen, A.** (2014). Exploring the factors affecting sponsored search ad performance. *Marketing Intelligence and Planning*, 32(5): 586-599.

Purpose: The purpose of this paper is to conceptualize a model for sponsored search advertising by incorporating a number of factors which affect the performance of these ads.

Design/ methodology/ approach: The authors draw upon the professional experience and practitioner as well as academic literature to build and analyze the model. Propositions have been forwarded to delineate the various relationships at work in a sponsored search process.

Findings: The extant literature on this topic has so far been unable to provide a holistic overview. The paper offers propositions for explaining the role of various factors like the ad rank, branding, role of ad extensions and how impact of these factors may be sensitive to the device used for search.

Practical implications: This work is derived primarily from practice. It is hope that after due empirical validation, advertisers, users as well as search engines will benefit from this stream of research.

Originality/ Value: This is one of the first works to analyze a sponsored search ad at a micro level. It brings into focus one of the largely unexplored facets of sponsored search advertising.

John, L., & Narayanamurthy, G. (2015). Converging sustainability definitions: industry independent dimensions. *World Journal of Science, Technology and Sustainable Development*, 12(3), 206-232.

Purpose: Sustainability as a construct is still debated and is yet to attain a consensus among researchers and practitioners. Sustainable development has been seen differently by players from different industry sectors. There is need to understand the commonality prevailing on sustainability practices across different industry sectors to arrive at a consensual sustainability definition. The purpose of this paper is to propose four dimensions of sustainability and studies how it captures sustainability practices across key industrial sectors.

Design/methodology/approach: Current study argues the case for sustainability using four constructs, namely, economical, environmental, ethical, and social. Subsequently a holistic definition with a model is proposed incorporating the four constructs for sustainability. Studies documenting sustainability practices across industries, namely, automobile, infrastructure, cement and concrete, electronics, mining, paper, pharmaceutical, and logistics were reviewed to validate the applicability of the proposed four construct model across different key industrial sectors.

Findings: Current study validates the industry independence of the proposed four constructs of sustainability model through a literature review. Very few studies have documented industry-specific sustainability practices and much lesser have studied the ethical dimension of sustainability. Furthermore, the organizational strategic plan is developed for incorporating the environmental, economical, ethical, and social needs into the organizational business operations at the strategic, tactical, and the operational levels.

Research limitations/implications: Proposed model needs to be applied in multiple case organizations from diverse sectors to evaluate its capacity to capture the aspects of sustainability across different sectors. Future study could attempt to understand the interrelationships between the identified constructs and how they impact each other within different industrial sectors.

Practical implications: Model linked to organizational business operations at the strategic, tactical, and the operational levels helps in the alignment of the organizational activity towards the strategic intent of the organizational sustainability philosophy in the business ecology. It also helps in equipping the organization to achieve the operational excellence and the strategic business growth at the same time.

Originality/value: Current study is unique in its attempt to understand the capability of proposed sustainability dimensions to capture the sustainability practices followed across different industrial sectors.

Narayanamurthy, G. & Anand, G. (2015). A case study on downstream supply chain of an Indian alcoholic beverage manufacturer: Some insights for the global business. *Journal of Indian Business Research*, 7(2):161-195.

Purpose: This study aims to understand the structure of downstream network from a supply chain (SC) perspective using a case of an Indian alcoholic beverage manufacturing company. In the SC literature, many researchers and practitioners have studied the design of upstream supplier network. Very few studies have documented the design of downstream network comprising distributors, warehouses, retailers, etc. and current study attempts to contribute to this limited literature. In addition, this study also tries to understand the influence of downstream SC, if any, on top management strategies. Finally, it assesses the SC quality using the standard set of factors and provides insights for its improvement.

Design/methodology/approach: Single case study approach has been utilized to understand the configuration of downstream SC. A distillery in southern part of India which distributes a variety of liquor products across the market has been chosen for this study. Different data collection approaches have been adopted to understand the distribution channels prevailing in the market. In addition to the internal documents, semi-structured interviews were conducted with salesmen employed by the distillery for different group of outlets, top management of the distillery, outlet owners and counter sales person.

Findings: Different distribution channels constituting the downstream SC network of the industry in the market studied have been identified to be retails and bars, institutions, clubs, modern trade, maximum retail price and Mysore Sales International Limited. Each of the distribution channels has clearly defined their boundaries for reaching different segment of consumers. Significant influence of the existing distribution channels on strategic decisions such as new product development and pricing were noticed. Interesting inferences were obtained on the relationships existing between the distilleries and different distribution channels. Insights were also gathered on the regulatory role played by the government between the manufacturers and distributors. Few marketing and promotional strategies adopted by companies to strengthen their downstream relationships with distribution channels and, in turn, with consumers have also been discussed. The quality of alcoholic beverage SC has been assessed and was found to perform on par with the set standards of quality in robustness factors and enabling factors. Training factor needs to be further improved by providing salesmen with exposure to best practices. Effort also needs to be taken to improve in the complicating factors, i.e. the testability and time.

Research limitations/implications: – This study is limited to the experience of a single alcoholic beverage manufacturer in the Karnataka state in India. SC of alcoholic beverage industry in India varies across states and depends on State Government regulations. Hence, the obtained results and inferences cannot be generalized across the industries and geographies. Future studies can be carried out in different locations across the country to understand the structure and dynamics of downstream SC in this industry. Scope also exists to study how the deficiencies identified in the SC can be improved and how alcoholic beverage firms entering India adapt to the prevailing SC structure. Comparative study of downstream SC of different industries can also be conducted.

Practical implications: Academicians and practitioners can consider this paper as a source to understand the configuration of downstream SC of alcoholic beverage industry. More than that, this study provides a counter-intuitive inference for researchers and practitioners that choice of distribution channels has influence on the strategic decisions such as pricing and product development. Therefore, it becomes necessary to factor in the target distribution channel at the product design phase itself. This study may also help in performing a comparative study of downstream SC – especially the distribution network of different industries and identify best practices that can be adopted across the industries. Application of the standard set of factors from the food SC quality assessment literature have been demonstrated in this study to assess the downstream SC of the alcoholic beverage industry studied. In addition, this study provides several insights by detailing the structure of the SC for other alcoholic beverage manufacturers who are planning to enter Indian market.

Originality/value: According to author's knowledge, it is believed that this is the first study to report the configuration of downstream SC of the alcoholic beverage industry specifically from India apart from describing their influence on strategic decisions of the company.

Ramachandran, N., Sivaprakasam, P., Thangamani, G., & Anand, G. (2014). Selecting a suitable Cloud Computing technology deployment model for an academic Institute—a case study. *International journal of information and learning technology*, 31(5): 319-345.

Purpose: Cloud Computing (CC) technology is getting implemented rapidly in the educational sector to improve

learning, research and other administrative process. As evident from the literature review, most of these implementations are happening in the western countries such as USA, UK, while the level of implementation of CC in developing countries such as India is rare. Moreover, implementing CC technology in the educational sector require various decisions to be made by the managers of the Information Technology (IT) department such as selecting suitable deployment model, vendor providing cloud service, etc. in their respective university or institute. The purpose of this paper is to attempt to address one such decision. Since, different types of CC deployment are available; selecting a suitable one plays a key role, as it might have an impact on the requirements of various stakeholders such as students, teachers, administrative staff (especially the staff members in the IT department), etc. apart from affecting the overall performance of the facilities such as a laboratory. Naturally, a proper decision by analyzing multiple perspectives has to be made while carrying out such strategic initiatives by any educational institute.

Design/ Methodology/ Approach: A case study methodology has been chosen as the research methodology to discuss and demonstrate the above decision problem that was faced in real time by one of the educational institutes in India, offering high-quality management education. The IT managers of this institute were planning to switch over to CC technology for the computer laboratory and they have to make a decision of choosing suitable alternative CC deployment models such as private cloud (PRC), public cloud (PUC), community cloud (COC), hybrid cloud (HYC), etc. by analyzing and comparing them based on various factors and perspectives such as elasticity, availability, scalability, etc. Since, multiple factors are involved in making such a strategic decision, the most commonly used Multi-Criteria Decision Making (MCDM) model – namely, the Analytic Hierarchy Process (AHP) is used as a decision support during the decision making process.

Findings: The team of decision makers, who were planning to implement CC in the case institute, found that PRC is best as they believed that it would provide adequate cost savings, apart from providing necessary security to maintain confidential information such as student's detail, grades, etc.

Research limitations/ implications: The results obtained are based on a single case study. Hence, they cannot be generalized for institutions across educational sector. However, the decision making situation and understanding its impact on the stakeholders of the educational institute can be common across various educational institute.

Practical implications: Using a real-life case study of an educational institute, this paper presented a strategic decision making situation, which needs to be considered by the IT managers of the educational institutes when they decide to switch over to CC technology. Various criteria to be considered during the decision making process was identified from the literature review were identified and enumerated. These factors would useful for the IT managers of the different educational institute and they can suitably add or delete these decision criteria as per their requirements and situation at hand. Moreover, the algorithm of AHP, which was used as a decision support, was presented in a step-by-step manner, which should be beneficial for the practitioners to apply the same for similar decision making situations.

Originality/value: It is believed that this paper would be the first to report on a strategic decision of choosing the deployment model for CC technology especially in the educational sector. Similarly, this paper would also contribute



to the field of CC, as it lists out the decision criteria that are to be considered for making the above decision, which has not got adequate importance. Lastly, this paper is also unique in the realm of AHP because application for a decision problem in the field of CC especially in the educational sector is least reported.

Chowdhury, S., & Maiti, S. S. (2014). Bayesian Estimation of Traffic Intensity in an M/Er/1 Queueing Model. *Research and Reviews- Journal of Statistics*, 2(1): 99-106.

In this paper, Bayes estimator of traffic intensity (\tilde{n}) in an M/Er/1 queueing model based on the number of arrivals during service times of customers have been worked out under squared error and precautionary loss functions. Bayes estimate of mean queue length (L_q) which is a function of \tilde{n} has also been found out. A comprehensive simulation study has been carried out.

Chowdhury, S., Mukherjee, A., & Chakraborti, S. (2015). Distribution-free Phase II CUSUM Control Chart for Joint Monitoring of Location and Scale. *Quality and Reliability Engineering International*, 31(1): 135-151.

