Newsletter

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Dear Reader,

On behalf of the Research and Publications committee I take this opportunity to wish you all a very happy and productive 2011. This is also a special year as IIMA is celebrating its Golden Jubilee.

Beginning with this issue of January 2011, we shall be disseminating the R & P newsletter every month except in the months of May and June. This will provide us an opportunity to share with you the research being conduced at the Institute more frequently. The monthly version will be more compact and easier to navigate in its electronic form. All the previous editions will be available at the Institute website (www.iimahd.ernet.in/publications).

We look forward to your feedback about the newsletter and suggestions to improve it further. Please send in your response to respub@iimahd.ernet.in.

With greetings,

Rajeev Sharma

Abstracts of

Articles

published in refereed journals

Context-General and Context-Specific Determinants of Online Satisfaction and Loyalty for Commerce and Content Sites

In *Journal of Interactive Marketing*, *24*(3), 2010, 222-238.

Anand K. Jaiswal, Rakesh Niraj and P. Venugopal

We use the context-general and context-specific factors approach to examine the generalizability of satisfaction and loyalty models across two disparate online contexts—online retailing and content sites browsing. Our conceptual models include the moderating effects of user-characteristic Web expertise, besides main effects of Web site factors and Web expertise. Results indicate satisfaction and loyalty judgments are sensitive to both context-general and context-specific determinants, as well as to some interactions between them. Among context-general determinants, ease of use and customer service are positively related to satisfaction, Web community to loyalty, and Web expertise to both satisfaction and loyalty. Flow, a context-specific determinant, has a significant positive effect on satisfaction alone; security affects loyalty alone; and fulfillment/reliability and information quality are significant predictors of both satisfaction and loyalty. The results show that Web expertise moderates the effect of ease of use on satisfaction. The study contributes to marketing theory and practice by identifying satisfaction and loyalty mechanisms that are potentially generalizable across the two online contexts and providing a guiding framework for simultaneous consideration of context-specific and context-general factors in future research.

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Economic Slowdown and Indian Firms: An Overview

In *Vikalpa: The Journal for Decision Makers*, *34*(3), 2009, 59-66.

Joshy Jacob and Premchander

The U.S. financial crisis resulted in significant deterioration of credit and equity market conditions in most parts of the world including India. This happened primarily because a number of sectors were dependent on global demand and also due to a sharp decline in asset and commodity prices, coupled with a decline in domestic consumption. At the aggregate level there is no evidence of revenue or profit decline for Indian firms during that period. The growth rate, however, showed significant decline starting from March 2008. Slowing down was visible in the growth in sales, net profit and investments in fixed assets.

Data from a cross-section of industries was considered, covering both export and domestic market driven industries. Cement and information technology did not exhibit significant impact. The initial declining trend in information technology industry was arrested within one quarter and sales remained flat for the next two quarters up to June 2009. The textile sector did not see any significant impact. Many sectors recovered lost ground quickly and by the second half of 2008 strong recovery was seen in automobiles and cement.

Growth in revenues profits and investments in fixed assets declined with the onset of the financial crisis for Indian firms, however, in some sectors the decline started prior to the crisis period suggesting the domestic demand decline rather than economic

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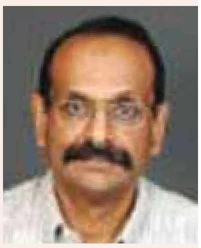

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slowdown triggered by the financial crisis, is the cause. Rupee depreciation seems to have substantially offset the negative demand impact on sectors dependent on international demand. Capital investments by financially constrained firms appear to have declined more drastically.

An Exploration of Factors Predicting Work Alienation of Knowledge Workers

In *Management Decision,* 48(4), 2010, 600-615.

Nisha Nair and Neharika Vohra

There is limited research on the work alienation of knowledge workers in management studies. This paper seeks to address this gap by exploring the extent and reasons for the alienation of knowledge workers. In the absence of a comprehensive framework for understanding the work alienation of knowledge workers, various factors such as structural elements of centralization and formalization, work characteristics of autonomy, variety, creativity, meaningfulness and self-expressiveness, quality of work relationships and justice perceptions were examined as predictors of work alienation. Survey data were collected from six different organizations in the information technology sector (n ¼ 1; 142) in India.

It was found that around 20 percent of the sample was alienated from work. The strongest predictors of work alienation for knowledge workers were found to be lack of meaningful work, inability of work to allow for self-expression, and poor quality work relationships. This implies that organizations employing knowledge workers cannot risk alienating them. The study indicates that one in every five knowledge workers is likely to be alienated. For organizations and practitioners this is a wake-up call, pointing to the urgent need to try and understand the factors that are likely to cause alienation among knowledge workers and take adequate preventive steps to ensure an enthused workforce.

Research on alienation in present times has been somewhat limited. This is the first research of its kind across knowledge workers in the information technology industry that attempts to capture their work alienation and factors predicting it.

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Fertiliser Subsidy in India: Who are the Beneficiaries?

In *Economic and Political Weekly, XLV*(12), 2010, 68-76.

