

Abstracts of
Articles
published in refereed journals



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Adani Wilmar Limited

In *Asian Case Research Journal*, 13(1), 2009, 157-176.

S. Deo, S. K. Singh, G. Raghuram and S. Choudhari

The total size of the edible oils market in India was estimated to be 13 million tons (mt) out of which imports amounted to about 4 mt. This made India the largest importer of edible oils in the world. Various edible oils are consumed in India depending on the regional tastes and preferences. A differential in the duties on oil seed and oils made it favourable to import edible oils instead of oilseeds. Similarly, a differential duty between the refined oil and the raw oil encouraged the import of raw oil in order to support the domestic refineries.

Adani Wilmar Limited (AWL) was a part of the Adani group, which started as a trading company mainly into exports of commodities. The group had recently entered into the infrastructure sector with the building of the Mundra port. The group had formed a joint venture with Wilmar Trading of Singapore to enter into the edible oil business. The company was setting up a refinery with a capacity of 600 tons per day. It planned to sell half of the production as bulk oil and the rest as packed oil. The company viewed supply chain management as one of the important means to get a competitive edge. Approximately 70% of the total logistics cost was accounted for by transportation cost. Some of the key decisions the company faced was the location of the warehouses, mode choice and routing.

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The Exit Coping Response to Workplace Bullying. The Contribution of Inclusionist and Exclusionist HRM Strategies

In *Employee Relations*, 32(2), 2010, 102-120.

Premilla D'Cruz and Ernesto Noronha

Purpose – This paper aims to describe the role of human resource management (HRM) in targets' coping with workplace bullying.

Design/methodology/approach – The paper draws on a study rooted in van Manen's hermeneutic phenomenology, conducted with agents working in international facing call centres in Mumbai and Bangalore, India. Exploring targets' lived experiences, conversational interviews and sententious and selective thematic analyses were undertaken.

Findings – Targets' experiences were captured by the core theme of "protecting my interests" which subsumes four themes, experiencing confusion, engaging organizational options, moving inwards and exiting the organization. The findings highlight targets' attempts to deal with the experience of bullying, relying on their personal and social resources as well as on organizational options in order to ensure that their emotional well-being, task-related performance and long-term career goals were not hampered by victimization. Participants' endeavours displayed two prominent features: the presence of turning points and the critical role of HRM in influencing multiple facets of the experience.

Research limitations/implications – The study achieves theoretical generalizability but further research is needed to establish statistical generalizability.

Practical implications – The engagement of HRM as a truly unitarist ideology, the development of effective employee redressal mechanisms and the relevance of pluralist approaches and collectivization endeavours emerge as crucial areas for application.

Originality/value – In addition to breaking new ground in empirically uncovering the organization's etiological role in workplace bullying, going beyond the existing work-environment hypothesis and organization as bully conceptualization, the findings provide a new perspective on targets' exit coping response. To the authors' knowledge, workplace bullying has not been studied in India.

Gendered Career Patterns within Dual Career Couples

In *Vikalpa: The Journal for Decision Makers*, 34(4), 2009, 83-85.

Richa Saxena and Deepthi Bhatnagar

The growing presence of professional women at workplace in India, as in other countries, is leading to a noticeable increase in dual career couples who try to manage work and non-work domains simultaneously. The challenge in the work domain for dual career couples is pursuit and enhancement of two careers, each with its demands on the commitment, time, and energy of individual members. The non-work domain includes multiple-role commitments from the family making demands on the emotional, cognitive, and financial resources of members as well as time and energy for personally meaningful pursuits such as leisure, self care, community work, social, aesthetic, spiritual interests, etc. The increasing number of professionally-trained dual career couples at the workplace is stepping up pressure on employing organizations to recognize the needs of such couples to balance their work and non-work lives. Since attraction and retention of talent is a key human resource management challenge for organizations today, understanding and addressing the special needs of dual career couples can provide a competitive edge to retaining talent. In our study of dual career couples, we explored the underlying dynamics for career mobility decisions of 29 couples in different phases of their life cycle. The study found that men had predominantly uninterrupted, mostly linear, career patterns. While professional

women in the study also started their career journey on a similar note, subsequently their career trajectories took a different turn, often interrupted due to factors such as arrival of children and husband's career mobility. Our findings revealed some of the major drivers for career mobility decisions of such couples.

An Integrated Strategy for Urban Air Quality Management in India

In *International Journal of Environment and Pollution*, 39(3/4), 2009, 233-252.

