

Abstracts of
Articles
published in refereed journals



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A Comparative Study of Enterprising Tendency with the Help of Select Cases in India

In *International Journal of Trade, Economics and Finance*, 1(4), 2010.

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

Entrepreneurship is very crucial for every economy. While talking about entrepreneurship, most people mainly focus on various aspects of business but forget about tendency towards entrepreneurial traits or characteristics. Enterprising tendency is one of the most important parts of an entrepreneurship. The aim of the paper is to study tendency towards entrepreneurial characteristics of entrepreneurs. In this paper, the comparative study of an enterprising tendency with the help of the General Enterprising Tendency Test (GETT) and four cases in Gujarat (India), have been presented. The GETT was conducted on four lead entrepreneurs of the select cases. The result of this test has been listed in this paper. The tendency towards characteristics of the entrepreneurs has also been judged subjectively through analysis of the cases. Hence, both objective and subjective analysis have been matched in the paper. The results show that there is considerable matching between both. This paper would be useful to understand importance and behavior of tendency towards entrepreneurial characteristics which are required to be a successful entrepreneur.

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Exploring the Factors Affecting the Adoption of Mobile Financial Services among the Rural Under-banked and its Implications for Microfinance Institutions

In *Sprouts: Working Papers on Information Systems*, 10(103), 2010.

Rajanish Dass and Sujoy Pal

Around two and half billion adults worldwide do not have a savings or credit account with either a traditional (regulated bank) or alternative financial institution (such as

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a microfinance institution). On the other hand, penetration of mobile technology has been substantial in the past few years and is expected to increase in the future. Around one billion people in emerging markets have a mobile phone but no access to banking services, and it is said, that by 2012 this population will reach 1.7 billion. Financial institutions, which have had difficulty providing profitable services through traditional channels to poor clients, see mobile financial services (MFS) as a form of 'branchless banking', which lowers the costs of serving low-income customers. The main objective of this study was to determine the factors affecting the adoption of MFS (including mobile banking and mobile payments) among the rural under-banked population that would help microfinance institutions like credit cooperative societies to reach more people with better quality of services.

Product Differentiation and Operations Strategy in a Capacitated Environment

In *European Journal of Operational Research*, 210(3), (2011), 716-728.

Sachin Jayaswal, Elizabeth M. Jewkes and Saibal Ray

We study a firm selling two products/services, which are differentiated solely in their prices and delivery times, to two different customer segments in a capacitated environment. From a demand perspective, when both products are available to all customers, they act as substitutes, affecting each other's demand. Customized products for each segment, on the other hand, result in independent demand for each product. From a supply perspective, the firm may either share the same capacity or may dedicate a different capacity for each segment. Our objective is to understand the interaction between product substitution and the firm's operations strategy (dedicated versus shared capacity), and how this interaction shapes the optimal product differentiation strategy. We show that in a highly capacitated system, if the firm decides to move from a dedicated to a shared capacity setting, it will need to offer more differentiated products, whether the products are substitutable or not. In contrast, when independent products become substitutable, it results in a more homogeneous pricing scheme. Moreover, the optimal response to an increase in capacity cost also depends on the firm's operations strategy. In a dedicated capacity scenario, the optimal response is always to offer more homogeneous prices and delivery times. In a shared capacity setting, it is always optimal to quote more homogeneous delivery times, but to increase or decrease the price differentiation depending on whether the status-quo capacity cost is high or low, respectively.

Who Participates in Higher Education in India? Rethinking the Role of Affirmative Action

In *Economic and Political Weekly*, 45(39), 2010.

Rakesh Basant and Gitanjali Sen

This paper explores how an individual's participation in higher education is dependent on her religious affiliations, socio-economic status and demographic characteristics. It argues that an appropriate measure of "deficits" in participation should inform the nature and scope of affirmative action. The study emphasises the relevance, both for analytical examination and in policy formulation, of distinguishing between stock and flow measures of participation and of recognising the differences (or imbalances) in the eligibility for higher education across groups. On isolating the effect of socio-religious affiliation from other factors that may influence participation in higher education, what emerges is a suggestion that the deficits faced by some marginalised groups are not substantial. If reservation policy for these groups is to be justified only on the basis of low participation, it may require a review.

