

RESEARCH NEWSLETTER

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भारतीय प्रबंध संस्थान कोषिककोड
Indian Institute
of Management
Kozhikode

Globalizing Indian Thought





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Photography & Design:
Mr. Sunil Kumar P.

CONTACT

Research Office
Indian Institute of Management Kozhikode
IIM Kozhikode Campus P. O.
Kozhikode 673 570, India

Phone: +91 495 280238, +91 495 2803001-9
Fax: +91 495 2803010-11
Email: research@iimk.ac.in
Website: www.iimk.ac.in

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MESSAGE FROM DIRECTOR-IN-CHARGE



Research is not only an integral part of the academic pursuits of a management institute but it is the key element that drives all activities. Creation of new knowledge, sharing of innovative insights in the classroom, organizing scholarly events and disseminating research findings are vital for the Institute's growth. IIM Kozhikode is constantly refining faculty norms to keep improving our research quality and productivity. Recently the Board of Governors of the Institute have taken pragmatic measures to promote our academic endeavours in tune with the leading management schools worldwide. These measures specially focussing on research would define the future course of the Institute. I congratulate my faculty colleagues and doctoral students for their research achievements this year and invite all stakeholders to engage with us and find fruitful areas of collaboration.

With warm wishes
Prof. Kulbhushan Balooni



MESSAGE FROM CHAIRPERSON



I am pleased to note that IIM Kozhikode has experienced a marked improvement in internationally ranked A* and A category journal publications by our faculty this year. We have had a very busy year during which we hosted a prestigious Econometrics conference, produced three issues of our Institute's journal and organized several seminars and workshops including a distinguished lecture. Several of our faculty members' research findings also got high-

lighted in the media this year which is testimony to the popular recognition of the Institute's scholarly work. It is encouraging to see our research being published in top rated scholarly journals as well as making a public impact. The variety and quality of our activities and output are highly satisfying as they have come while we celebrate 20 years of excellence and our existence as a management institute.

With warm wishes
Prof. Rudra Sensarma



2015-16: RESEARCH HIGHLIGHTS



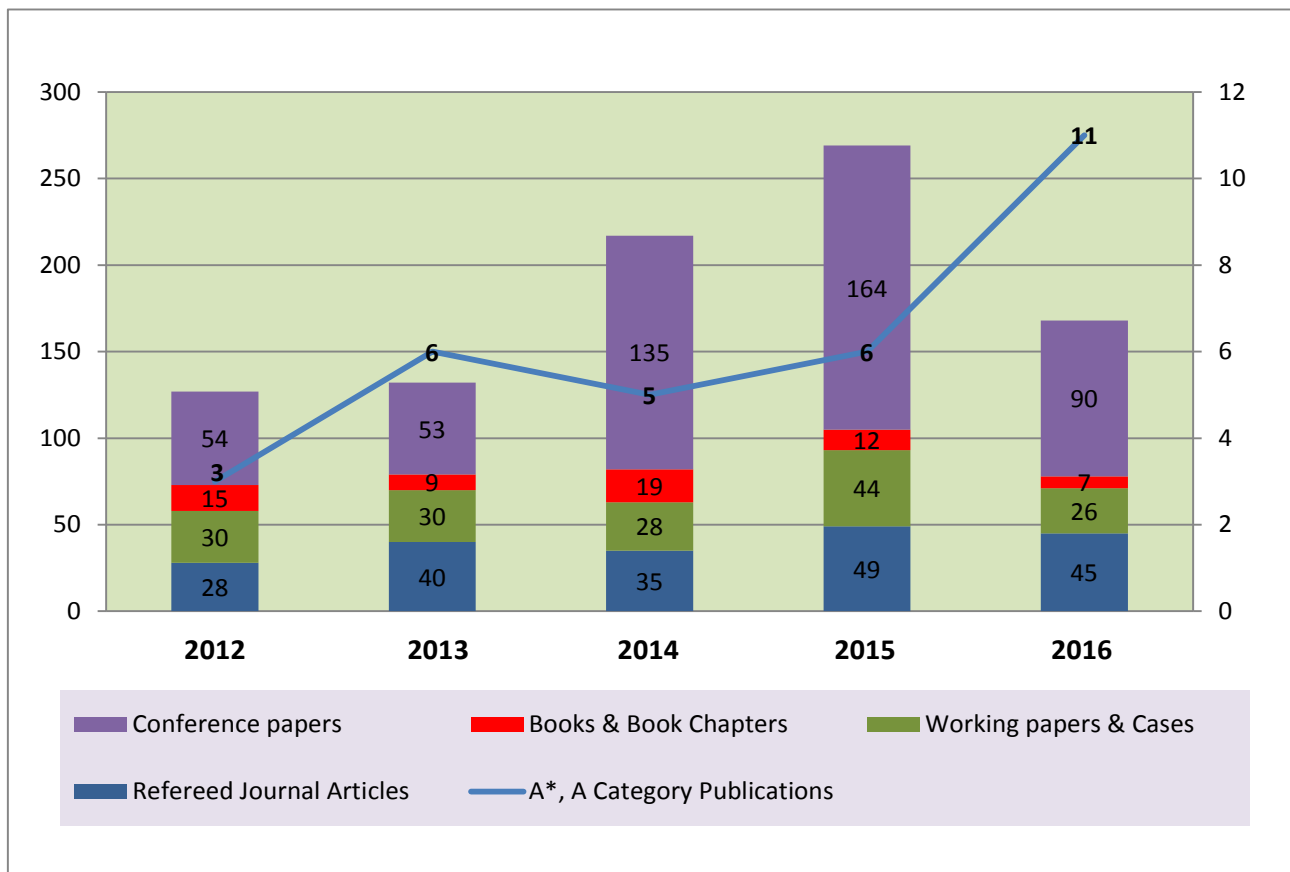
45 Research Articles were published in reputed peer reviewed journals, out of which 6 are in internationally recognized A* category journals and 5 in A category.



2 Small Grant Research Projects and 1 Medium Grant Research Project were completed. 5 Small Grant and 1 Medium Grant Research Projects are ongoing. 2 External research projects are ongoing.



RESEARCH OVERVIEW





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
Kausik Gangopadhyay	Sexual Violence: A Model of Occupational Choice and Gender Wage Gap	<i>Journal of Interdisciplinary Economics</i>	2015
Kausik Gangopadhyay Atsushi Nishimura Rupayan Pal	Can the information technology revolution explain the incidence of co-movement of skill premium and stock prices?	<i>Economics Modelling</i>	2015
Kausik Gangopadhyay Rudra Sensarma Abhishek Jangir	Forecasting the price of gold: An error correction approach	<i>IIMB Management Review</i>	2015
Rudra Sensarma Sofia Amaral Siddhartha Bandyopadhyay	Employment Programmes for the Poor and Female Empowerment: The Effect of NREGS on Gender-based Violence in India	<i>Journal of Interdisciplinary Economics</i>	2015
Rudra Sensarma Sanjukta Sarkar	The Relationship between Competition and Risk Taking Behavior of Indian Banks	<i>Journal of Financial Economic Policy</i>	2015
Rudra Sensarma Indranil Bhattacharyya	Measuring monetary policy and its impact on the bond market of an emerging economy	<i>Macroeconomics and Finance in Emerging Market Economies</i>	2016
Sthanu R Nair Leena Mary Eapen	Agrarian Performance and Food Price Inflation in India: Pre- and Post-Economic Liberalisation	<i>Economic & Political Weekly</i>	2015

Gangopadhyay, K. (2015). Sexual violence: A model of occupational choice and gender wage gap. *Journal of Interdisciplinary Economics*, 27(2): 219-244.

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 the global data. Incidence of rape is positively associated with per capita income of a 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 their 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., Nishimura, A., & Pal, R. (2015). Can the information technology revolution explain the incidence of co-movement of skill premium and stock prices? *Economics Modeling*, 53, 107-120.

We investigate for a long-run relationship between skill premium and stock prices by using the panel cointegration tests for six OECD countries. A cointegrating relationship is observed in the panel data for the period 1984–2005. The evidence for co-movement of skill premium and stock prices is also found in the US data. Next, we develop a three-sector model to explain this co-movement. We demonstrate that technological revolution not only widens the skilled–unskilled wage gap, but also increases firms’ profit and, thus, higher stock prices. Finally, we calibrate our model to

the US data for the Information Technology revolution that happened in the 1980s and demonstrate that our model can moderately explain the data. Our model concludes that, unless any further revolutionary surge in productivity of the R&D sector happens, the skill premium will augment no more and stock prices will register no further unusual growth.

Gangopadhyay, K., Jangir, A., & Sensarma, R. (2016). Forecasting the price of gold: An error correction approach. *IIMB Management Review*, 28(1): 6-12.

Gold prices in the Indian market may be influenced by a multitude of factors such as the value of gold in investment decisions, as an inflation hedge, and in consumption motives. We develop a model to explain and forecast gold prices in India, 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, S., Bandyopadhyay, S., & Sensarma, R. (2015). Employment programmes for the poor and female empowerment: The effect of NREGS on gender-based violence in India. *Journal of Interdisciplinary Economics*, 27(2): 199-218.

The introduction of the Mahatma Gandhi National Rural Employment Guarantee Scheme (NREGS) in India increased employment opportunities for the poor and even more so for poor women. In this article, 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 the employment of women on gender-based violence. We find evidence that increased female labour participation following the NREGS has increased total gender-based violence. There have been increases in kidnappings, sexual harassments and domestic violence, while dowry deaths have decreased.

Sarkar, S., & Sensarma, R. (2015). The relationship between competition and risk taking behavior of Indian banks. *Journal of Financial Economic Policy*, 8(1).

Traditionally, competition in banking markets was considered as risk enhancing because of its tendency to raise interest rates on deposits (the franchise value paradigm). Taking a contrarian view, Boyd and De Nicolo (2005) argued that competition in the loan market can lead to lower interest rates and hence, reduce bank risk taking. Following these theo-

retical results, the empirical evidence on the relationship between risk and competition in banking has been mixed. This paper analyzes the competition-stability relationship for the Indian banking sector for the period 2000-2013. Banking competition is measured using structural measures (5 bank concentration ratio for assets, deposits and loans and the Herfindahl-Hirschman Index) as well as non-structural measures (the Panzar-Rosse H-Statistic). Our results show that competition leads to lower levels of default risk, market risk and asset risk. However competition exacerbates the levels of capital risk and liquidity risk. These results have interesting implications for banking sector policy.

Sensarma, R., & Bhattacharyya, I. (2016). Measuring monetary policy and its impact on the bond market of an emerging economy. *Macroeconomics and Finance in Emerging Market Economies*, 9(2): 109-130.

In view of multiple instruments used by many central banks in emerging market economies (EMEs), we derive a composite measure of monetary policy for India and assess its impact on the yield curve. Our results show that while monetary policy has the dominant impact among macroeconomic variables on the entire term structure, it is particularly strong at the shorter end and on credit spreads. Shifts in the level of the government yield curve and credit spreads also lead to changes in monetary policy. In terms of robustness, our measure performs better than a narrative-based measure of monetary policy available in the literature.

Nair, S. R., & Eapen, L.M. (2015). Agrarian performance and food price inflation in India: Pre- and Post-Economic Liberalisation. *Economic & Political Weekly*, 50(31): 49-60.

It has been argued that the rising food inflation in India in recent years is rooted in the dismal performance of the Indian agricultural sector after the economic reforms period. In this context, this paper examines the impact of agrarian performance on food inflation in India from a long-run perspective. For the purpose, the growth path of Indian agricultural sector is divided into four phases: pre-Green Revolution (GR) period (1950-51 to 1966-67), initial stage of GR (1967-68 to 1979-80), maturing stage of GR (1980-81 to 1991-92) and post-economic reform period (1992-93 to present). The results show that despite the decline in the agricultural sector during the post-economic reforms period, food was relatively cheaper during this period compared with the best phase (1980-81 to 1991-92) of Indian agriculture. The much celebrated maturing stage of GR has not turned out to be price friendly. In our view, there are two reasons for this outcome. First, thanks to open trade and comfortable foreign exchange reserve position, since 1992 India has managed to import adequate quantities of food whenever a domestic supply-shock emerged. Second, the growth path of Indian agriculture was more stable during the post-economic reforms period than the other periods, implying that from the point of view of food prices stability of growth is more important than high and fluctuating growth.



OTHER/ FORTHCOMING PUBLICATIONS

AUTHOR	TITLE	CATEGORY	DETAILS	YEAR
Balooni, K Venkatachalam, L.	Managing Water for Sustainable Development: An Indian Perspective	Editorial	<i>IIM Kozhikode Society & Management Review</i> , 5(1)	2016
Dey, S.	Inflation Hedging in India	Conference	<i>52nd Annual Conference of The Indian Econometric Society</i> , IIM Kozhikode, Kerala, India, January 4-6.	2016
Eapen, L. M Varghese, G.	Power Sector in India- Recent Challenges and Measures Undertaken	Conference	<i>5th Annual International Conference on Qualitative and Quantitative Economics Research</i> , Singapore, June 8-9.	2015
Gangopadhyay, K.	Kartik B. Athreya, Big Ideas in Macroeconomics: A Nontechnical View	Book Review	<i>IIMK Society & Management Review</i>	2015
Gangopadhyay, K.	An Incomplete Proposal For Reform	Non-refereed	<i>Swarajya</i> , July 7.	2015
Gangopadhyay, K. Sensarma, R.	Can The JAM Trinity Fix India's Broken Subsidies Regime?	Non-refereed	<i>Swarajya</i> , May 10.	2015
Gangopadhyay, K. Sensarma, R.	India's Changing Banking Landscape Will Drive Inclusive Growth	Non-refereed	<i>Swarajya</i> , Nov 4.	2015
Gangopadhyay, K. Mondal, D.	Intellectual Property Rights and Income Inequality: A Cross-Country Analysis	Conference	<i>52nd Annual Conference of The Indian Econometric Society</i> , IIM Kozhikode, Kerala, India, January 4-6.	2016z
Ladha, K. K.	Justice in an Adversarial System: Pitfalls of Presumed Innocence and Plea Bargaining	Conference	<i>Midwest Political Science Association Annual Conference</i> , Chicago, USA, April 16-19.	2015
Nair, S. R. Pushpangadan, K.	Tax Revenue Capacity and Tax Effort of Kerala: Analysis during Pre- and Post- Period of ZAccelerated Economic Growth	Conference	<i>52nd Annual Conference of The Indian Econometric Society</i> , IIM Kozhikode, Kerala, India, January 4-6.	2016
Sensarma, R.	8 Websites That Help You to Claim Your Digital Space and Increase Citations	Non-Refereed	<i>IIMK Research blog</i> , July 20.	2015
Sensarma, R. Purani, K.	Communication-the Name of the Game	Non-Refereed	<i>The Hindu Business Line</i> , August 15.	2015
Sensarma, R. Purani, K. Gopinath, S.	Editorial, Special Issue: Indian Management and the Global Business	Editorial	<i>Journal of Indian Business Research</i> , 7(2)	2015
Sensarma, R.	Rising India in a Turbulent Global Economy	Non-refereed	<i>Mathrubhumi Yearbook 2016</i>	2016
Sensarma, R.	Chinese currency devaluation and its impact on India	Non-refereed	<i>Mathrubhumi</i> , August 29.	2015

SESSION CHAIRS

Eapen, L. M.	Development Economics. <i>52nd Annual Conference of the Indian Econometric Society</i> , IIM Kozhikode, Kozhikode, Kerala, January 2-4.	2016
Eapen, L. M.	Macroeconomics. <i>52nd Annual Conference of the Indian Econometric Society</i> , IIM Kozhikode, Kozhikode, Kerala, January 2-4.	2016z
Gangopadhyay, K.	Development Economics. <i>52nd Annual Conference of the Indian Econometric Society</i> , IIM Kozhikode, Kozhikode, Kerala, January 2-4.	2016

WORKING PAPERS

Sensarma, R. Kumar, N.	Efficiency of Micro Finance Institutions in India: A stochastic distance function approach.	2015
Nair, S. R. Pushpangadan, K.	Tax Revenue Capacity and Tax Effort of Kerala: Analysis during Pre- and Post- Period of Accelerated Economic Growth	2016

Kumar, N., & **Sensarma, R.** (2015). Efficiency of Micro Finance Institutions in India: A stochastic distance function approach. *IIMK/WPS/184/ECONOMICS/2015/020*.

We examine the efficiency-outreach debate in the context of Indian Micro Finance Institutions (MFIs). We employ the stochastic distance function approach for 75 MFIs during 2004-2011. We find that there are significant inefficiency effects but efficiency is improving over time. Among the determinants of inefficiency, average loan balance per borrower and number of women borrowers appear to improve efficiency. This suggests that the efficiency-outreach debate is more nuanced than is presented in the literature and depends on the way outreach is defined. Profitability, size and leverage seem to increase efficiency whereas age of the MFI is associated with higher inefficiency.

Pushpangadan, K., & **Nair, S. R.** (2016). Tax Revenue Capacity and Tax Effort of Kerala: Analysis during Pre- and Post- Period of Accelerated Economic Growth. *IIMK/WPS/195/EA/2016/06*.

To meet several of her developmental requirements Kerala requires sufficient tax revenue mobilisation. This paper is an attempt to empirically estimate the effort taken by Kerala in mobilising tax revenues in relation to its taxable capacity during two different phases of the state's economic growth trajectory: 1970-71 to 1999-00 and 2000-01 to 2012-13. Whereas the first period has experienced stagnant to moderate economic growth, the second period saw rapid economic progress. The findings of the paper reveal that though Kerala was able to improve the tax effort with respect to land revenue, motor vehicle tax and passengers and goods tax, state excise duty and own tax revenue during the period of accelerated economic growth in the case sales tax, which contributes the lion's share of the tax revenue, the state's tax effort lowered significantly. Also, the state has earned lowest ranking based on the tax effort for many taxes when compared to other comparable states. On the whole, the findings of the study calls for policy measures aimed at improving Kerala's tax effort on par with higher ranked states.



MEMBERSHIP OF EDITORIAL/ REVIEW BOARD/ AD HOC REVIEW

Balooni, K.	IIM Kozhikode Society & Management Review	Editor-in-Chief, Guest Editor, Reviewer
Balooni, K.	Agroforestry Systems Forest Policy and Economics Human Ecology World Development Conservation Letters	Reviewer
Eapen, L. M.	IIM Kozhikode Society & Management Review	Ad hoc Reviewer
Gangopadhyay, K.	IIM Kozhikode Society & Management Review	Ad hoc Reviewer
Nair, S. R.	IIM Kozhikode Society & Management Review	Ad hoc Reviewer
Sensarma, R.	Journal of Accounting in Emerging Economies Risk Governance and Control: Financial Markets & Institutions Journal of Reviews on Global Economics	Editorial Board
Sensarma, R.	IIMB Management Review	Editorial Review Panel
Sensarma, R.	IIM Kozhikode Society & Management Review	Managing Editor
Sensarma, R.	Economic Modelling Vision: The Journal of Business Perspective International Journal of the Economics of Business Margin: The Journal of Applied Economic Research South Asian Journal of Management	Ad hoc Reviewer

FELLOWSHIPS/AWARDS/HONOURS

Balooni, K.	Invited as visiting scholar at Uppsala University, Sweden to take part in academic workshop, September 2015.
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ECONOMICS



Kausik Gangopadhyay



Kulbhushan Balooni



Leena Mary Eapen

FACULTY



Rudra Sensarma



Shubhasis Dey



Sthanu R. Nair



FINANCE, ACCOUNTING & 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
Jijo Lukose, P. J. Surenderrao Komera	Capital structure choice, information asymmetry, and debt capacity: evidence from India	<i>Journal of Economics and Finance</i>	2015
Rachappa Shette Sudershan Kuntluru Achalapathi, K.V.	Applying Benford's Law to Examine the Quality of Reported Income Numbers of Unlisted Firms	<i>International Journal of Economics and Finance</i>	2015
SSS Kumar	Participatory Note Investments: Do Indian Markets Need Them?	<i>Economic & Political Weekly</i>	2016

Komera, S. & Lukose, J. P. J. (2015). Capital structure choice, information asymmetry, and debt capacity: evidence from India. *Journal of Economics and Finance*, 39(4): 807-823.

