

# Newsletter

of the Research & Publications Committee, IIMA



December 2014

## Abstracts of Articles

published in refereed journals



**Abhishek** is Assistant Professor in Marketing. His research interests include Consumer Behaviour in Retail Context, Marketing Communication, Rural Marketing, and Social Entrepreneurship.



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### Private Label Brand Choice Dynamics: Logit Model Involving Demographic and Psychographic Variables

In *South Asian Journal of Management*, 21,1 (January-March 2014), 49-64.

#### Abhishek

Research on private label brands started with focus on explaining the choice of private label brands by simple demographics variables which later expanded into work on attitudinal and behavioral characteristics of customers. However, all these studies have not tried to integrate demographic and psychographic variables to achieve a higher explanatory power, even though researchers have suggested that such a combination is likely to have a higher explanatory power. This paper, after a review of literature, identifies the variables for private label brand proneness. This is followed by mathematical explanation which provides the mathematical model using discrete choice modeling. The paper also provides operationalization of integrated model in current Indian retail scenario and concludes with explaining the limitations.

### Poor Management Research in India: Fault Lines in the Academic Bulwark and Wayward Priorities

In *Decision*, 41, 1 (March 2014), 3-10.

#### Arindam Banerjee

The article points at some historic reasons for poor productivity in research, including unproductive competition among institutions due to a false sense of self sufficiency, lack of adequate research infrastructure at the institution level and the long standing government policy in India that has considered teaching to be the core activity in our university system. It emphasizes the need for collaborative action across institutions that by themselves do not have the wherewithal to upgrade the quality of research. It also stresses the need to build specialized competence in individual faculty members to strive for excellence in a core academic activity, be it research, teaching or executive

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training and administration. The traditional view of a faculty being a superior performer in all aspects of academics may not yield the results needed to attain global standards of excellence.

## Determinants of Inter-Industry Variations in Research and Development Efforts in Indian Manufacturing Sector: A Dynamic Patel Data Analysis

In *Innovation and Development*, 4, 1 (2014), 91-109.

### Rakesh Basant

Several studies have explored the determinants of firms' innovative efforts, but a consensus on the conceptual underpinnings and empirical manifestations of these determinants is yet to emerge. This paper attempts to understand the role of several factors in determining inter-industry variations in research and development (R&D) efforts in Indian manufacturing sector. Using Arellano–Bond dynamic panel estimation technique and a panel data set of 34 manufacturing industries over the period from 2001–2002 to 2008–2009, the paper finds that firms in industries with greater R&D efforts in the past, larger participation of the multinational corporations (MNCs), higher capital intensity, and greater penetration in the international market through exports spend more on R&D. On the other hand, R&D efforts are less in industries with larger incidence of mergers and acquisitions (M&A) and greater competition from imports. The degree of sellers' concentration in a market, size of the market, product differentiation, purchase of technology, and the level and variations profitability do not make any significant difference in R&D intensity across industries. Our findings raise some important policy issues relating to encouraging entry of MNCs through Greenfield investments, restricting M&A, and promoting exports.

## A Constrained Nash Bargaining Approach to the Stock Rationing Problem in Multi-Echelon Supply Chains

In *International Journal of Advanced Manufacturing Technology*, 72, 5-8, (May 2014), 571-87.

### Debjit Roy and N.R.Srinivasa Raghavan

In order to survive in the global volatile market place, supply chain analysts are brainstorming to arrive at robust inventory control policies that prevents inventory worth of millions of dollars to get tied up in the chain and at the same time ensures to achieve the differentiated customer service levels. Inventory rationing is a useful strategy to tackle the above problem of conflicting objectives, i.e., minimizing inventory costs (holding costs and backorder costs) and achieving the desired customer service levels. In this paper, we consider a multi-echelon supply distribution system and pose the stock allocation problem in a constrained Nash bargaining (NB) setting. The objective of the model is to determine a set of rationing fractions at the central depot in order to minimize the order-up-to level inventory yet exactly achieving the differentiated target fill rates. It is our firm belief that the distribution resource planning (DRP) managers will find the proposed models a useful tool in their stock allocation decision-making process. Rigorous computational experiments suggests that our approach performs better than the existing ones for this important problem.

