

# Newsletter

of the Research & Publications Committee, IIMA



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## Abstracts of Articles

published in refereed journals



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### Commercialization of Technology Innovations and Patents: Issues and Challenges

In *Asia-Pacific Tech Monitor Journal*, 27(6), November-December 2010.

**Hemantkumar P. Bulsara, Shailesh Gandhi and P. D. Porey**

This paper discusses various issues and challenges related to the commercialization of technology-innovations and patents. The main issues discussed here are: to go for patent or not, techno-innovations to techno-entrepreneurship, supports for commercialization of technology innovations/patents, technology business incubation, technology transfer, enterprising tendency & characteristics and some other small issues related to commercialization of patents. The issues are discussed with the help of literature review and three case studies.

### Implications of FDI in Food Supermarkets

In *Economic and Political Weekly*, 45(34), 21-27 (2010), 17-20.

**Sukhpal Singh**

This survey of the global and Indian experience with retail supermarkets, against the backdrop of a recent official paper on foreign investment in retail, highlights malpractices due to buying power, employment loss in the value chain, and an unwillingness to share the risk of the growers. In this context, it would be prudent to slow down supermarket expansion by using mechanisms such as zoning,

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business licences and trading restrictions. Measures to ensure smooth functioning of the contract farming system should include strengthening competition laws to limit buying power, providing legal protection to contract growers and encouraging farmer cooperatives and producer groups.

## Understanding Workplace Deviant Behaviour in Nonprofit Organizations: Towards an Integrative Conceptual Framework

In *Nonprofit Management and Leadership*, 21(3), Spring 2011, 289-309.

**Nisha Nair and Deepti Bhatnagar**

Workplace deviant behavior has traditionally been studied with respect to business or for-profit organizations. In this article, we argue that nonprofit organizations also experience deviance, and due to their unique characteristics, they deserve special attention for extending the understanding of workplace deviant behavior to other types of organizations. Based on a review of the literature on deviance, we develop a general model of workplace deviance that we apply to nonprofit organizations. Based on the integrative conceptual framework, we advance relevant propositions for understanding and explaining deviance in nonprofit organizations.

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

**Deepti Bhatnagar** is Professor in the Organizational Behaviour area. Her teaching and research interests are in the areas of Managing Innovation and Change, Issues of Power, Influence and Leadership, Women in Management, and Business Ethics.

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Abstracts of

# Cases

registered with the Case Unit



**Arvind Sahay** is Professor in the Marketing area. His areas of research interest include Pricing and Valuation, Managing Innovation, Marketing of High Tech Products, Marketing Strategy, Market Entry Strategies, Brand Management, Matching the Organization to the Market, Marketing Effectiveness Metrics, EMarketing, WTO and International Trade.

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**Nivedita Sharma** was an Academic Associate, IIMA.



## Edelweiss (A): Building and Managing Corporate Reputation

Case Registration No. and Date: MAR0416(A), 21-09-2010

**Arvind Sahay and Nivedita Sharma**

The case tries to capture the dynamics of growth of a diversifying financial services company in the Indian context through the years 1996 to 2009. The company moved through four phases expanding its products and services. It studies and evaluates how the firm used various forms of communication and internal procedures; and the interplay between them to build its reputation in the wholesale banking space. The case also examines the relative importance of communicating both with internal as well external audiences in building corporate reputation.

**Nagendra Biyani** was a PGP-PMP 2009-10 Participant.

**G. Raghuram** is Professor in the Public Systems Group. His areas of research interest are Infrastructure and Transportation Systems, and Supply Chain and Logistics Management.

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## Hyderabad Metro Rail Limited

Case Registration No. and Date: CIPR0005, 26-04-2010

**Nagendra Biyani and G. Raghuram**

This case focuses on the way forward for Hyderabad Metro Rail Ltd (HMRL) as of July 2009, when the earlier winning bidder had to be served with a termination notice due to non compliance towards financial closure. The top management of HMRL had the following alternatives before them to take the project forward:

- 1) To allow the second competitive bidder of the earlier bid to take up the project so as to minimize time and financial loss.

- 2) To continue with the DBFOT (Develop, Build, Finance, Operate and Transfer model and issue a fresh bid.
- 3) In the light of the allegations and controversies regarding the earlier bidder to completely leave aside the DBFOT model and adopt the take up an EPC (Engineering, Procurement and Construction) model.
- 4) To follow the Delhi Metro Rail Corporation model and propose the project as a joint venture of the state and the central government.

## Oilon

Case Registration No. and Date: BP0336, 15-11-2010

### Sari Mattila and Ajeet N. Mathur

Oilon, a family business typical of high technology firms in small open economies faced limits to growth in its domestic and factor markets. Expansion in international business for the twin pursuit of shareholder value and sustainable growth required resources and capabilities. The novelty of Oilon's future strategy depended on competing or collaborating with foreign partners in the European Union (EU), India and China. The challenges of Oilon put to test some of the raging debates in the strategy literature about co-evolution of capabilities.

## Right to Food, SC and PIL

Case Registration No. and Date: BP0335, 29-10-2010

### Anurag K. Agarwal

In the last six decades since India adopted the Constitution in 1950, it has not been easy to secure to all its citizens social justice, a cherished goal enshrined in the Preamble to the Constitution. Time and again, public-spirited persons, either individually or through social action groups, have raised their voice. In the late 1970s, the judiciary allowed public interest litigation (PIL). A PIL on right to food is currently being heard by the Supreme Court and several orders have been passed. Often the Executive finds that these orders are not easy to implement, creating tension between these institutions. This calls for judicial restraint so that court orders are implemented and the authority of courts is not undermined.