We examine the relevance of the pecking order theory of capital structure among emerging market firms in the light of their debt capacity concerns. We consider the financing choices of all public listed Indian firms during 1992 to 2011 for the empirical analysis. The estimated annual pecking order coefficients range from 0.23 to 0.56, rejecting the argument that sample firms follow the pecking order while making their financing choices. We find that the pecking order theory fares poorly among firms that face higher asymmetric information costs. It is found to be performing relatively better among firms without debt capacity concerns. We also report an improvement in the pecking order coefficient once the concave nature of the relationship between debt issuances and financial deficit is considered. However, the pecking order approach when nested in the conventional leverage regression model, adds abysmally small amount of explanatory power. Overall, we argue that the pecking order theory fails to explain sample firms' financing choices

Shette, R., Kuntluru, S., & Achalapathi, K.V. (2015). Applying Benford's Law to Examine the Quality of Reported Income Numbers of Unlisted Firms. *International Journal of Economics and Finance*, 7(12): 211-218.

The present study makes an attempt to examine the quality of reported income numbers of unlisted firms in India. The Benford's Law is applied to examine the digital occurrence of reported income numbers of unlisted firms. The analysis is based on 43,996 reported annual income numbers of 22,147 sample firms during the financial years from 2000-01 to 2011-12. Further, the results are analyzed under four different scenarios viz., ownership, size, age and nature of industry. The empirical results show that the observed proportionate occurrence of zero is significantly less than the expected proportionate occurrence. These results are contrary to the findings of the related studies of listed companies. The results indicate lower quality of reported income numbers of unlisted firms. Based on the scenario analysis, the empirical results indicate that the proportionate occurrence of second single digits of state-owned unlisted firms confirm the Benford's Law. The present study contributes to the literature by examining the quality of reported income numbers of unlisted firms using the Benford's Law.

Kumar, S. S. S. (2016). Participatory Note Investments: Do Indian Markets Need Them? *Economic & Political Weekly*, 50(44): 92-97.

Investments through participatory notes in the Indian stock market have been a cause for concern for policymakers. It is argued that P-Notes did play a role in attracting foreign investments, when suitable instruments were unavailable in India. But, today, with new liquid contracts available in Indian equity markets, P-Notes serve no purpose other than providing anonymity to foreign investors, and a potential route for tax evasion. From statistical analysis, it was found that P-Note inflows/outflows seem to be determined by rupee -dollar exchange rate movements, and not by fundamental price-to-earnings ratios, or even sentiment indicators like put-call ratio and advances-to-declines ratio. Policymakers must discourage foreign institutional investors from moving to P-Notes to avoid tax, and in the long term P-Notes must be phased out--the first step could be setting caps on investments through P-Notes at the firm level and at an aggregate level as well.



OTHER/ FORTHCOMING PUBLICATIONS

AUTHOR	TITLE	CATEGORY	DETAILS	YEAR
Kuntluru, S. Shette, R. Korivi, S. R.	Readability of IPO Prospectus and Long Term Earnings Performance of Firms	Conference	<i>5th India Finance Conference</i> , IIM Calcutta, Kolkata, India, December 17-19.	2015
Ladha, R. S.	The Economics and Politics of Accreditation in a Developing Country	Conference	<i>Midwest Political Science Association Annual Conference</i> , Chicago, USA, April 16-19.	2015
Lakshman, C. Chi Vo, L. Ladha, R. S.	Is it ethical to pay CEOs for Downsizing? A Three-Country Study of the Impacts on Survivors vs. Victims	Conference	<i>Second Global Conference of International Human Resource Management</i> , Penn State, USA, May 14-15.	2015
Lakshman, C. Chi Vo, L. Ladha, R. S.	Equity Portfolio Incentives to CEOs for Downsizing: Differential Impacts on Survivors vs. Victims in Three Countries	Conference	<i>57th Annual Meeting of the Academy of International Business: Global Networks: Organizations and People</i> , Bengaluru, Karnataka, India, June 27-30.	2015
Bhagawan, P. M. Lukose, J.P. J.	The Determinants of Currency Derivatives Usage among Indian Non-financial Firms: An Empirical Study	Forthcoming Research Paper	<i>Studies in Economics and Finance</i>	2016
Komera, S. Lukose, J.P. 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>	2016
Lukose, J.P. J. Komera, S. Subhash, S.	Business group affiliation and Innovation in medium and high technology industries in India	Forthcoming Book Chapter	In Sidharthan N. S. & Narayanan K., <i>Technology: Corporate and Social Dimensions</i> . Springer	
Lukose, J.P. J. Sekhar, S. C	The Decision to Go Public: Does Business Group Affiliation Matter?	Conference	<i>52nd Annual Conference of The Indian Econometric Society</i> , IIM Kozhikode, Kerala, India, January 4-6.	2016
Lukose, J. P. J. Sekhar, S. C.	The Decision to Go Public: Does Business Group Affiliation Matter?	Conference	<i>NSE-IGIDR-CG Conference</i> , NSE Mumbai, India, January 21-22.	2016

Lukose, J. P. J. Shankar, R. L Bhagawan, P. M.	Corporate Derivatives Use, Leverage, and the Cost of Equity: An Empirical Study of Indian Non-financial Firms	Conference	<i>52nd Annual Conference of The Indian Econometric Society</i> , IIM Kozhikode, Kerala, India, January 4-6.	
Lukose, J. P. J. Bhagawan, P. M.	Corporate Derivatives Use, Leverage, and the Cost of Equity: An Empirical Study of Indian Non-financial Firms	Conference	<i>India Finance Conference</i> , IIM Calcutta, Kolkata, India, December 17-19	2015
Lukose, J. P. J. Komera, S. Subhash, S.	Does business group affiliation encourage R&D activities? Evidence from India	Conference	<i>India Finance Conference</i> , IIM Calcutta, Kolkata, India, December 17-19	2015
Priyesh, V. P. Balaji, G. Sharma, G.	Determinants of Stock Performance: Multivariate Statistical Analysis of Sensex Stocks	Conference	<i>Third Pan IIM World Management Conference</i> , Indian Institute of Management Indore, Madhya Pradesh, December 16-18.	2015
Ramprasath, L.	Role of stylized features in constructing better estimators	Forthcoming Research Paper	<i>Communications in Statistics - Theory and Methods</i> .	
Ramprasath, L.	Role of stylized features in constructing estimators for regime switching models	Conference	<i>52nd Annual Conference of The Indian Econometric Society</i> , IIM Kozhikode, Kerala, India, January 4-6.	2016
Ramprasath, L. Durairajan, T. M.	Estimating functions and equivariance for diffusion models	Forthcoming Research Paper	<i>Journal of Indian Statistical Association</i> .	
Thomas, S.	Risk Free Model for Risky Stock Market: Evidence from Indian Stock market. 15th Finance, Risk and Accounting Perspectives	Conference	<i>ACRN Oxford Academic Research Network</i> , Steyr, Austria, October 19-21.	2015

WORKING PAPERS

Kumar, M. Ladha, R. S. Jauhari, H. Shekhar, N.	Gender Perceptions and Organisational Climate: A Study of Two Structurally Different Large Organisations in India	2015
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Kumar, M., Jauhari, H., Ladha, R. S., & Shekhar, N. (2015). Gender Perceptions and Organisational Climate: A Study of Two Structurally Different Large Organisations in India. *IIMK/WPS/187/OB-HR/2015/023*.

In this study we observe the gender differences pertaining to perception of organizational climate. We have demonstrated that the perception of female employees in organized sector in India may no longer be restricted to feelings of despair and loss of hope as against what has been mostly the discourse at the national and international levels. We have demonstrated that these perceptions may not only be homogenous across organizations (i.e., socially determined) but in fact may also depend on the organizational structural contexts. Gender perceptions on identification and goal clarity were determined by larger social context as irrespective of the organization the mean scores of women respondents were significantly lower than those of male respondents. Women participants were perceived by their supervisors to indulge less in deviant behavior as compared to male participants. However, gender perceptions regarding perceived climate of welfare measures, outward focus of the organization, and fairness were contingent on the structural context of the two organizations in which our study was conducted. The two organizations differed significantly in their human resources practices. Although

limited in generalizability, the study incorporated a robust study design in the two large organizations; one a government utility and the other a private sector organization. Both the organizations had more than 10000 employees on their roles. We analyzed 545 responses from the government utility and 8853 responses from the private organization. Our findings may help managers understand the differences in the socially constructed perception of intervention mechanisms by men and women. This perception is further influenced by the organizational structure and norms. Managers could thus institute processes and procedures in ways which balance the needs of both genders.

MEMBERSHIP OF EDITORIAL BOARD/ REVIEW BOARD/ AD HOC REVIEW

Lukose, J. P. J.	IIM Kozhikode Society & Management Review	Associate Editor
Nair, A. S.	IIM Kozhikode Society & Management Review	Ad hoc Reviewer
Ramprasath, L.	IIM Kozhikode Society & Management Review	Ad hoc Reviewer
Shette, R.	IIM Kozhikode Society & Management Review	Ad hoc Reviewer
Thomas, S.	The Decision Journal Studies in Economics and Finance Vikalpa	Ad hoc Reviewer

FACULTY

FINANCE, ACCOUNTING & CONTROL



Abhilash Nair



Jijo Lukose P. J.



SSS Kumar



Pankaj Kumar Baag



Rachappa Shette



K. K. Ramesh



L. Ramprasath



Rani Ladha



Sony Thomas



Sudershan Kuntluru





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
Anupam Das Susan C. Herring	Greetings and interpersonal closeness: The case of Bengalis on Orkut	<i>Language & Communication</i>	2016

Das, A., & Herring S. C. (2016). Greetings and interpersonal closeness: The case of Bengalis on Orkut. *Language & Communication*, 47: 53-65.

This study investigates to what extent greetings on a social network site popular with South Asians are associated with the degree of interpersonal closeness of the users, educated middle class Bengalis in the United States. Computer-mediated discourse analysis, face-to-face interviews, and participant observation were employed to analyze the textual comments exchanged in 79 Bengali dyads. The analyses reveal a relationship between degree of social distance and frequencies of Bangla greetings when type of greeting (regular vs. ritualistic) and manner of expression (unmarked vs. intensified) are taken into account. However, some aspects of the interplay between interpersonal closeness and greetings can only be understood if cultural nuances and medium factors are taken into consideration.



OTHER/ FORTHCOMING PUBLICATIONS

AUTHOR	TITLE	CATEGORY	DETAILS	YEAR
Das, A.	Likeability Factors of Indian Feminist Television Advertisements: Myth vs. Reality	Invited Talk	<i>Graduate Program Colloquium Talk</i> , Department of Linguistics, Indiana University Bloomington, June 5.	2015
Das, A.	Likeability Factors of Indian Feminist Television Advertisements: Myth vs. Reality	Invited Talk	<i>Graduate Program Colloquium Talk</i> , Drexel Graduate Program in Communication, Culture & Media, Drexel University, May 5.	2015
Ramnath, A.	International networks and aeronautical engineering in late-colonial India: Hindustan Aircraft Limited, 1940-47	Conference	<i>Society for the History of Technology Annual Meeting</i> , Albuquerque, USA, October 8-11.	2015
Ramnath, A.	Race, Culture and the Ideal Engineer: The Public Works Department in India at the End of Empire	Invited Talk	North Carolina State University, USA, October 13.	2015
Ramnath, A.	International networks and the birth of aircraft manufacture in India: Hindustan Aircraft Limited, c. 1940-55	Invited Talk	<i>Research Seminar Series</i> , IIM Bangalore, February 12.	2016
Ramnath, A.	Industrial Experts in the Age of Indianisation: The European Engineering Firms of Calcutta, 1914-47	Workshop	<i>Mid-Term workshop of the international project titled 'ENGIND: Engineers and Society in Colonial and Postcolonial India</i> , Centre for Social Sciences, New Delhi, January 11.	2016
Sethi, D.	You-attitude in Managerial Communication & Spiritual Experience at Workplace: Can these be linked?	Conference Proceedings	<i>ICSM proceedings, International Conference on Spirituality and Management: Indigenous Models of Sustainability, Good Governance and Spiritual Transformation</i> , Indian Institute of Management, Bangalore, January 4-6.	2016
Sethi, D.	Nonverbal Communication in Doctor-Patient Interaction: Does it really matter? - A Case of India	Conference	<i>Criticare 2016</i> , Jaypee Palace Hotel & Convention Centre, Agra, February 5-7.	2016
Sethi, D.	Innovative Techniques in Teaching	Invited Talk	Institute of Business Management & Rural Development, Ahmednagar, Maharashtra, February 20.	2016
Sethi, D.	R.V. Lesikar, M.E. Flatley, K. Rentz, P. Lentz, and N. Pande, Business Communication: Connecting in a Digital World	Forthcoming Book Review	<i>IIM Kozhikode Society & Management Review</i> , 5(2)	2016

Sethi, D.	The You-Attitude & Spiritual Experience in the Workplace: Is there a Connection?	2016
Sethi, D. Seth, M.	Can Organizational Grapevine be Beneficial? An Exploratory Study in Indian Context	2016
Sethi, D.	Business Etiquette in China: Analysis Based On Literature Review	2016

Sethi, D. (2016). The You-Attitude & Spiritual Experience in the Workplace: Is there a Connection?
IIMK/WPS/193/HLA/2016/04.

In the words of Burkhardt & Nagai-Jacobson (2002), “Spiritual experiences can include being connected to a larger reality, yielding a more comprehensive self; joining with other individuals or the human community; with nature or the cosmos; or with the divine realm.” Communication – oral and written, is a significant skill in every context: personal, organizational, social. Interrelating with others through oral communication is crucial to the workplace and to spirituality. Comprehending and appreciating what others are explaining is essential to doing a good job, whether the communication is with coworkers or others. Apparently not all communication is spiritual, but understanding what others are saying is the basis for ascribing meaning and crafting a spiritual workplace. Written communication must be done well so that one’s ideas are clear to the receiver. Electronic communications can cause serious miscommunications at times. With regard to spirituality, written communication can be very significant. For example, journaling can be a perfect channel for people to facilitate them to deal with an idea or problem. A prudent written reference by a colleague for a job applicant can amount to the difference between being selected for the position or not. Written reports and other documents are strategic to the organizational success. One of the seven C’s of communication – Consideration also termed as you-attitude is one such facet that can lead an individual to having a more comprehensive self by connecting spiritually with other individuals (human beings). This paper tries to explore the effect of sender’s you-attitude in written communication on the receiver and makes an attempt to create a link between you-attitude and spiritual experience at the workplace.

Sethi, D., & Seth, M. (2016). Can Organizational Grapevine be Beneficial? An Exploratory Study in Indian Context.
IIMK/WPS/194/HLA/2016/05.



While exploring the existence of grapevine in organizations, the present work proposes specific recommendations for using the grapevine for the good of the organization. The proposed recommendations are based on the review of existing literature about the very premise of grapevine, and a survey conducted to explore the perception of managers regarding grapevine communication and its effectiveness. The findings of the paper implicitly point out towards the flexibility of grapevine and indicate that it is personal and can spread information more rapidly than the formal communication channels, which are highly documented. The study also provides recommendations to managers on the effective use of grapevine for organizational benefit.

Sethi, D. (2016). Business Etiquette in China: Analysis Based On Literature Review.
IIMK/WPS/196/HLA/2016/07.

Misunderstandings can easily risk any business deal in China. For novices beginning to come up to China, the long list of cultural dos and don’ts reasonably brings some shivers. Those new to China are told that they must understand the complex web that makes up a guanxi network, appreciate the tones in the Chinese concept of “face,” and be told about the refinement of Chinese communication styles. Even experienced people from China who probably understand the need to develop cross-cultural awareness and skills for doing business in China, find it difficult to determine how to develop those

skills and which ones are the most essential.

Along with comprehending key cultural concepts, it is important to understand cultural differences – particularly verbal and nonverbal communication styles – because so much misunderstanding shoots from misinterpretation of cues and gestures. It is equally important to know the nitty-gritty of Chinese etiquette, from proper banquet behaviour to gift-giving and business card exchange. It becomes all the more vital since the India-China trade and investment relations have expanded rapidly over the past few years signifying their potential and reciprocity.

The present study focuses on business etiquette in China and its importance with regard to forming an impression of an individual or a firm. The focus is limited to exchange of business cards, titles used in the country, dress code, gift giving, meeting etiquette, and negotiations. A review of available literature has been done in order to understand how etiquette plays an important role in business dealings in China. The findings of the paper implicitly point out that the business attempts in China largely depend upon certain nuances of etiquette. The paper also suggests an action plan that can be conscientiously followed with regard to etiquette in China. Based on literature review, the paper makes specific recommendations with regard to observing certain business etiquette in China; and is an attempt to highlight the fact that there are complete chances of making or marring an impression in China if the major aspect of communication i.e. etiquette is ignored.

MEMBERSHIP OF EDITORIAL BOARD/ REVIEW BOARD/ AD HOC REVIEW

Das, A.	IIM Kozhikode Society & Management Review	Associate Editor
Ramnath, A.	IIM Kozhikode Society & Management Review	Ad hoc Reviewer
Sethi, D.	IIM Kozhikode Society & Management Review	Ad hoc Reviewer



FACULTY

HUMANITIES & LIBERAL ARTS IN MANAGEMENT



Anupam Das



Aparajith Ramnath



Deepa Sethi



A. F. Mathew





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 and Social Impact of IT.

REFEREED JOURNAL PUBLICATIONS

AUTHOR	TITLE	JOURNAL	YEAR
Anindita Paul K. M. Thompson	"I Am Not Sure How Much It Will Be Helpful for Me": Factors for Digital Inclusion among Middle-Class Women in India	<i>The Library Quarterly</i>	2016
R Radhakrishna Pillai Anil Kumar G. Krishnadas N.	Role of Self-managing Leadership in Crisis Management: An Empirical Study on the Effectiveness of Rajayoga	<i>IIM Kozhikode Society & Management Review</i>	2015
Satish Krishnan John Lymm	Determinants of virtual social networks diffusion: Insights from cross-country data	<i>Computers in Human Behavior</i>	2016
Satish Krishnan AlSudiary M. A. T.	Cultural Practices and Virtual Social Networks Diffusion: An International Analysis using GLOBE Scores	<i>Journal of Global Information Technology Management</i>	2016
Sebastian M. P.	Assessing the adoption of a home health provisioning system in India: An analysis of patients	<i>Health Policy and Technology</i>	2016

Thompson, K., & Paul, A. (2016). "I Am Not Sure How Much It Will Be Helpful for Me": Factors for Digital Inclusion among Middle-Class Women in India. *The Library Quarterly*; 86(1): 93-106.

The ability of the individual to participate fully in society is increasingly tied to the ability to access and to use digital technologies in a meaningful way for social, political, and economic participation, making digital inclusion a key component of modern social justice. This article explores digital inclusion issues beyond physical access to digital information technology. The research is based on a series of in-depth interviews with women in Kerala, India, who have had access to digital information technologies for at least 5 years. The collected data were analyzed for evidence of factors beyond physical access to technology and basic literacy skills that affect information and communication technology access and use.

Pillai, R. R., Kumar, A., & Krishnadas, N. (2015). Role of Self-managing Leadership in Crisis Management: An Empirical Study on the Effectiveness of Rajayoga. *IIM Kozhikode Society & Management Review*, 4(1): 15-37.

Crises are common in the modern world and the value system of leaders plays a crucial role in effectively managing the crises. The role of self-managing leadership in crisis management is explored in this article. An empirical study is conducted to understand the effectiveness of the ancient self-management technique called Rajayoga. It is based on a sample survey among two groups—one group not practicing Rajayoga and the other group practicing Rajayoga. It is found that the inner powers and innate values have a positive correlation with crises management capabilities. Further, these capabilities and correlations are found to be stronger in a group of people practicing Rajayoga for self empowerment. The relationship between inner powers and innate values, the interactivity and proactivity among the inner powers, the relationship between the 'doing' powers and the 'being' powers are also confirmed through the study.

Krishnan, S., & Lymm, J. (2016). Determinants of virtual social networks diffusion: Insights from cross-country data. *Computers in Human Behavior*, 54: 691-700.

Utilizing Rogers' diffusion of innovation theory and Hofstede's typology of national culture as the guiding theoretical perspectives, this study examines the determinants of virtual social networks (VSNs) diffusion across countries. Specifically, this study proposes that VSN diffusion in a country is determined by the levels of its information infrastructure and human capital, which in turn are contingent on the national cultural dimension of uncertainty avoidance. By utilizing archival data from 56 countries, we examine (1) the direct effects of information infrastructure and human capital in a country on its VSN diffusion; and (2) the moderating effect of uncertainty avoidance on the relationships of information infrastructure and human capital in a country with its VSN diffusion. Our findings indicate that (1) information infrastructure and human capital in a country were positively associated with its VSN diffusion; and (2) uncertainty avoidance negatively moderated the relationships of information infrastructure and human capital in a country with its VSN diffusion. Our findings contribute to the knowledge base of VSNs by highlighting the contingent role of uncertainty avoidance, and provide indications to practice on managing VSN diffusion in a country by leveraging the effects of its information infrastructure and human capital.

