



# Newsletter

of the Research & Publications Committee, IIMA

October 2010

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Dear Reader,

I am delighted to communicate to you, on behalf of the newly formed Research and Publications (R & P) committee of the Indian Institute of Management, Ahmedabad (IIMA). In this issue of the R & P newsletter, we present a wide range of research carried out at IIMA. Apart from abstracts of research articles, the newsletter includes summaries of case studies, abstracts of doctoral level theses awarded at the convocation of March 2010, summaries of books authored/edited by the Institute faculty and a brief overview of research conducted at the Centre for Management in Agriculture. The frequency of the newsletter is being increased to four times a year. We continue to publish the newsletter in hard copy; additionally, we are producing an electronic version, so as to make it available to a much larger audience.

It is our intention to share with you the wide variety of research being conducted at IIMA. We look forward to your feedback about the new format and suggestions to improve it further. Please send in your response to [respub@iimahd.ernet.in](mailto:respub@iimahd.ernet.in).

I am thankful to the members of the R & P committee for their inputs at various stages of this newsletter. Ms. Sonya Bakeri provided editorial support and Ms. Pratima Desai coordinated the layout and design through her DTP unit. I am thankful to both of them.

With greetings,

Rajeev Sharma

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Abstracts of

# Articles

published in refereed journals



## Asian Business Communication: Country Perspectives (India)

**Asha Kaul**

Understanding of what constitutes good business communication in India has undergone a radical change in the last 10 years with the influx of several highly paying multinational companies gaining foothold on the virgin soils of the country. In this study, the author attempts to understand the manner in which messages are communicated and the emphasis on language used to effectively translate the thought processes in written communication. The study was conducted in a B-school, on 85 management students.

The findings indicate that almost 90 percent of the students primarily focus on language as the vehicle for gauging the effectiveness of the decision. Emphasis is laid on the disparity between the intent of the sender and the expression used to communicate the message in a suitably written report. This finding can be extrapolated to an understanding of the importance laid on correctness of English language for business communication. Bilingual communication skills with emphasis on a second language, that is, English, as the preferred choice for communicating messages in a business environment, has rapidly gained ground in India. Correctness in choice and use of words is the defining 'mantra' of sophistication in the manner of communicating a decision in the business environment. The cascading effect of good use of English is also seen across the entire student community desirous of entry into the corporate world.

**Reference:** Kaul, A. (2009). Asian business communication: Country perspectives (India). *Japan Business Communication Association*, 68, 77-81.

## Beyond Nongovernmental Developmental Action into Social Entrepreneurship

**Vijaya Sherry Chand**

This article presents a reflective perspective on the scope that 'social entrepreneurship' offers to nongovernmental development work in the Indian context. Beginning with the early corporate efforts to do good to society, the article outlines the history of nongovernmental action through its charity, community welfare, developmental and mobilizational and 'post-developmental, neoliberal political economy phases. It then reviews the concept of social entrepreneurship as it has developed in Western liberal democracies where some rethinking of the welfare state has taken place. While the ideology of social entrepreneurship seems to reside naturally in the current phase, only some of its aspects seem to offer growth trajectories for nongovernmental work in the near future. Though the foundations and trusts that the early business entrepreneurs established did provide the initial stratum for future nongovernmental work, in recent times, the charitable-

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philanthropic orientation of business has evolved into a socially entrepreneurial form, often involving partnerships with the third sector. For many nongovernmental organizations (NGOs), especially those which have political goals like empowerment and social justice, social entrepreneurship, in its strict form seems to have little to offer. But key features of the social entrepreneurial process, namely socially entrepreneurial behaviour, and more importantly social innovations—new ways of solving social problems, resourcefulness, larger scale and wider impact and solutions that are transferable, scalable and cost-effective—are important future directions for all kinds of NGOs, including those whose primary thrust is empowerment and social justice. However, NGOs need to reaffirm the primacy of the civic in their purpose constantly—aware and positively critical of the ideological undercurrents that influence and shape their responses.

**Reference:** Vijaya Sherry Chand. (2009). Beyond nongovernmental development action into social entrepreneurship. *The Journal of Entrepreneurship*, 18, 2.

## Determinants of Entry of the Indian Manufacturing Sector

**Rakesh Basant and Subhendra Nath Saha**

Since 1991, the Indian economy has experienced major structural and political changes. These changes were expected to reduce barriers to entry and increase competition. While anecdotal evidence seems to support the contention that contestability of various product markets in India has increased in recent years due to easier entry conditions, no study has attempted a detailed empirical analysis of the same. In exploring the determinants of entry, two specific contributions are made: one, heterogeneity of potential entrants is recognized; and two, appropriate econometric techniques are used for estimating the relationships. In the context of the emerging needs to study determinants of entry in the current Indian context and the research gaps, the study—(1) identifies the key factors that determine entry into the Indian manufacturing sector; and (2) explores the differences in the factors that determine entry of different types of entrants and different modes of entry—and shows that it is analytically useful to distinguish between the impact of various casual factors on the incidence vis-à-vis extent of entry into a sector. Moreover the determinants of entry may differ across categories of entrants.

Entry involves capital investments and risks related to it. This is so whether investments are for building a plant, brands, distribution channels or R&D to penetrate new markets. While capital market imperfections may not affect all types of entry adversely (e.g., diversifying entry may not always be affected), they remain important barriers to entry. Efficient capital markets that enhance availability of capital, reduce costs of capital and do not discriminate across players, help in lowering the barriers to entry and build up the platform for a competitive environment. Overall, the empirical results suggest that among various policy initiatives, a sharper policy focus on reducing capital market imperfection would go a long way in making the Indian manufacturing sector more contestable.

**Reference:** Basant, R., & Saha, S. N. (2010). Determinants of entry in the Indian manufacturing sector. *Technology, Operations Management*, 1(1), 11-45.



