



IIMK RESEARCH NEWSLETTER

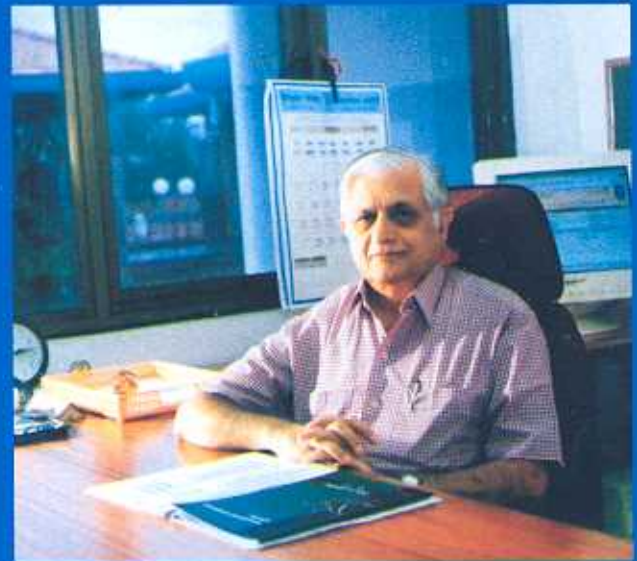
July 2003

An update from Indian Institute of Management Kozhikode

Message from Director

I congratulate the Research and Publications Committee for bringing out the first issue of the Research Newsletter, which covers the completed research at Indian Institute of Management Kozhikode during the academic year July 2002 - June 2003. This past year has been a momentous one for the Institute, with the addition of new programmes, use of state of the art technology platform to deliver education, campus development and continued research commitment and output of the faculty. All these achievements have been in the background of the limited faculty at the Institute. Though barely six years old, the Institute has achieved its own unique identity, an academic culture anchored in business reality.

Research is not just a process of inquiry. It is a quest for the ultimate truth, and a process that enables us to make increasingly broad and accurate generalizations about the phenomena we observe and with which we are concerned. Research serves as a link between theory and practice, in management education. We, at IIMK, therefore encourage the pursuit of research, and facilitate all kinds of research including action research.



Management teachers are both consumers as well as generators of knowledge. This Research Newsletter is our vehicle to bring to your notice the research underway at IIMK, as to encourage interaction and explore collaboration. I have great pleasure in introducing the Research Newsletter to you.

A.H. Kalro

A.H. Kalro

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Newsletter designed by Madhusoodan V. & M.K. Chandra Mohan



Message from Chairperson

It is my pleasure to introduce you to the first issue of the Research Newsletter of the Indian Institute of Management Kozhikode, published by the Research and Publications Committee. The purpose of this newsletter is to keep you abreast with the research activities at IIM Kozhikode. The institute has maintained a focused and farsighted priority on research activities since its inception. This is well reflected in the academic backgrounds of the Institute's faculty, their research records and by the ongoing research activities at the Institute. This newsletter compiles summaries of the completed research projects, books authored/edited by the faculty, and articles published in refereed journals during the academic year July 2002 - June 2003. A list of articles in other journals, book chapters and conference proceedings is also given.

The Institute's research activities are sponsored by various government agencies. Besides that, under the auspices of the Institute's 'Small Grant Research Projects' scheme, the faculty is encouraged to undertake research work. The objective of this scheme is to generate research articles and case studies to be used as teaching tools in the Post Graduate Programme in Management, Post Graduate Certificate Programme in Management, and Management Development Programmes. Research at the Institute is well supported by value added services provided by the Library and Information Centre and the Computer Centre.

As the Institute is located in the State of Kerala, it endeavours to undertake research projects, which reflect the needs of the State. This can be seen from completed and ongoing research projects at IIM Kozhikode, such as "Sustainable business development of innovative coconut based micro enterprises for holistic growth and poverty alleviation (SUBICSHA)", "Developing a marketing information portal for selected agri-commodities (of Kerala) in the context of WTO induced market scenarios" and "Institutional analysis of collective management of minor irrigation works in Kerala", to name a few. The implementation of the SUBICSHA project is expected to create radical changes in Kozhikode District by bringing over 700 families above the poverty line.