Krishnan, S., & AlSudiary, M. A. T. (2016). Cultural Practices and Virtual Social Networks Diffusion: An International Analysis using GLOBE Scores. *Journal of Global Information Technology Management*, doi: 10.1080/1097198X.2016.1176386.

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.

Agarwal, N., Sebastian, M. P., & Agarwal, S. (2016). Assessing the adoption of a home health provisioning system in India: An analysis of patients. *Health Policy and Technology*, 5 (1): 74-83.

Unlike the developed countries, a home healthcare provisioning system (HHPS) is not widely prevalent in India. Our aim was to evaluate the knowledge, attitudes and perceptions of Indian patients in adopting the HHPS. We used a paper based and online survey for adults in India to conduct the study. We used bar and pie charts to represent the frequency distributions. We also conducted multivariate logistic regression analysis to understand the importance of the selected factors upon the dependent variables of interest, which include patient willingness to pay extra for utilizing services



through HHPS, willingness to pay extra for utilizing services during non-office hours, and willingness to enroll into HHPS. A total of 193 patients were surveyed (141 paper, 52 online). The study sample was comprised of 74 males and 119 females; 64.9% of males and 37.8% of females were interested in having routine medical check-ups through HHPS. In addition, 52.7% of the males and 31.9% of females were interested in utilizing services through HHPS during the weekends. A large proportion of patients (97.9%) were also open to utilizing a non-personal means of communication like telephone, email, SMS or video chat for simple follow-up queries. Furthermore, we noted that a significant proportion of patients (56.5%) were willing to enroll voluntarily, and 35.2% were willing to enroll for a free trial to obtain services through HHPS. Patient willingness for extra payment to obtain services through the HHPS was likely due to the patients desire to receive answers to follow-up queries through information and communication technology (ICT) (computer, email, text messages, or telephone call). Patients who believed that routine medical checkups are important in life were willing to pay extra for utilizing services through the HHPS. Young male patients were more likely to have medical checkups during non-office hours as compared with their female counterparts.

OTHER/ FORTHCOMING PUBLICATIONS

AUTHOR	TITLE	CATEGORY	DETAILS	YEAR
Abdulla, M. S. Villari, B. C.	Applications of Machine Learning to Business Problems: An introduction to effSAMWMIX Stochastic Multi-Armed Banzzdit Algorithm with its application to Stock Trading Scenario	Conference	<i>3rd Pan-IIM World Management Conference</i> , IIM Indore, Madhya Pradesh, India, December 16-18.	2015
Abdulla, M. S. Rekha, A. G. Ponnambalam, L.	Predicting Maritime Groundings Using Support Vector Data Description Model	Conference	<i>7th International Symposium on Intelligence Computation and Applications: ISICA 2015</i> , China University of Geosciences, South China Agricultural University, Guangzhou University, People's Republic of China, November 21-22.	2015
Krishnan, S.	Moderating Effects of Personality on Cyberloafing and Job Burnout	Conference	<i>International Conference on Management and Information Systems</i> , Bangkok, Thailand, September 18-20.	2015
Krishnan, S.	Payoffs of Technostress Creators: Evidence from Working Professionals	Conference	<i>International Conference on Management and Information Systems</i> , Bangkok, Thailand, September 18-20.	2015
Paul, A.	Usability of News Media	Invited Talk	<i>Graduate seminar (Mass Communication Theory and Research)</i> , J. William and Mary Diederich College of Communication, Marquette University, Milwaukee, USA.	2015
Paul, A.	ICT Adoption and Use Factors by Indian Women	Invited Talk	<i>PhD Seminar at University of Missouri</i> . School of Information Science and Learning Technologies, Columbia, MO, USA.	2015
Paul, A.	The Changing Role of Indian Women in the Information Age	Forthcoming Book Chapter	<i>Women's World Congress</i> – edited by Rekha Pande, Sita Vanka & Tutun Mukherjee.	2015
Chen, W. Paul, A. Kibaru, F. Ma, Y Saparova, D.	Navigating practical trade-offs during prototype testing	Book Chapter	<i>Encyclopedia of E-Commerce Development, Implementation, and Management</i> —edited by I. Lee.	2015

Paul, A. Thompson, K. Heinstrom, J.	Exploring Barriers to ICT Use by Middle Class Indian Women.	Conference	<i>Second Regional ITS Conference, Connectivity for All: Future Technologies, Markets and Regulation</i> , New Delhi, December 13-15.	2015
Paul, A. Thompson, K. Heinstrom, J.	After Access: An inquiry into ICT use factors for Indian women	Conference Proceedings	<i>Proceedings of the 78th ASIS&T Annual Meeting</i> , The Association for Information Science & Technology, Information Science with Impact: Research in and for the Community at St. Louis, USA, November 6-10.	2015
Pillai, R. R. Thomas, J.	Globalizing Indian Thought: Is There an 'Indian Way of Management'?	Editorial	<i>IIM Kozhikode Society & Management Review</i> , 4(1)	2015
Pillai, R. R. Sebastian, M. P. Ramachandran.L.	Making IT Happen @ BPCL Kochi Refinery: Defining New Paradigms of Operational Excellence through IT Transformation	Case Study	<i>ET Case</i> , Case ID: IT-1-0001, IT-1-0001A	2015
Pillai, R. R. Jayaprakash, P.	An Integrated Model For E-Waste Management In India Using Systems Thinking	Conference	<i>National Conference on E-waste Management</i> , XLRI Jamshedpur, India, January 13-14.	2016
Pillai, R. R. Jayaprakash, P.	Green ICT Process Management Maturity of Indian Organisations	Conference	<i>13th AIMS International Conference on Management (AIMS13)</i> , Indus Business Academy, Bangalore, India, December 19-21.	2015
Pillai, R. R. Jayaprakash, P.	Assessing Green IT Readiness: Experience from an Indian ICT Organization	Conference	<i>13th AIMS International Conference on Management (AIMS13)</i> , Indus Business Academy, Bangalore, India, December 19-21.	2015
Pillai, R. R. Jayaprakash, P.	Sustainable ICT Practices and CSR: An Analysis of Indian Scenario	Conference	<i>Global Summit on Corporate Social Responsibility</i> , India International Centre, New Delhi, India, May 15-16.	2015
Pillai, R. R.	Is the Gita Episode of Mahabharata Being Repeated to Re-Establish a Righteous Society? Practical Evidence of Self Transformation Based on the Divine Versions	Conference	<i>International Conference on Spirituality and Management: Indigenous Models of Sustainability, Good Governance and Spiritual Transformation</i> , IIM Bangalore, India, January 4-6.	2016
Pillai, R. R.	The Complementary Role of Science & Spirituality For a New World Order - The Golden Age	Conference	<i>National Conference on Ethics and Governance in Management</i> , Justice KS Hegde Institute of Management, Nitte, Karnataka, India, December 29-30.	2015
Pillai, R. R.	Integrating Science and Spirituality for Sustainable Development: A Case Study on Renewable Energy Systems	Conference	<i>International Conference on Spirituality and Management: Indigenous Models of Sustainability, Good Governance and Spiritual Transformation</i> , IIM Bangalore, India, January 4-6.	2016
Pillai, R. R.	India: The Next Decade - Role of the IIMs.	Panel Discussion	<i>3rd PAN IIM World Management Conference</i> , IIM Indore, India, December 16-18.	2015
Pillai, R. R.	E Commerce in Today's changing business	Invited Talk	<i>National Seminar on Internet Economy</i> , Amrita School of Arts and Science, Kochi, India, September 18-19.	2015

Sebastian, M. P. Kumar, P.	Understanding Digital Innovation in the Context of Developing Economy	Conference	<i>4th Annual Winter Global Business Conference 2016</i> , Tignes, France, February 1-6.	2016
Sebastian, M. P. Kumar, P.	Role of Information Systems/ Technology in the success and failure of Post-Merger Integration	Conference	<i>4th Annual Winter Global Business Conference 2016</i> , Tignes, France, February 1-6.	2016

CASE STUDIES

Pillai, R. R., Sebastian, M. P., & Ramachandran, L. (2015). Making IT Happen @ BPCL Kochi Refinery: Defining New Paradigms of Operational Excellence through IT Transformation. ET Case. *IT-1-0001, IT-1-0001A*.

Petroleum products touch the lives of people in many ways. From energizing the two wheelers that ride down the narrow lanes to fueling airplanes that cut across the skies making distances closer; from lighting homes in remote places of illuminating modern ones; and from charging industrial furnaces to lubricating a labyrinth of gears, the list is endless and over billions of lives are energized by petroleum products in one form or the other. Playing a pivotal role in energizing the life of Indians, Bharat Petroleum Corporation Limited (BPCL) is a leading player in the petrochemical sector in India, and is a Global Fortune 500 and Forbes 2000 company.

The refineries manufacture different petroleum products. Refining and Marketing are the core activities of BPCL. Kochi Refinery is one of the four Refineries of BPCL. Kochi Refineries Limited started operations in September 1966 and was a separate company till 2006. In the year 2006, Kochi Refineries Limited (KRL) was merged with Bharat Petroleum Corporation Limited.

This case study is about the IT transformational journey at BPCL Kochi Refinery for achieving operational excellence. The IT



journey at KRL started with an IT Master Plan followed by its implementation through various strategic and transformational IT projects. These include implementation of SAP, core refinery applications like Manufacturing Execution System (MES), Asset Integrity Management Systems (AIMS), Laboratory Information Management System (LIMS) and many refinery business process automation and compliance systems. Several innovative and best practices in IT planning, change management, just-in-time training methodology, special project organization and execution methodology, KPI formulation and monitoring, benefit evaluation and realization methods were some of the key Critical Success Factors (CSF) for the successful implementation. The structured methodology for the IT strategy planning and the unique framework adopted for ensuring guaranteed business benefits for the key projects are also discussed.

SESSION CHAIRS

Pillai, R. R.	Treating Organizational Members/Customers etc. as Economic Agents versus Social Beings. National Conference on Ethics and Governance in Management, Justice KS Hegde Institute of Management, Nitte, Karnataka, India, December.	2015
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Small Grant Research Projects Completed

Krishnan, S. (2015). Technostress and Job Outcomes: An Empirical Investigation. *SGRP/2015/86*.

Technostress is the phenomenon of stress caused by an inability to cope with the demands of organisational information-and-communication technologies usage. In this study, we developed and tested a model examining the payoffs of technostress creators. Specifically, the study theorizes the effect of technostress creators on first-order job outcomes namely, job engagement and job burnout. Subsequently, we examine the association of these first-order job outcomes with two second order dimensions of job outcomes namely, job satisfaction and turnover intention. Using data obtained from 214 working professional, we found general support for our proposed model.

Medium Grant Research Projects Ongoing

Krishnan, S. (2016). Sleep, Self-Control, and Cyber Incivility: A multi-method Study. *MGRP/2015/01*.

As information technology (IT) has advanced, employees have shifted an increasing amount of their interactions with each other to electronic means such as email, discussion boards, video conferencing, and short messaging service (texts). This has provided many benefits, including efficient and timely communication across vast distances (Alder, Noel, and Ambro, 2006). The efficiency, ease, and speed of these tools have made them not only increasingly popular media for communication (Kahai and Cooper, 2003), but also accepted fundamental components of interaction and networking (Krishnan and Lymm, in press). However, in addition to these benefits, electronic communication also presents potential drawbacks as well. Cyber incivility, defined as “communicative behavior exhibited in computer mediated interactions that violate workplace norms of mutual respect” (Lim and Teo, 2009, p. 419), can be a destructive force in the workplace. Indeed, those who experience cyber incivility are especially likely to engage in workplace deviance or quit their jobs (Lim and Teo, 2009).

To date, there is very little research on causes of cyber incivility in the workplace. Preliminary research on cyber incivility suggests that people may be more likely to engage in greater levels and harsher forms of incivility through computer mediated communication than in face to face interactions (Douglas and McGarty, 2001; Hmielowski, Hutchens, and Cicchirillo, 2014; Markus, 1994). Thus, with general workplace incivility on the rise (Porath, Gerbasi, and Schorch, in press), cyber incivility acting as potentially the most common form of incivility, and considering the harmful effects of cyber incivility,

this research makes urgent the need for theoretical advances.

Existing research on causes of incivility in general that might apply to workplace cyber incivility has focused on causes that are exclusively from within the work domain. For example, King, Dawson, West, Gilrane, Peddie, and Bastin (2011) found that organizational diversity influenced incivility. Walker, van Jaarsveld, and Skarlicki (2014) and van Jaarsveld, Walker, and Skarlicki (2010) found that negative events at work (in the form of customer service employees experiencing incivility from customers) influenced subsequent incivility by the employees. Although this research has been useful in making important initial steps in the incivility literature,

this approach of focusing on individual differences and organizational contexts promotes the implicit assumption that workplace incivility (and by extension workplace cyber incivility) is determined solely by workplace phenomena.

This study challenge the aforesaid assumption. Employees experience temptations to engage in cyber incivility, especially when experiencing negative events at work. This study posits that employees’ ability to resist this temptation and suppress urges to engage in workplace cyber incivility should be determined in part by their ability to exert self-control. Recent research indicates that self-control is a scarce resource that is restored while people sleep, such that after short nights of sleep people suffer a lack of self-control (for a review of this literature, see Barnes, 2012). Accordingly, this study proposes that sleep at home on a given night will influence cyber incivility the next day, with self-control as the causal mechanism. In other words, sleep is an important causal determinant of cyber incivility that originates from outside of the work context.



However, this study postulates an important boundary condition around this theoretical advance. Not everyone will experience temptations to engage in cyber incivility to the same degree. Individuals who are highly agreeable tend to be accommodating, acquiescent, affable, affectionate, altruistic, amiable, and approachable (Costa and McCrae, 1992). For highly agreeable individuals, there is much less of a temptation to engage in cyber incivility because such behavior is inconsistent with their natural inclinations. In contrast, those low in agreeableness tend to be abrasive, abusive, aggressive, acrimonious, altercative, antagonistic, and argumentative (Costa and McCrae, 1992), and should thus be more likely to have a natural inclination toward cyber incivility that must be suppressed. Therefore, this study expects agreeableness to moderate the indirect effect of sleep on daily incivility, such that the effect is especially powerful for those low in agreeableness and neutralized for those high in agreeableness.

Accordingly, the purpose of this study is to advance the cyber incivility literature by drawing from theory on sleep and self-control. As a result, this study strives to develop a self-regulation model of cyber incivility. Additionally, this study examines agreeableness as an important boundary condition to this theoretical advance. Taken together, the key research questions (RQ) that this study aims to address are as follows:

RQ1: Is there a relationship between sleep and cyber incivility?

RQ2: Is self-control a causal mechanism to explain the relationship between sleep and cyber incivility?

RQ3: Is agreeableness a significant boundary condition to explain the 'sleep, self-control, and cyber incivility' relationship?

Medium Grant Research Projects Completed

Paul, A. (2015). Role of ICT in Indian Women's Daily Lives. *MGRP/2013/01*.

Information and Communication Technology (ICT) adoption is constantly evolving in India. The Indian mobile phone market is third in ranking in terms of subscriptions and 30 percent of the world's mobile users live in India and China (Global mobile statistics, 2012). The Mobile Value Added Service market is expected to grow at a compound annual growth rate of 22.13 percent over the period 2013-2018 due to higher adoption of smartphones and tablets (Mobile Value Added Services, 2014). These figures suggest that ICT use in India is turning out to be an interesting phenomenon.



Simultaneous to development of ICT, the Indian society has undergone a process of transformation. Gender roles within and outside the family are changing with increase in employment opportunities for women that ICT has created (Sharma, 2003, as cited in Best & Maier, 2007). A recent Intel (2013) study reports that access to and use of the Internet is linked with feelings of empowerment and equity for women. ICT has the potential to contribute to social change and lead to higher social inclusivity (Thompson et al, 2014). Studies in developing countries have identified the need for regulators to encourage the analysis of the communication needs of women and encourage research and development to meet them (Gillwald, 2000; Best & Maier, 2007).

Personal computer application software (apps) and mobile apps that are geared towards meeting women's needs have begun to arise, such as those that enable location tracking with the help of global positioning systems (GPS) and can also send distress signals during times of emergency; biological necessities; personal interests can be handy for the Indian women, and so forth. With the evolving nature of ICT devices that enable easy access to wide range of information, there is a need to investigate how ICT is shaping women's lives. For example, Saxena (2009) has identified problems related to use of technology by women due to lack of women-friendly support services for maintenance and repair. In this context, studies that aim at documenting and analysing the women's use of ICT, can give useful input for designing, content development, support service development, marketing for ICT solutions directed for use by women. Such needs may range across different areas of e-government, e-health, e-learning, e-commerce and will enable increased participation of women in governance.

The research questions for the study are as mentioned below. The measurable outcomes of the study are in terms of the

impact ICT is creating in the lives of Indian women that can be at best measured by the meaning that ICT holds in the lives of the Indian women.

- What is the nature of information sought by Indian working women on a regular basis (Work related, Family, health, leisure, personal etc.)?
- What Information sources (man and machine) does the Indian woman go to when seeking information (friends, family, guardian at home/boss at office, Internet)?
- Where and How does ICT come into play in their information seeking process?
- What are their (Indian Working Women) perceptions of using ICT to influence their information seeking habits?

MEMBERSHIP OF EDITORIAL/ REVIEW BOARD/ AD HOC REVIEW

Krishnan, S.	Special Issue on “Ubiquitous IT and Collaborative Innovation” for Computers in Human Behavior, Volume 54, 2016	Guest Editor
Krishnan, S.	Pacific Asia Journal of the Association for Information Systems	Associate Editor
Krishnan, S.	Journal of Electronic Commerce in Organizations Journal of Global Information Technology Management	Editorial Review Board
Krishnan, S.	Computers in Human Behavior	Scientific Board
Krishnan, S.	IIM Kozhikode Society & Management Review	Associate Editor

FELLOWSHIPS/AWARDS/HONOURS

Jayaprakash, P., Kavitha, P. Ranjitha, G. P., Dixit, D. Jeesha, K.	Winner of Wipro Earthian sustainability award, February 2016
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FACULTY

INFORMATION TECHNOLOGY AND SYSTEMS



Anjan Kumar Swain



Anindita Paul



Mohammed Shahid Abdulla



R. Radhakrishna Pillai



Satish Krishnan



Sebastian M. P.



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
Atanu Adhikari Saurabh Bhattacharya	Appraisal of literature on customer experience in tourism sector: review and framework.	<i>Current Issues in Tourism</i>	2015
G Sridhar Prashanth Mishra Tinu Jain	Shopper's attitude and demographics influence on store patronage - a comparison of formal vs. informal food retail stores in India	<i>International Journal of Indian Culture and Business Management</i>	2015
Keyoor Purani Zhongqi Jin Richard Lynch Samaa Attia, <i>et al.</i>	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
Naveen Amblee	The impact of cleanliness on customer perceptions of security in hostels: A WOM-based approach	<i>International Journal of Hospitality Management</i>	2015
Naveen Amblee Rahat Ullah Wonjoon Kim Hyunjong Lee	From Valence to Emotions: Exploring the Distribution of Emotions in Online Product Reviews	<i>Decision Support Systems</i>	2016
Naveen Amblee	The impact of eWOM density on sales of travel insurance	<i>Annals of Tourism Research</i>	2016
Sanal Kumar Velayudhan Jayasankar Ramanathan	Consumer evaluation of brand extensions: Comparing goods to goods brand extensions with goods to services	<i>Journal of Brand Management</i>	2015

Adhikari, A., & Bhattacharya, S. (2016). Appraisal of literature on customer experience in tourism sector: review and framework. *Current Issues in Tourism*, 19 (4): 296-321.

A substantial body of literature has been built up in experience marketing. In spite of that there is no cohesive framework that has systematically examined antecedents, formation and implications of customer experience, or has classified different aspects of customer experiences. The purpose of this article is to derive an integrative review of published articles on consumer experience and its related topics. The study synthesizes the research on customer experience through two different but interrelated streams: (1) experience as a product attribute or a complete product and (2) consumer experience created due to customer interaction with the physical environment or people. This article develops a framework that corroborates literature related to (1) definitional aspects of customer experience, (2) formation of customer experience, (3) asserting

consumer psychology in engaging in the creation of experience and its consumption and (4) the effects of customer experience. We first review available prior research and present the salient features of these articles and their findings. The research gaps are then identified and a set of propositions provided, followed by directions for future research. This article also identifies some methodological issues that are relevant in the context of individual level effect on customer experience.

