

IIMK VOLUME 10 | JULY 2012
RESEARCH
NEWSLETTER

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MESSAGE FROM DIRECTOR

This tenth issue of the Research Newsletter is a testimony to our deep commitment to research here at IIMK. This year also marks the starting of a new research endeavor in the form of an academic journal *IIM Kozhikode Society & Management Review* (<http://ksm.sagepub.com>). Though the name has changed from the one I promised in my message in the last year's Research Newsletter, our dedication to the theme of the journal remains unchanged.

IIM Kozhikode Society & Management Review is a bi-annual journal that aims to connect to the management community - academia, businesses, public institutions, NGOs, and the Government - by way of motivating research and publishing rigorous, clear and widely accessible articles concerning business management and broader society.

The forthcoming issue of the journal on *Education – Access, Quality, and Finance* builds on the first issue on *Governance – Transparency, Accountability, and Sustainability*, which includes contributions from eminent academics and policymakers such as Kulbhushan Balooni, A Damodaran, Anup K. Sinha, Kapil Sibal, Rajat Nag, and R. Gopalakrishnan.

I hope this journal is able to begin a wide and open discussion on providing scientific but ethical solutions to management problems plaguing our world and I sincerely invite you to contribute to this cause of making management research rigorous and yet useful to the broader society.

Prof. Debashis Chatterjee





MESSAGE FROM CHAIRPERSON

At IIMK our leading vision is to globalize Indian thought. Accessible, relevant and impactful research by our faculty is perhaps the most potent way of achieving our stated mission. In the past year, the IIMK faculty has had the opportunity to influence the global academic community with its research articles in peer reviewed journals and through its participation in various academic forums. With continued support from IIMK by way of research and conference grants, I am sure our faculty will be able to surpass its research achievements in the coming years as well. On behalf of the Research, Conferences and Publication Committee, I look forward to your participation in making IIMK committed to excellence in research.

With warm wishes,

Prof. Shubhasis Dey

Chairperson

Research, Conference and Publication Committee

ARTICLES IN JOURNALS

Amblee, N., & Bui, T. (2012). Harnessing the Influence of Social Proof in Online Shopping: The Effect of Electronic Word of Mouth on Sales of Digital Microproducts. *International Journal of Electronic Commerce*, 16(2): 91-114.

Social commerce has taken the e-tailing world by storm. Business to consumer sites and, more important, intermediaries that facilitate shopping experience, continue to offer more and more innovative technologies to support social interaction among like minded community members or friends who share the same shopping interests. Among these technologies, reviews, ratings, and recommendation systems have become some of the most popular social shopping platforms due to their ease of use and simplicity in sharing buying experience and aggregating evaluations. This paper studies the effect of electronic word of mouth (eWOM) communication among a closed community of book readers. We studied the entire market of Amazon Shorts e-books, which are digital microproducts sold at a low and uniform price. With the minimal role of price in the buying decision, social discussion via eWOM becomes a collective signal of reputation, and ultimately a significant demand driver. Our empirical study suggests that eWOM can be used to convey the reputation of the product (e.g., the book), the reputation of the brand (i.e., the author), and the reputation of complementary goods (e.g., books in the same category). Until newer social shopping technologies gain acceptance, eWOM technologies should be considered by both e-tailers and shoppers as the first and perhaps primary source of social buying experience.

Anand, G., Kodali, R., & Kumar, B. S. (2011). Development of analytic network process for the selection of material handling systems in the design of flexible manufacturing systems. *Journal of Advances in Management Research*, 8(1): 123-147.

Purpose – Selection of material handling systems (MHS) is an important decision to be taken during the design of flexible manufacturing systems (FMS) as it affects the layout of FMS. Many researchers have addressed this issue of MHS selection in the domain of operations management, while a few of them



have addressed this issue in the domain of FMS. However, none of them have modelled this problem by incorporating the relationship/dependencies that exist between various factors/attributes/criteria/elements (in short, it will be called “factors” for the sake of simplicity). Hence, in this paper an attempt has been made to overcome this issue.

Design/methodology/approach – Hence, one of the recently developed multi-attribute decision-making (MADM) models – namely the ANP — is utilised as it has the capability to incorporate the relationship that exists between and within different factors. To demonstrate the application of ANP, a hypothetical case situation is presented.

Findings – The results obtained from ANP revealed that conveyor is a better alternative for the FMS under the given case situation. Furthermore, this study also revealed the computational complexity of the ANP, albeit it is successful implementation of dependency/relationships between the factors within the decision-making process.

Practical implications – It is believed that this paper will enable the practitioners to appreciate the role of ANP in the strategic decision-making process, apart from helping them understand how decisions can be made in a structured manner. However, it should be understood that although ANP can provide adequate support to the decisions being made, it requires the experience and judgements of the decision makers to arrive at a particular decision.

Originality/value – According to the authors’ knowledge, no paper exists in the literature that demonstrates the application of ANP, specifically for selecting a MHS during the design of FMS by considering 35 or more factors. Furthermore, the paper attempts to model this problem by incorporating the relationship/dependency that exist between these factors, which is unique when compared to those papers that have already dealt with this problem.

Anand, G., Kodali, R. & Dhanekula, C.S. (2012). An application of analytic network process for selection of a plant location: a case study. *International Journal of Services and Operations Management*, 12(1): 35–66.

Location decision is considered to be one of the strategic decisions in the fields of supply chain management (SCM) and operations management (OM). Researchers worldwide have addressed this issue by utilising various mathematical models and techniques. However, a review of literature revealed that not many papers are available, which have utilised the recently developed multi-attribute decision making (MADM) model – namely, the analytic network process (ANP) especially for making a location decision of setting up a manufacturing plant. Hence, in this paper, an attempt has been made to address this issue by developing an ANP model to select a suitable location for a hypothetical



case situation. One of the important contributions of this paper is that about 40 decision factors have been considered simultaneously and the interdependencies and interrelationships between these factors have been captured by the ANP, which is unique when compared to those models that are available in the literature addressing a similar problem.

Anand, G. & Kodali, R. (2012). An application of analytic hierarchy process for the selection of a methodology to improve the product development process. *Journal of Modelling in Management*, 7(1): 97-121.

Purpose – According to the literature, on an average, it takes around three to four years to develop a new product and about 50 percent of the costs incurred in product development (PD) tend to be spent on wastes that occur during the PD process. Hence, organizations are implementing various alternative methodologies such as Concurrent Engineering (CE), Lean Product Development (LPD)/Lean New Product Development (LNPD), and Agile Product Development (APD)/Agile New Product Development (ANPD) to improve their existing PD process. However, it is not clear: how does an organisation or a PD manager choose between these alternative methodologies for improving their PD process?

Design/methodology/approach – Since the above-mentioned problem requires multiple factors/criteria/elements (in short, it will be called as “attributes” for the sake of simplicity) to be considered simultaneously; the use of a Multi-Attribute Decision Making (MADM) model is warranted. The most commonly used MADM model, namely the Analytic Hierarchy Process (AHP) is utilized to model the above problem using a hypothetical case situation.

Findings – In this paper, the different attributes that are to be considered while making a decision of selecting a suitable PD methodology were identified. Furthermore, the results of AHP indicated that LPD is a better alternative for the case situation under consideration.

Originality/value – According to the authors’ knowledge, no paper exists in the literature of AHP or PD or LPD/LNPD that discusses the application of AHP for the selection of a product development methodology, especially for making a strategic decision in a product design and development department of an organisation.

Anitha, V. S., & **Sebastian, M. P.** (2011). Dominating Set Based, Distributed and Adaptive Clustering Algorithm for Mobile Ad Hoc Networks. *IET Communications*, 5(13): 1836–1853.

The creation of stable, scalable and adaptive clusters with good performance, faster convergence rate and with minimal overhead is a challenging task in mobile ad hoc networks (MANETs). This study proposes two clustering techniques for MANETs, which are (k, r)-dominating set-based, weighted and adaptive to changes in the network topology. The set of dominating nodes functions as the clusterheads. The scenario-based clustering algorithm for MANETs (SCAM) is a greedy approximation algorithm, whereas the distributed-SCAM (DSCAM) selects the (k, r)-dominating set through a distributed election mechanism. These algorithms achieve variable degree of clusterhead redundancy through the parameter k which contributes to reliability. Similarly, flexibility in creating variable diameter clusters is achieved with the parameter r. To improve the stability of the created clusters, the affiliation of other nodes with the clusterhead is decided based on the quality of the clusterhead, which is a function of connectivity, stability, residual battery power and transmission range. Mechanisms are available for accounting the group mobility and load balancing. The performance of these algorithms are evaluated through simulation and the results show that these algorithms create stable, scalable and load-balanced clusters with relatively less control overhead in comparison with the existing popular algorithms.

Bahinipati, B. K., & Deshmukh, S.G. (2011). Vertical Collaboration in Semiconductor manufacturing Industry: A Decision Framework for Supply Relationships. *Computers and Industrial Engineering*. 62(2): 504-526.

Vertical collaboration problem focuses on integrating and modeling the decision problems of the suppliers and buyers together with the market intermediary by identifying the inefficiencies in the traditional marketplace and aligning the incentives of members in the e-marketplace. The present work develops and solves real life e-marketplace models for complex buyers–suppliers procurement problems by estimating the order quantities in the collaborated supply chain. The newsvendor framework considers demand to be independent of the selling price as is generally the case in the semiconductor industry supply chain dealing with techno-savvy customers. The vertical collaboration process would be more effective if the length of the planning horizon and order size is considered as a negotiation parameter between the buyer and supplier.

Bahinipati, B. K., & Deshmukh, S. G. (2012). Impact of e-market on semiconductor supply chain coordination: guidelines from theory. *Logistics Research*, 4(1-2): 19-38.

While exploring buyer–supplier collaborative relationships and new procurement opportunities through optimized use of the



available resources, the present work proposes a framework depicting an appropriate policy. The proposed framework captures the technological and business basis for the integration of various elements for e-market characterization with expected outcomes. E-markets as coordination structures interact between various enterprises of the semiconductor industry supply chain (SSC) through the process of bidding and pricing system. In this regard, the factors affecting e-market adoption by the participants and the impact of e-market on customer service in the SSC are explored with the objective to develop strategies for collaborative relationships between buyer(s) and supplier(s) in e-market.

Bahinipati, K., & Deshmukh, S. G. (2011). Issues and perspectives of business transformations in semiconductor industry supply chain: reviews and insights. *International Journal of Business Insights and Transformations*, 4(1): 23-33.

The semiconductor industries are highly capital-intensive enterprises dealing with short life-cycle products, offering potential to simultaneously examine different perspectives of collaborative relationships. In order to relate this work to the literature and highlight its contributions, it is essential to provide a more technical description and a discussion on supply chain collaboration from various perspectives of the semiconductor industry. The issues pertaining to responsiveness, collaborative development practices, strategic procurement and information technology (IT), and control-oriented approaches are presented. The observations from a detailed review of literature will offer scopes for future research in the semiconductor industries and other similar manufacturing environments.

Balooni, K., Gangopadhyay, K., Turakhia, S., & Karthik, R. G. (2012). Challenges in the Sustainability of a Targeted Health Care Initiative in India. *IIM Kozhikode Society & Management Review*, 1(1): 27-41.

In this article, we raise sustainability issues in a targeted health initiative, namely the Rashtriya Swasthya Bima Yojana. This unique health insurance initiative targets the poor population to address the iniquity in healthcare in the Indian societal context. We analyse this initiative because it is a unique case of a public private partnership in the development sector arena in India being used as an instrument for improving health care system in a large scale. The initial success stories from this initiative include improved hospitalisation rates for the targeted population, a reduction in their out-of-pocket healthcare spending, and a reasonable incentive encouraging the participation of insurance

companies. The sustainability of this initiative, however, is threatened mainly by a lack of information, heterogeneity in access, institutional shortcomings, and the long-run escalation of costs. While the government is employing a public-private partnership to implement this initiative, there is need to simultaneously use this model to augment the existing health infrastructure to make this initiative sustainable and effective.

Gandhi, P.J., Murthy, Z. V. P., & **Pati R.K.** (2011). Optimization of process parameters by Taguchi robust design method for the development of nano-crystals of sirolimus using sonication based crystallization. *Crystal Research Technology*, 1 – 20 / DOI 10.1002/crat.201100329

Taguchi method is widely used by the engineers and researchers across the globe for optimization of process parameters in view of cost, economy and time. Ultrasound based sonication process was used for deriving the nano-crystals of sirolimus in a narrow range. Seven critical process parameters with three levels were optimized with L18 array design. Crystal size analysis with its zeta potential measured and found that the crystals derived are stable in nature. Also SEM analysis carried out to know size and shape of the crystals and found that the crystals obtained are spherical in nature. Purity of the crystals derived checked with the help of melting point, TLC and HPLC procedures. Characterization of nano-crystals made with Fourier transform infrared spectroscopy and X-ray diffraction analysis. Correlation between the zeta potential and crystal size has been established with the help of scientific and statistical methods. Detailed statistical analysis such as *t* test, regression and descriptive statistics of the results has been carried out to explore further information and interactions of process parameters.

Gangopadhyay, K., & Mondal, D. (2012). Does stronger protection of intellectual property stimulate innovation? *Economics Letters*, 116 (1): 80-82.

This work incorporates the idea that the protection of intellectual property rights may hinder the free flow of scientific knowledge from innovations in a standard endogenous growth model and finds that stronger protection of intellectual property rights may discourage innovation.

Gangopadhyay, K., & Balooni. K. (2012). Technological infusion and the change in private, urban green spaces. *Urban Forestry and Urban Greening*, 11(2):205-210.

Despite the fact that the multifaceted values of urban green spaces in the public and private domain constitute the core of urban sustainability, their importance is not adequately investigated in the context of developing countries. We undertook a survey of homegardens on private properties in Kozhikode, a city located in the



state of Kerala, India. Our investigation reveals a substantial loss of private green spaces, defined in terms of the added economic value homegardens provided to households during the last decade. We hypothesise and validate empirically that this loss, over time, is negatively associated with technological infusion at the household level, which we measure by assessing the increase in the number of personal computer(s) possessed by households. We provide an economic framework to discuss the implications of our proposition. We conclude that the nature of positive externalities associated with private, urban green spaces demands policy intervention by the State.