Since the inception of the Institute, the faculty has consistently published a number of research articles. This practice was continued in the last academic year also. Thirty research articles and three books authored/edited by the Institute's faculty were published. Nine research projects were also completed during the last academic year. At present, there are nineteen ongoing research projects. A few of these

research projects are collaborative in nature. These collaborative research projects are being carried out with the faculty from institutions like South Stockholm University College, Södertörn, Sweden; Depaul



University, Chicago; Centre for Development Studies, Thiruvananthapuram; and Department of Statistics, University of Pune. Overall, the Institute has sponsored research projects having budgeted funding of more than Rs. 70 lakhs. This is a creditable figure, given the small number of full time faculty at the Institute. Further, it is inspiring to inform you that Dr. Gopal Chaudhuri, faculty in the area of Quantitative Methods and Operations Management of the Institute earned a distinctive academic recognition in May 2003, when he was awarded a United States patent for his outstanding contribution to the problem of prediction of system reliability.

I also take this opportunity on behalf of the Research and Publications Committee of the Institute to express thanks to Dr. A.H. Kalro, Director, IIM Kozhikode for his keen academic interest and unbending commitment to enlarging research activities at the Institute.

Kulbhusan Balooni
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IIM Kozhikode Faculty Bags US Patent

Dr Gopal Chaudhuri, faculty in the area of Quantitative Methods and Operations Management was awarded a United States patent in May 2003, for his outstanding contribution to the problem of prediction of system reliability.

This patent is an outcome of the class-project given by Dr. Chaudhuri to his students at Indiana University, USA, while teaching a graduate course on Reliability and Life Testing, during 1998.

A method and apparatus for prediction of system reliability is disclosed. The method comprises the steps of: (a) identifying the minimal path set of components which must function for the system to function; (b) constructing a minimal path set matrix by representing the minimal path sets as binary numbers in the matrix; (c) constructing a design matrix from OR operations on sets of columns of the minimal path set matrix whose results are appended to the original minimal path set matrix; (d) constructing a vector of ones having signs related to the position in the vector; and (e) calculating the system reliability from the design matrix, vector of ones and the reliabilities of each of the components of the system. The method of the present invention also determines the structure function of the system from the design matrix, vector of ones, and the states of the components of the system. The apparatus for performing the method of the present invention comprises a programmable processor. The present invention is capable of accurately predicting system reliability of complex systems composed of many components and is easy to implement and to use.

A system is, by definition a combination of interrelated elements (or components) designed to work as a coherent entity. During use, one or more of these elements may fail, thus causing the entire system or part of a system, to fail. The times at which such failures will occur are unknown, but it is often possible to determine the probability of failure for the individual elements and from these to determine the reliability of the whole system.

Reliability studies are extremely important in engineering design.

The ability to compute the reliability of a system or subsystem enables designers to identify and address those systems that are more likely to fail. System reliability can directly impact system design when safety is a



primary concern. If a product developer has developed two competing designs for a product, he/she wishes to know the reliability of each design to make a decision as to the preferred design.

Reliability predictions rely heavily on principles of probability, and as systems become more complex and contain larger numbers of elements, the problems of reliability become more difficult and take on added significance. In turn, as the number of elements grows larger, the difficulty in computing system reliability grows exponentially. Thus, for complex systems determination of the exact reliability of the system is extremely difficult and sometimes thought to be impossible to determine. It is therefore desired to develop an approach to determine exact system reliability that accurately calculates the reliability of even very complex systems without being computationally burdensome. The desired approach should be easy to implement and use. The system is not required to be dissected into subsystems for determination of reliability, and should not be dependent on selection of parameters whose inaccurate selection is detrimental to the determination of reliability. Further, the method should predict exact reliability rather than bounds on the reliability. These are the goals that have been achieved in this invention.



Completed Research Projects

Changes in Managerial Work

Devi Akella*

Small Grant Research Project of IIM Kozhikode

India, in the last few years has emerged as the new silicon valley of the world with Bangalore, Mumbai and Hyderabad becoming major hubs of activities. India has become the leading exporter of software products and hardware goods, and also the only country that can boast of low cost, highly qualified software professionals in the world. But recently, as a result of economic slowdown in US, the tech companies faced recession and cut throat competition. To effectively combat external environmental pressures, tech companies cut down on their costs through extensive downsizing, organizational restructuring, diversifying into new markets and product segments, ignoring chances to "go up the value chain", and adopting new management ideals and methods.