Sridhar, G., Mishra, P., & Jain, T. (2015). Shopper's attitude and demographics influence on store patronage - a comparison of formal vs. informal food retail stores in India. *International Journal of Indian Culture and Business Management*, 11(2): 203-218.

The study examines the influence of shoppers' demographic characteristics (age, income, and education) and their attitude towards product and/or retailer-related attributes on their store patronage behaviour in food retail context in an emerging market setting. The results indicate a clear distinction between formal and informal markets as measured through shoppers' orientation. Shoppers' retail patronage behaviour towards formal and informal food retail stores shows a distinct pattern. The study reveals that shoppers' preference for formal vs. informal retail location is influenced by their concern towards merchandise, safety, freshness, bargaining, service, and satisfaction from past experience. Additionally, demographics such as age, income and educational status also have a positive influence over shoppers' patronage behaviour.

Jin, Z., Lynch, R., Attia, S., Chansarkar, B., Gülsoy, T., Lapoule, P., Liu, X., Newbury, 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): 380-393.

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.

Ambler, N. C. (2015). The impact of cleanliness on customer perceptions of security in hostels: A WOM-based approach. *International Journal of Hospitality Management*, 49: 37-39.

While research has shown that security, cleanliness and location are key attributes when customers choose hostels, the relationship between these attributes has not been properly examined. We take a word-of-mouth (WOM) approach to study the relationship between these attributes using data from a leading hostel booking website. Based on our empirical study, we find that customer perceptions of hostel security are primarily determined by the cleanliness of the establishment, followed by its location.



Ullah, R., **Ambler, N. C.**, Kim, W., & Lee, H. (2016). From Valence to Emotions: Exploring the Distribution of Emotions in Online Product Reviews. *Decision Support Systems*, 81: 41-53.

Word-of-mouth (WOM) in the form of online customer reviews has received considerable attention by practitioners and academics. Prior literature has focused more on the understanding of the phenomenon using the frequency or overall rating/valence information of WOM, while questions on how firms can potentially use or design online WOM platforms and benefit from it based on the content of WOM are still open, and need more attention from researchers. In addition, an important antecedent for the generation of word-of-mouth is a strong emotional imbalance known as schema discrepancy, which is considered to trigger the consumer to post a customer review online. However, only a limited number of studies to date have actually examined the emotional content of reviews to validate this line of reasoning. To fill this gap, we analyzed the emotional content of a large number of online product reviews using Natural Language Processing (NLP) methods. We find that there is a difference in the emotional content of reviews across search and experience goods in the early stages of product launch. However, interestingly, these differences disappear over time as the addition of reviews reduces the information asymmetry gap. This suggests that traditional experience goods are evaluated more like search goods in online environments, because consumers can easily evaluate attributes of products prior to purchase based on the reviews accumulated. In addition, we find that more extreme reviews have a greater proportion of emotional content than less extreme reviews, revealing a bimodal distribution of emotional content, thereby empirically validating a key assumption that underpins much of the extant literature on online WOM. Furthermore, reviews have a greater proportion of positive emotional content within positive extreme ratings as compared to negative emotional content within negative extreme ratings which is a major factor in online WOM generation, and helps explain the commonly observed J-shaped distribution of reviews. Our findings suggest important managerial implications regarding product development, advertisement, and platform design using WOM content.

Ambler, N. C. (2016). The impact of eWOM density on sales of travel insurance. *Annals of Tourism Research*, 56(C), 137-140.

Ramanathan, J., & **Velayudhan, S. K.** (2015). Consumer evaluation of brand extensions: Comparing goods to goods brand extensions with goods to services. *Journal of Brand Management*, 22(9): 778-801.

Studies in literature on consumer attitude toward the brand extension, and revision of attitude toward parent brand have focused on the influence of a variety of factors concerning parent brand, fit between the parent brand and extension, extension product category and consumer characteristics. In all such studies, the brand that is extended and the extension product category are both either goods-intensive offerings (GG brand extension) or services-intensive offerings (SS brand extension), and researchers have observed paucity of studies on brand extension from goods-intensive offerings to services-intensive offerings (GS brand extension), and services-intensive offerings to goods-intensive offerings (SG brand extension). In this study, the influence of factors concerning parent brand and fit between the parent brand and extension are contrasted between GG and GS brand extensions. Using survey design, data was collected from individual consumers recruited from households in two Indian cities, and analysis of the data was performed using a structural equation modeling approach. The findings from this study suggest that brand extensions from goods to goods is preferable to brand extensions from goods to services under some conditions, such as when quality variance across brand portfolio is high and when product category fit is present.



OTHER/ FORTHCOMING PUBLICATIONS

AUTHOR	TITLE	CATEGORY	DETAILS	YEAR
Adhikari, A. Chakrabarthy, R.	Effect of Gender of the Co-Buyer on Attention Arousal, Shopping Attentiveness & Outcome Apprehension.	Conference	<i>Informs Marketing Science conference</i> , Maryland, USA, June 16-18.	2015
Adhikari, A. Brown, T. J. Sutler, T.	Marketing Research (4LTR series)	Text Book	Cengage Publication	2016
Adhikari, A. . Roy, S.	Strategic Marketing Cases in Emerging Economies	Forthcoming Book	Edited Book by Springer	2016
Amblee, N. C.	A conceptual framework on the role of online word-of-mouth on opinion formation and decision making.	Conference	<i>Fourth International Conference on Advancement of Development Administration- ICADA 2015</i> , Bangkok, Thailand, May 28-30.	2015
Amblee, N. C.	An in-depth analysis of the website preferences of online users in India.	Conference	<i>Fourth International Conference on Advancement of Development Administration- ICADA 2015</i> , Bangkok, Thailand, May 28-30.	2015
John, L. Lyngdoh, T.	Green Supply Chain Coordination: A Literature Review	Conference	<i>4th Annual International Sustainability Conference (SusCon)</i> , IIM, Shillong, Shillong, March 11-13.	2015
Lyngdoh, T.	J.A. Quelch and K. Jocz, Greater Good: How Marketing Makes for Better Democracy	Book Review	<i>IIMK Society & Management Review</i> , 4(1): 73-75.	2015
Lyngdoh, T. Sridhar, G.	Asia Cleanest Village-Mawlynnong	Conference	<i>North American Case Research Association (NACRA)</i> , North American Case Research Association (NACRA) at Orlando, Florida US, October 8-10.	2015
Lyngdoh, T. Sridhar, G.	Promoting Stewardship Behaviour among Salesperson: A Relationship Marketing Perspective	Conference	<i>5th Annual International Sustainability Conference (SusCon)</i> , IIM, Shillong, Shillong, March17-19.	2016
Jayasankar, R. Purani, K.	Attitude to Corporate Brand: Conceptualizing Spill over Effects across Various Markets.	Conference	<i>Third Annual International Colloquium on Branding, Athens Institute for Education and Research (ATINER)</i> , Athens, Greece, July 27-30.	2015
Purani, K.	Strengthening Brand IIM	Non-Refereed	<i>The Financial Express</i> , August 17.	2015
Purani, K. Sensarma, R.	Communication-the Name of the Game	Non-Refereed	<i>The Hindu Business Line</i> , August 15.	2015
Purani, K. Gopinath, S. Sensarma, R.	Editorial, Special Issue: Indian Management and the Global Business.	Non-Refereed	<i>Journal of Indian Business Research</i>	2015

Sahadev, S. Purani, K. Malhotra, N.	Boundary spanning elements and the marketing function in organizations: Concepts and empirical studies	Edited Book	Springer, Switzerland.	
Sahadev, S. Purani, K. Nair, S. K.	The Mediating Role of Role Stress in the Relationship Between Goal Orientation and Job Satisfaction Among Salespersons: An Empirical Study.	Book Chapter	<i>Boundary Spanning Elements and the Marketing Function in Organizations</i> (pp. 81-97). Springer International Publishing.	2015
Purani, K.	Impex–Restructuring Sales Organization	Case Study	<i>Case Studies in Sales and Distribution Management</i> (pp. 341-352). Vikas Publishing.	2015
Sridhar, G.	‘AASU’ Malleshram.	Case Study	IIMK/CS/35/MM/2016/01	2016
Sridhar, G. Lyngdoh, T. Narayanamurthy, G.	Tea that Transforms Lives: A Case of Mawlyngot’s Tea Growers Cooperative Society.	Conference	<i>Sustainable Business Models, SBM Forum</i> , New Delhi, May 29.	2015
Thomas, J. Krishnan, T. N.	Hindustan Unilever Limited: Aligning talent strategy to address marketing challenges (A).	Case Study	IIMK/CS/34/OBHR/2015/02	2015
Thomas, J. Pillai, R. R.	Globalizing Indian Thought: Is There an ‘Indian Way of Management’?	Editorial	<i>IIM Kozhikode Society & Management Review</i> , 4(1)	2015
Unnithan, A. B. Sudhir, S.	Marketing Reborn Traditions, Trends and Techniques.	Conference	<i>Third International Communication Management Conference ICMC, MICA, Ahmedabad, India, February 18-20.</i>	2016
Yadav, J. K.	Adventure Tourism (description of concept, trends, and types of travelers)	Forthcoming Book Chapter	<i>The SAGE International Encyclopedia of Travel and Tourism.</i>	2017
Yadav, J. K.	Passenger Air Tariff (PAT) (description of what it is and how it impacts travelers)	Forthcoming Book Chapter	<i>The SAGE International Encyclopedia of Travel and Tourism.</i>	2017
Yadav, J. K.	Memorable Tourism Experience and Post-Experiential Outcomes	Conference	<i>Global Business Conference Winter (2016)</i> , Innovation Institute, Croatia; Tignes, France, February 1-5.	2016



CASE STUDIES

Sridhar, G. (2016). 'AASU' Malleshham. *IIMK/CS/35/MM/2016/01*.

Krishnan, T. N., & Thomas, J. (2015). Hindustan Unilever Limited: Aligning talent strategy to address marketing challenges (A). *IIMK/CS/34/OBHR/2015/02*.

Hindustan Unilever Limited (HUL) a subsidiary of Unilever was India's largest Fast Moving Consumer Goods company with a sales turnover of Rs. 163 billion and net profit of Rs. 21B in 2008. Although HUL recorded CAGR of sales by 22% and profits by 32% in the nineties its sales grew only by a CAGR 4.96% and net profits by 7% during the 1999-2008 period. The stagnating sales during the 2001-2004 period and the increasingly turbulent environment in the growing Indian consumer market demanded HUL to take corrective action in its people management strategy and practices to attain its organizational growth and profitability objectives. The case describes the marketing and HR initiatives taken by HUL during the period from 1999 to 2008. Participants are required to assess the impact of the different change initiatives made and suggest possible changes in Talent Management initiatives to attain HUL's objectives.

SESSION CHAIRS

Adhikari, A.	Pricing and Price Related Issue. <i>Academy of Marketing Science World Marketing Congress, Academy of Marketing Science, Bali, Italy, July</i>	2015
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RESEARCH PROJECTS

Small Grant Research Projects Ongoing

Adhikari, A. (2015). Bundling of emotions with product features in advertising: An exploratory study. *SGRP/2015/81*.

Previous research in personal psychology shows that there are 28 emotions felt by individuals (Russel 1980). These dimensions are distress, excitement, happy, gloomy etc. Further research also found evidence that these dimensions are interrelated in systematic manner and can have their effect displayed during human interactions. In other words these dimensions, if plotted in a multidimensional space, would produce a circular co-ordinate where one vector of emotion can have effect on the other.



Another body of literature studying neural marketing found the evidence of dynamic emotion recognition system where these emotions were factored down to 8 distinctive tendencies with the Dynamic Emotion Recognition system (Khosrowabadi et al 2010) In the present study we want to see the bundled impact, when combinations of the products and emotions are used for advertisement. We argue that different consumer's emotional states are recognizable by measuring and interpreting of human physiological signals. Relying on previous literature that shows emotions have a serious effect on consumer's perceptions and actions, we state that bundle of human emotion with particular product category would have distinct effect on consumers' perception about the product and their willingness to buy.

In this study we propose to investigate the bundling effect of the Emoticons with the products. Marketing research suffers from paucity of research connecting human emotion bundling with consumer behavior. This study will be an exploratory study to fill this gap. It will help the advertisement industry to define the campaigns according to the product category of the product they are working around. It will also help the marketer in positioning and repositioning product by way of connecting the human emotions with the product category they want to market. This work can be further developed by getting the segregation across geographies, demographics and economies to do further research for defining a perfect model for the Marketing Industry to induce Promotion strategically.

Krishnan, O. (2015). Marketing Barrier free Tourism in Kerala: Challenges and Opportunities. *SGRP/2015/85.R1*.

- To understand the needs and challenges faced by both the service providers as well as disabled travelers in developing segments to enhance Barrier free tourism
- To operationally define the segment targeted and develop a framework which overcomes barriers of the structural and intra-personal nature

Barrier free tourism has emerged as a significant area of research and can influence the policy decisions in tourism sectors of many countries (Prager 1999, Ozturk et al 2008). There is a general consensus that although the disabled population is a substantial group in size, aspirations and purchasing power, huge gaps are demonstrated in creating disabled friendly environment for attracting tourists. The debates in research get lost in the definition of disabled and classification which complicates the efforts of segmenting the market by the various stakeholders. Through this work we attempt to address the concern of operationally defining this important segment targeted and thereby making the job of destination marketers more productive and meaningful in this industry.

Research Questions:

- How to promote places which partially or poorly comply with mandatory standards required for physically disabled tourists in developing countries.
- How to target and segment the disabled population based on the nature (market positioning) of tourist destinations

We acknowledge the resource constraints of developing nations for implementing the universal design for overcoming the barriers of disabled. Rather than using accessible audit for ranking the destinations, it can be more creatively used for segmenting, targeting and positioning of current tourist places in the field of study namely the state of Kerala. More disabled can be attracted through word of mouth and internet which is indeed a relief for resource constrained destination marketers in developing countries (Ray, NM & Ryder ME 2002). It is to be noted that most of



the research work also concentrated on the structural barriers (Burnett and Bender- Baker, 2001) like infrastructure and related promotions (Israeli's 2002) rather than a holistic approach. Contrary to earlier literature we strongly feel the requirement of segmentation for addressing the concerns of customer needs and marketing requirement of tourism industry in tapping this market potential. An attitude model will be developed to help in devising specific market strategies to bring in positive attitude change among the disabled and influencing their behaviour. The segmentation attempted would help destination marketers in steering away from dealing with both external and internal constraints simultaneously and enhance branding opportunities.

The literature available mainly caters to the attitude of the disabled persons concentrating on the challenges faced by the disabled in visiting tourist destinations. The barriers addressed are in general classified as intrapersonal (attitude), interpersonal (disabled–Service provider) and structural (infrastructure). Our work will focus on developing destinations for the disabled with resource constraints as most of the developing countries have to go a long way in overcoming infrastructure barriers. An important deviation in the study is the use of access audit for segmentation rather than ranking the destinations based on universal design.

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

Business incubators provide both tangible as well as intangible support to fledgling startups. Although the first incubator was opened in Batavia Industrial Centre in US in 1959 the business incubation industry witnessed rapid growth in nineteen eighties. It was in this period that the need of innovative new businesses and entrepreneurship to spur economic growth was recognized. In recent years, incubators have been set up in Asia and Australia part from those in US and

Europe. Number of incubators in the world is estimated to be between 7000 and 15000; considering an average of 1-2 incubators for a million population. According to NBIA there are 1250 business incubators in USA (reported in 2012) and in UK, according to UKBI, 300 business incubators. infodev (a global multi donor program in the World Bank group) has estimated 2000 incubators in China, India and South East Asia combined. The business incubator centers especially in the last three decades has not just grown in numbers but at the same are making significant impact on promoting entrepreneurship, employment generation and economic growth.

In India 120 incubators which includes 40 science and technology entrepreneur parks, have nurtured over 1150 entrepreneurs by year 2008. National Science and Technology Entrepreneurship Development Board (NSTEDB) launched the Science and Technology Entrepreneurs Parks (STEP) in the early 1980's, and the Technology Business Incubators (TBI) in the beginning of 2000. 9 NSTEDB has so far created 53 TBIs in collaboration with premier academic and research institutes with an investment of Rs. 100 crores and the cumulative revenue generated by these incubated enterprises now stands at Rs. 595 crores.

The TBI at NIT Calicut was set up in 2003 with support from Department of Science and Technology, Govt of India with the following objectives: (i) To provide Regional Development through nurturing the growth of technology based small enterprises and generation of highly skilled employment. It helps in incubating knowledge based startups into sustainable business by providing specialized guidance, critical support, innovative financing and networking support within an affordable and well equipped workspace. (ii) To assist the units to identify and evaluate the technology and know-how.



(iii) To help the entrepreneur to conduct their feasibility study, project appraisal, market research and economic study. (iv) To help the units to train their employees to improve their technical and management skills.

Research Objectives:

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.

The learning objective of the case and the courses/ target audience it could be relevant are mentioned below

Learning Objective

To understand the role of an incubator from the perspective of an entrepreneur, incubators and the economy at large as well as the challenges in managing an incubator.

(i) What role could TBI play in the development of NITC students, its industry interaction as well as providing opportunity for faculty to engage with real life problems in collaboration with industry as well as students?

(ii) How can TBI better help budding entrepreneurs with adequate support to get them started?

(iii) What role could such technology incubators possible play in the development of the national economy by contributing to entrepreneurship development and employment generation?

Courses / Target audience the case would benefit

The case could be used in entrepreneurship course in post graduate management programs or management development program targeted at technical institutes management/ faculty as well as new ventures/ small business funding agencies both public as well as private.

WORKING PAPERS

Adhikari, A. Sinha, R. K.	Pricing for Online-Retailing: Exploring the influence of Price Dispersion and Price Distribution on Internal Reference Price (IRP) and Price-Attractiveness	2016
Unnithan, A. B. Sudhir, S.	Rumour Sharing in the Marketplace: A Manifestation of Anxiety, Arousal, and Valence	2016

Sinha, R. K., & Adhikari, A. (2016). Pricing for Online-Retailing: Exploring the influence of Price Dispersion and Price Distribution on Internal Reference Price (IRP) and Price-Attractiveness. *IIMK/WPS/192/MM/2016/03*.

A typical online retailer simultaneously offers a number of somewhat similar product choices with different prices at one place. Exposure to different prices at one place results in the occurrences of price dispersion and price distribution. We found little research related to price dispersion and price distribution in the marketing discipline. This paper is an attempt to enhance our understanding of influences of price dispersion and price distribution on buyers' perceived overall price-attractiveness of a portfolio of somewhat similar product-choices. This study draws from reference dependent model of loss aversion to develop its theoretical framework. It also suggests that statistical mean of price distribution can provide better understanding of reference price in comparison to simple arithmetic mean and range, especially in the context of online retailing where great deal of price information is easily available at one place.

Sudhir, S., & Unnithan, A. B. (2016). Rumour Sharing in the Marketplace: A Manifestation of Anxiety, Arousal, and Valence. *IIMK/WPS/197/MM/2016/08*.

Rumours have always been an interesting aspect of investigation in interpersonal communication. Rumours can potentially affect perceptions about the product and brand images, rumours cause changes to the credibility of the brands, and affect customer loyalty. In recent years, there have been many rumours that have emerged in the marketplace and have created drastic effects on the marketing scenario. Nevertheless, despite the importance of rumours, there has been little attention paid to rumour research in the marketing context. This paper explores the effect of consumer's state anxiety and arousal on the consumer's intention to share a rumour. Furthermore, the paper explores the role of rumour valence in the aforementioned relationships. Following a quasi-experimental approach, the study collects data from 394 respondents

and explores the role of anxiety, arousal, and rumour valence in rumour propagation. A Partial Least Squared based Structural Equation Modelling (PLS-SEM) is conducted to understand the role of the aforementioned variables. Results of the study indicate that both state anxiety and arousal have a significant positive relationship with the consumer's intention to share the rumour. Furthermore, the results also indicate a moderating effect of rumour valence to these relationships; which signify higher propensity for the consumer to share negative rumours as compared to positive rumours.