Abstracts of

Cases

registered with the Case Unit



Brain Dead and Medical Negligence

Case Registration No. and Date: CMHS0011, 24-03-2011

Anurag K. Agarwal

The case deals with declaration of a person 'brain dead', the procedure involved, the law on the subject and how a doctor and/or hospital may be negligent. Declaring someone brain dead is a very serious issue and the hospital must take utmost care in doing so. The courts will use the procedure as accepted by a body of doctors as standard and will use it to determine the reasonableness of the doctor. Negligence is contextual and the usual test is the "Bolam Test".

Measles: An Ignored Disease in India?

Case Registration No. and Date: CMHS0009, 10-05-2010

K. V. Ramani, Dileep Mavalankar and Harish Kumar

Measles is a contagious disease. It can be prevented by immunizing children between 9-12 months. The case details the efforts to provide immunity against measles, the importance of surveillance and the need to provide adequate care for those afflicted by measles. The case will be helpful to discuss why there is a drop in numbers from DPT 3 to measles and what strategies can be developed to address improving the numbers who receive measles.



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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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**NTPC Public Offer**

Case Registration No. and Date: F&A0489, 20-10-2010

S. K. Barua and Sobhesh Kumar Agarwalla

Disinvestment of government shareholding in Public Sector Undertakings, through Public Offers, is a common occurrence in many economies. This case describes such a process of disinvestment of the Government of India's stake in a large power utility, National Thermal Power Corporation (NTPC) in India. In addition to process details, the case contains information and data that make it possible to rigorously analyze the response of market participants and the resulting changes in the prices of shares of NTPC before, during and after the public offer.

Work and Friendship

Case Registration No. and Date: OB0208, 18-03-2011

Deepti Bhatnagar

The case describes a situation in which a people-oriented manager is surprised by the unexpected reaction of his team members to his work-related demands. The reluctance of his team members to cooperate during a particularly busy time prompts the manager to revisit some of his assumptions and examine the appropriateness of his leadership style in the given situation. The case can be used in conjunction with the case titled—Firm and Fair (OB0207).

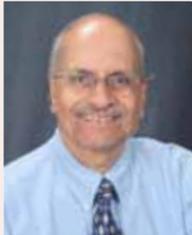
Abstracts of Book Chapters

authored by IIMA Faculty

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**The Effects of Nationality on the Approaches to Learning and Studying**

In *Cross Cultural Approaches to Learning and Studying: A Comparative Study of Austria, Germany and India*, edited by M. Neubauer, N. S. Anuradha and S. Keuchel. New Delhi: Macmillan India Publishers Limited, 73-91, 2010.

S. Manikutty

In this chapter, the results obtained on how the approaches to learning and studying differ across the three countries studied, namely Austria, Germany and India, are presented and interpreted. To recapitulate, following Entwistle, the approaches to learning and studying have been conceptualized in terms of three broad categories, namely, deep approach, strategic approach and surface approach.

Examining Gujarat's 'Success Story' in Fruits and Vegetables

In *High Growth Trajectory and Structural Changes in Gujarat Agriculture*, edited by Ravindra H. Dholakia and Samar K. Datta. New Delhi: MacMillan Publishers, 85-116, 2010.

Samar K. Datta

Historically, Gujarat is neither known for extraordinary fertility of her soil, nor for naturally abundant availability of water, unlike in the Indo-Gangetic Delta region, for example. So, a Gujarati farmer needs to pursue a diversified set of activities—not only a diversified cropping pattern less dependent on soil-water-moisture regimes, but also diversified allied agricultural activities, especially animal husbandry. This natural endowment disadvantage, however, got a subsequent boost up from a couple of prominent factors: first, availability of irrigation water from several large-scale irrigation projects including Narmada in most recent times, and second, availability of political entrepreneurs closely associated with the country's freedom movement, who spearheaded the process of rural development. Both these factors largely shaped modern Gujarat's agriculture starting with South Gujarat, where both institutional and technological innovations were taken up even before the country's independence. So, the success of South Gujarat's agriculture, especially around the cities of Surat, Navsari and Valsad is nothing new. The important point to examine in this paper is whether Gujarat, in general, and South Gujarat, in particular made significant progress in fruits and vegetables vis-à-vis the rest of the country, and whether and how this progress is sustained and percolated to other parts of the state to achieve inclusive growth. It is also important to identify not only the dimensions of success and the success factors but also the factors necessary to sustain the existing processes for future. This chapter aims to serve these multiple purposes not only in the context of vegetables in general, but also three major fruits of the state—mango, sapota (or chiku) and banana.



