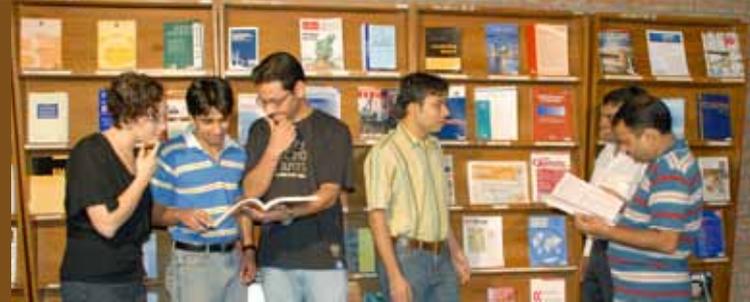


Abstracts of  
**Articles**  
published in refereed journals



**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.



manikutti@iimahd.ernet.in

### C. K. Prahalad and His Work: An Assessment

In *Vikalpa: The Journal for Decision Makers*, 35(2), 2010, 1-5.

#### S. Manikutty

To assess and put in perspective the late C. K. Prahalad's contributions to strategic management is not easy. So vast was his canvas that it would be difficult to even rank his contributions in some order of importance. He coined many terms that have become common parlance, and in some cases popularized the use of terms that might have existed in some corner of the academic world, but that were taken out, dusted and refurbished: "strategic intent", "loose bricks", "next practices", "co-creation", and of course, the two phrases for which most of the practitioners would remember him: "core competence" and "bottom of the pyramid." Each of the ideas were not just developed and put in a journal; each was developed to a point at which it became a concept that could be put to practical use. That was how he was such a towering presence as much in the world of practitioners as in the world of academicians: he would be the centre of attention as much in a conference of Chief Executives as in an Annual Meeting of the Academy of Management, giving a keynote address. And in every meeting, he had something new to say.

**Ramendra Singh** is Assistant Professor, Marketing, at Indian Institute of Management Calcutta. His areas of research interest are Customer orientation, Salesperson's Performance, Buyer-Seller Relationships, Marketing to Bottom-of-Pyramid, and Karma and its Role for Boundary Spanning Employees.



ramendra@iimcal.ac.in

### Does Salesperson's Customer Orientation Create Value in B2B Relationships? Empirical Evidence from India

In *Industrial Marketing Management—Special Issue on BRIC Countries*, 40(1), 2011, 78-85.

#### Ramendra Singh and Abraham Koshy

This study carried out in the context of small and medium sized firms in India, empirically examines value creation in customer-oriented selling, and value destruction in sales-oriented strategies. We model value creation, relationship development, and customer satisfaction as direct and indirect consequences

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**Abraham Koshy** is Professor in the Marketing area. His areas of research interest include Product Strategy, Brand Management and Strategic Marketing.



akoshy@iimahd.ernet.in

**K. V. Ramani** is Professor in the Public Systems Group. His current research interest is in the field of Healthcare Management.



ramani@iimahd.ernet.in

of salesperson's customer orientation. Based on a sample of 249 small and medium sized Indian firms, we show that salesperson's customer orientation directly leads to value creation and relationship development with customers, while a sales orientation destroys value, although it may lead to relationship development in the short-term.

### **Good Governance and Corruption in the Health Sector: Lessons from the Karnataka Experience**

In *Health Policy and Planning*, 2010, 1-14.

**R. Huss, A. Green, H. Sudarshan, S. S. Karpagam, K. V. Ramani, G. Tomson, and N. Gerein**

Strengthening good governance and preventing corruption in healthcare are universal challenges. The Karnataka Lokayukta (KLA), a public complaints agency in Karnataka state (India), was created in 1986 but played a prominent role controlling systemic corruption only after a change of leadership in 2001 with a new Lokayukta (ombudsman) and Vigilance Director for Health (VDH). This case study of the KLA (2001–06) analysed the:

- Scope and level of poor governance in the health sector;
- KLA objectives and its strategy;
- Factors which affected public health sector governance and the operation of the KLA.

We used a participatory and opportunistic evaluation design, examined documents about KLA activities, conducted three site visits, two key informant and 44 semi-structured interviews and used a force field model to analyse the governance findings.

The Lokayukta and his VDH were both proactive and economically independent with an extended social network, technical expertise in both jurisdiction and healthcare, and were widely perceived to be acting for the common good. They mobilized media and the public about governance issues which were affected by factors at the individual, organizational and societal levels. Their investigations revealed systemic corruption within the public health sector at all levels as well as in public/private collaborations and the political and justice systems. However, wider contextual issues limited their effectiveness in intervening. The departure of the Lokayukta, upon completing his term, was due to a lack of continued political support for controlling corruption.