MEMBERSHIP OF EDITORIAL/ REVIEW BOARD/ AD HOC REVIEW

Adhikari, A.	Journal of Agribusiness in Developing and Emerging Economies	Editorial Board
Adhikari, A.	American Marketing Association conference	Ad hoc Reviewer
	International Journal of Hospitality Management	
	Cornell Hospitality Quarterly	
	Annals of Tourism Research	
	Current Issues in Tourism Journal	
	European Journal of Marketing	
Amblee, N. C.	IIM Kozhikode Society & Management Review	Managing Editor
Amblee, N. C.	Emerald Emerging Markets Case Studies	Ad hoc Reviewer
	Decision Support Systems	
	Journal of Management Information Systems	
	International Journal of Electronic Commerce	
	European Journal of Marketing	

Lyngdoh, T.	24th European Conference on Information Systems (ECIS)	Ad hoc Reviewer
Purani, K.	Internal Business Review Journal of Indian Business Research AMA Winter Conference 2016 IIM Kozhikode Society & Management Review	Ad hoc Reviewer
Thomas, J.	IIM Kozhikode Society & Management Review	Ad hoc Reviewer
Thomas, J.	IIMB Management Review Journal of India Business Research	Editorial Board
Unnithan, A. B.	Journal of Services Marketing International Journal of Services and Operations Management World Journal of Entrepreneurship, Management and Sustainable Development	Reviewer
Unnithan, A. B.	AMA Marketing Conference	Ad hoc Reviewer

FELLOWSHIPS/ AWARDS/ HONOURS

Sunil, S. Sudershan, S. Purani, K.	Winner, Emerald Literati Network Awards for Excellence, Emerald Publishing, 2015.
Lyngdoh, T. Narayanamurthy, G. Sridhar, G.	Case study titled “Tea that Transforms Lives: A Case of Mawlyngot’s Tea Growers Cooperative Society” awarded runner up prize in the case writing contest, and was awarded INR 50,000. An honorarium of INR 30,000 was also awarded initially to the shortlisted participants, <i>Sustainable Business Models</i> , SBM Forum, New Delhi, May 29.
Lyngdoh, T.	Awarded Paul R. Lawrence Fellowship 2015 and a grant of \$1,800 for attending the 2015 annual meeting of the North American Case Research Association (NACRA), October 8-10, 2015.

FACULTY

FACULTY -MARKETING MANAGEMENT



Atanu Adhikari



Joffi Thomas



Joshy Joseph



Keyoor Purani



Naveen C. Amblee



Omkumar Krishnan



Sanal Kumar Velayudhan



G. Sridhar



A. B. Unnithan

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 Balram Sankaran	Commercializing academic research in emerging economies: Do organizational identities matter?	<i>Science and Public Policy</i>	2015
Manoranjan Dhal	HR Practices & Union Management Relationship.	<i>Indian Journal of Industrial Relations</i>	2015
T. N. Krishnan Debabrata Chatterjee	Sustaining a social enterprise: Palash eye hospital	<i>Asian Case Research Journal</i>	2015



Chatterjee, D., & Sankaran, B. (2015). Commercializing academic research in emerging economies: Do organizational identities matter? *Science and Public Policy*, 42(5): 599-613.

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.

Dhal, M. (2015). HR Practices & Union Management Relationship. *Indian Journal of Industrial Relations*, 50(4): 652-666.

While unions are struggling with issues like loss of membership, lack of mature leadership, managements are challenged by the technology and cost factors of business. Though both the parties try to maintain an amicable relationship to sustain and grow, the HR practices are considered to be a threat for the unions. This paper based on a survey responses from 640 respondents conducted in manufacturing industries across different sectors in Odisha tries to explore the perception of workers, trade union leaders and managers about the HR practices and the union management relationship, and the impact of the former on the later.

Chatterjee, D., Krishnan, T. N., & Tandon, A. (2015): Sustaining a social enterprise: Palash eye hospital, *Asian Case Research Journal*, 19(2): 231-258.

Palash Eye Hospital was established with the aim of providing free eye care to the poor and affordable treatment to individuals with paying capacity in Calicut district of the State of Kerala in Southern India. Starting as the only specialty eye hospital of its kind in 1999, the hospital had grown over the last 10 years. It was operated on a cross-subsidy model where revenues from paid services were used for providing free treatment and funding expansion plans. The hospital was being managed by Palash Eye Care Trust while its community outreach activities were being handled by Palash Eye Care Society.

With the entry of new commercial eye hospitals in the region, the hospital was facing competition for skilled resources and was falling behind on efficiency. The growth of the hospital was not accompanied with a corresponding development of structures and processes. The hospital was being run on the basis of informal relationships which could not be depended upon to manage a growing enterprise. Administrative control of the hospital lay in the hands of the Trust and Society members and was not shared with the medical staff. This had resulted in dissatisfaction on the part of doctors who wanted to be involved in the hospital administration in order to professionalize and increase hospital efficiency.

Consequently, a conflict of interests emerged between the Trust and Society members on the one hand and the doctors on the other. Lack of established operating processes, career growth avenues, and reward and recognition systems was also creating discontent among the paramedical staff.

At the same time, the failing health of the founder chairman was not allowing him to be actively involved in the hospital activities. Being a member of both the Trust and the Society, he was managing the interests of both groups in the hospital. In view of his decreased role, the problem of developing new interlocking mechanisms between the Trust and the Society was surfacing.



OTHER/ FORTHCOMING PUBLICATIONS

AUTHOR	TITLE	CATEGORY	DETAILS	YEAR
Azeez, N.	“How do I share knowledge?”: Factors influencing an individual’s choice of knowledge sharing mode	Conference	<i>International Conference on Organizational Knowledge, Learning and Capabilities (OLKC)</i> , Milan, Italy, April 10-11.	2015
Dhal, M.	Breaking the Labour Union Logjam	Non-refereed	<i>Human Capital</i> , April	2016
Dhal, M.	Unlocking Labour Reforms in India	Non-refereed	<i>Business Labour Trend</i> , Japan Institute of Labour Policy and Training, Tokyo, Japan, January.	2016
Chatterjee, D.	Bridging institutional voids in innovation for emerging Asian economies: The institutional entrepreneurship of University Research Centers	Conference	<i>DRUID-Asia Conference</i> , National UnivZersity of Singapore, Singapore, February 23-25.	2016
Chatterjee, D.	Organizational Intellect-Sharpening, Enriching, and Leveraging	Non-refereed	<i>Human Capital</i> , February.	2016
Jacob, M.	Envy in Workplace: An Empirical Examination of Perceptions and Performance of Envious Employees	Conference	<i>3rd PAN IIM World Management Conference</i> , IIM Indore, Madhya Pradesh, December, 16-18.	2015
Krishnan, T.N. Thomas, J.	Hindustan Unilever Limited: Aligning talent strategy to address marketing challenges (A)	Case Study	<i>IIMK/CS/34/OBHR/2015/02.</i>	2015
Venugopal, A. Krishnan, T.N.	Management of contradictory innovation choices in small firms	Conference	<i>British Academy of Management Conference 2015</i> , University of Portsmouth, UK, September 8-10.	2015
Venugopal, A. Krishnan, T.N.	Exploring the effect of the top management team processes on the financial and ambidextrous performance of new technology firms in India	Conference	<i>R and D Management Conference 2015</i> , Pisa, Italy, June 21-25.	2015
Venugopal, A. Krishnan, T.N.	Mapping the Enterprise Social Network (ESN) Spectrum in Knowledge Management and Product Innovations	Book Chapter	Ed Goel, A., Singhal, P. <i>Product Innovation through Knowledge Management and Social Media Strategies</i> . IGI Global: Pennsylvania, USA.	2015
Tandon, A. Nair, U. K.	Organizational Learning in Social Enterprises: Navigating Implicit and Dynamic Boundaries	Conference	<i>Academy of Management Proceedings. OMT Division, Annual Meeting of the Academy of Management</i> , Vancouver, BC, Canada, August 7-11.	2015
Tandon, A. Nair, U. K.	Enactment of knowledge brokering: Agents, roles, processes and the impact of immersion	Conference	<i>Academy of Management Proceedings. MOC Division, Annual Meeting of the Academy of Management</i> , Vancouver, BC, Canada, August 7-11.	2015
Rajeev, P. N. Kalagnanam, S.	Implications and Implementation Challenges of India’s Mandatory CSR Policy	Conference	<i>Global Summit on Corporate Social Responsibility</i> , IIM Raipur, IICA & NLU, New Delhi, May 15-16.	2015
Rajeev, P. N. Sinha, A. S.	Courting Chaos (A Day in the life of a District Judge in India).	Case Study	<i>IIMK/CS/33/SM/2015/01.</i>	2015

Rajeev, P. N. Kalagnanam, S. Mitra, S.	India's Mandatory CSR: New Opportunities or Challenges for NGOs?	Case Study	William Davidson Institute, University of Michigan, United States.	2015
Rajeev, P. N. Kalpathi, S.	Let's play: Using Improv games in change management training.	Forthcoming Researchpaper	Industry and Higher Education.	
Rajeev, P. N.	Planet 50-50 by 2030: Stepping it up for Gender Equality	Invited Talk	The ICAR- Indian Institute of Spices Research, Kozhikode, Kerala, India, March 8.	2016
Rajeev, P. N.	CSR challenges and response strategies: Interface Workshop	Workshop	CIGI, Kozhikode, Kerala, India, February 5.	2016

CASE STUDIES

Krishnan, T. N., & Thomas, J. (2015). Hindustan Unilever Limited: Aligning talent strategy to address marketing challenges (A). *IIMK/CS/34/OBHR/2015/02*.

Hindustan Unilever Limited (HUL) a subsidiary of Unilever was India's largest Fast Moving Consumer Goods company with a sales turnover of Rs. 163 billion and net profit of Rs. 21B in 2008. Although HUL recorded CAGR of sales by 22% and profits by 32% in the nineties its sales grew only by a CAGR 4.96% and net profits by 7% during the 1999-2008 period. The stagnating sales during the 2001-2004 period and the increasingly turbulent environment in the growing Indian consumer market demanded HUL to take corrective action in its people management strategy and practices to attain its organizational growth and profitability objectives. The case describes the marketing and HR initiatives taken by HUL during the period from 1999 to 2008. Participants are required to assess the impact of the different change initiatives made and suggest possible changes in Talent Management initiatives to attain HUL's objectives.

Sinha, A. S., & Rajeev, P. N. (2015). Courting Chaos (A Day in the life of a District Judge in India). *IIMK/CS/33/SM/2015/01*.



The case is based in the context of the Indian judicial system known for its failure to deliver justice expeditiously. The case describes the challenges a District Judge, faces in managing the administrative processes of his court along with his duties as a judge. When a sensational rape case is posted in his court, it has to be heard in an atmosphere of apprehension as people fear that the case may not be handled fairly and speedily as the accused is the son of a politician. The court management turns out to be tedious and time consuming on account of the woefully inadequate performance of the court staff. Further, many processes of the court are unchangeable and uncompromising, often promote inefficiency. The Judge is unable to manage his time judiciously. With routine operational chores taking up most of his time, he is left with little time and energy to invest in professional reading and case preparation. He is unable to manage the experience of emotion while hearing cases or regulate his emotions to suit various demands

at work. On the personal front, he has difficulty balancing work and family life. The case suggests time management and work prioritization techniques for effective work management and discusses the methods of managing emotions effectively at the workplace.

Kalagnanam, S., **Rajeev, P. N. & Mitra, S.** (2015). India's Mandatory CSR: New Opportunities or Challenges for NGOs? William Davidson Institute, University of Michigan, May, 2015.

This case is built around the corporate social responsibility (CSR) provisions in India's Companies Act, 2013 (Section 135). The act requires corporations meeting one of three financial criteria to contribute at least 2% of their net income toward CSR activities, making India the only country in the world that mandates CSR spending. The case explores the strategic, financial, and capacity-building implications of Section 135 for non-governmental organizations (NGOs).

SESSION CHAIRS

Azeez, N.	Knowledge Management and Knowledge Sharing. <i>International Conference on Organizational Knowledge, Learning and Capabilities (OLKC)</i> , Milan, Italy, April.	2015
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RESEARCH PROJECTS

Small Grant Research Project Ongoing

Rajeev, P. N., Kalagnanam, S. & Chaturvedi, S. (2015). Implementation of Section 135: An Empirical Assessment. *SGRP/2015/88*.

The completion of the first year of implementation of the provisions of Section 135 of the Indian Companies Act (2013) provides an opportune moment to take stock of the implications of the Section and the implementation challenges faced by companies and non-governmental organizations (NGOs) in complying with the Section. The introduction of Section 135 paved the way for bringing transparency in the way companies disburse their CSR resources, while standardizing the mechanisms for doing so. Each company getting covered under the ambit of Section 135 is required to constitute a CSR Committee to administer its CSR implementation through a CSR Policy. The previous year also saw the formation of new government in the country.

In such backdrop, the proposed study seeks to undertake a broad-based examination of the issues and challenges faced by companies meeting the criteria outlined in Section 135. The study also proposes to include partner organizations (agencies) such as NGOs that may have been involved in implementing the corporate social responsibility (CSR) initiatives.

More specifically the objectives of our study are as follows:

- (1) Identify the implications of Section 135's guidelines for participating companies and partner organizations
- (2) Explore the strategic, operational and ethical challenges faced by companies and NGOs in complying with the section
- (3) Document the initiatives undertaken by the companies, and how both companies and NGOs dealt with the challenges explored above.

This study is important because of the deemed importance of Section 135 with respect to addressing the country's social issues. An understanding of the implications and implementation challenges can contribute towards refinements in the provisions of the section and developing enabling mechanisms to help companies comply with the provisions of the section.

CSR has become a mainstream response of governments to goad industry to contribute towards mitigating social and environmental ills of society. According to Mukherjee and Chaturvedi (2013), and Jain (2014) the debate regarding the desirability of the move from voluntary to mandatory CSR worldwide has been ongoing for some time now. Although ideologically such contributions by industry ought to be voluntary and self-regulatory in nature, governments have been experimenting with various incentives to induce industry to minimize the fallout of their business processes and be sustainable (Doane, 2005). The amendment to the companies Act 2013 that introduced Section 135 has aims at expanding the role of industry by mandating CSR is a significant step by the government which needs thorough examination by researchers. This amendment has been widely debated in mainstream media and financial newspapers; however our literature review suggests that there is limited commentary on the wide-ranging implications of this policy as well as the implementation challenges it entails. The objective of our paper is to fill this gap in the literature. Although Section 135 is limited to India, awareness and an understanding of the implications and implementation challenges can help foreign governments that may be contemplating such a move, as well as businesses that may be required to abide by such legislation.

External Research Projects

Rajeev, P. N., & Sinha, A. S. (2015). Assessing the Social Impact of Micro Enterprises of Kudumbashree in Kerala. *Government of Kerala*.

The Micro enterprise initiative of Kudumbashree provides value in ways that are difficult to measure using financial metrics such as profitability or return on investment. Financial statements prepared by these organizations are also inadequate in telling the story. More holistic performance measurement models such as the balanced scorecard may be used to capture more than just financial numbers. However, these may also be inadequate in capturing social impact. This consulting project involves two major deliverables: 1) Assessing the social impact of the Micro Enterprise organizations operating under Kudumbashree and measuring the broader concept of value accruing to stakeholders 2) studying the challenges faced by Micro enterprises in their scaling up and growth and suggesting alternate business models.

Rajeev, P. N., & Sinha, A. S. (2015). Research on Court Management and Case Management techniques: Kerala Judicial Academy. *Kerala Judicial Academy*.

This study proposes to explore court and case management systems and deliver some tenets for integrating principles of management into court and case management towards better delivery of justice. The study would identify the major

problems plaguing the court and case management System in the courts under the purview of the KJA, suggest which management principles and models can be imported into the judiciary to enable effective and speedy functioning and design and development of human resource and talent management interventions to attract, motivate and manage performance of judges in Kerala.

WORKING PAPERS

Tandon, A. Nair, U. K.	Enactment of knowledge brokering: Agents, roles, processes and the impact of immersion.	2015
Kumar, M. Ladha, R. S. Jauhari, H. Shekhar, N.	Gender Perceptions and Organisational Climate: A Study of Two Structurally Different Large Organisations in India.	2015
Rajeev, P. N. Kalagnanam, S.	Section 135 of Companies Act (2013): Implementation challenges faced by Companies and NGOs.	2015

Tandon, A., & Nair, U. K. (2015). Enactment of knowledge brokering: Agents, roles, processes and the impact of immersion. *IIMK/WPS/183/OBHR/2015/019*.

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 analysed 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 bro-



kering 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 emerged from the data. We employ Schein's organizational cone to develop a model of knowledge brokering, and identify conditions of effective brokering.

Kumar, M., Jauhari, H., Ladha, R. S., & Shekhar, N. (2015). Gender Perceptions and Organisational Climate: A Study of Two Structurally Different Large Organisations in India. *IIMK/WPS/187/OB-HR/2015/023*.

In this study we observe the gender differences pertaining to perception of organizational climate. We have demonstrated that the perception of female employees in organized sector in India may no longer be restricted to feelings of despair and loss of hope as against what has been mostly the discourse at the national and international levels. We have demonstrated that these perceptions may not only be homogenous across organizations (i.e., socially determined) but in fact may also depend on the organizational structural contexts. Gender perceptions on identification and goal clarity were determined

by larger social context as irrespective of the organization the mean scores of women respondents were significantly lower than those of male respondents. Women participants were perceived by their supervisors to indulge less in deviant behavior as compared to male participants. However, gender perceptions regarding perceived climate of welfare measures, outward focus of the organization, and fairness were contingent on the structural context of the two organizations in which our study was conducted. The two organizations differed significantly in their human resources practices. Although limited in generalizability, the study incorporated a robust study design in the two large organizations; one a government utility and the other a private sector organization. Both the organizations had more than 10000 employees on their roles. We analyzed 545 responses from the government utility and 8853 responses from the private organization. Our findings may help managers understand the differences in the socially constructed perception of intervention mechanisms by men and women. This perception is further influenced by the organizational structure and norms. Managers could thus institute processes and procedures in ways which balance the needs of both genders.



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.

MEMBERSHIP OF EDITORIAL/ REVIEW BOARD/ AD HOC REVIEW

Krishnan, T. N.	IIM Kozhikode Society & Management Review	Associate Editor
Nair, U. K.	IIMB Management Review	Editorial Review Panel
Nair, U. K.	South Asian Journal of Human Resources Management Decision	Ad hoc Reviewer
Pati, S. P.	IIM Kozhikode Society & Management Review	Ad hoc Reviewer
Rajeev, P. N.	International Journal of Business Governance and Ethics (IJBGE) IIM Kozhikode Society & Management Review Amity Journal of Training and Development 2016 Academy of Management Annual Meeting	Ad hoc Reviewer

FELLOWSHIPS/ AWARDS/ HONOURS

Dhal, M.	Visiting Research Fellowship under Foreign Researcher Invitation Program by Japan Institute of Labour Policy and Training, Tokyo, Japan.
Rajeev, P. N.	Funding of \$ 2990 by IMA Research Foundation, US for research the research project "What challenges do businesses and partner organizations (CSR foundations and NGOs) face in complying with Section 135 of the Companies Act (2013) in India?"



Debabrata Chatterjee



T. N. Krishnan



Manish Kumar



Manoranjan Dhal



Priya Nair Rajeev



Surya Prakash Pati



K. Unnikrishnan Nair





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. Gopalakrishnan Narayanamurthy	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
Arqum Mateen Ashis K. Chatterjee Abhishek Chakraborty	On the equivalence of some supply chain coordination models.	<i>Opsearch</i>	2015
Arqum Mateen Ashis K. Chatterjee	Vendor managed inventory for single-vendor multi-retailer supply chains.	<i>Decision support systems</i>	2015
Gopalakrishnan Narayanamurthy Anand G.	Leanness Assessment: A Literature Review	<i>International Journal of Operations and Production Management</i>	2015
Gopalakrishnan Narayanamurthy Sherif Elshorbagy Vipul Gupta Yosuf Abd Al Oraini	The Impact of Information Systems on Management Performance in the Pharmaceutical Industry.	<i>Journal of Cases on Information Technology</i>	2015
G. Thangamani	Modified Approach to Risk Assessment - A Case Study on Product Innovation and Development Value Chain	<i>International Journal of Innovation, Management and Technology</i>	2016
Lijo John Gopalakrishnan Narayanamurthy	Converging Sustainability Definitions: Industry Independent Dimensions.	<i>World Journal of Science, Technology and Sustainable Development</i>	2015

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 Protik Basu Parveen Ahmed Alam	A model-based approach of flexibility and its impact on organization and employee welfare in lean environment.	<i>Decision</i>	2015
Siddhartha S Padhi Stephan M. Wagner Pratap K. J. Mohapatra	Design of auction parameters to reduce the effect of collusion.	<i>Decision Sciences</i>	2015
Siddhartha S Padhi Pan Theogrosse- Ruyken Debabrata Das	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 Chiranjit Mukhopadhyay	Bayesian accelerated life testing under competing log-location-scale family of causes of failure.	<i>Computational Statistics</i>	2015
Soumya Roy Chiranjit Mukhopadhyay	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
Soumya Roy Chiranjit Mukhopadhyay	Bayesian D-optimal Accelerated Life Test plans for series systems with competing exponential causes of failure.	<i>Journal of Applied Statistics</i>	2015

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.

