



Newsletter

of the Research & Publications Committee, IIMA



November 2011

Abstracts of Articles published in refereed journals



Nisha Nair is Assistant Professor at Indian Institute of Management Indore.



Neharika Vohra is Professor in Organizational Behaviour. Her areas of research interest are Cross-Cultural Behaviour, Discipline Development Issues, Gender Issues in the Workplace, Change Management, Educational Leadership, Quality Education for Remote and Rural Populations, and Performance Improvements through People.

neharika@iimahd.ernet.in

The Case of OD in an NGO in India

In *Journal of Management Development*, 30(2), 2011, 148-159.

Nisha Nair and Neharika Vohra

This paper aims to report an organizational development (OD) exercise carried out in a prominent non-governmental organization (NGO) that works in the area of rights and advocacy in India. The organizational development exercise spread over four months, involved entering an organization, interacting with key participants and stakeholders of the organization both formally and informally, diagnosing issues facing the organization and a mirroring exercise with the management at the end of the intervention to provide feedback. Some of the issues and improvement areas that emerged through the exercise are discussed in the paper. The paper offers insights into OD interventions in the developmental sector, posing a different set of challenges than conventional organizations, and also because the organization itself was in a state of flux at the time of the intervention.

Configurations of Outsourcing Firms and Organizational Performance: A Study of Outsourcing Industry in India

In *Strategic Outsourcing: An International Journal*, 4(2), 2011, 152-178.

Kirti Sharda and Leena Chatterjee

There is an increasing recognition of outsourcing firms as new organizational forms with unique systems and practices. This paper seeks to use a configurational approach to integrate learning from outsourcing literature, organization and management theory, strategic management and strategic human resource management in order to understand similarities and differences between outsourcing firms and their performance. It aims to examine if certain combinations of work designs, strategic orientations, client relations and contexts could lead to better organizational performance within a sample of outsourcing firms. Five dominant configurations



Kirti Sharda is faculty in Organizational Behaviour. Her research interests include Outsourcing, Sensemaking and Institutionalization, Inter-organizational Relations and Networks, Career Issues and Work-Life Balance in Organizations, and Entrepreneurship.
kirti@iimahd.ernet.in

Leena Chatterjee is Professor at Indian Institute of Management Calcutta.

lc@iimcal.ac.in

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For further information, contact:

Research & Publications, Indian Institute of Management, Vastrapur, Ahmedabad 380 015
Phone: 91-79-6632 4821 • Fax: 91-79-2630 6896 • email: respub@iimahd.ernet.in • Website: www.iimahd.ernet.in/publications

of outsourcing firms emerge, namely, clear-eyed strategists, adapting professionals, focalizing artisans, conservative controllers, and overambitious associates. Specific configurations of outsourcing firms are associated with better performance across a variety of organizational performance parameters (average attrition, growth in employment, growth in clients, growth in offered processes and overall satisfaction with organizational performance). This is one of the initial studies to classify outsourcing firms using organizational level variables. While most prior studies have examined outsourcing success from the client perspective, this paper provides an important shift towards studying organizational performance from the outsourcing firm's perspective. Since configurational membership can predict which firms will perform better than others on objective and subjective performance measures, this paper provides a useful framework to managers for structuring processes and inter-organizational relations while making informed strategic choices.

Development of Utility Function for Life Insurance Buyers in the Indian Market

In *Journal of the Operational Research Society*, 61(4), (2010), 585-593.

Goutam Dutta, Sankarshan Basu and Jose John

Insurance as a financial instrument has been used for a long time. The dramatic increase in competition within the insurance sector (in terms of providers coupled with awareness for the need for insurance) has concomitantly resulted in more policy options being available in the market. The insurance seller needs to know the buyer's preference for an insurance product accurately. Based on such multi-criterion decision-making, we use a logarithmic goal programming method to develop a linear utility model. The model is then used to develop a ready-reckoner for policies that will aid investors in comparing them across various attributes.