Governance in the health sector is affected by positive and negative forces. A key positive factor was the combined social, cultural and symbolic capital of the two leaders which empowered them to challenge corrupt behaviour and promote good governance. Although change was possible, it was precarious and requires continuous political support to be sustained.

Abstracts of

# Cases

registered with the Case Unit



## BAJAJ - TVS Patent Dispute

Case Registration No. And Date: BP0338, 31-03-2011

### Anurag K. Agarwal

The case discusses the legal journey of the **Bajaj – TVS** patent dispute from the Madras High Court to the Supreme Court and back to the Madras High Court. Almost four years have passed, yet the final verdict is nowhere in sight. The Supreme Court has recommended a period of four months for such cases to be finally decided. In such instances, the warring parties either settle it out of court or adopt other means to do business. The value of patent is undermined if the patentee has to fight so much for its protection.

## Idea Cellular Limited: At the Cross Roads

Case Registration No. and Date: IITCOE0002, 08-11-2010

### Rekha Jain, Piyush Kumar Sinha and Manjari Singh

Idea Cellular Limited (ICL), a part of the Aditya Birla conglomerate, faced transitional challenges in 2008 as it evolved into a pan Indian player using both inorganic and organic growth paths within the extremely competitive mobile market in India. The areas of concern were in the growth of rural business, management of Information Technology (IT), marketing, and human resources (HR). ICL focused on three strategic transformations: redesign of sales and distribution channels, conceptualization and implementation of new human resource management initiatives, and establishment of a new scalable IT infrastructure across the organization, in response to the changing business environment. Would the new initiative in these areas be successful?



**Anurag K. Agarwal** is Faculty in the Business Policy area. His areas of research interest are International Business Dispute Resolution, Arbitration, Law and Infrastructure, Intellectual Property, Corporate Governance, Public Policy and Administration.

akagarwal@iimahd.ernet.in



**Rekha Jain** is Professor in the Computers and Information Systems Group and Executive Chair, IIMA-IDEA Telecom Centre of Excellence.

rekha@iimahd.ernet.in



**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 Media.

pkosinha@iimahd.ernet.in



**Manjari Singh** is faculty in the Personnel and Industrial Relations area. Her research interests include Employee Empowerment, Multifaceted Feedback, Strategic Human Resource Management,

Human Resource Analytics, and Performance Management.

manjari@iimahd.ernet.in



**Harit Palan** is a Research Associate in the Marketing area.

**Sachin Jayaswal** is faculty in the Production and Quantitative Methods area. His areas of research interest include Operations - Marketing Interface, Product Differentiation/Price Discrimination, Revenue Management, Competition in Service Industries, Supply Chain Management, Stochastic Optimization, and Large-Scale Optimization.

sachin@iimahd.ernet.in



**A. K. Jaiswal** is Assistant Professor in the Marketing area. His research interests include Bottom of the pyramid (BOP) Markets, Business-To-Consumer E-Commerce, Customer Satisfaction, Services Marketing and Brand Extension Management.

akjaiswal@iimahd.ernet.in



**M. R. Dixit** is Professor in the Business Policy area. His areas of research interest include Public Policy and Corporate Strategy, Competition and Competitive Advantage, and Innovations in Management.

dixit@iimahd.ernet.in



**Rajeev Sharma** is Professor at the Ravi J. Matthai Center for Educational Innovation. His current research efforts are primarily in the area of Innovations and Institution Building Processes in Educational Institutions, ranging from school to higher education level. At school level the endeavour is to understand the nature and range of innovations and to identify factors which facilitate or inhibit their sustenance. At higher education level the focus is on understanding the impact of macro-level variables on institutions of higher education, particularly colleges, and identifying possible strategies for responding to these changes in society.

rajeev@iimahd.ernet.in



## Parle Bisleri at Crossroads

Case Registration No. and Date: MAR0419, 15-10-2010

**Harit Palan, Sachin Jayaswal and A. K. Jaiswal**

Parle Bisleri enjoyed the market leadership in the Indian packaged water industry for nearly two decades. However, it gradually lost a significant market share to global players like Coca-Cola and PepsiCo, ultimately ceding its market leadership to Kinley, a rival brand by Coca-Cola. This case tries to capture the factors that contributed to the early success of Bisleri and its subsequent loss of market leadership to a fledgling rival brand in the Indian packaged water market. It also analyzes and compares the strategies adopted by Bisleri and Kinley and weighs the different options available to Bisleri to regain its lost position.

## Sarvodaya Kanya Vidyalaya, Mangolpuri (O Block)

Case Registration No. and Date: RJMC0016, 31-03-2011

**M. R. Dixit and Rajeev Sharma**

The government school located in a resettlement colony of Delhi, had children who were first-generation learners from low income families. The school had high dropout and high failure rate. A new principal took charge and initiated steps to establish personal rapport with children, motivated teachers to be more involved in teaching, and helped academically weak children. As a result within few years, performance of children in board examination and in co-curricular activities improved tremendously.