Samar K. Datta is 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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Abstracts of doctoral

Theses

awarded in March 2011



A Study of Executive Perceptions of the Determinants of Compensation Design and Satisfaction

Patturaja Selvaraj

Compensation is a very important issue as it represents the material, moral and social returns obtained by an employee for expending her labour in an organization. It is a central aspect of the employment relationship as it directly decides what employees receive from the organization. Compensation may have different tangible and intangible components which are determined by numerous factors. Executive perceptions of these determinants are important indicators of how they experience the phenomena of compensation.

An iterative-interpretative review of literature shows that there are multiple factors that affect the processes of compensation design, and employees desire to be heard in each of these processes. The state of the economy, the role of the government and the impact of competition are important external factors affecting compensation design. Compensation is linked with numerous organizational factors such as productivity, financial management and adaptation to market changes. Human resource management practices like strategic HRM, performance linked pay and empowerment also influence compensation design. Finally, individual orientations of employees



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such as instrumental, opportunistic and compassionate behaviours also influence the experience of compensation. Executives may hold various expectations about the components of their compensation, and these expectations influence the degree of satisfaction of employees with compensation. The expectations of executives indicate the components of compensation desired by them. The experience of satisfaction with compensation itself comprises of satisfaction of executive needs, the satisfaction flowing from the experience of dignity and degree of humanization in compensation design processes. Thus, six themes emerged from the initial critical-reflexive review of literature: external factors, organizational factors, HRM factors, individual orientation factors, compensation design components and compensation satisfaction.

The main research gap in human resource management literature is that these factors are more often than not employed within an organization-shareholder centric perspective with a consequent employer centric compensation design orientation. In a rapidly changing human resource environment characterized by uncertainty and unpredictability when competing for talent at all levels is getting tighter, the challenge of attracting, retaining and nurturing talent can no longer be sustained on a narrow organizational-shareholder centric world view. There is a need to move away from a compensation design based on competitive “firm to firm” benchmarking to “talent to talent” benchmarking. This study therefore attempts to contribute to compensation praxis by proposing an employee centric compensation design frame of reference. The key research question revolves around trying to decode the configuration of variables which can go into compensation design from the perspective of talented employees. Compensation is thus not merely an organizational decision but a process through which human beings engage with each other while seeking to deploy their talent in contributing to the collective enterprise.

Since most of the studies and scales have an employer centric focus, scales were developed for 18 variables grouped into 6 aspects of the phenomena of compensation design in order to carry forward the critical intent of the study through an iterative-interpretative engagement with compensation and related human resource management literature. Exploratory Factor Analysis and Confirmatory Factor Analysis were carried out to check the reliability and validity of the scale. Other validity tests included calculation of Average Variance Extracted (AVE) and Construct Reliability (CR). For all the 18 variables, AVE was higher than the required value of 0.5. Also, CR was higher than 0.8 for all the 18 variables, which satisfies the requirement of being higher than 0.6. Further, discriminant validity tests indicated that the variables are distinguished from each other. Data was collected from 551 executives working in diverse enterprises.

Hypotheses were formulated with components of compensation design mediating between 12 independent variables and 3 variables pertaining to satisfaction with compensation. After empirical and theoretical exploration, it was found that variables which had been identified under a particular theme were constituting a second order latent variable representative of that theme. These second order latent variables were validated through AVE, CR and discriminant validity tests. A Five Stage Analysis yielded conceptualizations and relationships which are material in the determinants-expectations-satisfaction dynamics of executive centric compensation design: environmental agency constituted by ethical governance agency of the economy, sustainable agency of competitive industry action and regulatory agency of state; organisational responses to environmental agency constituted by democratic governance engagement in finance, responsible engagement in productivity and accountable engagement in adaptation; intensification of human resource utilization processes constituted by control imperative of performance linked pay, resource subjectification imperative of strategic HRM and work intensification imperative of empowerment; inter managerial behavioral orientation constituted by instrumental, opportunistic and compassionate orientations; expectations from compensation design components constituted by compensation package, organisational practices and organisational reputation; and compensation satisfaction constituted by satisfaction of needs, dignity and humanity.

