

Abstracts of

Articles

published in refereed journals



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Determinants of B2B Salesperson's Performance: A Review and Synthesis of Literature

In *Journal of Business and Industrial Marketing*, 25(7), 2010, 535-546.

Ramendra Singh and Abraham Koshy

This paper provides an exhaustive review and synthesis of the conceptual and empirical studies on salespersons' performance and effectiveness. It also posits a set of propositions from a customer-centric perspective. The study highlights the heterogeneity in B2B salespersons' performance, which makes unravelling its determinants more difficult. The paper makes a call for adopting measures that are customer-centric, such that predictors are anchored in the activities of salespeople rather than their individual-level characteristics.

Measuring Effectiveness of Schools in India: A Multiple Stakeholder Framework

In *e-Journal of Organizational Learning and Leadership*, 8(2), 2011, 1-13.

Meenakshi Aggarwal-Gupta and Neharika Vohra

Multiple stakeholder perspective has emerged as one of the most acceptable ways to measure organizational effectiveness. This paper uses input variables in a multiple stakeholder perspective to develop a model of effectiveness for evaluating a not-for-profit educational organization. The critical stakeholders in the school appear to be the principal, teachers and the students as they affect the effectiveness of the school directly and indirectly through influencing other stakeholders.

Schools are uniquely moral organizations (Greenfield, 1995). They have a strong moral grounding that may not necessarily exist in corporates. They work as loosely coupled systems (Orton & Weick, 2000; Weick, 1976) as a result of which, their management becomes different from corporate organizations. For instance, while

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consumers as customers may be powerful stakeholders in corporate organizations, students as customers in educational organizations may not have much say in the product (the curriculum). Additionally, while service to customers in corporates is generally driven by profit motive, service in schools is primarily driven by the service and welfare motive (Newman & Wallender, 1978).

Gamoran and Dreeben (1986) contest that not every school system is loosely coupled. There may be schools that are run like bureaucracies and even within loosely coupled schools, coordination between various subsystems would exist through various factors like professional norms, common socialization, flow of resources etc. While elementary schools conform more to the image of the rational bureaucracy, secondary schools fit the image of anarchy or loosely coupled systems (Herriott & Firestone, 1984).

Due to their functioning as loosely coupled systems, we feel that it is important to study how the different subsystems come together to contribute to effective functioning of a school. For the purpose of this paper, instead of using the normal output approach (Cunningham, 1977), we have taken the input approach to study effectiveness. We present a model of effectiveness to demonstrate how the different subsystems need to work together to contribute to a school's success.

Pro-equity Affects of Ancillary Benefits of Climate Change Policies: A Case Study of Human Health Impacts of Outdoor Air Pollution in New Delhi

In *World Development*, 39(6), 2011, 1002–1025.

Amit Garg

This paper looks at the human health impacts from urban air pollution in India. Such pollution is especially harmful to poor people, so the co-benefits from global climate change policies in terms of reduced local air pollution can have positive equity impacts. Health impacts (mortality and morbidity) of suspended particulate matter below 10 micron size (PM_{10}) are quantified for different socio-economic groups in Delhi. The spatial PM_{10} concentration levels are overlaid with spatial socio-economic data. The paper shows that major PM_{10} emission sources are owned by the higher income groups and their economic benefits also accrue to them, while the poor bear a disproportionately higher share of the resultant air pollution related health impacts. Most measures that reduce PM_{10} are measures that (a) have carbon emission reductions as well, (b) impose more costs on the better-off, and (c) provide higher health benefits to the poor.

If PM_{10} concentration levels throughout Delhi are to be reduced to $60 \mu\text{g}/\text{m}^3$ (CPCB norms for residential areas) or further to $25 \mu\text{g}/\text{m}^3$ (levels in cleanest large cities in the world), which indicate a very steep decline from the existing average of over 150, a combination of policies have to be adopted such as some direct PM_{10} mitigation policies for cleaner local air (e.g. controlling re-suspension of road dust, enforcing soot emission standards in industry), some direct climate change policies (e.g. switching from coal to natural gas), and some common policies (e.g. very strict emission norms for all road vehicles, natural gas for all road transport, energy efficiency improvements in various sectors). Climate change and local pollution mitigation policies could therefore be interlinked to provide health benefits to the poor. Their investment requirements and costs would however be different, and so would be the ancillary benefits for direct PM_{10} mitigation policy or direct CO_2 mitigation policy towards mitigating each other. The emission elasticity of PM_{10} emissions because of direct CO_2 mitigation policy is around 2.2, while the CO_2 elasticity because of direct PM_{10} mitigation policy is around 0.16; while the costs for direct PM_{10} mitigation policies are lower than for an equivalent PM_{10} mitigation through a CO_2 policy route. While cleaning the local air is the Indian government's liability to its citizens, the incremental costs for cleaning it through a climate change policy are not. Switching away from coal also raises energy security concerns for India. The conventional view, therefore, has been that climate change

policies would have to be pursued for their own sake in India. This paper has offered another viewpoint that climate change mitigation policies would also have substantial pro-equity effects through larger health benefits for the poor while the rich will bear higher costs, and these should be therefore considered while formulating an appropriate policy response for a large emerging economy like India.