## Perceptions of Mercury Risk and its Management

In *Human and Ecological Risk Assessment*, 20, 5 (2014), 1385-1405.

### Rama Mohana Turaga; Richard B. Howarth and Mark Borsuk

Anthropogenic activities, such as coal burning for electricity generation, release mercury (Hg), a toxic, bioaccumulative pollutant with potential health impacts primarily borne by specific population groups such as women of child-bearing age and subsistence fishers. Current Hg risk communication efforts and much of the extant research on Hg risk perceptions focus on these groups most at-risk. Little is known about the

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is Professor of Economics. Current teaching and research interests focus on firm strategy, innovation, public policy & regulation. Recent work has focused on capability building processes in industrial clusters, FDI in R&D, academia-industry relationships, strategic and policy aspects of intellectual property rights, incubation models for innovation driven start-ups, emerging entrepreneurial patterns and eco-system in India and economics of strategy.

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Debjit Roy is an Associate Professor in Production and Quantitative Methods Area. His research focuses on improving system performance using quantitative methods such as stochastic modeling and optimization. His specific research interests target the development of customized analytical models that enable the near-optimal design of logistical and service systems such as distribution centers, container terminals, and vehicle rental systems.

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perceptions of Hg risk among the general public, although their support is required for implementing Hg emissions mitigation policies. We report results from two surveys—one a U.S. nationally representative Internet survey and the other a mail survey of New England residents—on a range of perceptions of the general population regarding Hg risk and its management. Our analysis of quantitative and qualitative data from the surveys point toward some gaps in public understanding of Hg risk, on aspects such as sources of mercury release, agencies responsible for mercury information, and products that contain mercury. Our results suggest that agencies responsible for providing Hg information should go beyond fish advisories and enhance their efforts at wider dissemination of information on Hg risk and its management.

## Abstracts of Book Chapters

authored by IIMA Faculty



### **Innovation, Investment, Enterprise: Generating Sustainable Livelihood at Grassroots through Honey Bee Philosophy**

In *Greening of Industry Network Studies, Collaboration for Sustainability and Innovation: A Role for Sustainability Driven by the Global South*, edited by Vazquez-Brust, Diego A., Sarkis, Joseph, Cordeiro, James J. Netherlands: Springer, 2014, 3, 217-32.

**Anil K. Gupta**

This chapter argues that the journey to sustainability needs to look at new north poles, may be in the south. Developing countries have developed grassroots innovations that have been characterized by low emissions in many of their rural productive systems through intermediate technologies. A pioneering example of these collaborative dynamics is the Honey Bee Network in India and its international replications around other developing and developed countries. This network of grassroots innovation is responsible for the continuous development, valuation and appropriation of rural knowledge and rural expertise. The chapter, written by the founder of Honey Bees, explores the determinants of success of Honey Bees collaboration networks and analyzes the linkages of grassroots innovations first at the level of collaborative innovations, in particular south-south collaboration, and second in their contribution to the Sustainable Development debate across the world. The chapter also takes stock on how to close the gap between the appropriation of capacities and knowledge and transaction costs, while actively participating in a more greener agenda on Sustainability the Southern way. At the chapter argues “If creative people around the world get opportunities to craft their own world, one would not have to invent policies for making society compassionate, collaborative and accommodative of various social segments. It is the failure to nurture grassroots creative potential that has fuelled so much of social anomie. May be peace through inclusive innovations and participatory institutions is the next mantra of development.

### **Socio-Educational Entrepreneurship within the Public Sector: Leveraging Teacher-driven Innovations for Improvement**

In *International Perspectives on Education and Society*, edited by Wiseman, Alexander W., Bingley: Emerald Publishing, 2014, 23, 59-82.

