

RESEARCH NEWSLETTER

Volume 16 - 2017 - 2018



भारतीय प्रबंध संस्थान कोयिक्कोड
Indian Institute
of Management
Kozhikode

Globalizing Indian Thought



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Message from Director

I would like to thank the IIM Kozhikode community for a great year in terms of both good quality and output of research. We have achieved a lot together and I would like to congratulate our faculty, staff, research students for their hard work and achievements.

There are three fundamental aspects of research that IIMK strives for: Research should be innovative, impactful and socially relevant. While innovative and impactful research has long been recognized and rewarded, we share a world that is increasingly polarized between the haves and the have nots. Unless research is meaningful and socially relevant, the fruits of these endeavors would not be widely shared. Given a globalized world, producing high-quality research output would be a joint endeavor leveraging international partners.

This Newsletter has been a vehicle for communicating past and current research activities to our faculty, staff, students, alumni, and friends. Inside this newsletter, you will find updates about research papers, books, research studies published by institute members and conferences & seminars hosted by our institute.

The institute continues to appreciate the need to achieve significant advances in both 'research' and 'teaching and learning' and recognizes the shared benefits of these two objectives. I hope that you find this publication interesting and that it encourages you to engage with the institute's research initiatives.

With warm regards,

Prof. Debashis Chatterjee
Director, IIM Kozhikode



Message from Chairperson

At IIM Kozhikode we have made concerted efforts towards building an enabling research eco-system where knowledge generation and dissemination are given equal importance. I feel privileged to present to you this compendium of research output of the last academic year highlighting our collective achievement. I thank the Research Office team for their hard work in producing this. During the last year, we achieved 62 peer reviewed journal articles the highest number so far, but what is heartening is that out of these, 6 are in internationally ranked A* publication category which is a three-fold jump from the previous year and signifies a marked improvement in the quality of publications. We have had 12 research seminars in the last year by faculty and researchers from India and abroad. We also hosted the international conference on 'Cooperatives in the Changing World of Work' in April-May. It saw presentations by Kerala state cabinet ministers, government representatives, policy makers, practitioners, sectoral experts besides researchers. It also featured a first-of-its-kind parallel Coopathon (hackathon for cooperatives) which saw good student participation. While I urge you to browse this newsletter to have an idea of previous years' achievements, I also encourage you to follow the research links on our website for the updated research outputs, seminars, conferences, views and ideas in the form of research blog.

With warm wishes,

Prof. Krishnan T.N.
Chairperson, Research

2017-18: RESEARCH HIGHLIGHTS

62 Research Articles were published in reputed peer reviewed journals out of which 6 are in internationally recognized A* category journals and 10 are in A category

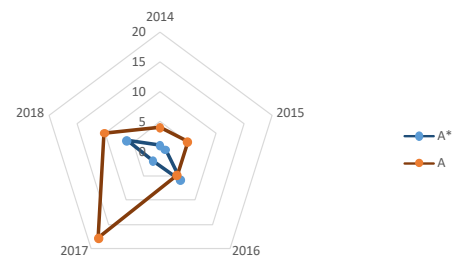
2 Small Grant Research Projects were completed. 2 Medium Grant and 1 Large Grant Research Projects are ongoing. 4 External research projects are ongoing.



RESEARCH OVERVIEW



Trends in A* and A Category Publications





ECONOMICS



The Economics Area carries out rigorous empirical and theoretical research on a wide variety of issues. The area members' research interests include Agricultural and Indian Economic Policy, Applied Econometrics, Applied Economics, Development Economics, Economics of Information, Economics of Institutions, Economics of Money, Credit and Banking, Economics of Pension Funds, Energy Economics, Environmental Governance and Management, Financial Markets, Household Finance, International Trade, Labour Economics, Macroeconomics, Public Finance. The area members have published their work in many reputed international journals like Conservation Letters, Economic and Political Weekly, Economics Letters, Economic Modelling, Financial System Review, International Review of Economics and Finance, International VAT Monitor, Journal of Asia Business Studies, Journal of Economic Integration, Journal of Economic Surveys, Journal of Financial Stability, Journal of Policy Modeling, Landscape and Urban Planning, Physica. The area members' research projects have received funding from leading agencies such as Economic and Social Research Council (UK), European Commission (EU), NITI Aayog and Ministry of Commerce & Industry (Government of India).

REFEREED JOURNAL PUBLICATIONS

AUTHOR	TITLE	JOURNAL	YEAR
L. Venkatachalam Kulbhushan Balooni	Water transfer from irrigation tanks for urban use: can payment for ecosystem services produce efficient outcomes	<i>International Journal of Water Resources Development</i>	2018
L. Venkatachalam Kulbhushan Balooni	Payment for Ecosystem Services to Sustain Kudimaramathu in Tamil Nadu	<i>Economic & Political Weekly</i>	2018
Kulbhushan Balooni	Sustaining impactful multidisciplinary contributions over five decades: An interview with Professor Ramadhar Singh, Distinguished University Professor, Amrut Mody School of Management, Ahmedabad University	<i>IIMB Management Review</i>	2017
Leena Eapen	Power sector in India: Performance of Discoms and its Impact on the State Exchequer	<i>International Journal of Development Economics and Management</i>	2017
Pulapre Balakrishnan Mausumi Das M. Parameswaran	The internal dynamic of Indian economic growth	<i>Journal of Asian Economics</i>	2017

Reddy Sai Shiva Jayanth Kausik Gangopadhyay	Temptation in Purchasing Decision: A Quasi Experiment to Validate the Set Betweenness Axiom	<i>Theoretical Economics Letters</i>	2018
Nitin Kumar Rudra Sensarma	Efficiency of Microfinance Institutions in India: A Stochastic Distance Function Approach	<i>Journal of Emerging Market Finance</i>	2017
Sthanu R Nair Leena Eapen	Price Monitoring and Control under GST:Lessons from Australia	<i>Economic & Political Weekly</i>	2017
Soumyatanu Mukherjee Shreya Banerjee	Implications of Trade Policies in Segmented Factor Markets – A General Equilibrium Approach.	<i>Theoretical Economics Letters</i>	2018
Shubhasis Dey Aravind Sampath	Dynamic Linkages between Gold and Equity Prices: Evidence from Indian Financial Services and Information Technology Companies	<i>Finance Research Letters</i>	2018

Venkatachalam, L., & **Balooni, K.** (2018). Water transfer from irrigation tanks for urban use: can payment for ecosystem services produce efficient outcomes. *International Journal of Water Resources Development*, 34(1):51-65.