Vijay Paul Sharma and Hrima Thaker

Governments in both developed and developing countries intervene in agriculture with a view to achieving a wide range of economic and social objectives. The reasons for government intervention are diverse and varied. Some of the oft-cited reasons for intervention are self-sufficiency, employment creation, support to small-scale producers for adopting modern technologies and inputs, reduction of price instability and improvement of the income of farm households. Of all instruments, input subsidies and product price support are the most common. Inputs like fertilisers, irrigation water and electricity have a significant share in agricultural subsidies in India and fertiliser subsidy has attracted much attention from policymakers, researchers, and politicians in the recent past. One of the most contentious issues surrounding fertiliser subsidies in India is how much of what is paid out, actually finds its way into the pocket of the farmer, and how much is siphoned away by the fertiliser companies. There has also been a debate about the issue of the real beneficiaries of these subsidies (small vs large farmers, well-developed vs less developed regions, etc.). There is a general view in academic and policy circles that fertiliser subsidies are concentrated geographically on a relatively small number of crops and producers. In many cases they do not reach the targeted group(s). This paper examines the trends in fertiliser subsidy and issues of equity in its distribution between farmers and the industry, across regions/states, crops and different farm sizes and direct transfer of subsidy to farmers. The study shows

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that fertiliser subsidy is more concentrated in a few states and interstate disparity in its distribution is still high though it has declined over the years. A fair degree of equity exists in the distribution of fertiliser subsidy among farm sizes. The findings show that general perception, that about one-third of fertiliser subsidy goes to the fertiliser industry, is misleading because the underlying assumptions do not hold true as world fertiliser markets and trade-flows are highly concentrated and volatile, and Indian imports have a significant impact on the world prices. The paper argues that proposed policy of direct transfer of fertiliser subsidy to farmers is misconceived and inappropriate and its adverse effects outweigh the perceived benefits.

Obama Ducks the Banking Challenge

In *Economic and Political Weekly, 44*(32), 2009, 8-9.

T. T. Ram Mohan

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The US administration, reacting to the banking crisis, preferred to adopt a 'wait and endure' approach. A swift resolution would have meant recapitalising banks adequately so that credit flows could return to normal. But this would have meant nationalisation of some banks and the US was ideologically opposed to such a move.

It preferred to let banks build up their own capital over time, and this meant that the economic recovery got stretched out. Similarly, on regulation, the US administration showed an unwillingness to grasp the nettle in a number of areas—concentration in banking and bank size, executive compensation, regulation of rating agencies, reining in complex securitisation.

The focus of regulatory reform has been instead on the structure of regulatory agencies. One regulator is to be eliminated, two new ones are to be created and a new Financial Services Oversight Council is to be created. Whether this will lead to better regulation is to be seen; the problem in the US has not been lack of regulations but lax enforcement of regulations.

Performance Measurement in Nonprofit Organizations: An Evaluation of Financial and Nonfinancial Measures

In *INTERFace*, (April-September), 2009, 17-24.

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Nonprofit organisations (NPOs) provide important services throughout the world. Their scope covers *inter alia* health and welfare, research, education, social organizations, and professional associations. In pursuit of their charitable purpose(s), NPOs mobilise and use a large amount of funds.

The fundamental reason for nonprofit performance assessment is to determine how well an organization is fulfilling its mission. The NPOs' future economic success depends not only on the quality of its social and economic activities, but also on improvements in measurement of their work and communicating their results to the multiple and diverse stakeholders. Measuring and managing performance is a difficult task in any kind of organization and more so in case of NPOs. The difficulty arises mainly due to the characteristics of NPOs which are distinct from those of for-profit organisations (POs). In view of the same, the concepts and tools used for performance measurement of POs may not be easily transferable to NPOs. Based on such considerations, various studies have suggested both financial and non-financial measures of performance for NPOs.

This paper reviews and evaluates various financial and non-financial performance measures proposed by various studies. It also discusses the major limitations of financial measures such as, difficulty in comparability and benchmarking across NPOs, adverse impact in the long run of focus on one performance category in the short run, absence of single source of basic data for computation of financial measures, possibility of only post-facto analysis, and possibilities of misreporting.

Provision of Anaesthesia Services for Emergency Obstetric Care through Task Shifting in South Asian Countries

In *Reproductive Health Matters, 17*(33), 2009, 21-31.

Dileep Mavalankar and Veena Sriram

About half a million women die in the process of pregnancy and childbirth the world over. Most of these deaths, reported from developing countries, are largely due to non-availability of Emergency Obstetric Care (EmOC) in rural and remote areas. Provision of anaesthesia is absolutely necessary in comprehensive EmOC services like Caesarean Section, repair of ruptured uterus, etc. The shortage of the anaesthetist in rural areas in South Asian countries is a major obstacle in the provision of EmOC and other surgical services. Task shifting is considered imperative to overcome this shortage of specialists. According to WHO, task shifting in defined as "the process whereby specific tasks are moved, where appropriate, to health workers with shorter qualification and shorter trainings."

This strategy has been practiced in more than 100 countries in the developed and developing world and has been in practice in South Asian countries since the last 10 years. In India, task shifting started relatively later.

Given the shortage of anaesthetists in rural areas, it is necessary to train middle level providers who already have some basic degree in medicine to provide anaesthesia. To sustain these efforts there is an urgent need for political and administrative support and support from professional societies and policy makers. Supportive supervision, backup arrangements, rigorous hands-on training, and the use of standard clinical protocols are also necessary.

This paper reviews task shifting through available secondary information and interviews with some key experts on this issue. It details the various requirements to maximize the benefits of these programmes. Only if the necessary management and policy arrangements are made at national and state levels, will the task shifting in anaesthesia be sustained and will save the lives of many mothers and newborns.

