

Newsletter

of the Research & Publications Committee, IIMA



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Abstracts of Articles

published in refereed journals



Amit Garg is Professor in the Public Systems Group. His current areas of research interests are Sustainable Development and Climate Change, Vulnerability Assessment due to Climate Change, Carbon Finance, Carbon Foot Printing, Public Management, Managing Energy Businesses and Energy Environment Modelling.



amitgarg@iimahd.ernet.in

Vidhee Avashia is an Academic Associate in the Public System Group, Indian Institute of Management, Ahmedabad.

vidhee@iimahd.ernet.in

Carbon Competition up Above: Estimating Greenhouse Gas Emissions of Indian Domestic Airlines

In *Greenhouse Gas Measurement and Management*, 1(2), 2011, 93-104.

Amit Garg and Vidhee Avashia

The Indian domestic aviation sector is on a growth path and this progress can be attributed to several factors such as an expanding economy, an increase in the average income of Indians, low and economic air fares, more schedules and options available to a traveller, and a reduction in the differential fare between air travel and air-conditioned train travel. It is well known that air travel has high carbon footprints among various modes of travel, even though domestic aviation emissions have so far remained outside any credible cap-and-trade regimes around the world and also international aviation emissions are not assigned to any nation's greenhouse gas (GHG) inventory. However, signs of carbon consciousness are emerging in the domestic and international aviation sector all over the world, including EU's directive on a carbon tax on all flights landing and taking off from EU since 01.01.2012 and carbon off-set purchases by passengers directly. This article ranks airlines operating in the Indian domestic sector on their per passenger-km GHG emission basis. IndiGo, GoAir and SpiceJet were the three most 'clean' airlines for per passenger-km GHG emissions in 2008-2009, while Jet Airways and Alliance Air were on the other side of the spectrum. These are however 30-40% more carbon intensive than global airlines. The article argues that policy push may be required in India for cleaning up the domestic skies from GHG emissions before credible cap-and-trade or market-based instruments could take over.

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For further information, contact:

Research & Publications, Indian Institute of Management, Vastrapur, Ahmedabad 380 015

Phone: 91-79-6632 4821 ♦ Fax: 91-79-2630 6896 ♦ email: respub@iimahd.ernet.in ♦ Website: www.iimahd.ernet.in/publications

Jerome Joseph is faculty in the Personnel and Industrial Relations area. His research interests include Strategic Industrial Relations Management, Collective Bargaining and Industrial Relations, Negotiating Strategies and Skills, and Trade Unionism.



jerome@iimahd.ernet.in

Patturaja Selvaraj is faculty at Indian Institute of Management Indore. His areas of research interest include Compensation Design, Entrepreneurship, Disciplinary Processes and Collective formation in organizations.

patturaja@iimidr.ac.in

M. R. Dixit is Professor in the Business Policy area. His areas of research interest include Public Policy and Corporate Strategy, Competition and Competitive Advantage, and Innovations in Management.



dixit@iimahd.ernet.in

Amit Karna is an Assistant Professor at the Department of Strategy Organization and Leadership at the EBS European Business School, Germany. He has completed his fellowship from Indian Institute of Management Ahmedabad. His research interests include Development of Capabilities, Environmental Role in Capability Development, Knowledge and Innovation Management, Strategic and Corporate Entrepreneurship, and Internationalization of Firms from Emerging Economies.

karna@iimahd.ernet.in

Sunil Sharma is faculty in the Business Policy area. His research interests are in the areas of Strategic Thinking, Strategic Decision Making, Strategy Implementation, Management Consulting, Leadership, Capability Building, Entrepreneurship, Risk and Uncertainty, Innovation and Organization Learning.



sunilsharma@iimahd.ernet.in

Caste and Social Emancipation through Retail Entrepreneurship Networks: An Ethnographic Exploration of Nadar Caste in Southern India

In *International Journal of Interdisciplinary Social Sciences*, 5(1), 2010, 401-411.

Jerome Joseph and Patturaja Selvaraj

Caste identity determines social status in Indian society and given the hierarchical social stratification of the caste system, caste based social status is also associated with social advantage or disadvantage depending on the position occupied by a particular caste in the hierarchy. The lower the social strata to which the caste belongs, the higher the social disadvantage. The pursuit of livelihoods through traditional caste based occupational instrumentalities in this status stratification frame of reference is also linked to the advantage-disadvantage structural continuum. Specific castes have been traditionally associated with caste occupations which also in a sense have contributed to the constitution of the social status as well as the associated social advantage-disadvantage contours of the specific caste. Interesting research questions emerge in the context of change from traditional social arrangements towards newer expressions of caste under the impact of multiple social, political, economic forces leading to individual and collective initiatives to offset the hereditary social disadvantages of rigid social stratification systems.

