Newsletter
of the Research & Publications Committee, IIMA

June 2015

Abstracts of Articles published in refereed journals

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Low carbon scenarios for transport in India: Co-benefits analysis

In *Energy Policy, 81 (June 2015), 186–198*

Dhar, Subash and **Shukla, Priyadarshi R.**

Dependence on oil for transport is a concern for India's policymakers on three counts – energy security, local environment and climate change. Rapid urbanisation and accompanying motorisation has created some of the most polluting cities in India and rising demand for oil is leading to higher imports, besides causing more CO_2 emissions. The government of India wants to achieve the climate goals through a sustainability approach that simultaneously addresses other environment and developmental challenges. This paper analyses a sustainable low carbon transport (SLCT) scenario based on sustainable strategies for passenger and freight mobility, vehicle technologies and fuel using global CO_2 prices that correspond to 2 °C global stabilisation target. The scenarios span from years 2010 to 2050 and are analysed using the energy system model-ANSWER MARKAL. The SLCT scenario has improved energy security (cumulative oil demand lower by 3100 Mtoe), improved air quality (PM 2.5 emissions never exceed the existing levels) and the cumulative CO_2 emissions are lower by 13 billion t CO_2 thereby showing that achieving development objectives with CO_2 co-benefits is feasible.

Energy infrastructure in India: Profile and risks under climate change

In *Energy Policy, 81 (June 2015), 226–238*

Garg, Amit; Naswa, Prakriti and **Shukla, P.R.**

India has committed large investments to energy infrastructure assets-power plants, refineries, energy ports, pipelines, roads, railways, etc. The coastal infrastructure being developed to meet the rising energy imports is vulnerable to climate extremes. This paper provides an overview of climate risks to energy infrastructures in India and details two case studies – a crude oil importing port and a western coast railway

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transporting coal. The climate vulnerability of the port has been mapped using an index while that of the railway has been done through a damage function for RCP 4.5.0 and 8.5 scenarios. Our analysis shows that risk management through adaptation is likely to be very expensive. The system risks can be even greater and might adversely affect energy security and access objectives. Aligning sustainable development and climate adaptation measures can deliver substantial co-benefits. The key policy recommendations include: i) mandatory vulnerability assessment to future climate risks for energy infrastructures; ii) project and systemic risks in the vulnerability index; iii) adaptation funds for unmitigated climate risks; iv) continuous monitoring of climatic parameters and implementation of adaptation measures, and iv) sustainability actions along energy infrastructures that enhance climate resilience and simultaneously deliver co-benefits to local agents.

Dhiman Bhadra is Assistant Professor in Production and Quantitative Methods Area.

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Short Term Association between Ambient Air Pollution and Mortality and Modification by Temperature in Five Indian Cities

In *Atmospheric Environment, 99 (December 2014), 168–174*

Dholakia, Hem H.; Bhadra, Dhiman and **Garg, Amit**

Indian cities are among the most polluted areas globally, yet assessments of short term mortality impacts due to pollution have been limited. Furthermore, studies examining temperature – pollution interactions on mortality are largely absent. Addressing this gap remains important in providing research evidence to better link health outcomes and air quality standards for India. Daily all-cause mortality, temperature, humidity and particulate matter less than 10 microns (PM_{10}) data were collected for five cities – Ahmedabad, Bangalore, Hyderabad, Mumbai and Shimla spanning 2005–2012. Poisson regression models were developed to study short term impacts of PM_{10} as well as temperature – pollution interactions on daily all-cause mortality. We find that excess risk of mortality associated with a 10 $\mu g/m^3$ PM_{10} increase is highest for Shimla (1.36%, 95% CI = −0.38%–3.1%) and the least for Ahmedabad (0.16%, 95% CI = −0.31%–0.62%). The corresponding values for Bangalore, Hyderabad and Mumbai are 0.22% (−0.04%–0.49%), 0.85% (0.06%–1.63%) and 0.2% (0.1%–0.3%) respectively. The relative health benefits of reducing pollution are higher for cleaner cities (Shimla) as opposed to dirtier cities (Mumbai). Overall we find that temperature and pollution interactions do not significantly impact mortality for the cities studied. This is one of the first multi-city studies that assess heterogeneity of air pollution impacts and possible modification due to temperature in Indian cities that are spread across climatic regions and topographies. Our findings highlight the need for pursuing stringent pollution control policies in Indian cities to minimize health impacts.