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Schools in the Changing Times: Framework for Innovations in Schools, beyond Studies

In *The International Journal of Learning, 16*(1), 2010, 317-328.

Rajeev Sharma

In a country like India, changes in the society are taking place at a very fast pace. Some of these changes include transition from the joint-family to the nuclear-family system, extreme competitiveness due to urbanisation and globalisation, and increasing influence of media and information technology. These changes are putting immense pressure on schools, children and their families. As a result, incidence of attempted suicide, aggression and violence, and psychosomatic illness among children have increased. Children graduate from school, often with high grades, but without having a healthy sense of self or being connected with the community. This study describes initiatives of selected schools from India, which have attempted to overcome this by involving children in activities relating to self-development and engagement with the local community. These activities are conducted in schools either at 'individual teacher' or 'class' or 'school' levels. This is achieved by reorganizing the school structure and processes, reorienting priorities regarding timings for study, and introducing co-curricular activities, thereby expanding the range of the children's experience in school in a constructive manner. Based on these findings a framework for innovations in schools is proposed. This framework looks at innovations in schools beyond academics, which can be implemented either in an 'incremental' or in a 'discontinuous' manner, encompassing the whole institution or a part of it, and thereby, provide a more holistic education to children. Implications of the research for school leaders, practitioners and policy makers are discussed.

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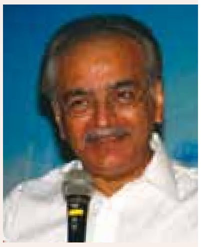
Trends in Regional Disparity in Human and Social Development in India

In *Indian Journal of Human Development*, *3*(1), 2009, 5-26.



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Ravindra H. Dholakia

Trends in regional disparity in numerous social and human development indicators, other than state income, are examined with a statistical significance test. No support was found for the impression about increasing disparity after 1980. In a very few indicators, the disparity showed an increase, whereas in a large number of indicators, it either remained the same or declined over the last two decades. The efforts of the state governments in the social sectors were perhaps a major reason for the outcome. Except education, in all the other social sub-sectors, the interstate disparity in government efforts declined markedly during the 1990s as compared to the 1980s. In education, it remained the same. The explicit objective of reducing regional disparity in social and human development in Central planning may not be specially required in view of the findings of this article. The states could be empowered by augmenting their revenue resources and allowing them access to public borrowings directly so that they can handle their priority areas and local felt needs.

Abstracts of Cases registered with the Case Unit

Bansal Classes Private Limited

Case Registration No. and Date: BP0325, 24-02-2009

Sunil Kumar Maheshwari is Professor in the Personnel and Industrial Relations area. His areas of research interest are Organizational Commitment among Managers in India, HRM in Service Sector, Leadership in Organizations in India, Organizational Decline and Turnaround Management, Healthcare Sector Reforms: HR Issues and Concerns, and HRM in Insurance Industry.

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Sunil Kumar Maheshwari

Joint Entrance Examination (JEE) is one of the toughest entrance examinations for engineering courses in the world. More than 0.25 million students compete for nearly 5,000 seats in seven prestigious Indian Institutes of Technology (IIT) every year. Bansal Classes Private Limited (BCPL) in Kota, Rajasthan is one of the most sought after coaching classes for training young IIT aspirants in JEE. This case explores the entrepreneurial journey of Mr. V. K. Bansal, examining BCPL's culture, management and how it has maintained a competitive advantage over the years. The case discusses the vision, mission and strategy that led to the growth of the organisation. The issues that are confronted by growing organisations are the highlights of the case. BCPL is at the crossroads of a growth trajectory either characterised by systems and processes or leading the organization organically. The choice would decide the evolution of BCPL into a mechanistic organisation or an organic entity as the future unfolds.

The case describes how an entrepreneur was able to build a leading organization in the education sector despite several constraints. The organization that prepares students for admission into the Indian Institute of Technology through one of the toughest admission tests in the world, JEE, has been surpassing its own record of success every year. The organization was caught in the dilemma of choosing between aiming for higher growth, and maintaining the robustness of its academic and administrative systems, norms of discipline, and dedication. The case also discusses the social implications of a growing organisation. It highlights how the small town of Kota, with a population of nearly 1.2 million people, has changed since the start-up of BCPL.

Radio Mirchi: Redesigning Product for the Bangalore Market

Case Registration No. and Date: IIMA/MAR0415, 10-06-2010

Anand K. Jaiswal and Harit Palan

The case describes how Radio Mirchi dealt with competition in the Bangalore FM radio market. Radio Mirchi's market share in Bangalore started declining within few months of its successful launch, following the entry of new competitors in the market. The case discusses strategies adopted by the company to regain its market share and attain market leadership position. It describes initial product offering of the channel, why it felt the need to redesign its product mix, and eventually how the company changed its product offering. The focus of the case is on dilemma faced by the organization while shifting to a new product and service design in the face of emerging competition. The case highlights the importance of continuously monitoring the market environment and keen understanding of the consumers' behaviour for an organization to gain and sustain the leadership position in the marketplace.

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Harit Palan is a Research Associate in the Marketing area.