**Vijaya Sherry Chand**

This chapter presents a model of innovation in the public elementary schooling system by drawing on ongoing work on an “Educational Innovations Bank” in India, which



**Anil K. Gupta** is Professor at the Centre for Management in Agriculture. His research interests include expansion of global and local

innovators to ensure recognition, respect, and reward for them; blending excellence in formal and informal science; protection of intellectual property rights; ethical issues in conservation and prospecting of biodiversity; research management linking innovations, investments and enterprise; institution building for self renewal; socio-political transformation towards a meritocratic society; creating knowledge network at different levels for augmenting green innovations, in formal and informal sector, helping individuals and communities to transcend the limits of imaginations for larger social good. Personal blog: [sristi.org/anilg](http://sristi.org/anilg)

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**Vijaya Sherry Chand** is Professor at the Ravi J. Matthai Centre for Educational Innovation. His areas of academic and research interest include

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seeks to make available a freely accessible forum for innovative teachers and a grassroots innovations resource for administrators. How do some teachers in government elementary schools, working in contexts of socioeconomic and educational deprivation, achieve their educational goals in spite of facing the same constraints as thousands of other teachers? What lessons do they offer for policy reform? The answers draw on the social entrepreneurship and workplace innovation literature to first locate the incentive for innovation in the social value that socio-educationally entrepreneurial and innovative behavior of teachers creates. Next, an examination is presented of how this social value leads to learning for an identity of competence, which in turn provides an incentive for further educational innovation. Finally, the evidence is presented to argue for policy entrepreneurship and a formal framework to help in the diffusion, adoption, and adaptation of both the *enabling innovations* that result from socio-educational entrepreneurship and the in-school or in-class *educational innovations*. Such a “bottom-up,” peer-learning-based approach to innovations that also “improve” provides a unique way of visualizing educational reform in resource-constrained public educational systems.

### Climate and Security in Asia and the Pacific (Food, Water and Energy)

In *Climate in Asia and the Pacific: Security, Society and Sustainability*, edited by Manton M., and Stevenson L.A., Amsterdam: Springer, 2014, 129-98.

**L. Heath; M. J. Salinger; T. Falkland; J. Hansen; K. Jiang; Y. Kameyama; M. Kishi; L. Lebel; H. Meinke; K. Morton; E. Nikitina; P.R. Shukla; and I. White**

The impacts of increasing natural climate disasters are threatening food security in the Asia-Pacific region. Rice is Asia's most important staple food. Climate variability and change directly impact rice production, through changes in rainfall, temperature and CO<sub>2</sub> concentrations. The key for sustainable rice crop is water management. Adaptation can occur through shifts of cropping to higher latitudes and can profit from river systems (via irrigation) so far not considered. New opportunities arise to produce more than one crop per year in cooler areas. Asian wheat production in 2005 represents about 43 % of the global total. Changes in agronomic practices, such as earlier plant dates and cultivar substitution will be required. Fisheries play a crucial role in providing food security with the contribution of fish to dietary animal protein being very high in the region – up to 90 % in small island developing states (SIDS). With the warming of the Pacific and Indian Oceans and increased acidification, marine ecosystems are presently under stress. Despite these trends, maintaining or enhancing food production from the sea is critical. However, future sustainability must be maintained whilst also securing biodiversity conservation. Improved fisheries management to address the existing non-climate threats remains paramount in the Indian and Pacific Oceans with sustainable management regimes being established. Climate-related impacts are expected to increase in magnitude over the coming decades, thus preliminary adaptation to climate change is valuable.

Water security has become a defining issue of the twenty-first century for Asia and the Pacific. In the case of the Himalaya-Tibetan Plateau (HTP) region, cross-border conflicts over international water rights have also led to increased geopolitical tensions. For the Pacific, the main sources of freshwater for island communities is very limited being constrained to rainwater, surface water and groundwater. There is a need for a range of effective water management strategies for dealing with water security issues ranging from more effective water governance through to enhanced community participation. Flood disasters are the most frequent and devastating and their impacts have grown in the region. For longer term disaster risk reduction planning procedures are required as integral elements for ‘good governance’ of floods.

Energy security in three major energy-consuming economies in Asia; namely China, India and Japan is crucial, and requires climate change mitigation policies. Both energy efficiency and renewable energy are important factors in solutions to the energy

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conundrum. Technological innovation and diffusion is an important component for improving energy efficiency, with the promotion of renewable energy requiring financial investment and innovation. However, costs of new technologies are likely to decrease as they become more widely adopted. Demand side management is also need to provide key solutions.