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

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Selection of Pallet Management Strategies based on Carbon Emissions Impact

In *International Journal of Production Economics, 164 (June 2015), 258–270*

Carrano, Andres L.; Pazour, Jennifer A.; Roy, Debjit and **Thorn, Brian K.**

The lifecycle of wood pallets as they move through the supply chain and compares the environmental impacts of the three predominant pallet management strategies: Single-use expendable, reusable buy/sell and reusable leased pool. The pallet lifecycle is characterized in five phases: raw material sourcing, manufacturing, transportation and use, refurbishing, and end of life (EOL) disposal. Given that the useful life of a pallet and the environmental impacts that are generated during each phase of the pallet lifecycle vary, carbon equivalent emission functions are developed for each of the three pallet management strategies. The loading and handling conditions that pallets are subjected to as they move through the supply chain are considered as these greatly affect their useful life, and therefore have a significant impact on carbon emissions. In addition, an optimization model is developed to explore the effectiveness of blended or mixed pallet management strategies in minimizing carbon equivalent emissions

under various loading, handling, and EOL scenarios. The findings suggest that no single pallet management approach is universally preferred in terms of minimizing carbon equivalent emissions. Under different handling, loading, and EOL conditions and different distribution distance requirements, any of the three available pallet management strategies may be preferred, or a combination of strategies may be required to minimize carbon equivalent emissions. This work can support decision making by logisticians and managers as they seek to minimize the carbon footprint of their operations by adopting practices and adapting the models to their specific conditions.

Food Demand and the Food Security Challenge with Rapid Economic Growth in the Emerging Economies of India and China

In *Food Research International, 63, Part A (September 2014), 108–124*

Gandhi, Vasant P. and **Zhou, Zhangyue**

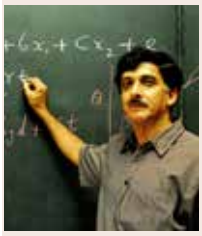
China and India, with their huge populations (37% of the world total), have been experiencing high economic growth rates of 7 to 12% in the last two decades. This has led to major changes in the levels and patterns of their food consumption and food buying behavior. This paper examines the rise and transformation of food demand in these two large emerging economies and the possible implications for the food security challenge. Data from the latest consumer surveys of the Government of India covering about 100,000 households and similar data from China are used. Tabulation and econometric analysis indicate that food demand is undergoing a huge transformation and will undergo further change. Consumers are rapidly increasing their consumption of animal products, vegetables and fruits, and reducing their consumption of cereals. Results show high income elasticities of demand for many food products such as animal products, processed foods, and also eating-out-of-home in both rural and urban areas. In India, given the vegetarian diets, the biggest component emerges to be dairy products, but the consumption of vegetables, meat and eggs is also growing rapidly. Supply is frequently unable to keep pace with the demand, resulting in high food price inflation. In China, the demand for foods of higher value, such as meats, dairy products and aquatic products is growing strongly. Urbanization is also having a significant impact. The numerous challenges include not only managing the supply but also the food supply chain, marketing, food safety and food processing. The changes pose an opportunity as well as a new food security challenge for these countries and the world.

Parental Education as a Criterion for Affirmative Action in Higher Education

In *World Development, 64 (December 2014), 803–814*

Basant, Rakesh and **Sen, Gitanjali**

Affirmative action, in the form of reservation policies, to address the issues of inclusion has been in place in India for a long time. While its scope has enlarged with inclusion of new social groups, the efficacy remains a matter of debate. This paper explores if parental education is an appropriate criterion for affirmative action. Empirical results using three rounds of the National Sample Survey data suggest that parental education as a determinant of participation in higher education not only transcends the impact of caste, religious, and economic status, it is also very attractive for the ease of implementation.



Vasant Gandhi is Professor at the Centre for Manage- ment in Agriculture. He has worked with the World Bank and the International Food Policy Research Institute. He has published extensively on institutions and policies for food and agriculture in developing countries.