Sari Mattila is Co-author.



**Ajeet N. Mathur** is Professor in Strategic Management and International Business in the Business Policy area. His interdisciplinary interests are at the crossroads of Economics, Law and

Strategic Management of Organisational Knowledge in Cross-Border Value Chains. A significant focus of his research is on Uncertainty and Risk, Motives and Powerbases, Group Relations, Organisation Strategies, Politics of Disharmony in the Management of Gender Differences, Missing Markets, Market Barriers, and the Management of Institutional Diversity in Cross-Border Value Chains.

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**Sanjay Joshi** is Project Associate at Indian Institute of Management, Ahmedabad.

**K. V. Ramani** is Professor in the Public Systems Group. His current research interest is in the field of Healthcare Management.



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**Dileep Mavalankar** is Professor in the Public Systems Group. His areas of research interest include Improving Management of EmOC in rural hospitals, Strengthening Reproductive Health



Programme Management including maternal health, Improving Quality of Care in Family Welfare including maternal health, Health Policy Analysis and Implications for Programme Management, Management Training for Health and Family Planning, Government-NGO Collaboration in Health Programmes, and Management of Service Sector and Quality of Services.

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## Village Health and Nutrition Day (VHND)

Case Registration No. and Date: CMHS0005, 10-05-2010

**Sanjay Joshi, K. V. Ramani and Dileep Mavalankar**

Inter-sectoral convergence between Health and Nutrition activities is the focus of the Village Health Nutrition Day (VHND) program under NRHM of the Ministry of health and family Welfare, Government of India. The ASHAs, Angan Wadi Workers, Auxiliary Nurse Midwives and the Panchayati Raj Institute members work as a team to ensure that services are provided on the VHND. The case can be used to discuss the challenges in convergence between various government departments in planning the services to be offered on the VHND, generating demand for the services through IEC/ counseling and actually providing services on the VHND.



# Spotlight

on research seminars presented by faculty and visiting scholars at IIMA



## Impact of Improvement Programs on the Performance: Survey of Canadian Hospitals

**Rajesh Kumar Tyagi**

The performance of organizations in the healthcare sector has become a worldwide issue. It has become an especially important issue within the Canadian and American economies. The purpose of this research project is two-fold. One purpose is to examine whether core values within Canadian hospitals represents a larger construct, performance excellence. The second purpose is to examine the relationship of hospital culture relative to the hospital's performance. That is, is the degree of implementation of core values within a hospital's operating environment related to the adoption of improvement programs? Three measures were examined in the current study. One measure was the core values that are present in a hospital (independent variable). The second measure represents the number of quality improvement programs adopted by a hospital (dependent variable). The third measure is the information technology programs adopted by a hospital (dependent variable).

The questionnaire used in the study consisted of 63 organizational practice items that were derived from the core values defined by the Baldrige National Quality Program, which was validated in an earlier study of Minnesota hospitals. The present questionnaire was modified to match the population being measured. The questionnaire was translated into French so that an appropriate survey could be matched to the population (English speaking vs. French speaking individuals). The data from 143 Canadian hospitals was obtained. Results will be presented at the talk.

For video coverage of the seminar, click the links below:

<http://www.iimahd.ernet.in/randp/randpvideos/index1.php?videoname=rajtyagi1>

## An Oliverian Twist to Evaluation of Mid-Day Meal Scheme

**Satish Deodhar**

With the twin objectives of improving health and education of the poor children, India has embarked upon an ambitious scheme of providing mid-day meals (MDM) in the government and government-assisted primary schools. The administrative and logistical responsibilities of this scheme are enormous, and, therefore, offering food stamps or income transfer to targeted recipients is considered as an alternative. We show that the alternative delivery mechanism is not feasible in the Indian context, for it may lead to adverse consumption choices by the heads of the targeted households. We also test whether or not the meals offered through MDM scheme provide sufficient nutrition, food safety, and convenience & variety to the targeted children. Laboratory results show that nutritional delivery through the meals is low in comparison to the daily requirements in general, and, quite lower in nutrients such as protein, fat, iron, and iodine in relation to the meal quantity in particular. Moreover, tests on food grains procured for the scheme showed presence of uric acid and aflatoxin. The delivery of MDM scheme may be improved by partnering with private entities and NGOs and by including chikki, sukhdi, fortified nutrition bar, and fruit in the weekly menu. This will not only complement nutritional intake, but offer safety and variety, and,



**Rajesh Kumar Tyagi** is Assistant Professor at HEC Montreal, Department of Logistics and Operations Management, Canada. He teaches Service Operations, Operations Management, and

Quality Management.

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**Satish Deodhar** is Professor in the Economics area. His areas of research interest include Agricultural Trade, Imperfectly Competitive Market Structures, Food Quality Management

and Micro-Finance.

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by reducing the distribution time, may offer more contact time between students and teachers for study purpose.

**(Co-researchers:** Sweta Mahandiratta, K.V. Ramani, Dileep Mavalankar, SandipGhoas and Vincent Braganza, S.J.)

For video coverage of the seminar, click the links below:

<http://www.iimahd.ernet.in/randp/randpvideos/index1.php?videoname=satishdeol>