# Abstracts of Book Chapters

authored by IIMA Faculty



## Democratic Governance through Collaborative Design: A Case Study of Urban Community Based Partnership in Ahmedabad

In *Public Private Partnerships in Urban Governance in India*, edited by G. Ramesh, V. Nagadevara, G. Naik and A. B. Suraj. New Delhi: Routledge, 2010.

**Navdeep Mathur and Amir Bashir Bazaz**

Partnerships are seen as an alternative mechanism for defining goals and providing deliberative spaces for policymaking. We propose to examine institutional practices in the operation of partnerships. It is argued that various partnership forms pose tensions between imperatives of delivery on one hand, and that of democratic accountability on the other (Davies 2006, Skelcher 2004, Ranson 2003). It is theorized that such tension is fundamental to the design of partnerships based on distinct strands in democratic theory, and in practice as the creation of an actionable form (Goodin 1996). We provide a qualitative analysis of the creation of a community oriented partnership in the city of Ahmedabad—The Slum Networking Project. We argue that this project exemplifies an actionable form that facilitates partnership designs for a number of different local development initiatives in which multiple actors are involved. Early evaluations of its initiatives have focused primarily on service delivery (Baruah 2007, Kundu and Mahadevia 2002), and less on design and institutional practices. We find that in the case of the Ahmedabad SNP design of delivery mechanisms is significant in shaping collaborative spaces, in which governance processes are undertaken.

## Learning from Impact Assessment of e-Governance Projects in India

In *Enablers of Change: Selected e-Governance Initiatives in India*, edited by P. Gupta, R. K. Bagga and S. Ayaluri. Hyderabad: ICFAI University Press, 18-26, 2010.

**S. C. Bhatnagar, T. P. Rama Rao, Ankur Sarin, and Anuradha Parekh**

This paper reports the key findings from a program of assessment of impact of e-governance projects from the perspective of the users (citizens/businesses). Three services delivered by Central Government agencies (filing and processing of income tax, registration of new companies (MCA21), and issue of passport) were assessed in 2009. Market research companies were engaged to conduct a survey of users. For each project a sample of nearly 7,000 to 9,000 users was surveyed from 15-45 cities. The survey captured users' experience with the manual and computerized modes of delivery for each service, with a primary focus on number of visits to agency office, wait time and bribery.

Among the three projects, MCA21 appears to have had the most positive impact on the users on key dimensions covered in this study. The passport project has had virtually no impact. Results of the income tax survey indicated that, while corporate users benefited on some aspects, individual filers did not benefit significantly.



**Navdeep Mathur** is Assistant Professor in the Public Systems Group. His areas of research interest are Public Policy, Research Methodology, Democratic Governance, Globalization and Governance, Development Induced Displacement.

navdeep@iimahd.ernet.in

**Amir Bashir Bazaz** is presently working as an Expert Consultant with Winrock International India in its Climate Change Division. His research interests lie in the Interface of the Economy, Energy and the Environment (climate change). Broadly, specific themes of his research activity center around Bottom-up Economy, Energy and Environment Modelling and Drawing out Policy Guidance from the Research Output. He has also worked on various public policy issues around the urban landscape.

amirb@iimahd.ernet.in



**S. C. Bhatnagar** is Honorary Adjunct Professor in the Computer And Information Systems Group. His academic research, teaching and consulting work has covered E-Commerce, E-Governance, National IT Policy, Corporate IT Strategy, MIS Design Frameworks, IT for Development and Decision Support Systems.

subhash@iimahd.ernet.in

**T. P. Rama Rao** is Professor in the Computer and Information Systems Group (CISG). His areas of research interest are Electronic Governance, Software Project Management, Decision Support Systems, Information Systems, Systems Software, Enterprise Wide Applications, Business Process Modelling, Distributed Information Processing, End-user Computing, and Technology Enhanced Learning.



ramarao@iimahd.ernet.in

**Ankur Sarin** is faculty in the Public Systems Group. He currently teaches courses in Public Policy, Micro-economics, Social Entrepreneurship and Program Evaluation. His areas of research interests include understanding the impact of technology on the lives of the poor.



asarin@iimahd.ernet.in

**Anuradha Parekh**

Anuradhparekh9@gmail.com

**Ravindra H. Dholakia** is Professor in the Economics area. Some of his current research and consultancy interests are in the fields of Demand Analysis and Forecasting, Social Cost-Benefit Analysis, Analysis of Macroeconomic Environment and Policy, Analysis of Economic Growth and Productivity, International Trade Related Issues and Fiscal Policy and Public Debt.



rdholkia@iimahd.ernet.in

Users indicated a higher positive impact for services that can be completely delivered online. For instance, though the time required for preparing income tax returns is significantly less in the online system as compared to the manual system, the requirement for depositing paper copies of the acknowledgement forms with the income tax department negated the time gained through e-filing. On the other hand, users of MCA21 avoided visits to the RoC office, which is a great benefit for them, particularly for those located in cities that did not have RoCs.