A study of 40 Nadar caste entrepreneurs in Southern India examines how the caste collectivity has offset and achieved social emancipation in the context of a changing environment characterized by civic equality and achieved status based opportunity through the instrumentality of retail entrepreneurship.

Entrepreneurial Growth Actions and their Financial Consequences in a Start-up: Insights from a Low Cost Airline Venture in a Competitive Environment

In *Venture Capital*, 11(4), 2009, 361-378.

M.R. Dixit, Amit Karna and Sunil Sharma

This paper investigates the financial consequences of entrepreneurial growth actions in a start-up. It argues that the growth actions in a start-up create an imbalance in the demand for and supply of money for the start-up. This imbalance does not hurt if the external business environment is munificent. However, if the environment turns hostile the imbalance may force the entrepreneur to take crisis decisions that destroy the very texture of the venture. We develop insights into this situation by tracing the development of a low cost airline venture in India. We identify two distinct growth phases: early growth and emergent growth. We present a comparative analysis of these two phases on different parameters: growth actions of the venture, financial consequences, stance of the environment and implications for the texture of the venture. The paper concludes with a discussion on start-up aspirations, growth actions, financial imbalance and maintenance of the texture of the venture.

Revenue Impacts of Demand Unconstraining and Accounting for Dependency

In *Journal of Revenue and Pricing Management*, 10(4), 2011, 367-381.

Sandeep Karmarkar, Goutam Dutta and Tathagata Bandyopadhyay

Accurate forecasts are crucial to an airline revenue management system. Historical demand data for two fare classes used for forecasting in an airline are often censored and correlated. In this article, we propose a methodology that takes into account both censorship and correlation of demands. We then study its impact on the expected revenue and compare it with three standard methodologies available in the literature by using extensive simulation. Our results show that the opportunity cost of neglecting demand censorship is upto 1 per cent whereas that for neglecting the dependency of demands can be of the order of 2 per cent. Consideration of both truncated demand and dependency between fare classes can lead to a significant (of the order of 2.5 per cent) revenue increase.

Sandeep Karmarkar was a fellow in management at Indian Institute of Management, Ahmedabad.

sandeepak@iimahd.ernet.in



Goutam Dutta is Professor in the Production and Quantitative Methods area. His areas of research interest include Revenue Management, Decision Support Systems, Large Scale Optimization, Practice of Management Science, Operations Management, System Dynamics, Public Systems, Operations Research in Developing Countries, Project Management, Process Industries, Interest Rate Modelling, Mathematical Models in Insurance and Finance.

goutam@iimahd.ernet.in



Tathagata Bandyopadhyay is Professor in the Production and Quantitative Methods area. His areas of research interest are Statistical Inference, Modelling Discrete Data, Survey Sampling besides Applications of Statistics in Health and Education.

tathagata@iimahd.ernet.in

Strategic Human Resource Management: A Three-Stage Process Model and its Influencing Factors

In *South Asian Journal of Management*, 18(1), 2011, 60-82.

Sandeep K. Krishnan and Manjari Singh

Strategic Human Resource Management (SHRM) has captured considerable attention in research and the practitioner world. Research in SHRM has primarily focussed on the link between Human Resource Management (HRM) systems and organizational performance. The development of theoretical perspectives and proper frameworks for the mediating processes linking HRM systems and organizational performance have not got adequate attention in this literature. In this paper, a three-stage model for the process of SHRM is developed. The three stages are: (1) The formulation of business and Human Resource (HR) strategy through one/two-way vertical fit; (2) The implementation of HRM systems and employee-related interventions; and (3) The evaluation/review of HRM systems for increased efficiency and best vertical and horizontal fit. The interlinkages in this dynamic model have been explored, and the organizational factors that have an enabling/detering influence on the success of each of these three stages have been looked at. Enablers/determents for the three stages have been classified into structural, cultural, individual, and contextual factors for the first stage; structural, cultural, operational, and environmental factors for the second stage; and structural, operational, and behavioral factors for the third stage. The key players for each stage have been identified and the role of HR department in each of the three stages has been looked into. Research has shown that horizontal and vertical fit of HR practices can have an influence on the organizational performance and this paper provides a model of enactment of SHRM, and a practical approach to evaluating SHRM process in an organization.