Many Indian states have begun to transfer water meant for irrigation to non-agricultural purposes, but the economic and environmental consequences are not adequately understood. Transfer of water out of water bodies from rural areas not only reduces the economic welfare of the traditional water users but also reduces their incentives to manage these water bodies on a sustainable basis. The study explores the possibility of introducing the mechanism of 'payment for ecosystem services' at the grass-roots level in the Indian context as a return for reallocation of water from irrigation to urban uses so that it can produce a non-zero-sum outcome for villagers, farmers, urban consumers and governments.

Venkatachalam, L., & **Balooni, K.** (2018). Payment for Ecosystem Services to Sustain Kudimaramathu in Tamil Nadu, *Economic & Political Weekly*, 53(6): 21-23.

The Tamil Nadu government is attempting to revive the institution of kudimaramathu by leveraging a scheme sponsored by the National Bank for Agriculture and Rural Development to rejuvenate small waterbodies in the state. How a payment for ecosystem services system can incentivize village panchayats to engage in tank management and, in turn, ensure the sustainability and longevity of the community-based programme beyond the life of the project is explored.



Balooni, K. (2017). Sustaining impactful multidisciplinary contributions over five decades: An interview with Professor Ramadhar Singh, Distinguished University Professor, Amrut Mody School of Management, Ahmedabad University. *IIMB Management Review*, 29(2): 136-151.

A professor avows, declares, or professes knowledge of a field. The challenge for most professors lies in continuing to generate relevant knowledge. Of those continuing research, most make impact on their respective disciplines. Ramadhar Singh - an experimental social psychologist and currently, Distinguished University Professor, Amrut Mody School of Management, Ahmedabad University has been steadily contributing to the advancement of knowledge in psychology and producing multidisciplinary impact over his 49-year career.

By tracing the trajectory of Singh's vast and varied experience, attitude and approach to research, and scholarly output in international publications that have advanced knowledge and found applications from management to biological and social sciences, this interview offer pathways to research scholars for sustained multidisciplinary and impactful research in their careers.

Eapen, L. M. (2017). Power sector in India: Performance of Discoms and its Impact on the State Exchequer, *International Journal of Development Economics and Management*, 6(1):21-29.

One of the major objectives of the power reforms introduced in India is to make the utilities commercially viable, so as to reduce dependence of government utilities on government budgetary assistance. Even after the extensive reform programs introduced at several stages from 1991 onwards even today the sector continues to witness all those inefficiencies experienced prior to 1990's. Hit by subsidised tariffs, distribution companies (Discoms) are facing cash crunch and are incurring annual losses of about Rs 600 billion. This not only affects the power sector and state funds but also affects the public sector banks as their bad loans are rising. The power sector can sustain in the long run, without the drain on the state exchequer, if and only if state governments are ready to do without tariff cuts and focus on improving overall management of the power sector especially at the distribution end.



Balakrishnan, P., Das, M., & Parameswaran, M. (2017) The internal dynamic of Indian economic growth, *Journal of Asian Economics*, 50: 46-61.

A stylised fact of India's economic history since 1950 is that the rate of growth of the economy has accelerated periodically and across policy regimes. In this paper we present a theoretical framework that can generate such a pattern due to cumulative causation through positive feedback. The growth process is then investigated using cointegration analysis. We are able to establish the existence of positive feedback which is at the centre of cumulative causation. We are also able to date the onset of this mechanism which has driven growth in India for close to half a century by now. This leads us to conclude that the internal dynamics are at least as important as the policy regimes to understand growth over the long term in this country.

Reddy, J., & Gangopadhyay, K. (2018). Temptation in Purchasing Decision: A Quasi Experiment to Validate the Set Betweenness Axiom, *Theoretical Economics Letters*, 8(10): 1709-1720

We examined the Set Betweenness axiom, the most crucial assumption in the literature studying Temptation and Self-control starting with the seminal work by Gul and Pesendorfer[1]. This axiom states that presence of a tempting alternative creates a self-control problem for the decision maker who prefers a menu that does not include the tempting alternative over a menu that does. We identified reduced price as a tempting alternative and conducted a quasi-experiment on 288 respondents. The respondents expressed their preference between menus and alternatives that contain a tempting good at a reduced price and/or that good at a non-reduced price. We chose ice cream and shirt as two different choices for goods. Our results demonstrate that that choice that is consistent with Set Betweenness Axiom is the most observed choice. Moreover, people with more familial wealth may have higher preference for commitment.

Kumar, N., & Sensarma, R. (2017). Efficiency of Microfinance Institutions in India: A Stochastic Distance Function Approach, *Journal of Emerging Market Finance*, 16(1): 151-168.

We examine the efficiency outreach debate in the context of Indian microfinance institutions (MFIs). We employ the stochastic distance function approach for 75 MFIs during 2004–2011. We find that there are significant inefficiency effects but efficiency is improving over time. Among the determinants of inefficiency, average loan balance per borrower and number of women borrowers appear to improve efficiency. This suggests that the efficiency outreach debate is more nuanced than that presented in the literature and depends on the way outreach is defined. Profitability, size and leverage seem to increase efficiency, whereas age of the MFI is associated with higher inefficiency.