For a system to deliver significant value to all its stakeholders, it is important to involve them in the design of the application. In the case of MCA21, design and implementation was done through a consultative approach with internal and external stakeholders participating at every stage. Every change that was proposed was vetted by the various stakeholders, especially practicing professionals. On the whole, MCA21 appears to have a greater client-focus while the income tax project appears to be more agency-focused.

Agencies responsible for service delivery to a large user base must put in greater effort for creating awareness about the new modes of delivery. However, awareness can only help to bring users to that service delivery channel. It cannot guarantee sustained use of the system unless the system is also designed in such a way as to deliver satisfactory outcome. Procedures need to be simplified and clear guidelines provided for online systems to encourage the intended users to use directly to derive benefit, and reduce their dependence on middlemen/intermediaries.

## Review of Social Cost-Benefit Analyses for the Sardar Sarovar Project

In *Sardar Sarovar Project on the River Narmada (Vol. I): History of Design, Planning and Appraisal*, edited by R. Parthasarathy and Ravindra H. Dholakia. New Delhi: Concept Publishers, 199-225, 2011.

### Ravindra H. Dholakia

This paper discusses various cost benefit analyses carried out for the Sardar Sarovar Project (SSP), bringing out the distinguishing features and evaluation methodologies, and considers all the evidence on the economic rate of return (ERR) with sensitivity analysis for the SSP appraisal.

Since SSP is a multi-purpose, multi-state project, the appraisals have to consider the project from the national point of view. SSP has one of the lowest proportions (only 2 per cent) of area inundated against the potential command area among other comparable projects the world over. Only 4 villages out of a total of 244 villages affected by SSP are fully submerged. The location of the project is so ideal in the Narmada river valley, that by minimal efforts, a huge quantity of water could be stored. It is the terminal project in the Narmada river valley and, therefore, would be affected by any development upstream. The main outputs of the project are water and power. Both being extremely scarce and critical for the benefiting states, the project has very high positive distributional and developmental impacts.

The multiplier and growth effects should be considered for SSP as it had to be analyzed under 'independent projects' framework. All costs and benefits must be measured in real terms or at constant prices and pecuniary costs and benefits should not be considered in SCBA. All costs should be classified into direct tangible (includes construction, O&M,

command area development, cost of submerged land); direct intangible (includes rare plant species, historical or archaeological monuments, village shrines, etc., submerged in the reservoir that would be permanently lost); indirect tangible (includes cost of catchment area treatment, public health); and, indirect intangible (psychological costs of re-settlers). The benefits should also be classified as direct tangible benefits (water and fisheries), direct intangible (parks, visuals – utilities for tourists), indirect tangible benefits (increase in ground water levels, flow of tourists etc) and, indirect intangible benefits (reduced seasonal and permanent migration of people/animals). None of the appraisals for SSP was found comprehensive in considering all these types of costs, and all possible benefits of the project.

The review of the appraisals done for SSP finds that the evaluation of costs was done by including the project costs, costs of submerged land, catchment area treatment, environment and miscellaneous items. The benefits included irrigation benefits (net irrigation benefits from cropping pattern, crop yields, and cost of cultivation), fuel wood and fishery benefits, power benefits, municipal and industrial water benefits along with some of the indirect benefits. All the SCBA done for SSP had taken the most conservative estimate of the benefits and considered the costs most liberally. Hence, the estimate of ERR and benefit cost ratio of the project were on the conservative side. Each appraisal found the project highly viable socially and economically. The paper concludes by pointing out that in SSP the sound principle of Kaldor-Hicks compensation was not followed in practice, which might have resulted in unnecessary opposition and huge waste of invaluable time.

## Sojourn in Vogonia: Seeding Ideas, Planting Processes and Building

In *Nurturing Institutional Excellence: Indian Institute of Management Ahmedabad*, edited by Vijaya Sherry Chand and T. V. Rao. New Delhi: Macmillan India Publishers Limited, 236-260, 2011.

### Ajeet N. Mathur

This article by Professor Ajeet N. Mathur draws on his institution-building experience when he headed the thinktank of the Planning Commission as Director, IAMR with the rank of Secretary to the Government of India. Recalling Vikram Sarabhai's adage "*Any Institution can be perverted. Control Systems are no insurance*", the author narrates the story of visioning and transforming the only national institution of its kind in the world at a critical stage of the institution's traverse when its relevance was doubted. Noting the genesis of this institution mandated by Parliament for human capital planning, the author notes how the institution floundered when the country's education and labour policy got into doldrums. He first reminisces on how what he calls his 'fit of patriotism' that was behind his applying for this leadership position when it was announced and how with all the red tape it took three long years to get there. Mathur identifies two key challenges of institution-building in India: (1) land and infrastructure; and (2) attracting talented faculty and providing conditions that would motivate them.