Deepa Menon-Choudhary and P. R. Shukla

An integrated strategy for urban Air Quality Management adopts a hierarchical approach—graduating from micro to macro-level management of the problem. This paper provides a conceptual framework, and analyses it in the Indian context through energy-environment modelling and local-level studies. The key insights from the analysis are: technology transfers from developed countries promote environmentally sustainable development; conjoint markets for greenhouse gas and local pollutant mitigation optimises costs and generates co-benefits; a mixed policy regime, including market instruments, is preferable to pure technology-push policies as it can deliver technology-equivalent benefits at lower costs; and an independent environment regulatory authority would reduce risks of institutional failures and lower transaction costs.

The Multi-Clump Finite Mixture Distribution and Model Selection

In *Environmetrics*, 21, 2010, 133-142.

S. R. Paul, Tathagata Banerjee and Uditha Balasoorya

In practical data analysis, often an important problem is to determine the number of clumps in discrete data when these are in the form of proportions in several categories. Such data arise often in teratological studies, in opinion surveys, in disease prevalence or incidence across geographical regions, and various other application settings. Banerjee and Paul (Biometrika, 1999) proposed a multi-clump finite mixture distribution for modelling such data. They used likelihood ratio tests for identifying the number of clumps. However, the parameter values specified under the null hypotheses lie on the boundary of the parameter space. Hence, the asymptotic distribution of the likelihood ratio test does not follow from the standard theory. Also in small sample situations, the approximation obtained through the standard asymptotic distribution is found to be quite bad. To circumvent the above problem, in this paper we propose bootstrap likelihood ratio tests for determining the number of clumps in the data, that is, to select a model with appropriate number of clumps. Shortcomings of some traditional large sample procedures are also discussed. Finally three datasets are analyzed.

Organizational Readiness for Performance-Related Pay: Focus on Government of India Employees

In *Vikalpa: The Journal for Decision Makers*, 35(1), 2010, 63-73.

M. Maheshwari and Manjari Singh

In the recent zeitgeist of competitiveness and drive for productivity enhancement, most organizations are experiencing challenges to revamp their existing systems. One such mechanism increasingly practised by organizations these days to enhance the performance of their employees is linking their pay to their performance. However, implementation of performance-related pay (PRP) is a challenging task for any organization and organizations need to check their readiness for it before implementing PRP. Besides, readiness in terms of various systems in the organizations, it also includes the psychological preparedness of employees. The study provides a framework to analyse the organizational readiness in the case of Government of India employees to implement PRP systems. The readiness analysis includes the following:

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Push factors: Push factors can include environmental, organizational, and individual issues. Right to Information Act, citizens demanding more accountability of the work of their elective representatives, etc., have given impetus to have systems to measure the work done by government employees. Competition for talent from corporate sector has made these organizations think about systems needed to be the employer of choice for the country's youth. Rewarding excellence has also become important in order to attract and retain Generation Y.

Pre-requisites: Successful implementation requires involvement and participation of the employees. The commitment and support of top management are very critical for the transformation process involving change in work culture and employee mindset.

Challenges: Identification of proper parameters to assess performance and accurate measurement of performance has always been a major constraint in the successful implementation of PRP systems. People management skills of bosses are very important in providing timely and effective feedback to the employees. Expectations of employees also need to be handled carefully so that PRP systems do not end up engaging a few but demotivating the majority. The quantum and division of rewards play an important role in maintaining the interest of employees in the PRP system.

The paper also presents a framework designed to understand the variations in the PRP system for the managerial and operative level employees. Employee participation, delegation, transparency, and accountability are some of the key factors essential for the successful implementation of PRP. In addition, it is also important that employees have trust in the PRP system and are receptive to building a performance culture in the organization.

Parenting, Mental Health and Culture: A Fifth Cross-Cultural Research on Parenting and Psychological Adjustment of Children In *Journal of Child and Family Studies*, 19(1), 2010, 36-41.

M. Dwairy, M. Achoui, A. Filus, P. Rezvannia, M. Casullo and Neharika Vohra

We examined psychological disorders across cultures and their associations with parental factors (control, inconsistency and rejection). A questionnaire assessing psychological disorders was administered to male and female adolescents in nine countries. The results showed that psychological disorders differ across cultures. Parental factors are associated with each other and have a great deal of shared variance. The associations between psychological disorders and all parental factors were examined together in one regression and significant associations were found with maternal control, paternal temporal inconsistency, maternal situational inconsistency, paternal rejection and maternal rejection. Parental rejection appears to be a robust and influential factor influencing adolescents' psychological disorders. The total variance of psychological disorders explained by all the parenting factors was low. The results revealed the flaws of reductionism in research and highlight the importance of studying associations of psychological disorders with various parental factors simultaneously and in conjunction with other familial, social and genetic factors.