A single distribution-free (nonparametric) Shewhart-type chart on the basis of the Lepage statistic is well known in literature for simultaneously monitoring both the location and the scale parameters of a continuous distribution when both of these parameters are unknown. In the present work, we consider a single distribution-free cumulative sum chart, on the basis of the Lepage statistic, referred to as the cumulative sum-Lepage (CL) chart. The proposed chart is distribution-free (nonparametric), and therefore, the in-control properties of the chart remain invariant and known for all continuous distributions. Control limits are tabulated for implementation of the proposed chart in practice. The in-control and out-of-control performance properties of the cumulative sum-Lepage (CL) chart are investigated through simulation studies in terms of the average, the standard deviation, the median, and some percentiles of the run length distribution. Detailed comparison with a competing Shewhart-type chart is presented. Several existing cumulative sum charts are also considered in the performance comparison. The proposed CL chart is found to perform very well in the location-scale models. We also examine the effect of the choice of the reference value (k) on the performance of the CL chart. The proposed chart is illustrated with a real data set. Summary and conclusions are presented.

Research limitations/implications: Normal limitations of sample-based literature review apply. Further the literature search is limited to a select set of highly ranked journals.

Originality/Value: Studies analyzing themes related to Indian contexts in international publications are sparse. To the best of our knowledge, no study of this nature exists in literature. Our study makes a primary contribution for future management researchers across the four areas by informing on the research trends, journal outlets, and the characteristics of the research agenda.

Gopinath, S., & Padalkar, M. (2015). Do Indian management practices drive global research agenda? An exploratory analysis of contemporary management literature. *Journal of Indian Business Research*, 7(2).

Purpose: International interest in India as a business destination has been growing since the Indian policymakers began opening up the economy in 1991. India's continuing economic development and integration with global economy has led to a reassessment of its political, social and commercial relevance by the international community. This study examines the effect of these developments on international management research agenda.

Design/methodology approach: We chose four management disciplines and examined 40 peer-reviewed international journals for research related to India over the period 1991-2014. From the sample of 217 papers, we identified the trends, themes and motivations, and discussed the potential for future research. *Findings:* We found that research on India remains flat for the 1991-2000 decade, and starts growing from 2005 onwards. Organizational behaviour remains non-participative in the overall growth of research. We found very low levels of qualitative research, and none on endogenous phenomena that have been tested for applicability in non-Indian contexts. Marketing research remains mainly peripheral to Indian contexts. Review of highly cited papers reveals that management research on India is at an early stage, and offers fairly significant opportunities for future researchers.

Padhi, S. S. (2014): Moving towards biomimicry: A framework to blend nature and probability distributions. *International Journal of Innovation and Learning*, 15(1): 28-40.

This paper, inspired by the researchers working on biomimicry, compares the various forms of naturally grown trees with the shape of probability distributions. It compares the coefficient of variation of ten continuous probability distributions which resemble the naturally grown tree forms and concludes that the normal distribution truncated by nature's cap on maximum to minimum ratio being 2:1 has the smallest coefficient of variation. It signifies

minimum noise to signal or risk to gain ratio in real life situations. A number of conjectures/propositions are made and some very insightful observations are made for more effective management of social/organizational problems. It asserts the axiomatic proposition that a normal distribution is a natural distribution and any deviation from it will cause disturbances and create larger noise to signal ratio.

Padhi, S. S., Jena, S. K., Zenger, I., & Kapil, K. (2014). Evolving Readiness Index for Overhauling the Retailing sectors through RPR Implementation. *Business Process Management Journal*, 20(6): 844-864.

Purpose: The purpose of this paper is to examine the state of readiness of the Indian retailing sector for the implementation of mobile retailing applications. It also identifies the most critical success factors (CSFs) for mobile retailing implementation through retailing process reengineering (RPR) framework.

Design/methodology/approach: This paper attempts to identify a few CSFs through questionnaire survey and interview, subsequently establishing the inter-factor relationships through interpretive structural modeling framework and computing the priority weights of the interrelated factors using analytic network process. Finally, the authors compute the retailers' RPR implementation readiness indices for mobile retailing using Multi-Level data envelopment analysis methodology.

Findings: The 11 CSFs have been identified. Out of these, two factors namely Strategic Alignment and Management Control and Quality Contribute profoundly for mobile retailing implementation. Finally, a readiness index has been computed for implementation of mobile retailing in the selected retail outlets through RPR framework.

Research limitation/ implication: Only a few selected large retail outlets have been considered in this study and the sample size was modest. This study only revolves around the Indian retail sector.

Practical implication: This study can be used as a decision support system for mobile retailing implementation in Indian retail sector. Moreover, based on the results of this study, a few retail outlets are completely ready for mobile retailing implementation. Apart from them, the other retail outlets can improve their readiness index by emphasizing on performance scores of the CSFs.

Originality/value: Due to the scanty literature on mobile retailing, this study contributes to the mobile retailing body of literature in three ways: first, identification of CSFs in mobile retailing; second, interrelationship among the factors; and third, proposes a rational framework to compute retail outlets' readiness indices for the implementation of mobile retailing through RPR framework

Padhi, S. S., & Mizgier K. J. (2014). The KISS of better models. *Industrial Engineer*, 46(12): 41- 45.

The article discusses the importance of models in methodical contexts and how they can help industrial practitioners understand and execute tasks better. Topics mentioned include professionals who use mathematical models extensively, the heliocentric model of the solar system suggested by Renaissance mathematician Nicolaus Copernicus, and a diagram showing the balance between accuracy and simplicity wherein practitioners can practice the philosophical underpinnings of the model.

Wagner, S. M., **Padhi, S. S.,** & Zanger, I. (2014). A real option-based supply chain project evaluation and scheduling method. *International Journal of Production Research*, 52(12): 3725-3743.

Supply chain departments spend their time managing numerous projects that will improve and maintain their supply chains. Recent literature has most frequently described the content of these projects and their scheduling but neglected to include risk and uncertainty in the expected cost, profits and time durations of these projects. In this article, we have introduced real option valuation (ROV) to supply chain project scheduling as a flexible method to quantify those risks. Our proposed two-step framework links ROV to all relevant constraints of a multi-project set-up by binary fuzzy goal programming. We applied the framework to a real-life case study data of 21 projects that were facing numerous risks and resource constraints. The results show how scheduling performance improved in comparison to methods ignoring risk and uncertainty (e.g. net present value-based scheduling). For validation we conducted hypothesis tests and sensitivity analysis, and provide an in-depth discussion. The findings contribute to research and practice by capturing project-related risks and managerial flexibilities in general and in supply chains in particular.

Padhi, S.S., Theogrosse-Ruyken, P. & Das, D. (2015). Strategic Revenue Management under Uncertainty: A Case Study on Real Estate Projects in India. *Journal Of Multi-Criteria Decision Analysis*, 22: 213–229.

This paper proposes an approach for strategic revenue management under uncertainty for real estate projects. It integrates three modeling techniques: first, artificial neural network integrated support vector machines for forecasting the profit and loss-making real estate residential projects; second, analytical network process approach

using decision making trials and evaluation laboratory methodology for establishing interrelationships among factors; and third, multi objective genetic algorithm approach for obtaining optimal numbers and types of apartments in a real estate project. We compare the respective revenues generated with the new number of apartments and price from the suggested revenue maximization model and that of the old practiced one through a case study of India.

Pati, R. K. (2014). Modelling Bullwhip Effect in a Closed Loop Supply Chain with ARMA Demand. *IIM Kozhikode Society & Management Review*, 3(2): 149 -164.

The growing importance of environmental concerns and focus on recycling has encouraged our research efforts to study the bullwhip effect on Closed Loop Supply Chain (CLSC). This paper attempts to measure bullwhip effect in a six echelon CLSC with recycling as a reprocessing option for materials like paper and plastics (perhaps the first time in CLSC literature). The proposed model considers the effect of two critical parameters of CLSC: quality of recyclable raw material (in terms of its yield) and degree of segregation at source. It is assumed that the echelons in CLSC employ an Order-Up-To (OUT) inventory policy with Minimum Mean Square Error (MMSE) forecasting scheme, and that the demand forecast is performed via a first order Auto Regressive Moving Average model [ARMA(1,1)]. The model developed is employed to investigate the impact of autoregressive and moving average parameter, yield of recycled material, degree of segregation at source and the lead time on the bullwhip effect. The model enables the CLSC managers to anticipate the downstream demand. In order to avoid order-process instability, a careful selection of autoregressive and the moving average parameters is advised. Sensitivity analysis on replenishment lead-times provides managerial insights for effective design of recycling - distribution system, with constant accumulated lead-time. Further, the analysis reveals that increased degree of segregation at the source reduces the bullwhip effect.

Roy, S., & Mukhopadhyay, C. (2015). Maximum Likelihood Analysis of Multi-Stress ALT Data of Series Systems with Competing Log-Normal Causes of Failure. *Journal of Risk and Reliability*, 229(2): 119–130.

This article presents frequentist inference of accelerated life test data of series systems with independent log-normal component lifetimes. The means of the component log-lifetimes are assumed to depend on the stress variables through a linear stress translation function that can accommodate the standard stress translation functions in the literature. An expectation–maximization algorithm is developed to obtain the maximum likelihood estimates of model parameters. The maximum likelihood estimates are then further refined by bootstrap, which is also used to infer about the component and system reliability metrics at usage stresses. The developed methodology is illustrated by analyzing a real as well as a simulated dataset. A simulation study is also carried out to judge the effectiveness of the bootstrap. It is found that in this model, application of bootstrap results in significant improvement over the simple maximum likelihood estimates.

Narayana, A. S., Elias, A., & Pati, R.K. (2014). Reverse Logistics in a Pharmaceutical Supply Chain: A Systemic Analysis. *International Journal of Logistics Management*, 25(2): 379-398.

Purpose: The purpose of this paper is to present a systemic analysis of the complex interaction of factors affecting the reverse logistics (RL) processes in a pharmaceutical supply chain (PSC).



Design/methodology/approach: This study uses a systems thinking approach. Initial problem structuring involved the analysis of behaviour-over-time of main variables and incorporated stakeholder analysis. Further, a participative group model building process was used to develop a systems model.