This research study examined how these environmental changes could have affected the software managers, in terms of their skills, and the work they undertake. This study suggests that the work of managers certainly seems to have undergone a change, managers now enact the roles of a guide, leader and coach, to subtly manipulate employees and give them the illusion of being self motivated and self controlled. To fulfil these new roles managers now spend most of their time communicating with employees, peers, clients and superiors in an informal manner, usually talking across the cabin walls, or walking into each others' offices and talking it over, developing and maintaining contacts with each other, negotiating with clients etc. Managers now need to be proficient in interpersonal, communication and negotiating and political skills in order to be classified as an effective manager.

The Impact of Working Climates on Employees' Performance: A Survey on Technical Institutions in India

Devi Akella

Small Grant Research Project of IIM Kozhikode

The globalization of the Indian economy has posed unprecedented challenges for the education system of India. It is an undeniable fact that the quality of educational services delivered by Indian institutions is lower compared to that of developed countries like United Kingdom and United States of America. The exceptions are IITs, IIMs and a few government and private educational institutions in the areas of science, technology and management. This research investigates the reasons behind the low quality of educational services provided by the Indian educational institutions.

The review of literature suggests that there is a link between how employees describe their work environments and the relative

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performance of these working environments. This research revolves around working environments, employees' performances and quality of services delivered. This study tried to measure the working environments of educational institutions in the area of engineering from the perspective of the employees.

To investigate the above research issues, the survey method was used at three institutions, namely National Institute of Technology (NIT), Calicut; College of Engineering (CET), Thiruvananthapuram; and Muslim Educational Society (MES), Kuttipuram. The empirical analysis does suggest that working climates at NIT and CET might be influencing the level of services provided. NIT and CET lacked certain factors, which were indispensable for classification as high performing climates. The level of communication and motivation was graded low and there was the presence of high levels of politicking in both these institutions. This suggests the existence of high levels of bureaucracy and the prevalence of red tapism, at both the institutions. In contrast, at MES, respondents categorized their institution as having a high performing working climate. Ironically although there was politicking, it was considered to be positive and healthy as it was not detrimental to the overall efficiency of the institution.

Trade Liberalisation, Market Power and Scale Efficiency in Indian Industry

Pulapre Balakrishnan, K. Pushpangadan* and M. Suresh Babu**

Small Grant Research Project of IIM Kozhikode

Using information on listed firms in each of the industry groups at the two-digit level within manufacturing this study investigates whether the radical shift in trade policy in India in 1991 resulted in a reduction in market power and/or an improvement in scale efficiency. We estimate a group wise production function allowing for firm-specific effects. A plausible estimate of market power is obtained and the assumption of constant returns to scale is mostly rejected. As regards the effects of the trade policy shock of 1991, evidence of a move to a more competitive market structure or of an improvement in scale efficiency is not widespread across Indian manufacturing.

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Problems and Prospects of Financing Wastelands Afforestation in India: Some Insights from Eight Case Studies

Kulbhushan Balooni

Small Grant Research Project of IIM Kozhikode

There are more than 100 million hectares of wastelands in India, and to arrest the trend in the over-exploitation of land and environmental degradation, reclamation of wastelands - the degraded lands, which are presently lying unutilized due to different constraints has become absolutely necessary and urgent. Afforestation has been identified, as one of the cost-effective and environmentally sound types of land cover to use the wastelands available in the forest and non-forest areas, but financing is an important determinant of the success of such programmes.

This paper investigates various policy issues in financing of wasteland afforestation in India. This has been done by reviewing investments by various agencies in afforestation programmes - a macro-analysis, and an investigation based on eight case studies - a microanalysis. The general assumption is that financial constraints are causing the slow rate of afforestation. The results of this study show that financing per se is not the main constraint, but rather institutional impediments of various types are the immediate causes for financing wastelands afforestation in India.

Sustainable business development of innovative coconut based micro enterprises for holistic growth and poverty alleviation (SUBICSHA)

Saji Gopinath, V. Mukunda Das* and Sunil Sahadev

Sponsored by District Rural Development Agency

This study identified the potential for developing innovative products that can be made from the local resources to create sustainable enterprises, which could bring about radical transformation and holistic growth among the people below the poverty line. Titled SUBICSHA, this study is an integrated social and economic development project, proposed to be implemented through Women Self Help Groups in the Peramba Block Panchayat of Kozhikode District in Kerala. The project involves setting up of a network of microenterprises based on the locally available resource of coconut with the multiple objectives of poverty alleviation, employment generation, women empowerment, social development and agricultural development. The project is expected to produce and market many innovative products derived from coconut and its derivatives, through the micro enterprises chains set up in Perambra. It envisages development of sustainable growth oriented units that will provide grass root development. The project can be visualized as a pioneering attempt to develop sustainable rural supply chains. The study had developed methodologies for resolving some pertinent issues in Supply Chain Literature like chain cohesion, subordination of local optimal to chain global optima, etc.