Role of Universal Service Obligation Fund in Rural Telecom Services: Lessons from the Indian Experience

In *Journal of Telecommunications Management*, 3(2), 2010, 181-196.

Rekha Jain and G. Raghuram

Despite the tremendous growth of mobile services in most developing countries, these have largely remained limited to urban areas, aggravating the existing urban and rural divide. Policy makers and regulators perceive the need for an effective regulatory and policy environment to reduce the gap, as there are several market challenges in this endeavour including low commercial viability; however, most such interventions have had little success. This paper outlines India's experience of increasing rural teledensity, including its recent policy initiative to increase penetration through creation of a Universal Service Obligation Fund (USOF) that supports a variety of innovative initiatives. USOF's most ambitious programme to date has been the design and deployment of mobile services in rural areas. This paper analyses the outcomes of this exercise. Despite the innovative design of the USOF programme, it has had little impact on increasing rural teledensity. On the other hand, positive policy steps that reduced the costs for service provision (revenue shares, duties, access deficit charge, etc) and competition, facilitated greater rural penetration. This raises the issue of the role of government vis-à-vis the private sector in increasing rural teledensities. This paper also provides a framework for assessment of USOF and relates it to the experience in other countries. The conclusion is that USOF must be treated as one among many instruments for increasing rural teledensities. For USOF to be effective, it needs to be managed by an independent body that is made responsible for outcomes. Third party assessments and greater enforceability of contracts are necessary operational elements of this design.

Testing for Trickle-Down or Polarization: Evidence from India

In *Proceedings of Pennsylvania Economic Association Annual Conference*, 2010, 50-56.

Ravindra H. Dholakia

The original hypothesis about polarizing or trickling down growth considers dynamic processes involving cause-effect relationship between the growth impulses in the rich region and those in the poor region of the country. Hence, a direct test of this hypothesis is carried out by considering two regions, a better-off region (B) consisting of all better off states, and a worse off region (W) consisting of the rest of the states in the country. The Granger Causality test for the level of the income and the rate of change in the income in the two regions is then applied.

The hypothesis of the spread or trickling down effects would hold if the income and growth of the better-off region Granger-causes the income and growth of the worse-off region with positive coefficients. The same direction of causality with negative coefficient would support the polarization or backwash hypothesis. However, if the causality turns out to be from the worse-off region to the better-off region, or if there is bi-directional causality, then the empirical evidence would be inconclusive about this hypothesis. In such cases, however, the regional inequality indexes would show some trend – either rising or falling. Linking the trends in the regional inequality indexes with polarizing or trickling down nature of growth is, thus, theoretically unjustified if not very incorrect.



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In order to test this hypothesis, the exercise carried out in this paper considers data on GSDP at constant (1999-2000) prices from all 25 states of India for the period 1980-81 to 2006-07. Among the better-off states (B), Andhra Pradesh, Goa, Gujarat, Haryana, Karnataka, Kerala, Maharashtra, Punjab and Tamil Nadu are included. These 9 states have their per capita GSDP higher than the all India average. The remaining 16 states having below average per capita GSDP are included among worse-off states (W). The basic data on GSDP for all states are from the standard CMIE-CSO source.

The Granger-Causality test is performed by VAR modeling where the selection of lags is through Akaike Information Criterion (AIC) because the Wald Test is sensitive to the lag selection. Results of the Granger-Causality test confirm only unidirectional causality of level as well as rate of change in GSDP from B-group of states to W-group of states. It is, therefore, possible to test meaningfully the hypothesis about the nature of growth being polarizing or trickling down. Moreover, the coefficients in both the cases are positive. Thus, the Indian regional data over the last 27 years clearly supports the hypothesis of spread or trickledown effect rather than the backwash or polarization effect. This is an important finding for Indian policy makers, particularly, the Planning Commission and the Finance Commissions whose main concerns so far have been regional disparities while allocating and devolving resources among states from the Central Government. Findings based on measures of regional inequality in India about increasing or decreasing trend over time have been often misinterpreted to imply polarizing nature of growth in the country. Findings of this paper, on the contrary, reveal that economic growth in India has been of the trickling-down type.

Abstracts of

Cases

registered with the Case Unit



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Firm and Fair

Case Registration No. & Date: OB0207, 18-03-2011

Deepti Bhatnagar

The case deals with leadership challenges faced by the manager of a medium-sized branch of a bank. The manager is enthusiastic about enforcing discipline in his branch by applying principles he has learned in an executive development programme. Different responses by different subordinates force the manager to reflect on his leadership style. The case can be used in conjunction with the case Work and Friendship, OB0208.

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.