Chatterjee, A. K., **Mateen, A.**, & Chakraborty, A. (2015). On the equivalence of some supply chain coordination models. *Opsearch*, 52(2): 392-400.

Existing literature on supply chain coordination considers various mechanisms such as joint economic lot size, quantity discount and vendor managed inventory as distinct and disparate entities. In this paper, we establish their equivalence

through simple models and show that the said mechanisms lead to the same optimal solution under any given set of parameters of the system. Comments on the applicability of these models have also been provided.

Mateen, A., & Chatterjee, A. K. (2015). Vendor managed inventory for single-vendor multi-retailer supply chains. *Decision Support Systems*, 70: 31-41.

Vendor managed inventory (VMI) as a supply chain coordination mechanism has been gaining a lot of attention. This paper develops analytical models for various approaches through which a single vendor-multiple retailer system may be coordinated through VMI. Through detailed analysis of the parameters involved, we discuss the conditions under which each of these approaches may be preferred. We also highlight the savings that can be derived in the transportation cost in a VMI setting.

Narayanamurthy, G., & Anand, G. (2015). Leanness Assessment: A Literature Review. *International Journal of Operations and Production Management*, 36(10).

Assessing the outcome of lean transformation journey has been of interest to both researchers and practitioners. The purpose of this study was to understand the evolution of this leanness assessment literature over different attributes and identify gaps for future research. Content analysis methodology involving a four-step process suggested by Mayring (2004) was adopted for this study. Results revealed that the number of studies in literature on leanness assessment is low when compared to that in the area of lean implementation. Following the trend of lean implementation literature, LT assessment literature is also getting transformed from process level monitoring to enterprise level monitoring. Finally, based on this review, a simplified leanness assessment framework is proposed for future validation. Clustering of leanness assessment literature revealed that future studies in this domain would fall into two major categories, namely manufacturing leanness assessment and service leanness assessment. This is the first paper to review the topic 'leanness assessment methods'.

Elshorbagy, S., Garg, L., Gupta, V., **Narayanamurthy, G., & Oraini, Y. (2015).** The Impact of Information Systems on Management Performance in the Pharmaceutical Industry. *Journal of Cases on Information Technology*, 17(3): 56-73.

This paper examines the value of using an information system (IS) in pharmaceutical environment and how it can be a key component of improving the operational and process effectiveness by supporting the strategic decisions and enabling the decision-makers to take their decisions in short time. The authors conducted a comprehensive study to investigate the role of ISs in the pharmaceutical industry through a review of existing literatures relevant to the research subject and through a questionnaire survey with 54 participants working in the pharmaceutical industry in different countries in the Middle East. Lack of information in pharmaceutical companies is one of the reasons why these companies struggle to compete in this competitive market because the delays in taking decisions, product lifecycle, and supply chain. Pharmaceutical companies required to follow various regulations and standards, and ISs are the tools that can be mapped to these standards and control the business operations without any obstacles.



Thangamani, G. (2016), Modified Approach to Risk Assessment - A Case Study on Product Innovation and Development Value Chain, *International Journal of Innovation, Management and Technology*, 7(1): 16-21.

Product Innovation is a key aspect of any company and central to the Innovation and New Product Development (NPD) process. Companies must take risks to launch new products speedily and successfully. The ability to diagnose and manage risk is very important activity in a high- risk environment. This paper examines a modified approach to risk assessment using Monte Carlo simulation for Product Innovation and Development (PID) value chain. Weighted Risk Assessment

Table (WRAT) developed as risk assessment model and Monte Carlo simulation used to assess the project value at risk and its uncertainty. An overall Product innovation and Development Value Chain framework was also developed and the same is used to explore various risks, categorize them according to their sources, assesses those risks and their variability. The methodology was demonstrated using a case study on a new innovative home appliance.

John, L., & Narayanamurthy, G. (2015). Converging Sustainability Definitions: Industry Independent Dimensions. *World Journal of Science, Technology and Sustainable Development*, 12(3): 206-232.

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. 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. Future study could attempt to understand the interrelationships between the identified constructs and how they impact each other within different industrial sectors.



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): 108-139.

Purpose: This study aims to analyze how Indian management practices have influenced the international management research agenda. International interest in India as a business destination has been growing since the Indian policy-makers 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.

Design/methodology/approach: The authors choose four management disciplines and examine 40 peer-reviewed international journals for research related to India over the period 1991-2014. From the sample of 217 papers, the authors identify the trends, themes and motivations, and discuss the potential for future research.

Findings: The authors find that research on India remains flat for the 1991-2000 decade, and starts growing from 2005 onwards. Organizational behavior remains non-participative in the overall growth of research. The authors find 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.

Basu, P., Chowdhury, S., & Alam, P. A. (2015). A model-based approach of flexibility and its impact on organization and employee welfare in lean environment. *Decision*, 42(3): 269-277.

In today's organizational environment, the need to accomplish more with less people constitutes a source of employee stress. Increasing worker utilization may improve productivity in the system in the short run but at the cost of welfare of workers. This will negatively affect the capability of an organization to innovate, which is harmful for it in the long run. Hence, it becomes essential to take care of the welfare of both the employees and the organization simultaneously. An innovative model has been developed for a manufacturing system in lean environment to examine the current 'welfare' state which is considered as a combination of a set of welfare parameters for both the employees and the organization. Subsequently, a set of flexibility parameters have been identified and their respective impacts on the current 'welfare' state observed. The model has been tested with the help of an Indian case study which revealed a positive impact of flexibility.

Padhi, S. S., Wagner, S. M., & Mohapatra, P. K. J. (2015). Design of auction parameters to reduce the effect of collusion. *Decision Sciences*, doi: 10.1111/deci.12159.

Government departments are increasingly turning to auctions to procure goods and services. Collusion among bidders, however, reduces competition and raises winning bid prices. Since conventional collusion control measures based on the redesign of auction mechanisms are less effective in government procurement auctions, there is a need to devise control measures that decrease the effect of collusion. This article demonstrates how the principles of design of experiments can be applied in a system dynamics model to find the auction parameter values that substantially reduce the effect of collusion in government procurement auctions. This research makes a number of contributions. First, it develops a feedback-based dynamic mechanism of collusion in government procurement auctions. The mechanism proposes the winning bid price as being determined not by the total number of bidders but by the number of independent bidders. It defines each cartel as one independent bidder regardless of the number of bidders in the cartel. Second, the mechanism is tested by developing a system dynamics model to government auctions for procuring contracts for roadwork projects in India. Third, the principles of experimental design are applied to find the auction parameter values that ensure high bid participation and low winning price-to-reserve price ratios.

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(3-4): 213-229.

This paper proposes an approach for strategic revenue management under uncertainty for real estate projects. It integrates three modelling 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, multiobjective 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.

Mukhopadhyay, C., & Roy, S. (2015). Bayesian accelerated life testing under competing log-location-scale family of causes of failure. *Computational Statistics*: 31(1): 89-119

This article provides Bayesian analyses of data arising from multi-stress accelerated life testing of series systems. The component log-lifetimes are assumed to independently belong to some log-concave location-scale family of distributions. The location parameters are assumed to depend on the stress variables through a linear stress translation function. Bayesian analyses and associated predictive inference of reliability characteristics at usage stresses are performed using Gibbs sampling from the joint posterior. The developed methodology is numerically illustrated by analyzing a real data set through Bayesian model averaging of the two popular cases of Weibull and log-normal, with the later getting a special focus in this article as a slightly easier example of the log-location-scale family. A detailed simulation study is also carried out to compare the performance of various Bayesian point estimators for the log-normal case.

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*, 22(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.

Roy, S., & Mukhopadhyay, C. (2015). Bayesian D-optimal Accelerated Life Test plans for series systems with competing exponential causes of failure. *Journal of Applied Statistics*, 43(8): 1-17.

This paper provides methods of obtaining Bayesian D-optimal Accelerated Life Test (ALT) plans for series systems with independent exponential component lives under the Type-I censoring scheme. Two different Bayesian D-optimality design criteria are considered. For both the criteria, first optimal designs for a given number of experimental points are found by solving a finite-dimensional constrained optimization problem. Next, the global optimality of such an ALT plan is ensured by applying the General Equivalence Theorem. A detailed sensitivity analysis is also carried out to investigate the effect of different planning inputs on the resulting optimal ALT plans. Furthermore, these Bayesian optimal plans are also compared with the corresponding (frequentist) locally D-optimal ALT plans.

OTHER/ FORTHCOMING PUBLICATIONS

AUTHOR	TITLE	CATEGORY	DETAILS	YEAR
Anand, G. Narayanamurthy, G.	Downstream Supply Chain of an Alcoholic Beverage Manufacturer in India? A Case Study.	Book Chapter	R. Sharma, S. Asthana, & C.S. Lalwani(Eds.). <i>Global Supply Chain Management & Emerging Markets</i> , Bloomsbury Publishing India Pvt. Ltd. Pages 324-342.	2015
Gopalakrishnan, G. Moser, R. Anand, G.	Corporate Social Responsibility of Trunz Water Systems in India - Case Study on providing access to drinking water in remote areas	Non-Refereed	<i>Consulting Ahead- A Comprehensive Journal on Consulting</i> , 9 (2): 1-15, Published by Consultancy Development Centre, Department of Scientific and Industrial Research (DSIR), Ministry of Science and Technology, Government of India	2015
Chowdhury, S.	On A New Lifetime Distribution.	Conference	<i>International Conference on Statistics for 21-First Century</i> , American Statistical Association, Trivandrum, Kerala, India, December 17-19.	2015
Chowdhury, S. Kundu, A. Nanda, A. K. Hazra, N. K.	Majorization Orders and Their Applications.	Forthcoming Research paper	<i>Journal of Computational and Applied Mathematics</i> .	2016
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> .	2016
Chowdhury, S. Mukherjee, S. P.	Bayes Estimation in M/M/1 Queues with Bivariate Prior.	Forthcoming Research paper	<i>Journal of Statistics & Management Systems</i> .	2016
Chowdhury, S. Kundu, A.	Ordering properties of order statistics from heterogeneous exponentiated Weibull models	Forthcoming Research paper	<i>Statistics & Probability Letters</i>	2016
Chowdhury, S.	Stochastic comparisons of parallel systems with exponentiated Weibull components.	Conference	<i>Celebrating Statistical Innovation and Impact in a world of Big and Small Data</i> , International Indian Statistical Association and American Statistical Association., Pune, India, December 20-24.	2015
Gopinath, S. Purani, K. Sensarma, R.	Editorial, Special Issue: Indian Management and the Global Business.	Editorial	<i>Journal of Indian Business Research</i>	2015
Gopinath, S. Saddikuti, V. Gopalakrishnan, M.	Innovative approaches of Affordable Health Care in Emerging Economies.	Book Chapter	In Singh V.K. & Lillrank P. <i>Innovation in Health Care management: Cost Effective and Sustainable Solutions</i> , edited by Productivity Press.	2015
Ramkumar, P. N. Maniamkot, A. J.	On the Usage of Ant Colony Algorithms for Solving Convoy Movement Problem.	Conference	<i>XIX Annual International Conference of the Society of Operations Management</i> , IIM Calcutta, Kolkata, India, December 11-13.	2015

Mateen, A. Ranjan, N. Saha, B. Pratap, S. Gupta, A. Chakraborty, M.	Seeds of discontent: Bridging the gap between potato research and potato farming.	Conference	<i>International Conference on Managing Critical Resources</i> , Indian Institute of Management Calcutta, West Bengal, April 9-11.	2015
Mateen, A. Chatterjee, A. K.	VMI in Single-Vendor Multiple-Retailer Supply Chains with Advertising and Sales Effort.	Conference	<i>26th Annual POMS Conference</i> , Washington, DC, U.S.A, May 8-11.	2015
Mateen, A. Biswas, I. Adhikari, A.	A Coordination Strategy for a Socially Responsible Supply Chain.	Conference	<i>XIX Annual International Conference of the Society of Operations Management</i> , IIMK Calcutta, Kolkata, India, December 11-13.	2015
Mateen, A. Biswas, I. Adhikari, A. Basu, P.	A Comparative Analysis of Different Recollection Strategies for a Closed Loop Supply Chain.	Conference	<i>International Conference on E-Business & Supply Chain Competitiveness</i> , IIT Kharagpur, West Bengal, India, February 12-14.	2016
Mateen, A. Chatterjee, A. K.	The economic and environmental benefits of VMI adoption in multi-retailer systems.	Book Chapter	<i>Handbook of Research on Strategic Supply Chain Management in the Retail Industry</i> , IGI Global, USA, 19-38, (editors) Kamath, N. and Saurav, S.	2016
Narayanamuthy, G. Shah, R. Anand, G.	Are penalties “sticky” in the long term? An empirical investigation in the US Nursing Homes.	Conference	<i>2016 POMS 27th Annual Conference</i> , Production & Operations Manage- ment Society (POMS) Orlando, Florida, USA, May 6-9.	2015
Narayanamuthy, G. Anand, G.	An Application of Multi Criteria Decision Making Model for Assessing Leanness in Services – A Case Study (in absentia).	Conference	<i>9th ISDSI International Conference</i> , Goa Institute of Management, Goa, India. January 2-4.	2016
Elshorbagy, S. Garg, L. Gupta, V. Narayanamuthy, G. Oraini, Y.	The Impact of Information Systems on Management Performance in the Pharma- ceutical Industry.	Conference	<i>2015 International Conference on Computers and Management (ICCM)</i> , Jaipur, India, December 16-17.	2015
Anand, G.	Critical failure factors in implementing ERP-Relationships, priorities and framework.	Conference	<i>International Conference on Organization and Management (ICOM)</i> , Abu Dhabi, UAE, November 22-23	2015
Narayanamurthy, G. Anand, G.	Lean Implementation in Educational Institute – A Study Based on Action Research Methodology.	Conference	<i>2015 Annual Meeting of the Decision Sciences Institute</i> , DSI, Seattle, USA. November 21-24.	2015
Narayanamurthy, G. Shah, R. Anand, G.	The Role of Capacity Utilization on the relationship between Quality and Clinical Performance in the US Nursing Homes.	Conference	<i>2015 Annual Meeting of the Decision Sciences Institute</i> , DSI, Seattle, USA. November 21-24.	2015

Narayanamurthy,G. Shah, R Anand, G.	Impact of Inspection Outcomes on Nursing Home Care Quality - Role of Ownership and Affiliation.	Conference	<i>2015 INFORMS Annual Meeting, INFORMS, Philadelphia, USA, November 1-4.</i>	2015
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, European Marketing Academy (EMAC), Leuven, Belgium, May 26-29</i>	2015
Narayanamurthy,G. Pereira, V.	Indian railways – Rail ways for Indians.	Case study	<i>Emerging Emerald Market Case Studies, 6(1)</i>	2016
Moser, R. Narayanamurthy,G.	Leadership in Unfamiliar Environments: Airbus' Establishment of an Engineering Center in India.	Case study	<i>University of St Gallen (2015) Case Study Series, Case Reference no. 315-322-1 and Teaching note Reference no. 315-322-8 (Available in ECCH Case Centre).</i>	2015
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, 5(2)</i>	2015
Narayanamurthy,G. Moser, R.	Entering the Middle East Luxury Retail Sector.	Forthcoming Case Study	<i>Emerald Emerging Markets Case Studies (EEMCS)</i>	2016
Padhi, S. S. Murthy, C. Gupta, N.	An Empirical Investigation of the Antecedents of Value Co-creation in B2B IT Services Outsourcing.	Forthcoming Research paper	<i>Business Process Management Journal.</i>	
Padhi, S. S. Gross-Ruyken,P. T.	Improving logistics in India	Non-Refereed	<i>Industrial Engineer 47 (11), October.</i>	2015
Padhi, S. S. Aggarwal, V.	Role of Corporate Disclosure Practices on Firms Performance.	Conference	<i>46th Annual Meeting of the Decision Sciences Institute, Decision Sciences Institute, Seattle, USA, November 21-24.</i>	2015
Raju, C. Raghottam, A. H.	Minimum ATI (Average Total Inspection) Chain Sampling Plan - ChSP-4A (c1, c2) r	Conference	<i>International Conference on Applied Statistics 2015 (ICAS2015), King Mongkut's University of Technology Thonburi, Pattaya, Bangkok, Thailand, July 15-17.</i>	2015
Raju, C. Vidya, R.	Minimum Variance and Variance of Outgoing Quality Limit MDS-1(c1, c2) PLANS	Conference	<i>2nd International Conference on Mathematical Sciences and Statistics (ICMSS 2016), Universiti Putra Malaysia (UPM) & Malaysian Mathematical Society (PERSAMA) & Institute of Statistics Malaysia (ISM) January 16-18.</i>	2016
Raju, C.	On understanding patterns in Road Accidents – A data driven case study	Key Note Address	<i>5th Annual International Conference on Computational Mathematics, Computational Geometry & Statistics (CMCGS 2016), Singapore, January 17-18.</i>	2016
Pati, R. K. Rajeev, A. Padhi, S. S.	Sustainable and Green Supply Chain Management: Literature Review.	Conference	<i>Global Cleaner Production & Sustainable Consumption Conference, Sitges, Barcelona, Spain, November 1-4.</i>	2015

Ramkumar, P. N John, S. Sridharan, R.	Multi-period reverse logistics network design with emission cost	Forthcoming Research Paper	<i>International Journal of Logistics Management</i>	2016
Roy, S.	Bayesian Accelerated Life Test Plans for Series Systems under Competing Weibull Causes of Failure.	Conference	<i>XIX Annual International Society of Operations Management Conference</i> , Indian Institute of Management Calcutta, Kolkata, India, December 11-13.	2015
Roy, S.	Accelerated Life Testing of Two-component Series Systems with Dependent Causes of Failure.	Conference	<i>International Conference on Statistics for Twenty-First Century</i> , Department of Statistics, University of Kerala, Trivandrum, India, December 17-19.	
Roy, S.	Inference and Optimum Life Testing Plans for Lognormal Distribution under Progressive Type-I Interval Censoring.	Conference	<i>International Indian Statistical Association Conference</i> , Savitribai Phule Pune University, Pune, India, December 20-24.	2015
Chaturvedi, P. Sarkar, A. Majumdar, G.C. Sarmah, S. P. Padhi, S. S.	Milk Procurement of a Private Dairy Firm: An Economic Analysis.	Forthcoming Research paper	<i>International Journal of Operational Research</i> .	
Thangamani, G.	Modified Approach to Risk Assessment - A Case Study on Product Innovation and Development Value Chain	Conference	<i>1st Journal Conference on Innovation, Management and Technology (JCIMT 2016 1st)</i> , Amsterdam, Netherlands, March 20-21.	2016
Thangamani, G. John, L.	A new classification schema for disaster	Conference	<i>2nd World Congress on Disaster Management</i> , Vishakhapatnam, Andhra Pradesh India, November 19-22.	2015
John, L.	Supply Chain Operations Reference model for Performance measurement in humanitarian supply chain	Conference	<i>3rd Pan IIM World Management Conference</i> , Indian Institute of Management Indore (IIMI), Indore, MP, India, December 17-19.	2015



Narayanamurthy, G., & Pereira, V. (2016). Indian railways – Rail ways for Indians. *Emerging Emerald Market Case Studies*, 6(1).