Sale of ONGC Shares by IOC

Case Registration No. and Date: F&A0484, 25-05-2010

Samir K. Barua

The case describes the decision making process followed by Indian Oil Corporation, a large, listed company for selling a significant portion of their shareholding in Oil and Natural Gas Company, another large, listed company. The case discusses one of the largest offer-for-sale in the Indian capital markets. The case covers the board processes associated with such a decision, the choice of the method for selling of the shares, the process of selection of merchant bankers, the process of book building, and broader issues related to functioning of capital markets. The case lends itself to discussion of the pros and cons of selling shares to a strategic investor or selling them to a large number of non-strategic, portfolio investors. The case also highlights the manner in which potential investors and markets react to such events.

Samir K. Barua is Director, Indian Institute of Management Ahmedabad. He is Professor in the Production and Quantitative Methods, and Finance and Accounting areas. His research and teaching interests are across both these areas.

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Abstracts of doctoral

Theses

awarded in March 2010

Essays on Sequelized and Comparative Advertising Strategies: A Search for the Best Advertisement Decision

Patrali Chakrabarty

Different formats of competitive advertising strategies interplay in present day markets. Comparative Advertising (CA) is one of them. Research demonstrates CA as more effective than noncomparative advertisements. We show that retaliation to comparative claims(s) from compared-to brand(s) may significantly dilute the positive effects of CA. We extend this finding with an evaluation of another popular genre in contemporary advertising, namely, Sequels. We categorize Sequels in advertisements as comparative and noncomparative, henceforth referred to as Sequelized Comparative Advertisements (SCA) and Sequelized Advertisements (SA), respectively.

In order to infer the critical differentiating characteristics of the aforesaid strategies, we begin with an exploratory exercise involving industry experts in advertising. The remainder of this work is organized as two independent essays, described below.

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1) Consumer Perceptions of Comparative and Noncomparative Advertising Strategies: We conduct experiments to infer differentiating impacts of the aforesaid strategies on the consumer's '*evoked* set'. We also incorporate the aspect of communication focus, a critical variable at the execution front in advertisement design. We consider attribute or benefit based versus theme or story based foci in advertisements.

2) Assessment of the Optimal Advertising Strategy—Decision on Format and Expenditure:

What is the best advertising strategy in terms of the advertising format and ensuing optimal advertising expenditure in a competitive setting? We construct a noncooperative game-theoretic model to represent the impact of comparative versus noncomparative advertisements on involved brands' payoffs. We search for an optimal advertising expenditure given the decision on best format. The model is simple and robust, yet amenable to additional consumer heterogeneity, from brand loyalty, or asymmetry in market shares.

We conclude this research with evidence that communication focus and reaction of competitors are crucial dimensions that moderate the effectiveness of an advertising decision. Further, alternative formats of advertising may be as productive as CA, given the right combination with communication focus. Finally, in a competitive market without extreme asymmetry amongst players, CA is the Nash equilibrium strategy that is also Pareto optimal; a situation that does not frequently arise in noncooperative games literature.

Managing Investment and Risks in Indian Electricity Generation Markets

Pramod Kumar Yadav is Assistant Professor at Adani Institute of Infrastructure Management, Ahmedabad. His areas of research interest are Energy and Carbon Market Microstructure, Electricity Markets, Investment and Risk Management, Capital Markets and Asset Pricing, and Public Policy.

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Pramod Kumar Yadav

This research addresses issues of various long-term uncertainties and risks and their impacts on electricity generation investment decisions in India. It also examines contagion risks among primary energy, generation, and environmental markets and recommends policy options required for supporting efficient generation choices.

The thesis employs an integrated methodology by soft-linking – i) bottom-up and top-down economic models; ii) Monte-Carlo simulation to model risks on investments, iii) index Modelling for diversity assessment; and iv) a decomposition model formulation for assessing the future drivers of emissions.

Major findings from the research are:

1. Market reforms have increased the generation capacity and have diversified the generation portfolio by creating more competitive market structures and attracting domestic and foreign capital and technologies. However, reforms have been inadequate in addressing electricity supply shortfall.
2. Emerging electricity market has altered the risk landscape and enlarged the investment opportunities, thus enabling a generator to adopt a portfolio approach to optimize investment decisions.
3. The current Indian energy and electricity generation portfolios are highly risk sensitive vis-à-vis future climate policy regulations. Future generation investment choices and retrofitting decisions are highly sensitive to the nature and timing of carbon market policies and fuel price volatilities.
4. Regional energy trade would drive energy and electricity portfolios to a more climate efficient equilibrium that reduces long-run power prices and improves energy security indices.
5. Stringent global climate stabilization, e.g., 2 deg C temperature increase requires enlarging primary energy and electricity generation choices, such as early availability of nuclear and CCS technologies. Climate focused strategy to push these

technologies leads to higher power prices and improved energy security. Higher carbon prices on the other hand induce early economy-wide decarbonization.

The key contributions of the research are: i) development of integrated modelling framework, ii) impact assessment of climate policy on generation investment decisions, iii) quantification of energy security risks, iv) quantification of various drivers of emissions, and v) quantified comparative assessment of alternate policy regimes.

Role of Operational Capabilities on Productivity in the Indian Apparel Retail Sector

Bharath Gangula

In this research, we develop a framework which helps us explore the combined impact of the frontend service quality capabilities and backend technological and supplier side capabilities and how they help in improving productivity based performance of Indian apparel retail stores. We also develop a method to measure the capabilities of the store. This gives the retailer a tool to measure the service quality capability, technological capability and supplier side capability of the store. Operational capabilities are knowledge based competencies which the store develops over a period of time. With the help of theory in operations and marketing, we have broadly divided these capabilities into 3 constructs namely, frontend service quality capabilities, backend technological capabilities and supplier side capabilities.