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Capital Mobility and Financial Integration in Emerging Economies

P. Nandakumar, B. Batavia* and C. Wagué**

Small Grant Research Project of IIM Kozhikode

The economic mantra of the 1990s, taught by leading economists and institutions alike, was financial openness and capital account convertibility. The echoes are now dying out after the East Asian crisis. And the popular approach prevailing is to go in for a kind of tempered financial liberalization where the flood ports are thrown open only after the domestic economy has been put through the paces of internal financial reforms and judicial prudential regulations.

Financial integration is beneficial, just as trade liberalization is, if the sequencing is right - and then it is not just a question of the sequencing of trade and financial reforms. The inference is that financial integration does not mean merely opening up for capital in- and out-flows. A measure of financial integration is clearly a more involved one, requiring more information.

This paper makes an attempt to develop and compare indices of financial openness and integration of some seventeen emerging or newly industrialized countries. Variables representing the basic economic structure and chosen development paths, as well as characteristics often reflecting political choices or the influence of dominant pressure groups are tried out. Such a choice of a broad spectrum of variables is especially crucial in a study involving Asian countries among which inter-country differences reign far more than is the case within the OECD family.

Exchange Rate Variability and Stock Market Volatility: Evidence from India

P. Nandakumar, S. Banerjee*** and B. Batavia

Small Grant Research Project of IIM Kozhikode

The analytical work on the effects of exchange rate volatility has concentrated on the developments at the aggregate level, on the volume of trade in particular. Recently, some attention has also been paid to the impact on firm valuation, and the present study, dealing with the case of a large developing country, India, is in this vein.

A decade of economic reforms seems to have led to greater stock market volatility, belying expectations that improvements in the regulatory framework will bring about more stability. Exchange rate instability has also increased during this period, so that a concern about causal relations seems to be warranted. This study tests for a relation between volatility in the foreign exchange market and that of the stock market, distinguishing between share price indices of internationally active firms and those with only domestic operations. The possibility of international transmission

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of stock market disturbances is also taken into account. The influence of the general economic environment on stock market valuation and volatility is also taken into account while designing the testing models. As presumed at the outset, exchange rate instability is seen to affect stock valuation of only the firms with international operations. Surprisingly, increased volatility in major stock markets abroad is seen to influence stock price volatility of even those firms with solely domestic operations, underlying the fact that the Indian stock market is increasingly getting integrated with global financial markets.

A Study of Statistical Inference related to Change Point when Hazard Rate Changes Sharply

R. P. Suresh

Small Grant Research Project of IIM Kozhikode

In studies on hazard rates in Survival Analysis and Reliability studies, it is often the case that initially the hazard rate is high and then after a rapid or abrupt fall, it stabilizes at a lower value. If a treatment is given to a patient and then "survival" up to a relapse or some other identified episode is studied, then the patients who "survive" the initial shock of a new treatment like chemotherapy will develop low hazard rates. A similar situation in reliability problems has led to the so-called "burn-in" techniques to screen out defective electrical or electronic items and thus improve performance of the remaining items. In this study the total time on test transform approach was used to estimate the change point t and study its properties. Strong consistency of the estimator was proved. This estimator was also compared with available estimators using a simulation study.

An Analysis of Segment Disclosures under AS -17

S. Vijayalakshmi*

Small Grant Research Project of IIM Kozhikode

This study examines the level of compliance of Segment Reporting disclosure by the Indian companies. The Accounting Standard (AS)-17 on segment reporting had been made mandatory with effect from April 2001. Studies in the United States reveal that initially, the level of compliance was very poor under Statement of Financial Accounting Standards (SFAS)-14 but improved substantially under SFAS-131. The reason being SFAS-131 used internal reporting system of companies as a basis for defining reportable segment. Further, literature survey of segment disclosure standards in countries that follow variation of the International Accounting Standards (IAS), has shown poor compliance under IAS No.14, but has improved under IAS No.14-R. Indian AS-17 on segment reporting is based on IAS No.14-R.