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Government Industrial Training Institute, Jalgaon

Case Registration No. & Date: RJMC0010, 26-07-2010

Vijaya Sherry Chand

The Principal of the Government Industrial Training Institute, Jalgaon, is taking stock of a few key innovations carried out by his staff during 2009-10 in order to prepare for a meeting in which he wants to communicate to his staff how to sustain an atmosphere in which good practices are developed and practiced. The desire of the staff to build the Institute into a centre of excellence had facilitated the innovations. The Principal now wants to examine the other factors that helped create a culture of innovation. He is also wondering whether to increase the intake capacity of the Institute as it was unable to meet the demands of the industry.

One Mission, Multiple Roads: Aravind Eye Care System in 2009

Case Registration No. & Date: BP0333, 28-05-2010

S. Manikutty

This case, “One Mission, Multiple Roads: Aravind Eye Care System in 2009” is a sequel to the earlier case, “Aravind Eyecare System: Giving them the Most Precious Gift” (BP 0299). It describes the new challenges facing Aravind Eye Care System (AECS) in 2009. It presents the strategic choices facing a mission driven organization like AECS. For its future growth it had the option of several paths. Following any of these paths would not dilute its mission and yet it could not pursue all of them at the same time. It would have to prioritize them. The case encourages participants to develop criteria for this prioritization.

Racer Lube Company

Case Registration No. & Date: MAR0417, 26-09-2010

Arvind Sahay

Manjit Singh, Executive Director of a leading lube oil firm, was faced with a situation where lube oil from one channel was being leaked into another channel and sold at prices well below the Maximum Retail Price. His brand Racer is on its way to becoming the “cheap” alternative. The main competitor is commanding a price premium that the channel asks for and gets. The challenge for Singh is to enforce channel discipline, reduce leakage, maintain price, and get the channel to push his product. In the short term, he needs to get retailers to push the Racer brand despite a brand handicap compared to the Fortune brand.

Shutdown Scheduling at a Leading Integrated Steel Company

Case Registration No. & Date: CISG0113, 21-03-2011

Kavitha Ranganathan

The case describes a tough situation faced by the head of a finishing mill in an integrated steel plant. The major shutdown of the mill needs to be planned taking into consideration numerous factors that can affect other parts of the company. This case can be used as an illustration of the intricacies and issues involved in shutting down a part of a large-scale production company. Spreadsheets are recommended to model the problem and find a reasonable solution.

Thermax (C)

Case Registration No. & Date: BP0319(C), 01-12-2010

Ajeet N. Mathur

The case describes the turnaround of Thermax Limited and risk management after growth stall and an organisational crisis requiring evaluation and restructuring of the business portfolio. The conflicts between sustainable growth and shareholder value are addressed through selective internationalisation, new collaborations for innovations in disruptive technologies and strategic management of intellectual capital and organisational knowledge in a phase of capacity expansion requiring product-services linkages.



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

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Abstracts of Book Chapters

authored by IIMA Faculty



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Globalisation and Sustainability Issues in Agriculture in Asia: A Case of India

In *Economic and Environmental Sustainability of the Asian Region*, edited by S. S. Gill, L. Singh and R. Marwah. New Delhi: Routledge, 23-44, 2010.

Sukhpal Singh

This paper examines the impact of globalisation on environment and sustainability in the agricultural sector. It examines the Asian and the Indian context with empirical evidence and examines the determinants of environmental impact of globalisation. It reviews the Asian evidence on the issue and then situates the Indian evidence (from the conventional and the organic produce supply chains) in the larger context of global and national supply chains for drawing inference about the nature and role of global value chains in sustainable agricultural development in general and more so in Asia and specifically, in India, given the predominance of small land holdings.

Deforestation, depletion of water resources and soil degradation besides air pollution are major ecological concerns that accompany agricultural development. In India, the largest casualty of agricultural development and its intensification has been the groundwater due to its over-pumping by farmers. Already more than 1,000 of the 5,723 geographic blocks of India are either overexploited or critical. In Punjab, 79% of groundwater blocks are classified as overexploited or critical with average annual rates of decline being of the order of 0.7 to 1.07 meters during the early 1990s.

Contract farming has emerged as a new paradigm to promote agricultural development in India wherein private corporate sector firms work with individual or group contract growers for procuring their raw material or fresh produce requirements under advance agreements of price, quantity or acreage, quality, timing, and delivery. But, there is hardly any rigorous evidence on the environmental impacts of contract farming as the focus, most of the time, has been on its impact on small producer livelihoods in terms of removing poverty or risk in their activities.

The environmental implications of contract farming include monocultures leading to depletion of soil quality, and effect of fertilizers and pesticides on natural resources, environment, humans and animals. Some countries in Asia like Thailand, Malaysia, Indonesia, Sri Lanka and India have experienced agribusiness growth during the last two decades which has had implications for sustainable agriculture and sustainability of resource base per se. Thailand, which has been the pioneer in contract farming in Asia, also experienced negative impact of contract farming on the environment.

In India, contract farming was found to lead to higher use of chemical inputs and resource degradation in some cases and environmental and resource conservation and enhancement in other cases depending on the crop, agency, context of contract farming or the market. Increasingly environmental concerns are dictated by the market demand, e.g., the case of chemical residues or organic practices. But, markets may not signal the importance of ecological concerns in all situations and all times due to various imperfections in the market and externalities in the presence of weak monitoring.