Our results suggest that inventory turns are strongly influenced by technological and supplier side capability constructs. Within technological capabilities, inventory related technologies and customer relationship related technologies are the major drivers, whereas in supplier related capabilities, lead times and percentage of on-time deliveries provided by the supplier, are the major drivers. For each performance variable we use multiple functional forms which we feel are appropriate to explain the productivity of the store. We validate our models using the validation dataset and choose the best model which has the least root mean square error.

Our research helps retail store managers to position themselves in the market and understand to what extent one should develop operational capabilities to successfully compete in the market. The results are consistent with the resource based theory as well as the literature in operations. They provide empirical evidence for how the frontend service quality capabilities and backend technological and supplier side capabilities, together become more effective in producing business value to the retail stores.

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Abstracts of

Book Chapters

authored by IIMA Faculty

Arnab Kumar Laha is member of Faculty in the Production and Quantitative Methods area. His areas of research interest are Robust Statistical Methods, Analysis of Rank Data, Statistical Process Control, Quantitative Finance and Business Analytics.

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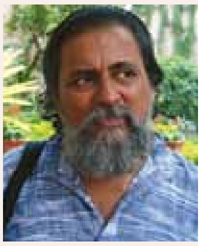
Sourabh Dongaonkar is presently a graduate student in the School of Electrical and Computer Engineering, Purdue University, West Lafayette, USA.

Bayesian Analysis of Rank Data Using SIR

Arnab Kumar Laha and Sourabh Dongaonkar

In *Advances in Multivariate Statistical Methods,* edited by Ashis SenGupta. Singapore: World Scientific, 2009, 327-335.

Rank data occurs quite regularly in the context of market research studies, opinion polls, sports, etc. In this paper we discuss the problem of estimation of the true rank when the rank given by the respondents are subject to error. Various error structures are discussed, like transposition errors, cyclic errors, etc., and methods to analyze data with these error structures are derived. Analysis of data with a completely general error structure is also discussed. It is seen that in all the cases considered, the posterior marginal distribution of the true rank can be conveniently obtained using Sampling Importance Resampling (SIR) technique. A real life rank data set is analysed to illustrate the methodology.



Anil K. Gupta is Professor at the Centre for Management in Agriculture. His research interests include expansion of global and local space for grassroots innovators to ensure recognition, respect, and reward for them; blending excellence in formal and informal science; protection of intellectual property rights; ethical issues in conservation and prospecting of biodiversity; research management linking innovations, investments and enterprise; institution building for self renewal; socio-political transformation towards a meritocratic society; creating knowledge network at different levels for augmenting green innovations, in formal and informal sector, helping individuals and communities to transcend the limits of imaginations for larger social good. Personal blog: sristi.org/anilg

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Grassroots Green Innovations for Inclusive Sustainable Development

Anil K. Gupta

In *The Innovation for Development Report 2009-2010, Strengthening Innovation for the Prosperity of the Nations,* edited by Augusto Lopez-Claros. New York: Palgrave MacMillan, 2010, 137-46.

It is now realized, more than ever before, that mere reliance on market forces will not work to fill the need gaps for disseminating innovative ideas, products and services among disadvantaged segments of the population. There seems to be a crisis in: a) the sourcing of ideas which can add value to existing knowledge, b) disseminating innovations in a manner that users can adapt these to their local context, and c) co-creating solutions for the future that will ensure ecological integrity and social stability by providing opportunities for an improved life for the most disadvantaged.

If social inclusion is to take place, the classic model of corporate social responsibility will not work in the future, because one cannot first create exclusion and then hope to do something for those who are left out. The strategies for inclusive development will have to build upon the resources in which poor people are especially rich: their knowledge, values, social networks, and institutions.

Niche products can serve niche markets, but they can also serve large modular markets through creative distributed knowledge management intermediaries. Several such strategies are suggested in the paper drawing upon the more than two decade long experience of Honey Bee Network, SRISTI, NIF, GIAN, Techpedia.in etc., in creating an innovation eco-system around grassroots innovations.

When technologies are developed by producers who are also users, they reflect the concerns of both the production and consumption environment much better. For locally produced and preferred food recipes based on local, say, uncultivated edible plants, horizontal supply chain can be developed to deliver such products at small scale and maybe at shorter distance and later to be marketed by global networks to discerning consumers worldwide with suitable packaging.

In the coming years, every school will have to teach grassroots innovation and create inclusive social persons. Developing ideas and solving problems individually and collectively would become an integral part of the education of every child. They would learn to combine the following seven "Es": ethics, excellence, equity, efficiency, empathy, environment, and education, though in different proportion in different activities.

Ethical as well as efficiency criteria will demand that we redesign the supply chains by linking distributed, decentralized, and diversified sourcing and distribution systems. Vertical supply chains will become horizontal. In other words, the entire development paradigm must be rethought, so that the decision-making options of both rich and poor are enhanced and the time-frame in which they occur are converged.

Labor Market Flexibility: Insurance Versus Efficiency and the Indian Experience

Errol D'Souza

In *Labor Markets and Economic Development,* edited by Ravi Kanbur and Jan Svejnar. London and New York: Routledge Taylor & Francis, 2009, 269-285.