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Financial Literacy among Working Young in Urban India

In *World Development, 67 (March 2015), 101–109*

Agarwalla, Sobhesh Kumar; Barua, Samir K.; Jacob, Joshy and **Varma, Jayanth R.**

The working young in urban India exhibit inferior financial knowledge, inferior financial attitude, and superior financial behaviour compared to their counterparts elsewhere. While both men and women require intervention to enhance their financial knowledge, focused intervention is needed to improve the financial attitude of men and the financial behavior of women. Living in a joint family impacts financial literacy negatively and consultative decision-making in families impacts it positively. The influence of these key aspects of Indian family life indicates the need to involve family members in financial literacy programs to improve financial decision making of families.

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Survivable Network Design with Shared-protection Routing

In *European Journal of Operational Research, 238, 3, 1 (November 2014), 836–845*

Agarwal, Y.K. and **Venkateshan, Prahalad**

In this paper we study the problem of designing a survivable telecommunication network with shared-protection routing. We develop a heuristic algorithm to solve this problem. Recent results in the area of *global re-routing* have been used to obtain very tight lower bounds for the problem. Our results indicate that in a majority of problem instances, the average gap between the heuristic solutions and the lower bounds is within 5%. Computational experience is reported on randomly generated problem instances with up to 35 nodes, 80 edges and 595 demand pairs and also on the instances available in SNDlib database.

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A MAS Architecture for Dynamic, Realtime Rescheduling and Learning Applied to Railway Transportation

In *Expert Systems with Applications, 42, 5, 1 (April 2015), 2638–2656*

Narayanaswami, Sundaravalli and **Rangaraj, Narayan**

Traffic is computationally hard even for small problem instances. Disruptions may not be known beforehand and can manifest themselves even when trains are en-route, and they are usually resolved by human experts. Wide geographical distribution, a dynamically changing environment, complex interdependencies between multiple components, operational criticality and uncertainty being characteristic of railway transportation, human resolutions are inconsistent, scale-inefficient and potentially infeasible with deadlocks. We present a multi-agent system (MAS) model for dynamic and real-time rescheduling (DRR) of bi-directional railway traffic on a single track in this paper. A computational framework to dynamically dispatch the disrupted trains in real-time, based on instantaneous system parameters and to reschedule conflicting

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trains with inherent deadlock avoidance is incorporated in the agents' model. A learning architecture is implemented as a proof-of concept to resolve disruptions quickly and to enhance autonomy. The model is evaluated against integer optimal solutions generated by a Mixed-Integer Linear Programming (MILP) model using realistic data. Detailed discussions on architecture, implementation using JADE (Java Agent DEvelopment) toolkit, experimental results, performance analysis, evaluation of the model, insights and limitations are reported. The numerical performance measures of the model are total weighted delay of all trains at their destination terminals and computational time for resolution. The distinguishing research contributions in this paper are a MAS architecture for railway rescheduling, dynamic dispatch priority assignment using bidding and a learning procedure that enhances autonomy.

Queuing Models to Analyze Dwell-point and Cross-aisle Location in Autonomous Vehicle-based Warehouse Systems

In *European Journal of Operational Research, 242, 1, 1 (April 2015), 72–87*

Roy, Debjit; Krishnamurthy, Ananth; Heragu, Sunderesh and **Malmborg, Charles**

Technological innovations in warehouse automation systems, such as Autonomous Vehicle based Storage and Retrieval System (AVS/RS), are geared towards achieving greater operational efficiency and flexibility that would be necessary in warehouses of the future. AVS/RS relies on autonomous vehicles and lifts for horizontal and vertical transfer of unit-loads respectively. To implement a new technology such as AVS/RS, the choice of a design variable setting, interactions among the design variables, and the design trade-offs need to be well understood. In particular, design decisions such as the choice of vehicle dwell-point and location of cross-aisles could significantly affect the performance of an AVS/RS. Hence, we investigate the effect of these design decisions using customized analytical models based on multi-class semi-open queuing network theory. Numerical studies suggest that the average percentage reduction in storage and retrieval transactions with appropriate choice of dwell-point is about 8 percent and 4 percent respectively. While end of aisle location of the cross-aisle is commonly used in practice, our model suggests that there exists a better cross-aisle location within a tier (about 15 percent from end of aisle); however, the cycle time benefits by choosing the optimal cross-aisle location in comparison to the end of aisle cross-aisle location is marginal. Detailed simulations also indicate that the analytical model yields fairly accurate results.