Joseph, J., & Sivakumaran, B. (2011). Consumer promotion in the Indian market. *Journal of International Consumer Marketing*, 23(2): 151-165.

In this article, we perform a content analysis of 3,770 promotional ads (all print) in India. We found that in line with our expectation, a greater number of non-CFB promotional ads (e.g., discounts/freebies) were used vis-à-vis CFB promotional ads (e.g., contests). We also found a greater incidence of utilitarian promotional ads for utilitarian products and that these tended to use message arguments (versus peripheral cues). Results revealed that hedonic promotions used more print area and were in color. Contrary to expectations, we found that hedonic promotions used as many peripheral cues as message arguments and utilitarian products used as much color as black-and-white.

Kohli, R. & Mann, B. J., (2012). Analyzing determinants of value creation in domestic and cross border acquisitions in India. *International Business Review*, 21 (6): 998 – 1016.

The present study seeks to assess the acquiring company announcement gains, and determinants thereof, in domestic and cross border acquisitions in India. For this purpose, 268 acquisitions comprising of 202 cross border acquisitions and 66 domestic acquisitions constitute the sample set. Standard event study methodology has been employed for computing the announcement returns. Further, regression analysis has been conducted to assess the sources of wealth gains in domestic and cross border acquisition. The results of event study indicate that cross border acquisitions have created significantly higher wealth gains than the domestic ones.

Further, the results of regression analysis highlight that cross border acquisitions, pursued by the acquiring companies in technology intensive sector, for the target companies also in technology intensive sector, create superior wealth gains. The reason being, such cross border acquisitions provide an opportunity to the acquiring company to combine and judiciously utilize intangible resources of both the companies on a broader scale across new geographies. Thus, the study contributes to the existing literature on internalization theory by extending it to an emerging market like India.

Krishnan, T. N. (2012). Diversity in career systems: The role of employee work values. *The Indian Journal of Industrial Relations*, 47(4): 685-699.

Different career systems foster dissimilar end states and opportunities. Since, work values are the standards by which employees discern the importance or establish preferences with regard to workplace outcomes it is proposed that employee work values could be a useful frame to understand the variations in the adoption of career system practices across organizations. Although the effects of work values on vocational choice making have been studied before, employee work values have not been linked to the career management systems in organizations. Two sets of higher order constructs of work values, viz. openness to change and self-transcendence are proposed to relate to internal career management systems whereas two others viz. conservatism and self-enhancement are proposed to relate to external career management systems.

Krishnan, T. N., & Maheswari, S. K. (2011). A re-conceptualization of career systems, its dimensions and proposed measures. *Career Development International*, 16 (7): 1362-0436.

Purpose – The purpose of this paper is to propose and generate initial evidence on the psychometric properties of a re-conceptualized organizational career system (OCS).

Design/methodology/approach – Data were collected from head of HR/head of business units on the career system variables. Reliability and exploratory factor analysis using SPSS and confirmatory factor analysis using AMOS helped the authors to test the theoretically derived factor structure. The psychometric properties of the three-factor instrument were examined and provided initial evidence of the reliability and validity of OCS.

Findings – The model fit indices confirm the three-dimensional factor structure of organizational career systems. The three dimensions pertain to labor market orientation, employee advancement orientation and employee lateral movement.

Originality/value – In proposing this conceptual model, the authors draw insights from a number of distinct literature streams. The further development of an instrument to evaluate perceptions of



career systems should encourage researchers and practitioners to use the instrument for empirical and diagnostic purposes.

Keywords Career systems, Internal labour market, Employee advancement, Career research, Careers, Employees

Kumar, M., & Singh, S. (2011). Leader-Member Exchange & Perceived Organizational Justice – An Empirical Investigation. *The Indian Journal of Industrial Relations*, 47(2): 277-289.

This study explored the relationship between the dimensions of two social exchange mechanisms of quality of leader-member exchange (LMX) and perceived organizational justice. Comprehensive multi-dimensional measures of organizational justice perception and quality of leader-member exchange relationship were used for the study. In line with recent and more elaborate measures of organizational justice, the LMX was also operationalized as dyadic and general environment of quality of leader-member exchange. The study was a web based survey of 266 Indian working executives from diverse set of industries. The generalizability of comprehensive measures of multi-dimensional LMX and organizational justice was supported in the Indian context.

Kumar, M., & Singh, S. (2011). Roles of perceived exchange quality and organisational identification in predicting turnover intention. *IIMB Management Review*, 24: 5-15.

This paper explores whether the perceived quality of the leader-member exchange and the general environment of exchange could predict turnover intention. It further examines the role of organisational identification as an explanatory variable mediating between exchange relationships and turnover intention. The authors used three-step hierarchical linear regressions on a data set collected in two time waves. The results supported the mediating role of organisational identification for the leader-member exchange and turnover intention relationship as well as the general environment of exchange and turnover intention relationship. Moreover, as was expected, the general exchange quality had a greater impact on organisational identification compared to the leader-member exchange quality. However, the findings did not confirm the expected trend in the case of two exchange variables predicting turnover intention.

Mann, B. J., & Kohli, R. (2012). Do brand acquisitions create wealth for acquiring company shareholders? Evidence from India. *Journal of Product & Brand Management*, 21 (4) : 265 – 274.

The paper seeks to assess the impact of brand acquisition announcement on the wealth of the acquiring company's shareholders in India. Furthermore, announcement returns have been assessed and compared across FMCG versus pharmaceutical brand acquisitions and domestic versus cross border brand buyouts. Standard event study methodology has been applied to compute the announcement returns for the overall sample of brand acquisitions and for the sectoral and the cross border analyses. The results indicate that the acquiring company shareholders have gained positive and significant returns on the announcement of a brand acquisition as it offers instant access to brand names that are vital for the companies to compete effectively in a dynamic business environment. Further, it gives an assurance of better long term prospects for the acquiring company by adding certainty to the future cash flows. However, value creation is not universal; rather it is sector specific and country specific thus yielding higher wealth gains for the FMCG sector brand buyouts than the pharma ones and for the domestic brand acquisition than the foreign ones

Mitra, S., & Thorpe, M. W. (2011). The Evolution of the Transport and Logistics Sector in Dubai. *Global Business and Economics Anthology*, 2 (2): 342-353.

Over the past decade the emirate of Dubai has emerged as a leading transport and logistics centre serving not only the Middle East and North Africa (MENA) region, but also Russia, Europe, Asia and the Far East. This has been driven by concerted and far-sighted government initiatives which since the mid-1970s have sought to diversify an economy underpinned by oil revenues, but with an otherwise limited domestic resource base. With little arable land and a very small and un-skilled population, Dubai was a pearling port and regional entrepot based around shipping until the discovery of oil in the 1960s. A succession of formal government plans has introduced incentives and inducements aimed at encouraging Free Zone based companies to set-up operations in the emirate with the aim of fast-tracking the establishment of a modern, service-based economy. Initially the planning focus was on establishing the finance, tourism and property sectors as well as on significant expansion and upgrading of traditional trading activities. More recently the emphasis has broadened to incorporate more technology-intensive service industries. The phased development of Dubai's transport and logistics sector over the past several decades has culminated in the establishment of a major regional multi-modal commercial and transport hub, a so-called 'transtropolis'. Although a work-in-progress, several stages of this long-term project are already operational and construction remains ongoing. The future success of this government project is unclear. In the public sector, there exist major challenges,



some reflective of the need to efficiently manage and coordinate such a huge undertaking while others stem from the uncertainties of a competitive global market-place. For individual companies and industries (public and private) looking to participate and commit to the venture, a number of issues need to be addressed in the formulation of business strategies.

Mitra, S., Tan, A. W. K. (2012). Lessons learned from large construction project in Saudi Arabia, *Benchmarking: An International Journal*, 19(3): 308 – 324.

Purpose – The purpose of this paper is to identify project management issues in a specific construction project in Saudi Arabia, highlighting its unique context.

Design/methodology/approach – In the tradition of phenomenological research, a framework based deductive research approach is adopted where a structured questionnaire is used in one-to-one interview with project participants.

Findings – This research highlights the interaction outcomes of human, project tool & methods, supply chain and finance affecting overall project execution and goes beyond to identify critical linkages in these interactions, including those that will need identification of skill sets required for the project manager's role, options approach and standardization of product and processes together with early involvement of diverse stakeholders in the project for their better execution through ex ante identification of project parameters requiring minimum changes.

Practical implications – The final framework arrived at identifies various tradeoffs involved in project management in the idiosyncratic context of demanding client driving the project needs and internal resistance to change limiting flexibility in project execution. It focuses on deviations from international project execution standards, as found in large construction projects in the Middle East, specifically Saudi Arabia.

Research limitations/implications – The limitation of the research lies in arriving at generalizable findings based on the study of a single international hotel construction project, and not an industry-wide questionnaire survey which can, in future, refine and strengthen the framework developed.

Originality/value – A study in the context of Saudi Arabia is seldom reported in international journals although large turnkey construction project opportunities exist for international firms in this country and in the Middle East region.

Nair, S. R., & Eapen, L. M. (2012). Food Price Inflation in India (2008 to 2010) A Commodity-wise Analysis of the Causal Factors. *Economic and Political Weekly*, 47(20): 46-54.

This paper analyses the causes of the high inflation experienced in 12 food commodities between January 2008 and July 2010. It is shown that a majority of the commodities were subject to inflationary pressures due to domestic supply-side constraints. They include pulses, fruits, vegetables, meat, fish, spices, tea, coffee and sugar. Cost escalation was the primary reason for rising prices of milk and eggs. The high inflation of rice was caused by a complex interplay of factors. With the exception of milk, the paper finds no concrete evidence to support the popular view that the higher food prices in recent years was the outcome of a “secular shift” in food consumption patterns towards high-value agriculture products. Developments in the global economy have influenced the domestic food prices mainly through passing on world oil price increases. High cost food imports played only a very limited role.

Nair, S. R., & Eapen, L. M. (2011). Wheat Price Inflation in Recent Times: Causes, Lessons and New Perspectives. *Economic and Political Weekly*, XLVI (36): 58-65.

This paper demonstrate that the high level of wheat procurement during 2008-09 and 2009-10 at a higher minimum support price was necessitated by the difficult circumstances that the government faced, characterised by a precarious buffer stock position from 2005 to 2008. Hence, blaming larger procurement and a higher MSP alone for the soaring wheat prices between 2008 and 2010 is an oversimplification of the problem. The experience with wheat procurement in the recent past suggests that foodgrain procurement at a lower MSP may not always be feasible. Finally, the paper shows that the inability of the government to utilise the abundant wheat stocks for the benefit of the consumers during the recent phase of high foodgrain prices was due to the poor offtake of the grain allotted to the states, not to the operations of private trade via the government’s open market sales window.

Purkayastha, S., Manalova, T., & Edelman L. (2012). Diversification and Performance in Developed and Emerging Market Contexts: A Review of the Literature. *International Journal for Management Reviews*, 14 (18-38).

The link between diversification and performance has become an important topic for research in diverse fields such as strategic management, industrial organization and financial management. However, a synthesis of the research done in developed and emerging markets is missing. This paper attempts such a synthesis by comparing and contrasting the past cumulative empirical research evidence on the relationship between diversification and firm performance in the context of developed economies to the more recent work in the emerging economies. The empirical literature has been divided into three broad perspectives, and the paper highlights the considerable diversity in its findings in



developed and emerging markets across each of these perspectives. Based on this study, it is proposed that related diversification is preferable in developed economies and should be based on specific resources, whereas unrelated diversification is appropriate in emerging economies and should be based on generic resources. Although agency problems exist in both contexts, it is argued that the type of problem differs in developed and emerging markets. The paper concludes by identifying three directions for future research. First, the relationship between diversification and performance should be examined across each industry separately and not in aggregate. Secondly, future research needs to examine the organizational mechanisms required to make diversification successful. Finally, the relationship needs to be examined under unstable and dynamic situations such as the current global economic downturn.

Raju, C., & Raghottam, A. H. (2012). On Designing Chain Sampling Plan (ChSP-1) for Average Quality Protection. *Model Assisted Statistics and Applications, USA, 7:* 125-30.

A simple approach for designing Chain Sampling Plan (ChSP-1) based on Dodge-Romig principle of Average Quality Protection (given AOQL) under the Poisson model is proposed. The precision of the results based on the proposed method is compared with other design procedures. An algorithm and sample table for construction and selection of ChSP-1 are also provided.

Raju, C., & Raghottam, A. H. (2011). Minimum Average Total Inspection (ATI) Chain Sampling Plan (ChSP-1). *International Journal of Statistics and Analysis, 1(4):* 383-92.

Several existing designing procedures for chain sampling inspection plan ChSP-1 for desired values of AQL and LQL with associated risks are discussed. Though these procedures differ methodologically in arriving at solutions, the primary aim is the desired risks (a and b). Too many procedures ending at different solutions confuse the user in choosing a plan of his choice of parameters. In this paper a computer-aided solution is developed to select an optimum ChSP-1 for a required set of parameters say, (AQL, 1-a) and (LQL, b) giving the minimum average total inspection. Examples are provided.

Sajeev, G. P., & **Sebastian, M. P.** (2011). A Novel Content Classification Scheme for Web Caches. *Evolving Systems*, 2(2): 101-118.