There is a need to provide for ecological concerns into contract farming programs and policies through land use planning. It is also known that proactive environmental

strategies can be profitable and sustainable ways to deal with natural environment and environmental management improves market related and image related drivers of economic performance if integrated with other managerial functions.

Strengthening Health Sector Governance and Management

In *Nurturing Institutional Excellence: Indian Institute of Management Ahmedabad*, edited by Vijaya Sherry Chand and T. V. Rao. New Delhi: Macmillan India Publishers Limited, 379-389, 2011.

K. V. Ramani

In June 2004, the IIMA Board approved the establishment of the Centre for Management of Health Services (CMHS) in recognition of the Institute's contributions to the health sector. Health has been an area of research interest at IIMA since the formation of the Public Systems Group in 1975.

A WHO report (Jeffery Sachs, Manmohan Singh, et al, 2001) which highlighted the urgent need to build effective and efficient health systems in developing countries, guided our efforts at establishing CMHS. Over a period of three months following the Board's approval, we held a series of consultations with stakeholders from the Union Ministries of Health, Finance, Planning Commission, Gujarat State Department of Health and Family Welfare, International donor partners, NGOs, and several Medical Colleges and Hospitals. It became clear that the Indian health sector lacked management capacity to transform financial resources into service delivery, and to overcome non-financial obstacles in the delivery of good quality services. The Indian health sector should be more "demand driven" than "supply pushed." The CMHS required an inter-disciplinary group of faculty and research staff to strengthen the management of our health system. There was a need to achieve greater convergence between the health ministry and other related ministries to improve the health outcomes. From these consultations, emerged the business plan for the CMHS. This business plan was presented by the Director at the next meeting of the IIMA Board.

By 2006, the CMHS had a strength of 17 faculty members and 10 research staff, constituting a truly inter-disciplinary group working on a range of issues, in the areas of governance and management of the health system. Our projects, all externally funded, focus on maternal health, rural health, urban health, HIV/AIDS, and Hospital Management. Our projects are in collaboration with several universities in the USA, Europe, Asia, the Ministry of Health and Family Welfare at the national and state levels, as well as with NGOs in India and abroad. We offer Management Capacity Development Programmes in Hospital Management, Managerial Challenges in HIV/AIDS, District Health Management, and Child Health Management. Since 2006-07, we have been offering a PGP II elective course on Health and Hospital Management, and an FPM course on Health Policy and Planning. From this academic year (2011-12), we plan to start a new course on Public Health Management. Our PGP students started a Special Interest Group (SIG) in healthcare last year.

Research has always been an integral part of IIMA activities. IIMA faculty have always been expected to spend their time, equally between teaching and research. But times are changing and changing fast. Our teaching load has increased, and the Institute's emphasis on research is unclear. If teaching gets priority over research at IIMA, it would be very difficult for any of our interdisciplinary research centres like the CMHS to attract faculty to undertake research projects.

I had the honour of serving the CMHS as its first Chairman for three years 2004 to 2007, followed by Professor Dileep Mavalankar from 2007-10. CMHS is currently functioning without a Chairman, since November 2010.



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Abstracts of doctoral

Theses

awarded in March 2011



B. V. L. Narayana is a career bureaucrat, who is presently at the Railway staff college, Vadodara as Senior professor (transport management). His research interests consist of studying Organizational Culture in Large Organizations, Identifying Factors Influencing Transfer of Training, Uncertainty in Work Systems and Impact on Work Related Stress, Implementation as a Strategic Competency and Implementation Issues in Public Programmes.



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Implementation of Healthcare Programmes: Development of an Operational Framework

B. V. L. Narayana

Management's quest to understand what factors influence implementation of strategies and policies has been ubiquitous. Research on implementation in public policy and strategic management has been fragmented, dominated by formulation issues with limited theory building and empirical testing. It is dispersed and lacks a dominant framework to guide researchers and practice. Thus there arose a need to develop a theory of implementation and from it develop a framework. The objective of this study was to develop a mid range theory of implementation and an operational framework which could help practicing managers in the fields of healthcare, public policy and strategic management.

The theoretical lenses of resource-based view, resource dependency view, and the resource allocation process were used to address the research problem. A processual study was designed to study the implementation of four national health programmes in the states of Gujarat, Tamil Nadu and Kerala. The main contributions based on the findings are:

1. The generation of a mid range theory of implementation.

It establishes that management of resource dependency is critical for achieving organizational effectiveness. Resource dependency is a function of both quality and quantity of resources required for delivery of mandated services. The organization's ability to identify "Key resources" critical for delivery of such services enabled them to position and manage the macro processes which drove the generation, acquisition, distribution and utilization of such resources. A fully functional "Cognitive architecture" enabled their positioning and functioning of administrative structures at all levels and align these processes in line with changing service requirements. Ultimately, Managed resource dependency maintained the field unit head's "Motivation to produce" and in turn maintain the service deliverer's "Motivation to produce". This ensured appropriate resource utilization and purposeful actions at service delivery level leading to effective performance. Thus implementation is function of organizational attention, its direction of macro processes and administration of its micro processes driven by the effort to manage its resource dependency.