Goutam Dutta is Professor in the Production Quantitative Methods area. His areas of research interest include Revenue Management, Decision Support Systems, Large Scale Optimization, Practice of Management Science, Operations Management, System Dynamics, Public Systems, Operations Research in Developing Countries, Project Management, Process Industries, Interest Rate Modelling, Mathematical Models in Insurance and Finance.



goutam@iimahd.ernet.in

Sankarshan Basu is Associate Professor at Indian Institute of Management Bangalore.

sankarshanb@iimb.ernet.in

Jose John was a student at Indian Institute of Management Ahmedabad.

Anand 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

Rakesh Niraj is Assistant Professor of Marketing at Weatherhead School of Management, Case Western Reserve University.

Examining Mediating Role of Attitudinal Loyalty and Nonlinear Effects in Satisfaction-Behavioural Intentions Relationship

In *Journal of Services Marketing*, 25(3), 2011, 165-175.

Anand Kumar Jaiswal and Rakesh Niraj

This paper aims to examine the mediating role of attitudinal loyalty in the relationship between satisfaction and customer behavioural intentions such as willingness to pay more, and internal and external complaining responses. It also seeks to examine the nonlinear effects in the relationship between satisfaction, attitudinal loyalty and behavioural intentions. The paper uses the structural equation modelling approach to test the hypotheses (sample size 202). The results support the fully mediating role of attitudinal loyalty in the relationship between satisfaction and behavioural intentions. Results support nonlinearity, and in particular diminishing sensitivity, in the link from attitudinal loyalty to willingness to pay more. This is the first study to simultaneously examine the nonlinear effects of attitudinal loyalty on multiple behavioural intentions constructs. This study also establishes the superiority of a fully mediated model, in which satisfaction affects behavioural intentions through attitudinal loyalty, over a partially mediated model.

Abstracts of
Cases
 registered with the Case Unit



Branded with Allegations: Labour Rights Violation in the Supply Chain

Case Registration No. and Date: P&IR0208, 29-09-2010

Biju Varkkey and Mrinmoy Majumder

A garment manufacturing company located at Gurgaon (Haryana), associated with Marks and Spencer (M&S), a large retailer, was in the news when The Observer of London exposed the near sweatshop conditions existing in Indian factories. The company and the retailer were accused of violating Ethical Trading Initiatives (ETI) and Indian Labour Laws, inspite of explicit commitments to respect decent work conditions across the supply chain. A few days later, factory workers backed by the trade union, Garment and Allied Workers Union (GAWU), launched a protest, claiming excessive working hours, job insecurity and denial of minimum wages. The sweatshop conditions got highlighted in the national and international media, forcing M&S to act. The workers' union alleged that the protesters had been manhandled and one worker had been abducted, and was later found by the police. The case discusses how ethical and decent work practices are implemented across the global supply chain, particularly in the retail sector.



Ganguly International Limited

Case Registration No. and Date: F&A0486, 21-09-2010

Sobhesh Kumar Agarwalla

This case helps students in integrating the three financial statements and provides an opportunity to prepare a statement of cash flows using two sequential balance sheets. The case covers transactions relating to issue of shares and debentures, depreciation, refundable and non-refundable security deposits, provision for doubtful debts, goods distributed free of cost, discounts (trade and cash), loan repayment including interest calculations, appropriation of profits to various reserves, dividend and dividend tax, provision for tax, and advance tax including TDS.



The GoodMart Retail Chain: Changing Gears to Accelerate

Case Registration No. and Date: CISG0111, 25-02-2011

Rajanish Dass and Rumit Jain

The case is intended to provide the practitioners of the retail industry, an understanding and feel of various data mining techniques that can be used for more reliable decision making.



Rumit Jain is Research Associate at Indian Institute of Management Ahmedabad.

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.



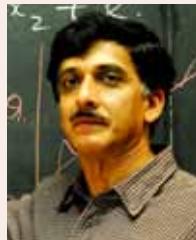
vijaya@iimahd.ernet.in

Abstracts of Book Chapters

authored by IIMA Faculty



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

Dinesh Jain is Doctoral Student at Indian Institute of Management Ahmedabad.