Findings: The model was analyzed to identify a set of feedback loops operating in the system responsible for the complexities of the problem. To address this, the stakeholders identified three strategic interventions. The first intervention relates to returns avoidance by alleviating market flooding of medicines, second intervention aims at improving the infrastructure for quality and performance management and the third targets balanced risk sharing between the main stakeholders involved in the supply chain. The findings suggest strong linkage between RL network design and key activities in returns management. The study lays a platform for developing a simulation model.

Research limitations/implications: Data collection was confined to stakeholders belonging to a PSC based in the South Indian state of Kerala and excluded the participation of doctors due to practical constraints. The application of systems thinking and modelling was limited to the qualitative phases of the methodology.

Practical implication: The study illustrates a participative process capable of revealing the differing viewpoints of multiple stakeholders involved in a PSC.

Originality/value: It provides a holistic approach based on the systems thinking and modelling methodology for analyzing the complexities related to RL in the Indian pharmaceutical industry.

Narayana, S., Pati, R.K., & Vrat, P. (2014). Managerial Research on the Pharmaceutical Supply Chain - A Critical Review and Some Insights for Future Direction. *Journal of Purchasing and Supply Management*, 20(1): 18-40.

This paper presents a systematic review of research on management in the pharmaceutical supply chain (PSC). Recent PSC literature, published in peer-reviewed academic journals, was collated for content analysis. Research efforts depict a traditional focus on efficiency-improvement, with an emerging interest in process-analysis and technology implementation in the PSC. PSC research is also highly context-specific and focuses on developed economies. Accompanied with a transition towards network-centric approaches, studies depict distinct focus on three levels of industrial interaction, which influence the final value delivered. Research focus is rapidly moving from value addition within the pharmaceutical manufacturing and distribution environment to the interface with healthcare services, facilitated by the healthcare procurement and supply function. The review broadly outlines the scope for integrating research efforts from R&D to final healthcare delivery and for more studies in emerging economies.

OTHER/ FORTHCOMING PUBLICATIONS

AUTHOR	TITLE	CATEGORY	DETAILS	YEAR
Chowdhury, S.	A New Three Parameter Lifetime Distribution. Seventh International Workshop on Applied Probability (IWAP 2014).	Invited Talk	<i>Probability: The Measure of Tomorrow</i> , Antalya, Turkey, June 16-19.	2014
Chowdhury, S.	Non parametric CUSUM Control Chart-An Application to Exchange Rates Data.	Conference	<i>Second Pan IIM World Management Conference</i> , IIM Kozhikode, Kerala, India, November 5-8.	2014
Chowdhury, S Maiti, S.S.	Bayesian Estimation of Traffic Intensity in an M/Er/1 Queueing Model.	Conference	<i>ISBA Regional Meeting and International Workshop/Conference on Bayesian Theory and Applications (IWCBA)</i> .	2014
Chowdhury, S. Mukherjee, A. Nanda, A. K	On Compounded Geometric Distributions and Their Applications.	Forthcoming Research Paper	<i>Communications in Statistics-Simulation and Computation</i> .	2015
Chowdhury, S.	Estimation of Parameters in Queueing Models Using waiting time data.	Conference	<i>National Conference on Application of Statistics in Industry and Planning</i> , November, 25-26.	2014

Chowdury, S.	On SPC when normality is invalid.	Invited Talk	<i>Statistical Methods and Data Analysis</i> , September 26-27.	2014
Chowdury, S.	Statistics in Insurance.	Invited Talk	<i>Statistical Methods for Practice</i> , September 12-13.	2014
Mukherjee, A. Chowdhury, S.	Inferential aspects of a class of Weibull type life model.	Invited Session	<i>Seventh International Workshop on Applied Probability (IWAP 2014)</i> , Antalya, Turkey, June 16-19.	2014
Mukherjee, A. Chowdhury, S.	Distribution-Free Phase II EWMA Control Chart Based on Lepage Statistic.	Invited Session	<i>Joint Statistical Meet (JSM) by American Statistical Association: Statistics, Global Impact- Past, Present and Future</i> , Boston, Massachusetts, USA, August 2-7.	2014
Mukherjee, A. Marozzi, M. Chowdhury, S.	A Phase-II Nonparametric Cusum Chart for Joint Monitoring of Location and Scale.	Invited Session	<i>International Statistical Institute Regional Statistics Conference: Statistical Science for a Better Tomorrow</i> , Kuala Lumpur, Malaysia, November 16–19.	2014
Gopinath, S.	Good governance, Leadership & Management.	Invited Talk	TEQIP-II Learning forum, Hotel Metropolitan, New Delhi, October 12-13.	2014
Gopinath, S.	Good Governance.	Seminar	<i>Rising Kerala- A New Wave of Entrepreneurship</i> . September 28-November 26.	2014
Gopinath, S. Padalkar, M.	Delays in Projects: A game theoretic study.	Book Chapter	In Merrill Warkentin (Ed.), <i>Trends and Research in Decision Sciences</i> (191-212). Pearson.	2014
Saddikuti, V. Gopalakrishnan, M. Gopinath, S.	Innovative approaches of Affordable Health Care in Emerging Economies.	Book Chapter	Singh V.K. & Lillrank P. <i>Innovation in Health Care management: Cost Effective and Sustainable Solutions</i> , Productivity Press.	2015
Gopinath, S. Padalkar, M.	Research trends in Project Management - A review of Literature.	Conference	<i>PMI India Research & Academic Conference</i> , Mumbai, India, February 13-15.	2015
Chatterjee, A.K. Mateen, A.	Exploring the impact of service fee in vendor managed inventory systems with price dependent demand.	Conference	<i>Decision Sciences Institute Annual Meeting</i> , Tampa, USA, November 22-25.	2014
Chatterjee, A.K. Mateen, A. Chakraborty, A.	On the equivalence of some supply chain coordination models.	Forthcoming Research Paper	<i>Opsearch</i>	2015
Gupta, L. Ram Kumar, P.N. Kumar, A.I.S. Mehta, P.	On aggregating supplies from single supplier to a cluster of buyers - ROLE OF 3PL.	Conference	<i>International Conference on Technology and Business Management (ICTBM)</i> , Dubai, U.A.E., March 23-25.	2015
John, L. Thangamani, G.	A systems approach to coordination in humanitarian supply chain.	Conference	<i>Second Pan IIM World Management Conference</i> , IIM Kozhikode, Kerala, India, November 5-8.	2014
John, L. Thangamani, G.	Humanitarian Supply Chain management: Recent Trends and Future Direction.	Conference	<i>Eighteenth Annual International Conference of Society of Operations Management</i> , IIT Roorkee, Uttarakhand, India, December 12-14.	2014

Mahato, K. Pratap, S., Gupta, A. Mateen, A.	Role of socio-cultural factors in project based services: Learnings from a failed service offering.	Conference	<i>Marcon 2014: International Marketing Conference</i> , IIM Calcutta, India, December 18-20.	2014
Mateen, A. Chatterjee, A. K.	Vendor managed inventory for single-vendor multi-retailer supply chains.	Forthcoming Research Paper	<i>Decision Support Systems</i> .	2015
Narayana, S. Pati, R. K.	Improving Sustainability in the Indian Pharmaceuticals Industry through Reverse Logistics: A Conceptual Study.	Conference	<i>POMS International Conference</i> , Singapore, July 21-23.	2014
Narayanamurthy, G. Anand, G.	Downstream Supply Chain of an Alcoholic Beverage Manufacturer in India – A Case Study.	Book Chapter	In R. Sharma, S. Asthana, & C.S. Lalwani(Eds.). <i>Global Supply Chain Management & Emerging Markets</i> (324-342). Bloomsbury Publishing India Pvt. Ltd.	2015
Narayanamurthy, G. Anand, G.	Lean thinking in healthcare sector: Experience from an Indian hospital.	Conference	<i>Twenty fifth Anniversary Conference of Production and Operations Management Society (POM 2014)</i> , Production and Operations Management Society (POMS), Atlanta, Georgia, USA, May 9-12.	2014
Narayanamurthy, G. Anand, G.	A novel methodology for assessing leanness using graph theoretic approach.	Conference	<i>Twenty first International Conference on European Operations Management Association (EurOMA 2014)</i> , European Operations Management Association (EurOMA), Palermo, Italy, June 20-25.	2014
Narayanamurthy, G. Anand, G.	Qualitative leanness assessment in services – A critical review.	Conference	<i>Second Pan IIM World Management Conference</i> , IIM Kozhikode, Kerala, India, November 5-8.	2014



Narayanamurthy, G. Anand, G.	Hospital leanness index – A fuzzy assessment method for hospitals implementing.	Conference	<i>Eighteenth Annual International Conference of the Society of Operations Management (SOM 2014)</i> , Indian Institute of Technology (IIT) Roorkee, Uttarakhand, India, December 12-14.	2014
Narayanamurthy, G. Anand, G.	Process selection for implementing lean thinking: An AHP application.	Conference	<i>NITIE-POMS International Conference</i> , National Institute of Industrial Engineering (NITIE), Mumbai, Maharashtra, India, December 18-21.	2014
Narayanamurthy, G. Anand, G.	7A model - A process selection guide for lean implementation.	Conference	<i>Twenty fifth Anniversary Conference of Production and Operations Management Society (POMS 2014)</i> , Atlanta, Georgia, USA, May 9-12.	2014
Narayanamurthy, G.	Providing Access to Water in Remote Areas: Trunz Water Systems in India” (co-authored with Prof. Roger Moser).	Invited presenter	<i>The Case Centre 40th Anniversary Conference</i> , Indian Institute of Management Bangalore, 8-9 September.	2014
Narayanamurthy, G. Moser, R. Sutter, Y.	Bottleneck identification in Indian healthcare value chain – A Delphi study.	Conference	<i>Second ISB-POMS Workshop- Socially Responsible Operations and Supply Chains</i> , Indian School of Business, Hyderabad, Telangana, India, December 22-23.	2014
Narayanamurthy, G. Moser, R.	Providing Access to Water in Remote Areas: Trunz Water Systems (TWS) in India.	Conference	<i>The Case Centre Anniversary Conference 2014 Crossing Continents: Explore, Discover, Learn</i> , IIM Bangalore, Karnataka, India, September 8-9.	2014
Narayanamurthy, G. Hota, P. K. Pati, S. P. Dhal, M.	Maruti-Manesar Lockout: The Flip Side of People Management.	Case Study	<i>Emerald Emerging Markets Case Studies</i> 5(2), doi:10.1108/EEMCS-06-2013-0088.	2015
Moser, R. Narayanamurthy, G. Callarman, T.	The Successful Market Entry of Belcolor Ltd Flooring into China.	Case Study	<i>University of St Gallen (2014) Case Study Series</i> , Case Reference No. 314-330-1 and Teaching note Reference No. 314-330-8.	2014
Moser, R., Narayanamurthy, G.	Switzerland Global Enterprise: Developing Market Entry Strategies for the Indian Luxury & Lifestyle Retail Sector.	Case Study	<i>University of St Gallen (2014) Case Study Series</i> , Case Reference No. 314-364-1 and Teaching note Reference No. 314-364-8.	2014
Tyagi, S., Singh, S., Moser, R., Narayanamurthy, G.	CROSSROADS Inc. (Part A): Entering the Indian Retail Market.	Case Study	<i>University of St Gallen (2014) Case Study Series</i> , Case Reference No. 314-171-1 and Teaching note Reference No. 314-171-8.	2014
Tyagi, S., Singh, S., Moser, R., Narayanamurthy, G.	CROSSROADS Inc. (Part B): In Need of a Strong Supply Chain in India.	Case Study	<i>University of St Gallen (2014) Case Study Series</i> , Case Reference No. 614-021-1 and Teaching note Reference no. 614-021-8.	2014