Sandeep K. Krishnan was a Doctoral Student at Indian Institute of Management, Ahmedabad.

sandeepak@iimahd.ernet.in



Manjari Singh is Faculty in the Personnel & Industrial Relations area. Her research interests include Employee Empowerment, Multifaceted Feedback, Strategic Human Resource Management, Human Resource Analytics, and Performance Management.

manjari@iimahd.ernet.in

Abstracts of

Cases

registered with the Case Unit



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.



graghu@iimahd.ernet.in

Rachna Gangwar is Project Associate at Indian Institute of Management Ahmedabad.

rachna@iimahd.ernet.in

MoPT and SWPL: Handling of Coal/Coke

Case Registration No. and Date: CIPR0006, 26-04-2010

G. Raghuram and Rachna Gangwar

It was June 2008. The conflicts between Mormugao Port Trust (MoPT) and South West Port Limited (SWPL) on coal/coke handling once again surfaced following a report submitted by the National Environmental Engineering Research Institute (NEERI) concluding that residents of Vasco city near the port were inhaling coal pollution much beyond the permissible limit. The pollution was caused by coal/coke handling by MoPT in berths 10 and 11 which were closer to Vasco city. MoPT had awarded berths 5A and 6A to SWPL on a 'common user' basis with the intention of shifting the coal/coke handling to their berths. Due to other clauses in the Licence Agreement (LA), this did not happen and was also not easy to invoke.

Ms Priya, a Professor, who was following the events, was wondering as to what moves MoPT may make and what SWPL's response would be. She was also reflecting on the lessons towards policy making on common user vs captive berths at ports and bringing in greater rigor in concession/licence agreements.

Sanjay Verma is faculty in the Computer and Information Systems Group. His areas of research interest include E-Governance, Knowledge Management, Multiple Resource Constrained Project Scheduling Problems, and Measurement of Business Performance.



sverma@iimahd.ernet.in

Innovative Practices for Managing Field Staff Knowledge: KM at Eureka Forbes 2004-2010

Case Registration No. and Date: BP0337(C), 31-03-2011

Sanjay Verma

This is the third case from a three cases series. 2004 onwards, Eureka Forbes Ltd. (EFL) took unique initiatives to collect knowledge of its sales people. Various contests were devised and the learning was ploughed back into the organization. It also helped the organization to face various challenges. The challenge now is to sustain the initiatives taken so far and spread the learnings to everyone in the organization. Also challenge is to use existing knowledge in new markets and in changing environment.



Government Industrial Training Institute, Sarkhej

Case Registration No. and Date: RJMC0009, 19-07-2010

Vijaya Sherry Chand and Mukul Vasavada

The Government Industrial Training Institute, Sarkhej was upgraded into a Centre of Excellence in 2005-06. This introduced multi-skill training as the educational approach. On April 9, 2010, Shri A C Muliya and Shri N R Oza, the two Principals reviewed the institute's performance along the indicators prescribed by the government, and wondered about the kind of excellence they were achieving. They were required to analyze the performance of the Institute and make recommendations for the future. The case provides information on trainee admission and placement, instructor issues and the functioning of the Institute Management Committee, to facilitate the development of a strategy for excellence.

Lab Management at Mahanagar Hospital

Case Registration No. and Date: CMHS0010, 21-10-2010

K. V. Ramani, Poonam Trivedi and Imran Malek

Investigations play a very important role in medical diagnosis. Laboratory results are estimated to affect 60-70 per cent of the most important decisions in patient care. Timely collection of sample and delivery of accurate test results are, therefore, important quality indicators of performance of any laboratory. Lab procedures are divided into three phases: pre-analytical, analytical, and post-analytical. This case deals with the pre-analytical procedure of the Lab Department in Mahanagar Hospital. Managing this complicated activity is one of the most challenging phases in Lab analysis. The case gives a detailed account of a regular day of a phlebotomist and steps that are undertaken to minimize lab errors.