Restructuring the Curriculum at ITI Aurangabad

Case Registration No. and Date: RJMC0011, 26-07-2010

Vijaya Sherry Chand

A module rotation system had been introduced in the Industrial Training Institute, Aurangabad (a Centre of Excellence, COE) in 2009 under which the trainees were rotated among six modules of the basic curriculum in Production and Manufacturing. However, poor results had led to serious concerns about the manner in which the training was structured. The system was about to complete one year, and was due for a review in a couple of months. The Principal was wondering whether the system should be retained or any further modifications should be introduced. He was also apprehensive of how other related issues such as practical exams and instructor perceptions of COE would cloud the review.

Institutional Innovations and Models in the Development of Agro-Industries in India: Strengths, Weaknesses and Lessons

In *Innovative Policies and Institutions in Support of Agro-Industries Development*, edited by C. A. da Silva and N. Mhlanga. Rome: Food and Agriculture Organization of the United Nations, 2011.

Vasant P. Gandhi and Dinesh Jain

Agro-industries are given high priority in India particularly because of their great potential for contributing to development. The emphasis on village-based agro-industries was introduced almost a century ago in India by Mahatma Gandhi as an important ideology and corner-stone of the independence movement. However, even today the development of agro-industries is a central part of the national development strategy due to their significant role in bringing value-addition to agriculture's output, increasing rural incomes and employment, and alleviating poverty in the countryside. The sector, however, faces a number of challenges and bottlenecks to its growth including raw material sourcing difficulties, rural market imperfections, supply-chain inefficiencies, investment constraints, and product marketing challenges. Questions remain on what institutional arrangements or models would be appropriate and should be encouraged for the organization of agro-industrial activity that would work and maximize the contribution to rural and small farmer development. To address these challenges, a comprehensive institutional framework is a must, and it is heartening that a number of institutional models have emerged in India. These include the HPMC model, the AMUL model, the Pepsi model, the ITC e-choupal model, the Nestle model, the Heritage model, the Suguna model, the McCain model and more. Study of the experiences indicate that given the major challenges, a partnering approach appears to be the most promising in overcoming multiple constraints. It can be implemented either through building associations/cooperative organizations, or by building confidence and trust through a mutually beneficial business relationship involving private enterprises and farmers.

The benefits to small farmers and the landless depend substantially on the nature of the organization and the commitment of the agro-food industry to their association as partners. It also depends on the bargaining power of the small farmers and landless within the models and structures that are created. Cooperatives have often done better in bringing benefits to the rural poor, sometimes with the assistance of NGOs as intermediaries. In order to make the arrangements successful, much depends on the development of longer-term relationships through transparent contract terms, fair pricing, effective extension, and good marketing. This is possible also for private agro-industry firms, as shown by the PepsiCo, McCain and Suguna models. In all these cases, and with other successful models, the government must play a facilitating role through enabling policies, regulations, financing options, research, and infrastructure development. It is critical that alternative agro-industrial models are encouraged and receive backing to experiment, particularly those models which contribute positively to productivity improvement, rural employment, poverty alleviation and sustainable development.

Linking Small Horticultural Producers with Markets: Indian Experience and Lessons

In *Proceedings of the International Symposium on Postharvest Pacifica, Acta Horticulturae No. 880*, edited by E. W. Hewett et al. Belgium: International Society for Horticultural Science, 2010, 75-82.