Narayanamurthy, G. Pati, R. K. Anand, G.	Green Practices and Performance Measures: A Literature Review.	Conference	<i>National Conference and Workshop on Sustainable Manufacturing for Brighter Future</i> , (Organized by Department of Management Studies, Malviya National Institute of Technology (MNIT)), Jaipur, Rajasthan, India (in absentia), January 2-4.	2015
Narayanamurthy, G. Prasath, B.S. Anand, G.	Lean thinking in Indian. IT industry – a case study.	Conference	<i>Sixth International Conference on Excellence in Research and Education (CERE-2014)</i> , Indian Institute of Management Indore, Madhya Pradesh, India, May 8-11.	2014
Schaefer, T. Moser, R., Narayanamurthy, G.	Risk Reduction at the Base of the Pyramid: The Role of Access-Based Services.	Conference	<i>2015 EMAC Conference</i> , Leuven, Belgium, May, 26-29.	2014
Schaefer, T. Moser, R., Narayanamurthy, G.	Overcoming ownership risks at the base of the pyramid with access-based services.	Conference	<i>2015 AMA Winter Marketing Educators' Conference</i> , San Antonio, Texas, USA, February, 13-15.	2015
Padalkar, M. Gopinath, S.	Earned Value Management in Project Management - Survey and Research Potential.	Conference	<i>Twenty Sixth Annual Conference of Production and operations Management Society (POMS-2015)</i> , Washington DC, USA, May 8-11.	2015
Padalkar, M. Gopinath, S.	Treatment of variability in OM topics - Survey and Research Potential.	Conference	<i>Twenty Sixth Annual Conference of Production and operations Management Society (POMS-2015)</i> , Washington DC, USA, May 8-11.	2015
Padalkar, M. Sahasranamam, S. Hota, P. K.	Factors influencing student choice for elective course- An institution based study.	Conference	<i>Second Pan IIM World Management Conference</i> , IIM Kozhikode, Kerala, India, November 5-8.	2014
Padalkar, M. Sahasranamam, S. Sinha, A. S.	Yatra Naryastu Pujyante? Domestic violence against women in India: A panel study.	Conference	<i>Second Pan IIM World Management Conference</i> , IIM Kozhikode, Kerala, India, November 5-8.	2014
Padalkar, M. Gopinath, S.	Delay in projects: a game theoretic study.	Conference	<i>DSI Annual Conference</i> , Tampa, Florida, U.S.A., November 22-25.	2014
Padalkar, M.	Transformational change redux: Old wine in a used bottle?	Blogpost	http://researchblog.iimk.ac.in/	2014
Padalkar, M. Narayanamurthy, G. Gopinath, S.	Recent trends in operations management: a meta-analytic study.	Conference	<i>Nitie-poms International Conference 2014</i> , Mumbai, India, December 18-21.	2014
Padhi, S. S.	Role of Corporate Disclosure Practices on Firms Performance.	Forthcoming Conference Paper	DSI Annual Meeting in Seattle, WA, USA.	2015
Padhi, S. S. Wagner, S. M. Mohapatra, P. K. J.	Design of auction parameters to reduce the effect of collusion.	Forthcoming Research Paper	<i>Decision Sciences Journal</i> .	2015
Pati, R.K. Kumar V. Jain N.	Positives, Negatives and Future of AADHAAR: A Project Management Perspective.	Conference	<i>PMI India Research & Academic Conference 2015</i> , Mumbai, India, February 13-15.	2015

Raju, C.	Statistics in Research.	Invited Talk	<i>National Seminar on Statistical Methods and Data Analysis</i> , September 26-27.	2014
Raju, C. Ragottam, A.	On Dodge-Romig Single Sampling Inspection Tables under Average Quality Protection.	Conference	<i>ICISE2014 -The Third International Conference on the Interface between Statistics and Engineering 2014</i> , Hong Kong, December 15-17.	2014
Shyamakrishna, K. Ram Kumar, P.N.	On the amenability and suitability of Ant Colony Algorithms for the Convoy Movement Problem.	Conference	<i>Annual International Conference of the Society of Operations Management (SOM)</i> , IITR, Roorkee, Uttarakhand, India, December 12-14.	2014
Roy, S.	Bayesian Accelerated Life Testing under Competing Log-location-scale Family of Causes of Failure.	Conference	<i>Research Scholars' Meet on Reliability Theory, Survival Analysis and Related Topics</i> , SQC & OR Unit, Indian Statistical Institute, Kolkata, India, January 22-23.	2015
Roy, S.	Accelerated Life Testing and Related Topics.	Invited Talk	<i>CEP Course on Environmental Evaluation Techniques</i> , DRDO, Bangalore, India, February 2-6.	2015
Roy, S.	Bayesian Accelerated Life Testing under Competing Log-Location-Scale Family of Causes of Failure.	Forthcoming Research Paper	<i>Computational Statistics</i> .	2015
Supriya, K. K., Narayanamurthy, G.	Organization Vision – Experimentation on its Effective Communication.	Conference	<i>The Conference on Digital Experimentation</i> , MIT Sloan, Cambridge, Massachusetts, USA, October 10-11.	2014
Thangamani. G.	Applying Theory of Constraints for improving Business Results in a NPD process.	Conference	<i>International Conference on Advances in Business Management and Information Technology (ICABMIT)</i> , Hong Kong, March 21.	2015

SESSION CHAIRS

Anand, G.	Supply Chain Management. <i>Eighteenth Annual International Conference of the Society of Operations Management (SOM)</i> , IIT Roorkee, Uttarakhand, India, December 12-14	2014
Chowdhury, S.	Queuing Models and Applications (contributory session), <i>Seventh International Workshop on Applied Probability (IWAP 2014)</i> , Antalya, Turkey, June 16-19.	2014



Chowdhury, S.	Applied Probability (invited session). <i>Seventh International Workshop on Applied Probability (IWAP 2014)</i> , Antalya, Turkey, June 16-19.	2014
Ram Kumar, P.N.	OR/OM applications. <i>Eighteenth Annual international Conference on Society of Operations Management (SOM)</i> , IIT Roorkee, Uttarakhand, India, December 12–14.	2014
Ram Kumar, P.N.	Operations Management. <i>International Conference on Technology and Business Management 2015</i> , American University, Dubai, U.A.E, March 23-25.	2015
Thangamani, G.	Supply chain, Manufacturing & Quality. <i>Second Pan IIM World Management Conference</i> , IIM Kozhikode, Kerala, India, November 5-8.	2014
Thangamani, G.	<i>Seventeenth International Conference on Advances in Business Management and Information Technology (ICABMIT-2015)</i> , Hong Kong, China, March 21.	2015

RESEARCH PROJECTS

Small Grant Research Projects ongoing

Ram Kumar, P.N. (2014). On the suitability of Ant colony optimization for the convoy movement problem. *SGRP/2014/74*.

Convoy movement problem (CMP) is the problem of routing and scheduling military convoys between specific origin and destination pairs across a limited route network while adhering to some strategic constraints. Owing to its computational complexity, larger problem instances of CMP cannot be solved to optimality in reasonable amount of time. This necessitates the use of heuristics/meta-heuristics for solving the problem. In this work, we investigate the suitability of one such meta-heuristic called ant colony optimization (ACO) for solving CMP. Literature reveals that ACO has been applied to a wide variety of optimization problems with varying degrees of success. This motivates us to evaluate the efficacy of the proposed ACO approach in terms of computational time and quality of solutions obtained. We also intend to perform sensitivity analysis to identify the effect of various parameters of the algorithm on the solution quality and computational time.

Small Grant Research Projects Completed

Chowdhury, S. (2014). Some new lifetime distributions and their applications. *SGRP/2014/72*.

Statistical analysis of lifetime, survival time or failure time data is an important topic in many areas, including biomedical, engineering, demography, social sciences and operations. Apart from its applications in other fields, lifetime distributions play a crucial role in life testing experiments of manufactured items with mechanical or electronic components. They are also used to develop optimal policies for determining price and warranty length when free replacement for defective items is the business policy and the demand is a function of price, warranty length and cumulative sales. A major challenge to statisticians and reliability engineers is to develop appropriate model which would exhibit increasing; decreasing and bathtub shaped hazard functions and provide better fits to the real data. The aim of this project is to introduce some new models with strong theoretical contribution and sound physical motivation in terms of shape, hazard and fit. At least three motivations may be provided at this stage:

Based on failures of a system: Suppose a company has systems functioning independently, producing a certain product. Also assume that the company becomes “operational” on any given day if an “optimum” number of systems function. This “optimum” number is random and determined by factors viz. economy, manpower and customer demand. Now, the system is made of parallel (series) units, so the system will fail if all (one) of the units fail. This hierarchical randomness at the level of components, system and company would be studied in the present project through life time modelling.

Based on hazard rate function: The most important characteristic of lifetime models is their hazard functions. Most of the available models exhibit increasing or decreasing or bathtub shaped hazard rates. Current project is expected to demonstrate variety of hazard rates together.