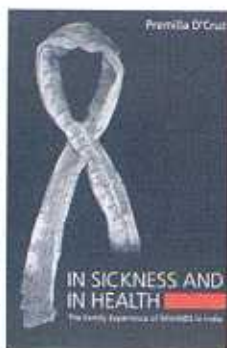
This study is based on a sample of 200 large companies drawn from a cross section of ten industries. The results show that eighty five percent of the sample companies by and large comply with AS-17. The segment reporting of the remaining fifteen percent of the sample is found to be deficient on few aspects. Many of these companies are found to be the one among the top three companies in their respective industries. Hence, unless the regulating agencies like Securities and Exchange Board of India (SEBI), Stock Exchanges and Institute of Chartered Accountants of India (ICAI) monitor the segment reporting practices, there is a fair chance that companies which are now complying with AS-17 may also follow the trend set by these large companies.

Books

D'Cruz, P. (2003) *In Sickness and in Health: The Family Experience of HIV/AIDS in India*. Kolkata: Stree. 124 p.

Conceptual frameworks from the substantive area of family health highlighting the impact of chronic illness on the care giving family point to an equitable distribution of the consequences of the illness on all family members. This book describes a qualitative study on the experience of HIV/AIDS on nuclear households in Mumbai, India.

Through individual depth interviews with spouses and thematic analyses of their narratives, the study underscores the complexity of the families' lived experiences with a stigmatising, terminal and progressively incapacitating chronic condition. Findings point to the differential impact of the illness on family members while also delineating a broader range of



family related antecedents as operating in the causal sequence compared to those indicated by the literature. Yet, the efficacy of policy and programme interventions to support such families in general and vulnerable family members in particular must be developed within the constraints of the de-institutionalisation movement and the cutbacks in social sector expenditure warranted by structural adjustment.

Nargundkar, R. (2003) *Marketing Research, Text and Cases*, 2nd edition. New Delhi: Tata McGraw Hill. 500 p.

This book takes a refreshing approach to Marketing Research. A unique blend of concepts and applications in the Indian context is presented to make the reader comfortable with the most complex aspects of Marketing Research in an easy-to-follow form. This book uses only computer-based analysis, thus making it reader-friendly for those who do not fancy manual computations in today's digital age.

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The contents span the requirements of both basic and advanced level courses in Marketing Research at the MBA level, and can help a novice reader become proficient in actually doing reasonably complex research in a short time. Part I of the book covers basic course in Marketing Research, and Part II is ideal for those who want to cover analysis techniques in greater detail. Theory is covered from a practitioner's perspective, avoiding the complexity that sometimes hinders a marketing manager from understanding his research techniques.



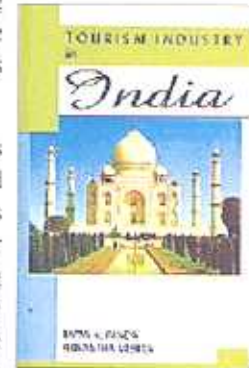
Contents include problem formulation, research design for marketing problems, and computerised analysis techniques based on SPSS software. Chapter-end cases provide recent Indian context examples of how multivariate techniques can be used in practice. Those chapters covering statistical analysis techniques are explained through a worked out example of an application in an Indian setting. The data and output of problems are provided with a detailed explanation. Two appendices at the end of the book include the author's take on Industrial Marketing Research and Careers in Marketing Research, for interested readers.

Panda, Tapan K. and Mishra, S. (eds.) (2003) *Tourism Industry in India*. New Delhi: Excel Books. 273 p.

Tourism Industry in India is passing through a revolutionary process. India's share in the global tourism business is abysmally low despite the country's rich heritage and flora and fauna being unmatched by many tourist places of the world. This is the second largest growing industry after the information technology industry. Of late, the government of India has realized the

potential of tourism in the generation of employment and foreign exchange and in the conservation of natural and cultural heritage in particular and development of regions in general.

This edited book has four sections devoted to macro economic issues of tourism development, application of marketing and information technology for tourism development, human resource issues in tourism and special tourism promotion issues. Though there are many institutions in the country engaged in the process of creating qualified manpower for tourism, the challenge before the academia is becoming complicated day by day because of the changes in the tourist activity patterns and preferences.



This book also highlights the issues related to the new tourism policy and covers all the programs and policies envisaged by the government for giving a face-lift to the growing tourism sector. The book extensively covers both managerial and strategic issues related to the problem of slow growth in the tourism industry in India, and highlights the remedial measures that the student managers and policy planners should take to promote tourism in India. It also explains the potential of domestic tourism in India and what strategies should be taken to generate additional traffic through the domestic inbound and out bound tours.