This study contributes to practice by providing organisations with an employee centric compensation design framework. Using this framework, organisations can formulate and deploy employee centric compensation designs which can lead to high degrees of executive satisfaction and talent retention. Enhanced executive satisfaction can lead to strengthening the organisational collective and aid the sustenance and evolution of the organization into collective competitive enterprise.

A Study of Worker Insecurity in Four Industrial Relations Contexts: A Post Structural Approach

Srinath Jagannathan

A review of literature suggests some broad approaches through which academic engagement with worker insecurity has occurred—communitarian managerial, associational managerial, structural Marxist, radical humanist and post structural. This study privileges a post structural approach while drawing from the critical intent of structural Marxism and the emancipatory ideals of radical humanism. The post structural approach offers theoretical resources to engage with the subjectivities of workers which challenge conventional understandings of work practices. This is done by focusing on the enactments of practices and the legitimating intellectual apparatus that makes these enactments possible.

In order to access these enactments of practices, and understand what legitimates them, the methodological focus is on the lived experiences of workers, rather than on idealised concepts, and understanding how lived realities depart from these idealised concepts. Identities and definitions are not foreclosed and the lived experiences of workers are the basis of understanding a range of social positions that identities and definitions can take. Based on this theoretical and methodological focus, this study is anchored around three research questions. These are: first, in the context of worker insecurity how is powerlessness, injustice and alienation experienced by workers in different industrial relations contexts?; second, in the context of worker insecurity, what are the material, moral and social deprivations experienced by workers in different industrial relations contexts?; and third, what are the responses of workers to the experience of worker insecurity in different industrial relations contexts?

In order to explore these research questions, empirical data in the form of lived experiences and articulations of workers was accessed through unstructured conversational interviews with 202 workers from the four industrial relations contexts of stateless workers, unorganised sector workers, contract workers and organised sector workers. These four contexts represent a diversity of social and political practices, and allow us to comparatively understand the experiences of worker insecurity. Stateless workers from two refugee communities living in India—the Sri Lankan Tamil, and the Tibetan, were engaged with. They included sweater sellers, human rights activists, social workers, daily wage labourers, teachers, unemployed youth, hotel workers, painters, exiled government workers, and musical instrument makers among others. Workers from the unorganised sector included homeless pavement dwellers, hawkers, rickshaw, auto and taxi drivers, porters, daily wage labourers and teachers in unrecognized schools, apart from others. Contract workers included security guards, housekeeping staff, contract teachers, manufacturing and textile sector workers and temporary workers in shopping malls and law firms, among others. Organised sector workers from the public and the private sectors included manufacturing sector workers, software engineers, labour lawyers, trade union activists, HR executives, hospital administrators, bank and insurance workers, police workers, government workers, and workers in educational institutions, among others.

Methods of data analysis relied on intellectual traditions with a post structural emphasis. Long, aesthetic memos were written about events and articulations emerging from field notes and transcripts. The metaphorical meaning of these events and articulations were sought to be identified. The underlying political processes were sought to be discovered,



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and existential positions that these events and articulations reflected, were sought to be understood.

This analysis provided the basis of a thematic exploration of the lived experiences of worker insecurity. Work contexts are understood through themes of modernity which marginalise culturally situated workers through universalist ideals, and provide the intellectual apparatus for the practice of insecurity. Work structures are understood through the conceptual imaginaries they represent in liberal practice and how liberal ideals end up creating deep insecurities for workers. Work processes are understood through the subordinating relationships that are imposed on workers, and the creative ways in which they rely on the praxis of the oppressed to overcome these relationships. Work relations indicate the possibilities of a generation of community of workers through which they engage with the insecurities they experience. Work outcomes reflect the various expressions and meanings of performance, and how they marginalise workers.