The Pomegranate Story

Case Registration No. and Date: BP0334, 22-09-2010

Anurag K. Agarwal

This is a fictitious story which helps to understand different branches of intellectual property rights – patents, copyrights, trademarks, designs, Geographical Indications, and trade secrets. Himanshu starts out on a business by himself and realizes the challenges involved. It is now in his hands to build his business, tackle competition, and protect his intellectual property. The case has been inspired by several decisions of Indian courts as well as other courts, particularly the American Supreme Court. It highlights the importance of intellectual property rights for businesses and how astute business persons can make use of it to advance their business interests. It also brings out the importance of a proper legal environment for protection of such rights.



Vijaya Sherry Chand is Professor at the Ravi J. Matthai Centre for Educational Innovation. His areas of academic and research interest include Practices of Innovative Teachers, Teacher Development/Networking, Educational Attainment, Ecological Knowledge of School Children, Decentralized Management of Basic Education, Literacy, Sustainable Development, Social Communication, and Social Entrepreneurship.

vijaya@iimahd.ernet.in



Mukul Vasavada is Faculty in the Communications area. His areas of research interest include Study of Professionals, their Professional (Educational) and Organizational Socialization, Professionalization of Organizations, Organizational Learning, Organizational Commitment and Inter-Organizational Coordination.

mukul@iimahd.ernet.in



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

ramani@iimahd.ernet.in

Poonam Trivedi is the Research Assistant on the Midwifery and EmOC Project.

Imran Malek is an intern from SRM University, Chennai.



Anurag K. Agarwal is Faculty in the Business Policy area. His areas of research interest are Dispute Resolution, Intellectual Property and Relationship of Business, Government and Law.

akagarwal@iimahd.ernet.in

Spotlight

on research seminars presented by faculty and visiting scholars at IIMA



Rafiq Dossani is a Senior Research Scholar and Director of the Center for South Asia at Stanford University, USA. His research areas include Development, Education, Finance, International Relations, Outsourcing and Telecommunications.



dossani@stanford.edu

Workforce Quality: How Ready is India to Lead Global Growth? Rafiq Dossani

The BRIC countries will, it is widely believed, be the world's economic engines over the next several decades. But, can their workforces deliver the quality and scale needed? Focusing on higher education systems in the BRICs, with a special emphasis on India, we present findings from a project on technical education in the BRICs. We show that though India possesses several advantages, it is, overall, the least prepared of the BRICs. Its special challenges arise from federalism, state finances, the political power of elites, and the quality of school education, among other factors.

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

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<http://www.iimahd.ernet.in/randp/randpvideos/index1.php?videoname=27jan12P2>

Sabrina Bresciani is a senior lecturer at the University of St. Gallen and adjunct professor of International Management at Franklin College Switzerland. Her research focuses on Strategic Communication across Cultures, Knowledge Visualization, Entrepreneurship and Innovation, Organizational Behavior and Corporate Communication.



bresciani.sabrina@gmail.com

Improving Organizational Communication across Cultures with Knowledge Visualization Sabrina Bresciani

In recent years we are witnessing a growing use of conceptual visualization for communicating ideas and insights: companies are deploying knowledge visualization to convey crucial business concepts, for the ability of visualization to enhance comprehension, recall and motivation. Knowledge visualization is defined as mapping concepts graphically, by structuring text and visuals in a meaningful way; examples include conceptual diagrams, knowledge maps and visual metaphors. Visual communication is particularly useful in inter-cultural contexts because it can overcome linguistic barriers, leveraging on the universal meaning of symbols, pictures and metaphors. Yet, there is also evidence of divergences in the perception of visualization, caused by differences in thought patterns between Asia and the Western world. In academia, few studies have focused on assessing the effectiveness of visualization. We propose a model which predicts that a visual representation of the content, compared to a textual representation, strengthens the attitude toward the content and the intention to implement it. Further, we investigate the role of culture, predicting a moderation effect (Westerners vs. Asians). To test the model we set up a controlled experiment, specifically for the context of strategy communication. We compare the attitude of subjects exposed to a corporate strategy expressed in a textual format (control group) to the corporate strategy expressed in two types of visual format, one more suitable for Westerners and one for Asians. The results of 360 experienced subjects in Europe, Singapore and India, provide full validation of the proposed model. The study indicates that a visual representation of strategy, compared to text, increases the positive attitude toward the strategy and the intention to implement the strategy. Visualization is more beneficial than text in all cultures, and when a culturally appropriate visualization is used, its effects are enhanced. Thus, visualizing the content can increase the effectiveness

of the message compared to text. These results are relevant for organizations, as a growing number of businesses are operating internationally and have to communicate their knowledge and strategy across different cultures.

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

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