Job security regulations are often seen as a source of rigidity and resulting in rents for organized labour. However, these regulations often emerged as a response to the threat of unemployment and income insecurity and were intended as a form of social insurance rather than the result of rent seeking. This article argues that markets if left to themselves will not be able to device contracts that provide an efficient level of employment security. In a temporal world if workers tradeoff working with shirking, employers can similarly tradeoff honouring a contract with termination of employees. In labour markets, both firms and workers are susceptible to opportunism and verifying breach of contract is difficult. A meaningful way to get workers to invest in a job and employers to honour contracts, it is argued, is to legislate employment protection. The difficult task, of course, in reality is to ensure that employment protection does not become protectionist. The article examines the impact of labour regulations on employment and output growth in India. It reviews the evidence from past research on the subject in India, and is critical of the view that poor employment growth is due to rigid labour markets. The article highlights the relationship between labour market institutions, regulation, and employment.

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Land Markets in India: Distortions and Issues

Sebastian Morris and Ajay Pandey

In *India Infrastructure Report 2009: Land – A Critical Resource for Infrastructure,* edited by Nirmal Mohanty, Runa Sarkar and Ajay Pandey. New Delhi: Oxford University Press, 2009, 13-19.

There are many distortions, many of them arising out of policy and regulation of land that have made land the most contentious issue standing in the way of development (especially infrastructural) in India. Land markets when left to themselves, are by no means perfect: imperfect substitutability of land, private values often exceeding market values, dependence of land value of path of use, dependence of values on activities in other parcels, besides the hold out problem, are known to make land markets quite peculiar. Regulation and use restraints, besides use of eminent domain to acquire land for public purpose have the functional role of nudging land markets to better functioning. But in India the regulations and use restrictions have instead brought about far more serious failure in the functioning of markets. In India the existence of disguised unemployment means that much of agriculture is carried out by value

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added maximising peasants rather than by profit maximising capitalist farmers. As such the value of the land to the peasants and their dependents is much higher than the rental yields of land in agriculture, and eminent domain based acquisition typically does not fully recognise this aspect in working out the compensation to farmers. Poor administration of land records means that there are severe problems with regard to title. Not only are the records not up to date, but because the encumbrances are not recorded on the land revenue records (which defacto work as title deeds), establishment of ownership is difficult. This has made land transactions highly risky, and has led therefore to a dominance of muscle power in significant land aggregation. Moreover, the very high land transactions taxes further compound the problem since to avoid taxes, the route of "agreement to sale" under power of attorney is resorted to, further distancing all but those who can enforce these agreements in the market. Perhaps most importantly the requirement of "Non Agricultural (Use) Clearance" means that aggregators and others who can obtain these clearances rather than owners (typically farmers) get the benefit of the value jump up of use change. This can be quite large, and therefore give sustenance to movements against acquisition even when higher than (distorted) market prices are awarded. Final prices to retail buyers and in house purchases reflect all these risks and therefore are very high. These arise from regulatory arbitrage. Thus, many of the SEZs have the effect of capturing the value of regulatory arbitrage rather than resulting in real social value creation. Land acquisition using eminent domain when really no use of eminent domain is justified, besides arbitrary and non-independent valuation compound the distortions. They also result in much politicisation of land acquisition. The recent move of the government to move to a "Torrens System" which unifies encumbrances and title records is in the right direction.

Management of Referral System for EmOC in Gujarat

Mona Gupta, Dileep Mavalankar, Poonam Trivedi, and K. V. Ramani

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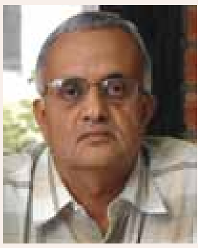

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In *Midwifery and Maternal Health in India: Situation Analysis and Lessons from the Field,* edited by Leela Visaria. Ahmedabad: Indian Institute of Management, 2010, 332-352.

Delay in reaching a health facility is one of "the three delays" for high maternal mortally rate (MMR) in many developing countries. Lack of transportation coupled with financial constraints also delays decisions to seek adequate and timely care. Poor communication between referral facilities for necessary follow-up further aggravates the situation. A functioning and affordable referral service system for easy access to Emergency Obstetric Care (EmOC) is necessary to reduce MMR. Referral system has been an integral part of maternal heath and EmOC services, since the launching of the National Program on Child Survival and Safe Motherhood in 1992. Yet, very few studies are known to be conducted in the Indian context on exclusive referral transport for EmOC services.

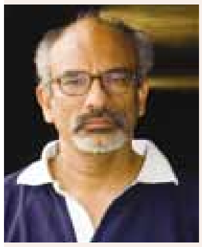
In order to understand the referral system in the state of Gujarat, we undertook a detailed study on the management of current referral policies and guidelines, with special attention to maternal care and emergency obstetric care. Efforts were made to triangulate the data available from various sources such as state government reports, Government of India reports, facility surveys conducted by third parties, field observations and the responses of key stakeholders. Our analysis emphasized the need to considerably strengthen the existing referral system in government facilities. Management of referral facilities requires properly trained logistics managers. The roles of government ambulances and the "108 services" should be clearly defined, since "108-ambulances" would take the patients only to the nearest health facility within a radius of 25 kilometres, and do not respond to inter-institutional transfers between health facilities. Mobile phone and landline telephone facilities are available in almost all government facilities, but their uses in referrals are negligible. Timely communication and maintaining proper records of referrals would lead to better teamwork between the referral levels, and thereby improve service levels.