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## Development, Malaria and Adaptation to Climate Change: A Case Study from India

**Amit Garg, R. C. Dhiman, Sumana Bhattacharya and P. R. Shukla**

India has reasons to be concerned about climate change. Over 650 million people depend on climate-sensitive sectors, such as rain-fed agriculture and forestry, for livelihood, and over 973 million people are exposed to vector borne malarial parasites. Projection of climatic factors indicates a wider exposure to malaria for the Indian population in the future. If precautionary measures are not taken and development processes are not managed properly, some developmental activities such as hydro-electric dams and irrigation canal systems, may also exacerbate breeding grounds for malaria. This article integrates climate change and developmental variables in articulating a framework for integrated impact assessment and adaptation responses, with malaria incidence in India as a case study. The climate change variables include temperature, rainfall, humidity, extreme events, and other secondary variables. Development variables are income levels, institutional mechanisms to implement preventive measures, infrastructure development that could promote malarial breeding grounds, and other policies. The case study indicates that sustainable development variables may sometimes reduce the adverse impacts on the system due to climate change alone, while it may sometimes also exacerbate these impacts if the development variables are not managed well and therefore they produce a negative impact on the system. The study concludes that well-crafted and well-managed developmental policies could result in enhanced resilience of communities and systems, and lower health impacts due to climate change.

**Reference:** Garg, A., Dhiman, R. C., Bhattacharya, S., & Shukla, P. R. (2009). Development, malaria and adaptation to climate change: A case study from India. *Environmental Management Journal*, 43(5), 779-789.

## Differential Impact of Advertising and Distribution Expenditure on Tobin's Q: A Perspective from Listed Firms in India

**Arvind Sahay and Anandan Pillai**

The purpose of this paper is to understand the impact of components of marketing expenditures, that is, advertising and distribution expenditures, on intangible value of firms (measured in terms of Tobin's Q). The relationship is studied in the context of branding approaches (corporate and house of brands) that various firms follow. The data are collected from databases of Centre for Monitoring Indian Economy (CMIE) and from the website of the National Stock Exchange. Time series regression is performed using SPSS software to test the model. Advertising expenditure has a positive impact on the intangible value of the firm and this relationship is stronger for firms following corporate branding than for firms that follow house of brands strategy. Distribution expenditure has negative impact on the intangible value of the firm and this relationship is stronger for firms following corporate branding than for firms that follow house of brands strategy. Since most of the data retrieved for the analysis were of B2B (business to business) firms, the findings may not be generalized for all firms. Advertising expenditure has a diminishing marginal utility in creating intangible value. It would be useful for firms to understand where they are on this continuum and whether their advertising expenditure is giving adequate returns or may be better spent elsewhere. In the literature, researchers have expressed mixed viewpoints regarding the impact of total marketing spend on intangible value. The marketing expenditures are found to have both positive and negative impacts on intangible value, with respect to various contexts. However, the impact of major components of marketing expenditures is not addressed. This gap is addressed in this research paper.

**Reference:** Sahay, A., & Pillai, A. (2009). Differential impact of advertising and distribution expenditure on Tobin's Q: A perspective from listed firms in India. *Journal of Indian Business Research*, 1(2/3), 77.

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## Feasibility Study of Setting Up Information Technology-Enabled Services (ITES) and Business Process Outsourcing (BPO) Hubs in the North-Eastern States of India: An Insight

**Rajanish Dass**

This paper attempts to identify the commercial capital cities where India's north-eastern Information Technology-Enabled Services—Business Process Outsourcing (ITES-BPO) industry could be set up. It sheds some light on the BPO industry scenario in India and the conducive environment required to set up units. Various north-eastern cities have been ranked in terms of investment friendliness and the business environment for the ITES-BPO industry. It also comprises macro environmental analysis where the focus is mainly on the STEEP of the business environment, that is, the Social, Technological, Economic, Environmental and Political aspects that impact competitiveness. The measures that can be taken to make north-eastern cities attractive to the ITES-BPO industry are also discussed.

**Reference:** Dass, R. (2009). Feasibility study of setting up Information Technology-Enabled Services (ITES) and Business Process Outsourcing (BPO) hubs in the north-eastern states of India: An insight. *International Journal of Technology Policy and Management*, 9(1), 1-16.



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## Indian Financial Sector and the Global Financial Crisis

**Jayanth R. Varma**

Though the Indian financial sector had very limited exposure to the toxic assets at the heart of the global financial crisis, it suffered a severe liquidity crisis after the Lehman bankruptcy. This liquidity crisis could have been averted with timely injection of liquidity into the system by the Reserve Bank of India, claims Jayanth Varma. Apart from the liquidity crisis, India also had to deal with the collapse of global trade finance, deflation of an asset market bubble, demand contraction for exports, and corporate losses on currency derivatives. Looking ahead, the paper argues that the crisis is a wake-up call for the Indian banks and financial system for better managing their liquidity and credit risks, re-examining the international expansion policies of banks, and reviewing risk management models and stress test methodologies. Rejecting the widely held notion that financial innovation caused the global crisis, the author offers examples from bond markets and securitization to establish the necessity of continuing with the financial reforms. While India has high growth potential, growth is not inevitable. Only the right economic and financial policies, and a favourable global environment can make rapid growth a sustainable phenomenon.

**Reference:** Varma, J. R. (2009). Indian financial sector and the global financial crisis. *Vikalpa*, 34(3), 25-34.



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## Protecting my Interests: HRM and Targets' Coping with Workplace Bullying

Premilla D'Cruz and Ernesto Noronha

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The contribution of human resource management (HRM) to targets' coping with interpersonal bullying at work has so far not been empirically explored. Based on a study rooted in van Manen's hermeneutic phenomenology, conducted with agents working in international facing call centres in Mumbai and Bangalore, India, this paper captures processual, temporal and contextual dimensions of targets' coping behaviour, through which the critical influence of HRM stands out. Data were gathered through conversational interviews and were subject to sententious and selective thematic analyses. The core theme of "protecting my interests" displayed two prominent features: the presence of stages, and the critical role of HRM in influencing multiple facets of the experience. Major themes, organized around these defining characteristics, include experiencing confusion, engaging organizational options, moving inwards and exiting the organization. The findings break new ground in empirically uncovering the organization's etiological role in workplace bullying, apart from reconceptualizing targets' exit coping response. Apart from providing evidence of the existence of victimization within an oppressive work regime, this study addresses methodological concerns raised in the substantive area. The study also allows for a holistic and contextualized understanding of target coping that demonstrates the linkage between micro and macro organizational levels and highlights the political underpinnings of workplace bullying.

**Reference:** D'Cruz, P., & Noronha, E. (2010). Protecting my interests: HRM and targets' coping with workplace bullying. *The Qualitative Report*, 15(3), 507-534. Retrieved from <http://www.nova.edu/ssss/QR/QR15-3/dacruz.pdf>

## Optimizing Communication Channels for Inclusive Rural Development: Some Models and Cases from India

Meenakshi Sharma

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Many efforts are being made for the inclusion of traditionally marginalized segments of the Indian population, especially the rural and poor segments, in the main narrative of the nation's march towards development. It is widely accepted in the discourse on poverty that exclusion and lack of access to information and services are major factors in poverty. Recognising that removing these roadblocks is an essential requirement for poverty alleviation and development, governmental development efforts as well as those of corporates, academic/research centres, NGOs, and farmers' co-operatives, have aimed at increasing access and bridging the divide between the mainstream and marginalized segments.