India has and is undergoing sweeping economic changes lately. There are several organisations who have supported this positive change. Of these, one such organisation, which shouldered the infrastructural burden of the transportation sector in India's growth story, was the 160 year old Indian Railways (IR), the world's largest commercial employer. IR's profit over the last few years was a far cry from its loss making days, which tempted the government of India to consider privatisation in 2001. The transformational turnaround would not have been possible but for IR's employees. After celebrating IR's 160th anniversary in 2013, the case organization wished to revisit its HR practices to understand its recent economic transformations and to strategize how they can improve and sustain maximum efficiency in future. The objective of this case study is to understand the 'people side' of IR by explaining its current HR practices, and to investigate and identify changes over the years so that changes then can be implemented in the context of HR practices for the future. Hence the case attempts to explain the role of human resource management in IR's turnaround strategies. Resistance exhibited by IR staff towards its recent initiative of ERP implementation across India due to fear of job losses and insecurity is also discussed in the case. Teaching note for this case study explains existing people management frameworks published in the research literature to class participants by applying it to the case company. In addition, teaching note also discusses how Chief Personnel Officers (CPO's) of IR can pursue the change initiatives among the employees with least resistance. Changes/initiatives that can be imbibed by the CPO's in the existing HR practices to overcome the resistance exerted by the employees and to improve the existing system are also discussed.

Moser, R., & Narayanamurthy, G. (2015). Leadership in Unfamiliar Environments: Airbus' Establishment of an Engineering Center in India. *The Case Centre, University of St. Gallen*. CASE - Reference no. 315-322-1.

In 2007, Eugen Welte, CEO of the Indian Airbus Engineering Center, came to Bangalore, India, to establish a captive Engineering Center from scratch. The case, which takes place in 2011, illustrates several situations and leadership challenges Eugen faced while establishing the R&D center in an unfamiliar cultural context. He faced challenges in communication, trust, teamwork, recruitment, and culture. The case outlines Eugen's experiences and approaches to overcome these different leadership challenges but purposely leaves most situations open for discussions.



Narayanamurthy, G., Hota, P. K., Pati, S. P., & Dhal, M. (2015). Maruti Manesar lockout: the flip side of people management. *Emerald Emerging Markets Case Studies*, 5(2): 1-26.

This case describes an Industrial Relations situation in an automobile company in India. It begins with the mention of Maruti Suzuki India Limited's (MSIL) brush with an unprecedented labor violence that rocked its Manesar facility on July 18, 2012, eventually leading to the lock out of the same on July 21, 2012. Further, it describes the background of the company, employer-employee relationship, a series of strikes experienced by the company, incidents that led to the violence, incidents that happened on the day of violence and finally actions taken after the violence by the company, the government and the union. With such details, the case raises questions on the prolonged people management issues afflicting MSIL. It endeavors to educate the discussants on the specifics of an industrial relations system and the role of each actor toward maintaining industrial peace.

SESSION CHAIRS

Anand, G.	Operations and Supply Chain Management, <i>International Conference on Organisation and Management (ICOM 2015)</i> , Abu Dhabi, UAE, November 22-23.	2015
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Small Grant Research Project Completed

Padhi, S. S. (2015). Role of operational disclosure practices on Indian manufacturing firms performance. *SGRP/2015/82.R1*

Growing need of disclosure practices by firms like financial disclosure to disclosure of corporate social responsibilities, gears it up to other disclosure practices for effective market functioning. Of these, operational disclosure practices (ODP) by manufacturing firms are of one kind. Operational excellence has a significant impact on a manufacturing firm's performance and market functioning. Hence, importance of ODP is self-evident but, due to inappropriate industrialization, poor safety and health standards, and unlawful disposal of scraps, etc., manufacturing firms have never reported these ODP — in fear of adversity in market functioning. Nevertheless, managers argued that disclosure of operational procedures by any firm has several disadvantages like, copying of operational procedures by rivalry firms or violation of environmental and work ethics norms by the focal firm lead to low market functioning. Following these disadvantages (or advantages) of not opting ODP, a majority of firms only adopt a conservative one-way disclosure strategy that leads to communication gap among its shareholders and stakeholders groups. Both the groups support a much higher need than operations managers for increased operational reporting standards to maintain transparencies across several processes. Moreover, several firms have neither attempted transparency in providing their operational activities nor supported other firms in doing so. There is a lack of ODP guidelines in Indian manufacturing firms, unclear operational indicators and their disclosure methods, and vague standardization of ODP creates difficulties for benchmarking of firms. These concerns make this proposed study important and challenging. Following the work of Tate et al. (2010), Schoenherr et al. (2012), and Mansi (2015), the proposed study is motivated to investigate ODP of manufacturing firms.

The objective of this study is to offer inclusive and conversant evidence of present operational disclosure practice and perceived effectiveness of operational disclosure on firms' performance and market functioning of Indian manufacturing firms. The study seeks to analyze the perceptions of operations managers, customers, shareholders, and stakeholders about extent of operational disclosures and its impact on firms' performance, market efficiency, and other related issues. It also seeks to determine whether there is a perceived need for increased operational reporting standards and to what extent this and other alternative means might improve firms' performance and help in better market functioning.



This study seeks to contribute to two major audiences i.e., academicians and practitioners. Through this study both the audiences will be able to measure the present operational disclosure practices followed by Indian manufacturing firms. For instance, in general, what are the processes involved in manufacturing a product; What process layout, design and development stages are involved; Which materials, equipment, machining processes are used; what types of workers, suppliers, safety and security norms, and working conditions are involved (or followed), etc. And in particular, how different disclosure practices are related to one another so that effective disclosure of certain information may lead to increase

in the overall firms' performance and market functioning.

Small Grant Research Project Ongoing

Pati, R. K. (2015). Sustainable Network Model for Reducing Pharmaceutical Waste. *SGRP/2015/83*.

Roy (2009) in his seminal work entitled '*Why India Cannot Plan Its Cities*' argues that unpretentiousness is itself a planning standard in India, which offers liveness to community authorities to alter their land-use for waste disposal. In the light of global awareness towards harmful environment and unhealthy setting, because of chemical exposures steered world bodies to work towards development of a sustainable ecosystem (World Summit on Sustainable Development, 2002). For instance, European Union (2012) passed a resolution to significantly reduce the consumption/emission of chemical by 2020 to improve environment and human health. Furthermore, WHO (2010Z) has identified health as one of the five priority

sectors for sustainable growth. Among healthcare products, medicines account 20–30% of global health spending (WHO, 2010b). Consequently, the pharmaceutical industry has been identified in the United Nations' Millennium Development Goals as a major driver for the healthcare sector.

With respect to the environmental impact, pharmaceuticals industry is considered to be a major polluting industry in the world. As a part of healthcare wastes, the inefficient disposal of pharmaceutical products (expired/damaged/unused) leads to its accumulation in landfills or release of carcinogens into the air, because of inadequate incineration procedures (WHO, 2013). Reports indicate that traces of pharmaceutical products have been identified in ground water ($0.1\mu\text{g/l}$) (WHO, 2012). Fick et al. (2009) observed pharmaceutical manufacturing zones releasing waste disposals to water bodies leading to adverse health issues. Furthermore, the losses to the industry due to products returning for disposal has been estimated in various reports to be around 3%-6% of annual pharmaceuticals sales (Hunter et al., 2005) that indicates considerable economic costs to the industry. Indian Pharmaceutical industry estimates losses of 50,000 million INR/year due to product expiry (Business Standard, 2007). To some extent these loss are taken care by the decision makers by increasing the price of the medicines.

Drug prices as high as 650% of the acceptable international standards have been reported in under developed countries coupled with the low availability of inexpensive medicines in the public sector (WHO, 2009). Growths of new strain of diseases like H1N1 and Ebola virus financially challenges the low-income inhabitants of developing countries. Kotwani et al. (2007) observed that the Indian healthcare system presents higher risk to the consumer with low insurance and public funding, causing the consumers to procure medicines through out-of-pocket expenditures compared to developed countries. This study also indicates only 25% of essential medicines are available in the government facilities. Scanty funding, forecast inaccurately, inefficient distribution systems etc., have led to the low availability of generic drugs for needy citizen (Health Action International and WHO, 2009).

Hence, to respond to these conflicting interests of stakeholders, alternative sustainable solutions need to be developed for developing economies like India. Although waste management and pollution prevention are crucial to pharmaceutical production (Linninger and Chakraborty, 2001), studies in reverse logistics are yet to address the impact of the Pharmaceutical Waste Management (PWM) on the environment and the society as a whole. This project proposes an attempt to develop a sustainable supply chain network design model reduce undesired Pharmaceutical waste (primarily in developing / underdeveloped economies) by focusing on economic, environmental and social dimensions.



Chowdhury, S. Nanda, A. K.	A special class of distorted premium principle based on an extension of the exponential-geometric distribution.	2015
Ramkumar, P. N. John, S. T. Sridharan, R.	Design of a product recovery network: Modelling and analysis.	2015
Mateen, A. Chatterjee, A. K.	Analysis of Replenishment Policy Options in VMI Systems with Emission Related Cost.	2015
Mateen, A. Chatterjee, A. K.	Vendor Managed Inventory Systems with Emission Related Costs.	2015
Mateen, A. Biswas, I. Adhikari, A. Basu, P.	Coordinating Contracts for a Closed Loop Supply Chain under Different Recollection Strategies.	2015
Roy, S. Gijo E. V. Pradhan, B.	Inference under progressive Type-I interval censoring.	2016

Chowdhury, S., & Nanda, A. K. (2015). A special class of distorted premium principle based on an extension of the exponential-geometric distribution. *IIMK/WPS/188/QM&OM/2015/024*.

In this paper a new probability density function with both unbounded and bounded support is presented. The new distribution, called modified exponential-geometric distribution arises from the exponential-geometric distribution introduced by Adamidis and Loukas [1]. It presents a variety of shapes of density function and hazard rate function. The distribution with scale-transformed bounded support is considered as an alternative to the classical beta distribution and is shown to have an application in insurance. In particular, we suggest a special class of distorted premium principle based on this distribution and we compare it with the dual power premium principle. Moreover, the proposed distribution with unbounded support is used as a lifetime model and is considered as an attractive alternative to some existing models in the reliability literature.

John, S. T., Sridharan, R., & **Ramkumar, P. N.** (2015). Design of a product recovery network: Modelling and analysis. *IIMK/WPS/189/QM&OM/2015/025*.

Over the last few decades, the importance of reverse logistics is increasing drastically due to government regulations, economic potential associated with the used products and changes in customer preferences towards proper disposal of used products. The purpose of this paper is to develop a mathematical model for the network design of a multi-product, multi-echelon reverse logistics system. Different recovery options such as remanufacturing, repairing and recycling are considered in this study. Based on the residual value of the used product, the returns are graded into two categories – low product residual value (PRV) and high PRV returns. The process of grading, though results in additional grading costs, assists the decision maker in choosing appropriate recovery option. An integer linear programming formulation is used to model the problem. The proposed model determines the optimal number and location of different facilities to be established. By way of explicit consideration of the product structure, the analysis is carried out down to the level of components and materials across the different stages of the supply chain. Further, threshold combinations of values for rates of high PRV returns required for setting up a first-class recovery option (i.e. remanufacturing) is thoroughly analysed. The results provide interesting information about the relevance of quantum of products with high-PRV on the network design decisions. Also, the results underscore the importance of transportation costs on the overall profitability of the reverse supply chain.



Mateen, A., & Chatterjee, A. K. (2015). Analysis of Replenishment Policy Options in VMI Systems with Emission Related Cost. *IIMK/WPS/186/QM&OM/2015/22*.

Organizations are actively trying to incorporate sustainability considerations in their strategic and operational decision making. Recent studies suggest that business process redesign offers a promising avenue for meeting business goals. In this paper, we build on some recent studies that have shown that vendor managed inventory based supply chain coordination not only leads to cost savings, but also is a very useful tool in reducing greenhouse gas emissions. Both operational and emission related costs are incorporated in such models. We present different ways of structuring the replenishment policy and show that each of the policies leads to different performance outcomes. Furthermore, we also discuss how these policies can be used to cater to the strategic imperatives facing an organization. Implications for proper design of government legislation have also been discussed.

Mateen, A., & Chatterjee, A. K. (2015). Vendor Managed Inventory Systems with Emission Related Costs. *IIMK/WPS/185/QM&OM/2015/21*.

The role of logistics and supply chain has come into prominence in helping the firms achieve their economic and sustainability objectives. Specifically, realignment of business processes, as characterized by supply chain coordination, has the potential to have a significant impact in this regard. In our study, we consider a supply chain with a single vendor and multiple retailers. Initially, we assume that the retailers take care of their respective replenishment decisions. Then, we show that by adopting vendor managed inventory, the organizations involved can benefit through cost reduction, and at the same time reduce their greenhouse gas emissions, thereby highlighting the role of supply chain coordination in meeting the twin objectives. We provide managerial and policy insights based on our numerical analysis.

Biswas, I., Adhikari, A., Basu, P., & **Mateen, A. (2015)** Coordinating Contracts for a Closed Loop Supply Chain under Different Recollection Strategies. *IIM Calcutta. WPS No. 768*.

Roy, S., Gijo E. V., & Pradhan, B. (2016). Inference under progressive Type-I interval censoring. *IIMK/WPS/191/QM&OM/2016/02*.

This article considers inference for the unknown parameters of log-normal distribution based on progressive Type-I interval censored data by both frequentist and Bayesian methods. The maximum likelihood estimates (MLE) are computed by using EM algorithm. The asymptotic standard errors (ASEs) of the MLEs are obtained. Various Bayes estimates of the unknown parameters are also computed. It is observed that the Bayes estimates cannot be obtained in explicit form. A Gibbs sampling scheme is developed by adopting a data augmentation method to compute the Bayes estimates and highest posterior density credible intervals. The performance of the MLEs and the Bayesian estimators is judged by a simulation study. A real data set is analyzed for the purpose of illustration.





MEMBERSHIP OF EDITORIAL/ REVIEW BOARD/ AD HOC REVIEW

Anand, G.	International Journal of Lean Six Sigma	Editorial Board
	Journal of Manufacturing Technology Management	
Anand, G.	International Journal of Lean Six Sigma	Reviewer
	International Journal of Services Operations Management	
	International Journal of Productivity and Performance Management	
	Journal of Enterprise Information Management	
	International Journal of Process Management and Benchmarking	
	IIM Kozhikode Society and Management Review	
	International Journal of Sustainable Engineering	
	International Journal of Production Research	
	International Journal of Productivity and Quality Management	
	International Journal of Manpower	
	International Journal of Six Sigma and Competitive Advantage	
	International Journal of Business and Systems Research	
Chowdhury, S.	29th Australia New Zealand Academy of Management (ANZAM) Conference	Reviewer
	Naval Research Logistics	
	Statistics and Probability Letters	
	Quality and Reliability Engineering International	
	Communications in Statistics - Theory and Methods/ Simulation and Computation	
	Computational Statistics and Data Analysis	

	Computers and Industrial Engineering Journal of Statistical Computation and Simulation Journal of Applied Statistics International Journal of Electrical Power and Energy Systems Haceteppe Journal of Mathematics and Statistics	
Thangamani, G.	Ph.D thesis, IIT Madras Ph.D thesis, Anna University	Reviewer
Gopinath, S.	IIM Kozhikode Society & Management Review	Ad hoc Reviewer
Mateen, A.	Decision Support Systems IEEE Transactions on Services Computing International Journal of Production Research	Ad hoc Reviewer
Narayanamurthy, G.	Emerald Case Shorts 2015 ANZAM Conference 24th European Conference on Information Systems (ECIS) 2015 AMA Winter Marketing Educators' Conference	Ad hoc Reviewer
Padhi, S. S.	IIM Kozhikode Society & Management Review	Associate Editor
Raju, C.	Journal of Mathematics, Statistics and Operations Research (JMSOR)	Editor-in-Chief
Roy, S.	SpringerPlus Statistics and Interface	Reviewer
Sarkar, A.	Computers & Industrial Engineering Journal of Purchasing & Supply Management International Journal of Production Economics International Journal of Production Research OR Spektrum Industrial Management & Data Systems International Journal of Logistics Systems and Management International Journal of Integrated Supply Management International Journal of Applied Industrial Engineering	Ad hoc Reviewer





FELLOWSHIPS/ AWARDS/ HONOURS

Narayanamurthy, G.	2015-2016 Fulbright-Nehru Doctoral Fellowship Emerging Economy Doctoral Student Award (EEDSA), Production & Operations Management Society (POMS), March 2016
Narayanamurthy, G. Moser, R. Schaefer, T.	Highly commended winner of the 2015 Emerald/IAM India Research Fund Award for the research project “Overcoming Ownership Risks at the Base of the Pyramid in India - Potential of Access-Based Services”, April 2016
Narayanamurthy, G. John, L.	Highly Commended Research Award in the 2016 Emerald Literati Network Awards for Excellence, April 2016.
Sridhar, G. Lyngdoh, T Narayanamurthy, G.	Runner up award in the case writing contest, SBM Forum, India
Roy, S.	Prof. U. S. Nair Best Paper Presentation Award in International Conference on “Statistics for Twenty-First Century” organized by Department of Statistics, University of Kerala, Trivandrum, India during Dec 17th to 19th, 2015
Sarkar, A.	First Prize, Public Sector OR Best Paper Competition, Distressed Selling by Farmers: Model, Analysis and Use on Policy Making INFORMS Annual Meeting 2015 at Philadelphia
Rajeev, A. Sandeep, S.	Winner of Wipro Earthian sustainability award, February 2016



Anand G.



Arqum Mateen



Ashutosh Sarkar



C. Raju



Ram Kumar P. N.



Rupesh Kumar Pati



Saji Gopinath



Shovan Chowdhury



Sidhartha S. Padhi



Soumya Roy



G. Thangamani





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
Anubha Shekhar Sinha Milind Padalkar Sreevas Sahasranamam	Domestic Violence and Effectiveness of Law Enforcement Agencies.	<i>Economic & Political Weekly</i>	2016
Rajesh Srinivas Upadhyayula Amit Karna Karthik Dhandapani	Why do Firms Locate across Multiple Clusters? Cluster Density, Capabilities and Ethnic Ties.	<i>Industry and Innovation</i>	2015
Sreevas Sahasranamam Sud M.	Opportunity and necessity entrepreneurship: A comparative study of India and China	<i>Academy of Entrepreneurship Journal</i>	2016
S Subramanian	Corporate Governance, Institutional Ownership and Firm Performance in Indian State Owned Enterprises.	<i>Asia-Pacific Journal of Management Research and Innovation</i>	2015
S Subramanian	Proxy Advisory Industry in India.	<i>Corporate Ownership & Control</i>	2016
Sumit Mitra Albert Tan	Order fulfillment process for a large online retail in Singapore.	<i>International Journal of Automation and Logistics</i>	2015

Sinha, A. S., Padalkar, M., & Sahasranamam, S. (2016). Domestic Violence and Effectiveness of Law Enforcement Agencies. *Economic & Political Weekly*, 51(3): 63-70.

Crimes of domestic violence are distinct from other crimes against women. They show a steady rise, despite the Domestic Violence Act coming into force in 2005. This paper studies the efficacy of the law enforcement agencies' response in dealing with the rising trend through an econometric panel data study and posits new explanatory societal variables and reports significant correlations between the explanatory variables and agency responses to reported domestic violence crimes. It questions the functioning of police force and calls for a critical analysis of the policy of employing women in police force. It also brings out key insights for a comprehensive policy review and interventions to improve the effectiveness of agencies.

Dhandapani, K., **Upadhyayula, R. S.**, & Karna, A. (2015). Why do Firms Locate across Multiple Clusters? Cluster Density, Capabilities and Ethnic Ties. *Industry and Innovation*, 22(4): 251-272.



It is well-accepted that firms locate in clusters to benefit from spillover effects from similar firms in the location. However, some firms choose to locate in multiple clusters. In this paper, we focus on the phenomenon of multi-cluster presence. Through an empirical investigation of 95 firms from the information technology enabled service industry within India, we analyze the drivers of membership across multiple clusters. Our findings indicate first that firms that are located in lower density clusters show a tendency to locate in a larger number of clusters. Second, firms that are looking for people-based creative capabilities also tend to locate in a larger number of clusters. Finally, the firms that are not founded at the location of ethnic origin of the founder CEO also tend to locate in a larger number of clusters.

Sahasranamam, S. & Sud, M. (2016). Opportunity and necessity entrepreneurship: A comparative study of India and China. *Academy of Entrepreneurship Journal*, 22(1): 21-39.