Sukhpal Singh

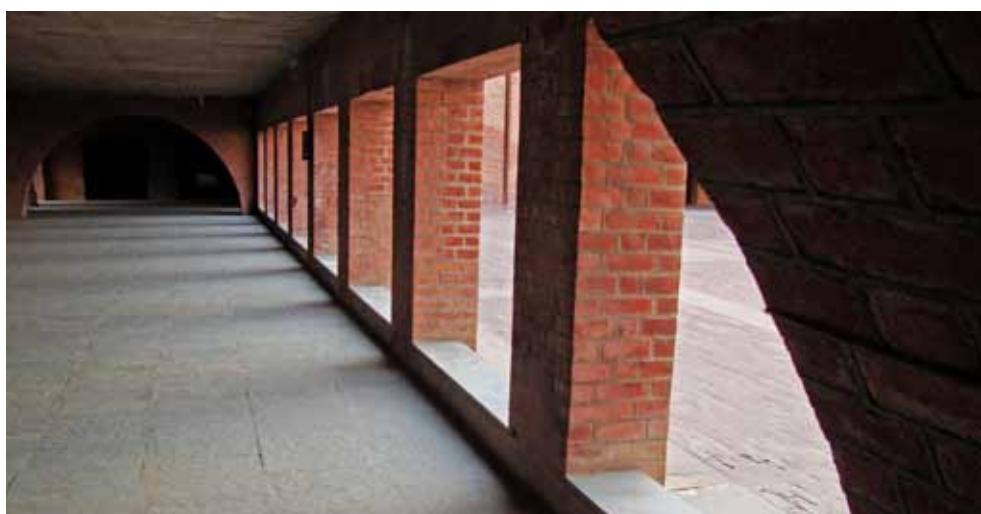
Linking small producers with markets has been identified as one of the major issues in policy and practice in improving livelihoods for millions of poor in the developing world. Small producers have many competitive advantages like lower costs, but they face threats from the demand for standardised products in global and national markets, and large volume requirements of modern markets. However, there are opportunities in organic, fair and ethical trade markets, which are particularly suited for small producers and which offer higher prices. There have been numerous experiments by different stakeholders across the developing world, including India, in linking small primary horticultural producers with markets. The focus of this paper is to review the experience with such linkages as promoted by different agencies in India, problems encountered therein, and lessons learnt. This paper examines the experiences in potato, tomato, grapes, mango, and fruits and vegetable (F&V) crops in general for different regions of India that have different institutional and market structures. The paper brings forth lessons for leveraging resources of the state, the private sector, and other development agencies, and for making use of mechanisms like contract farming. The paper concludes with lessons for policy and interventions to create more effective market linkage-building for quality production and better livelihoods.



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.

sukhpal@iimahd.ernet.in



Abstracts of doctoral

Theses

awarded in March 2011



Prasoon Agarwal
is currently working as a Consultant with the Office of Chief Economist, International Energy Agency Paris. He is a Fellow of IIM Ahmedabad. His research interests include Energy, Economy and Environment Modeling, Low Carbon Infrastructure Transitions and Policy Analysis.



prasoon@iimahd.ernet.in

Infrastructure for a Low-Carbon Economy: Future Scenarios and Policies for India

Prasoon Agarwal

Infrastructure is the backbone through which energy flows in an economy. Hence, the policies influencing their choice are crucial to future energy and carbon intensity of the economy. Major infrastructure investments are projected in India, in line with the future economic growth. It is therefore imperative to make infrastructure choices; including their long-term environmental costs and benefits.

The current research assesses and delineates infrastructure sector priorities which can influence the long-term energy system equilibrium in India. Four specific research questions have been addressed: *The first question identifies key infrastructures that have a decisive influence on energy and emissions profile, and how have these infrastructures evolved in India? The second and third questions identify what infrastructure choices will be made under business-as-usual (BAU) development policies and under plausible global carbon emissions concentration stabilization targets. Finally, the thesis assesses potential energy security and other sustainability co-benefits in India from alternate infrastructure choices.*

To address these questions, an integrated framework of analysis is developed, which comprises of scenario building and policy analysis by soft linking multiple models: i) a global integrated assessment model, ii) a bottom-up energy system model for India, and iii) an energy accounting model at city level. Case studies were conducted at the national, city, and project level to assess and endogenize infrastructure transitions in the scenario modeling exercises spanning time horizon till the year 2050. The energy security and other co-benefits are assessed using a select set of indicators.