### Promoting Small Farmer Market Access in Asia: Issues, Experiences and Mechanisms

In *New Directions for Smallholder Agriculture*, edited by Hazell, Peter and Rahman, A., Oxford: OUP and IFAD, 2014, 184-213.

#### Sukhpal Singh

Small farmers face multiple constraints at all points in the agro food/fibre value chains: exclusion for new information and technologies, lack of bargaining power and high production and marketing risks. This chapter examines smallholder challenges and opportunities in Asia, and outlines the need for marketing access for such holders. It focuses on crop and allied production sectors, especially high-value produce markets in Asia which are increasingly seen as the opportunity for smallholders. It examines contract farming and various other types of market linkages and their performance, including those involving state, NGOs, farmer groups, state promoted and farmers' own co-operatives, producer/farmer companies, public-private partnerships, large corporates, and aggregators. The chapter discusses policy and practice mechanisms for promoting smallholder market access in a globalised agro-food and fibre context.



**Sukhpal Singh** is faculty 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.

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## Brief Notes on Books

Authored/Edited by IIMA Faculty



### Speak with Impact

Random House Publishers India Pvt. Ltd., 2014

#### Meenakshi Sharma

Speak with Impact is one of the series of books authored by IIMA Professors. The book begins with a discussion of why speaking effectively is a key requirement for leadership. It emphasizes the importance of preparation through introspection and seeking feedback.

Through a discussion of the pros and cons of spoken versus written communication, circumstances that might be particularly amenable to spoken communication are identified.

In the subsequent chapters, the author details a 'recipe' for effective speaking. In a straight forward and practical manner, the book offers practitioners through a specific advice on how to be effective at spoken communication.



**Meenakshi Sharma** is Associate Professor in the Communications area. Her current areas of research interest are Communication Strategies for Creating and Maintaining High Morale, Communication and Corporate Culture, Communication of Ethics, Cross-Cultural Communication, the Status of English in India, and Indian Writing in English.

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**G. Raghuram** is Professor in the Public Systems Group. His areas of research interest are Infrastructure and Transportation Systems, and Supply Chain and Logistics Management.



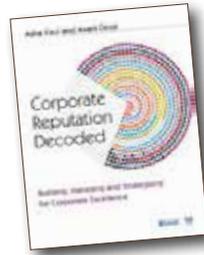
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## Corporate Reputation Decoded

Building, Managing and Strategising for Corporate Excellence

Sage Publications Pvt. Ltd., 2014

**Asha Kaul and Avani Desai**



**Corporate Reputation Decoded** is the first book of its kind that traces the journey of Indian companies in building corporate reputation (CR). The book addresses CR in the Indian context and is in response to the growing interest of companies in this area.

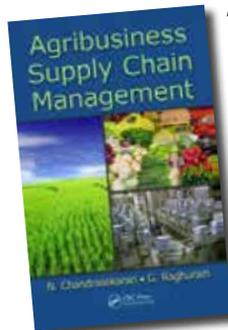
The book explains the process of building, maintaining and strategising for CR. It also discusses various aspects of CR— company's stakeholders, situations demanding CR interventions, and the impact of a company's culture, ethics and leadership on its CR. The book expounds on these using Indian cases (Tata, Infosys, HUL, Reliance, Aditya Birla Group, HDFC, among others), which enhance the understanding of CR in India as well as benchmark CR best practices in India.

The book is of major significance to CR practitioners, scholars, teachers, students and C-Suite professionals who will also find the techniques proposed in the book interesting as they can assess, evaluate, adopt and adapt strategies followed by other companies for reputation enhancement.

## Agribusiness Supply Chain Management

CRC Press, Taylor and Francis Group, 2014

**N. Chandrasekharan and G. Raghuram**



The agribusiness supply chain includes a number of processes such as supply management, production management, and demand management to customers through a competitive distribution channel. Each step of the way can be plagued with issues such as diversity of production and demand, bulkiness of produce, perishability, and seasonality. Highlighting the complexity and importance of supply chain management within businesses handling agricultural products, **Agribusiness Supply Chain Management** addresses issues that help readers systematically approach decision making in the agribusiness sector.