2. By integration across disciplines, it developed an operational framework for implementation of strategy or programmes.
3. The generation of the constructs of "Key Resources" "Implementation Organization", and "Cognitive Architecture" during the process of theory generation.
4. Extension of the application of the resource allocation process to firms in the services sector.
5. Establishing the processual character of implementation and echoing the persistent call for increase in processual studies of implementation in the fields of strategic management, policy and programme implementation.

The operational framework provides a dominant utility framework of implementation to be used by practitioners. Researchers have a dominant framework to use as a base for future research. This study thus contributes to the fields of strategic management, policy implementation and programme implementation in healthcare.

The study used a multiple case embedded design to generate the mid range theory and the operational framework. The implementation process of four national health programmes were studied in 19 field units, 13 districts and three states, resulting in four cases at the state health system level, with embedded case lets at field and district level. SPICE framework was used to do a 'within' and 'across' programme case analysis. This enabled identification and matching of patterns among factors influencing implementation. The result was an operational framework. Literature enfolding of multiple perspectives allowed the development of a conceptual framework, which could be mapped on to the operational framework. From these, the mid range theory was developed.

Managing the Water-Energy-Climate Change Nexus: An Integrated Policy Road Map for India

Amir Bashir Bazaz

This research examines the water-energy-climate change nexus to delineate policies that harmonize the nexus favourably. Typically the energy-climate nexus has been studied as a mitigation problem, the water-energy nexus as a resource and development issue and the water-climate nexus from the water supply dimension. This research, however; studies the nexus in an integrated framework.

To address these questions, an integrated modelling framework is developed. Besides secondary data sources from strategic and modelling databases, selected case studies and project specific data was used to augment the database. The long-term assessment (till 2050) is conducted using a scenario-based approach, by integrating and augmenting the existing bottom-up energy systems model at the national level and an energy accounting model at the city level.

The bottom-up energy systems modelling analysis show that development along the Business-As-Usual (BAU) path is expected to bring about little improvement (upto 2050) in energy use for water with respect to total energy use. It is found that the water-energy nexus is progressively energy resource intensive and although hydro power growth would increase in absolute terms but the overall share of electricity generated would reduce (5% of the total electricity generated in 2050). City analysis, through case study of Ahmedabad, reinforces the energy resource intensiveness for water along the BAU path.

The globally agreed long-term climate stabilization target is to limit the temperature rise within 2°C which is assumed to be the target to assess future water-energy-climate change nexus in this research. Results from scenario analysis show that there would be a reduction in the electricity demand for water across all sectors, significantly more in the scenario around the 'sustainability' framework. This scenario results show a continuous improvement in the intensity of energy usage for water (improve at the rate of 5.34% CAGR for the period 2005-2050) and that this energy demand being increasingly met from hydro power sources (27% of electricity generated in 2050), facilitated by increased South Asia energy cooperation. Thus policies focusing on facilitating demand transitions, end-use efficiency improvements, improved urban planning, recycling measures & hydro power growth align the water-energy-climate change nexus favourably with sustainable national development.

Energy accounting modelling analysis at the city level, for Ahmedabad city, uses the target of limiting CO₂ emissions to the base year (2005) level or below. The model results show that the favourable alignment of the water-energy-climate change nexus is facilitated by focusing on policies aimed at energy intensity improvements.



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.

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The key methodological contributions of this research include integration of the water-energy-climate change dimensions in an integrated policy modelling framework and construction of national and city level databases for water-energy sector. The key policy contribution of the research is the delineation of a policy road map to address the water-energy-climate change issues in an integrated manner. The integrated assessment framework and tools and databases developed in the research and their applications would be of interest to researchers as well as policy analysts.

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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The Role of Haptic Touch on Product Evaluation in Different Shopping Situations

Abhishek

Research on the multisensory nature of consumption has highlighted the importance of smell, taste and touch during product evaluation and subsequent purchase decisions. The growth of non-store formats (online, catalogue, and teleshopping) as well as evolution of modern stores is changing the way consumers shop and this has further emphasized importance of understanding the role of touch in the shopping process. However, there are very few studies in the field of marketing which have examined the role of touch in shopping. Peck and Childers (2003) proposed the haptic information framework which examined the product, individual and situational factors that affected use of touch information during product evaluation. While the framework addresses the consumer and product related characteristics, it does not extend beyond describing touch and no-touch situations in consumer shopping situations.