The empirical data contains composites of forms of subjugation, injustice and alienation. Stateless workers have often witnessed intense ethnic conflicts, cultural marginalisation and deprivations of freedom. From these personal histories, and the lack of adequate opportunities, many of them continue to experience intense material deprivations. The extreme material deprivations for workers in the unorganised sector include hunger, lack of shelter, lack of access to healthcare and education, and the everyday reality of having to survive a predatory state. Contract workers experience various forms of exploitation as wages are not paid in time or not paid at all, a constant fear of being out of work, and the inability to take care of essential material needs. Organised sector workers experience unfair dismissals, the loss of collective rights, the naturalisation and rationalisation of insecurity, and the experience of various indignities. In all the four industrial relations contexts, workers have not accepted these insecurities silently, but are engaged in generative resistance to seek material well being, justice, security and dignity.

This study contributes to theory by explicating the way in which several dominant ideals of contemporary existence such as modernity and liberal practice provide the legitimating intellectual apparatus for lived experiences of insecurity. This study contributes to practice by urging organisations, states and human beings to engage with each other in non subordinating ways, respect the politics and ethics of justice, and accept that there are several aspects of the human condition that need to defy and transcend instrumental rationality.



Brief notes on

Books

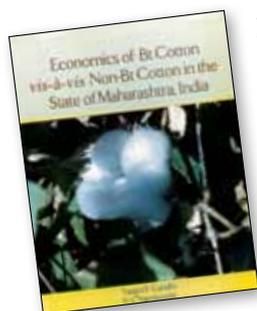
authored/edited by IIMA Faculty



Economics of Bt Cotton vis-à-vis Non-Bt Cotton in the State of Maharashtra, India

New Delhi: Allied Publishers, 2010

Vasant P. Gandhi and N.V. Namboodiri



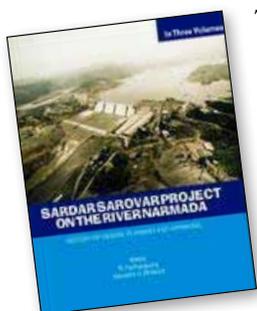
Breakthroughs in science and technology often produce stunning results such as in the Green Revolution which swept through much of Asia averting food crisis. Given the present slowing of agricultural growth and rising commodity prices, breakthroughs are once again urgently required and this has put biotechnology at the forefront of a new potential green revolution. One of the frontrunners in this has been development of Bt Cotton which was introduced into India in 2002, amidst much hesitation, after its induction in a large number of other countries. Whereas it has been accepted and has spread rapidly in India leading to a substantial growth in cotton production, there are conflicting reports about its success and various issues and problems have been raised.

In light of this, the book examines the performance of Bt Cotton vis-à-vis non-Bt Cotton in the state of Maharashtra which is the largest cotton growing state by area. This is part of a coordinated study undertaken by the authors for the Ministry of Agriculture covering four major cotton states—Andhra Pradesh, Gujarat, Maharashtra and Tamil Nadu—which together account for about 70 per cent of the country's cotton production. The book examines the adoption, experience, performance and economics of Bt cotton in Maharashtra. It reports on the advantages, disadvantages as well as other observations on Bt cotton as conveyed by the farmers of the state.

Sardar Sarovar Project on the River Narmada, Vol. I: History of Design, Planning and Appraisal (Set of 3 Vols)

New Delhi: Concept Publishers, 2011.

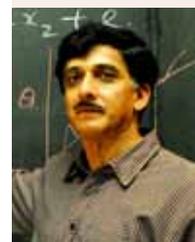
Edited by R. Parthasarathy and Ravindra H. Dholakia



This three-book volume series aims to describe and document the processes of evolution and the contribution of the Sardar Sarovar Project (SSP) on Narmada River in Gujarat. The SSP has a long and interesting history witnessing multifaceted issues over the last 65 years; the last decade of which has resolution of many of the matters relating to construction of the dam. Pioneer engineers, scholars, activists and policy makers, most of whom had firsthand knowledge of issues involved in the SSP have contributed chapters under three themes—the History of Design, Planning and

Appraisal including the Environment, the Resettlement and Rehabilitation Process during Implementation, and the Impacts So Far and Ways Forward.

The first volume provides historical perspectives on this mammoth project, its design, planning and appraisal with a view to understanding and appreciating different perspectives on this development infrastructure. The second volume draws attention to the implementation challenges and extremely sensitive issues like the process of resettlement and rehabilitation. The third volume discusses the impacts of SSP so far, and the ways forward including aspects of water distribution, management options and policy issues.