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Store Format Choice in an Evolving Market: Role of Affect, Cognition and Involvement

In *The International Review of Retail, Distribution and Consumer Research*, 19(5), 2009, 505-553.

Kamaljit Anand Singh and Piyush Kumar Sinha

Store choice has been studied extensively in the literature, but store format choice has had limited research attention. The store format choice for bulk grocery purchase being a rational context is well conceptualized in the Theory of Planned Behaviour (TPB) framework. Attitude behaviour linkages are well explored but there is rare consensus on the components of attitude, their interrelationship and resultant impact on conation. The Theory of Reasoned Action has evolved over time to incorporate perceived behavioural control and past behaviour to improve its explanatory capability as TPB; however, it has maintained its unidimensionalist approach and has not tested affect and cognition independently for its impact on behaviour. This paper explores a Converging framework of the Affect and Cognition components of attitude, and tests their independent impact on store format choice behaviour. The results indicate that affect operates independently and has stronger impact on format choice especially in more evolved and familiarized contexts whereas cognitive evaluation is strong in relatively newer formats. There seems to be interplay between Cognition and Affect over time with Cognition transitioning into Affect as familiarity with choices increases.

Towards Institutionalizing Sustainable Agriculture in India as a Response to Climate Change: Preparations Needed for COP15

In *Agricultural Situation in India*, 66(5), 2009, 241-252.

Milindo Chakrabarti, Debdatta Pal, Indranil Biswas and Samar K. Datta

Agricultural activities are considered to simultaneously contribute to and suffer from the process of climatic change. Existing literature suggests the effects on both counts to be much higher in developing countries than in their developed counterparts. India is also no exception to such apprehensions. Institutionalizing strategies that help Indian farmers not just adapt to the impending changes but also embrace mitigating practices to reduce emission of greenhouse gases are of utmost priority for Indian society, polity and economy. The present paper takes a synoptic review of available literature to understand the nature and causes of the threats to and from Indian agriculture in relation to the global change in climate, poses the findings in the context of present global debate on evolving a global consensus about the incentive-disincentive mechanism to be created to induce reduced global emission, and underscores the need to involve the State Governments as well as researchers and academics, in designing a suitable document for presentation to the global climate conference at Copenhagen (COP15) in December, 2009.

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Abstracts of

Cases

registered with the Case Unit



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BiharTimes.com (A)

Case Registration No. and Date: MAR0411(A), 14/12/2009

Piyush Kumar Sinha and Abhishek

The case charts out the journey of an online news portal from the state of Bihar. The organization has grown largely based on the pro bono support of people from many sectors and facets of life. The portal has so far been managed by a husband-wife team. On completion of its 10 years of existence, the company is now looking forward to ways of growing. It would require investing in technology, building awareness about the portal on a larger scale, and consolidating the e-commerce platform. The main dilemma it faces is translating its social capital into financial capital while still engaging a lot of people.

Madhukar Angur is faculty at the University of Michigan.

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Cognizant: Preparing for a Global Footprint

Case Registration No. and Date: BP0328, 6/8/2009

Madhukar Angur, S. Manikutty and Prasad Nukala

The case describes the challenges in growth faced by a New Jersey-based software company, Cognizant. The company has its Indian office at Bangalore, and operations in many countries. Its growth rate is around 50 per cent per annum. The case looks at different options facing the company in managing this growth in terms of its products, markets, HR, and finances.

Rajanish Dass is faculty in the Computer and Information Systems Group. His primary research and teaching interests are in the areas of Strategic Information Systems, IT Policies of Organizations, Technology Impact on Society, Competitive Intelligence and Data Mining. He also works on current issues of e-Governance in India and has a keen interest in the evolution of the Indian IT industry.



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Open Office Adoption and Implementation at ICICI Bank (B)

Case Registration No. and Date: CISG0105(B), 8/10/2009

Rajanish Dass

This case is in continuation to the case (CISG00105(A)) of the Open Office Adoption and Implementation at ICICI Bank. This case highlights and discusses the actual technical challenges that came up during the rollout of the open office application across the organization in ICICI. The case also discusses the resolution of the implementation issues that included not just imparting training but also changing the mindset of the users who were resistant to this change.