Although ICT (Information and Communication Technology) has been hailed as the panacea for facilitating such access, the crucial role of 'human' communication modes and channels in the success of ICT-based projects is often overlooked. This article examines some projects aimed at empowerment and inclusion of the rural people and discusses the imperative of employing old-fashioned communication channels optimally in combination with ICT applications to best serve the needs of marginalized communities.

**Reference:** Sharma, M. (2010). Optimizing communication channels for inclusive rural development: Some models and cases from India. *Journal of Development Communication*, 21(1), 40-52.

## The Employment Effects of Labour Legislation in India: A Critical Essay

**Errol D'Souza**

Job security regulations have been central to government interventions in the labour market in India. These have been criticised for restricting employment growth. This article argues that job security regulation has not had the negative effects its critics make a case out for. It critically reviews the recent empirical work on the impact of labour legislation on employment in India and provides an explanation as to how the interests associated with different segments of the labour market account for the inertia in modifying job security regulations to the needs of an economy that is integrating with the global economy. Firms changed work practices and reorganised job boundaries as the import substituting industrialisation regime was dismantled. Weak enforcement of laws supported this restructuring effort, with firms resorting to voluntary retirement of workers and increasingly hiring on the basis of flexible contracts. Though the legislation is pro job security, a two-tier system of employment currently prevails, with job security for the employed insiders and no protection to newly hired outsiders. Unorganised workers' employment prospects have been furthered in this emerging scenario, and their alliance with firms and the state, results in an atrophying of job security regulations. In this way in the public arena the state continues job security regulation, but by not enforcing labour regulation it supports the momentum for the eventual deregulation of job security.

**Reference:** D'Souza, E. (2010). The employment effects of labour legislation in India: A critical essay. *Industrial Relations Journal*, 41(2), 122-135.



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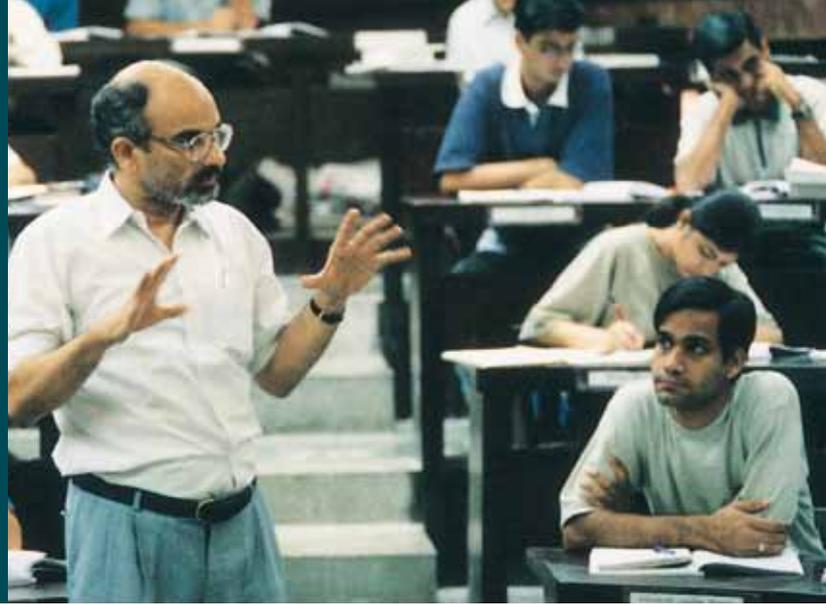
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Abstracts of

# Cases

registered with the Case Unit



## 1100 MT of Sorghum

Case Registration No. and Date: BP0332, 30-03-2010

### Anurag K. Agarwal

Political uncertainties may often result in unanticipated events. Non-confirmation by Niger, an African country, of a huge order for sorghum (jowar), resulted in a long legal battle for Shakti Bhog Foods Limited, which had chartered a ship, from Kola Freight, to carry the cargo on the assumption that it would get the order. 1100 MT of Sorghum, worth approximately Rs. 1 crore and odd, has taken Shakti and Kola to several courts—Kakinada, Delhi High Court, Andhra Pradesh High Court, Supreme Court of India, Arbitration in London, the U.S. District Court of Southern District of New York—and still the matter has not been resolved. Huge sums of money must have been spent in seeking legal remedy. That 1100 MT of sorghum had become unworthy of consumption long ago; however, it still nurtures the dispute. The case highlights the importance of the role of government in business and the significance of the dispute resolution clause, which needs to be minutely read and thoroughly understood while communicating with the other party. The case also emphasizes on the importance of understanding the legal environment in a particular nation while making a decision to do business with a firm in that nation. The legal environment in most of the nations is a function of political, social and economic conditions. Predictability and certainty are expected from a stable legal system providing a fertile ground for more trade and commerce. A fragile legal environment, on the other hand, hinders normal transactions and makes global trade almost an impossibility.

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## BABAJOB.com: Digitizing the Informal Job Sector

Case Registration No. and Date: CISG0109, 14-10-2009

### Kavitha Ranganathan and Ankur Sarin

BabaJob—based in Bangalore, India—is a unique for-profit venture that aims to connect workers in the informal job sector (cooks, gardeners, drivers, etc.) to potential employers, using cutting-edge information and communication technologies. Started by Sean Blagsvedt, an ex-microsoft researcher, Babajob had an initial philosophy of exploiting social networks to connect potential employers and employees, and hence had a parallel social networking site called BaBaLife. The current shift of the company focus has been away from the social networking aspect to using mobile technology to scale-out to a large number of clients. Since the potential employees (job seekers) are likely to be less educated, poor and/or semi-illiterate, the problem of connecting them to the digitized world is a major hurdle. This case details how BabaJob exploits technologies like text-free user interfaces, sms based communication and WAP technology to overcome these hurdles and efficiently link up employers to potential hires in the informal job sector. Since its inception in 2005, Babajob has registered around 27,878 job-seekers, 1,60,817 jobs details and 6600 employers.