The author describes how he went about implanting abiding values of IIMA at IAMR. The most important of these were academic freedom, collegiate respect, continuous learning, inter-disciplinary contact and knowledge creation. Moving away from vertical controls in a mechanistic organisation was resisted by many but the seeding of management processes was a prerequisite to dismantling bureaucratic controls. Transforming the organisation required a new mandate from the Planning Commission, and a return to its foundations as an institution that creates knowledge for human capital planning, looking 15 years ahead at a time. The enormity of the challenge lay in reconfiguring ongoing appraisals of national technical manpower information system for relevance, providing clarity to the national skills mission,



**Ajeet 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 organizational knowledge in cross-border value chains. A significant focus of his research is on Uncertainty and Risk, Motives and Powerbases, Group Relations, Organization 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.

anmathur@iimahd.ernet.in

undertaking activities for new intercontinental initiatives such as the India-Africa partnership, undertaking faculty development, completing overdue projects and initiating new horizons such as grassroots district planning. A hard look had to be taken at what IAMR shouldn't do, didn't do and couldn't do to pave the way for functional autonomy to pursue the essence of its multi-dimensional mandate.

IAMR was soon again able to contribute to policy-making and answer parliament's questions and concerns within a very short period of time. The author concludes by comparing his role to that of a gardener who planted some saplings, designed submersible bridges that could survive political torrents and the importance he assigns to a leader's introjective absorption of the heat of the system. The author concludes this article by reminding us that an institution's relevance, capacities and traverse are best judged by visiting and experiencing the living institution, not by what institution-builders write and that ultimately, it is about credibility and communication.

Abstracts of doctoral

# Theses

awarded in March 2011



**Brajesh Kumar** is an Assistant Professor at Jindal Global Business School. He is also a Fellow in Management at Indian Institute of Management Ahmedabad. His current research interest includes Derivatives Markets, Commodity Markets, and Time-Series and Econometric Modelling.



brajeshk@iimahd.ernet.in

## Modelling Price Behaviour and Convenience Yield in Indian Commodity Futures Markets

**Brajesh Kumar**

Organized commodity derivatives markets in India are relatively new. After the commencement of trading of futures on the national commodity exchanges in 2003-2004, the trading volume and value have increased manifold. Understanding the importance of commodity futures market in a country like India, and the debate on speculative activity requires a systematic enquiry and examination of futures markets. In Indian context, most of studies either have serious methodological limitations or are too narrow in terms of commodity/sample size coverage. Therefore, we undertake the investigation of Indian commodity futures markets under three main objectives (1) price dynamics of futures markets (2) dynamic interlinkages of spot and futures markets and (3) price dynamics of spot and futures markets within the framework of the theory of storage. Futures contracts on four agricultural commodities: Soybean, Maize, Castor seed, and Guar seed, three industrial metals: Aluminium, Copper and Zinc, two precious metals: Gold and Silver, and two energy commodities: Crude oil and Natural gas are empirically investigated.

To investigate the price dynamics of futures markets, we examine (a) the return and volatility characteristics (b) the relationship between futures trading activity and futures return volatility and (c) the international linkages of Indian futures markets. It is found that the volatility of agricultural commodities is lower than non-agricultural commodities. The ratio of overnight volatility and trading volatility is very high (30-50 times) for non-agricultural commodities as compared to the agricultural commodities (2-3 times). We find a positive and significant correlation between volatility and trading volume, however, correlation between volatility and open interest is insignificant. Indian commodity futures markets are co-integrated with other developed international futures markets, however, effect of international futures markets on Indian futures markets are stronger.

We examine some of the important roles of futures markets such as-(a) effect of futures trading activity on spot price volatility (b) price discovery in futures markets

(c) efficiency of futures markets and (d) hedging effectiveness of futures. Results on the dynamic relationship between spot volatility and futures trading activity suggest that in most of the commodities the unexpected futures trading volume causes spot price volatility whereas for the agricultural and industrial metals, spot volatility affects the futures trading activity. It is interesting to note that the effect of open interest on spot volatility is not significant. We find that futures markets do not dominate the price discovery process as they do in other developed markets. In case of agricultural commodities and industrial metals, the price discovery takes place in both spot and futures markets. Nevertheless, in the recent two years, the price discovery role of futures markets has strengthened. As far as the long-run efficiency is concerned, we find that the near month futures prices of most of the commodities are cointegrated with the spot prices. The cointegration relationship is not found for the next to near months futures contracts, where futures trading volume is low. In case of agricultural commodities, the futures markets provide higher hedging effectiveness (30-70%) as compared to industrial metals and energy commodities (< 20%) when LME/NYMEX cash prices are used. The near month futures provide higher hedging effectiveness than the next to near month futures.