Based on better fits to data. Current project is also expected to be superior to the other available models in terms of fitting real data.

WORKING PAPERS

Chowdhury, S.	Bayes Estimation with Bivariate Prior in $M=M=1$ Queues.	2015
Chowdhury, S.	Stochastic Comparisons of Parallel Systems of Heterogeneous Generalized Exponential Components.	2014
Chowdhury, S.	A Phase-II Nonparametric Cusum Chart with an Application to Exchange Rates Data.	2014
Narayanamurthy, G. Anand, G.	Lean Thinking in Healthcare Sector: Experience from an Indian Hospital.	2014

Chowdhury, S. (2015). Bayes Estimation with Bivariate Prior in $M=M=1$ Queues. *IIMK/WPS/173/QM&OM/2015/09*.

Bayes estimators of different queuing performance measures are derived in steady state by recording system size from each of n iid $M=M=1$ queues. The Bayes estimators are obtained under both squared error loss function and precautionary loss function with a bivariate distribution, Beta-Stacy as prior with natural restriction $0 < \bar{\epsilon} < \bar{\eta}$ where $\bar{\epsilon}$ and $\bar{\eta}$ are arrival rate and service rate respectively. A comprehensive simulation results are also shown at the last section.

Kundu, A., **Chowdhury, S.**, & Nanda, A.K. (2014). Stochastic Comparisons of Parallel Systems of Heterogeneous Generalized Exponential Components. *IIMK/WPS/162/QM&OM/2014/20*.

Let X_1, X_2, \dots, X_n (resp. Y_1, Y_2, \dots, Y_n) be independent random variables such that X_i (resp. Y_i) follows generalized exponential distribution with shape parameter $\bar{\epsilon}_i$ and scale parameter $\bar{\epsilon}_i$ (resp. $\bar{\alpha}_i$), $i=1, 2, \dots, n$. Here it is shown that if $\bar{\epsilon} = (\bar{\epsilon}_1, \bar{\epsilon}_2, \dots, \bar{\epsilon}_n)$ majorizes $\bar{\alpha} = (\bar{\alpha}_1, \bar{\alpha}_2, \dots, \bar{\alpha}_n)$ then $X_{n:n}$ will be greater than $Y_{n:n}$ in reversed hazard rate ordering. That no relation exist between $X_{n:n}$ and $Y_{n:n}$ under same conditions in terms of likelihood ratio ordering has also been shown. It is also shown that, if Y_i follows generalized exponential distribution with parameters $(\bar{\alpha}, \bar{\epsilon}_i)$ where $\bar{\alpha}$ is the mean of all $\bar{\epsilon}_i$'s, $i=1 \dots n$, then $X_{n:n}$ is greater than $Y_{n:n}$ in likelihood ratio ordering. In this context, an error in Marshall, Olkin and Arnold [Inequalities theory of majorization and its application 2011]) has been corrected, and some new results on majorization have been developed.

Mukherjee, A., Marozzi, M., **Chowdhury, S.** (2014). A Phase-II Nonparametric Cusum Chart with an Application to Exchange Rates Data. *IIMK/WPS/163/QM&OM/2014/21*.

Recently, Chowdhury *et al.* (2014a) proposed a single distribution free Shewhart type control chart based on the Cucconi (1968) test statistic for monitoring shift in the unknown location and scale parameters of a process distribution simultaneously. Several recent researches demonstrated that the CUSUM type charts perform better than the Shewhart type charts under small and persistent shift. In the present work, we develop a phase II distribution free CUSUM chart based on the Cucconi statistic, referred to as CUSUM-Cucconi (CC) chart. Nonparametric nature of the Cucconi statistic ensures that all the in control (IC) properties of the proposed chart remain invariant



and known for all continuous process distributions. Control limits are tabulated for implementation of the chart. The IC and out of control (OOC) performance of the chart are thoroughly investigated in terms of the average, standard deviation, median and some percentiles of the corresponding run length distributions. A detailed comparison with the Shewhart-type Cusconi and Lepage charts as well as the CUSUM Lepage chart (as in Chowdhury et al. (2014b)) is presented. The proposed chart is illustrated with exchange rates data.

Narayanamurthy, G. & Anand, G. (2014). Lean Thinking in Healthcare Sector: Experience from an Indian Hospital. *IIMK/WPS/161/QM&OM/2014/19*.

Experience of implementing lean thinking (LT) in a multispecialty hospital located in southern part of India is discussed. Case hospital was chosen and problems associated with various processes were identified and they were mapped to seven wastes. Solutions based on lean principles/practices were implemented and improvements were evaluated through performance measures.

MEMBERSHIP OF EDITORIAL / REVIEW BOARD / ADHOC REVIEW

Anand, G.	Journal of Manufacturing Systems	Review
	International Journal of Production Research	
	Management Research Reviews	
	International Journal of Manpower	
	Journal of Enterprise Transformation	
	Journal of Modeling in Management	
	Second Pan IIM World Management Conference	
Chowdhury, S.	Computational Statistics and Data Analysis	Review
	Statistics and Probability Letters	
	Statistical Methodology	
	Communications in Statistics-Theory and Methods	
	Quality and Reliability Engineering International	
	Naval Research Logistics	
	National Academy of Science	
Thangamani, G.	Journal of Statistical Computation and Simulation	Review
	Indian Association for Productivity, Quality and Reliability	
	Second Pan IIM World Management Conference	
	Ministry of Commerce and Industry, Department of Industrial Policy and Promotion	
	Journal of Indian Business Research	
	Second Pan IIM World Management Conference	
	Emerald (Case shorts)	
Padhi, S.S.	Management Decision	Review
	European Journal of Operational Research	
	Journal of Cleaner Production	
	International Journal of Hospitality Management	
	International Journal of Production Economics	
	International Journal of Production Research	
	Journal of Intelligent Manufacturing	
Pati, R.K.	International Journal of Commerce and Management	Review
	International Journal of Contemporary Hospitality Management	
	European Journal of Operational Research	
	International Journal of Logistics Management	
	Resources, Conservation and Recycling	
	Supply Chain Management: An International Journal	
	International Journal of Environment and Waste Management	
Pati, R.K.	IIM Kozhikode Society & Management Review	Editorial
	International Journal of Advanced Manufacturing Technology	
Raju.C.	GSTF Journal of Mathematics, Statistics and Operations Research	Editorial

Ram Kumar, P.N.	Proceedings of the National Academy of Sciences, Physical Sciences Simulation Modelling Practice and Theory International Journal of Operational Research IIMB Management Review Second Pan-IIM World Management Conference at IIM Kozhikode	Review
Ram Kumar, P.N.	Journal of Defense Modeling and Simulation	Editorial
Roy, S.	Journal of Applied Statistics	Review

FELLOWSHIPS/ AWARDS/ HONOURS

Gopinath, S. Padalkar, M.	Got Best Student paper award for: Research trends in Project Management - A review of Literature. <i>PMI India Research & Academic Conference</i> , Mumbai, India, February 13-15, 2015.
Narayanamurthy, G.	2015-2016 Fulbright-Nehru Doctoral Research (FNDR) Award Special award for the research paper titled "Lean Thinking in Indian Healthcare" at Productivity Month Celebrations - 2014 organized by <i>Kerala State Productivity Council (KSPC)</i> . Invited to represent India in <i>Oikos Model WTO 2014 - The Real Trade Simulation - Global Value Chains</i> , Switzerland organized by University of St. Gallen and World Trade Organization, 06– 11 April 2014
Moser, R., Narayanamurthy, G.	Case Study <i>Entering The Middle East Luxury Retail Sector</i> was selected among the top ten best cases that was submitted to 20 th CEEMAN Case Writing Competition which is organized in cooperation with Emerald. Case titled "Providing Access to Water in Remote Areas: Trunz Water Systems in India" was declared as winner in Strategy & General Management track.

FACULTY - QUANTITATIVE METHODS & OPERATIONS MANAGEMENT



Anand G



Asutosh Sarkar



Arqum Mateen



Ram Kumar P.N.



Raju C



Rupesh Kumar Pati



Saji Gopinath



Sidhartha S. Padhi



Soumya Roy



Shovan Chowdhury



Thangamani G



STRATEGIC MANAGEMENT

Strategic Management area consists of ten faculty members having doctorates from leading business schools. Almost all the area members have valuable experience of working in the responsible managerial positions in leading organisations. The faculty members have experience in teaching in leading business schools in India, USA, UK, Europe and the Middle East. The research output produced by the faculty members in the last couple of years has been significant. The faculty members have published in leading academic journals and presented papers during major conferences of Academy of Management, Strategic Management Society, British Academy of Management and Academy of International Business. Broadly the faculty members conduct research in areas like strategic planning, business-level strategy, strategy implementation, entrepreneurship, international business, diversification, industrial clusters, capabilities, social networks, internationalisation of emerging market firms, renewable energy, policy issues in clusters, China and its energy policy, leveraging resources, business model innovation and strategic renewal of organizations. The area plans to increase its research output significantly in the coming years.

REFEREED JOURNAL PUBLICATIONS

AUTHOR	TITLE	JOURNAL	YEAR
Debabrata Chatterjee Sreevas Sahasranamam	Trends in innovation management research in India – An analysis of publications for the period 1991-2013.	<i>Current Science</i>	2015
Rajesh Srinivas Upadhyayula	Strategic Archetypes of Emerging Market Multinationals: Analysis of Outward FDI of Indian Firms.	<i>Advances in International Management</i>	2014
Rajesh Srinivas Upadhyayula	Two paths to diversification: Performance implications of related diversification across two dimensions in professional service firms.	<i>International Journal of Emerging Markets</i>	2014

Chatterjee, D. & Sahasranamam, S. (2015). Trends in innovation management research in India – An analysis of publications for the period 1991-2013. *Current Science*, 107(11): 1800-1805.

With increasing recognition of the importance of technological innovations in economic development, scholarship on innovation management seeking to understand the context, process and management of technological innovations, as distinct from their purely scientific, engineering and technical aspects has been steadily rising as well. This field of research has been instrumental in discovering important concepts that have subsequently informed innovation management in industry, public R&D and academia. In the past two decades, India has also significantly advanced the pace of technological innovations, as evident from patents filed out of the country. However, there is little understanding of whether research on innovation management in the country has also witnessed a similar trend. The present article seeks to address this gap. We looked at the abstracts and keywords of 58 articles related to technology and innovations in India published in 21 journals during the period 1991–2013. We conclude that the trend is not very encouraging. We discuss its implications and offer suggestions for future research.