## ICICI Bank's Switchover to Open Standard Office Suite

Case Registration No. and Date: CISG0105(A), 01-07-2009

### Rajanish Dass

This case presents how ICICI Bank, one of the leading private sector Indian banks, had planned to introduce and adopt a new technology, that is, OpenOffice software application, which could give it a business edge. The bank had formulated a set of IT guidelines which were followed by all its SBUs. The IT applications remained standardized across all business portfolios and geographies of the bank. In 2005, they had approximately 25,000 desktops, which were expected to grow over the years. As technology was the key for their growth, after they had centralized their technology implementation strategy, the bank continued to adopt new IT applications as the need arose. The investment in proprietary applications was huge and mounting high, as the bank continued on an exploitative growth, which was affecting operational cost. OpenOffice software adoption was one among the many IT strategies undertaken on a continuous basis by the bank for all its subsidiaries and offices. The case attempts to bring forth a corporate scenario where the organization tries to leverage IT which is cost effective and at the same time, enables the banking operations to run efficiently. The case discusses ICICI bank's motivating factors to plan for adoption of OpenOffice and the whole process of establishing the business value of OpenOffice before going ahead with actual implementation. It explores the challenges and issues that the bank would face after the roll-out of the plan to adopt OpenOffice software application and steps to counter the same, along with the actual benefits derived from the roll-out.

## Sewa Trade Facilitation Centre: Designing Roadmap For Business Expansion

Case Registration No. and Date: BP0329, 10-08-2009

### Atanu Ghosh, A. K. Jaiswal, and Palan Harit

SEWA Trade Facilitation Centre (STFC) started with the noble cause of providing employment opportunities to poor rural women by engaging them in their traditional skill based artisan work. They had achieved a turnover of Rs. 5 crores and were examining various options and associated challenges for further growth in the very competitive and complex fashion goods industry. Understanding the market trends, competition from the organized and unorganized players, and pricing, were some of the areas of concern for STFC. Ms. Reema Nanavaty, Chairperson, and Ms. Mona Dave, Chief Executive Officer of STFC realized that success in the fashion industry would depend largely on having the right marketing strategy and its effective implementation. Also, for handmade product manufacturers similar to STFC, there was direct competition from the machine made products along with other handmade products. The major advantages that resulted in the prominence of machine made products were high speed production, precise work, and competitive pricing. Harmonizing similar attributes was a complex task for handmade producers, restricting them from scaling up their business in a significant manner. To withstand competition from large organized players, smaller manufacturers were required to address issues related to supply chain, marketing, and pricing. While formulating their expansion and growth strategy, STFC had to decide on issues such as whether to concentrate on domestic markets or exports, and to go for EBOs, franchising, or associations. Logistics and supply chain management would be other challenges.



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## Core Emballage Limited—Out of the Box

Case Registration No. and Date: COMM0005, 13-05-2009

### M. M. Monippally and Sunanda Krishna

Core Emballage Limited (CEL), Gujarat, India, reached a plateau in 2006 in its business of corrugated packaging solutions. Geographical expansion was not feasible. Although making marginal operating profits, CEL was weighed down by heavy depreciation and interest on loans. The idea of diversification cropped up during internal discussions. Several managers were excited about getting into unrelated nutraceuticals (nutritional healthcare products); they welcomed the prospect of moving beyond business to business selling of packaging solutions and interacting with shopkeepers and consumers. Compared to packaging, the profit margins were very attractive too. The management had to decide whether to go ahead and enter the field that normally required heavy investment in advertising and promotion. In the field were deeply entrenched, highly respected, players such as Dabur and Himalaya. The managers reckoned that with accumulated losses and wafer-thin operating profits, CEL would not want to borrow heavily to finance such a venture. Infrastructure was, however, readily available both at the factory premises in Kheda and at the corporate office in Ahmedabad. The top management had to assess the company's reputational capital to see if it was strategically desirable to get into making and marketing nutraceuticals.

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## JSW Steel Ltd.: Logistics at Vijayanagar Works

Case Registration No. and Date: PSG0108, 15-06-2009

### G. Raghuram and Rachna Gangwar

The Vijayanagar plant of the JSW Steel Limited was all set for increasing its hot metal capacity from 3.8mtpa (million tons per annum) in 2008 to 6.8mtpa in early 2009, and to 9.8mtpa in April 2010. The case examines the key characteristics, including costs, of inbound and outbound logistics of JSWSL, at all the three stages with a focus on increased rail share that Mr. U. G. Pawar, Vice President, Logistics, is concerned about. As per Mr. Pawar, the most crucial aspect of logistics for JSWSL was the interface with railways. This had various dimensions like streamlining flows, wagon turnaround and material handling, some administrative issues, and line capacity. In terms of overall logistics, Mr. Pawar felt that transportation was the critical issue. Handling was a related concern. Inventory as such was not a major concern, and if at all, a consequence of transportation. The senior officers of South Western Railway (SWR), while acknowledging some of the concerns of JSWSL, expressed the view that many of their investment initiatives could not be followed through due to delays in JSWSL's expansion. Interfacing with railways would be a critical element in finalizing Mr Pawar's strategy. The analysis requires looking at the importance of JSWSL as a customer to IR. Issues relevant to rail transport, in terms of servicing JSWSL need to be identified. This case also takes into account IR's need to work with and woo JSWSL traffic. For this, strategies need to be worked out and an implementation plan for executing these strategies needs to be chalked out. This case was done as part of the Indian Railway Chair for Rail Transport and Infrastructure Management.

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**Rachna Gangwar** is Project Associate.



## Majestic Hospitals

Case Registration No. and Date: CMHS0004, 13-01-2010

### K. V. Ramani

Majestic Hospitals initiated its operations in Mahanagar in the year 2001 and has emerged as a dominant player in the premier healthcare service sector. The hospital Management is conscious about maintaining a high quality of services. The discharge process of its inpatients at the end of their stay at the hospital is one area where the Management feels the need for improvement, based on recent feedback from a few patients. Patient discharge can be broadly classified into two categories, namely, planned discharges where patients are informed at least one day earlier, and unplanned discharges where patients are discharged the same day following the consultant's visit. Once the consultant doctor advises discharge, there are a number of tasks to be performed before the patient can physically leave the hospital, such as preparation of the discharge summary, clearances from the pharmacy stores, billing department, etc. The hospital has a tie up with several insurance providers for cashless payment, which adds an additional dimension to the administrative procedures. This case describes the processes and procedures followed in Majestic Hospitals for patient discharge. It examines the existing mechanism for the discharge process including the transactions between insurance companies and the hospital, and calls for a critical analysis of the existing discharge processes and administrative procedures. Performance indicators to support planning and monitoring of the discharge procedures have to be identified. The case analysis requires focus on causes for delay in patient discharge and suggestions/recommendations to address unnecessary delays.