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Spotlight

on research seminars presented by faculty and visiting scholars at IIMA



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Critical Policy Analysis: Technical Knowledge in a World of Multiple Realities

Frank Fischer

Critical policy studies focus on empirical realities but seek to show the way facts do not speak for themselves. It recognizes that policy inquiry is situated in a world of social realities and the “multiple realities” to which they give rise. The talk seeks to illustrate this by exploring the tensions between citizens and experts. Using illustrations from environmental policy, it demonstrates the way competing realities are an essential part of the policy decision-making process. Toward this end, the discussion shows how the technical expertise of environmental risk assessment relates to the ordinary language reason of the citizen. Whereas citizens are often thought to be indifferent to technical insights and scientific findings, lacking the capacity to understand their implications for rational policymaking, we can see from the perspective of practical reason that they are only using a different mode of reason. By comparing the formal logic of technical inquiry and the practical logic of socio-cultural reason, the discussion reverses this contention and interrogates the rationality of the policy scientist in judgments pertaining to public decisions. Employing the examples of nuclear power and GM foods, the explication shows the ways that ordinary citizens rationally apply their everyday cultural logics to practical situations, a perspective typically ignored or neglected by scientific policy analysis. Geared to local knowledge and cultural norms, the citizen’s socio-cultural reason is seen to be more attuned to normative realities inherent to policymaking than is the scientific understanding of the process. Demonstrating that policy analysts need to take this situational logic into account, the lecture offers an approach for bringing together these two different modes of reason in policy deliberations.

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

<http://randp.iimahd.ernet.in/randpvideos/index.php?videoname=fis1>

<http://randp.iimahd.ernet.in/randpvideos/index.php?videoname=fis2>

The impacts of the installation of the water meter in Indian cities

Akil Amiraly

The transposition of the water meter to India was the topic of the doctoral research which described the encounter of two worlds: a private French firm, Veolia Water, and an Indian public corporation, Chennai Metropolitan Water Supply and Sewerage Board, the recipient of this implement as part of technical aid provided under the aegis of the World Bank, from 2000 to 2006.

What was the place occupied by the water meter in an alien socio-technical context? While in France this management tool, in its capacity as a measuring instrument, enables payment for water according to the level of consumption, in Chennai it run up against payment for water by a flat rate and irregularities in water supply from the public network, which caused many users to turn towards alternative technical and social arrangements.

Akil Amiraly is a Postdoctoral Fellow at Ecole Polytechnique, France. His research concerns issues related to water supply in Indian cities with a special focus on the users’ perception of indigenous or imported water related technologies and their impact on consumption practices.



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What did this transposition revealed? It spawned the users' transformation of the implement and management model. The users appropriated the water meter and inserted it into their meaning universe which is shaped by the density of social connections, deficiencies in the water distribution system, and climatic hazards. They projected on to the object, their conception of the place of water in society: a natural resource that each person must consume parsimoniously. They related the water meter with measurement of consumption but from a collective point of view, that is, the equal distribution of water among all users, with no relation to payment. Yet the insertion of the object might have weakened forms of exchange around water.

But the on-going qualitative postdoctoral research focusing on the implementation of 24/7 public water supply project in the city of Belgaum in Karnataka since 2008 by the French firm at a pilot zone level allowed to identify some changes in the consumption patterns. In contrast to Chennai, the users pay their water charge as per consumption, according to a volumetric telescopic tariff.

The first observations point out imbrications/insertion of the improved public water supply system in the existing water consumption practices of the users:

- The coexistence of public and private water sources (e.g., own wells);
- An insertion by the users of the new water service in the pre existing water storage practices (e.g., storage of water from the public water supply system in overhead tanks);

In the meantime, a trust based relationship seems to emerge between the company's field level representatives and the end users along with some precautions on the side of the later:

- Confidence in the capacity of the public water supply system to provide a good service;
- Cooperation in dealing with complaints (ex. plumbers, meter readers, cash counter employees);
- Technical measures at individual level to circumvent any potential interruption of the new water service and the increase of the water tariff, irrespective of income levels.

Finally, such form of appropriation of imported objects and models, a constant in Indian history, turned on its head the viewpoint which holds that globalization leads to the homogenization of habits and practices of consumption.

The presentation will mainly focus on the Chennai case. It will include some observations of the field survey realized in Belgaum from August to September 2011.

For video coverage, click the links below:

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