The key findings of the research are: *US\$ 3 Trillion investment in energy infrastructures is needed till 2050, under the BAU scenario, most of which is in the power sector. Low carbon transition under a 'climate-centric' conventional policy scenario needs additional US\$ 1.5 Trillion investments in low carbon power generation, carbon capture & storage, and smart grid infrastructures. However, low carbon transition under a 'sustainable' scenario calls for demand-side infrastructure investments like low carbon transport infrastructures (e.g. train & pipelines). The marginal abatement cost in the 'sustainable' scenario is significantly lower than the carbon price trajectory of the conventional 'climate centric' scenario. We conclude that low carbon infrastructures rest on diversified energy portfolio, having less reliance on fossil fuels, which delivers positive spill-over such as better local air quality and energy security. Following a portfolio approach, the research also identifies carbon mitigation potential and costs of alternate infrastructures, whereby cheaper options (e.g. BRTS), are chosen up to their potential, over more expensive options (e.g. Metro rail). Such low carbon infrastructures may also receive preferential funding from international carbon funds.*

The methodological contribution of this research is the development and application of an integrated modeling framework wherein the demand-side infrastructure transitions at national level are modeled by endogenizing the information from case studies conducted at sectoral and sub national level. The research contributes to development of databases of energy infrastructure at city and national level and GIS mapping of key infrastructure projects. The overall contribution of the research is a policy roadmap

for transport and energy infrastructure which explicitly takes into account the global greenhouse gas emissions stabilization targets and national sustainability goals, together with the impact assessment of these policies on country's long-term energy security.

A Study of Workplace Gender Dilemmas: Insights from Women's Narratives

Mridul Maheshwari

The phenomenon of workplace gender diversity has become a reality today even in India and across the globe (Budhwar, Saini and Bhatnagar, 2005). However, this diversity has triggered challenges both for management and the workforce given existing workplace structures and processes that have traditionally been set within pre existing social structures. Women have to contend with both gender centric social apprehensions in society (Parikh and Garg, 1989) and pre-existing gendered ideologies and practices at work creating ceilings on their interactions at work (Wharton, 2005). In addition, the experiences of exclusion and lack of receptivity for women at work trigger dilemmas suggesting the gender blind nature of employment relations and human resource development systems and processes (Monousava, 1996). Simultaneously visualizing industrial relations and human resource management at workplaces through the prism of gender sensitization has recently gained importance both in the world of scholarship and in the world of practice (Dickens, 1998).

It is in this context that this study was designed to “*explore the experiences of gender dilemmas in person-workplace interface and interactions by engaging with ordinary working women and listening to their narratives*” in the contemporary Indian context. The intense interview engagement based ethnographic research approach was used to capture multiple realities of person-workplace interface and interaction experiences of women in India. First, a survey of related literature yielded a framework of sensitizing concepts to guide explorations related to gender dilemmas. This stage also helped in identifying five workplace points of access around which gender dilemmas are experienced by women. Second, grounded and preliminary engagements revolving around the identified sensitizing concepts constituting the pre engagement framework were carried out with ten working women representing diverse work domains to gain greater clarity about the research theme and to develop a checklist of questions... Third, broad spectrum engagements were conducted with fifty eight working women employed in various roles and positions in diverse work domain contexts. These interactions revolved around the checklist of questions related to women’s experiences of gender dilemmas at the five workplace points of access, and also to capture evidence of agency in their responses to these dilemmas. Fourth, intense engagements were carried out with select ten respondents from the broad spectrum respondents to gain deeper insights into the areas that emerged during the analysis of broad spectrum engagement narratives.

The study yielded insights related to gender dilemmas of women as they seek personal space and agency in workplace interface and interactions:

- The study presents the ‘theory of social ceiling’ that discusses how the four processes of inculcation-inducement-internalization-conditioning bring into play the interface of women with the prevailing-evolving socially constructed ceilings and its reproduction which in turn has a bearing on their approach towards work creating and gender dilemmas in their gaining access to workplace processes.
- The study suggests that these experiences of gender dilemmas of women related to their access to workplace processes and relationships are experienced at five “points of access” in the workplace:
 - access to entry into workplaces,
 - access to acceptance into work teams,
 - access to recognition as a performer,



Mridul Maheshwari
is a Fellow of Indian Institute of Management Ahmedabad.

mridul@iimahd.ernet.in

- access to positions of power
- and access to a safe working environment
- The study has also thrown up insights related to the ordinary working women's quest for personal space and agency in grappling with pre existing structures in their social space-work space dynamics. The study suggests that there are four forms of agency - 'adjustment', 'accommodation', 'assertion', and 'aggression' These four forms represent different modes of responses of ordinary working women to the socially constructed ceiling on a dependence-independence, compliance-confrontation agency continuum..