Nair, S.R., & Eapen, L.M. (2017). Price Monitoring and Control under GST: Lessons from Australia, *Economic & Political Weekly*, 52: 25-26.

The Central Goods and Services Tax Act, 2017 has an “anti-profiteering” clause aimed at ensuring that businesses pass on tax rate cuts and cost savings resulting from the adoption of GST to the consumers. In this context, Australia’s experience with price monitoring and control during the GST transition period is looked at to draw lessons for India. It is eminently possible to institute a comprehensive and effective price monitoring and control mechanism in India to enable benefits to consumers under the GST regime.

However, the anti-profiteering rules in their present form have some lacunae and may not produce the desired results of containing profits and, thereby, price rise.

Mukherjee, S., & Banerjee, S. (2018). Implications of Trade Policies in Segmented Factor Markets – A General Equilibrium Approach., *Theoretical Economics Letters*, 8(5): 780-792.

This paper, using a three-sector full-employment general equilibrium model with segmented domestic factor markets, explains how and under what conditions a policy of import restriction using tariffs can be beneficial for a small, open economy compared to the import liberalization policy, contrary to the-conventional results. Also, inflows of foreign-owned capital to an export sector within the economies export processing zone coupled with labouraugmenting type technology transfer, with protected import-competing sector, can improve national income, even without any distortion in the formal sector labour market. This simple application of competitive trade models establishes the fact that trade restrictions can promote growth and attract FDI for the developing countries, even when foreign capital enters one specific export sector of the economy.

Dey, S., & Sampath, A. (2018) Dynamic Linkages between Gold and Equity Prices: Evidence from Indian Financial Services and Information Technology Companies, *Finance Research Letters* 25: 41-46.

We use multivariate GARCH models to analyze dynamic linkages between gold and equity price. A \$1 long position in the NIFTY Financial Services index or in the NIFTY Information Technology index can be hedged for 12 cents and 5 cents, respectively, with a corresponding short position in spot gold. Moreover, spot gold expressed in rupees is a stronger equity hedge than spot gold expressed in dollars. Gold also acts as a safe haven asset during the Global Financial Crisis period. Crisis or not a prudent investor should allocate around 30% of her investable assets in gold within a gold/stock portfolio.

OTHER/FORTHCOMING PUBLICATIONS

FORTHCOMING REFEREED JOURNAL PUBLICATIONS

AUTHOR	TITLE	DETAILS
Thomas, A. Spataro, L.	Financial Literacy, Human Capital and Stock Market Participation in Europe	<i>Journal of Family and Economic Issue</i>

BOOKS, BOOK CHAPTERS / PUBLISHED & FORTHCOMING

AUTHOR	TITLE	CATEGORY	DETAILS	YEAR
Nair, S.R. Eapen, L.M.	Agrarian Performance and Food Price Inflation in India	Book Chapter	<i>Indian Economy Since Independence, 29th Edition, authored by Uma Kapila, Published by Academic Foundation</i>	2018



CONFERENCE PAPERS, PRESENTED & FORTH COMING			
AUTHOR	TITLE	DETAILS	YEAR
Eapen, L.M. Nair, S.R.	Goods and Services Tax and Price Control Measures: Lessons for India from Australian Experience	73rd Annual Congress of the International Institute of Public Finance, Tokyo, Japan, August 18-20	2017
Jayanth, R.S.S.	Technology adoption in Indian Agriculture: What do we learn from the field?	International food and Agri Business Management Association, Buenos Aires	2018

NON- REFEREED PUBLICATIONS/ PRESENTATIONS				
AUTHOR	TITLE	CATEGORY	DETAILS	YEAR
Balakrishnan, P.	The economy in the time of Narendra Modi	Popular Press	<i>The Hindu</i> , June 5	2017
	The terrorisms we overlook	Popular Press	<i>The Hindu</i> , July 5	2017
	After globalisation's promise	Popular Press	<i>The Hindu</i> , July 18	2017
	The RBI is off target	Popular Press	<i>The Hindu</i> , August 1	2017
	Our collective cross to bear	Popular Press	<i>The Hindu</i> , August 11	2017
	Endgame for Section 377	Popular Press	<i>The Hindu</i> , August 25	2017
	Social revolution in a JAM	Popular Press	<i>The Hindu</i> , September 8	2017
	The Federal Manouvre	Popular Press	<i>The Hindu</i> , September 16	2017
	The slowing economy	Popular Press	<i>Malayala Manorama</i> , September 27	2017
	Modi Government Isn't Against Economic Growth, But Its Approach Is Flawed	Popular Press	<i>The Wire</i> , October 2	2017
	Tackling the economic slowdown	Popular Press	<i>The Hindu</i> , October 3	2017
	Banker with a cause: review of Raghuram Rajan's 'I Do What I Do'	Popular Press	<i>The Hindu</i> , October 14	2017
	The grounding of "Air India"	Popular Press	<i>The Hindu</i> , January 25	2018
	Embracing the rural: Budget 2018 invited	Popular Press	<i>The Hindu</i> , February 1	2018
	Indian democracy and its contradictions: review of 'The Raisina Model' by Meghnad Desai	Popular Press	<i>The Open Magazine</i> , February 2	2018
	Life in a deadly democracy	Popular Press	<i>The Hindu</i> , February 26	2018
	A stoppable juggernaut	Popular Press	<i>The Hindu</i> , March 18	2018
	When development brings loss	Popular Press	<i>The Hindu</i> , March 28	2018
	A demographic twist to democracy by invitation	Popular Press	<i>Deccan Herald</i> , April 8	2018
	Prosperity in the 21st century	Popular Press	<i>The Hindu</i> , April 21	2018
The classroom as the instructor's castle	Popular Press	<i>The Hindu</i> , May 22	2018	
An unexceptional economic performance	Popular Press	<i>The Hindu</i> , June 9	2018	
Eapen, L.M.	A stepping stone for women empowerment	Popular Press	<i>The New Indian Express</i> , February 3	2018