Pipavav Railway Corporation Limited (A)

Case Registration No. and Date: CIPR0004(A), 23/3/2010

G. Raghuram, Len Varghese George, Nishant Thusoo and Satyam Shivam Sundaram

This case focuses on risk identification in the context of a railway Public Private Partnership (PPP) project. The perspective is that of a lender. The project was to provide broad gauge (BG) rail connectivity to Pipavav port from Surendranagar, over a distance of 265 kms. The case provides the salient features of the Memorandum of Understanding between the Ministry of Railways and the Gujarat Pipavav Port Limited, the joint venture partners in the PPP. Salient features of all the other agreements including Shareholders, Concession, Lease, Construction, Transportation and Traffic Guarantee, and Operations and Maintenance are provided. As of October 2001, the first three agreements had been signed while the remaining three were yet to be signed.



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Abstracts of Book Chapters

authored by IIMA Faculty



Global Financial Crisis and the Indian Economy

In Jean Paul-Lemaire (ed.), *L'Impact de la Crise Sur les Economies*, Proceedings of the Conference Organized by Institut International de Management du Cnam, ESCP Europe and Atlas/Association Francophone de Management International, Paris, 2010.

Errol D'Souza and Ramesh Mulye

The Indian economy entered a new growth phase since 2003 with an average growth rate of 8.6 per cent compared to an average growth rate of 5.7 per cent in the decade between 1993-1994 and 2002-2003. Since the second quarter of 2008-09, however, there has been a deceleration in growth reflecting the global economic slowdown. Many held a *decoupling view* and thought that India would not be affected by the global financial crisis as its banking sector had no direct exposure to the sub-prime mortgage assets due to its limited holdings of securitized assets and off balance sheet activities. India's growth was also predominantly driven by domestic consumption (66.9 per cent of GDP) and investment (35.8 per cent of GDP) demand. However, the decoupling view did not take into account that the Indian economy has globalized significantly over the past few years. Exports plus imports as a proportion of GDP for instance have increased significantly from 19.2 per cent in 1999-2000 to 34.7 per cent in 2007-08. Apart from trade globalization financial integration of India with the world economy has also been significant. The ratio of total external transactions to GDP has more than doubled from 47 per cent in 1999-2000 to 117.4 per cent in 2007-2008. The increased integration of India with the global economy was accompanied by an acceleration of investment expenditures. Investment was 24.3 per cent of GDP in 1999-2000 and increased substantially to 35.8 per cent of GDP by 2007-2008.

The increase in investment was financed by corporate savings and external finance as foreign investors were willing to provide funds on the basis of India's growth potential.



Errol D'Souza is Professor of Economics and Chairperson of the Fellow Programme. His areas of research interest are Macroeconomics, Development Finance and Public Policy, Tax

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In 2007-2008 capital flows to India were 12.8 per cent of GDP (1.8 per cent being FDI, 3.5 per cent portfolio investment, 2.6 per cent medium term and long term¹⁹ commercial borrowings, and 1.4 per cent commercial bank capital). In India portfolio investment has been durable as it has been in firms that have a large market share, have invested in new technology, and have been spending on product development. They have also been directed towards multinational enterprises and their affiliates which indicates that FDI and portfolio flows have been complements to each other²⁰.

Global Value Chains and Small Producers and Workers in the Indian Agribusiness Sector: Governance, Upgrading Opportunities, Policies and Strategies

In Anne Posthuma and Dev Nathan (eds.), *Labour in Global Production Networks in India*, New Delhi: OUP, 2010, 190-211.

Sukhpal Singh

The analysis of global value chains helps to examine their impacts on upgrading possibilities and strategies by developing country firms. Upgrading involves enhancing the relative position of a firm, which can be achieved through improvements in processes (doing things better), products (making better things) or functional upgrading (moving into higher stages of value addition along the chain like design or marketing). Governance is nothing but the ability of a firm in the chain to influence or determine the activities of other firms in the chain. Chains differ significantly with respect to how governance is exercised. Governance matters because market access does not automatically follow the dismantling of trade barriers as chains are often controlled by limited number of buyers. This paper examines the issue of governance in food chains with special focus on implications for small and marginal producers, and farm workers in India and outlines some ways to make the chains more affordable for them.

Small producers have been excluded from various value chains including organic produce chains which operate with contract farming schemes at the producer level in India. The system of no written contracts and consignments places the financial risks solely with the producers/suppliers. Under contracts, there has been use of low-paid female adult and child labour for reasons of 'nimble fingers', i.e., it is docile, low wage, and quality labour.