This study contributes to research and practice through its groundedness as it presents the existing reality of the praxis of gender in the work domain from the perspective of ordinary working women. It provides a grounded theoretical understanding about the person-workplace interface and interactions of women by analysing the phenomenon through the prism of workplace "points of access". The grounded insights emerging from the interviews and narratives provided theoretical insights about the implicit undercurrents of social ceiling processes, experiences of gender dilemmas of women at each point of access given pre existing structures in both social and work spaces, and the typology of responses of women to these gender dilemmas in their quest for personal space and independent agency.

The point of access approach and gender dilemmas identified can be a useful HR practitioner framework for diagnosis and intervention in rethinking and redesigning employment relations and human resource processes to create a context characterized by gender inclusiveness. The findings also open up intervention possibilities in early socialization processes for agents of socialization to play an important role in creating gender aware and gender inclusive individuals and institutions. The study also enables working women to reflect on their own experiences related to gender dilemmas and their individual and collective quest for agency and personal space thus facilitating a more conscientized working women's collective.

Brief notes on
Books
 authored/edited by IIMA Faculty



M. M. Monippally is Professor in the Communications area. His current research interests are in Leader Communication, Bad News Delivery, Persuasive Communication including Logical Business Writing.
 mmpally@iimahd.ernet.in

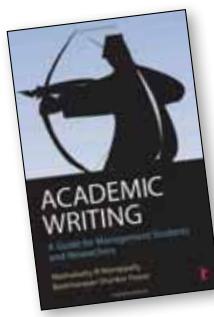


B. S. Pawar is Professor, Organizational Behaviour and Human Resources at Indian Institute of Management, Kozhikode. His areas of research interests include Organizational Citizenship Behaviour, Transformational Leadership, and Workplace Spirituality.
 pawar@iimk.ac.in

Academic Writing: A Guide for Management Students and Researchers

New Delhi: Sage Publications, 2010.

M. M. Monippally and B. S. Pawar

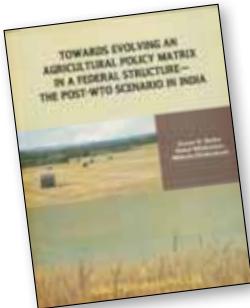


This book addresses key features of the methodology involved in business and management academic writing. Characterizing academic writing as part of research, science, and the knowledge generation process, it focuses on its three main aspects: understanding existing research, documenting and sharing the results of the acquired knowledge, and acknowledging the use of other people's ideas and works in the documentation. Written in lucid language, the authors use various examples of good as well as defective writing to help students understand the concepts.

Towards Evolving an Agricultural Policy Matrix in a Federal Structure: The Post-WTO Scenario in India

New Delhi: Allied Publishers, 2010.

Samar K. Datta, Rahul Nilakantan and Milindo Chakrabarti



Given generally poor WTO-literacy at the state level on the one hand, and the constitutional imperative to evolve India's agricultural policy response to WTO based on state level consultations with local stakeholders, on the other, this study used a semi-structured questionnaire and involved almost all Agro-Economic Research Centres to sensitise and record stakeholder responses from as many as 14 states. The recorded responses, together with the progress of India's WTO negotiations till the end of the Hong Kong Round, are analysed to draw lessons and action points to initiate a move

towards evolving India's agricultural policy response to WTO, based on assessments and aspirations of state level stakeholders. The epilogue takes stock of the developments in the post Hong Kong scenario and derive a few lessons on how Indian states should strategise their plans in the years to come.