Eapen, L.M Nair, S.R.	Will the buyers taste GST benefits?	Popular Press	<i>The New Indian Express</i> July 06	2017
Gangopadhyay, K.	Politics around Aryan Invasion Theory to stay as it helps defy the Indian-ness of Hindutva	Popular Press	<i>First post</i> , June 27	2017
Gangopadhyay, K. Sivaraman, K.	Industrial Training Institutes are now attracting 90 percenters; here's why that's a good thing	Popular Press	<i>First post</i> , June 13	2017
Gangopadhyay, K.	How a faulty metric to calculate global hunger is creating a flawed narrative against India	Popular Press	<i>Op India</i> , October 16	2017
Mukherjee, S.	Trans Pacific Partnership Without The US: Populism Wins...	Popular Press	<i>BW Business world e paper</i> March 31	2018
Mukherjee, S.	Trump's Protectionist Trade Policies Have Dire Consequences For US Businesses	Popular Press	<i>Swarajya epaper</i> , March 31	2018
Mukherjee, S.	Economic Reform & Real Wages in General Equilibrium Models	Invited Talk	<i>Second International Scientific Conference EMAN 2018: "Economics and Management – How to Cope With Disrupted Times"</i> , Ljubljana, Slovenia, March 22	2018
Mukherjee, S.	International trade and jobless growth in general equilibrium model	Invited Talk	<i>Jobless Growth in South Asia</i> , ISI, New Delhi, India, March 8	2018
Mukherjee, S.	Exchange rate volatility and exports: estimation of firms' risk preferences using firm-level data from India	Invited Talk	<i>CREDIT Seminar, School of Economics, University of Nottingham (UK)</i> , October 11	2017
Nair, S.R.	FDI changes in Single Brand Retail: What is in store?	Popular Press	<i>Mathrubhumi</i> , January 17	2018
Nair, S.R.	Economic Slowdown: What is the way out?	Popular Press	<i>Mathrubhumi</i> , October 6	2017
Nair, S.R.	GST: Take care of Consumer's Interest	Popular Press	<i>Mathrubhumi</i> , July 16	2017
Nair, S.R.	Manthiyam Marikadakkan (Overcoming Economic Slowdown)	Popular Press	<i>Mathrubhumi</i> , October 6	2017
Nair, S.R. Eapen, L.M.	Will the buyers taste GST benefits?	Popular Press	<i>The New Indian Express</i> , June 25	2017
Sensarma, R.	Ease of doing business in Kerala necessary for job creation.	Popular Press	<i>Mathrubhumi</i> November 6	2017
Sensarma, R.	Will the RBI's rate cut have the desired effects?	Popular Press	<i>moneycontrol.com</i> August 12	2017
Sensarma, R. Baag, P.K.	RBI's inability to regulate and supervise banks shows it's time for a super financial regulator	Popular Press	<i>First Post</i> , February 23	2018
Sensarma, R.	Nawab of Oudh, Keynes and lessons for the Union Budget	Popular Press	<i>moneycontrol.com</i> January 24	2018
Sensarma, R. Purani, K.	Why IIMs don't need foreign accreditations	Popular Press	<i>Financial Express</i> January 15	2018



Sensarma, R.	Demonetization: Short term impact and enduring effects	Popular Press	<i>Mathrubhumi Year Book Plus 2018</i> , November	2017
Sensarma, R.	Kerala Budget 2018: Good balance between welfare and fiscal prudence	Popular Press	<i>The New Indian Express</i> , February 03	2018

CASE STUDIES PUBLISHED & FORTHCOMING

AUTHOR	TITLE	DETAILS
Reddy, S. Narayanamurthy, G. Srivastava, A. Vamsi. V.	Contrasting Ideologies Between Generations in Sree Subramania Ayurvedic Nursing Home - A 400 Year Old Family Owned Organization	Emerald Emerging Markets Case studies

Reddy, S., Narayanamurthy G., Srivastava, A., & Vamsi, V. (2018) Contrasting Ideologies Between Generations in Sree Subramania Ayurvedic Nursing Home - A 400 Year Old Family Owned Organization

Sree Subramania Ayurvedic Nursing home (SSANH), one of the most reputed Ayurvedic treatment centers in Kozhikode, Kerala in India, was converted into its present form in 1974 from Thekkayil Vaidyasala by Thekkayil Rajaratnam Vydier. SSANH has an organizational structure with Chief Physician, Rajaratnam Vaidyar at the apex. The Chief Administrative Officer, Dr. Sanand Ratnam (BAMS, MD), is the head of the organization. It has come a long way in upholding the Ayurvedic tradition of healing. As it looks to survive and thrive in the evolving healthcare market in Kerala, it requires rethinking the way it conducts its business. This case highlights how SSANH, in spite of being in an advantageous position, is unable to exploit its full potential. Further explaining the different ways in which different generations perceive business, this case invites the attention to the dilemma: Should the business proceed with its expansion plan? If it decides to expand, how it should convince the previous generation of the family that the expansion plan accommodates their concerns



EXTERNAL RESEARCH PROJECTS

AUTHOR	TITLE	YEAR
Nair, S. R. Sensarma, R.	NITI Aayog funded project on Kerala State Finances	2017
Sensarma, R. Jacob, R.T.	NABARD funded project on "Indebtedness or Debt Trap? A Case Study of Rural Households in Kerala"	2017