But, exclusion of small farmers from food chains does not appear to be automatic. There have been cases of success when public or private assistance to the growers was made available. The standards need to be flexible and interwoven with local conditions if they have to benefit poor workers. Group contracting is another way out. The groups or farmers' organisations like co-operatives not only lower transaction costs of the firms but also lower input costs for the farmers and give them better bargaining power. Regulation of super market chains to control or mitigate their market power can be an effective tool to ensure the presence of small growers in value chains. Government can proactively help the stakeholders in the chain to identify the opportunities and threats in the global commodity chains and assist producers to enter the chains. The farmers' organisations and NGOs are also needed to monitor and negotiate more equitable contracts with dominant organisers of the chains. The organization of labour is another important measure to prevent or eliminate some of the ills of value chains for labour.

Often, it is necessary to combine value chains promotion with a livelihood perspective to enable the poor to enter into and stay into commercial markets. Choosing right markets and market development strategies is essential to scale up and avoid the race to the bottom which can come only by innovation of products and business models. In this, partnerships with the private sector can come in handy as they can provide technology, and help upgrade quality and social standards.

Sukhpal Singh is faculty at the Centre for Management in Agriculture. His research interests include Food/Fibre Value Chains and their Co-ordination and Governance from a Small Primary Producer and Farm Worker Perspective.



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Ideas for Missing Markets of International Business in Rural Habitats

In Sanat Kumar Velayudhan and Guda Sridhar (eds.), *Rural Marketing: Understanding Consumers and Development Issues*, New Delhi: Excel Books, 2010, 251-277.

Ajeet Mathur

Tapping evolving rural markets is not merely about promoting shares in consumer expenditures for urban products from rising rural incomes. Product-service linkages in cross-border value chains require access to rural area resources and the structuring of benefit sharing arrangements in novel ways. This is not easily achieved without marketing value-adding propositions capable of being translated into partnerships, collaborations and exchanges for sustainable outcomes. This paper analyses the scope for developing such propositions from the bundling and marketing of ideas concerning genetic resources, traditional knowledge and folklore after the failure of the WIPO inter-governmental committee to reach an agreement. The paper presents a framework and develops criteria for distinguishing marketable propositions from unworkable ideas proposing spatial human capital planning as a way ahead.

The Impact of the Crisis on the Indian Economy

In Economic and Political Weekly (ed.), *Global Economic and Financial Crisis*, Orient Blackswan, 2009, 171-90.

T. T. Ram Mohan

The effects of the global financial crisis have been more severe than initially forecast. The turning point was the decision in September 2008 to let Lehman Brothers fail, an event that had a series of ruinous cascading effects. Given the depth of the crisis in the United States and Europe, it was only to be expected that India too would be affected. But India's well-regulated banking system and adequate policy responses should ensure that the fallout, at least on the banking sector, will be contained.

Information and Communication Technology in India and its Impact on Business Sectors: A Pilot Study

In Uday Apte and Uday Karnarkar (eds.), *Managing in the Information Economy – Current Research Issue Series: Managing in the Information Economy*

Atanu Ghosh and T. N. Seshadri

The Internet phenomenon was primarily a matter of a fundamental change in information logistics, with the protocols of the web superimposed on a deregulating and increasingly competitive telecommunications environment. It is expected that all the technological and infrastructure developments will change the structure of firms in terms of organization and work process, will change information chains and inter-organizational relationships, and alter the structure of industrial sectors, to the point that the traditional categories do not apply very well.

Institutional Analysis of the Performance of Surface Water Institutions in India

In Lin Crase and Vasant P. Gandhi (eds.), *Reforming Institutions in Water Resource Management: Policy and Performance for Sustainable Development*, London: Earthscan, 2009, 208-36.

N. V. Namboodiri and Vasant P. Gnadhi

There has been substantial focus on the development of surface water irrigation in India, but the emphasis has been mainly on the physical and technical aspects. Developing the necessary institutions to manage the surface water resources has received very little



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attention. In this context, the study examines a variety of institutional initiatives and experiments that have been tried to improve surface water irrigation and overcome the problems of surface water resource management. The study covered three major states of India viz., Andhra Pradesh, Maharashtra and Gujarat. These states have substantial water scarcity and depend heavily on rainfall for crop production. The study uses the new institutional economics framework and the management theories of good governance to probe the behaviour and performance of local institutions in surface water management.

The share of surface irrigation has declined over the last three decades but the surface irrigation still accounts for about 40 per cent of the total irrigation in the country. The major local institutions under the surface water include the canal cooperatives and the water user associations. The devolution of control over natural resources to user groups has become a government policy with emphasis on increasing the participation of users in the management of the resources. The devolution trend has been gaining momentum in recent times because of the administrative as well as financial limits of government agencies in managing natural resources at the local level, as well as their poor performance.