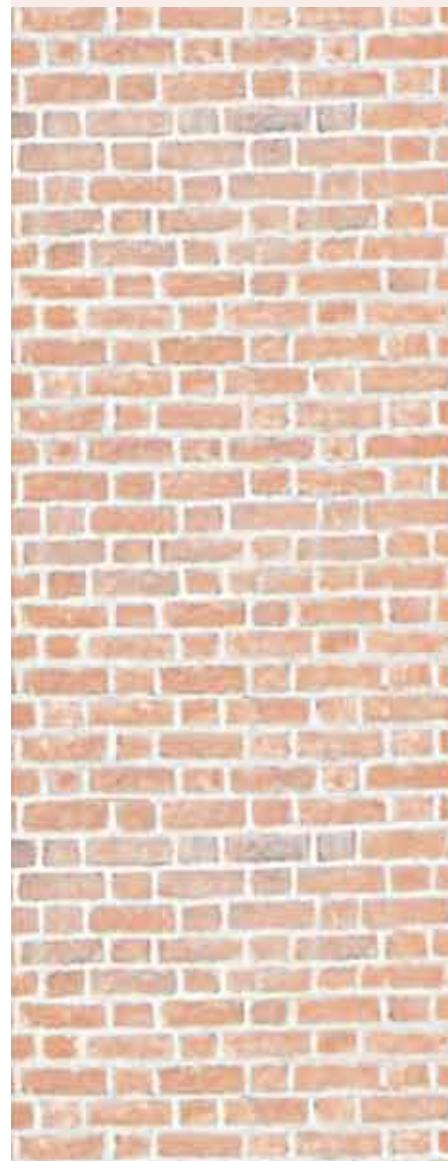
Samar K. Datta is Professor at the Centre for Management in Agriculture. His research areas cover Applied Micro-Economics, Institutional Economics, Transaction Costs, Contracts and Negotiations, Stakeholder Corporation and Public-Private-Community Partnership, Agri-Business Trade and Competitiveness under the WTO Regime, Natural Resources Management and Rural Credit.

sdupta@iimahd.ernet.in

Rahul Nilakantan is Visiting Assistant Professor in the Economics area at Indian Institute of Management, Indore. He has served as a Research Associate at IIM Ahmedabad. His current research is in the areas of Industrial Organization, Development Economics and the Economics of Terrorism.

nilakantan@iimidr.ac.in

Milindo Chakrabarti is Professor at school of business studies, Sharda University, Noida.



Spotlight

on research conducted at GRC



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

The Centre for Gender Equity, Diversity and Inclusivity

The Gender Resource Centre is a new initiative of IIMA for the study of gender concerns with stakeholding constituents including policy makers, academicians, leaders, managers, entrepreneurs and others. The Centre's primary task is to create, support and sustain gender-sensitive processes for better understanding and addressing disharmony in the management of gender differences. One of the youngest centres of the Institute, it was established in 2006 with the purpose of fostering policy research, capacity building through education, training and outreach; providing policy-makers, practitioners, scholars and alumni with advisory support on gender initiatives; and undertaking activities for knowledge creation and action research in Gender Equity, Diversity and Inclusivity. For the last mentioned reason, the Centre is popularly known as the GEDI Centre. The expanded scope for participation of women in workplaces requires development of women and men for leadership roles in contexts where dynamics of competition, envy and gender biases are unconsciously present and cannot be rationally willed away by schemes of procedural equality or quotas in gender representation.

The mainstreaming of gender is a key aspect of worldwide initiatives and IIMA envisages GEDI initiatives on a number of dimensions. Ideally, "gender" refers to an understanding of the perspectives of both men and women. Distinguishing itself from the stream of "women's studies", the Centre focuses on the politics of disharmony in the management of gender differences. Gender inequities arise at different stages of life and cannot be quick-fixed in a narrow set of adult roles in work life. For this reason, the Centre has adopted a life-cycle perspective from the womb to old age to address politics of disharmony in the management of gender differences through attention to pre-natal care, infant care, child rearing, education, work-life balance for couples in roles and systems, economic and social security management, and the chronic underrepresentation of women in authority in professional life. Some of the priorities identified are, under-representation of women in elected and selected roles of professional responsibility and capacity building to enhance gender diversity, equity and inclusivity at workplaces and in systems of higher education, gendered child-rearing practices and design of educational curricula to combat systemic deficits that translate into gender stereotyping, and the special challenges for women entrepreneurs and managers.