We revisit the price dynamics of spot-futures markets in the framework of the theory of storage and investigate the following issues-(a) the characteristics of convenience yield, (b) the asymmetric volatility of convenience yield, and (c) the non-linear and asymmetric error correction mechanism between spot and futures prices with convenience yield. The net convenience yield of most of the commodities does not exhibit asymmetric volatility. In case of agricultural commodities, when the spot prices are higher than the futures prices (*backwardation*), the volatility of basis is higher than the volatility of basis when market is in *contango*. The asymmetry and non-linearity in error correction mechanism are found in the mean spot returns. In case of most of the non-agricultural commodities, when spot prices are higher than the futures prices (*backwardation*), spot prices converge rapidly to equilibrium. We find the evidence of non-linearity in the error correction mechanism, i.e., the prices converge more rapidly when net convenience yield is high in absolute value.

The findings and implications of the study are potentially useful for commodity exchanges, policy makers and participants besides throwing light on the functioning of commodity futures markets in India for the researchers.

## Language Adaptation and Advertising Effectiveness: A Study in a Multi-Cultural Advertising Context

**P. Venkatesh**

The Indian television advertising appears to predominantly standardize its creative strategy and a large part of the creative execution, allowing only localization of the language of the message to regional tastes. Systematic research to understand the effectiveness of language adaptation is missing in advertising literature. The language of the adapted television commercial (TVC) may interact with the other executional elements in the TVC, and this study analyzes the overall effectiveness of the TVC in the light of such interactions. Four kinds of TVCs are considered: celebrity endorsement, non-celebrity (typical) endorsement, music-based, and humorous.

### Hypotheses

Language, endorser, music, and humour are all cultural cues. In a national language TVC, these cues are kept congruent. But, language adaptation (or dubbing) makes the language of the TVC and other executional elements culturally incongruity. Literature suggests that when there is perceived incongruity in a TVC, the audiences engage in heightened processing of certain cues in the TVC. Under such a circumstance, the language that is used for adaptation, being culturally close to the audience, evokes ethnic self-awareness. This heightened realization of ethnic identity leads the audiences



**P. Venkatesh** is a Fellow in Management at Indian Institute of Management Ahmedabad. He currently works as Analytics Program Manager at Hewlett Packard. His research interests include Advertising Research, Standardization vs. Localization of Advertising, and Cross Cultural Consumer Research.

pvenkat@iimahd.ernet.in

to socially categorize the immediate environment as either “in group” or “out group”. Since, the other executional elements of the TVC belonging to a different culture are in that immediate environment, these elements are categorized as “out-group” resulting in a non-favourable evaluation of these elements by the audience. Thus it was hypothesized that:

1. When a North Indian celebrity endorser TVC is language adapted (in say, Tamil), due to perceived incongruity, the celebrity was expected to be less-favourably evaluated. Since the typical endorser does not signal any specific cultural identity, the evaluation was expected to be unaffected.
2. Language adaptation while retaining the background music (say, Hindustani) also leads to perceived incongruity, and the background music was expected to be less-favourably evaluated.
3. Language adaptation of a TVC containing a North Indian context-specific humour leads to perceived incongruity between the humour intent and the language, and the humour was expected to be less-favourably evaluated.

The evaluation of executional elements impacts attitude toward the TVC (Aad), and thus language adaptation was expected to lead to less-favourable Aad. Further, in literature, involvement has been found to moderate the effectiveness of executional elements. Thus moderating effect of involvement was also hypothesized. Involvement in this study was exogenously manipulated.

Two studies were conducted. Study 1 used the evaluation of a remade TVC (RM) as the control and language adapted TVC (LA) as the treatment, and Study 2 used original Hindi TVC (OH) as the control. The dependent variables were evaluation of the executional element (endorser, music, and humour), Aad, and comprehension of the message.

### Results

The directionality of the relationships was validated in the case of celebrity endorser (RM Vs LA), music (OH Vs LA), and humour (OH Vs LA). Overall, the directionality was very significant in the case of celebrity endorser TVCs, while not so in the case of other TVCs. Apart from these, some counter-intuitive results were also found: The overall effectiveness of the celebrity endorser LA TVC was found better than the OH TVC in the low involvement condition, and the overall effectiveness of the celebrity endorser RM TVC was found better than the LA TVC in the high involvement condition. All the results are discussed, and alternative explanations are given to the counter-intuitive ones.