Megaprojects in India: Environmental and Land Acquisition Issues in the Road Sector

G. Raghuram, S. Bastian, and Satyam Shivam Sundaram

In *Engineering Earth: The Impact of Megaengineering Projects,* edited by S. Brunn. Dordrecht, The Netherlands: Springer Science+Business Media, University of Kentucky, USA, 2009.

Megaprojects attract around 10% of the gross fixed capital formation in India. These projects suffer from both time and cost overruns primarily because of environmental and land acquisition controversies and poor project management. With increasing proportions of private sector investments and a growing focus on efficiency in the public sector, the Central Government has taken many steps towards making the process of environmental clearances faster and smoother, thus reducing land acquisition controversies. We briefly describe the evolution of the regulatory framework related to environmental and land acquisition aspects in India and also discuss two megaprojects implemented in the road sector.



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Abstracts of

Books

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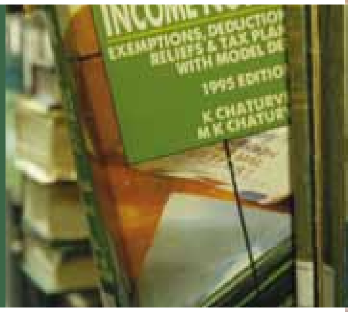

Employee Identity in Indian Call Centres: The Notion of Professionalism

New Delhi: Sage/Response, 2009

Ernesto Noronha and Premilla D'Cruz

This book presents an empirical inquiry, rooted in van Manen's hermeneutic phenomenology, describing the work experiences of Indian call centre agents employed in international facing call centres located in Bangalore and Mumbai. Through holistic thematic analyses, the study identifies being professional as the core theme that captures the essence of agents' lived experience. The notion of professionalism embraced agents' identity, altering their self-concept and enhancing their self-esteem. According to agents, professionals possess superior cognitive abilities, advanced qualifications and a sense of responsibility and commitment to work. They prioritise work over personal needs and pleasure, behaving in a dignified and restrained manner and performing optimally and rationally while on the job. Professionals comply with job and organizational requirements, absorbing emergent strain. Under such circumstances, not only do agents perceive gains accruing from their job as consistent with the notion of professionalism, but also transactional psychological contracts of employment as means of discipline, are similarly justified. Though resistance is displayed by some agents a few times, this is described as a temporary outlet to ease job-related strain, co-existing with professional identity—it is not an indicator of anti-work or anti-employer sentiment. Indeed, agents' professional identity precludes engagement with collectivization attempts which are seen both as inconsistent with the essential features of professionalism and as redundant in instances where employers protect employee interests.

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Through agents' narratives, the context surrounding their professional identity came out vividly. Employer organizations cultivated the notion of professionalism in employees through induction training, on-going socialization, performance evaluation mechanisms and other elements of organizational design, in order to gain their compliance and commitment to the realization of the organization's agenda. That professional identity is greatly valued as a symbol of social status and upward mobility in the Indian context facilitated the process. Indeed, professional identity allowed agents to accept task and organizational demands in spite of the strain they engendered. Material artifacts and organizational processes were cited as proof of organization's espousal of professionalism. Though, in reality, organizations did not fully deliver on their claims relating to the latter, professed commitment to employee well-being, rooted in the notion of professionalism, served organizational interests in maintaining a conducive intra-organizational and extra-organizational environment that allowed business to flourish.

In the attempt to extend the theoretical generalisability of the core theme, the authors/researchers pursued three courses of action. First, they compared agents' notion of professionalism with academic literature from the sociology of the professions to ascertain whether call centre agents truly fell within the purview of the professions. Second, through dialogue with trade unionists and labour activists, the authors/researchers demonstrated how the nascent collectivist movement in the call centre industry is reinventing itself, keeping in mind agents' professional identity and its implications for organizing. Third, in-depth interviews with call centre managers from Bangalore and Mumbai pointed out discrepancies between the conceptualization of professionalism as communicated to and accepted by agents, and the enactment of professionalism within the organization.

Overall, the findings of the study highlight how the inculcation and internalization of professional identity in call centre agents operates as a means of socioideological control, used by employer organizations to ensure organizational effectiveness and competitive advantage.

Handbook of Muslims in India: Empirical and Policy Perspectives

New Delhi: Oxford University Press, 2010

Rakesh Basant and Abusaleh Shariff

This handbook brings together the most recent work on the socio-economic conditions of the Muslim community in India, taking forward the debates and policy questions raised by the Sachar Committee Report. Using detailed empirical data, the handbook provides a comprehensive understanding of the: (a) socio-historical context within which one must situate Muslims in India; (b) demographic and educational conditions of Muslims; (c) various dimensions of employment and labour market; and (d) policy options to improve the conditions of Muslims in India.

The analysis highlights the heterogeneity within the Muslim community and provides a comparative analysis of Muslims vis-à-vis other socio-religious groups. Using three large data-sets (Census of India, National Sample Surveys, and National Family Health Surveys), essays in the volume, test several explanations for why India's Muslim community might be doing worse than other social-religious groups in terms of health, education, employment and levels of poverty. The book also provides a historical account of Hindu-Muslim interaction and a review of Muslim charity in India. It explores, analytically as well as empirically, a variety of policy questions for Muslims and all marginalized groups. These include questions like: What types of affirmative actions are more desirable in the current context?; Will availability of more information on the participation of Muslims in education, employment and various government programmes put pressure on policymakers at different levels?; What roles community

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specific and general policies/institutions can play in ameliorating the conditions of a community?; and Are minority-specific and poverty alleviation policies substitutes? While analyzing these multifaceted issues, the book also explores the interplay of issues relating to security, identity, and equity.