Indian Public Sector Trade Unionism in Context: Gujarat and West Bengal Compared

In *Journal of Contemporary Asia, 45, 1, 2015*

Beale, David and **Noronha, Ernesto**

Using qualitative research methods and comparing two Indian states (Gujarat and West Bengal), the authors examine the relative power and influence of trade unions in three parts of the public sector, viz., state government employment, municipal bus and tram services, and telecommunications. The distinctive methodology and the findings emphasise the importance of caution in generalising about trade unionism and industrial relations in India as a whole; and indicate that the context of particular Indian states is a vital ingredient of trade union analysis. The authors identify a complex web of explanatory factors for the relative power and influence of the unions under study, within the distinctive political, economic and historical contexts of Gujarat and West Bengal. Thus, they demonstrate the largely untapped potential for primary, qualitative and comparative research to expand our understanding of industrial relations in India.

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The Interface between Technology and Customer Cyberbullying: Evidence from India

In *Information and Organization, 24, 3 (July 2014), 176–193*

D'Cruz, Premilla and **Noronha, Ernesto**

Drawing on a phenomenological inquiry of the subjective work experiences of Indian call agents employed in international-facing call centres, this paper highlights the interface between information and communication technologies and devices and employee experiences of customer cyberbullying. Providing holistic and contextualized insights into the genesis, course and outcome of customer cyberbullying, the paper shows that whereas the absence of visual cues does not impede employees' accurate interpretation of their negative experiences, it exacerbates customers' misbehaviour since the latter feel dissociated from and cannot see the impact of their actions on employees. While the technology-linked pace of work affects employee coping with customer cyberbullying, the maintenance of records and archives brings in concreteness and permanence through which retaliation is ruled out but reviewing the interaction for purposes of learning and even redressal is possible.

An Expanded Database Structure for a Class of Multi-period, Stochastic Mathematical Programming Models for Process Industries

In *Decision Support Systems, 64 (August 2014), 43–56*

Gupta, Narain; Dutta, Goutam and **Fourer, Robert**

We introduce a multiple scenario, multiple period, optimization-based decision support system (DSS) for strategic planning in a process industry. The DSS is based on a two stage stochastic linear program (SLP) with recourse for strategic planning. The model can be used with little or no knowledge of Management Sciences. The model maximizes the expected contribution (to profit), subject to constraints of material balance, facility capacity, facility input, facility output, inventory balance constraints, and additional constraints for non-anticipativity. We describe the database structure for a SLP based DSS in contrast to the deterministic linear programming (LP) based DSS. In the second part of this paper, we compare a completely relational database structure with a hierarchical one using multiple criteria. We demonstrate that by using completely relational databases, the efficiency of model generation can be improved by 60% compared to hierarchical databases.

Sensitivity Analysis of the Newsvendor Model

In *European Journal of Operational Research,239, 2, 1 (December 2014), 403–412*

Khanra, Avijit; Soman, Chetan and **Bandyopadhyay, Tathagata**

Quality of decisions in inventory management models depends on the accuracy of parameter estimates used for decision making. In many situations, error in decision making is unavoidable. In such cases, sensitivity analysis is necessary for better implementation of the model. Though the newsvendor model is one of the most researched inventory models, little is known about its robustness. In this paper, we perform sensitivity analysis of the classical newsvendor model. Conditions for symmetry/skewness of cost deviation (i.e., deviation of expected demand–supply mismatch cost from its minimum) have been identified. These conditions are closely linked with symmetry/skewness of the demand density function. A lower bound of cost deviation is established for symmetric unimodal demand distributions. Based on demonstrations of the lower bound, we found the newsvendor model to be sensitive to sub-optimal ordering decisions, more sensitive than the economic order quantity model. Order quantity deviation (i.e., deviation of order quantity from its optimum) is explored briefly. We found the magnitude of order quantity deviation to be comparable with that of parameter estimation error. Mean demand is identified as the most influential parameter in deciding order quantity deviation.