The new institutional economics framework and the management theories of good governance are found to be very useful in explaining the performance of surface water institutions. Multivariate analysis on overall institutional performance/success shows that factors which stand out with strong and positive influence are active general body, active managing committee, expertise of the management, regular plans for achievement of objectives, and using powers by the institutions to bring compliance. If the institution is created by the government there is a negative impact. Implementation of pricing of water according to scarcity values showed positive and strong relationship with factors such as expertise of the staff, good interaction between the members, good leadership to facilitate interaction, and compliance to the rules. Better maintenance is related to factors including the clarity of objectives to the members, regular planning for achieving objectives, expertise of the management, expertise of the staff, and higher level of issues adequately addressed by higher level institutions.

Pervasive Business Intelligence: Opportunities and Challenges

In Dr. Varuna Godara (ed.), *Pervasive Computing for Business: Trends and Applications*, IGI Global, 2009, 1-19.

Rajanish Dass and Sujoy Pal

Timeliness of information availability becomes very critical when it comes to decision making. Business organizations can gain high competitive advantage by reducing the time lag between the occurrence of a business event and action taken based on the available information. Though real-time business intelligence has helped reducing this time lag, this paper explains how the lag can be further reduced using pervasive business intelligence. In pervasive business intelligence, various devices will not only capture and transmit data, but would also analyze and take actions up to certain extent. The paper also mentions various opportunities and challenges in incorporating pervasive business intelligence.

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Abstracts of doctoral

Theses

awarded in March 2010



Consumer Choice and Evaluation of Product versus Price Bundles

Rahul Kumar Sett

We compare the efficacy of two types of *bundles* which differ in the way they have been constructed. Bundles are defined as the sales of two or more *separate* products in a package. The qualifier *separate* implies that independent markets exist for the bundle components, i.e., consumers are free to buy individual components from separate vendors if they choose to. Consequently selling a bundle to these consumers who have the aforementioned freedom of choice would require firms to design incentives that would make a bundle attractive vis-à-vis buying individual components separately. One such commonly used incentive is a price discount that a consumer gets on the purchase of a bundle. Such a bundle which is characterised by a price discount is called a *price bundle*. There is, however, another way of incentivizing consumers to buy bundles by integrating the bundle components so that they become complementary. The complementarity property drives up consumers' desirability for the bundle. This kind of a bundle is called a *product bundle*. Our work compares the efficacy of product bundles versus equivalent price bundles. Our research was conducted on the *young Indians* the most significant consumer segment in India currently. Our findings indicate that product bundling is a higher revenue generating strategy as compared to price bundling. Given that the young Indians are oriented towards making goal oriented decisions, we investigated the effects of their orientations towards decision making on their choice of bundles.



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Brief notes on

Books

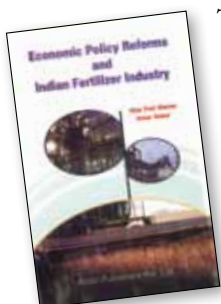
authored/edited by IIMA Faculty



Economic Policy Reforms and Indian Fertilizer Industry

Allied Publishers, New Delhi, 2011

Vijay Paul Sharma and Hrima Thaker



The fertilizer policy in India has been mainly driven by socio-political objectives of making fertilizer available to farmers at affordable prices and increasing fertilizer consumption to enhance agricultural production. The Indian fertilizer sector has, therefore, been under strict government control for most of the period since Independence. A price and distribution control system was considered to be necessary not only to ensure fair prices and equitable distribution but also to provide incentives for use of fertilizers to improve productivity and production.

However, increasing level of subsidy is a matter of concern. Given the socio-political importance of fertilizer pricing on one hand and ever increasing subsidies



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on the other hand, the need for streamlining the sector has been felt for a long time.

Recognizing role of fertilizers in agriculture and increasing level of fertilizer subsidy, the book provides a comprehensive overview of the growth of the Indian fertilizer sector, and analyzes trends and patterns in consumption at all-India, regional, state and district levels. The extent, nature and causes of fertilizers subsidies, as well as issues related to equity in distribution of fertilizer subsidy between farmers and the industry, across regions/states, crops and different farm sizes have been addressed. Macro aspects of India fertilizer sector policy environment, fertilizers price policy objectives, and economics of fertilizer use have been analyzed.

The book will be valuable to policy-makers, planners, researchers, managers and entrepreneurs in the fertilizer industry as it provides insights into various issues, perspectives and interest of the industry under a changing economic environment.