Kotler (1974) proposed that situational factors help to convert behavioural intentions into buying behaviour. Belk (1974) suggested that situational variables can substantially enhance the ability to explain and understand consumer behavioural acts. Moreover, situational variables may be influenced by marketers in contrast to consumer characteristics which already exist and are not amenable to marketer's influence (Nicholls and Roslow, 1996). The research stream examining the consumer behaviour related issues concerned with effect of sales person's touch on consumers has also suggested situation as an important variable. With the given research context in touch literature, this study examined the role of haptic touch in different shopping situations. In line with the study objectives and the taxonomy of situational variables provided by Belk (1975), the study looked at the role of haptic touch during shopping situations describing time constraints, task definitions, and mood. A set of 18 hypotheses were developed and tested in three different experiments. The data was collected from 383 students spread over five management institutes in Western India.

The first experiment tested hypotheses pertaining to the interaction between time constraint and touch. The analysis showed that while the main effect of touch was significant, the main effect for time constraint was not significant. In the second experiment, which tested hypotheses pertaining to the interaction between task definition and touch, the role of touch in the purchase was not significant but the effect of task definition was significant. This, along with significant interaction effects, pointed towards importance of motive of purchase for shopping involving touch. In the third experiment, the main effects of mood as well as touch were significant. This highlights the role of mood in shopping when touch conditions were provided to the consumers.

This study extends the haptic information framework by incorporating a set of new situational variables. It is the first study to examine the role of three new situational variables viz., time constraints, task definitions, and mood on product evaluation process in touch and no-touch situations and how do they influence the product attitude and purchase intentions. Also, this study is among the first studies to examine role of touch for product evaluation in the Indian context. Overall it contributes to better understanding of the role of touch in shopping situations.

The study helps the managers at retail stores to understand that touch situations, as provided by retailers through display, get affected by cues provided under different situational context. The importance of motive for shopping as a significant cue during the shopping process involving touch is also highlighted. The findings are especially significant for retailers of high sales volume product categories e.g., fruits, vegetables, clothes, and portable electronics where consumers explore variety of options during product evaluation and purchase decision.

Brief notes on

Books

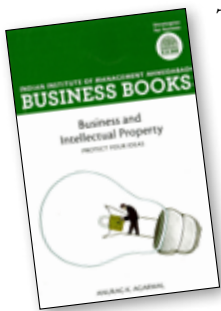
authored/edited by IIMA Faculty



Business and Intellectual Property: Protect Your Ideas

Noida: Random House India, 2010

Anurag K. Agarwal



The book deals with intellectual property from a business perspective. The topics have been chosen to describe different branches of intellectual property, viz., patents, copyright, trademarks, designs, geographical indications, trade secrets, domain names and layout design of semiconductors. It starts with an 'Introduction', describing the relationship of intellectual property and business and how companies may use it to advance their business interests. Thereafter, it discusses each of the branches, laying more emphasis on patents, copyrights and trademarks. Landmark and interesting cases from the Indian and American courts have been discussed, however the emphasis has been on judgments from Indian courts.

The book is not meant for experts in intellectual property rights. This is meant for readers without any background of intellectual property. However, it is assumed that they do have a keen sense of business in general. A reading of the book shall make them curious to know more about different branches of Intellectual Property (IP) and how they can relate their business to exploitation of IP. As the global effort is to protect intellectual property and also to harmonize laws in different jurisdictions, it is now imperative for astute business managers to understand the basic concepts of different branches of IP and make the best efforts for their protection. The book provides just a window to such an opportunity and possibility.

The important cases which have been discussed include: Edison's bulb, Bajaj-TVS dispute, business method patent and the Bilski case, pharmaceutical cases like Cipla, Novartis; Coke's bottle design, Tarun Tahiliani's fashion design, Veet's spatula, design of Corning lens, etc; copyright issues dealt with by the Supreme Court of India regarding a dance drama Yakshagana, piracy and courts' judgments in Adobe, Microsoft, Harry Potter books, Warner Bros., MGM, music, etc; trademarks of Whirlpool, Benz, VIP, Cadila, Amul, Satyam, concept of trade dress; geographical indication cases of Basmati rice, Scotch Whisky, Parma ham, Tirupathi laddu, etc.; traditional knowledge cases of neem, turmeric, etc.; and confidential information and trade secret cases.

The book is based on the teaching of the course by the same name, "Business and Intellectual Property" to students of the Post Graduate Programme at the Indian Institute of Management Ahmedabad. It is a well-received course and since its



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beginning, the number of students has increased tremendously. This year it is taught in two sections and the author thanks all the students who have made the writing of the book possible due to rich discussions in class.

The Persuasive Manager

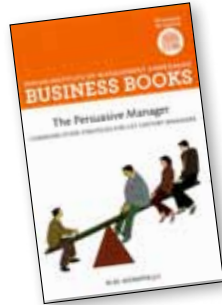
New Delhi: Random House India, 2010

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There are three kinds of managers, according to a team of influence researchers led by David Kipnis: shotgun managers, tacticians, and bystanders. Shotgun managers use influence tactics indiscriminately in order to get what they want. They are not consistently successful. Tacticians choose their influence strategies carefully and are generally successful. They occupy positions of power largely through their knowledge and skills. Bystander managers have little or no influence on their organizations. Not surprisingly, few of their objectives are achieved. *The Persuasive Manager* tries to help managers become tacticians and enhance their persuasive power in all directions—upward, downward, and horizontal.