Karna, A., **Upadhyayula, R.S.**, & Kumar, V. (2014). Strategic Archetypes of Emerging Market Multinationals: Analysis of Outward FDI of Indian Firms. *Advances in International Management*, 27: 325-347.

Emerging Market Multinationals (EMNCs) are often seen as firms with singular identity. While they may share certain characteristics, EMNCs are seldom orchestrated and managed in the same manner. Through a cluster analysis of outward foreign direct investment data of EMNCs from India, we propose taxonomy of EMNCs based on their mode of operation, industry in which they operate, region where they invest and the amount invested. We

use a dataset spread over 2007-2013, constituting investment data of 4,824 Indian firms into 7,238 foreign entities. Based on a two-step clustering approach, we propose three strategic archetypes of EMNCs: Global Service Providers, Integrated Manufacturers, and Established Internationalizers. The Global Service Providers mainly consists of firms operating in developed markets with an intention to serve their client needs through wholly owned subsidiaries. Integrated Manufacturers are firms that are primarily operating in other developing markets to sell their products through joint ventures and also present in developed markets through wholly owned subsidiaries to acquire technology and other resources. The Established Internationalizers are large EMNCs with highest levels of investments, and relatively similar to the Western multinationals. We analyze the characteristics of these three groups of EMNCs based on their strategy and investment behavior, to derive insights into the heterogeneity across EMNCs. We discuss our findings and lay out future directions for research in the area.

Dhandapani, K., **Upadhyayula, R.S.** (2015). Two paths to diversification: Performance implications of related diversification across two dimensions in professional service firms. *International Journal of Emerging Markets*, 10(1): 32-51.

Purpose: The purpose of this paper is to examine the impact of related diversification across service offerings and industry domains for professional service firms (PSFs) in emerging economies by integrating the reputational and economies of scope perspectives of diversification. The paper also provides insights into how related diversification impacts small and medium sized firms differently.

Design/methodology/approach: Using unique data from the Indian Information Technology industry, the authors examine the impact of related diversification along service offerings and industry domains on export performance of firms.

Findings: The results show that related diversification across specializations and industry domains impact performance differently across different firm sizes. While the authors find that related diversification across service offerings has an inverted U shape with performance for the medium sized firms, they do not impact performance for small sized firms. Performance of small firms has a U shaped relationship with relatedness in industry domains. The study shows that reputation transfer across industry domains play a significant role in the performance of small size firms whereas the ability to realize economies of scope by cross selling multiple services across clients do matter for performance of medium sized firms.

Practical implications: Managers of small PSFs need to expand along related industry domains whereas managers from medium sized firms can experiment across service offerings to exploit economies of scope.

Originality/value: The study contributes to hitherto unexamined research on related diversification in PSFs. The study is one of the few studies to examine relatedness along more than one dimension in an intra-industry context.

OTHER/ FORTHCOMING PUBLICATIONS

AUTHOR	TITLE	CATEGORY	DETAILS	YEAR
Balasubrahmanyam, S.	The Key Role of a Firm's Flexibility in its Strategic Renewal - Evidential Support from Businesses across Industries.	Conference	<i>Fourteenth Global Conference on Flexible Systems Management</i> , Singapore, October, 15-17.	2014
Balasubrahmanyam, S.	Organizational wisdom and ecosystem orientation towards strategic renewal of organizations- Evidential support from businesses across industries.	Conference	<i>Second Pan IIM World Management Conference</i> , IIM Kozhikode, Kerala, India, November 5-8.	2014
Balasubrahmanyam, S.	The Key Role of a Firm's Benchmarking Flexibility in its Strategic Renewal - Evidential Support from Businesses across Industries.	Conference	<i>Fourteenth Global Conference on Flexible Systems Management</i> , Singapore, October, 15-17.	2014
Bhave, M. P.	A Requiem for Today's Grid.	Non-refereed	<i>Renewable Energy World</i> , August 5.	2014

Bhave, M. P.	Microgrid Economics: It Takes a Village, a University, and a Ship.	Non-refereed	<i>Renewable Energy World</i> , September 30.	2014
Bhave, M. P.	Microgrids Create Municipalization Benefits.	Non-refereed	<i>Renewable Energy World</i> , June 2.	2014
Bhave, M. P.	Microgrids missing from the UN's Sustainable Energy for All Initiative.	Non-refereed	<i>Renewable Energy World</i> , July 8.	2014
Bhave, M. P.	The Grid is Coming? The Grid is Going!	Non-refereed	<i>Renewable Energy World</i> , September 9.	2014
Bhave, M. P.	Microgrids as Fact and Metaphor.	Non-refereed	<i>Renewable Energy World</i> , January 22.	2015
Bhave, M. P.	There is Solar, and There is Solar.	Non-refereed	<i>Renewable Energy World</i> , January 27.	2015
Bhave, M. P.	What Business Are Electric Utilities In?.	Non-refereed	<i>Renewable Energy World</i> , March 6.	2015
Bhave, M. P.	Access Paths to Goods and Services.	Blogpost	http://researchblog.iimk.ac.in/	2014
Dhayanithy, D. Singh, V.	Accentuated Loss Aversion in PGA Tournaments - Does Company Matter?	Conference	<i>MIT Sloan Sports Analytics Conference</i> , Boston, U.S.A., February 27-28.	2015
Dhayanithy, D. Borah, B.	Psychological Fallout of the Free Fouls Rule in NBA Basketball.	Conference	<i>Second Pan IIM World Management Conference</i> , IIMK, Kozhikode, Kerala, India, November 5-8	2014
Dhayanithy, D. Subhashree, D. A.	Attending classes in a premier management institution- Content or convenience?	Conference	<i>Twelfth AIMS International Conference on Management</i> , IIM Kozhikode, Kerala, India, January 2-5.	2015
Dhayanithy, D., & Borah, B.	Psychological fallout of the team fouls limit- Do players foul more when fouls are 'free'.	Conference	<i>Second Pan IIM World Management Conference</i> , IIM Kozhikode, Kerala, India, November 5-8.	2014
Guhathakurta, K. Mitra, S.	Building strategies to combat environmental variability.	Conference	<i>Second Pan IIM World Management Conference</i> , IIM Kozhikode, Kerala, India, November 5-8.	2014
Hota, P. K. Mitra, S.	Emerging Economy: Different Institutions so different Strategic Orientation of Firms.	Conference	<i>Second Pan IIM World Management Conference</i> , IIM Kozhikode, Kerala, India, November 5-8.	2014
Kalagnanam, S., Rajeev, P.N. Mitra, S.	Graamsudhaar: Implication of Companies Act 2013 Section 135 for NGOs.	Conference	<i>North American Case Research Association (NACRA) Texas</i> , Austin, U.S.A., October 23-25.	2014
Mitra, S. Hota, P.K	Air India Limited and Indian Airlines Limited Merger: Is it Flying?	Case study	<i>Ivey Publishing</i> , 9B14M073.	2014
Mitra, S. Suresh, K. Margie, P.	Challenges of Grassroots Innovation: Designing effective organization for Weaver Community.	Conference	<i>Third International Conference on Creativity and Innovation at Grassroots (ICCIIG)</i> , Indian Institute of Management Ahmedabad (IIMA), Ahmedabad, Gujarat, India, January 19-22.	2015

Mitra, S.	Second Pan IIM World Management Conference at IIMK: Hunting for the elusive Indian Thought.October 25.	Blogpost	http://researchblog.iimk.ac.in/	2014
Nandakumar, M. K. Pati, D. P. Satpathy, C. S. Saha, B. Saxena, K. Narayanan, A.	Madhyamam newspaper: Which way forward?	Case study	<i>Ivey Publishing</i> , 9B14M002	2014
Padalkar, M. Sahasranamam, S. Hota, P. K.	Factors influencing student choice for elective course- An institution based study.	Conference	<i>Second Pan IIM World Management Conference</i> , IIM Kozhikode, Kerala, India, November 5-8.	2014
Padalkar, M. Sahasranamam, S. Sinha, A. S.	Yatra Naryastu Pujyante? Domestic violence against women in India: A panel study.	Conference	<i>Second Pan IIM World Management Conference</i> , IIM Kozhikode, Kerala, India, November 5-8.	2014
Paul, J. Zalina, R. Mitra, S.	Malaysia's Genting: Gambling on the West.	Case study	<i>IveyPublishing</i> , 9B14M106.	2014
Rajeev, P. N. Mitra, S. Kalagnanam. S.	Graamsudhaar: Implications of Section 135 for NGOs.	Case study	<i>IIM Kozhikode case</i> , IIMK/CS/32/OBHR/2014/01	2014
Sahasranamam, S. Nandakumar, M. K.	Impediments to social entrepreneurship among Indian youth.	Conference	<i>Second Pan IIM World Management Conference</i> , IIM Kozhikode, Kerala, India, November 5-8.	2014
Sahasranamam, S. Nandakumar, M. K.	Impediments to social entrepreneurship among Indian youth.	Conference	<i>International Conference on Social Entrepreneurship and Sustainable Development</i> , TISS Mumbai, India, February 3-7.	2015
Sahasranamam, S. Nandakumar, M. K.	Individual level resources and social enterprise growth aspiration: A real options perspective.	Conference	<i>International Conference on Social Entrepreneurship and Sustainable Development</i> , TISS Mumbai, India, February 3-7.	2015