Web caches are useful in reducing the user perceived latencies and web traffic congestion. Caching and replication of web contents are well accepted techniques to improve the performance of web services. A proxy-cache deployed near to a client serves the web documents locally. This increases the client side download speed and reduces the out born traffic. An efficient proxy-cache server can deliver most of the requests from its local cache. The performance of such a service depends on the cache architecture, admission policy, and replacement method and cache consistency. Handling the input traffic dynamics is the key aspect in a cache server's success. Multi-level classification of web objects in caching is relatively an unexplored area. This paper proposes a novel classification scheme for web cache objects which utilizes a multinomial logistic regression (MLR) technique. The MLR model is trained to classify web objects using the information extracted from web logs. We introduce a novel grading parameter worthiness as a key for the object classification. Simulations are carried out with the datasets generated from real world trace files using the classifier in Least Recently Used-Class Based (LRU-C) and Least Recently Used-Multilevel Classes (LRU-M) cache models. Test results confirm that the proposed model has good online learning and prediction capability and suggest that the proposed approach is applicable to adaptive caching.

Sett, R. K. (2012). Urbanized Young Indians: Are They Goal Oriented? A Scale-Validation Study of the Regulatory Focus Questionnaire in the Indian Context. *Asia Pacific Journal of Marketing and Logistics*, 24(3).

Purpose – The purpose of this paper is to validate the Higgins regulatory focus/goal orientation questionnaire (RFQ) in the Indian context on a sample of urbanized young Indians: one of the most important consumer segments in India.

Design/methodology/approach – Items were validated using exploratory and confirmatory factor analyses, through both parametric and non parametric approaches to estimation.

Findings – Scale validity and reliability was established in the Indian context.

Research limitations/implications – A sample of 152 final year students enrolled in professional courses, conforming to the characteristics of urbanized young Indians, was used. Consumers' goal orientation may now be successfully measured in the Indian context.

Practical implications – Marketers may use the questionnaire to measure consumers' goal orientation and design products and advertisements catering specifically to

promotion and prevention oriented customers. According to Cesario, Grant, and Hissing and Avnet and Higgins, this is important as message persuasiveness and product evaluation is dependent on consumer's goal orientation.

Originality/value – Given the aspirational and goal directed nature of the dominant consumer segment of young Indians in India, it is essential that regulatory focus is measured well. This study establishes the validity of the scale for young Indians whose chronic regulatory focus can now be measured effectively.

FORTHCOMING JOURNAL ARTICLES

Abdulla, M. S. (2012). Multi-Criteria Decision Making with overlapping criteria. *IIMB Management Review*, September 2012.

Adhikari, A., Rao, A. K. (2012). Eliciting Individual Preference and Bargaining Behavior in Family Buying Decision. *Cornell Hospitality Quarterly*, 53(4).

Anand, G., & Bahinipati, B. K. (2012). Measuring horizontal collaboration intensity in supply chain: a graph-theoretic approach. *Production Planning & Control*, DOI:10.1080/09537287.2011.642164.

Bahinipati, B.K., & Deshmukh, S. G. (2012). A Conceptual Framework for Lateral Collaboration in Semiconductor Industry Supply Networks. *International Journal of Management & Enterprise Development*.

Bahinipati, B.K., & Deshmukh, S.G. (2014). Lateral Collaboration in Semiconductor Industry Supply Networks: A procurement Perspective. *International Journal of Information System and Supply Chain Management*, 7(2).

Dey, S., & Nair, S. R. (2012). State-level Borrowing Costs under Deregulation – An Indian Experience. *Journal of Asia Business Studies*.

Gupta, M. A., Kumar, R., & **Upadhyayula, R. S.** (2012). Success of a Merger or Acquisition – A Consideration of Influencing Factors. *International Journal of Management Practice*.

Haleem, A., & **Sebastian, M. P.** (2012). An Energy Conserving Approach for Data Formatting and Trusted Data Exchange in Resource Constrained Networks. *Knowledge and Information Systems*.

Jharkharia, S. (2012). Supply Chain Issues in Mergers and Acquisitions: A Case from Indian Aviation Industry. *International Journal of Aviation Management*.

Krishnan, T. N. (2012). An exploratory study on executive management education through technology mediated distance learning in India. *Industrial*



& *Commercial Training*, July-August.

Pati, S. P. (2012). Development of a measure of employee engagement. *Indian Journal of Industrial Relations*, July-August.

Purkayastha, S. (2013). Diversification strategy and firm performance: evidence from Indian manufacturing firms. *Global Business Review*, Jan-March.

Shukla, M., & **Jharkharia, S.** (2013). Fresh Supply Chain Management: A Literature Review. *International Journal of Operations and Production Management*, 33 (2).

Shukla, P., & Purani, K. (2012). Comparing the Importance of Luxury Value Perceptions in Cross-national Contexts. *Journal of Business Research*, 65 (10): 1417–1424.

Thangamani, G. (2012). Generalized Stochastic Petri Nets for Reliability Analysis of Lube Oil System with Common-Cause Failures. *American Journal of Computational and Applied Mathematics*, August.

Yang, J., Kim, W., **Amblee, N.**, & Jeong, J. (2012). The heterogeneous effect of WOM on product sales: why the effect of WOM valence is mixed? *European Journal of Marketing*, 46 (11) : 1523 – 1538.

ARTICLES IN PERIODICALS

Chatterjee, D. (2011). Leading India to a new way. *Economic Times*, May 14.

Chatterjee, D. (2011). Battle of the cattle class. *Economic Times*, December 3.

Chatterjee, D. (2012). How free is the IIM?. *The New Indian Express*, February 10.

Nair, S. R. (2011). Proceed with caution on sugar exports. *The Hindu Business Line*, September 27.

Thomas, J., & Purani. K. (2011). Sustainability: Are you Ready? *Nutshell: An ISA* (Indian Society of Advertising) Publication, Vol 2.

BOOK CHAPTER

Anitha, V. S., & **Sebastian, M. P.** (2011). Multi-Purpose DS-based Cluster Formation and Management in Mobile Ad Hoc Networks. In Ismail Khalil and Edgar R. Weippl (Eds.), *Innovations in Mobile Multimedia Communications and Applications: New Technologies*, IGI Global.

This chapter proposes a scenario-based and diameter-bounded algorithm for cluster formation and management in mobile ad hoc networks (MANETs).

A (k, r) -Dominating Set is used for the selection of clusterheads and gateway nodes



depending on the topology of the network. Here k is the minimum number of clusterheads per node in the network and r is the maximum number of hops between the node and the clusterhead. The non-clusterhead node selects the most qualified dominating node as its clusterhead from among the k dominating nodes. The quality of the clusterhead is a function of various metrics, which include connectivity, stability and residual battery power. The long-term service as a clusterhead depletes its energy, causing it to drop out of the network. Similarly, the clusterhead with relatively high mobility than its neighbors leads to frequent clusterhead election process. This perturbs the stability of the network and can adversely affect the network performance. Load balancing among the clusterheads and correct positioning of the clusterhead in a cluster are vital to increase the lifespan of a network. The proposed centralized algorithm periodically calculates the quality of all dominating nodes in the network and if it goes below the threshold level it resigns the job as the clusterhead and sends this message to all other members in the cluster. Since these nodes have k dominating nodes within the r -hop distance, it can choose the current best-qualified node as its clusterhead. Simulation experiments are conducted to evaluate the performance of the algorithm in terms of the number of elements in the (k, r) -DS, the load balancing factor, the number of re-affiliations per unit time and the number of dominating set updates per unit time. The results establish the potential of this algorithm for use in MANETs.

Bahinipati, B. K. (2011). A Multi-attribute Framework for Collaborative Supply Chain: Evaluation of Horizontal Relationships. In R. P. Mohanty & S.G. Deshmukh (eds.) *A Handbook on Supply Chain Management*, First Edition, pp. 208-234, Excel Books, New Delhi.

Guhathakurta, K., Banerjee, S., & Dan, P. K. (2012). Nonlinear dynamics of voltage fluctuation in power plants for strategic decisions. In edited volume *Chaos and Complexity Theory for Management: Nonlinear Dynamics*, IGI Global 701 E, USA.

Guhathakurta, K., Bhattacharya, S. N., Banerjee, S., & Bhattacharya, B. (2012). Examining the relative non linear dynamics of stock and commodity indices in emerging and developed market. In edited volume *Chaos and Complexity Theory for Management: Nonlinear Dynamics*, IGI Global 701 E, USA.

Haleem, A., & **Sebastian, M. P.** (2011). Optimizing Resource Consumption for Secure Messaging in Resource Constrained Networks. In Ismail Khalil and Edgar R. Weippl (Eds.), *Innovations in Mobile Multimedia Communications and Applications: New Technologies*, IGI Global.

Conservation of resources such as bandwidth, energy and memory are of a concern in Resource Constrained Networks (RCNs). Wireless mobile devices, especially low cost devices are stifled by the limited resources such as battery power, screen size, input, memory and processors. The low cost wireless mobile

devices penetrating the developing world market demand for a cost effective messaging format that fits within the constrained wireless environment. Reduction of verbosity is considered to be one of the most effective steps in controlling the resource consumption in RCNs. This chapter presents a method for optimizing resource consumption by the use of a new messaging format with less verbosity. The proposed format is based on YAML Ain't Markup Language (YAML), which is further enhanced with message level security specifications.

Krishnan, T. N. (2012). Breach of Psychological Contracts – The role of Human Resource Systems. In Singh, S. (Ed.), *Global competition and competitiveness of Indian corporates* (Pp: 83-97), MacMillan: New Delhi

Lingras, P., Bhalchandra, P., Butz, C, & **Asharaf, S.** (2011). Rough Support Vectors: Classification, Regression, Clustering. In Andrzej Skowron (Warsaw University, Poland) & Zbigniew Suraj(Rzeszow University, Poland), (Eds.), *Special Volume in Series: Intelligent Systems Reference dedicated to the memory of the computer science pioneer Professor Zdzislaw Pawlak*, Springer.

Pillai, M., & **Sebastian, M. P.** (2011). Improving Energy Efficiency and Throughput in Heterogeneous Mobile Ad Hoc Networks. In Ismail Khalil and Edgar R. Weippl (Eds.), *Innovations in Mobile Multimedia Communications and Applications: New Technologies*, IGI Global.

The nodes are expected to transmit at different power levels in heterogeneous mobile adhoc networks, thus leading to communication links of different length. Conventional MAC protocols that unconditionally presume that links are bi-directional and with unvarying energy distribution may not succeed or execute badly under such circumstances. Interference and signal loss resulting out of distance and fading diminish the entire throughput attained in heterogeneous networks to a greater extent. This article presents a MAC protocol, which adaptively transmits data frames using either the energy efficient nodes or a list of high data rate assistant nodes. In addition, a cross-layer based energy level on-demand routing protocol that adaptively regulates the transmission rate on basis of congestion is projected as well. Simulation results illustrate that the proposed protocols considerably diminish energy consumption and delay, and attain high throughput in contrast with the Hybrid MAC and traditional IEEE 802.11 protocols

Sajeev, G. P., & **Sebastian, M. P.** (2011). Analyzing the Traffic Characteristics for Evaluating the Performance of Web Cache Systems. In Ghazi Alkhatib (Ed.), *Web Engineered Applications for Evolving Organizations: Emerging Knowledge*, IGI Global.

Web cache systems enhance Web services by reducing the client side latency. To deploy an effective Web cache, study about traffic



characteristics is indispensable. Various reported results show the evidences of long range dependence (LRD) in the data stream and rank distribution of the documents in Web traffic. This chapter analyzes Web cache traffic properties such as LRD and rank distribution based on the traces collected from NLNR (National Laboratory of Applied Network Research) cache servers. Traces are processed to investigate the performance of Web cache servers and traffic patterns. Statistical tools are utilized to measure the strengths of the LRD and popularity. The Hurst parameter, which is a measure of the LRD is estimated using various statistical methods. It is observed that presence of LRD in the trace is feeble and has practically no influence on the Web cache performance.

Sethi, D. (2012). An Introduction to *Far from the Madding Crowd*. A critical introduction in *Far from the Madding Crowd by Thomas Hardy*, Rama Brothers India Pvt. Ltd, New Delhi.

Sumit, M & Thorpe, M. (2012). Transport and Logistics in Dubai- A High Stakes Play. In *Cases on Supply Chain and Distribution Management: Issues and Principles*, IGI-Global.

BOOK

Chatterjee, D. (2012). *Timeless Leadership: 18 Leadership Sutras from the Bhagavad Gita*. Wiley; 1 ed, 234p.

Timeless Leadership: 18 Leadership Sutras from the Bhagavad Gita shows how the ancient sacred text of *Gita* is relevant in today's boardrooms as it was on the battlefields of ancient India. It distills the essential lesson- or Sutra of each of the *Gita's* eighteen chapters into a meaningful message for leaders at all levels. Beyond, it addresses the narrow-minded, anxiety-ridden lives of modern business leaders to refocus their energy, to change their perspective on the world and find their own place in it. *Timeless Leadership* teaches how the sage advice of the past can help have better awareness, visions and result in better decisions. The book presents the wisdom of the ancient world in a readily accessible way so that one can become a better, more productive, and more satisfied leader. Outlining the ABCs of leadership, the book shows exactly

how the teachings of the *Gita* can be used to solve life's most puzzling problems in the workplace and beyond.

“In *Timeless Leadership*, Debashis Chatterjee returns to the leadership sutras of the *Bhagavad Gita* to explore the timeless principles of leadership that will enable modern-day leaders to discover the core of their leadership and sustain their effectiveness. His ideas and discoveries will be invaluable for leaders throughout the world who are committed to authenticity in their leadership.” (Bill George, Professor, Harvard Business School; former Chief Executive, Medtronic; and author of *True North*).

“*Timeless Leadership* provides a wide canvas for young and emerging leaders to introspect, discover, and chart out an effective leadership journey.” (N.R.Narayana Murthy, Chairman Emeritus, Infosys Limited)

Chatterjee, D. (2012). *Ningalile Agniye Jwalippikkuka*, DC Books. (Malayalam Translation)

Guhathakurta, K., Bhattacharya, B., Roychowdhuri, A. (2012). *Examining Stock Markets: a non linear dynamics perspective: Examining the Geometric Brownian Motion model with respect to Stock Price Movement in an Emerging Market*, Germany: LAP LAMBERT GmbH

BOOK FORTHCOMING

Zikmund, W. G., **Adhikari, A.**, Babin, B. J., Carr, J. C., & Griffin, M. (2012). *Business Research Methods*, South-Western, Cengage learning, USA, December.