Persuasion is by no means a new bag of tricks. It is as old as humanity. It started growing around the time hunter-gatherers realized that there were smarter ways than brute force to find food, shelter, and mates. Ancient scriptures and mythologies are full of stories that illustrate the use of sophisticated persuasion techniques by men and women, by gods and goddesses. Even the study of persuasion is centuries old. Aristotle's ideas on persuasion captured in *The Rhetoric* have had an enormous influence on the way persuasion is understood even today.

Many scholars have studied the multiple faces of persuasion and underlying forces, especially during the last few decades. They have produced a rich collection of both academic papers and popular books. There is little strikingly original that anyone can say about persuasion any more. The objective of this book, therefore, is to bring the reader, in an accessible form, insights from many scholars of organizational power, influence, and persuasion that will help them:

- analyze systematically their experience of persuasion at the workplace;
- identify their strengths and weaknesses as a persuader in their multiple roles;
- plan their persuasion attempts strategically ;
- ensure that they stay within the limits of ethics; and
- guard against being persuaded deceptively.

This book, written in a conversational style, is divided into three parts. The first part (Chapters 1 and 2) forms the theoretical foundation for the entire book. It presents a concise account of the principles and techniques of persuasion. The second part (Chapters 3 to 8) deals with specific persuasion challenges relating to subordinates, peers, bosses, and customers. It also deals with the special challenges involved in oral persuasion and written persuasion. The third and final part consists of Chapters 9 and 10. One chapter explores the issues involved in ethical persuasion while the other focuses on how to resist unwanted persuasion, especially when the persuader uses deceptive means.

The techniques and strategies of persuasion discussed in the book are illustrated with short, real-life cases from the corporate world, both Indian and international. Each chapter ends with a summary, 'Lessons Learned.' The important message that runs through the book is that we should aim to be persuasive managers rather than masters of a few persuasion techniques.

Strategies for Growth: Help Your Business Move up the Ladder

New Delhi: Random House India, 2010

Atanu Ghosh



All organizations aim to follow a trajectory of uninterrupted growth, irrespective of their nature. It doesn't matter if an organization is big or small, family or professionally managed, owned by private investors or public, or whether it is manufacturing or service based. That said, the ways of attaining growth are not simple. Depending on a variety of factors—from the size of the organization, its available resources, current trends in the business environment, and the aptitude of its staff, to the product or service being sold—growth can take many forms and be achieved through various means. Certain organizations may be in a position where an initiative such as market penetration is the best option, whereas some larger companies may benefit most by a merger or even the takeover of another company. As you will see, each decision must be taken carefully, after much research and deliberation and based on what makes sense logically.

This book begins with an understanding of the objectives for pursuing growth strategies, and contextual differences between different routes with real examples of how companies have been successful in their bids to grow. Also stressed and explained are the challenges various types of organizations must face to maintain their profitability as they grow bigger. All too often organizations rest on their laurels when they reach a certain size, but as things get more complicated, it is all the more important to be vigilant and also stay creative—both with current products and services as well as in developing new ones.

This book focuses on various strategies that companies can adopt to achieve sustainable and profitable growth. It is important to realize that to do so, it is imperative to understand the organizational or management challenges that may arise in this context. When a certain growth strategy is implemented, a few challenges are thrown up. If the challenges, both faced when the venture is in progress as also those that appear after the strategy has proven to be successful, are not understood then an organization could find itself in big trouble. This may happen even if their initial plans are successful.

Broadly speaking, companies can follow several different avenues for achieving profitable and sustainable growth, the most important of which have chapters dedicated to them. Scenarios faced by virtually any company wishing to grow are described, along with specific examples, such as how a scooter company fought to maintain its image, or how McDonald's turned itself around after a slump and kept its spot as one of the most recognizable brands in the world.

An organization needs to carefully choose the area of their growth. Most markets are highly fickle things, and one misstep could jeopardize an entire undertaking. Management needs to be well prepared and well informed about the business environment in question before thinking about which area they'd like to grow, and once that is achieved, there is the matter of strategizing how best to introduce their product or service into a market successfully. This brings in a whole new set of variables. When the growth strategy is underway, as mentioned above, to be able to sustain the new product or service in the market, requires constant monitoring, and if need be, tweaking in a number of areas such as:

- adjustments to the product or service itself;
- where the product or service is sold;
- an advertising campaign; or
- where advertisements are placed.



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Technologies on Indian Business Sector, E-Governance, Building a Customer Centric Organization, Learning Leadership from the Leaders and Achievers of the Country.

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Constant feedback is crucial. The choice to expand a business is not an easy one, and not one for the faint hearted or half-committed. Diversification, for example, is a multi-faceted undertaking that requires manpower at various levels that will be able to identify the best way to use an organization's resources as well as to be able to see gaps in both markets and in the company's capabilities.

For companies at a higher level, growth can be achieved through methods such as disruptive innovation. But to do that, a product or service must be seen as powerful enough to enter a market which already has a few successful players. The organization must have the resources to back this kind of move, which can prove costly in its bid for a place in a crowded marketplace.