High Growth Trajectory and Structural Changes in Gujarat Agriculture

Centre for Management of Agriculture, Indian Institute of Management Ahmedabad, 2010

Edited by Ravindra H. Dholakia and Samar K. Datta

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



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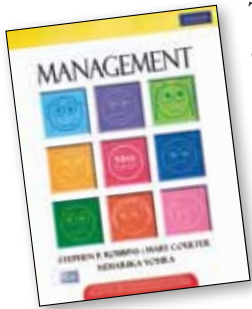


The amazing growth in Gujarat agriculture during the last decade has attracted a lot of attention in the national and international agricultural policy related bodies. A near double digit annual real growth rate of agriculture over a span of more than a decade in Gujarat has become a phenomenon most have chosen to call a miracle. The agricultural growth story of Gujarat deserves better description than miraculous, magical, or incredible. The present volume contains 8 chapters and an appendix analyzing rigorously the phenomenon from various angles. It begins by investigating through state of the art statistical techniques the growth story of Gujarat agriculture over the five decades since the state's inception. It is established in the subsequent chapters that the high trajectory of growth is accompanied by major structural changes in the state agriculture. The phenomenon of high agricultural growth in Gujarat is not confined only to Bt cotton but is widely experienced in several sub-sectors including animal husbandry, milk and egg production; fruit and vegetable production; and high value commercial crops, etc. All this in the last decade or so has been achieved through massive effort on rain water harvesting through check dams, farm ponds, recharging of wells, etc; providing stable electricity for agriculture on regular basis to all villages; market oriented reforms; opening of agricultural exports; provision of supportive infrastructure like ports, linking roads, storage, internet and telecom facilities at village level; and, significant effort on agricultural extension by covering a large number of farmers with soil health cards, advice on nutrients, pesticides, crop selection, etc. Thus, the spectacular agricultural growth in Gujarat in recent times has been a result of well thought out strategy, meticulously planned and coordinated scheme of action, sheer hard work and sincere implementation of programmes, political will to take bold decisions and commitment to economic policy reforms by the state government. As such, there is nothing magical or incredible about this growth story. It is reasonably replicable in other states and regions if firm determination exists. The motivation for the present volume is to document the interesting story of growth and structural changes in agriculture and allied activities in Gujarat, analyzing factors responsible for the growth performance of the state in recent times. Contributions in this volume are from academicians engaged in agricultural research and policy advice. Views from Government officials, practitioners and policy makers are avoided to enable more dispassionate and neutral analysis and documentation of the whole phenomenon.

Management

Pearson Education, New Delhi, 2009

S. P. Robbins, M. Coulter and Neharika Vohra



The book is for undergraduate students taking professional courses such as Engineering, Law, or Medicine. It is also for those who have newly been conferred with manager roles and do not have the vocabulary to conceptualize management and its functioning. It helps a student to understand what goes behind running an organization. The book helps a manager to get an overview of the various functions included in management.

The book is divided into five sections: Defining the Manager's Terrain, Planning, Organizing, Leading, and Controlling. The

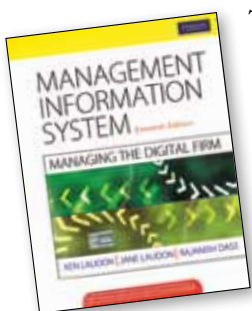
text book has 18 chapters with many interesting classroom ideas for professors to use in discussing the concepts covered in the chapter. Each chapter is written in an easy-to-read style with many examples from the Indian context. The authors believe that management is about people. Managers manage people and thus a book on management must introduce experiences of real managers. Thus an interesting feature of this book is that every chapter features a real manager who describes his/her real life management experiences, analyses a case, and answers questions relevant to concepts covered in the book. In each of the 18 chapters managers from diverse Indian organizations have been interviewed and featured in the text book. Through these interviews it is possible to understand what being a manager is all about—the problems they have faced, and ways in which they have resolved the problems.

In keeping with the need for students and new managers wanting to learn about management, each chapter also has a well articulated Learning Outcomes Summary. There are also features on contemporary and relevant concerns such as thinking critically about ethics and managing workforce diversity included in each chapter. There is an appendix on 'Managing Entrepreneurial Ventures' which has been very useful for students who are toying with the idea of starting their own business. Another appendix is on 'Planning Tools and Techniques' which has received very positive feedback from practicing managers.