WORKING PAPERS

AUTHOR	TITLE	YEAR
Dey, S. Aravind, S.	Return and Volatility Spillovers: An Evaluation of India's Demonetization Policy	2017
Dey, S.	Sources of Uncertainty and the Indian Economy	2017
Reddy, J. Gangopadhyay, K.	Temptation in purchasing decision: A Quasi Experiment to Validate the Set Betweenness axiom	2018
Mukherjee, S. Banerjee, S.	Implications of trade policies in segmented factor markets: A general equilibrium approach	2018
Broll, U. Mukherjee, S	The attitude of multinationals towards risks	2018

Dey, S., & Aravind, S. (2017). Return and Volatility Spillovers: An Evaluation of India's Demonetization Policy. *IIMK/WPS/255/EA/2017/39*

We investigate the evolution of dynamic interactions among five major financial assets in the Indian economy, which its recent demonetization policy tried to influence. Spillovers account for more than 25 percent of the forecast error variance in all the five markets. In terms of total spillovers, the banking and the real estate sectors matter the most for the Indian economy. Gold market is responsible for the highest net volatility spillovers to other markets. Spillovers show major trends and cycles in their time series plots. The US economy transmits shocks directly to the key sectors of the Indian economy and via the gold and the foreign exchange markets. The events such as the election of the National Democratic Alliance government in India and the Indian government's demonetization exercise were contemporaneous to some of the major episodes of return and volatility spillovers in the analyzed assets. India's demonetization policy seems to have increased the importance of the IT sector for gold and banking sector volatility shock transmission.

Dey, S. (2017). Sources of Uncertainty and the Indian Economy. *IIMK/WPS/253/EA/2017/37*

Indian economy is exposed to various forms of uncertainty. Theories of investment under uncertainty and real options predict that increased uncertainty tends to depress real investment. Literature finds that uncertainties regarding oil price and real exchange rate adversely affect domestic capital formation. The socio-economic realities of India together with the lack of penetration of formal financial institutions make gold as a one of the main modes of investment for Indian households. However, over-investment in gold may have adverse consequences for the real economy as it drives away resources from productive capital. Moreover, higher inflation uncertainty makes it harder to extract information from the price system and thus may reduce economic efficiency. In this paper, we use a bivariate GARCH-in-mean VAR model to estimate the interrelationships of various uncertainty measures and the real economy. We find that the Indian economy is not particularly vulnerable to real exchange rate or oil price uncertainties. However, gold price uncertainty has a significant positive effect on output growth. Higher WPI inflation uncertainty is detrimental to growth rates of private consumption expenditure and gross capital formation. Moreover, a rise in the growth rate of government expenditure following a positive CPI inflation shock may partially explain the lack of any detrimental effect on output growth.



Reddy, J. & Gangopadhyay, K. (2018). Temptation in purchasing decision: A Quasi Experiment to Validate the Set Betweenness axiom. *IIMK/WPS/268/EA/2018/12*

We examined the Set Betweenness axiom, the most crucial assumption in the literature studying Temptation and Self-control starting with the seminal work by Gul and Pesendorfer. This axiom states that presence of a tempting alternative creates a self-control problem for the decision maker who prefers a menu that does not include the tempting alternative over a menu that does. We identified reduced price as a tempting alternative

and conducted a quasi-experiment on 288 respondents. The respondents expressed their preference between menus or alternatives that contains a tempting good at a reduced price and/or that good at a non-reduced price. We chose ice cream and shirt as two different choices for goods. Our results demonstrate that that choice that is consistent with Set Betweenness Axiom is the most observed choice. Moreover, people with more familial wealth may have higher preference for commitment.

Mukherjee, S., & Banerjee, S. (2018) Implications of trade policies in segmented factor markets: A general equilibrium approach, GEP research paper series, University of Nottingham 2018/01



This paper, using a three sector full-employment general equilibrium model with segmented domestic factor markets, explains how and under what conditions a policy of import restriction using tariffs can be beneficial for a small, open economy compared to the import liberalization policy, contrary to the conventional results. Also, inflows of foreign-owned capital to an export sector within the economy's export processing zone coupled with labour-augmenting type technology transfer, with protected import-competing sector, can improve national income, even without any distortion in the formal sector labour market. This simple application of competitive trade models establishes the fact that trade restrictions can promote growth and attract FDI for the developing countries, even when foreign capital enters one specific export sector of the economy.

Broll, U., & **Mukherjee, S.** (2018) The attitude of multinationals towards risks, GEP research paper series, University of Nottingham, 2018/02

This paper extends the decision problem of a multinational regarding how much to invest abroad optimally under uncertainties stemmed from the exchange rate movements, with the presence of a correlated background risk, in a two moment decision model. This framework is based upon the utility from the expected value and the standard deviation of the uncertain random total profit of the multinational firm. This modelling approach allows us to explore not only how much a risk averse investor optimally invests abroad when facing uncertainties regarding the exchange rate movements; but also to discover how does (and under what conditions) any perturbation in the background risk (which is linearly related to the endogenous exchange rate risks) affect the optimal foreign investment decision for a risk averse investor. All comparative static effects are described in terms of the relative sensitivity of the investor towards risk. This simplest possible analytical framework is useful for explicit empirical estimation of risk aversion elasticities in the literature of multinational firm and FDI decision

FELLOWSHIPS/AWARDS/HONOURS

Author	Title	Year
Sensarma, R.	Appointed External Associate of the Centre for Crime, Justice and Policing, University of Birmingham	2017
Mukherjee, S.	Certificate for Outstanding Contribution in Reviewing the Elsevier Journal "Economic Modelling by The Editors of the Elsevier Journal "Economic Modelling"	2018