## SAATH—A Social Enterprise

Case Registration No. and Date: BP0327, 07-05-2009

### Piyush Kumar Sinha, Vaibhav Bhamoriya, and Abhishek

SAATH is an Ahmedabad based NGO that works for slum dwellers. Over the years, it has been able to develop programmes that have brought changes in the lives of its beneficiaries. It stands different from other NGOs in terms of its approach to its programmes. All its programmes are designed to become self sustainable by generating their own resources while achieving their social objectives. SAATH has been able to identify some business propositions but is unable to expand and grow at the rate expected. Although most of its programmes have been successful, some have not been able to achieve the desired objective of sustainability, which indicates that there is a need to figure out quality in operations and marketing linkages, as well as a need to target programmes at a particular population set within the slums to attract participants. Rajendra Joshi, Managing Trustee, is now looking forward to scaling up its programmes as well as replicating them into other areas. This case study encourages a critical evaluation of the successes or failures of SAATH with respect to livelihood ventures. It also invites the reader to identify the critical factors for scaling up and replication of livelihood ventures. The study poses the question of placing the target customers for livelihood services as either beneficiaries or clients.



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**Piyush Kumar Sinha** is Professor in the Marketing area. His areas of research interest are Retailing, Shopping, Point of Purchase Communication, and Strategy Formulation for

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## Spreadsheet through Examples: Microsoft Office Excel 2007 Version

Case Registration No. and Date: CISG0104TEC, 23-06-2009

### V. Venkat Rao

This note introduces to the reader, the major features of spreadsheet packages, particularly those of Microsoft Office Excel 2007, through several examples. The features are introduced not by a prosaic listing of their rules, but, by first creating a need for each of them in the examples, and then explaining their syntax and usage.

Each example deals with a managerial decision context, and fully develops a spreadsheet for answering the questions posed. There are, in all, eight examples, introducing several groups of features: standard arithmetical functions, features for sensitivity analysis like Goal Seek, Data Table, and Scenario Building, Table lookup functions such as VLOOKUP, HLOOKUP, MATCH, INDEX, regression analysis through LINEST, financial functions like NPV and IRR, array functions and matrix operations, date, time, and string functions, linear programming through SOLVER, and MACRO development.

A major portion of the note is occupied by the exercises. The total number of problems given is more than 60; some are very simple, and some very complex and challenging. Most of them consist of partially designed spreadsheets, requiring the student to fill in formulae in some cells. The problems focus on domains that should be of interest to management students. For example, there are problems related to personnel management, check digit verification, analysis of telephone bills, production scheduling, materials management, profit and loss projection, conference budgeting, and project appraisal. Even though VBA programming has not been covered in the examples, a few partially completed VBA procedures are given in some problems.

Finally, the note is provided with 11 appendices that give through tables, the syntax of the major built-in functions of EXCEL in the categories mentioned above, including tables on menu options, keyboard shortcuts, and error codes.

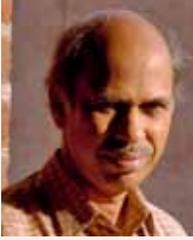
## Kolkata Port: A Turnaround Story

Case Registration No. and Date: CIPR0002, 18-11-2009

### Tathagata Bandyopadhyay, G. Raghuram, Yashoverman Sharma, and Niraja Shukla

Kolkata Port (KoPT) had achieved a turnaround from having made a loss of Rs. 7.5 crores (cr) in the year 2000-01 to a net surplus of Rs. 465.1 cr in the year 2006-07. A variety of initiatives had been taken during the intervening years with a focus on tariff rationalization, revenues from alternate sources, infrastructure development and productivity improvements. While these had yielded results, there was a fundamental issue of operational complexity and inability to compete due to the locational disadvantage. KoPT was a riverine port with two locations, 232 kms and 115 kms upstream on the Hooghly with draft limitations. Two significant studies having implications for future strategies of KoPT had been submitted in March and November 2007. The top Management of the port, including the Chairman who was responsible for driving many of the initiatives, were concerned that it won't be possible to achieve a long term sustainable growth continuing with the strategies so far. A well thought out future road map, breaking away from the existing thinking, was essential to continue with its growth.

**V. Venkata Rao** is Professor in the Computer and Information Systems Group. He has worked as a systems analyst in the Computer Centre at IIMA. He has also developed cases and computer games in the areas of Material Requirements Planning, Maintenance Management, Project Management, Operations Planning and Scheduling in Transport Organizations and Job Shops, Physical Distribution Management, and Strategy for Information Technology in Organizations.



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Abstracts of doctoral

# Theses

awarded in March 2010



## Factors Related to Empowerment of Women Employees in a Stereotypical Job

**Anita Sarkar**

In this research individual empowerment was defined as employee experienced powerfulness. The relationship of empowerment to the relational support provided to the individual from various quarters (family, superior and colleagues) and structural support available to the individual (resource availability, information sharing, work environment, and development and recognition) were examined. Two important work outcomes of empowerment, job involvement and innovative behaviour were also looked into. Multi-rater assessment of relational support provided to the individual and the individual's job involvement and innovative behaviour were also examined by collecting data from the respondent's superior and colleagues.

Empowerment was conceptualized as a broad concept which takes into account intra-individual sense of powerfulness coming from both work life and family life of an employee. A new construct termed as "non-work-domain control" was developed and tested as an additional dimension of individual empowerment. The research was carried out in Gujarat and West Bengal involving women primary school teachers.

Non-work-domain control as an additional dimension of empowerment received support in the study. It was found that family support, self-perceived superior's support, colleague support, development and recognition, and work environment increased empowerment. Results showed that empowerment leads to job involvement and innovative behaviour, perceived by all relevant stakeholders.

## Managing Maternal Health Care Services through Public Private Partnerships: Policy Issues and Implications: A Study of the Chiranjeevi Scheme in Panchmahals District of Gujarat, India

**Prabal V. Singh**

In 2005, the Government of Gujarat launched the Chiranjeevi Scheme to promote institutional deliveries and reduce the financial risks borne by Below Poverty Line (BPL) families in availing of maternal care services.