Prior research on opportunity and necessity based entrepreneurship has largely been confined to contexts prevailing in either high or low-income countries. Our study examines individual level antecedents of entrepreneurial activity in two rapidly growing mid-income economies- India and China. Drawing on country level data from the Global Entrepreneurship Monitor adult population survey we find that in both nations, factors like gender, age, the fear of failure, and an individual's human/financial/social capital impact both opportunity and necessity entrepreneurship. Results for the two countries however differ significantly. We further observe that contrary to theorization in the extant literature, in these contexts individuals who are currently employed are also inclined towards necessity entrepreneurship. This paper identifies specific pull and push factors that facilitate both opportunity and necessity based entrepreneurship. Further it offers a basis for comparing the institutional environment in these contexts with those prevailing in other nations where similar research has been undertaken. With many governments emphasizing entrepreneurship as a key element of state policy, this study has lessons for policy makers seeking to replicate the rapid growth rates in India and China. This study is especially relevant as factors responsible for furthering opportunity entrepreneurship do not necessarily facilitate necessity entrepreneurship. This paper will hence help advance theory development in the entrepreneurship field.

Subramanian, S. (2015). Corporate Governance, Institutional Ownership and Firm Performance in Indian State Owned Enterprises. *Asia-Pacific Journal of Management Research and Innovation*, 11(2): 117-127.

Corporate governance norms were prepared with the assumption that the companies are controlled by private players. However, countries such as India also have listed firms that are majority owned by the state/government. The literature on corporate governance has highlighted the differences in the governance practices of the state-owned enterprises and private-owned enterprises. This article analyses the relationship between corporate governance practices of listed state-owned enterprises in India with institutional ownership and the firm performance. The article measures the corporate governance practices of the listed Indian state-owned firms through a standard instrument to arrive at corporate governance scores. The article first analyses the relationship of corporate governance scores with the firm performance measured through the profitability parameter. The results indicate that corporate governance and firm performance share a positive relationship, which is in line with the expectations. However, the relationship between corporate governance practices and institutional ownership is negative, indicating that increasing institutional ownership is negatively affecting the corporate governance practices of the state-owned firm. This result calls for further research in this area as it deviates from the results of the studies done in the context of family-owned firms.

Subramanian, S. (2016). Proxy Advisory Industry in India. *Corporate Ownership & Control*, 13(2): 371-378.

Proxy advisory firms play a significant role in shareholder voting and in the formulation of corporate governance policy. This paper analyses the status of budding proxy advisory industry in India using a case study method. The paper first traces the history of the global proxy advisory industry and also reviews the literature. Then we study the Indian Proxy Advisory Industry, which was born when the market regulator SEBI came out with a regulation in 2010 on “mutual funds” shareholding resolution voting policy. Quickly, three proxy advisory firms came to the market with differing ownership structure. Indian financial market offered great potential for investment through institutional investors. However the institutional investors in India are traditionally restrained them from taking activist role by voting on the shareholder meeting proposals. This poses a challenge to Indian proxy advisory firms along with other challenges typical of an emerging industry. The proxy advisory firms need to overcome the challenges to ensure their success. This pioneering work on Indian proxy advisory industry would open up new research ideas.

Tan, A., & **Mitra, S.** (2015). Order fulfilment process for a large online retail in Singapore. *International Journal of Automation and Logistics*, 1(4): 400-418.

Changes in customer shopping habits (e.g., using internet and mobile devices for shopping products and services) have created new channels for retailing and this development of new channels have made traditional retailers to relook at their operations and to offer their products and services through these new channels. The success of many online retailers such as Amazon.com has led to loss in market shares for traditional retailers. To cater to the changes in customer behaviour and to hedge against risk of losing market share to pure play online retailers, traditional retailers are looking at multi-channel retailing options, where customers can buy products and services through a wide range of channels depending on their needs. This paper examines different order fulfilment models that are used by many of the multi-channel retailers by considering the key resources, input and outputs required. And finally, it describes a costing model that can help to determine if the company need additional resources and the volume of orders required to break even.

OTHER/ FORTHCOMING PUBLICATIONS

AUTHOR	TITLE	CATEGORY	DETAILS	YEAR
Balasubrahmanyam, S.	The Impact of a Firm's Strategic Flexibility in handling its Portfolio of Growth Options on Its Strategic Renewal - Empirical Evidence from Businesses across Industries.	Conference	15th Global Conference on Flexible Systems Management, Symbiosis Institute of Technology, Symbiosis International University, Pune, India, October 23-25.	2015
Balasubrahmanyam, S.	The Key Role of a Firm's Strategic Flexibility in Handling Regulation towards its Strategic Renewal - Evidential Support from Businesses across Industries.	Conference	15th Global Conference on Flexible Systems Management, Symbiosis Institute of Technology, Symbiosis International University, Pune, India, October 23-25.	2015
Balasubrahmanyam, S.	Reverse Engineering and Firm Performance - Evidential Support from Businesses across Industries.	Conference	The International Conference on Organization and Management (ICOM) 2015, Abu Dhabi University, Abu Dhabi, UAE, November 22-23.	2015
Bhave, M.	The mega wonders of microgrids	Non-Refereed	Business Standard, July 9.	2015
Bhave, M.	Tesla E-motorcycles Complement Solar City Microgrids	Non-Refereed	Renewable energy World.com, May 20.	2015
Mitra, S. Hota, P. K.	Stakeholders role in enterprise formation and development process: The case of Om Sikhyanusthan.	Conference	The value of pluralism in advancing Management Research, British Academy of Managment (BAM) 2015, Education and Practice, University of Portsmouth, UK, September 8-10.	2015

Mitra, S. Kalagnanam, S. Rajeev, P. N.	India's Mandatory CSR: New Opportunities or Challenges for NGOs?	Case Study	<i>William Davidson Institute, University of Michigan</i>	2015
Mitra, S. Parikh, M. Suresh, K.	Organizational Growth and Balancing Contradictory Goals: Case Study of Jaipur Rugs.	Conference	<i>Administrative Sciences Association of Canada (ASAC) 2015 Conference, Halifax, Nova Scotia, Canada, June 13-16.</i>	2015
Mitra, S. Suresh, K. Parikh, M.	Jaipur Rugs: A Management Control Journey.	Conference	<i>Administrative Sciences Association of Canada (ASAC) 2015 Conference, Halifax, Nova Scotia, Canada, June 13-16.</i>	2015
Mitra, S. Suresh, K. Parikh, M.	Challenges of Grassroots Innovation: Designing effective Organizations for Weaver Community.	Conference	<i>Third International Conference on Creativity and Innovation at Grassroots [ICCIG], Indian Institute of Management Ahmedabad, India, January 19 - 22.</i>	2015
Mitra, S. Tan, A.	Food Malayan Berhad's Intention to Grow its Businesses.	Forthcoming Research paper	<i>South Asian Journal of Business and Management Cases.</i>	
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
Sahasranamam, S.	Series of monthly columns on Social Impact.	Non-refereed	<i>Emerging Kerala Magazine</i>	2015
Sahasranamam, S. Ball, C.	Sustainable procurement in social enterprises: Comparative case studies from India and Scotland	Forthcoming Book Chapter	<i>Implementing triple bottom line sustainability into global supply chains</i> (Eds. Lydia Bals and Wendy Tate), Greenleaf Publishing	2016
Sahasranamam, S. Nandakumar, M. K.	Moderating effect of formal institutions on individual resource commitment towards social enterprise entry	Conference	<i>Academy of Management Conference 2015, Academy of Management, Vancouver, Canada, August 7-11.</i>	2015
Sahasranamam, S. Purkayastha, S. Lahiri, S.	The influence of institutional development on R&D investment, internationalization and performance of emerging market firms	Conference	<i>Academy of International Business (AIB) Annual Conference 2015, Academy of International Business, Bangalore, India, June 27-30.</i>	2015
Rentala, S. Sahasranamam, S.	Twenty years after TRIPs: A transitory and post-TRIPs impact of technology resources on export performance of Indian pharmaceutical industry	Conference	<i>Academy of International Business (AIB) Annual Conference 2015, Academy of International Business, Bangalore, India, June 27-30.</i>	2015
Sahasranamam, S.	Institutional effects on social entrepreneurship	Invited Talk	<i>Emory colloquium on early stage ventures and accelerators, Emory university, Atlanta, USA, May</i>	2015
Sahasranamam, S. Agrawal, A.	Corporate social entrepreneurship in India	Forthcoming Research paper	<i>South Asian Journal of Global Business Research</i>	2016

Subramanian, S.	A Comparison of Corporate Governance Practices in State Owned Enterprises and Their Private Sector Peers in India.	Forthcoming Research paper	<i>IIM Kozhikode Society & Management Review</i>	
Subramanian, S.	Corporate Governance, Accounting and Audit: Crisis Challenges, Proxy Advisory Industry in India.	Conference	<i>Corporate Governance, Accounting and Audit: Crisis Challenges</i> , Leuphana Universität Lüneburg, Germany, November 26	2015
Upadhyayula, R. S. Karthik, D. Basant, R.	Strategic Paths of Born Globals: A Study of Indian IT firms	Conference	<i>Academy of International Business Conference</i> , Bangalore, June 27-30	2015

CASE STUDIES

Kalagnanam, S., **Rajeev, P. N., & Mitra, S.** (2015). India's Mandatory CSR: New Opportunities or Challenges for NGOs? William Davidson Institute, University of Michigan.

This case is built around the corporate social responsibility (CSR) provisions in India's Companies Act, 2013 (Section 135). The act requires corporations meeting one of three financial criteria to contribute at least 2% of their net income toward CSR activities, making India the only country in the world that mandates CSR spending. The case explores the strategic, financial, and capacity-building implications of Section 135 for non-governmental organizations (NGOs).

Sinha, A. S., & Rajeev, P. N. (2015). Courting Chaos (A Day in the life of a District Judge in India). *IIMK/CS/33/SM/2015/01*.

The case is based in the context of the Indian judicial system known for its failure to deliver justice expeditiously. The case describes the challenges a District Judge, faces in managing the administrative processes of his court along with his duties as a judge. When a sensational rape case is posted in his court, it has to be heard in an atmosphere of apprehension as people fear that the case may not be handled fairly and speedily as the accused is the son of a politician. The court management turns out to be tedious and time consuming on account of the woefully inadequate performance of the court staff. Further, many processes of the court are unchangeable and uncompromising, often promote inefficiency. The Judge is unable to manage his time judiciously. With routine operational chores taking up most of his time, he is left with little time and energy to invest in professional reading and case preparation. He is unable to manage the experience of emotion while hearing cases or regulate his emotions to suit various demands at work. On the personal front, he has difficulty balancing work and family life. The case suggests time management and work prioritization techniques for effective work management and discusses the methods of managing emotions effectively at the workplace.

SESSION CHAIRS

Balasubrahmanyam, S.	Strategic Management. <i>The International Conference on Organization and Management (ICOM) 2015</i> , Abu Dhabi University, Abu Dhabi, November 22-23.	2015
Dhayanithy, D.	Strategic Management. <i>3rd Pan IIM World Management Conference</i> , Indian Institute of Management Indore, Indore, India, December.	2015
Dhayanithy, D.	Governance - Power and Resources. <i>SMAANZ 2015</i> , University of Tasmania, Hobart & Sports Management Association of Australia and New Zealand (SMAANZ), Hobart, Tasmania, Australia, November.	2015
Dhayanithy, D.	Governance - PEDs, Fans and Ownership. <i>SMAANZ 2015</i> , University of Tasmania, Hobart & Sports Management Association of Australia and New Zealand (SMAANZ), Hobart, Tasmania, Australia, November.	2015

External Research Projects

Rajeev, P. N., & Sinha, A. S. (2015). Assessing the Social Impact of Micro Enterprises of Kudumbashree in Kerala. *Government of Kerala*.

The Micro enterprise initiative of Kudumbashree provides value in ways that are difficult to measure using financial metrics such as profitability or return on investment. Financial statements prepared by these organizations are also inadequate in telling the story. More holistic performance measurement models such as the balanced scorecard may be used to capture more than just financial numbers. However, these may also be inadequate in capturing social impact. This consulting project involves two major deliverables: 1) Assessing the social impact of the Micro Enterprise organizations operating under Kudumbashree and measuring the broader concept of value accruing to stakeholders 2) studying the challenges faced by Micro enterprises in their scaling up and growth and suggesting alternate business models.

Rajeev, P. N., & Sinha, A. S. (2015). Research on Court Management and Case Management techniques: Kerala Judicial Academy. *Kerala Judicial Academy*.

This study proposes to explore court and case management systems and deliver some tenets for integrating principles of management into court and case management towards better delivery of justice. The study would identify the major problems plaguing the court and case management System in the courts under the purview of the KJA, suggest which management principles and models can be imported into the judiciary to enable effective and speedy functioning and design and development of human resource and talent management interventions to attract, motivate and manage performance of judges in Kerala.

MEMBERSHIP OF EDITORIAL BOARD/ REVIEW BOARD/ AD HOC REVIEW

Mitra, S.	IIM Kozhikode Society & Management Review	Associate Editor
Sinha, A. S.	IIM Kozhikode Society & Management Review	Ad hoc review
Upadhyayula, R. S.	Journal of World Business International Journal of Emerging Markets	Reviewer



FELLOWSHIPS/AWARDS/HONOURS

Sahasranamam, S.	Case writing fellowship, Case Centre, May 2015
John, L. Sahasranamam, S.	Winner of Wipro Earthian sustainability award, February 2016

FACULTY

STRATEGIC MANAGEMENT



Anubha Shekhar Sinha



Deepak Dayanidhy



Mahesh P. Bhawe



Nandakumar M. K.



Rajesh Srinivas Upadhyayula



P. Rameshan



S. Subramanian



Sumit Mitra



Suram Balasubrahmanyam





IIMK RESEARCH IN MEDIA



FACULTY	RESEARCH TITLE	PUBLICATION DETAILS	MEDIA CITATION
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> , 5(1): 81-96, 2014	Findings of the study were cited in a news article in Times of India 'Docs' poor soft skills like no eye contact hit ties with patients' on August 13, 2015
Kausik Gangopadhyay Rudra Sensarma	Forecasting the price of gold: An error correction approach	<i>IIMB Management Review</i> , 28(1): 6-12, 2015	Findings of the study were cited in a news article in The Hindu 'Putting yellow metal to productive use' on September 19, 2015
Keyoor Purani	The Mediating Role of Role Stress in the Relationship Between Goal Orientation and Job Satisfaction Among Salespersons: An Empirical Study.	<i>In Boundary Spanning Elements and the Marketing Function in Organizations</i> (pp. 81-97). Springer International Publishing. 2015	Findings of the study were cited in 'Businessworld – The BPM Whitebook', pp.222-223, September, 2015
Rudra Sensarma	Measuring monetary policy and its impact on the bond market of an emerging economy	<i>Macroeconomics and Finance in Emerging Market Economies</i> , 9(2): 1-22, 2016	Findings of the study were cited in a column in the business daily Mint 'RBI decision on rates on expected lines' on February 5, 2016.
Sthanu R. Nair Leena Mary Eapen	Agrarian Performance and Food Price Inflation in India Pre- and Post-Economic Liberalisation.	<i>Economic & Political Weekly</i> , 50(31): 49-60, 2015	Findings of the study were cited in a news article in Business Standard 'IIM study says food prices rising slower than they did in the 1980s' on August 22, 2015





KEYTON PURANI
Professor of Marketing
at MIT Sloan



BPO under stress

Less structural competition in call centers will
improve employee/customer orientation

Rather than structural competition to improve customer satisfaction among employees, suggests a recently published research. A research conducted by an IBM professor in a collaboratively designed 200 call center simulation provides empirical evidence to support a reduction in competitive psychological climate in service organizations such as call centers. A competitive psychological climate is basically an outcome of management practices based on performance and peer comparison. Few studies have considered the impact of competitive psychological climate in service organizations before.

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IIMK JOURNAL, RESEARCH SEMINARS & CONFERENCES

IIM KOZHIKODE SOCIETY & MANAGEMENT REVIEW



IIM Kozhikode Society & Management Review, Volume 4, Number 1, January 2015

IIM Kozhikode Society & Management Review, Volume 4, Number 2, July 2015

IIM Kozhikode Society & Management Review, Volume 5, Number 1, January 2016



Chandrasekharan, S. Associate Professor, Homi Bhabha Centre for Science Education, Tata Institute of Fundamental Research, Mumbai	The Possibilities of New Computational Media: A Learning Sciences Perspective	July 23	2015
Joy, S. Lecturer, University of East Anglia, U.K	Intra and Inter-Organizational Controls in Outsourcing: Controlees' Perspectives	July 31	2015
Kumar, A. Retd. Professor, Jawaharlal Nehru University, New Delhi	India's Black Economy: Implications, Causes and Remedies (Distinguished Public Lecture)	September 04	2015
Jacob, J. Associate Professor, IIM Ahmedabad	Are Big 4 Audit Fee Premiums Always Related to Superior Audit Quality? Evidence from India's Unique Audit Market	September 08	2015
Paul, A Assistant Professor, IIM Kozhikode	ICT Use by Indian Women	October 15	2015
Bhave, M. Visiting Professor, IIM Kozhikode	The Coming Microgrid Revolution	November 09	2015
Hegde, S. Professor, School of Business, University of Connecticut	Retails Investor Attention and IPO Valuation	November 20	2015
Hegde, S. Professor, School of Business, University of Connecticut	Investor Optimism, Accounting Expertise of Directors and Financial Misstatements	November 23	2015
Krishnan, R. Professor, Beedie School of Business, Simon Fraser University, BC, Canada	Acquisition Spree of New CEOs: A Consequence of Social Comparison with Predecessors	November 24	2015

Velu, R. Professor, Whitman School of Management, Syracuse University, New York	Multiple Time Series: Robust Modeling and Forecasting	January 11	2016
Kalagnanam, S. Associate Professor, Edwards School of Business, University of Saskatchewan, Canada	Management Control in Value Based Organizations: A case Study	February 12	2016

WORKSHOPS

Madheswaran, S., & Paul, S. Professor, Institute for Social and Economic Change, Bangalore, & Assistant Professor, Madras School of Economics, Chennai	Pre-TIES Conference Workshop on R	January 2	2016
Kalagnanam, S. Associate Professor, Edwards School of Business, University of Saskatchewan, Canada	Introduction to Management Control Systems	February 11	2016
Kalagnanam, S. Associate Professor, Edwards School of Business, University of Saskatchewan, Canada	The Impact of Better-than-Average Bias and Relative Performance Pay on Performance Outcome Satisfaction	February 24	2016



CONFERENCE AT IIMK

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



IIMK hosted the 52nd Annual Conference of The Indian Econometric Society (TIES) from 4 to 6 January, 2016 at IIM Kozhikode campus. The conference witnessed the participation of over 300 delegates. Several distinguished economists gave keynote talks and participated in panel discussions inspiring the delegates and giving them insightful ideas for their ongoing and future research. A pre-conference workshop on R conducted by TIES experts was

attended by IIMK faculty and doctoral students. A panel discussion on “Issues in International Money and Finance” was held, where academics and RBI representatives debated on the recent developments and challenges in monetary economics and international finance. In another panel discussion on “Kerala economy: leader or laggard?”, distinguished panelists debated the strengths and weaknesses of the Kerala state economy. Apart from the plenary sessions, around 250 technical papers were presented in 42 technical sessions. The authors of these papers are expected to improve their papers based on the inputs received during the discussions inside and outside of the sessions and the revised papers should find their way into leading scholarly journals. A special issue of the Institute’s journal *IIM Kozhikode Society & Management Review* with selected papers from the Conference is under progress.



FORTHCOMING CONFERENCE

Krishnan, S., & Unnithan, A. B. International Conference On Marketing, Technology and Society, September 29- October 1, 2016



The conference aims to explore the intended and unintended consequences of marketing and technology on the society. Call for Papers is available on the conference website at <http://iimk.ac.in/markconf/index.php>.



With its roots dating back to 1996, the growth of IIMK over the past 20 years has been remarkable. Faculty strength has increased from 6 to 61 and annual research output has gone up from 2 in 1997 to 45 peer reviewed articles in the last academic year. Beyond numbers, the Institute has over these years branched out to impactful and quality research along with research projects, seminars, conferences, workshops, distinguished lectures, blog and the Institute's journal. Constantly striving for greater heights and continuing its journey of excellence, IIM Kozhikode is presently ranked 5th in 'Research, Professional Practice and Collaborative Performance' and 6th overall among the Management Institutes in the country by the National Institute Ranking Framework (NIRF), MHRD, Government of India.



Volume 5 Number 1
January 2016

Special Issue:
Managing Water for Sustainable Development
Guest Editors:
Kulbhushan Balooni and L. Venkatachalam

IIM KOZHIKODE
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