Spotlight

on research conducted by PSG

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

Public Systems Group

Set up in October 1975, the Public Systems Group (PSG) at Indian Institute of Management Ahmedabad is an interdisciplinary group with a focus on the generation and dissemination of knowledge concerning the public sphere, the performance and management of public systems, the formulation and implementation of public policies, their societal determinants as well as consequences.

The group has its origins in specific sector oriented units like Population Studies Unit and Education Systems Unit that were later incorporated in PSG. Today the broad objectives of the PSG can be described as:

- Helping the Institute play a responsive and anticipatory role in the areas of public systems and public policy;
- Promoting research that will further our understanding of effective management of public systems and democratic policy making; and
- Providing opportunities to managers and administrators for developing managerial skills and attitudes for effective management of public systems.

Faculty members of the PSG are drawn from a variety of backgrounds and interests. The diversity of the group and its research interests are reflected in the courses that the group has offered across the range of programmes offered by the institute. The courses include: Public Management, Public Finance, Public Policy, Infrastructure Development and Financing, Carbon Finance, Hospital Management, Social Entrepreneurship, Environment Management, Managing Telecom Enterprises, Legal and Regulatory Issues in Infrastructure, Urban Economy and Business Environment, Investigating Corporate Social Irresponsibility, Theatre and Development, Infrastructure Developments and Public-Private Partnerships, Agri Carbon Finance.

In the field of Energy and Environment, policy research is carried out in close interaction with various ministries of the Government of India, industry associations and international organizations. Some prominent areas of research include long-term energy and emissions scenarios and modelling, global environmental negotiations, technology strategy, environmental risk assessment, implications of economic reforms on environment, and environmental management strategies for cities. PSG has ongoing collaborative research projects with The Centre for Environmental Science and Policy, Stanford University and the Max Planck Institute, Munich, Germany. International funding agencies that support our activities include UNEP, Asia Pacific Network and UNDP.

In the area of Healthcare Management, PSG started its activities in the late 1970s, with a research focus on the management of Primary Healthcare Services. The research activities then expanded to include the management of Secondary Healthcare Services in the 1980s and to Hospital Management in the 1990s. Today, its involvement in this sector covers the entire spectrum of primary, secondary and tertiary healthcare services, as well as related areas such as healthcare insurance, healthcare informatics, etc. PSG has an ongoing collaborative research project with the Nuffield Institute for Health, University of Leeds, England. International funding agencies that support the activities include The British Council, DfID, Royal Netherlands Embassy, DANIDA, World Bank, European Commission, Macarthur Foundation, Johnson & Johnson. PSG's research focus in healthcare management has also extended to issues of neonatal and maternal health and mortality. The availability, accessibility and effectiveness of the existing Emergency Obstetric Care for rural women in Gujarat has been researched and its impact analysed with the aim of replicating it in other districts. The role of Public Private Partnership for Emergency Obstetric Care under Janani Suraksha Yojana has also been studied. Managerial challenges to prevent neonatal deaths in India have been researched.

Faculty in the PSG has made significant contributions in the area of Public Finance with research on topics in social cost-benefit analysis, factors behind economic and productivity growth, as well as its distribution regionally, and the fiscal health of states and cities. In addition, faculty members have done important work on the economic development of cities, urban quality of life and performance management systems for Urban Local Governments.

With support from the Ford Foundation, new directions in urban governance research have been charted that specifically focus on the interplay between local and global processes of public policy in an era of non-state institutions gaining greater legitimacy. Collaborations with scholars, local governments and non-state institutions and actors have been undertaken to grapple with this relatively newer public management paradigm. Through this route, research, teaching and public dissemination activities with a focus on the social impacts of developmental projects, social inclusion and pro-poor governance are undertaken. The manner in which social enterprises are governed and their consequences for society is another area through which the PSG has tried to grapple with the changing nature of the public sphere.

The PSG faculty is also working at the policy and firm level with various infrastructure sectors and organizations such as Electricity Boards, Power Corporations, Ports, Railways, Airports, Telecom Operators, Telecom Regulatory Authority of India, World Bank Institute, etc. PSG has also undertaken research studies on current issues in logistics and transport, including the railways and food supply chains, with an emphasis on the management of growth of infrastructure and new forms of governance such as public private partnerships.

In addition to disseminating knowledge through publications via media such as research papers, conference participations and films, PSG members serve on boards of international journals, companies and not-for-profit Institutions – being both at the cutting edge of research and bringing research to practice. Some of the many prominent journals in which work by the PSG faculty members has been published, include *American Journal of Public Health, American Review of Public Administration, Asian Case Research Journal, Economic and Political Weekly, Energy Policy, Environmental Management Journal, Health Policy and Planning, Journal of Environmental Studies and Policy, Journal of Health Management, Journal of Environmental Planning and Management, Journal of Royal Society of Medicine, Journal of Telecommunications Management, Lancet, Opsearch, Policy and Society, Public Administration Review, Social Science and Medicine, The American Review of Public Administration.*