EDITED BOOKS

Thomas, J., Sebastian, M. P., & Asharaf (2012). *Information Technology and Business innovations – Challenges and future directions*. New Delhi: Macmillan.

This book is an outcome of the International Conference on Technology, Systems and Management (ITSM 2011) jointly organised by Indian Institute of Management Kozhikode, Indian School of Business Hyderabad, University of Texas at Dallas and George Mason University, held at IIM Kozhikode during December 17-18, 2011. The papers in this book are contributions by Practitioners from the IT industry in the *ITSM Industry Practitioners' Forum*.

It gives an understanding of the innovation and developments in the IT industry straight from the horse's mouth; the managers who in most of the cases are leading these innovation initiatives in the domains they have made contributions. The book would be valuable to practitioners, academicians and students as it showcases the latest in IT industry practice as well as research.

CASE STUDY

Jha, S., & Adhikari, A. (2011). Multimedia case study on COMPFED: The Dairy Cooperative Distribution System. *Ivey Publishing*. Product No. W11822-PDF-ENG.

Bihar State Milk Cooperative Federation (COMPFED) had been marketing its milk and milk related products under the brand name of Sudha in the Bihar and Jharkhand regions of India for three decades. They operated through six unions and two dairies to process the milk collected from nearly 4,000 village level cooperatives. On the surface, COMPFED appeared to have a competitive advantage for its supply of milk since it maintained the largest network for milk procurement, which spanned a wide geography over these two regions and was unmatched by its competitors. However, due to various environmental forces, the ability to procure an adequate supply had diminished in the last two years, which negatively affected the overall profitability of the organization. The marketing manager of COMPFED had been facing a difficult challenge in serving the growing demand and maintaining profitability. Since he operated in an industry with high fixed costs, the declining supply of milk procurement meant lower sales. As a result, there was no opportunity to significantly lower operating costs to match the limited supply. The marketing manager thought of two reasons present in the external environment that contributed to this situation. First, a series of incessant floods had caused damages to grazing land and livestock operations in many of the villages that were the source for milk. Additionally, private players were disrupting the supply chain by offering short term higher payments to some suppliers/farmers on a case by case basis. These players did not face the same regulatory and hygienic guidelines that COMPFED did and operated outside the normal infrastructure. His options included two very different alternatives; trying to work with these agents or securing a process to minimize or eradicate their activities.

The case study exposes students to the intricacies of a special type of distribution system, that is, a cooperative system. The intricacy is further accentuated due to different mechanisms of down-stream activities such as procuring, processing of a perishable product (such as milk) and upstream activities such as marketing, distribution and retailing of such a product. In addition, the case indicated a need to revamp the milk procurement systems brings out the dichotomy between the short run gain of farmers when they accept the higher prices offered by private players compared with long run sustainability through association with the cooperative that provides several other long term benefits provides a glimpse of the cooperative movement in India. In examining the period following its inception, it highlights the different types of skills needed in order to strengthen the three tier model of cooperative, which is based on the Anand Pattern. The case raises issues of determining an optimum balance between the cost of service delivery and procurement of milk and its impact on the pricing of the finished products. The case study illustrates a key strategic task for a business, namely, understanding the suppliers' and consumers' need to compete in the market.



Deshmukh, R., & **Adhikari, A.** (2011). Orchid Ecotel: Leveraging Green Hoteling as Core Competency, *Ivey Publishing*. Product No. W11394-PDF-ENG.

Vithal Kamat (CMD, Kamat Hotels India Ltd.) is a second generation entrepreneur who has taken the Kamat Hotels brand to new heights. A small restaurant chain was transformed into a full-fledged hospitality services group under his leadership. Kamat Hotels (India) Ltd. included five major verticals from five-star luxury hotels (The Orchid Ecotel) to economy restaurants (namely Kamat Restaurants) that catered to the different customer segments. Kamat had ambitious plans for the expansion of every vertical using alternative growth strategies. However, the recent economic slump had caused a sudden setback due to the fall in average room occupancy and competing room-tariff rates offered by other hotels. In such a tumultuous situation, Kamat planned to use the core competency of the hotel as an 'ecotel,' that is, an environment friendly hotel, to go in for corporate branding and lever its position in the market. The case illustrates the challenges faced by Kamat in extending the core competency of 'The Orchid' to its other verticals. The Orchid had performed better than the industry average until 2008. However, in 2009, the performance dipped, partly because of the economic recession. This prompted the board members of the company to decide on extending the core competency of the ecologically sustainable hotel into other verticals. However, this decision had to be considered carefully in the light of its impact on 'The Orchid' as well as on the other verticals. What are the challenges that will be faced while extending the core competency of 'ecoteling' to the other verticals? There were numerous related issues that needed to be addressed strategically as well as tactically, in order to maintain a balance between extending the core competencies across the verticals while extending the brand per se.

The case illustrates the trade-off between extending a financially profitable core-competency to other verticals that might remove the competitive advantage of 'The Orchid,' and sustaining the core competency in one vertical for a longer period of time. The case prompts the students to contemplate the decision points with respect to environmental values vis-a-vis other business models. The case involves students in an attempt to figure out growth alternatives by leveraging or disconnecting Kamat's business model and eco-friendly values. The case is structured to achieve the following learning objectives, which will help the student: Understand the process of building a core competency;

Analyze the impact of extending a brand that is built on environmentally sustainable competencies. Students may be encouraged to discuss the trade-offs of using core competency between growth and sustainable competitive advantage; Analyze the pros and cons of alternative strategies while extending core competencies; Create 'win-win' strategies that will encompass environmental



sustainability and branding; Analyze the social implications of ecoteling in terms of consumption patterns and the environment.

Adhikari, A., & Deshmukh, R. (2012). *ideaForge: A Mechanical Charger*. Ivey Publishing, Product No. 9B12A013.

Mr. Ankit Mehta as a ‘social entrepreneur’ concerned for environment and for conservation of energy, Ankit along with his two batch mates of IIT, Mumbai started their entrepreneurial initiative of developing an eco-friendly product called ‘mechanical charger’ that can produce electricity from mechanical device. His company, ideaForge, manufactures and sells mechanical charger which was a company patented product. Mechanical charger was own innovation of ideaForge that could produce electricity through mechanical operation which can charge rechargeable cells without electricity. Since the product was new and innovative but priced higher than competing products; it did not receive enough traction in the market and the channel members were reluctant to store and sell this innovative product. To create channel members’ interest the company introduced other conventional chargers like bike chargers, car chargers in its product range. At the time of the case, while the sales of other conventional chargers were increasing, the sales of mechanical chargers were decreasing. Ankit knew that with changing market scenario, several initiatives as well as calculated risks to be taken to remain in this business.

The tension in the case surface out from the two major challenges the company faced while running the business. First, how to market this innovative product where customers are habituated to use the traditional mobile phone chargers? Second, whether to increase the product range in mechanical charger or concentrate on existing products. Another aspect addressed in the case was whether to sell only through distribution channel or to sell through their sales force or do both. The three young entrepreneurs had also to take decision on how to position the product in the market which was largely segmented in two categories; on one hand the high end branded chargers and on the other hand non branded cheap chargers available on the roadside; as well as how to price its own products. The case gives excellent example of how a social entrepreneur, who thinks ‘out of the box’ to contribute to the society, faces initial challenges in marketing and financing the product in the midst of several competitors’ and channel members’ threat. The case also contains a component of market research that offers additional insights to buyer behavior of such innovative and eco-friendly product. The importance of channel support is also emphasized in the case in which there is a dilemma on which channel to adopt for different types of products.

Dhayanithy, D., & Gopinath, S. (2012). *Vibram FiveFingers – Blue Ocean strategy?* IIMK/CS/28/STR/2012/02.

Vibram is the world leader in high performance rubber soles, targeted to the outdoor, work, recreation, fashion, repair and orthopedic markets. In 1936,

Vitale Bramani, of the Italian Alpine Club, returning from a tragic alpine climb, had the intuition to apply the technique Pirelli used on automobile tires on shoe soles. Applying rubber under his mountain boots, he created the first vulcanized rubber soles and revolutionized mountain climbing. During 2005, Vibram has developed an unique shoe in the form a customized “glove” for the foot, which had resulted in unprecedented growth for the brand. The case explores the development of this product Vibram-Five fingers from the perspective and framework of Blue Ocean strategy

Krishnan, O., Singh, H., Nafees, L., & Datta, K. (2012). Narrowing the Last Mile Gap in Rural Distribution: Through the Looking Glass of a Distributor. *European Case Clearing House*: 512-084-8.

Prashant, the sole proprietor of M/s Sarala Agencies, based in Mandi, is a Wholesale Distributor (WD) of ITC, and carries both cigarettes and FMCG products. M/s Sarala Agencies was established in 1973 and became the ITC WD in 2004. Prashant's coverage extends to urban as well as rural territories. He feels that he is doing a good job since he is giving consistent growth in business revenue. Mr Asthana joins as new Branch manager at ITC for Himachal Pradesh. Looking at the current market trends; ITC has plans to fast track its rural penetration. Mr Asthana holds a meeting with Prashant to understand the distribution challenges in the rural areas of Mandi and how the same can be strengthened further to contribute to the overall objective of ITC. Prashant is in a state of indecision. He knows for sure that company expects him to work harder to improve rural penetration of ITC products. But he is not sure about the best mode out of all the options that came up during discussion with Mr Asthana. A firm and prompt decision is, however necessary as it can have serious implications for existence of wholesale distributors like Prashant. This case study can be used as part of a core marketing course at an undergraduate, MBA or executive education level to highlight the distribution networks and channel dynamics. It can also be used in specialized courses like Distribution Management and Rural marketing.

Ramachandran, L L., **Pillai, R. R., & Sebastian, M. P.** (2012). Making IT Happen at BPCL Kochi Refinery: Defining New Paradigms of Operational Excellence Through IT Transformation. *IIMK/CS/27/IT/2012/01*.

Kochi Refineries Limited (KRL) was an independent company and a subsidiary of BPCL Corporate till 2006. In July 2006 the refinery was merged with BPCL. All along, the Refinery was maintaining excellent ratings in the health, safety and environment management systems. The computerization in KRL was started in 1980 with the IBM Batch Processing System. Later in 1995, KRL adopted online computerization. Materials, Finance, Oil Accounts and HR Payroll applications were computerized based on the Ingress RDBMS system. In the year 2000, all IT systems at KRL also went



through the rigorous Y2K upgrade to meet the year 2000 compliance. Subsequently, KRL embarked into a major IT transformation process. The exciting milestones in the transformation include ERP, Non-ERP and MES (Manufacturing Execution System) The IT transformation journey of KRL was in accordance with an IT Master Plan. Based on the IT Master Plan, KRL decided to implement the two major strategic projects, the BMS from SAP first and later the MES from AspenTech, for achieving IT enabled operational excellence. The biggest IT challenge during the merger with BPCL was the alignment of all IT systems including SAP R/3. “Project Synergy” was responsible for consolidating and aligning the IT systems of KRL and BPCL which took about 5 months for the completion. BPCL-KR has won many accolades including NASSCOM-CNBCTV18 IT User Award for 2010 in the Energy & Utilities category. The next major project is to provide role-specific dashboards by integrating Business Management System (SAP), Manufacturing Execution System (MES), and Asset Integrity Management System (AIMS) and all other supporting business process applications. The IT challenges for the future include sustainability of the existing IT applications, building a IT Competency Center for refineries, optimizing the existing IT systems for more business value, identifying and implementing new IT systems aligning with the business strategies as envisaged for the next 5 years (Project DreamPlan) and adoption of refinery specific IT applications based on the three emerging technologies – mobility, analytics and cloud computing.

Thomas, J., Arora, A. P., & Gupta, R. K. (2011). Ballarpur Industries Ltd.: Aligning Marketing Strategy in a Turbulent Environment. *Emerald Emerging Markets Case Studies Collection*, September.

The case is about how the leader in the Indian paper industry, Ballarpur Industries Ltd (BILT), is proactively transforming a production-oriented firm to a marketing-oriented firm to compete in the globalizing emerging market scenario, in the wake of economic liberalisation. It requires the participants to evaluate the impact of marketing initiatives made, and align BILT’s marketing strategy to leverage it’s strengths and help create sustainable competitive advantage.

Velayudhan, S. K., Sundaram, M. R., & Thulasiraj, R. D. (2011). Aravind Eye Care System: Providing total eye care to the rural population. *IIMK/CS/26/MKTG/2011/01*.

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Anand, G., Kodali, R. & Chimakurthy, B.M. (2011). Selection of a CNC Vertical Machine Centre for the Design of Flexible Manufacturing Systems – A Case Study. In Proceedings of the *Eleventh Global Conference on Flexible Systems Management (IIMK-GLOGIFT 11)*, Indian Institute of Management Kozhikode, Kerala, India, December 9-12.



Balasubrahmanyam, S., Kaipa, P., & Akhilesh, K. B. (2011). The impact of a firm's financial flexibility on its strategic renewal – An elementary assessment of the Literature Review. *Eleventh Global Conference on Flexible Systems Management (GLOGIFT 11)*, Indian Institute of Management Kozhikode, Kozhikode, December 9-12.

Balooni, K. (2011). Analysis of policy framework, structural obstacles and financing barriers for teak investment in Asia. *International Conference on Planted Teak Forests – a Globally Emerging Forest Resource*, Food and Agricultural organization (FAO) of the United Nations, San José, Costa Rica, October 31 – November 2.

Balooni, K. (2011). Declining indigenous teak business: A case study of the historic timber market in India. *International Conference on Planted Teak Forests – a Globally Emerging Forest Resource*, Food and Agricultural organization (FAO) of the United Nations, San José, Costa Rica, October 31 – November 2.