Sahasranamam, S. Upadhyayula, R. S.	Moderating effect of economic context and social capital in individual social entrepreneurship choice.	Conference	<i>Second Pan IIM World Management Conference</i> , IIM Kozhikode, Kerala, India, November 5-8.	2014
Sahasranamam, S. Upadhyayula, R. S.	Moderating effect of economic context and social capital in individual social entrepreneurship choice.	Conference	<i>British Academy of Management Conference</i> , Belfast, United Kingdom. September 9-11.	2014
Sahasranamam, S. Raman, V. G.	Individual Level Resource and entrepreneurial Entry in China: The Effect of Property Rights.	Conference	<i>ICIER-IIMB International Conference on Entrepreneurship Education and training: Design, Delivery and Effectiveness</i> , IIM Bangalore, Karnataka, India, January 29-31.	2015
Sahasranamam, S. Nandakumar, M.K.	Moderating effect of formal institutions on individual resource commitment towards social enterprise entry.	Conference	<i>USASBE Annual conference</i> , Florida, USA, January 22-25.	2015
Sahasranamam, S. Nandakumar, M.K.	Contingent effect of uncertainty avoidance and masculinity culture on micro-level drivers of social entrepreneurship entry.	Conference	<i>Strategic Management Society Special Conference</i> , Santiago, Chile, March 19-21.	2015
Sahasranamam, S. Nandakumar, M.K.	The fit between Miles & Snow typology and business model: Implications for firm performance.	Conference	<i>Strategic Management Society Special Conference</i> , Santiago, Chile, March 19-21.	2015
Sahasranamam, S. Purkayastha, S.	Institutional transitions, R&D and internationalization: Evidence from Indian firms.	Conference	<i>Academy of International Business-South East conference</i> , Florida, U.S.A., October 20-23	2014
Sahasranamam, S., Isaac, R.	Tele-consulting through rural health centres for tribal community – A case study from Wayanad.	Conference	<i>IEEE Global Humanitarian Technology Conference</i> , California, USA, October 10-13.	2014
Sahasranamam, S. Nandakumar, M.K.	Contingent effect of national culture on individual social entrepreneurship choice.	Conference	<i>Strategic Management Society Conference</i> , Madrid, Spain, September 20–23.	2014
Subramanian S.	Proxy Advisory Industry-Survey of Literature and Research Scope in India.	Conference	<i>Sixth International Conference on Corporate Governance</i> , Hyderabad, India, November 20-21.	2014
Subramanian S.	Corporate Governance and CSR Practices of Murugappa Group –A Case Study on India's Family Owned Business Conglomerate.	Conference	<i>Fifth World Business Ethics Forum</i> , University of Macau, Macau, China, December 9-11.	2014
Subramanian, S.	Corporate Governance, Institutional Ownership and Firm Performance in Indian State Owned Enterprises.	Forthcoming research paper	<i>Asia-Pacific Journal of Management Research and Innovation</i> , Sage Publication.	2015
Subramanian, S.	Tata Steel-An Adaptive Organization.	Case study	<i>IMT Case Journal</i> , 5(1):1-36.	2014

Upadhyayula, R.S.	Why do Firms Locate across Multiple Clusters? Cluster Density, Capabilities and Ethnic Ties.	Forthcoming research paper	<i>Industry and Innovation.</i>	2015
Dhandapani, K. Upadhyayula, R.S.	Nasscom: is it time to introspect and reinvent.	Case study	<i>IIMA Cases, BP0368.</i>	2015
Karna, A. Upadhyayula, R. S.	Strategic Archetypes of Emerging Market Multinationals: Outward FDI Analysis of Indian Firms.	Conference Presentation	<i>Academy of Management 2014, Philadelphia, U.S.A., August 1-5.</i>	2014
Dhandapani, K. Upadhyayula, R. S Karna, A.	Why do firms locate across multiple clusters? Cluster density, capabilities and ethnic ties.	Conference Presentation	<i>Second Pan IIM World Management Conference, IIM Kozhikode, Kerala, India, November 5-8.</i>	2014
Vidya, P., Mitra, S. Sensarma. R.	Foreign Ownership and Corporate Governance Characteristics in Indian IT Firms.	Conference Presentation	<i>Second Pan IIM World Management Conference, IIM Kozhikode, Kerala, India, November 5-8.</i>	2014

SESSION CHAIRS

Balasubrahmanyam, S.	Strategy, innovation and entrepreneurship. <i>Second Pan IIM World Management Conference, IIM Kozhikode, Kerala, India, November 5-8.</i>	2014
Dhayanithy, D.	Strategy, innovation and entrepreneurship. <i>Second Pan IIM World Management Conference, IIM Kozhikode, Kerala, India, November 5-8.</i>	2014



Mitra, S.	Strategy, innovation and entrepreneurship. <i>Second Pan IIM World Management Conference</i> , IIM Kozhikode, Kerala, India, November 5-8.	2014
Sinha, A. S.	Strategy, innovation and entrepreneurship. <i>Second Pan IIM World Management Conference</i> , IIM Kozhikode, Kerala, India, November 5-8.	2014
Subramanian, S.	Strategy, innovation and entrepreneurship. <i>Second Pan IIM World Management Conference</i> , IIM Kozhikode, Kerala, India, November 5-8.	2014
Upadhyayula, R. S.	Strategy, innovation and entrepreneurship. <i>Second Pan IIM World Management Conference</i> , IIM Kozhikode, Kerala, India, November 5-8.	2014

RESEARCH PROJECTS

Small Grant Research Projects ongoing

Mitra, S. (2013). Recruiters' choice and management education in India: Evaluating the gaps. *SGRP/2013/66*.

Literature has allegations that content and learning of MBA degree are totally 'out of touch' with real world and needs of a manager (Rubin and Dierdoff, 2009). Scholars have argued that the primary focus of doing an MBA was to acquire fast and in a structured manner competencies and knowledge required by a manager and otherwise slowly acquired on the job (McCauley et al., 1998). However, another group of scholars have insisted management schools to revisit curricula (Bennis and O'Toole, 2005, Ghoshal, 2005, Mintzberg, 2004). One source of confusion may lie in recruiters advocating management education to offer soft skills (GMAC, 2006), while themselves recruiting from campus based on technical skills (Rynes et al., 2003). There was counter-evidence as well where MBA programs did enhance learning skill of students, adding value not necessarily added on job (Kretovics, 1999). Given the not so clear picture of linkage across knowledge and skills delivered through MBA programs and those required for managers on the job, this study focus on education imparted in Management Schools through its MBA course and the usefulness of its graduates for corporate employers in terms of skill and knowledge acquired. Accordingly in this project we consider the problem from two different directions. First we consider MBA students the participants in the education program at different stages of the education program and evaluate their experience about the relevance of the education being offered in terms of knowledge and skill acquisition relevant to employment in industry. This captures aspects of their perception while a matching study of employers helps identify parameters of skill and knowledge required on the job and expected to be acquired in an MBA course. To corroborate both sides of the findings, business school alumni who have first formally acquired the knowledge and skills and then on selection to jobs by the recruiters have had opportunity to use their skill and knowledge are interviewed for the study.

WORKING PAPERS

Sinha, A. S.	Institutional traction: how state owned enterprises can harness their position from their institutional context?	2015
Sinha, A. S. Rajeev, P. N.	Social Obligation: Proposing a Compliment to Psychological Contract	2015
Sinha, A. S.	Is Institutional Traction a Double edged Sword? : A case of state owned enterprises.	2015

Sinha, A. S., Ray, S., & Aulakh, P. S. (2015). Institutional traction: how state owned enterprises can harness their position from their institutional context? *IMK/WPS/180/SM/2015/16*.

State owned enterprises (SOEs) have been conceived of across economies as commercial enterprises with liability of redistribution. They also have legitimacy as organizations "as a carrier of many concerns, whose owners are the citizen of the state. In this paper we try to address the question of how SEOs can derive and harness legitimacy in a way that makes redistribution less costly. We put forward the concept of institutional traction and define it thus: Institutional traction is the *position* that a state owned enterprise (SOE) derives from its institutional context, because of its historical as well as current standing. This position is associated with *potential advantages*. This position is associated with potential advantages. We develop the antecedents of institutional traction in this paper. We also explore how top management teams of SOEs can utilize institutional traction to create resources and advantages for SOEs

Sinha, A. S., & Rajeev, P. N. (2015). Social Obligation: Proposing a Compliment to Psychological Contract. *IIMK/WPS/174/OBHR/2015/10*.

Every organization is composed of nested formal and informal organizations. Bernard (1938) conceptualized that informal groups arise in formal organizations and these informal groups evolve to become functioning informal organizations within formal organizations. Mainstream research in organization theory has focused primarily on formal organizations wherein employee-employer relationships guide employees' work motivations as in the construct of psychological contract. Psychological contract incorporates the mutual beliefs, perceptions, and informal obligations between an employer and an employee and explains why people work in organizations. However, psychological contract fails to explain what happens in organizations, where there is an absence of employee-employer relationships. There is a gap. Also, the construct is inadequate in explaining work motivations in settings that are predominantly informal organizations. We propose a construct of social obligation as an alternative to explain motivations to work in informal organizations. In this paper, we define social obligation as a set of reciprocal ties, responsibilities and consequent authorities that are primarily rooted in the uniform states of mind of individuals in the informal organization, which motivates work in those organizations. We describe the constituent elements of social obligation as a set of ties that bind members to one another, which leads them to feel responsible for each other and for society at large and which further begets them the consequent authority of legitimacy to act and fulfill those responsibilities.

Sinha, A. S., Ray, S., & Aulakh, P. S. (2015). Is Institutional Traction a Double edged Sword? : A case of state owned enterprises. *IIMK/WPS/181/SM/2015/17*.

State owned enterprises (SOEs) are responsible for redistribution to citizens of an economy on behalf of governments. They also play important roles for the governments in being their strategic arms for multiple objectives. Simultaneously, as commercial organizations in the world of business, they earn money for their governments, who are their owners. Therefore, they have a position with respect to their governments that they derive by being important to them. This position is associated with potential advantages. This position with potential advantages is termed as "institutional traction" in this paper. Normative literature on SOEs in the new world order emphasizes



efficiency as an important end to achieve. We try to explore the effect of institutional traction of SOEs on their productivity, a measure of efficiency of SOEs. Also, competition and extent of private ownership are emphasized as new moderators to increase efficiency in SOEs. In this paper, therefore, we explore the effect of institutional traction on efficiency of SOEs, in the face of competition and extent of private ownership.