Pruning Strategies for Mining High Utility Itemsets

In *Expert Systems with Applications, 42, 5, 1 (April 2015), 2371–2381*

Krishnamoorthy, Srikumar

The use of internal and external utilities of items (such as profits, margins) to discover interesting patterns from a given transactional database. It is an extension of the basic frequent itemset mining problem and is proven to be considerably hard and intractable. This is due to the lack of inherent structural properties of high utility itemsets that can be exploited. Several heuristic methods have been suggested in the literature to limit the large search space. This paper aims to improve the state-of-the-art and proposes a high utility mining method that employs novel pruning strategies. The utility of the proposed method is demonstrated through rigorous experimentation on several real and synthetic benchmark sparse and dense datasets. A comparative evaluation of the method against a state-of-the-art method is also presented. Our experimental results reveal that the proposed method is very effective in pruning unpromising candidates, especially for sparse transactional databases.

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Brief Notes on

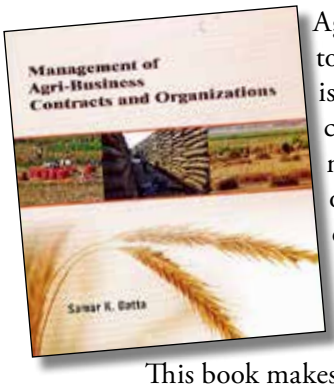
Books

Authored/Edited by IIMA Faculty

Management of Agri-Business Contracts and Organizations

Allied Publishers Pvt. Ltd., 2014, CMA Publication No. 245, CMA, IIMA

Datta, Samar K.



Agri-business organizations and the contracts therein tend to be complex as they require close coordination between isolated agricultural farms in the backward linkage component, on the one hand, and agro-processing and marketing operations in the forward linkage component, on the other. These organizations have undergone further changes in their structure and functioning under pressure of liberalization and globalization, while taking advantage of the advancements in theories of property rights, agency theory, corporate governance, stakeholder cooperation, etc. This book makes a modest attempt to bring out these internal organizational changes with the help of two crisp but intensive case studies of two contrasting agri-business organizations, though both are engaged in delivery of credit in rural India. The first case pertains to primary agricultural credit societies in a cooperatively vibrant area – namely, Gandevi Taluka in Navsari district of South Gujarat, with their emphasis on both input and output marketing, besides agro-processing alongside credit operations. The second case pertains to the rural credit operations of BASIX, a special type micro-finance institution, which combines the virtues of a 'for profit' company with those of a non-profit livelihood school, and has thus taken a broader developmental approach towards rural credit for vulnerable sections of the community. As credit cannot stand alone – that is, can't sustain itself in isolation from related markets and in the absence of appropriate institutional structures, this study not only demonstrates application of modern organization management tools in agri-business operations around credit, but also provides important clues toward improving performance of credit in this country.

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

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Producer Companies in India

Allied Publishers Pvt. Ltd., 2014, CMA Publication No. 245, IIMA

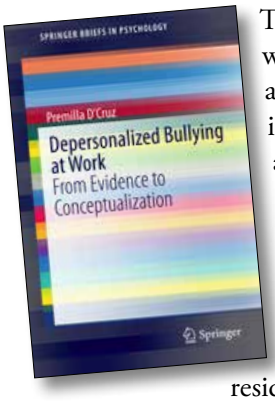
Singh, Sukhpal and **Singh, Tarunvir**

Organising small producers for dealing with production and market risks has been an issue of much debate and research. The co-operative model has been the predominant form of organization of such producers in the past across the developing world and more so in India whether for input supply or output handling and marketing. But since the co-operative model has, by and large, not succeeded, there has been a constant search for new models of collectivising small producers. In India, there was a major departure from the co-operative model in 2002 when the Companies Act was amended to make space for producer or farmer companies under the Act. As a result, over the last decade, hundreds of producer companies have been promoted by different stakeholders like government, NGOs, farmers' unions and some corporate agencies to link farmers with markets and create better bargaining power to deal with modern and changing markets. In this context, this study examines the nature and process of promotion of producer companies in India and their performance and dynamics across four states, commodity sectors, and promoters within agricultural sector with the help of case studies of two dozen such companies. It compares and contrasts the Indian producer company structure with traditional co-operatives and with similar innovations in other contexts like Sri Lanka's farmer companies. The study analyses the performance and the problems of the producer companies from various perspectives, and examines policy and organizational issues to provide guidelines for better structuring and management of this innovative form of producer collectivization in India and the developing world.