Basant, R., Chandra, P., & **Upadhyayula, R. S.** (2011). Knowledge Flows and Capability Building in the Indian IT Sector: A Comparative Analysis of Cluster and Non-Cluster Locations. *VI Annual International Conference of Knowledge Forum on theme Agglomeration, Technology Clusters and Networks*, Department of Economics, University of Goa, November 18-20.

Bhave, M. P. (2012). Fostering Innovations for a Sustainable Future. *US-India Energy Partnership Summit 2012*, TERI & Yale University, Washington DC, April 24-25.

Bhave, M. P. (2012). Entrepreneurship as Art and Execution: Opportunity projected at the Core of Two Intersecting Value Creation Loops. *Schumpeter 2010*, Aalborg Congress and Culture Centre, Aalborg University, Denmark, June 21-24.

Chandrashekar, A. & **Anand, G.** (2011). Re-engineering the software development process using lean thinking – A case study. In Proceedings of the *International Conference on Information Technology Systems and Management (ITSM-2011)*, Indian Institute of Management Kozhikode, Kerala, India, December 17-18.

Chatterjee, D., Krishnan, T. N. & Tandon, A. (2011). Sustaining a Social Enterprise: Palash Eye Hospital. *Program of the North American Case Research Association (NACRA)*, NACRA, San Antonio, Texas, US, October 13-15.

Chawla, V., & **Guda, S.** (2011). Individual Spirituality at Work and its Link with Relational Selling Characteristics: A Study among Front-line Salespersons. *2nd Biennial Academy of*



Marketing Science (AMS) and World Marketing Congress Doctoral Consortium, Reims, France, July 19-23.

Dhayanithy, D., & Gopinath, S. (2012). Creating an Uncontested Market Space? The case of Vibram Five Fingers. *XVI Annual conference of Strategic Management Forum of India SMFI*, IIM Indore, May 2-5.

Dhurkari, R. K., & **Swain, A.K.** (2011). Multi – Attribute Gain Loss (MAGL) A New Methods for Reference Dependent Multi – Attribute Ranking and Selection. *International Conference on Advances in Modeling, Optimization, and Computing*, IIT Roorkee, December 5-7.

Gangopadhyay, K. (2011). A tale of Indian cities. *Econophysics Rourkela –I*, Neelashail Mahavidyalaya, Rourkela, Sep 17-18.

George, V., & **Sebastian, M. P.** (2011). Implementing the Secure Remote Poll Station Voting: Challenges and Opportunities. *International Conference on Information Technology, Systems and Management (ITSM2011)*, IIM Kozhikode, December 17-18.

Gopinath, S. (2012). Social Entrepreneurship, value Innovation and TRIZ *International Conference on Innovation and Entrepreneurship ICIE2012*, SIIMS, Pollachi, Tamil Nadu, May 10-11.

Jharkharia, S. (2011). Interrelations of Critical Failure Factors in ERP Implementation: An ISM-based Analysis. *International Conference on Advanced Management Science*, Kuala Lumpur, Malaysia, November 04-06.

Jharkharia, S. (2011). IT-Specific SCM Practices in Indian Industries: An Investigation. *2nd National Conference On Innovation & Entrepreneurship In Information and Communication Technology (NCIEICT)*, Mahamaya Technical University, NOIDA, India, May 14-15.

Jharkharia, S. (2011). Supply Chain Issues in Mergers and Acquisitions: A Review in Indian Context. *International Conference on Innovation and Management*, Kuala Lumpur, Malaysia, July, 12-15.

Joseph, J. (2011). Do you sway with the Music? Effects of store atmospherics on product selection. *Great Lakes NASMEI International Marketing Conference 2011*, December 29-30.

Joshua, R., & **Pillai, R. R.** (2011). A taxonomy of the drivers of information system effectiveness of enterprise systems. *International Conference on Information Technology, Systems and Management (ITSM 2011)*, Indian Institute of Management Kozhikode, Kerala, December 17-18.

Karthik, D., & **Upadhyayula, R. S.** (2011). Performance Implications of Diversification in Professional Service Firms: The Role of Synergies. *Indian Academy of Management Conference, IIMB, Bangalore*, December 18-20.

Kohli, R. (2011). Impact of Earnout offers on Acquiring Company Wealth Gains in India. *Indian Finance Conference*, Indian Institute of Management, Bangalore, December 21-23.

Krishnadas, N., & **Pillai, R. R.** (2011). A Model for assessment of Green IT implementation. *International Conference on Information Technology, Systems and Management (ITSM 2011)*, Indian Institute of Management Kozhikode, Kerala, December 17-18.

Krishnadas, N., & **Pillai, R. R.** (2011). A Model for Cost-Benefit Analysis of Cloud Computing. *International Conference on Information Technology, Systems and Management (ITSM 2011)*, Indian Institute of Management Kozhikode, Kerala, December 17-18.

Krishnadas, N., & **Pillai, R. R.** (2011). Green IT Implementation in India: A Cultural Perspective. *11th Consortium of Students in Management Research (COSMAR)*, Indian Institute of Science, Bangalore, October 21.

Krishnadas, N., & **Pillai, R. R.** (2011). Information Systems Flexibility for Green Technologies. *Eleventh Global Conference on Flexible Systems Management (IIMK GLOGIFT 2011)*, Indian Institute of Management Kozhikode, Kerala, December 9-12.

Krishnadas, N., & **Pillai, R. R.** (2011). Designing a Grid Computing Architecture: A case study of Green Computing. *SAS Global Forum 2011*, Las Vegas, Nevada, USA, April 4-7.

Kumar, M., & Singh, S. (2011). Social Exchange Mechanisms and Organizational Identification as Predictors of Turnover Intention. *2nd Indian Academy of Management Conference, IIMB, Bangalore*, December 18-20.

Kuntluru, S. (2011). Board characteristics and corporate value: Evidence from India. *India Finance Conference 2011, IIMB, Bangalore*, December 21-23.



Kuntluru, S. (2011). What does IFRS mean for Indian infrastructure companies? Evidence from Power sector. *Diamond Jubilee International Conference on Frontiers of Infrastructure Finance*, VGSOM, IIT Khargapur, December 28-30.

Ladha, K. K., & Miller, G. J. (2011). The Paradox of Unbiased Public Information. *Applications of Game Theory in Policies and Decisions*, Institute of Public Enterprises, Central University of Rajasthan, University of Hyderabad and CR Rao Advanced Institute of Mathematics, Statistics and Computer Science, Hotel Marriott & Convention Center, Hyderabad, December 12-13.

Ladha, K. K., & Sen, P. K. (2011). Aristotle's Politics on Corporate Governance: In Pursuit of the Common Good. *Midwest Political Science Association Meetings*, Chicago, USA, April 3.

Ladha, R., & Menon, B. (2011). Innovative Practices for Competitive Advantage through Behavioral Finance. *International Conference on Innovative Strategies for Global Competitiveness*, RVIM, Bangalore, December 8-9.

Mazumdar, P., Mohapatra, A., **Anand G. & Bahinipati, B.K.** (2011). Implementation barriers for achieving lean supply – A perspective from the original equipment manufacturer in India. In Proceedings of the *Eleventh Global Conference on Flexible Systems Management (IIMK-GLOGIFT 11)*, Indian Institute of Management Kozhikode, Kerala, India, December 9-12.

Nair, S. R. (2011). The Impact of Tax Rate Differentials on the Tax Revenues - The Case of Sales Tax Competition among a Group of Border-Sharing Indian States. *Annual Congress of the International Institute of Public Finance*, Ross School of Business, University of Michigan, USA, August 7-8.

Nandakumar, M.K., Ghobadian, A., & O'Regan, N. (2011). Experience-based and Readiness-based Approaches for Implementing Business-level Strategies. *British Academy of Management Conference*, Birmingham, UK, September 13-15.

Pati, R. K., & **Nandakumar, M. K.** (2011). CEO Duality: Different Theoretical Perspectives'. *2nd Indian Academy of Management (IAM Conference)*, IIM Bangalore, December 18-20.

Payyazhi, J. & **Mitra, S.** (2011). Changing Mindsets: Stimulating deep learning through innovative case assessment involving peers. In proceedings of the *25th Australia New Zealand Academy of Management (ANZAM) Conference*, University of Canterbury, NZ, December 7-9, 2011.

Pillai, K. R. C., & **Sebastian, M. P.** (2011). A Novel Threshold Public Key Certificate Scheme for Integrated Heterogeneous Network. *International*

Conference on Information Technology, Systems and Management (ITSM2011), IIM Kozhikode, December 17-18.

Pillai, R. R. (2012). Holistic managerial decision making based on the ancient wisdom. *9th AIMS International Conference on Management (AIMS-9)*, FLAME, Pune, January 1-4.

Pillai, R. R. & Supriya, K. K. (2012). Systems thinking approach for Transforming Management Education. *9th AIMS International Conference on Management (AIMS-9)*, FLAME, Pune, January 1-4.

Raju, C., & Raghottam, A. H. (2012). On Dodge-Romig Double Sampling Inspection Tables under Lot Quality Protection. *Proceedings of the 2nd Annual International Conference on Operations Research and Statistics*, May 7-8, 166-68.

Raju, C., & Raghottam, A. H. (2012). Selection of ChSP-4(c_1 , c_2) for given AQL and LQL. *Proceedings of the 2nd Annual International Conference on Operations Research and Statistics*. May 7-8, 169-72.

Ramesh, A., **Bahinipati, B. K.** (2011). The Indian Apparel Industry: A Critical Review of Supply Chains. *International Conference on Operations and Quantitative Management*, Nashik, India, June 28-30.

Ramya, K. N., & **Joseph. J.** (2011). Active philanthropy or corporate dog bite: An investigation in to the CSR initiatives of companies. *Great Lakes NASMEI International Marketing Conference 2011*, December 29-30.

Sett, R. K. (2012). Design your Bundle: Choose your Weapon!. *34th INFORMS Marketing Science Conference*, INFORMS, Boston University, Boston, June 7-9.

Sahadev, S., **Purani, K.**, Nair, S., & Chen L., (2011). Goal Orientation and Role Stress in Salespersons: A Multi-Country Study. *Academy of Marketing Conference*, UK, July.

Shukla, M., & **Jharkharia, S.** (2011). An Artificial Immune System Approach to Manage Fresh Produce Inventory. *22nd Annual POM Conference*, Reno, Nevada, USA, April 29-May 02.

Srinivas, J., & **Anand, G.** (2011). A meta-data analysis of literature on implementation of lean manufacturing. In proceedings of the *International Conference on Sustainable Manufacturing: Issues, Trends and Practices (ICSM 2011)*, Birla Institute of Technology & Science (BITS) Pilani, Rajasthan, India, November 10-12.

Supriya, K. K., & **Jharkharia, S.** (2011). Information System Flexibility: A Conceptual Framework. *Eleventh Global Conference on*



Flexible Systems Management (IIMK-GLOGIFT 11), IIM Kozhikode, December 09-12.

Thangamani, G. (2011). Availability Analysis of a Lube Oil System Using Generalized Stochastic Petri Net. *2011 IEEE International Conference on Quality and Reliability*, Bangkok, Thailand, September 14-17.

Thangamani, G. (2012). Technology Selection Framework using Analytic Hierarchy Process (AHP) – A Case Study. *International Conference on Marketing and Business Strategy (INCOMBS-2012)*, IBS Hyderabad, India, May 10-11.

Thangamani, G. (2012). Improving New Product Development Performance by applying TOC thinking Process. *International Conference on Marketing and Business Strategy (INCOMBS-2012)*, IBS Hyderabad, India, May 10-11.

Upadhyayula, R. S., Karthik, D., & Karna, A. (2012). Connected with Roots, or Attracted to Competition? Strategic Drivers of Emerging MNC Location Choices. *Strategic Management Society Special Conference*, Singapore, June 7-9.

FORTHCOMING CONFERENCE PAPERS

Abdulla, M. S. (2012). Reputation schemes among cloud-based e-commerce agents when using Multi-Criteria Decision Making for the case of overlapping assessments. *International Conference on Advances in Cloud Computing*, Bangalore, July 26-28, 2012.

Abdulla, M. S. (2012). MCS-like algorithms for efficient Mutual Exclusion in cloud and multi-core settings. *International Conference on Advances in Cloud Computing*, Bangalore, July 26-28, 2012

Amblee, N. (2012). Invited Paper for Special Track. *International Conference on Electronic Commerce*. Singapore Management University, Singapore, August 7-8.

Bhave, M. P. (2012). Renewable Energy as the core of Sustainability. *EABIS – IMD ‘Strategic Innovation for Sustainability*, Lausanne, Switzerland, July 2-4.

Gopinath, S. (2012). A risk based material planning model for enhancing effectiveness of humanitarian supply chains. *Academy Business Research Fall 2012 Conference*, Atlantic City, New Jersey, September 10-12.

Krishnan, O., & Nafees, L. (2012). The Role of Image Formation Agents in Destination Branding: The Case of Seven Sisters of India. *IV Destination Branding & Marketing Conference*, Cardiff Metropolitan University, Cardiff, Wales, UK, December 5-7.

Karna, A., **Upadhyayula, R.S.**, & Karthik, D. (2012). Ethnic Ties vs. Agglomeration Density: Demystifying Multi-cluster Location Choices of Emerging MNCs. *Academy of Management 2012 Annual Meeting*, Boston, MA, USA, August 3-8.

Kumar, D., **Purani, K.**, & Sahadev, S. (2012). Appraising Visual Servicescape Aesthetics: An Environmental Psychology Approach. Paper accepted for presentation at *Academy of Marketing Annual Conference in Southampton, UK*, July 2- 4.

Ladha, K. K. (2011). The Rise of India's Judiciary as a Key Political Actor. *American Political Science Association Meeting*, New Orleans, USA, August 30 - September 2.

Nandakumar, M.K., Ghobadian, A., & O'Regan, N. (2012). Strategic Planning and Performance - The Moderating Effect of Structure. *British Academy of Management Conference*, Cardiff, UK, September 11-13.