MEMBERSHIP OF EDITORIAL / REVIEW BOARD / ADHOC REVIEW

Mitra, S.	International Business and Economics Research	Editorial
Subramanian, S.	Second Pan-IIM World Management Conference at IIM Kozhikode IIM Kozhikode Society & Management Review	Review
Subramanian, S.	IUP Journal of Corporate Governance	Editorial
Upadhyayula, R.S.	Academy of International Business(AIB), Bangalore Journal of Indian Business Research IIM Kozhikode Society & Management Review Services Industries Journal Second Pan-IIM World Management Conference	Review

FELLOWSHIPS/ AWARDS/ HONOURS

Upadhyayula, R. S.	Highly Commendable Research Paper, Why do firms locate across Multiple clusters? Cluster density, capabilities and ethnic ties at <i>Second Pan IIM World Management Conference</i> , IIM Kozhikode, Kerala, India
Sahasranamam, S.	Research proposal selected for the Strategic Management Society (SMS) Strategic Research Foundation dissertation research program 2015-16. Best development paper award in Entrepreneurship Track at British Academy of Management annual conference for the paper entitled "Contingent Effect of National Culture on Social Entrepreneurship"

FACULTY - STRATEGIC MANAGEMENT



Anubha Shekhar Sinha



Mahesh Bhawe



Nandakumar M.K.



Rajesh Srinivas Upadhyayula



P. Rameshan



S. Subramanian



Sumit Mitra



Suram Balasubrahmanyam



Deepak Dhayanithy

CROSS AREA BOOKS/EDITED BOOKS, STAFF PUBLICATIONS, IIMK JOURNAL, IIMK RESEARCH SEMINARS & CONFERENCES

CROSS AREA BOOKS/ EDITED BOOKS

AUTHOR	TITLE	CATEGORY	DETAILS	YEAR
Nandakumar, M.K. Jharkharia, S. Nair, A.S.	Organizational Flexibility and Competitiveness	Edited book	Springer, India	2014
Sethi, D. Kumar, M.	Proceedings of Second Pan IIM World Management Conference 2014	Edited Book	<i>Emerald Publication</i>	2015

STAFF PUBLICATIONS

Ramachandran, N., Sivaprakasam, P., Thangamani, G., & Anand, G. (2014). Selecting a suitable Cloud Computing technology deployment model for an academic Institute—a case study. *Campus-Wide Information Systems. International journal of information and learning technology* 31(5): 319-345.

Purpose: Cloud Computing (CC) technology is getting implemented rapidly in the educational sector to improve learning, research and other administrative process. As evident from the literature review, most of these implementations are happening in the western countries such as USA, UK, while the level of implementation of CC in developing countries such as India is rare. Moreover, implementing CC technology in the educational sector require various decisions to be made by the managers of the Information Technology (IT) department such as selecting suitable deployment model, vendor providing cloud service, etc. in their respective university or institute. The purpose of this paper is to attempt to address one such decision. Since, different types of CC deployment are available; selecting a suitable one plays a key role, as it might have an impact on the requirements of various stakeholders such as students, teachers, administrative staff (especially the staff members in the IT department), etc. apart from affecting the overall performance of the facilities such as a laboratory. Naturally, a proper decision by analyzing multiple perspectives has to be made while carrying out such strategic initiatives by any educational institute.

Design/ Methodology/ Approach: A case study methodology has been chosen as the research methodology to discuss and demonstrate the above decision problem that was faced in real time by one of the educational institutes in India, offering high-quality management education. The IT managers of this institute were planning to switch over to CC technology for the computer laboratory and they have to make a decision of choosing suitable alternative CC deployment models such as private cloud (PRC), public cloud (PUC), community cloud (COC), hybrid cloud (HYC), etc. by analyzing and comparing them based on various factors and perspectives such as elasticity, availability, scalability, etc. Since, multiple factors are involved in making such a strategic decision, the most commonly used Multi-Criteria Decision Making (MCDM) model – namely, the Analytic Hierarchy Process (AHP) is used as a decision support during the decision making process.

Findings: The team of decision makers, who were planning to implement CC in the case institute, found that PRC is best as they believed that it would provide adequate cost savings, apart from providing necessary security to maintain confidential information such as student's detail, grades, etc.

Research limitations/ implications: The results obtained are based on a single case study. Hence, they cannot be generalized for institutions across educational sector. However, the decision making situation and understanding its impact on the stakeholders of the educational institute can be common across various educational institute.

Practical implications: Using a real-life case study of an educational institute, this paper presented a strategic decision making situation, which needs to be considered by the IT managers of the educational institutes when they decide to switch over to CC technology. Various criteria to be considered during the decision making process was identified from the literature review were identified and enumerated. These factors would be useful for the IT managers of the different educational institute and they can suitably add or delete these decision criteria as per their requirements and situation at hand. Moreover, the algorithm of AHP, which was used as a decision support,

was presented in a step-by-step manner, which should be beneficial for the practitioners to apply the same for similar decision making situations.

Originality/value: It is believed that this paper would be the first to report on a strategic decision of choosing the deployment model for CC technology especially in the educational sector. Similarly, this paper would also contribute to the field of CC, as it lists out the decision criteria that are to be considered for making the above decision, which has not got adequate importance. Lastly, this paper is also unique in the realm of AHP because application for a decision problem in the field of CC especially in the educational sector is least reported.

IIM KOZHIKODE SOCIETY & MANAGEMENT REVIEW

IIM Kozhikode Society & Management Review, Volume 3, Number 1, January 2014

IIM Kozhikode Society & Management Review, Volume 3, Number 2, June 2014

IIMK RESEARCH SEMINARS

AUTHOR	TITLE	DATE	YEAR
Saha, B. Senior Lecturer, University of East Anglia, UK	Corrupt Bookmaking and betting in sports	April 11	2014
Paul, A. Assistant Professor, IIM Kozhikode	Role of ICT in Indian Women's Daily Lives	June 9	2014
Purkayastha, S. Assistant Professor, IIM Kozhikode	How do institutional transitions impact performance outcomes of the diversification choices of business groups? The Indian experience	June 9	2014
Bhave, M. Visiting Professor, IIM Kozhikode	Entrepreneurial Opportunities in Electricity	June 23	2014
Shukla, P. Professor, Glasgow Caledonian University, UK	Status Consumption: A Journey through Time & Cultures	July 16	2014
Zelenkauskaitė, A. Assistant Professor, Drexel University, USA	User-generated content and audience autonomy	July 24	2014
Cayla, J. Assistant Professor, Nanyang Business School, Singapore	Ethnography and the Power of Storytelling	July 30	2014
Tharyan, R. Senior Lecturer, University of Exeter, UK	Why TMT international experience and diversity may (Not) improve acquisition performance?	August 8	2014
Pereira, V. Professor, Portsmouth University, UK	IB and Management Research on India: Past Present and Future	August 20	2014
Gadgil, M. Environmentalist, Chairman of Gadgil committee on Western Ghats	Moving from a predatory to a mutualistic economy (<i>Public Lecture</i>)	September 16	2014

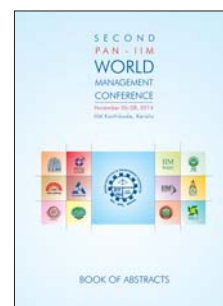
Balaram, A. Member Secretary and Chief Economic Advisor in the Kerala State Planning Board	Scope for closer interaction between policy makers and management faculty/students	November 19	2014
Lynch, R. Emeritus Professor, Middlesex University, UK	The relationship between consumer ethnocentrism, cosmopolitanism and product country image among younger generation consumers: The moderating role of country development status	December 5	2014
Papageorgiadis, N. Assistant Professor, University of Liverpool, UK	International Patent Systems Strength 1998-2011	December 19	2014
Schommer, M. Doctoral Student, EBS Germany	The Joint Effects of Strategy and Structure on the Performance of Professional Service Firms	December 19	2014
Sardeshmukh, S. R. Lecturer, University of South Australia	Microfoundations of Business Exit Intentions	January 12	2014
Gee, M. Director of MBA program, University of Wisconsin, USA	Strategic Corporate Social Responsibility: Contrasting Views in the U.S.	January 20	2015
Madhok, A. Professor, Schulich School of Business, Canada	Think globally, act cooperatively: Exploring internationalization and innovation strategies at the MNE - INV interface	January 21	2015
Kanabar, V. Professor, Boston University, USA	Innovation in Computing - Bits and Bytes on its Impact from Business to Education	February 5	2015
Raghavan, T. E. S. Professor, University of Illinois, USA	Resolving two Legal Disputes via Game Theory	March 4	2015

CONFERENCES AT IIMK

Pillai, R. R. Purani, K. Raju, C. Gopinath, S.	<i>Second Pan IIM World Management Conference</i> , Indian Institute of Management Kozhikode (IIMK), Kozhikode, Kerala, India, November 5-8, 2014
Pillai, R. R. Agrawal, S.	<i>Twelfth AIMS International Conference on Management</i> . AIMS International - The Association of Indian Management Scholars International and Indian Institute Management Kozhikode, January 2-5, 2015

Second Pan IIM World Management Conference

IIMK hosted the 2nd Pan IIM World Management Conference during 5th-8th November 2014 on the theme Globalizing Indian Thought. 138 technical papers and 23 posters were presented. The Conference witnessed participation of more than 268 delegates from premier management institutes of India and abroad. Directors of 9 other IIMs, 49 faculty members from other IIMs and 33 doctoral students from other IIMs attended and participated in the discussions. Besides, 4 academic workshops were conducted by leading scholars from India and abroad on themes such as publishing in top international journals and research methodologies. A roundtable discussion of all attending IIM Directors was held to discuss



Pan IIM research agendas. A special issue of the Institute's Journal, IIM Kozhikode Society & Management Review is about to be published with selected papers from the Conference. The Journal of Indian Business Research has come out with a special issue with selected papers from the Conference. Proceedings of the Conference was published by Emerald with 27 selected manuscripts.

Twelfth AIMS International Conference on Management

IIMK hosted the 12th AIMS International Conference on Management in January 2015 on the theme Management Challenges in Uncertain Environment. The Conference witnessed attendance of around 200 delegates with 177 papers spanning all management domains.

FORTHCOMING CONFERENCES AT IIMK

Sensarma, R. *52nd Annual Conference of The Indian Econometric Society, during January 4-6, 2016*

The Conference is expected to witness participation of around 300 delegates including researchers and economists from academic institutions and the government. Call for Papers is available at <http://www.tiesindia.net/downloads/2015-16/call4papers.pdf> and the URL of the conference website is <http://www.iimk.ac.in/ties>



Indian Institute of Management Kozhikode (IIMK) is the fifth IIM, established in 1996 by the Government of India in collaboration with the Government of Kerala. It aims to contribute significantly to education, training, consulting, and research in management. IIMK is dedicated to offering world class programmes in management. Research is a continuing area of emphasis since it serves as a link between theory and practice in management.