Theoretical and managerial implications of the present research work are discussed along with the limitations of the study. Areas of future research are also presented.



Brief notes on

# Books

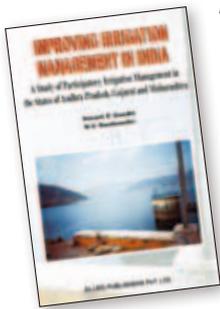
authored/edited by IIMA Faculty



## Improving Irrigation Management in India: A Study of Participatory Irrigation Management in the States of Andhra Pradesh, Gujarat and Maharashtra

New Delhi: Allied Publishers, 2010

Vasant P. Gandhi and N. V. Namboodiri



There is a growing crisis in water resource management today and this is becoming increasingly serious as development accelerates. The management of the water resource across vast areas of the country, and amongst millions of users is becoming a major challenge. The crucial role of irrigation in food production as well as livelihoods in India is well-known. Irrigation Systems frequently show low water use efficiency, poor maintenance, and weak financial sustainability. The technical and economic solutions to the problems are typically known and often simple, but the institutional management in a

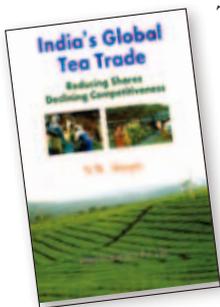
participative political economy framework is becoming very difficult and is posing a serious challenge.

The analysis of the shortcomings point substantially to the lack of meaningful involvement of the farmers in decision making and various physical activities. This has led to a growing emphasis on Participatory Irrigation Management (PIM) which has been, by policy, promoted vigorously by the central and state governments in the past 2-3 decades. However, doubts exist regarding the extent of devolution, the institutional capacity, and the impact on agriculture and rural livelihoods. In light of this, the present research, undertaken collaboratively with the State Agro-Economic Research Centres (AERCs), examines the nature and Performance of PIM across three major states: Andhra Pradesh, Gujarat and Maharashtra.

## India's Global Tea Trade: Reducing Shares Declining Competitiveness

New Delhi: Allied Publishers Pvt. Ltd., 2011

V. N. Asopa



This study is at macro level, India focused, and in a comparative perspective with Kenya and Sri Lanka. No more a leader in global tea markets, India's importance in the world tea trade is now mainly because of a huge production and a large domestic market. Sri Lanka is resurging perusing competitive market strategies through value added products and quality control. India and Kenya continue to be largely in commodity forms in their tea exports. India is falling behind in almost every market. In contrast Kenya, relatively a new producer, has been increasing its

share. The case studies from Kenya Tea Development Agency (KTDA) and Japan Tea market and a comparative discussion of auctions and infrastructure included in the book are instructive in understanding of the competition and competitiveness in global tea trade.



**Vasant Gandhi** is Professor at the Centre for Management in Agriculture. His areas of research interest are Agribusiness, Agro-industry, Marketing of Agricultural Inputs and Food, Economic and Technical Policies in Food and Agriculture, and Investment Behaviour in Agriculture.

gandhi@iimahd.ernet.in

**N. V. Namboodiri** was formerly a senior Research Associate at the Centre for Management in Agriculture, Indian Institute of Management Ahmedabad. He has been a visiting researcher with the International Food Policy Research Institute.



**V. N. Asopa** has been faculty at the Centre for Management in Agriculture. His research and teaching interests include Global Agribusiness, Infrastructure for Agribusiness, International Marketing, Institution Building, and Agricultural Management.

asopa@iimahd.ernet.in

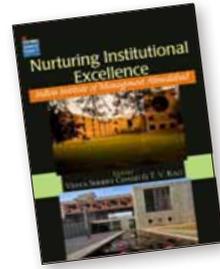
Analyzing markets and understanding and evaluating competitive positions can help the Indian tea industry to develop competitive product market strategies. The all important question is, can India retrieve its lost competitive position in the global tea trade? If yes, what strategies need to be followed by various stakeholders? A host of issues arise in this context and the study that follows deals with them.

The book would be of interest to all involved in global tea trade and policy makers.