Paul, A. (2012). Role of ICT in Indian Women's Information Seeking Behaviour: A Systematic Review of ICT Use by Women for Information Seeking. *Technology, Innovation and Social Change*, Tata Institute of Social Sciences, Mumbai, India, Augusts 16 - 18.

Purani, K et. al. (2012). Antecedents of Home and Foreign Product Country Images in Developed and Developing Countries: A Comparative Study. Paper accepted for presentation at *Academy of International business 2012 Annual Meeting*, Washington DC, June 30- July 3.

Purani, K., & Sahadev, S. (2012). Exploring the role of Technology Readiness in Developing Trust and Loyalty for E-services. Paper accepted for presentation at *Academy of Marketing Annual Conference in Southampton, UK*, July 2- 4.

Upadhyayula, R. S., Karthik, D., & Karna, A. (2012). Connected with Roots, or Attracted to Competition? Strategic Drivers of Emerging MNC Location Choices. *Strategic Management Society Annual Conference*. Prague, October 6-9.

SESSION CHAIR

Amblee, N. (2011). Enterprise Cloud Computing. *International Conference on Information Technology, Systems and Management (ITSM 2011)*, IIM Kozhikode, December 17-18.

Asharaf, S. (2011). *IEEE Recent Advances in Intelligent Computational Systems*, Institute of Electrical and Electronics Engineers, Thiruvananthapuram, September 22-24.

Gangopadhyay, K. (2011). *Eleventh Global Conference on Flexible Systems Management (GLOGIFT 11)*, Indian Institute of Management Kozhikode, December 9-12.

Joseph, J. (2011). *International Conference on Information Technology, Systems and Management (ITSM 2011)*, Indian Institute of Management Kozhikode December, 17-18.

Joseph, J. (2011). *Eleventh Global Conference on Flexible Systems Management (GLOGIFT 11)*, Indian Institute of Management Kozhikode, December 9-12.

Krishnan, T. N. (2011). Human Resource Flexibility. *Eleventh Global Conference on Flexible Systems Management*, Indian Institute of Management Kozhikode, December 9-12.

Kuntluru, S. (2011). Financial Markets, Accounting & Regulatory Issues (Session 33). *12th International Conference of the Society for Global Business and Economic Development (SGBED)*, Singapore, July 22.

Kuntluru, S. (2011). Financial Markets, Accounting & Regulatory Issues (Session 44) *12th International Conference of the Society for Global Business and Economic Development (SGBED)*, Singapore, July 23.

Kuntluru, S. (2011). Project Finance. *Diamond Jubilee International Conference on Frontiers of Infrastructure Finance*, VGSOM, IIT Khargapur, December 28-30.

Ladha, R., (2011). Innovative Practices in Human Resource Policy. *International Conference on Innovative Strategies for Global Competitiveness*, RVIM, Bangalore, December 8-11.

Mitra, S. (2011). Technical Session. *Eleventh Global Conference on Flexible Systems Management (GLOGIFT)*, Indian Institute of Management Kozhikode, December 9-12.

Nair, S. R. (2011). Strategy and Behaviour. *Annual Congress of the International Institute of Public Finance*, Ross School of Business, University of Michigan, USA, August, 8-11.

Pillai, R. R. (2012). *Ninth AIMS International Conference on Management (AIMS-9)*, FLAME, Pune, January 1-4.

Purani, K., (2011). Emerging Business Applications of Information Technology. Practitioner's Forum - *International Conference on Information Technology, Systems and Management (ITSM 2011)*, Indian Institute of Management Kozhikode, December, 17.



Thangamani, G. (2011). Session 1, *Eleventh Global Conference on Flexible Systems Management (GLOGIFT)*, Indian Institute of Management Kozhikode, December 9-12.

Thomas, J. (2011). Enterprise Resource Computing. *International Conference on Information Technology, Systems and Management (ITSM2011)*, Indian Institute of Management Kozhikode, December 17-18.

Thomas, J. (2011). Flexible Systems. *Eleventh Global Conference on Flexible Systems Management (GLOGIFT)*, Indian Institute of Management Kozhikode, December 9-12.

Upadhyayula, R. S. (2011). Technical Session. *Eleventh Global Conference on Flexible Systems Management*, Indian Institute of Management Kozhikode, December 9-12.

INVITED TALKS/WORKSHOPS/SEMINARS

Adhikari, A. (2012). Tutorial seminar. *International Business Seminar at ICN Business School*, France, March 5-9.

Balooni, K. (2011). Problems and prospects of traditional water harvesting systems in Kerala. *Working Group on Water Management and Watershed Management, Kerala State Planning Board*, Thiruvananthapuram, September 14.

Bhave, M. P. (2011). Innovation, Ethics, Entrepreneurship. *Rajagiri Centre for Business Studies*, Kochi, India, November 17.

Bhave, M. P. (2012). Corporate Governance, Strategy and Contemporary Issues in Management. *HLL Corporate Headquarters*, Thiruvananthapuram, March 30.

Bhave, M. P. (2012). Renewable Energy: Opportunity of the Century. *Central University of Kerala*, Kasargod, March 27.

Bhave, M. P. (2012). Renewable Energy and Utilities of the Future. Keynote speaker at National Workshop on Managing Costs of Energy, *Kerala State Electricity Board Engineers Association*, Kozhikode, January 20.

Gangopadhyay, K. (2011). Econophys Kolkata VI: Econophysics of systemic risk and network dynamics. *Saha Institute of Nuclear Physics, Kolkata and Ecole Centrale Paris*, October 21-25.

Gangopadhyay, K. (2011). Extent of poverty in India: A different dimension. *Indian Statistical Institute*, Kolkata, October 25.

Gopinath, S. (2012). UGC National Conference on Maintenance of Quality in Higher Education. *University Grants Commission, Farook College, Calicut*, March 08.



Gopinath, S. (2012). PMI Kerala : Conference 2012. *Project Management Institute*, Kochi, June 09.

Ladha, K. K. (2011). The Rise of India's Judiciary as a Key Political Actor. *Copenhagen Business School*, Denmark, May 24.

Ladha, K. K. (2011). Aristotle's Politics on Corporate Governance: In Pursuit of the Common Good. *School of Finance, University of Gothenberg*, Sweden, May 27.

Ladha, K. K. (2011). The Rise of India's Judiciary as a Key Political Actor. *TEDx Talk*, IIM Kozhikode, July 9.

Ladha, R. (2012). Satsang 2012, Behavioural Finance. *South India Chartered Accountants Student Association and Students' Council IIMK*, January.

Ladha, R. (2011). Behavioural Finance and Decision-Making. *Farook Institute of Management Studies*, Kozhikode, August.

Nair, S. R. (2011). Agricultural Value Chain Management for Sustainable Growth of Kerala Agro- Economy. *College of Co-operation, Banking and Management*, Kerala Agriculture University, Thrissur, November 16.

Nair, S. R. (2011). Food Price Inflation in India: Implications for Kerala. *Mar Dionysius College*, Thrissur, October 12-13.

Purani, K., (2011). Sustainability Perspectives. *Indian Society of Advertising (ISA)*, Mumbai, December 15.

Sreekumar, M. G. (2011). Two-day workshop on Greenstone digital library software and information management applications. *International Conference on Libraries, Archives and Museums (I-CLAMS)*, CSB Hotel, Manila, Philippines, August 29-30.

Thomas, J. (2012). Addressing Business Challenges in the Retail Sector. Gold and Silver Merchants Association, Calicut, February 5.

Thomas, J. (2011). Sustainability, Customer Trust & Brand Building. *Indian Society of Advertising (ISA)*, Mumbai, December 15.

WORKING PAPERS

Adhikari, A. (2012). Differentiating Subjective and Objective Product Attributes in Pricing Experience Products. *IIMK/WPS/108/MKTG/2012/11*.

Innovative experiences have been created by designers, architects and artists. These are being combined with foods and services in restaurant industry to deliver a unique experience. These experience products are often combination of subjective and objective attributes. Consumers' willingness to pay for experience products come from evaluation of both subjective and objective attributes. However there is no structured approach to find the willingness to

pay of customers for subjective and objective attributes separately of an experience product. This research adopts categorical hybrid conjoint analysis for pricing such experiences in the context of restaurant industry. The study considers 13 attributes and 40 attribute levels under four facets. Data analysis was done of 135 usable respondents. The unique finding of the research is that the customers have separate utility for subjective and objective attributes of a product and they are ready to pay significant premium for subjective attributes over objective attributes. It is also found that there is sufficient scope for the marketers to redesign experience product by combining different proportion of subjective and objective attributes to offer experience products. An optimal bundle of experience is obtained and price of the bundle is derived.

Adhikari, M., **Adhikari, A.**, & Dutta, C. (2012). Micro Modeling of Individual Level Information Seeking Behavior: A Heterogeneity Specific Study. *IIMK/WPS/109/MKTG/2012/12*.

The responses of individual information seekers are best studied in isolation. In the past researchers did not consider information users as individuals; viewing them instead in the context of their cultural system as a whole. This study emphasizes the importance of heterogeneity in information seekers, arguing that the behavior and responses of different seekers would vary based on their demographic and socio-graphic profile, the extent of their background knowledge, and the variations in their risk adversity and cost consciousness. In order to understand this aspect of the information seeker's behavior, information seeking behavior dimension was derived. The effect of this information seeking behavior dimension on the users's information seeking was investigated. An in-depth questionnaire was administered to 307 respondents. Factor Analysis, Cluster Analysis, Multiple regression and Bayesian Regression were used on the responses in order to identify (i) information seeking behavior dimensions, (ii) different segments of information seekers, (iii) the effect of behavioral dimensions on the behavior of information seekers and (iv) the differences between the effect of these dimensions on users, both at an individual level and at the aggregate level. It was revealed that there is a significant difference in the behavior when the aggregate level estimates are considered and when individual level estimates are made. These findings were discussed to understand the implications and to provide avenues for future research.

Adhikari, M., & **Adhikari, A.** (2012). Effects of economic and time resources: an Inter-individual analysis of information seeking. *IIMK/WPS/110/MKTG/2012/13*.

This study investigates the effect of economic resources, namely cost, and time resources on information seeking trends of individuals. The study considered individual level variations, as



observed in the attitude to these resources of information, arguing that the responses to different resources vary across individuals. The cost and time related dimensions were derived from the data and its effect on information seeking behavior of individuals was estimated. An in-depth questionnaire was administered to 307 respondents. Factor analysis, cluster analysis, multiple regression and Bayesian regression were used in order to identify cost and time related dimensions, find segments of individual information seekers, estimate their effect on the actions of individual information seekers, and make a comparison between the individual level effect and aggregate level effect of cost and time related dimensions on individual information seekers. A significant difference of effect of these two resource related dimensions on individual's information seeking was observed when the effect was estimated at the aggregate level as opposed to the effect estimated at the individual level. This study provides insight into the decision of individuals regarding their choice of resources when seeking some particular information. The study also highlights the benefit of using inter-individual variation. The findings of this investigation are discussed to understand the implications and to provide avenues for future research.

Balooni, K., Inoue, M., Nath, T. K., & Zoysa, M. D. (2011). How social is socially oriented forest tenure and land use change in Bangladesh and Sri Lanka? *ARI Working Paper*, No. 166, October 2011, Asia Research Institute, National University of Singapore, Singapore.

The emergence of diverse forest governance arrangements during the last two to three decades is changing forest tenure patterns in developing countries. An aspect of these arrangements that has yet to be studied adequately is the conferral of forest tenure to shifting cultivators and the rural poor in the interest of social equity. This conferral requires changes in forestland use from shifting cultivation to commercial plantations. This article assesses whether this private forest tenure model realizes policy intentions and is based on two case studies of state-sponsored rubber and teak plantations in shifting cultivation areas in Bangladesh and Sri Lanka. The evidence indicates drawbacks to this model, such as the exclusion of the poor—the targeted beneficiaries—and the state-enforced commoditization of subsistence agricultural production, which fails to secure local livelihoods when beneficiaries show a preference for traditional tree-based agricultural or agroforestry systems. This discrepancy raises questions about the rationale of private forest tenure arrangements that extend beyond good governance and forest conservation.

Balooni, K., Gangopadhyay, K., & Kumar, B. M. (2011). Urban sustainability and private green spaces: Some insights from an Indian city. *ARI Working Paper*, No. 169, November, Asia Research Institute, National University of Singapore, Singapore.

Urban green spaces in a developing country context are relatively scarce and facing challenges in view of rapid urbanization in the post economic

liberalization era. Urban private green spaces, even though constitute the core of urban sustainability, have received far less attention compared to those under public domain. We study the change in homegarden, a form of private green space with multistoried vegetation abound in tropical regions, in the city of Kozhikode in the state of Kerala in India. We assessed the dynamics of homegardens and evaluated them vis-à-vis households' multi-dimensional socioeconomic and demographic characteristics during the last decade. The study reveals an all-round decline in the floristic elements of homegardens which reflects loss of environmental sustainability. In spite of this, the floristic structure of small landholders has tilted towards food items – an indication of efficiency of homegardens in complementing livelihood sustainability. The study highlights the need to examine various dimensions of similar multifunctional land use systems under private domain across diverse urban contexts to understand their true potential and to frame appropriate policies for their promotion and conservation. In the present urban governance context, local community participation is a key policy instrument in this endeavour.

Balooni, K., Menon, V., & Asokan, S. M. (2012). The role of state in lift irrigation schemes of the pre-decentralisation era. *IIMK/WPS/98/ECO/2012/01*.

This paper discusses the dynamics of collectively managed and technology driven energy dependent irrigation systems by drawing insights from an indepth case analysis of diversified institutional arrangements for lift irrigation management put in place prior to decentralised interventions in Elamkulam panchayat in Kerala. It emphasises that the sustainability of these irrigation systems needs to be addressed as a continued state responsibility with urgent priority. It also brings out the disjuncture between macro state and local self governments (micro state) in policy making and implementation during the present transformative phase of the decentralisation governance process.