This research has three objectives: 1) to study the conceptualization and formulation of this scheme, and the role and interests of major stakeholder groups; 2) to look at the link between the incentives through payment mechanisms, offered by the scheme to the service providers and beneficiaries, and its relationship with the service delivery outcomes; and 3) to investigate some unintended consequences of the PPP and the payment system being adopted in the scheme, on the client.



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**Prabal V. Singh** is postgraduate in Hospital Administration, with six years of experience in the Public and Private Health Sector. He is Director Research with ACCESS Health International, ISB, Hyderabad, and is working on improving the delivery of health services in emerging markets.

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The findings of the research show a need to restructure the package in order to cover different aspects of maternal health care. The findings show under provision of care, out of pocket expenditure incurred by the beneficiary, and adverse sex ratio in beneficiary of the scheme. The study suggests measures to improve monitoring and feedback mechanisms and development of a referral model to make the scheme more effective. It suggests that before designing a scheme like Chiranjeevi, policy makers should take into account the implication of the payment mechanism of service delivery outcomes which should be reflected in the MoU between the service provider and service procurement agency.

## Salesperson's Customer Orientation: Conceptualization, Scale Development and Impact in Selling Situations

### Ramendra Singh

The practice of marketing concept has been widely studied, and one of the important themes within this context is the salesperson's orientation while interacting with customers in the selling situations. Based on extensive review and synthesis of literature, the author has conceptualized salesperson's customer orientation as a multi-dimensional construct with three dimensions, namely, maintaining customer relationships, providing information to customers, and understanding customer needs.

This study also contributes by conceptualizing the underlying dimensions of the salesperson's customer orientation, and by developing and validating a multi-dimensional scale with robust psychometric properties. This thesis provides insights on dimensions of a salesperson's customer orientation as perceived by customers, and salespersons. The study has several important managerial implications. The new scale can be used by sales managers as a useful diagnostic tool to identify dimension/s that impede a salesperson's performance, and accordingly customize their training programs. It can also be used as a mechanism for managing sales performance, and as a tool for selection of salespersons.

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## Strategic Response of Indian State Owned Enterprises to Environmental Shifts

### Shubhabrata Basu

Researches on strategic response of firms to environmental shifts have been conducted, mostly with respect to private corporations and, predominantly in the North American and European context. A few studies, especially in the United Kingdoms, that did involve state owned enterprises found results that were not clear and concise due to ownership pattern and national contexts that influenced the strategic choices, which in turn influenced the responses of firms facing environmental shifts. Therefore a firm's strategic response, when influenced by ownership pattern and national context, is likely to yield results that would be different from those reported in literature.

This research focuses on the strategic response of a selected set of four State Owned Enterprises (SOEs), to environmental shifts post deregulation and economic liberalization of India in 1991. In this study, four categories of environmental shifts are considered namely: 1) Shifts in the Regulatory Environment; 2) Shifts in the Competitive Environment; 3) Shifts in the Technological Environment; and 4) Shifts in the firm's Internal Environment. The thesis proposes a framework of strategic response by the SOEs along with a set of propositions as the outcome of the study. Some implications of the study are examined for the three likely audiences—the academia, the practicing managers and the public policy makers in the emerging economies in general and India in particular. The study concludes with future directions based on the outcomes.

**Shubhabrata Basu** is faculty in the Strategic Management area, at the Indian Institute of Management, Indore. His research interests involve Organizational Slack, Environmental Shifts, Decision Making Processes in State Owned Enterprises, Innovative Value Creation Processes in State Owned Enterprises, Knowledge Evolution and Intellectual Capital in Intrapreneurial and Entrepreneurial Organizations, and Types of Innovation in India Firms.



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## Exploring Welfare Maximizing SPS Standards in a Game-Theoretic Framework: A Case of INDO-US Trade in Wheat and Mango

**Siddhartha Kumar Rastogi**

As trade quotas were eliminated under GATT and tariffs were rationalized under WTO, the focal point of disputes and negotiations in international trade shifted to non-tariff barriers, particularly Sanitary and Phytosanitary (SPS) standards. SPS standards are commodity specific standards, adopted by WTO members to protect domestic flora and fauna and environment from the impact of invasive foreign organisms. This research points out that in the absence of past experience and concrete scientific or empirical evidence, standards are usually kept at prohibitively high levels, thereby inducing sub-optimal outcomes. Therefore, it is imperative to assess the impact of SPS standards on various dimensions and base the policy on expected net welfare gains to the nation as a whole. Unilateral decision making suggests for stringent SPS standards, leading to low or no trade, whereas an interactive decision would facilitate trade and augment welfare.

The present research considers a game-theoretic negotiation based SPS regime. To implement the proposed framework for empirical justification, the case of Indo-US trade in wheat and mango is chosen. The results show that it is more welfare augmenting for both the countries, individually as well as jointly, to adopt moderate level of SPS standards instead of a complete ban or complete liberalization. This thesis suggests exploring a multilateral multi-commodity negotiation process in a general equilibrium framework as a possibility for future research.

## Algorithms for Evaluation and Design of Reliable Networks

**Megha Sharma**

A reliable network is a network in which network elements are functional only with a pre-specified probability. Such networks are used to model real-life networks such as telecommunication networks and logistic networks. Conventional network performance metrics such as the maximum flow through a network, the length of the shortest path between two given nodes, etc., become random variables for reliable networks. Therefore, performance of a reliable network is measured either in terms of the expected value of these metrics or in terms of the probability that the network performance is better than a given threshold performance. The problems of evaluating these metrics are NP-hard and exact algorithms are practical for networks with upto 15 arcs.

This thesis presents an exact algorithm for quantifying the performance of highly reliable networks. This algorithm evaluates performance of networks much larger than those currently addressed in literature within reasonable time. For quantifying the performance of even larger networks, the thesis presents a Monte Carlo based algorithm which, given a sample of network states, estimates the network performance in one third the time taken by conventional estimation methods. The thesis shows that the current performance metrics are inadequate for quantifying the performance of critical networks. It proposes two new metrics for such networks and presents an exact algorithm for evaluating these measures. The thesis also considers the multi-objective reliable network design problem and presents Genetic Algorithm and Particle Swarm Optimization based implementations.

The work presented in this thesis will allow better understanding of the performance of existing networks and thus will help network designers in designing better networks.



**Siddhartha Kumar Rastogi** is Visiting Assistant Professor with the Indian Institute of Management, Indore presently. His primary research interests include Development Economics and Political Economy, particularly the Role of Public Policy in Development and Promotion of Trade, Agriculture, and Education.