## Nurturing Institutional Excellence: Indian Institute of Management Ahmedabad

New Delhi: Macmillan India, 2011

Edited by Vijaya Sherry Chand and T. V. Rao



Conceptualized by visionaries like Vikram Sarabhai, Kasturbhai Lalbhai and Ravi J. Matthai, and nurtured by its various Directors, faculty members, staff members, Boards of Governors and other stakeholders, the Indian Institute of Management Ahmedabad (IIMA) is today regarded as an institution of excellence. This reputation for excellence has been built up over five decades. The faith of innumerable people in the idea of creating a good institution and the determination with which they acted to give expression to this faith, by instituting and nurturing various internal norms, are the cornerstones of this reputation. As the institute completes 50 years, individuals who have been closely connected with it over the last two decades, examine what has made IIMA stand out as a mission-driven institution. They describe the institutional processes, the values, the culture of self-regulation and high accountability to oneself, the leadership, and the dynamics of working in decentralized teams, which have underpinned the making of this institution. Their accounts reinforce the message that good institutions focus their attention on internal processes and systems through their culture and values, and provide space and energy to people so that they can focus on the purpose and mission. They reinforce the message that institution building is a continuous process, and that no institution is devoid of controversies and conflicts. The accounts also highlight the importance of self-renewal in institution building. IIMA, as described in this volume, should be treated as a case study, perhaps a good and successful one, from which one can learn; it should not be treated as a model to be followed. To paraphrase Ravi J. Matthai, institution building is an act of faith, and every institution builder has to discover his or her own science; others can at best offer some insights.

### Vijaya Sherry Chand

is Professor at the Ravi J. Matthai Centre for Educational Innovation. His areas of academic and research interest include Practices of Innovative Teachers, Teacher Development/Networking, Educational Attainment, Ecological Knowledge of School Children, Decentralized Management of Basic Education, Literacy, Sustainable Development, Social Communication, and Social Entrepreneurship.



vijaya@iimahd.ernet.in

### T. V. Rao

is Adjunct Professor in Organizational Behaviour. His areas of research include Leadership Development, 360 Degree Feedback, Assessment and Development Centers, Performance Management, HRD Audit and HRD Score Card, Entrepreneurship Institution Building, Education Systems and Interpersonal Competence.



tvrao@iimahd.ernet.in



# Spotlight

on research conducted by  
**Centre for Infrastructure Policy and Regulation**



CIPR—the Centre for Infrastructure and Policy Regulation at Indian Institute of Management Ahmedabad, was established in August 2006, with the aim of carrying out quality non-partisan research and consultancy which can be the basis for formulation of policy and regulatory frameworks for infrastructure development in India. Effective regulations, accountability of public expenditure, public private partnerships and good governance are the focus of the activities of CIPR.

The Centre hopes to take forward and build upon the strong foundation of knowledge in the field of infrastructure development that IIMA has contributed to. CIPR draws upon the academic resources of its faculty, students, databases and networks. It attempts to leverage the considerable experience at IIMA in policy research in the area of infrastructure and regulation. The objective of CIPR is to promote consultancy, education, publication, research and training in the area of infrastructure, policy and regulation. The courses of the Centre are designed keeping in mind the frontier areas of regulation, infrastructure development, financing and project structuring, and how these can enhance the growth and transformation of the infrastructure sector.

CIPR has been fulfilling these roles and is in a position to enhance its activities, based on its past experience and in response to the emerging situation in the infrastructure sector.

The faculty and members of the Centre are involved in various activities which include:

- In-company training programmes
- Management development programmes
- Consultancy projects on behalf of national and international organizations and clients
- Publications such as books, case studies, research articles in journals, magazines and newspapers
- Contributions to international and national conferences and workshops
- Policy advisory roles as members of committees, task forces and governing boards

CIPR's research activities mainly involve issue of Real Estate and Urban Management, Public Private Partnership, and Project Risk Management among others. Its research based consultancy activities have covered some key infrastructure issues related to Rural Telecom Services, Indian Railways, Aviation Sector, Metro Rail, Intra-City Transportation Systems, and Urbanization.

A select list of researches conducted by CIPR, is provided below:

- A Study of the Fiscal Regime for the Petroleum Sector (Petrofed, India, 2009)
- Electricity Reforms and Regulations—A Critical Review of Last 10 Years' Experience (Forum of Regulators, 2009)
- Demand Forecasting of Electricity in India (NTPC, 2008)
- Structuring PPPs in Aviation Sector: Case of Delhi and Mumbai Airport Privatization
- Policy for Privatization of Container Movement by Rail

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

- Turnaround of Indian Railways: A Critical Appraisal of Strategies and Processes
- Developing Urban Transport Infrastructure in Ahmedabad: The Bus Rapid Transit System
- A Diagnostic Study of Jawaharlal Nehru Port Trust
- The Sabarmati Riverfront Development Project: Case Study (Ahmedabad, India)
- Modelling Travel Demand in a Metropolitan City: Case Study of Bangalore, India.
- PPP in Urban Solid Waste Management: Case of Excel Industries Ltd
- Lessons from Leveraging Land: A Case of Bangalore-Mysore Infrastructure Corridor
- Towards Reform of Land Acquisition Framework in India
- Role of Trade and Macroeconomic Policies in the Performance of Special Economic Zones
- Annual India Infrastructure Reports have been published through 3iNetwork which is a collaborative effort of IIMA, IITK & IDFC

<http://www.iimahd.ernet.in/faculty-and-research/research-centers/cipr.html>