Basant, R., Chandra, P., & **Upadhyayula, R. S.** (2011). Knowledge flows and capability building in the Indian IT sector: A comparative analysis of cluster and non- cluster locations. *IIMK/WPS/89/STR/2011/09*.

The role of industrial clusters in the industrialization of many emerging economies continues to dominate the debate of existence of industrial clusters among policy makers and researchers worldwide. Notwithstanding earlier explanations of industrial clusters, recent discussions on this debate focused on knowledge spillovers among participants of the clusters. However, knowledge flows between non local networks and the cluster actors have not been accorded due attention in the literature. Further, the literature does not compare knowledge flows among firms within clusters and firms outside clusters. In this study, we attempt a comparative analysis of knowledge flows and capability formation of



firms in the Indian Information Technology sector (IT sector) across cluster and non-cluster locations. As part of this study, we found that while capabilities (both process and practice) affect performance of firms only in clusters, economies of scale and signaling mechanisms of firms' impact performance of firms outside clusters. While economies of scale do not impact the performance of firms within clusters, it does however affect the capability formation of firms within clusters only. Further, we found that local and national non-customer networks affect capability formation of firms within and outside clusters whereas international customer networks affect capability formation of firms within clusters only.

Dasgupta, N., & Anand, G. (2011). Implementation of lean manufacturing in India – a Meta - data analysis. *IIMK/WPS/91/QM&OM/2011/11*.

A literature review revealed that many papers have described the implementation of Lean Manufacturing (LM) in organizations spanning various sectors spread across different parts of the world. It was also found that there is a wide variation among the implementing organizations in utilizing the various tools / techniques / practices / procedures ('elements' in short) of LM. In this study, an attempt has been made to check whether such a phenomenon exist in Indian industry apart from understanding how Indian organizations implement LM. Meta-data analysis, which relies on the data from the existing literature related to LM case studies, is used to address these issues. It is believed that such a study will provide a better understanding to the academicians and practitioners regarding the implementation of LM elements across organizations from different sectors in India.

Dey, S., & Nair, S. R. (2011). Impact of deregulation of government securities market on interest costs of the states in India. *IIMK/WPS/95/ECO/2011/15*.

Purpose – This paper aims to examine the effect of deregulation of government securities market on the cost of market borrowing of 14 major states in India.

Design/methodology/approach – Empirical models explaining changes in interest rates on market borrowings of the Indian states under consideration are tested. The stability of the empirical relationships are then evaluated using structural breakpoint tests conducted around known periods of deregulation in the government securities market.

Findings – The stability tests clearly pointed to difference in the dynamics of market borrowing rates pre and post deregulation for overwhelming majority of the states in the sample.

Research limitations/implications – The question pertaining to whether government securities market deregulation reduced or raised states' market borrowing rates is left unaddressed in the current study.

Originality/value – An empirical assessment of the effects of deregulation of the government securities market on the cost of states' borrowing in India is imperative considering the key role played by them in the provision of various public services. The data set created to conduct such an analysis is unique and has the potential to uncover more interesting features about state-level borrowing in India.

Gangopadhyay, K., & Basu, B. (2011). A tale of Indian cities: 1981-2010. *IIMK/WPS/94/ECO/2011/14*.

We estimate the Zipf's law in the context of 2011 census and 2010 estimates of city sizes. The power law exponent in case of a Pareto distribution should be close to -1 and this holds good for 2010 estimates like previous estimates done for during the years 1981-2001. We have made the lower bound of the upper tail to grow as the average growth rate of the urban population. Tsallis q-exponential distribution, a more generalized distribution, is also fitted in this data set with similar results. Moreover, the power law exponent shows moderate rise during 2001-2010. Interestingly, this has also been observed in one of our earlier works, where the Chinese data between 1990 and 2000 has given rise to such phenomenon. We trace the cause to formation of Special Economic Zones (SEZs) and population migration in that context.

Gangopadhyay, K., & Singh, K. (2012). Extent of poverty in India: A difference dimension. *IIMK/WPS/105/ECO/2010/08*.

Poverty line in India is usually associated with a calorie threshold. This calorie threshold approach suffers from many problems. An alternative revealed preference based approach has been provided by Jensen and Miller (2010). In Jensen and Miller approach, the staple calorie share reveals whether a household is calorie deprived. We use this approach to estimate the extent of poverty in India. Though our poverty estimates are extremely close to the Tendulkar Committee estimates for the urban sector; for the rural sector our estimates are considerably less compared to the Tendulkar Committee figures. We also find remarkable rise in urban poverty between 2004-05 and 2007-08 by our method.

Gangopadhyay, K., & Mondal, D. (2012). Does stronger protection of intellectual property stimulate innovation? *IIMK/WPS/106/ECO/2012/09*.

This paper incorporates the idea that the protection of intellectual property rights may hinder the free flow of scientific knowledge from innovations in a standard endogenous growth model and finds that stronger protection of intellectual property rights may discourage innovation.

Guhathakurta, K., Bhattacharya, S. N., & Bhattacharya, M. (2012). Exploring presence of long memory in emerging and developed stock markets. *IIMK/WPS/107/FIN/2012/10*.



According to the market efficiency hypothesis in its weak form, asset prices incorporate all relevant information, rendering asset returns unpredictable. The most considerable economical implication of existence of long memory is the contradiction of the weak-form of market efficiency (Fama, 1970) by allowing investors and portfolio managers to make prediction and to construct speculative strategies. The price of an asset determined in an efficient market should follow a martingale process in which each price change is unaffected by its predecessor and has no memory. When return series exhibit long memory, they display significant autocorrelation between distant observations. Therefore, the series realizations are not independent over time and past returns can help predict futures returns, thus violating the market efficiency hypothesis.

Exploring long memory property is appealing for derivative market participants, risk managers and asset allocation decisions makers, whose interest is to reasonably forecast stock market movements. Generally markets are classified as developed or emerging on the basis of their level of efficiency. Since efficiency levels of developed and emerging stock markets are different, long memory properties displayed by them should be different. Motivated by this we investigate long-memory properties in ten stock exchanges from developed markets (USA, UK, Germany, Australia, New Zealand, Hong Kong, France, Netherlands, Japan and Singapore) and ten from emerging markets (Russia, Hungary, Brazil, Chile, Mexico, Malaysia, Korea, Taiwan, China, and India) using daily return, absolute return and squared return. We compute Hurst exponent, Lo's statistic, semi parametric GPH statistic to test the presence of long-memory in asset returns which would provide evidence against the weak form of market efficiency. We look into developed markets with emerging markets to determine if the returns-generating processes and presence or absence of long memory depends on the degree of market development.

Gopinath, S. & Nair, A. (2012). Kerala Infrastructure Bonds: A New Mechanism for Smoothing the Land Acquisition Process. *IIMK/WPS/101/FIN/2012/04*.

The paper proposes a unique model for solving some of the pertinent issues of land acquisition in the country. Taking Kerala as an illustrative example, the paper brings about a new model for “dematerializing” land so that owner maintains her right to gain from trading and value appreciation

Karthik, D., & Upadhyayula, R. S. (2011). Performance Implications of Diversification in Professional Service Firms: The Role of Synergies. *IIMA Working paper No. 2011-01-01*.

There is growing interest in the Professional service firms because they are seen as archetype of the knowledge-based economy. In this study we look at under researched area of exploitation of synergies in professional service firms

and its implications for performance. Overcoming the uni-dimensional nature of extant studies, we examine the performance implications of diversification along the twin dimensions of services they offer and the knowledge of the industry domain of their clients. We hypothesize that moderate levels of coherence in these dimensions lead to improved performance while excess coherence in these domains lead to diminished performance. These predictions are tested and supported by data from the Indian IT industry which is synonymous with emergence of knowledge economy in India. Our study thus contributes to the theory of diversification of professional service firms.

Kumar, M., & Singh, S. (2011). Learning and performance needs fulfillment and employees' attachment to the organisation. *IIMK/WPS/92/OB&HR/2011/12*.

The paper explores whether perceived fulfillment of needs for learning and performance growth relate with members' identification with the organization. The authors conducted two step hierarchical linear regressions on samples involving data from diverse set of organizations in both public and private sectors. The expected relationship between needs fulfillment and organizational identification (OID) were supported. The learning and performance needs fulfillment were found to relate with unidimensional measure of OID in same direction. Both were also largely found to similarly predict the dimensions of multidimensional scale of OID.

The work is likely to encourage researcher to further explore individual difference (particularly from needs perspective) as explanatory mechanisms for OID. The validity of the construct of OID has been corroborated through support of similar results for two measures of OID. It is hoped that the managers believing in catering to the needs of organizational members are now more likely to confidently put forth into practice the same. There are a handful of studies on OID in Indian context. Those involving predictors of OID and particularly individual difference variables as predictor of OID are still less. The study claims to have filled a void in this respect. Also, simultaneous use of unidimensional and multidimensional measures is likely to add further to the value of the paper.

Ladha, K. K. & Miller, G. J. (2012). The Paradox of Unbiased Public Information. *IIMK/WPS/102/ECO/2012/05*.

This paper tests the critical game-theoretic assumption that jurors vote on the basis of being pivotal. The test is devised such that if the groups aggregate dispersed information, it would support the game-theoretic view of juries; if not, it would oppose the game-theoretic view. This potential for direct contradiction between theoretical and experimental juries makes our experimental test sharper than previous tests: given misleading public signals, rational



voting would still produce information aggregation; naïve voting would not. In prior research, with no public signals, both rational and naïve voting produced information aggregation. Public policy implications pertaining to the media are suggested.

Ladha, K. K. (2011). Perfection of the Jury Rule by Rule-Reforming Voters. *IIMK/WPS/103/ECO/2012/06*.

Collective decision making through voting, by a committee with a common goal (jury), is an important way to aggregate dispersed information. If the decision rule were optimal, information aggregation through voting would be at its best. But at the time the rule (unanimity rule, say) is chosen, the optimal rule, being dependent on the parameters of the case, is unknown. This paper shows that the jury can strategically “revise” the rule for the case under consideration such that at equilibrium the revised rule is optimum given the mandated (unanimity) rule. Initial suboptimality of the (constitutionally) mandated rule for the case under review is thus partially mitigated by jurors voting strategically.

Ladha, K. K. (2011). Aristotle’s *Politics*: On Constitutions, Justice, Laws and Stability. *IIMK/WPS/104/ECO/2012/07*.

This paper divides Aristotle’s *Politics* into two inquiries, each amenable to mathematical representation. The *first inquiry*, which assumes that individuals act in the collective interest, yields the following theorem: polity (a rule of many *good men*) is better than aristocracy (few *good men*), and aristocracy is better than monarchy (one *good man*). The *second inquiry*, which assumes that individuals act in self-interest, justifies democracy: Among various systems of government, democracy (a mixed constitution with a rule of law sustained by competing factions) supports justice (pursuit of the common interest) and stability (obedience of the rule of law). It applies to nations, corporations and towns facing externalities and renegeing.

Nair, S., R. & Eapen, L. M. (2011). Food price inflation in India: A commodity-wise analysis of the causal factors. *IIMK/WPS/97/ECO/2011/17*.

In this paper, we examine the causes of high inflation experienced in thirteen food commodities in India during 2008 to 2010. It is found that a majority of

the commodities were subject to high prices due to domestic supply-side constraints. They include pulses, fruits, vegetables, meat, fish, oilcakes, spices, tea, coffee and sugar. Rising input cost turns out to be the primary reason for high prices of milk and egg. The high inflation of rice was caused by a complex interplay of factors. We find very little evidence to support the popular view that the higher food prices in recent years was the outcome of a “secular shift” in food consumption pattern towards high-value agriculture products. The developments in the global economy influenced domestic food price scenario mainly through passing on of world oil price increases. High cost food imports played only a limited role.

Pati, S. P. (2012). Development of a measure of employee engagement. *IIMK/WPS/99/OBHR/2012/02*.

Despite the enhanced interest of academicians and practitioners in the construct of employee engagement, there exists a dearth of choices in the various measures for its assessment. Hence this research attempts to develop a multidimensional instrument of employee engagement. Initial support for the construct validity of the seven item instrument was demonstrated. Directions for future research are also discussed.

Purkayastha, S. (2012). Are business group affiliation advantages and diversification premium contingent on macro-economic environments? Evidence from India. *IIMK/WPS/100/2012/03*.

Although studies have examined the diversification-performance and business group affiliation-performance relationships, very few researchers have considered the impact of macro-economic environment on these relationships. This study examines the impact of diversification and business group affiliation on performance for firms operating in different macro-economic environments, such as a munificent and a scarce environment. Using five measures of diversification and three measures of performance across two time periods, we ran thirty panel data regression analysis to get robust results. Results indicate that diversification is influenced by macro-economic parameters while business group affiliation is immune to them. Diversification is associated with superior performance during munificent macro-economic environment while it has a negative impact on performance during scarce macro-economic environment. In contrast, business group affiliation has positive impact on performance, irrespective of macro-economic environment.

Sridhar, G., Unnithan, A. B., Iyengar, C., Gupta, R., & Kumar, D. (2011). Value-conscious, ethical position and perceived risk influence on attitude towards music piracy among Indian young adult. *IIMK/WPS/96/MKTG/2011/16*.

There have been several studies that examined piracy from demand and supply side. But the



dearth of studies on demand side still plagues the field, especially the personality factors influencing on the attitude towards piracy. This study contributes to the literature by evaluating the attitudes of Indian young adults' attitude towards piracy. The study involves an extension of several studies conducted on the theme to a new sample. After relevant review of literature and couple of pilot studies on the young adults, three variables were found to have significant influence on the attitude towards music piracy; value consciousness, ethical consideration and perceived risk. These variables were considered for a larger study with a sample size of 172. A questionnaire having 20 items was distributed to the sample respondents by the team of researchers. Results of the study reveal that the three variables were significant influencers on the attitude towards piracy. More specifically the value consciousness was found to have a profound impact on the attitude towards piracy. Details of the study are presented in the paper.