MEMBERSHIP OF EDITORIAL/ REVIEW BOARD/ AD HOC REVIEW

Balooni, K.	Development in Practice	Ad-hoc Reviewer
Balooni, K.	World Development	Ad-hoc Reviewer
Mukherjee, S.	Economic Modelling	Ad-hoc Reviewer
	IIMB Management Review	Ad-hoc Reviewer
	IIMK Society & Management Review	Ad-hoc Reviewer
Sensarma, R.	IIM Kozhikode Society & Management Review	Editorial Board (Associate Editor)
Sensarma, R.	Journal of Accounting in Emerging Economies	Editorial Board
	Journal of Reviews on Global Economics	Editorial Board
	Risk Governance and Control: Financial Markets & Institutions	Editorial Board
	International Journal of Emerging Markets	Ad-hoc Reviewer
	Journal of Interdisciplinary Economics	Ad-hoc Reviewer
	Macroeconomics and Finance in Emerging Market Economies	Ad-hoc Reviewer
	Margin: The Journal of Applied Economic Research	Ad-hoc Reviewer
	Academy of Entrepreneurship Journal	Ad-hoc Reviewer
	IIMB Management Review	Editorial Review Panel
Journal of Quantitative Economics	Ad-hoc Reviewer	



FACULTY

ECONOMICS



Kulbhushan Balooni



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FINANCE, ACCOUNTING & CONTROL

Finance, Accounting and Control area at IIM Kozhikode is a multi-disciplinary area with faculty interests centered on financial markets, risk management, banking, valuation, infrastructure financing, IFRS, behavioral finance, corporate governance and restructuring. The faculty of the area pursue research that is rigorous and empirical in nature resulting in publications in reputed and referred journals.

REFEREED JOURNAL PUBLICATIONS

AUTHOR	TITLE	JOURNAL	YEAR
Chacko Jacob Jijo Lukose P.J.	Institutional Ownership and Dividend Payout in Emerging Markets: Evidence from India	<i>Journal of Emerging Market Finance</i>	2018
Praveen Bhagawan M. Jijo Lukose P.J.	The determinants of currency derivatives usage among Indian non-financial firms: An empirical study	<i>Studies in Economics and Finance</i>	2017
Pankaj Kumar Baag	Perspective look at the role of the Indian Regulators and the private sector in expanding financial access to the poor	<i>International journal of research in Business studies</i>	2017
Rachappa Shette Sudershan Kuntluru	Readability of Initial Public Offering Prospects and Earnings Performance	<i>International Journal of Economics and Financial Issues</i>	2018
Shubhasis Dey Aravind Sampath	Dynamic Linkages between Gold and Equity Prices: Evidence from Indian Financial Services and Information Technology Companies	<i>Finance Research Letters</i>	2018
Sunil Kumar Parupati Sudershan Kuntluru Satyanarayana Chary T.	Financial Performance Evaluation of IT companies through Two-stage DEA	<i>International Journal of Accounting and Financial Reporting</i>	2017

Jacob, C., & Lukose, J.P.J. (2018). Institutional Ownership and Dividend Payout in Emerging Markets: Evidence from India, *Journal of Emerging Market Finance*, 17 (1S): S54-S82.

We examine the relationship between institutional investor ownership and dividend payouts using a large sample of NSE-listed non-financial firms during the period 2001 to 2016. Consistent with the evidence from the US market, institutional investors, on average, have larger holdings in dividend-paying firms and are seen to prefer dividend payers over non-payers among larger firms. However, among smaller firms, institutional investors seem to prefer non-paying firms. Consistent with it, logistic regression results reveal that institutional investors do improve a firms' propensity to pay dividends, primarily across large firms. Further, among dividend-paying firms, institutional investors, on average, are observed to have relatively lesser holdings in firms with higher payouts than those with lower payouts. In line with these observations, regression analysis also provides no evidence to support a positive relationship between total institutional ownership and payout level. However, across investor categories, we do find evidence for domestic institutional investors (DII) in improving payouts. Further, we use a dynamic panel GMM estimator to correct for endogeneity and find that the relationship is robust among large firms. Our results highlight the role of DII in improving dividend payout and provide support to models that predict a positive relationship.

Bhagawan, P., & Lukose, J.P.J. (2017). The determinants of currency derivatives usage among Indian non-financial firms: An empirical study, *Studies in Economics and Finance*, 34(3): 363-382

The purpose of this paper is to empirically examine the determinants of derivatives usage by Indian firms using financial disclosures on currency derivatives by non-financial constituents of S&P CNX 500 for 2009. We manually collect the data on foreign currency derivatives from firms' annual reports for 2009 and then follow Haushalter's (2000) approach to examine the determinants of firms' decision to hedge. Our empirical evidence suggests that forwards are the main instruments for managing currency risk followed by options and swaps. The objectives, in the order of priority, are reduction in exposure associated with foreign currency receivables, foreign currency long-term loans and foreign currency payables. Firm's decision to hedge is positively related to size, foreign exchange exposure and leverage, while negatively related to liquidity and investment opportunities. We find evidence of higher derivative usage by firms with both higher currency risk and higher financial distress costs.



Baag, P.K. (2017). Perspective look at the role of the Indian Regulators and the private sector in expanding financial access to the poor, *International Journal of Research in Business studies*, 2(1): 138-152.

We critically look at role of the Indian regulators and the private sector within the principles and policies of financial inclusion in expanding the financial access for the poor in the past and the present and suggest corrective steps for the future. We find that the biggest barrier is psychological and the business aspect. There is need of a strong and dynamic ongoing research based business model and sense for sustainability and inclusivity with respect to an innovative digital market and financial system development. This will support our interventions with appropriate scale and size in the area of regular financial services including the new payment system with new differential players. But, this will be successful only when financial inclusion becomes an integral part of the strategic financial sector development and growth.

Shette, R., Kuntluru, S., & Achalapathi, K.V. (2018). Readability of Initial Public offering Prospects and Earnings Performance, *International Journal of Economics and Financial Issues*, 8(3): 68-74.