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**Megha Sharma** is faculty in the Operations Management Group, at the Indian Institute of Management, Calcutta. Her research interests include Evaluation and Design of Reliable

Networks, Network Flows, and Combinatorial Optimization.

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Brief notes on

# Books

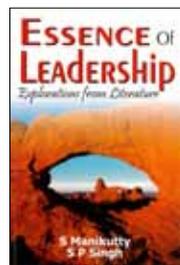
authored/edited by IIMA Faculty



## The Essence of Leadership: Explorations from Literature

Macmillan Publishers India Ltd., 2009

S. Manikutty and Sampat P. Singh



This book seeks to explore leadership through study and interpretation of literature. It starts by stressing on the distinction between managerial roles, which are based on knowledge, techniques, skills and emphasis on results, and leadership roles that focus on imagination, passion, commitment and fulfilment of dreams. Traditional management approaches, based on 'scientific' analysis, cannot contribute much towards understanding leadership. This book shows how leadership can be better understood by reading and interpreting masterpieces of world literature and relating them to leadership issues.

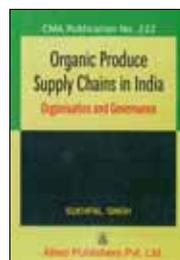
The book argues that understanding leadership is really about understanding life, and this starts with gaining an understanding of the self. The book starts with Cervantes' masterpiece Don Quixote, whose main character asserts "I know who I am" and believes in himself. This is followed by other works to highlight important issues: ambition and purpose in Chinua Achebe's Things Fall Apart, faith vs. reason in Bertolt Brecht's The Life of Galileo, awakening the human spirit in Bernard Shaw's Saint Joan, authenticity in Girish Karnad's Tughlaq and the old Sanskrit play Mudra Rakshasa by Visakhadatta, leaders and society in Arthur Miller's All My Sons, role of illusions in Ibsen's the Wild Duck, taking a stand in Ibsen's A Dolls' House and the epic Mahabharata for development of perspective.

This book is based on the experience of the authors in teaching a course on leadership for the last 20 years at the Indian Institute of Management, Ahmedabad, based on these and some other masterpieces of literature. The authors felt that a stage has been reached when the experience needs to be shared with a wider range of academicians and corporate leaders.

## Organic Produce Supply Chains in India: Organisation and Governance

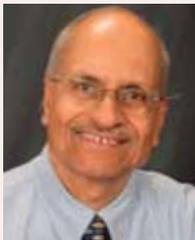
Allied Publishers, New Delhi, 2009

Sukhpal Singh



Organic produce supply chains has emerged as an important area of research and policy, both globally and in India due to various problems in the conventional agro-food chains like chemical residues, environmental pollution, rising costs of cultivation of conventional produce, and emerging global and domestic markets for organic produce. This book examines the organisation and governance of organic produce sup-

**S. Manikutty** is Professor of Business Policy and Strategy and the Chairperson of the Management Development Programmes. His areas of interest include Strategic Management and Competitive Strategy, Leadership, Global Competitiveness of Industries, Corporate Governance and Strategies for Family Businesses.



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**Sampat P. Singh** had been visiting faculty at the Indian Institute of Management, Ahmedabad from 1982, where he launched his popular course based on inputs from literature—Leadership: Vision, Meaning and Reality—the first of its kind in India, in 1988. He continued teaching at Indian Institute of Management, Ahmedabad till 2006. He was a well-known writer and consultant. He was reckoned as an expert in the areas of Finance and Banking, and in that capacity, had served in many national committees.

ply chains in India from a small primary producer perspective. This involves analysis of the production, procurement and marketing aspects of the organic produce sector with focus on marketing agencies and producers in various commodity/product chains in India. It analyses various institutional arrangements like contract farming, networking, and producer level co-ordination prevalent in this sector and their nature from small producer perspective; and analyses various institutional/organisational and policy options for organic production and market promotion. It takes a case study approach and examines cotton, basmati paddy/rice, and processed food product chains, with case studies of both export market driven and domestic market driven agencies. It examines the organisation of production and marketing in these product chains and analyses the problems being faced by various stakeholders in the chain, especially primary produce suppliers. It supplements the agency level analysis with a primary survey of organic farmers in cotton and basmati paddy crops. The major aspects addressed include participation or exclusion of small and marginal growers, problems faced in making chains inclusive, certification and its governance aspects, marketing of primary growers' produce, pricing of the produce and role of various organisations, besides the issue of mainstreaming of organic produce. The contents of the book include, among others, the global and the Asian organic markets, Indian organic production and market systems, organisation of the chains and their governance, nature of organic farming contracts, and policy issues.

## Nepal

*Kluwer-Deventer Publishers, Netherlands*

**Ajeet N. Mathur**



This book traces the genesis of countervailing power for democratic institutions in Nepal's polity and provides a comprehensive commentary on laws and industrial relations concerning industry, labour and employment in Nepal. Nepal has been in the news after the cessation of internal hostilities as a promising destination for potential foreign direct investment. A land-locked country, Nepal

shares an open border with India, a large market for a range of consumer goods. The book gives an account of the recent developments concerning the political economy of Nepal and discusses cases alongside an analysis of the legal framework of Nepal that enables questions concerning laws and economics to be addressed together.

The book analyses and presciently forecasts the trajectory of the fractured political economy of Nepal based on an analysis of collective countervailing power with a special focus on labour laws and industrial relations taking note of the thin line between special interest groups, pressure groups, and trade union groups that enjoy traditional immunities against charges of restraint of trade, civil liabilities and criminal liabilities to certain extents. The book examines the role of the multilateral agencies, particularly the ILO, in the way international labour standards for decent work play a part in restoring harmony in Nepal and pave the way for business development and foreign direct investment. The developments in Nepal's law and justice system and the problems associated with the constitution-building process are also discussed to highlight areas of special concern for employer-employee relations and the large numbers of 'working non-employees' that characterise the labour force and emerging industrial structure in Nepal.



**Sukhpal Singh** is currently Associate Professor at the Centre for Management in Agriculture. His research interests include Food/Fibre Value Chains and their co-ordination

and governance from a small primary producer and farm worker perspective. He is a member of the global research network on upgrading in global/regional production networks and was recently at the University of Manchester for three months (April-June, 2010) as an ESRC-ICSSR exchange scholar researching the dynamics of the UK supermarket linked horticultural value chains in India.