All the twenty chapters in the book are well researched by eminent scholars, and policy planners involved in tourism management in India. Further, this book extensively covers all the relevant issues pertaining to Indian Tourism industry, and also suggests measure to overcome them through managerial vision.

Articles in Refereed Journals

Ake[ta, D. (2002) A quest for reality: Deconstructing the democratic environments of learning organizations. *Vikalpa* 27(2): 57-58.

There is a burgeoning stream of literature, which has argued for the adoption of a critical methodology to reflect critically on a number of relevant issues like the notion of ideology and power; rationality, control and surveillance; and the functions of communication. This paper considers the effectiveness of a political, value based critical perspective to examine the political and yet unexplored dimensions of management. The critical methodology is used to deconstruct the democratic working environments of learning organizations, which are complex, and intricate working environments where employees and management negotiate with each other to effectively function as an organization.

Balakrishnan, Pulapre and Ramaswami, B. (2003) Food prices and the efficiency of public intervention: The case of the public distribution system in India. *Food Policy* 27(5-6): 419-436.

As public intervention is a pervasive influence on food prices, this paper asks whether and how the inefficiency of state institutions matters to food prices. In the context of the wheat subsidy scheme in India, the paper models the implications of quality differences between public and private grain supply. As both are procured at similar prices, the lower quality of public grain marks the inefficiency of government operations. The paper proposes and empirically validates a method to test for demand switches that occur as a result of quality preference. As a result, a reduction in food subsidies increases food prices and hurts the poor even when they are not major recipients of the subsidy. This seeming paradox is contingent on the inefficiency of public

interventions. Thus, the outcome will be different if the reduction in food subsidy were to be accompanied by reforms in the associated state agencies.

Ballabh, V., Balooni, K. and Dave, S., (2002) Why local resources management institutions decline: A comparative analysis of Van (Forest) Panchayats and Forest Protection Committees in India. *World Development* 30(12): 2153-2167.

Building and nurturing the institutions are most challenging tasks in any development work. In this paper an attempt has been made to understand the rise and fall of institutions involved in the management of forest resources. This has been done through comparative case studies of Van (Forest) Panchayats of Uttaranchal and Forest Protection Committees of West Bengal in India. As has been documented, Van Panchayats have been created as a response to the people's movement against forest reservation at the beginning of the 20th century. The concept of Forest Protection Committees under Joint Forest Management in India has recently emerged in response to the severe degradation of forest resources and the persistent conflicts and movements against the State. The paper goes on to explain the evolution, management systems and effectiveness of these institutions along with the issues they are confronted with in the management and protection of forest resources.

Bhatt, P.R. (2002) Internationalisation and innovation: A case study of Nokia. *Vision* 6(2): 121-129.

NOKIA is one of the 'e-generation' companies, which relies on the web to conduct their everyday business, demanding richer

and more personalized experience. Its objective is 'to transform the Digital Age to a truly Mobile Age', giving everyone access to information. Nokia is the undisputed global king of mobile communication.

It was found in the study that Nokia has become a successful company because it has adopted a strategy of continuous innovations in mobile communications. It brought technologies like General Packet Radio Services (GPRS) and Wideband Code Division Multiple Access (CDMA) as the mobile moves to third generation (3G). Nokia has established their cutting edge technology and trend setting lifestyle offerings while unveiling their mobile handset products. Nokia has adopted a strategy of mergers, acquisitions, alliance and collaboration to gain

superiority in technology and competitive advantage to become a global player in telecommunications. Nokia adopted a customer-focussed strategy to penetrate into the mobile handset market. Nokia was always concerned with the strategic issues emanating from the Asian manufacturing firms such as Samsung and Matsushita. Nokia's future strategy is to gain market leadership in security infrastructure for corporate institutions, supplying solutions to help corporations block viruses and intruders at their network gateways.

Bhatt, P.R. (2002) Financial crises of Latin America and East Asia: A comparison. *Man and Development* 24(2): 123-143.