Many readers may be managers themselves at various points in their careers, working at companies with very different assets. It is hoped that this book will prove useful to managers from all types of business, and appeal to young, aspiring managers, and the layman as well—after all, no matter what level, with so many factors and choices to be made, it's always good to have some experienced advice.

This book is intended to sensitize the reader to all areas and modes they may encounter when they decide to expand their business. Hopefully in more than a few instances, examples and advice in this book will be what readers need to hear at the right time to make an informed, intelligent decision about how to do so.

This book seeks to address all the above concerns and more. For in today's marketplace, strategies for growth are more important for success than ever before. Globalization has brought world markets, products, and services to our door. It is in these pages that we will look at how to make the best of the current and coming trends in Indian business practice.



Spotlight

on research conducted by
IIMA IDEA Telecom Centre of Excellence (IITCOE)



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

IIMA IDEA Telecom Center of Excellence (IITCOE-www.iitcoe.in) is one of the seven national level Telecom Centres of Excellence (TCOEs) that has been set up in public-private partnership mode. IITCOE's partnership involves the Indian Institute of Management Ahmedabad, IDEA Cellular Ltd., and the Department of Telecommunications (DoT), India.

The objectives of IITCOE is to further research, teaching, training and advisory in the field of “telecom policy, governance, regulation and management especially marketing and customer care”, with a view to enable the telecom and related sectors to take up the challenges as they arise. The objectives can be further elaborated as:

1. **Think tank activities:** Identifying and capturing best practices across countries, knowledge creation and sharing, and addressing the needs of regulation, policy, governance and customer care.
2. **Skill building:** Enhancing human capital through training and teaching programmes for policy makers, regulators and the industry.
3. **Research and development:** Through publications, working papers, and monographs.
4. **Highlighting policy and regulatory agenda:** Bringing fresh insights from related sectors from countries ahead of India in telecom and related sectors, and in finding solutions to India's specific situation especially in the development of rural telecom and related activities.

Since the time of its inception IITCOE has attempted to influence policy and regulation, and telecom management by closely working with TRAI, DoT and the industry. IITCOE is represented on various National Committees such as Working Group for IT for Masses, Dept. of IT, GoI and Working Group on Internet Proliferation and Governance (WGIGS), Dept. of IT, GoI, National Spectrum Committee, etc.

It participates in TRAI consultation and DoT policy processes on a regular basis. Till date it has submitted its responses to a large number of TRAI's consultation papers including papers on National Broadband Plan, IMT Advanced (4G) Mobile Wireless Broadband, Encouraging Telecom Equipment Manufacturing, and Green Telecom.

IITCOE developed a framework for the National Broadband Initiative and scripted a Strategic Roadmap for Department of Telecommunications as a part of DoT's planning processes. IITCOE also offers training in telecom management through various executive programmes at IIM.

IITCOEs funds researchers to undertake studies in related fields, including researchers from outside IIMA. It works closely with other TCOEs, a variety of educational institutes, industry associations, and private companies. Some of the past and current researches are:

- Improving the regulatory interface for mobile-transactions.
- Estimating demand and identifying drivers and inhibitors for adoption of mobile financial services.
- Designing a structural service quality model for telecommunication.
- A study on the provisioning of group based rural mobile services.

- Management of IT outsourcing in telecom firms.
- Predicting customer churn in telecom industry.
- Identifying institutional mechanisms for telecom start-ups in India
- Challenges in adopting market mechanisms for spectrum—lessons from India and Philippines.
- Mobiles and new business models, and barriers to innovation.
- Optimal Game Theoretic Policies for Spectrum Auction and Trading.
- A study on the potential adaption of e-learning portable mobile devices and its impact on wireless broadband usage.

IITCOE has strived to bring all the stakeholders in the telecom sector on the same platform for a dialogue, through regular workshops and conferences involving all stakeholders. The workshops have been a critical input for exchange of ideas between the academia, industry, policy makers and regulators and the policy making process. Some of these workshops are listed below.

- Two workshops on ‘Role of ICT in Financial Inclusion’ in collaboration with UNDP and NABARD, IIMA, March 2011.
- ‘Developing a Policy Framework for the New Telecom Policy 2011’, IIMA, February 2011.
- ‘Mobile Broadband: Igniting the Service Revolution’, New Delhi, November 2010.
- Policy Brief on ‘Research and Action Agenda for a National Broadband Initiative’, jointly organized with ICRIER, New Delhi, April 2010.
- ‘Mobile Phones: Improving the Regulatory Interface for M-transactions’, jointly organized with ICRIER, November 2010.

In the future too IITCOE will continue to act as a hub for research and consultancy in the field of telecom policy, regulation and management. In its pursuit of excellence, it will mentor researchers, guide the stakeholders who come for consultancy and act as a think tank giving direction to new ideas and finding solutions to policy and regulatory issues. It intends to engage in more advanced research and activities that would help the telecom sector to further drive the economy.