Depersonalized Bullying at Work

From Evidence to Conceptualization, Springer, 2014

D'Cruz, Premilla



The book advances the nascent concept of depersonalized workplace bullying, highlighting its distinctive features, proposing a theoretical framework and making recommendations for intervention. Furthering insights into depersonalized bullying at work is critical due to the anticipated increased incidence of the phenomenon in the light of the competitive contemporary business economy, which complicates organizational survival.

Drawing on two hermeneutic phenomenological inquiries set in India focusing on targets and bullies, the book evidences that depersonalized bullying is a sociostructural entity that resides in an organization's structural, processual and contextual design. Enacted by supervisors and managers through the engagement of abusive and aggressive behaviours, depersonalized bullying is resorted to in the pursuit of competitive advantage as organizations seek to ensure their continuity and success. Given the instrumentalism associated with the world of work, targets and bullies encountering depersonalized bullying display largely ambivalent responses to their predicament. Ironically, then, organizations' gains in terms of effectiveness are offset by the strains experienced by these protagonists.

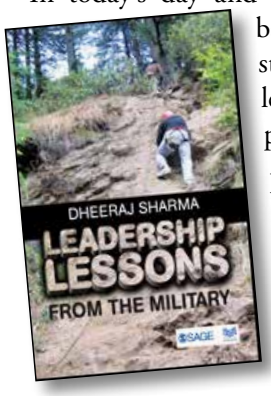
The theoretical generalizability of the findings reported in the book facilitates the development of an integrated framework of depersonalized workplace bullying, laying the foundations for forthcoming empirical and measurement endeavours that progress the concept. The book recognizes that whereas primary level interventions mandate repositioning the extra-organizational environment and/or recasting organizational

goals to balance business and employee interests, secondary level and tertiary level interventions encompass various types of formal and informal social support to address targets' and bullies' interface with depersonalized bullying at work.

Leadership Lessons from the Military

SAGE Publications Pvt. Ltd, 2014

Sharma, Dheeraj



In today's day and age, people effortlessly equate the business environment to a battlefield, and rightly so! In many ways, business is a battle of strategies, tactics, wits, and character. This is where business leaders are like military leaders—they all fight for dominance and profit.

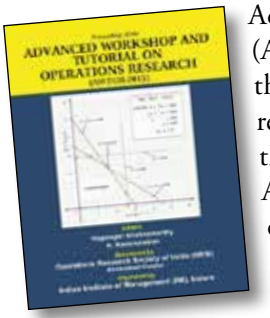
It is well known that there are several components of military training that can be vital in the corporate domain. There are numerous lessons that corporate managers can learn from military on motivation, team building, goal orientation, and organizational culture.

Leadership Lessons from the Military articulates what lessons from military leadership can be applied to the business context and how to go about it. The book shows how executives can leverage time-tested military practices to create lasting competitive advantage. Business leaders can learn how military leaders tie individual goals with the organizational goals, resulting in a highly motivated and committed workforce, which, in turn, augments organizational efficiency and enhances employee productivity and retention.

Advanced Workshop and Tutorial on Operations Research (AWTOR-2012)

Allied Publishers Pvt. Ltd., 2014

Ravichandran, N. and **Nagarajan, Krishnamurthy**



This volume consists of selected papers and expository articles presented at the Advanced Workshop and Tutorial on Operations Research (AWTOR). ORSI Ahmedabad Chapter has been conducting the Management Science and Practice (MSP) Conference regularly for 5 years, and AWTOR-2012 is in continuation of the same series of Conferences/Workshops. The objective of AWTOR-2012 was to enable researchers and teachers to develop competence and understand recent advances in Operations Research and related areas, and to foster academic research collaboration. The Workshop comprised tutorial lectures by invited speakers as well as some faculty members from IIM Indore, and research paper presentations too.

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