In our study we found that there were similarities and differences between Latin American and East Asian crises. Both the regions had displayed robust performance of their economy before the crisis. There were massive foreign capital inflows in both the regions before the crisis. It was the massive inter-bank credit, which played a major funding role in East Asia whereas the bank credit has gone to public and publicly guaranteed projects in the case of Latin America. Latin American countries did not use the borrowings to develop resources tradable goods especially export

industries adequate for future debt servicing but instead used them to cover current account deficits and the huge losses of public sector units. In East Asia, a substantial part of the capital was channelled to unproductive and highly risky assets like real estate. "Over borrowing" was the root cause of financial crises in both Latin American and East Asian regions. The model of "credit rationing" phenomenon in the international credit market has failed in both the cases



while extending credit in the international market which essentially led to the financial crises. The implicit guarantee in both the cases encouraged the international banks to lend freely without serious analysis of counter party risks. Capital liberalization was another cause of Latin American and East Asian crises. Heavy government involvement and loose controls on 'connected lending' have played an important role in the generation of banking crisis. The exchange rate regime affected vulnerability to speculative attacks, the way in which the real value of impaired bank assets is adjusted downward and the ability of the central banks to act as lenders of last resort to illiquid but solvent banks. Latin America had followed import substitution policies whereas East Asia had followed export promotion policies.

Cyriac, K. (2002) Teaching ethics: The underpinnings. *Management Review* 14(4): 68-72.

Ethics in business has been in serious discussion at least for over the past two decades. Indian corporates and management schools joined the forum recently. This article argues that the crucial question centering around business ethics should be, "why be ethical?" rather than, "can ethics be taught"?

The author shares his vast experience of discussing this topic over the past two decades with management students of half-a-dozen premier institutes, and hundreds of practising managers in the country. He concludes that a sense of ethics discovered through a personal inward journey which eventually evolves a sense of community and fellow feeling determines the corporate character and finally settles the much debated issues related to right and wrong in business.

D'Cruz, P. (2002) Engulfing darkness: The impact of HIV/AIDS on the family. *Families in society: The Journal of Contemporary Human Services* 83(4): 416-430.

A qualitative study undertaken in Mumbai, India, explored the family experience of HIV/AIDS. Seven nuclear households (four with concordant couples and three with discordant couples) included in the study reported devastating impacts in various spheres of family life, following the onset and the progress of HIV related illness, and the knowledge of the seropositive diagnosis. Complex changes were observed in family composition, spousal relationships, family formation, family roles and responsibilities, family economy, quality of life and family aspirations. The findings have direct implications on policy formulation, program planning and service delivery in the field of HIV/AIDS.

D'Cruz, P. (2003) HIV/AIDS and the workplace: Challenges and responses. *Global Business Review* 4(1): 131-151.

HIV infection is characterised by various psychosocial features, namely, a gradual, long-drawn, incapacitating, stigmatising and terminal nature. Undoubtedly, it presents numerous implications for various aspects of life. In terms of the workplace, complex ramifications are identifiable. HIV/AIDS increases costs, reduces productivity and investment, and influences labour participation. It also results in discrimination against positive people in different forms such as denial of appointments and promotions, dismissals, isolation and abuse. Organisations have demonstrated a range of responses, depending essentially on their financial and human resource capacities. Overall, the attempts should be towards humanistic and empowering responses.

D'Cruz, P. (2003) Family focussed interventions in health and illness. *Journal of Health Management* 5(1): 37-56.

Research has established that the family is a critical variable in the etiology, course, outcome, treatment and care of the health and illness of its members. Consequently, the significance of a

family focus in interventions for health and illness at all levels of prevention and at all stages of the health-disease continuum cannot be ignored. A review of literature in cases of physical health and illness highlights that while such interventions, particularly at the secondary and tertiary levels of prevention, are well established in the West, the same is not true of India. Yet, adopting a family focus in India's health care system should be treated as an urgent matter and acted upon forthwith.

D'Cruz, P. (2003) Moments of truth: The experiences of wives in HIV/AIDS affected nuclear households in Mumbai, India. *Journal of Comparative Family Studies* 34(2): 255-281.

A study examining the impact of HIV/AIDS on nuclear households was undertaken in Mumbai, India. Data were collected through in-depth, individual interviews with both spouses in seven households, the households being selected through purposive sampling. Qualitative analysis was done, through which core themes, major themes, and sub-themes and their linkages were identified. The experiences of wives, some of whom were seropositive, emerged as a significant component of the findings. Moments of truth emerged as the organizing/core theme around which these experiences could be understood. The major themes included hearing the seropositive diagnosis, redefining the marital relationship, being in charge, becoming a caregiver, facing the extended family, planning the future and discovering hidden strengths. Besides bringing out the complexity of the women's experiences, the findings stressed the need and urgency for gender-sensitive intervention programmes.