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**Ajeet N. Mathur** is Professor in Strategic Management and International Business in the Business Policy area. His interdisciplinary interests are at the crossroads of Economics, Law

and Strategic Management of Organisational Knowledge in Cross-Border Value Chains. A significant focus of his research is on Uncertainty and Risk, Motives and Powerbases, Group Relations, Organisation Strategies, Politics of Disharmony in the Management of Gender Differences, Missing Markets, Market Barriers, and the Management of Institutional Diversity in Cross-Border Value Chains.

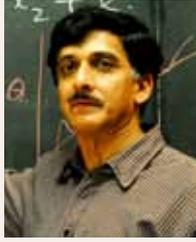
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## Reforming Institutions in Water Resource Management

Earthscan, London, UK

Edited by Lin Crase and Vasant P. Gandhi

**Vasant Gandhi** is Professor at the Centre for Management in Agriculture. He has worked with the World Bank and the International Food Policy Research Institute. He has published extensively on institutions and policies for food and agriculture in developing countries.



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*“There is a water crisis today. But the crisis is not about having too little water to satisfy our needs. It is a crisis of managing water badly – such that billions of people and the environment suffer.” (World Water Vision 2000)*

The management of water resources is becoming increasingly challenging in India with accelerating growth and development. Scarcities are becoming frequent and managing the distribution across vast areas of the country, and amongst millions of users, in a way that is sustainable, is becoming a major problem. Irrigation is crucial for agriculture and rural incomes in India. The technical solutions to the difficulties are typically known and are often implemented, but the institutional issues of control, organization and management within the political economy of democracy and small farm agriculture are becoming exceedingly difficult and pose the most serious challenge.

As water scarcities increase, nations throughout the world are in search of better institutions to manage water resources. India has been making substantial efforts to develop its water management systems since Independence and significant increases in irrigated agriculture have taken place through both public and private initiatives. However, scarcities are increasing and major problems presently confront the management of water resources and irrigated agriculture. Resolving these problems is crucial for the future.

The main purpose of this book is to provide a new approach for the analysis and design of water institutions that govern the use and development of water resources, particularly for agriculture which is the largest user. Based on the theory of New Institutional Economics, and of organizational design and governance, and comparisons with Australia (as a developed country) and other less developed nations in Africa and Asia, the authors draw upon original empirical data from three Indian states. Detailed econometric analysis of these data is used to identify and recommend attributes and features of water management institutions that are conducive to effective resource management, their long-term success, and their best contribution to development.



# Spotlight

on research conducted at CMA



## CMA — Centre for Management in Agriculture

IIMA's commitment and expertise in agri-food and rural sectors dates back to its inception when the institute had accepted managerial issues related to under-managed but socially important sectors—particularly agriculture—as a part of its thrust area. A small group, called the Agco Group, was set up in 1963 to work on the problems of agricultural sector and cooperatives. This Group was re-designated as the Centre for Management in Agriculture (CMA) in 1971. The goal of CMA has been to help the process of modernization of the agri-food sector, by application of concepts and tools of management science. CMA faculty is involved in teaching in PGP, PGP-ABM, FPM (Agriculture) and other programmes of IIMA.

One of the main areas of focus of CMA is research. It is an interdisciplinary group and has since its inception actively engaged in applied, policy and problem-solving research on issues related to management of agriculture including food, agribusiness, and rural and allied sectors, which are relevant to practitioners and policy planners and are of concern for the society at large. In the initial years, the Centre took up studies in the areas of block development administration, cooperatives, rural development, and high-yielding varieties program to understand the processes of administering development and the roles played by public and cooperative organizations. Over time, the research activity of the Centre was expanded to study problems and growth possibilities of organizations supplying inputs and services to the agri-food sector as well as those involved in procurement, processing, and marketing of farm and allied produce.

CMA has a close association with the Ministry of Agriculture, Government of India, since 1965. It undertakes research studies for the Ministry on various facets of agricultural and allied sectors, and provides technical advice to the Government from time to time. CMA has done significant amount of research in the areas of agri-food policy, procurement, marketing, and processing of agro-based commodities, farm inputs, irrigation and water management, agricultural and rural finance, investment and subsidies, livestock, fisheries, forestry, agricultural trade including the World Trade Organisation (WTO) issues, competitiveness of agriculture, supply chain management including organic produce, rural infrastructure, vertical coordination in agro-food industry and contract farming, food retailing, commodity trading, rural innovations, management of technology in arid areas, intellectual property rights, biodiversity conservation, biotechnology, Genetically Modified (GM) crops, and food safety issues.

Indian food and agribusiness sector is facing numerous challenges due to globalisation, rapid pace of technological change like biotechnology and Genetically Modified Organisms (GMOs), changing business environment and rapidly evolving role of the government at various levels. In the recent past, CMA has carried out research in these areas to address some of the issues. The recent publications of CMA include: High Growth Trajectory and Structural Changes in Gujarat Agriculture, Economic Policy Reforms

Each issue of the R & P Newsletter will highlight research conducted at one of the centres, groups, or areas at IIMA.

and the Indian Fertilizer Industry, Participatory Irrigation Management, Economics of BT vis-à-vis Non-BT Cotton, Competitiveness of India's Tea Trade, Global Debate on Fisheries Subsidies, Management of Agribusiness Contracts and Organisations, Agricultural Machinery Industry in India, Emerging Markets for GM Foods, Agricultural Policy Matrix in a Federal Structure in the Post-WTO Era, Impacts of Fresh Food Retail Chains on Small Primary Vegetable Producers and Traditional Fruit and Vegetable Retailers, Performance of Rural Credit, Modern Supply Chain for Fresh Vegetables, Market Integration and Market Access for Agricultural Commodities, Flow of Credit to Small and Marginal Farmers, Marketing of Fruits and Vegetables, Processed Food Marketing in India, Contract Farming, Organic Produce Supply Chains, and Organic Input Production and Marketing. The Output from Research is Published in a monograph series. CMA faculty and research staff have published 237 monographs, a large number of research papers in national and international journals, and cases and teaching notes on various aspects of agribusiness sector.

CMA faculty has been engaged in policy planning and implementation at the National and the State levels. Faculty members are on the boards of public, private, cooperative, and developmental organizations and are members of various committees/task forces/working groups constituted by the Planning Commission, National Development Council and the various Ministries of the Government of India. CMA has provided help in institution building and played a key role in setting up of national level institutes like Indian Institute of Forest Management, National Institute of Agricultural Marketing and National Institute of Cooperative Management.