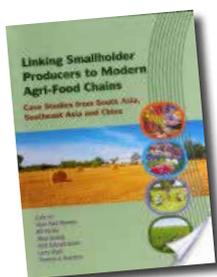
The book covers issues across various spectrums of business and government's role in the agribusiness supply chain domain. It focuses on actors in supply chains, intrinsic issues that would impact the actors and then the support systems that are essential to make the supply chain achieve its effectiveness. The authors' clear, well-structured treatment provides a logical approach to key activities of agribusiness supply chain management. They provide numerous case studies that span a wide range of issues and industries that readers can use to sharpen managerial decision making skills.

In today's world, companies compete on supply chains. With the many factors that can cause delays in deliverability, a well-designed supply chain is a must. Those who have the capability to establish a distinctive supply chain and create it as a strategic asset are leaders in their business; and in fact emerge as the best in class across industries and markets. This book helps readers develop best practices for making key marketing decisions and designing efficient and effective supply chains that meet global challenges.

## Linking Smallholder Producers to Modern Agri-Food Chains: Case Studies from South Asia, Southeast Asia and China

New Delhi: Allied Publishers Pvt. Ltd., 2013.

Edited by Vijay Paul Sharma; Bill Vorley; Huang Jikun; Abid Suleri Qaiyum; Larry Digal and Thomas A. Reardon



This publication examines the processes and impact of market restructuring through comparative in-depth empirical case studies in selected Asian countries, namely, China, India, Indonesia, Philippines, Sri Lanka and Thailand. These countries represent both a broad geographic coverage and a range of stages of market concentration in the region. The country papers address important questions such as what determines the participation of producers in different channels, what is the impact of farmer participation

on incomes and what institutional, technological, economic and other reforms are necessary to enhance their effective participation in the emerging and restructuring markets. The case studies attempt to identify major factors that affect smallholder producers' access to output markets, input markets, e.g. seeds, fertilizers, agrochemicals, technology and services such as credit, extension, insurance. Each case study has tried to analyse one specific innovation and these innovations are specific arrangements built on public policies, business initiatives, collective/group action by small-scale producers, etc. that appear to have played a positive role in supporting greater inclusion. The studies aim to derive models, strategies and policy principles to guide public and private sector players in promoting greater participation of small-scale producers in dynamic markets.

## Law Relating to Special Contracts:

Contracts of bailment, pledge, hypothecation, indemnity and gurantee. Gurgaon: LexisNexis, 2014.

**Akhileshwar Pathak**



Modern businesses have deployed special contracts intensively and also made innovations when required. Agreements regarding indemnity are used to cover a wide array of risks arising from performance of contracts and other business dealings. Bank guarantees and performance guarantees are a part of nearly all commercial contracts. The traditional concept of 'Pledge' in the law of bailment has found a new significance in the practice of pledging of shares for raising corporate loans. Hypothecation and hire-purchase, widely employed as means of financing and security, share features with pledge.

Agency explains much in the contemporary developments connected to outsourcing and dealings between corporations. A rigorous grasp of the principles that govern special contracts is essential for engaging with challenges in today's business environment and for sharpening professional skills. With these ends in mind, the author has delved deep into the old and new British cases to discover the core principles which come to us from common law. He examines critical Indian cases and reviews their connection with English law. This lucid book, follows a narrative style conducive for developing a conceptual understanding of the subject."



**Vijay Paul Sharma** is Professor at Centre for Management in Agriculture. He has wide ranging research, teaching and consulting interests in the areas of agri-food policy, agribusiness and commodity risk

management, international trade including WTO, agricultural and food subsidies, agribusiness supply chain management and competitiveness, strengthening market linkages of smallholder producers, food safety and quality issues.

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**Akhileshwar Pathak** is faculty in the Business Policy area. His current interests are in the field of Law, Liberalisation and Globalisation.

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## WORKING PAPERS PUBLISHED DURING APRIL TO DECEMBER 2014

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| 2014-12-03           | The Psychological Contract: A Review Model   | Agarwal, Promila   |
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