An inter-disciplinary team of fourteen IIMA faculty members is associated with the Centre and engaged in research, educational and management development programmes and consulting activities to engage with the primary task of the Centre. The Centre is committed to developing and engaging with a policy research agenda of national relevance and international significance rather than advocacy or event management. Faculty members of the Centre have published in refereed journals and also released working papers available from the Institute's website. In December 2008, the "Decisions for Life" project (sponsored by ITUC) was initiated targeting adolescent female workers and job seekers in the service industry to raise awareness among the young female workforce about their future employment opportunities and career possibilities, family building and work-family balance. During 2009-10, the Centre organized The Gender Equity Diversity and Inclusivity Dialogue (GEDI Dialogue)

on June 14, 2009 and an International Case Writing Competition (November 14-15, 2009) where issues related to inclusivity and diversity were discussed with case-studies of experiences. The Centre has recently completed projects on Crossing the Digital Barriers' for NASSCOM and participated in multi-country studies to study gender pay gap and document compensation practices and working conditions.

New initiatives during the year 2011-12 include the institution of monthly GEDI colloquia evenings inaugurated in August 2011 with the screening of a French film "Women are heroes" followed by a spirited discussion led by Mr Phillippe Martin, Director, Alliance Francaise d' Ahmedabad. In September, there was a public lecture titled "What is different about organizing women and men?" by Professor Ajeet N. Mathur, Chairperson Gender Resource Centre as a sequel to his published research on "The Politics of Disharmony in the Management of Gender Differences". The GEDI colloquia evening in September discussed why women and men are both better off organizing in ways that differ from each other. Gendered Role Identities was the theme of the GEDI Colloquia Evening in October 2011. A seminar "Gender Roles in Conflict", and a Round Table around the theme "Women in Authority" for professionals are on the anvil for 2012-13. The Centre has announced a new MDP "Managing You and Me in Roles and Systems" (MAYUMERS) designed as a working conference (March 14-20, 2012). Those interested to participate in the working conference are welcome to write to ch-grc@iimahd.ernet.in to reserve places. <http://www.iimahd.ernet.in/grc/> has more.

The MAYUMERS working conference is an experiential learning institution for harvesting insights and developing skills that cannot be learnt from reading or listening to lectures or discussing cases. The primary purpose of this working conference is developing capabilities to respond to management and leadership challenges in organisations. Men and women have similar but also different repertoires from which to evolve appropriate personal styles. Women as professionals are particularly vulnerable if they are constrained to limit development of their capabilities only within a limited range of behaviour consistent with masculine paradigms. Men as professionals also experience surprises bordering on bewilderment and considerable anxiety in the search for collaborative equilibria with greater variety in managerial styles due to increased participation of women in organisational roles. The challenges arise from three significant perspectives:

- (1) Men and women at workplaces connect and interact in a plurality of working relationships as peers, "seniors", "juniors" in task roles and as mentors-/protegees, coaches-coachees etc in helping relationships.
- (2) More and more men and women as "couples" work in remunerative employment in the same or different organisations and are concerned about work-life balance, gendered division of work in families and in workplaces, and politics of organisational relatedness.
- (3) Work partners (where one or both may be men or women, married or not), as task dyads or members of teams in organizations seek harmony in role sets inside task systems and role spaces outside them. Dyads, who work closely together, without any intimate personal relationship, can also attract fantasies of others assuming them to be a "couple"

With the support of Research and Publications Committee, a case study is also being documented of the largest women's cooperative in the world, SEWA, to understand the umbrella characteristics, organisational features and countervailing power dynamics of this remarkable organisation.