The present study examines the readability of Initial Public Offering (IPO) prospectus in relation to short-term earnings performance and long-term earnings surprise. In this study, fog index is the mea-

sure of IPO prospectus readability. Cross-sectional regression models are applied on 115 IPOs to examine the effect of readability scores on earnings performance and earnings surprise. Based on empirical analysis, we find positive correlation between Fog index and IPO-year earnings performance. In the short-run, IPO-year earnings performance of companies with difficult to read prospectus is higher than that of companies with easy to read prospectus. In the long-run, the earnings surprise for companies with difficult to read prospectus is higher than that of companies with easy to read prospectus. Unlike the existing studies, application of readability index to IPO prospectus and linking it with short-term earnings performance and long-term earnings surprise is the contribution of the study.

Dey, S., & Sampath, A. (2018). Dynamic Linkages between Gold and Equity Prices: Evidence from Indian Financial Services and Information Technology Companies, *Finance Research Letters*, 25: 41-46.



We use multivariate GARCH models to analyze dynamic linkages between gold and equity price. A \$1 long position in the NIFTY Financial Services index or in the NIFTY Information Technology index can be hedged for 12 cents and 5 cents, respectively, with a corresponding short position in spot gold. Moreover, spot gold expressed in rupees is a stronger equity hedge than spot gold expressed in dollars. Gold also acts as a safe haven asset during the Global Financial Crisis period. Crisis or not a prudent investor should allocate around 30% of her investable assets in gold within a gold/stock portfolio.

Parupati, S.K., **Kuntluru, S.**, & Chary, T.S. (2017). Financial Performance Evaluation of IT companies through Two-stage DEA, *International Journal of Accounting and Financial Reporting* 7(2).

Data Envelopment Analysis (DEA) is a nonparametric technique for evaluating the relative efficiency of a set of homogenous decision making units (DMU) by using a ratio of weighted sum of outputs to the weighted sum of inputs. There are numerous advances emerged in DEA in recent past based on the ever-changing needs of the business organizations. This study applies a novel two-stage DEA framework where projected or best-practice revenues are calculated in the first stage and are fed as inputs into the second stage. We use this method to examine the operational and stock market efficiency of select IT companies listed on National Stock Exchange in India for period of ten years from 2007 to 2016. Results indicate that only two companies are on efficient frontier in the both stage I and II. Most companies are neither efficient in stage-I nor in stage-II. We discuss the intuition of the results as well as the implications for practice.

FORTHCOMING REFEREED JOURNAL PUBLICATIONS

AUTHOR	TITLE	DETAILS
Kavitha, P. Baag, P.K.	Philosophies and tradition of accounting Research	<i>International Journal of Research in Business studies</i>
Komera, S. Lukose, J.P.J. Sasidharan, S.	Does Business Group Affiliation Encourage R&D Activities? Evidence from India	<i>Asia Pacific Journal of Management</i>
Sampath, A. Garg, P.	Contemporaneous and Causal Relationship between Returns and Volume: Evidence from NIFTY Futures	<i>International Review of Finance</i>

BOOKS, BOOK CHAPTERS / PUBLISHED & FORTHCOMING

AUTHOR	TITLE	CATEGORY	DETAILS	YEAR
Baag, P.K. Kandpal, V.	Role of Indian regulators and government in expanding financial access to the poor	Book Chapter	Financial Inclusion in India: Issues, opportunities and challenges	2017

CONFERENCE PAPERS, PRESENTED & FORTH COMING

AUTHOR	TITLE	DETAILS	YEAR
Baag, P.K. Kavitha, P.	The case of a rural branch of an Indian Public Sector Bank: Innovation through Learning and Thinking Lean with a Managerial Performance Perspective	3rd ICRB, New Delhi, India	2018
Dey, S. Sampath, A.	Dynamic Linkages between Gold and Equity Prices: Evidence from Indian Financial Services and Information Technology Companies	30th Australasian Finance and Banking Conference, Sydney, Australia on December 13-15	2017.
Dey, S. Sampath, A.	Return and Volatility Spillovers: An Evaluation of India's Demonetization Policy	Conference on Gold & Gold Markets, organized by India Gold Policy Center (IGPC) at IIM Ahmedabad, January 12	2018.
Kavitha, P. Baag, P.K.	Banks In India - Technical And Scale Efficiency in Financing Entrepreneurs And Small Businesses: DEA Approach	3rd ICRB, New Delhi, India	2018
Kavitha, P. Baag, P.K.	Philosophies And Tradition Of Accounting Research	3rd ICRB, New Delhi, India	2018
Kuntluru, S. Assan, A. Shette, R.	Do Corporate Governance disclosures impact Firm Performance?	7th India Finance Conference organized by IIM Bangalore, IIM Calcutta and IIM Ahmedabad , December 20-22	2017
Kuntluru, S.	Does Share Buyback Create Shareholder Value? Evidence from India	Fifteenth AIMS International Conference on Management January 6-8	2018
Kuntluru, S. Shette, R.	Stock Repurchase Announcement Effects in India – Did Markets Cheer or Jeer?	Administrative Sciences Association of Canada (ASAC) 2018 Toronto held at Ted Rogers School of Management, Ryerson University, May 26-29	2018
Lukose, J.P.J. Sekhar, S.	Banker on Board and the Debt-Equity Choice	11th ISDSI International Conference, IIM Trichy, India, December 28-30	2017
Lukose, J.P.J. Sekhar, S.	Piece of the Pie: Private placements and Insider Ownership- Evidence from India	India Finance Conference, IIM Bangalore, India, December 20-22	2017
Lukose, J.P.J.	Board Interlocks and Innovation in High-Tech Industries: Evidence from India	11th ISDSI International Conference, IIM Trichy, India, December 28-30	2017
Lukose, J.P.J. Bhagawan, P. Ghosh, C. Shankar, R.L.	Corporate Derivative Use, Leverage, and the Cost of Equity: New Insights from Indian Non-Financial Firms	4th Applied Financial Modelling Conference, Centre for Financial Econometrics, Deakin University, Melbourne, February 1-2	2018
Lukose, J.P.J. Shankar, R.L. Sankar, G.	The impact of realized jumps and continuous variance on variance risk premium	4th Applied Financial Modelling Conference, Centre for Financial Econometrics, Deakin University, Melbourne, February 1-2.	2018
Priyesh, Y.P. Lukose, J.P.J.	Cross-border Acquisition and Earnings Quality: Evidence from India	Academy of International Business (AIB) 2018 Minneapolis Conference ,USA, June 26-28	2018