Management Information Systems: Managing the Digital Firm

Pearson Education, New Delhi, 2010

Kenneth C. Laudon, Jane P. Laudon and Rajanish Dass



This book is meant for business students who want an in-depth look at how businesses use information technologies and systems to achieve corporate objectives. The core text provides an overview of fundamental MIS concepts using an integrated framework for describing and analyzing information systems. This framework shows how information systems are composed of management, organization, and technology elements, and is reinforced by hands-on student projects and case studies covering the most essential topics in MIS. Students will find the information in this book valuable in their business careers, regardless of their area of specialization.

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Mary Coulter, Southwest Missouri State University.



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Spotlight

on research conducted by
Centre for Electronic Governance (CEG)



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

The Centre for Electronic Governance (CEG) was set up in October 1999 by IIMA with the support of four leading IT companies – Oracle India Pvt. Ltd, HP (formerly Compaq) India Pvt. Ltd, SCO India and CMC Ltd. The main objectives of the CEG are to:

- i) Identify ICT applications that can provide improved services to citizens and help the public administration in improving planning, monitoring and administrative processes.
- ii) Demonstrate the feasibility of implementing such applications by specifying broad architecture and detailed design, and creating prototype application software (wherever feasible).
- iii) Disseminate the work of the Centre to public administrators and other agencies that promote and use e-Governance.

During the initial phase of 3 years, CEG researched on identifying, designing and implementing 'Proof-of-Concept' prototypes such as 'Dairy Information Services Kiosk', 'Citizen Services Portal', and 'Motor Vehicle SMS System' in the domain of e-governance (<http://www.iimahd.ernet.in/egov/ProofOfConcept.htm>). It also focused on dissemination of knowledge and imparting skills for successful implementation of e-Governance amongst the bureaucracy and other stakeholders. Towards its knowledge dissemination drive, CEG designed and offered several long duration programmes to senior officers of the Andhra Pradesh government, who subsequently played the roles of Chief Information Officers (CIO) and successfully implemented several e-governance projects.

After the success achieved in the initial phase, the Institute continued the research activities of CEG with its own resources. During this period, CEG has served as the institutional guide for the e-Government page on the Development Gateway (DG) portal. Launched by the Development Gateway Foundation, a not-for-profit organization initiated by the World Bank, the DG portal is a knowledge sharing initiative for all those who have a stake and interest in socio-economic development. CEG built and managed the content on the e-Government topic page for an initial four-month period. It also evaluated e-governance projects like Gyandoot of Madhya Pradesh and RTO check-posts of Gujarat as a World Bank assignment.

In the subsequent years, CEG activities focused on research related to developing frameworks for evaluating e-governance readiness, project proposals, and other related activities. The knowledge products created through such research studies are disseminated through the portal (<http://www.iimahd.ernet.in/egov/KnowledgeProducts.htm>), which itself was developed by the Centre.

The CEG was appointed as a knowledge partner by the Department of Information Technology (DIT), Government of India, which is the nodal coordinating agency for the National e-Governance Plan (NeGP), to design and implement the second phase of NeGP's three-phase assessment program. During the first phase of the assessment program, the Centre carried out a detailed impact assessment study of three state-level e-government projects in twelve states across India, and three national-level projects implemented by Central Government departments and agencies (<http://www.iimahd.ernet.in/egov/EvaluationStudies.htm>).

One of the major knowledge dissemination activities of CEG is the publication of e-Newsletter of the International Federation and Information Processing Working Group 9.4 (IFIP WG 9.4), titled 'Information Technology in Developing Countries'. This newsletter carries articles on IT applications in developing countries which have created a socio-economic impact; evaluation of national policies on IT and telecommunications sectors; and paradigms to understand the impact of IT on development. Announcements of relevant conferences and reviews of conferences and books are also carried in the newsletter. The readership consists of IT professionals, academicians and administrators concerned with IT policies across the world. You can read the latest issue, access the archive section, obtain guidelines for contributing articles, and subscribe for alerts for new issues on the website of the newsletter (www.iimahd.ernet.in/egov/ifip/wg.htm).

The CEG faculty members have published and presented several papers on their work (<http://www.iimahd.ernet.in/egov/papers.htm>). The paper authored jointly by Professor Subhash Bhatnagar and Nupur Singh titled "Results from a study of impact of e-Government projects in India", was selected as the Best Paper at the International Conference, ICTD 2009 held in Doha during 17-19 April, 2009. A book titled "Unlocking e-Government Potential: Concepts, Cases and Practical Insights" by Professor S. C. Bhatnagar was published in 2010 by Sage Publications India Ltd.



The next issue of the R&P Newsletter will be published in July 2011.