Batavia, B., Nandakumar, P. and Wague, C. (2003) Economic instability and foreign direct investment: A cross-country study. *Indian Journal of Economics and Business* 2(1): 15-28.

The nature of foreign direct investment flows and the factors underlying the phenomenon must have been certainly influenced by the accelerated rate of global economic integration in the recent decades. This paper attempts to isolate the effects of the factors determining asset-seeking and export production base - seeking foreign direct investment flows which are likely to have become more important with increased integration which eases the constraints of limited national markets. For this purpose, instability indices for exports and exchange rates, as well as variables representative of human capital-intensity are obtained. Cross-section analyses are then conducted for a large sample of fifty-two countries, for the latter part of the eighties and for the most recent five year period for which data was consistently available for all the countries in the sample.

An important finding is that national income, the traditionally dominant explanatory factor for FDI inflows, is still a key factor, but diminishing in relative importance in recent years. This variable came out as the dominant one in the regressions for the eighties, for both the overall sample and for a reduced sample containing only European Union countries. However, the picture

changes dramatically when the empirical analysis is conducted for the 1990s, when the size of the national markets must have become less important as barriers to trade and investment flows fell rapidly. For this latter period, exchange rate and export instability indices obtained by the authors are seen to be more significant than national income as determinants of FDI inflows. Such a change is even more pronounced in the EU sample, which can be interpreted as the fact that in a well-integrated Europe, national income has no role in attracting FDI inflows. Human capital availability, and the stability of the economic and investment environment are seen to be clearly more important in choosing a host country which may be only serving as a base for global activities.

Panda, Tapan K. (2003) Sustainable change through transfer of technology and produce marketing - A case study of the Dongriya Kondh community of Orissa. *Social Change* 33(1): 55-66.

This paper is the end result of a sponsored research project undertaken by the author in the tribal districts of Orissa. The state of Orissa is densely populated with tribal who are living in spread outs of the southern extensions, and are of Austro-mongoloid origin, one of the oldest aborigines of the state. The social and community life of these tribes is some what advanced compared to other types of tribes in Orissa. The Dongriya Kondh Development Agency is an organization assigned the responsibility of bringing this tribe to the main stream. Due to their efforts the tribes have started adopting the modern method of cultivation and have shifted from agricultural farmers to horticulturists. This paper applies the Samuelson's multiplied effect model to understand the development index and direction among the tribe.

The paper assesses the factors influencing the buying behaviour of modern amenities and products and the criteria contributing to the selection of a particular product range among the tribes. A sample of 278 tribal households was selected for the study and data analysis was done by applying the Kendall's test and factor analysis. The paper identifies five factors namely performance, user friendliness, features, convenience and economy responsible for product choice. The multiplier effect model used the National

Council of Applied Economic Research leakage model and found out the multiplier to be 3.35 showing a high growth index in last few years of planned development.

Sahadev, Sunil (2002) Managing marketing channels for high technology products: A behaviour based approach. *Decision* 29(2): 21-44.

This paper focuses on the behavioural aspects of managing marketing channels dealing in high technology products. High technology products are distinguished in terms of product attributes like incidence of frequent technological innovations, shorter product life cycle, high levels of customer uncertainty etc. The paper conceptualises the connection between these product attributes and channel management variables so as to present a normative model for managing marketing channels in the high tech context. The model incorporates important behavioural variables associated with marketing channel management.

Suresh, R.P. (2002) Estimation of change point when hazard rate changes sharply. *Journal of Indian Statistical Association* 40(2).

In studies on hazard rates in Survival Analysis of Reliability studies, it is often the case that initially the hazard rate is high and then after a rapid or abrupt fall, it stabilizes at a lower value. If a treatment is given to a patient and then "survival" up to a relapse or some other identified episode is studied, then the patients who "survive" the initial shock of a new treatment like chemotherapy will develop low hazard rates. A similar situation in reliability problems has led to the so-called "burn-in" techniques to screen out defective electrical or electronic items and thus improve performance of the remaining items. The hazard rate model

$$h(t) = \alpha \text{ if } 0 = t < \tau \\ = \beta \text{ if } \tau = t < \infty$$

is used in such situations. In this paper, an estimate for τ was derived using a total time on test statistic. Using a simulation study, it has been found that this estimator performs reasonably well as compared to other existing estimators.





Articles in other Journals, Book Chapters and Conference Proceedings

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Note: For further details please write to the authors concerned.



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