SMALL GRANT RESEARCH PROJECTS COMPLETED

Adhikari, A. (2010). Differentiating Subjective and Objective Product Attributed in Consumer Choice Decision. *SGRP/2010/31*.

Adhikari, A. (2010). Field research multimedia case on Edible Agro Products Ltd. *SGRP/2010/37*.

Gangopadhyay, K. (2011). Study of evolution of food consumption in India 1990-2008. *SGRP/2011/41*.

Krishnan, T. N. (2010). Challenges of talent management in small and medium enterprises in India. *SGRP/2010/36*.

Pillai, R. (2011). Case development on IT enabled transformation for achieving operational excellence. *SGRP/2011/38*.

Purkayastha, S. (2011). Diversification firm performance and the current financial crisis – A study of manufacturing firms in India. *SGRP/2011/39*.

Singh, V. (2011). Examining the relationship between scores on entrance test and academic performance in a Business Management Programme. *SGRP/2011/40*.

Singh, V. (2011). Understanding risk, fairness and social cooperation via two decision making tasks. *SGRP/2011/43*.

Sebastian, M. P. (2011). An E-Governance Framework for India. *SGRP/2011/48*.

Thomas, S. (2010) Beating Systematic Investment Plans with Value: A Dynamic Investing Tool for Investors. *SGRP/2010/33*.

Thomas, S. (2010). Volatility Dynamics in Indian Future Market Using Range Based, Extreme Value and Conditional Estimators. *SGRP/2010/34*.

Upadhyayula, R. S. (2010). Building Technological Capabilities through Technological Development of Industrial Clusters: The case of IT and Electronic clusters in India. *SGRP/2010/35*.

SMALL GRANT RESEARCH PROJECTS UNDERTAKEN

Adhikari, A. (2011). Field Research Multimedia Case on Ideaforge: A mechanical charger. *SGRP/2011/42*.

Adhikari, A. (2011). Influence of subjective product features in repeat purchase of improved product variety. *SGRP/2011/49*.

Das, A. (2011). Photo Blogging and Small Talk on Facebook: A Managerial Perspective. *SGRP/2011/53*.

Dhayanithi, D. (2011). Baby Memorial Hospital (BMH) Streamlining Healthcare Project. *SGRP/2011/50*.

Gangopadhyay, K. (2011). Study of evolution of food consumption in India: 1990-2008. *SGRP/2011/41*

Purkaystha, S. (2011). Diversification strategy and firm responses. *SGRP/2011/47*.

Sebastian, M. P. (2011). An e-governance framework for India. *SGRP/2011/48*.

Sethi, D. (2011). Computer-related Health Issues among White collar Employees of Kozhikode & Kochi: Communicating an Action Plan. *SGRP/2011/54*.

Sethi, D. (2011). Non-verbal communication in Doctor-patient interaction: An exploratory study of three major cities of Kerala. *SGRP/2011/51*.

Sett, R. K. (2011). Understanding the efficacies of brand alliances in advertising. *SGRP/2011/52*.

Singh, V. (2011). Examining the relationship between cases on entrance test and academic performance in a business management programmed. *SGRP/2011/40*.

Singh, V. (2011). Understanding gender effects in risk fairness and social cooperation via two decision making facts. *SGRP/2011/46*.

Singh, V. (2011). Understanding risk, fairness and social cooperation via two decision making tools. *SGRP/2011/43*.

Sudershan, K. (2011). International financial reporting standards. *SGRP/2011/45*.

Velayudhan, S. K. (2011). Case Development on Theme Park Wonderla. *SGRP/2011/44*.



RESEARCH SEMINARS

Banerjee, A. (2011). *Marketing Analytics in Banking Services*, December 8.

Bhattacharya, S. (2012). *The practice of the management of occupation health and safety in the global regulatory environment*, May 2.

Ghosh, C. (2011). *Does Cross-listing Mitigate Agency Problems of Excess Cash? Evidence from International Acquisitions*, October 17.

Jacob, V. (2011). *MIS research over the Years – Rolling Stone or Leading Edge*. July 7.

Lahkar, R. (2012). *Entry of Profit-Motivated Microfinance Institutions and Borrower Welfare*, February 23.

Malloch, T. R. (2012). *Practical wisdom for management from the Indian religious and spiritual traditions*. The third lecture in CK Prahalad memorial lecture series, January 11.

Nair, S. R. (2011). *Food Price Inflation in India: Understanding the ‘New Monster’*, December 15.

Nandakumar. (2012). *Refining Industry Perspective & Pricing*, February 7.

Narayanan, V. K. (2011). *Research and Publishing in Management: A US Perspective*, August 5.

Padmakumar. (2011). *Leadership and Theory of Life*, July 12.

Ramalingam, A. (2011). *‘Can Firms Benefit from Employees’ Status Concerns?’* July 14.

Tharoor, S. (2012). *Globalizing Indian thoughts*. Leadership series session, February, 4.

FELLOWSHIPS/AWARDS/HONOURS

Adhikari, A.

Emerging Scholar in 2011 by Academy of Marketing Science, USA.

Best Professor in Marketing Management in 2012 by World Education Congress.

Balooni, K.

Invited Panelist by the Food and Agricultural organization (FAO) of the United Nations for the International Conference on Planted Teak Forests – a Globally Emerging Forest Resource, San José, Costa Rica, October 31 – November 2011.

Chatterjee, D.

Achievers & Leaders Award (Academics), Bengal Chamber.

Gangopadhyay, K.

Partial reimbursement of expenses, Econophys Kolkata VI: Econophysics of systemic risk and network dynamics, organised by Saha Institute of Nuclear Physics, Kolkata and Ecole Centrale Paris, October 21-25, 2011.

Gopinath, S.

Knowledge Economy Partnership Fellowship 2012-13, British Council, June 2012.

Jharkharia, S.

Secondment to Asian Institute of Technology Bangkok by Ministry of Human Resource Development, Govt. of India, New Delhi, for 16 weeks, January 2012.

Nair, S. R.

Rashtriya Gaurav Award along with Certificate of Excellence instituted by India International Friendship Society, New Delhi.

Pillai, R. R (with Krishnadas, N. for the first two & with Krishnadas, N., Kumar, R., & Supriya, K. K. for the last.)

Best paper award. 11th Consortium of Students in Management Research (COSMAR), Indian Institute of Science, Bangalore, October 21, 2011.

Emerald 2011 Indian LIS Research Fund Award Highly Commended for research proposal on Sustainability.

Wipro Earthian Awards 2011 for the project on implementing Green IT in the Computer Centre of IIMK.

MEMBERSHIP OF EDITORIAL BOARD**Adhikari, A**

Associate Editor - IIM Kozhikode Society & Management Review

Regional Editor, Emerald Emerging Market Case Studies, Emerald Publication.

Asharaf, S.

International Journal of Applied Pattern Recognition (IJAPR)

Balooni, K

Editorial Review Board Member, IIM Kozhikode Society & Management Review

Dey, S.

Managing Editor, IIM Kozhikode Society & Management Review

Gangopadhyay, K.

Associate Editor - IIM Kozhikode Society & Management Review

Gopinath, S.

International Journal of Intelligent Enterprise

Jharkharia, S

International Journal of Business Excellence

International Journal of Information System and Supply Chain Management

Asian Journal of Information Technology

Ladha, K. K

Editorial Review Board Member, IIM Kozhikode Society & Management Review
Journal of Infrastructure Development

Nair, A.

Associate Editor - IIM Kozhikode Society & Management Review

Nair, U. K

Editorial Review Board Member, IIM Kozhikode Society & Management Review

IIMB Management Review,

Decision (of IIMC)

Pati, R. K

Associate Editor - IIM Kozhikode Society & Management Review

Pawar, B. S.

Associate Editor - IIM Kozhikode Society & Management Review

Pillai, R. R

AIMS International Journal of Management

Purkayastha, S

Associate Editor - IIM Kozhikode Society & Management Review

Raman, V, G

Associate Editor - IIM Kozhikode Society & Management Review

Sebastian, M. P

Editor, Journal of Next Generation Information Technology, Korea.

Member, Editorial Board, The IUP Journal of Computer Sciences, India.

Member, Editorial Board, Journal of Advanced Networking and Applications, India

Associate Editor - IIM Kozhikode Society & Management Review



Sett, R. K.

Managing Editor, IIM Kozhikode Society & Management Review

Upadhyayula, R. S.

Editorial and Reviewer Board, Synergy Journal of K J Somaiya Institute of Management Studies

REVIEW/REFEREE**Adhikari, A.**

American Marketing Association Conferences

Cornell Hospitality Quarterly

Journal of Services Research

Emerald Emerging Market Case Studies

International Journal of Bank Marketing

Amblee, N.

International Journal of Electronic Commerce

Electronic Commerce Research and Applications

Journal of Indian Business Research

Emerald Emerging Markets Case Studies

Information Technology and Management

International Conference on Information Systems

Anand, G.

Journal of Engineering Design

Management Research Review

Emerging Markets Case Studies

International Journal of Production Research

Journal of Manufacturing Technology Management

Bahinipati, B.

European Journal of Operational Research

Computers and Industrial Engineering

Balooni, K.

Forest Policy and Economics

International Forestry Review

Singapore Journal of Tropical Geography

Space and Polity

Gangopadhyay, K.

Urban Studies

A FPM thesis for IIM Lucknow

Metamorphosis

**Gopinath, S.**

International Journal of Production Research
International Transactions in Operations Management
Journal of Technology Management
Systems Dynamics Review
IIMB Management Review

Jharkharia, S.

International Journal of Information Systems and Supply Chain Management
Journal of Modeling in Management

Joseph, J.*Thesis review:*

An exploratory study to determine the factors influencing customer satisfaction in Grocery Retailing in India: A study in Chennai. Indian Institute of Technology Madras.

Paper review:

Vikalpa
IIMB Management Review
Two Papers reviewed for Association for consumer research – North American Conference.

Kohli, R.

International Business Review
Emerald Emerging Markets Case Studies

Krishnan, T. N.

Emerald Emerging Markets Case Studies

Ladha, K. K.

American Journal of Political Science
Economics and Philosophy

Nair, U. K.

IIMB Management Review

Ph.D. Dissertation Evaluation (Cochin University of Science & Technology)

Pati, R. K.

Supply Chain Management: an International Journal

Resources, Conservation and Recycling

International Journal of Systems Science

Pillai, R. R.

AIMS International Journal of Management

International Conference on Information Technology, Systems, and Management (ITSM-2011).

Purani, K.

European Marketing Academy Conference 2012

Thomas, J.

Management Review, Indian Institute of Management Bangalore

Journal of Indian Business Research, Emerald Group Publishing

Emerald Emerging Market Case Studies

Vikalpa

CONFERENCES / CONVENTION AT IIMKChatterjee, D. (2012). *International Symposium on Practical Wisdom for Management from the Indian Spiritual Traditions*, January 12-13.Chatterjee, D., Dhal, M., & Kumar, M. (2012). *HR Summit 2012*. February 3-4.Chatterjee, D., Sebastian, M. P., & Pillai, R. (2011). *Information Technology, Systems and Management (ITSM 2011)*, December 17-18.Nandakumar, M. K., & Jharkharia, S., & Nair, A. S. (2011). *Eleventh Global Conference on Flexible Systems Management (GLOGIFT 11)*, December 09-12.

Thomas, J. (2011). Practitioners' Forum: International Conference on Information Technology, Systems and Management, December 17.

CONFERENCES / CONVENTION FORTHCOMINGGopinath, S. (2013). *SMFI Annual Conference*. May 21-24.

Gopinath, S. (2013). *International Conference on Workers Co-operatives in Transition* (in association with ILO & UNIDO). April (dates to be finalized and subject to final confirmation from ILO & UNIDO).

Purkayastha, S., Nandakumar, M. K., & Kumar, V. (2012). *Conference on Global Strategies for an Emergent India*, December 28-29.

Organizational Behaviour and Human Resources



Debabrata Chatterjee



Debashis Chatterjee



Anjan Kumar Swain



Asharaf S



R. Radhakrishna Pillai

Information Technology & Systems



T.N. Krishnan



Manoranjan Dhal



M P Sebastian



Anindita Paul



Mohammed Shahid Abdulla

Economics



B.S. Pawar



K. Unnikrishnan Nair



Kausik Gangopadhyay



Krishna Kumar Ladha



Kulbhushan Balooni



Manish Kumar



Surya Prakash Pati



Leena Mary Eapen



Rudra Sensarma



Shubhasis Dey



Sthanu R Nair

Marketing Management



Atanu Adhikari



Joffi Thomas



Joshy Joseph



G. Sridhar



A.B. Unnithan



Keyoor Purani



Rahul Kumar Sett



Sanal Kumar V.



Naveen Amblee



Omkumar Krishnan

Finance, Accounting and Control



Abhilash Nair



Rani Ladha



K .K. Ramesh



Reena Kohli



Sony Thomas



S.S. Srinivas Kumar



Sudershan Kuntluru



Kousik Guhathakurta

Humanities & Liberal Arts in Management



Anupam Das



Venkat Raman



Deepa Sethi



A.F. Mathew

Quantitative Methods & Operations Management



Anand G



Gopal Chaudhuri



Ram Kumar P.N.



Raju C



Rupesh Kumar Pati



Saji Gopinath



Sanjay Jharkharia



Thangamani G

Strategic Management



P.R. Bhatt



Mahesh Bhawe



Nandakumar M.K.



Rajesh Srinivas Upadhyayula



Saptarshi Purkayastha



P. Rameshan




Sumit Mitra



Suram Balasubrahmanyam



Deepak Dhayanithy



Indian Institute of Management Kozhikode (IIMK) is the fifth IIM, established in 1996 by the Government of India in collaboration with the Government of Kerala. It aims to contribute significantly to education, training, consulting, and research in management. IIMK is dedicated to offering world class programmes in management. Research is a continuing area of emphasis since it serves as a link between theory and practice in management.