NON- REFEREED PUBLICATIONS/ PRESENTATIONS

AUTHOR	TITLE	CATEGORY	DETAILS	YEAR
Kumar, S.S.S. Sampath, A.	How safe are market-linked products like the NPS?	Popular Press	<i>Wealth Magazine (Economic Times)</i> , April 30	2018
Sampath, A.	Search Engine to Consumer Electronics – What next for Alphabet?	Popular Press	<i>Economic Times (Tech section)</i> December 28	2017
Sampath, A. Thomas, S.	Long-term capital gains tax on equity: Will it scare away small investors?	Popular Press	<i>Economic Times</i> , February 9	2018
Sensarma, R. Baag, P.K.	Rot in PSBs Part 4: RBI's inability to regulate and supervise banks shows it's time for a super financial regulator.	Popular Press	<i>First Post</i> , February 23	2018

EXTERNAL RESEARCH PROJECTS

AUTHOR	TITLE	YEAR
Subash, S. Lukose, J.P.J.	An analysis of Financial and Investment Policies of LLP	2018
Priyesh, V.P. Lukose, J.P.J.	International Acquisition and Earning Quality of Emerging Market Acquirers: Evidence from India	2018
Gopaldaswamy, A.K. Sampath, A.	From Value Added Taxation to Goods and Services Taxation: The Case of India	2017

CASE STUDIES PUBLISHED & FORTHCOMING

AUTHOR	TITLE	YEAR
Basu, P. Kuntluru, S.	Signet Industrial Packing Ltd. – Strategic plan for Zenith's working capital	2017
Kumar, S.S.S. Thomas, S.	The Investment Question from a Professor and a Student	2018
Thomas, S.	Mr. Market, We are Happy when You are Wrong	2018
Thomas, S.	Pay Up, But Don't Overpay	2018
Thomas, S.	Fund Management Fee: A Beast in the Long Term Portfolio	2018

Basu, P., & **Kuntluru, S.** (2017) Signet Industrial Packing Ltd. – Strategic plan for Zenith's working capital, ECCH CASE Centre CASE - Reference no. 117-0050-1

Signet is the largest producer of steel containers for industrial products packaging with overall market share of about 45%. It was in a commanding position in matters of buying cold-rolled-cold-annealed flat steel. Zenith was a very reliable supplier of speciality containers to Oil companies in terms of quality. Its financial state of affairs was absolutely stretched due to failure in their product diversification project. So much so that their long term loan from the Bank was declared doubtful of recovery (NPA). They both are the competitors in the same industry. This case is intended to challenge the students and practicing executives to understand healthy competition and to facilitate in arranging working capital in a competitive environment from the firm's strategic perspective, competition point of view, banker's perspective and industry perspective. This helps students and participants to think innovatively in structuring working capital financing arrangement in the best interest of stakeholders remaining within the boundaries for good corporate governance and in compliance with laws and regulatory provisions of corporate jurisdiction. This case also illustrates the Signet's treatment of corporate social responsibilities and business ethics as some of its core strategic objectives.

Kumar, S.S.S. (2018). The Investment Question from a Professor and a Student. *IIMK/CS/92/FIN/2018/07*

This case provides an opportunity to analyze the investment attractiveness of an indigenous financial instrument quite popular in emerging economies called as chitty in the vernacular language. Working through the case, involves drawing up the relevant cash flows, making pragmatic assumptions about the discount rates to be utilized, evaluating the financial merits of investing and understanding the same from a borrower's perspective and the optimal time to bid for the prize. This case can be used for a course in conventional as well as Alternative Investments, Microfinance and in Advanced Corporate Finance course.

Thomas, S. (2018). Mr. Market, We are Happy when you are wrong. *IIMK/CS/93/FIN/2018/08*

The case focus on the market based approach for understanding the stock valuation using dividend discount model. The case looks at the valuation given by the market for stocks and whether that valuation is justified by returns given by the stock in the form of dividends and capital gains. The case presents two scenarios of market perceived value of growth based on Net Present Value of Growth Opportunity (NPVGO) which is a market based valuation approach rather than theoretical approach. The study throws very useful insights into the actual usefulness of dividend discount model by taking the example of CRISIL and Wipro stocks. The case also shows that money making opportunity is there when the model is wrong.

Thomas, S. (2018) Pay Up, But Don't Overpay. *IIMK/CS/94/FIN/2018/09*

The case focus on the significance of PE ratio as a stock selection criterion. It shows that the importance of PE ratio depends on the future growth prospects of the company and how market perceives that growth. The case shows that increase or decrease of the PE ratio is not related with the stock returns. You can have very high returns from stock market in spite of decrease in PE ratio. High PE ratio may not always denote over valued stock and low PE ratio may not always denote undervalued stock. It depends on the future growth of the firm. You can invest in stocks with any PE ratio provided that stock is supported with growth. A low PE ratio stock is not always suitable if it is not supported by growth. In summary, Pay up but don't overpay

Thomas, S. (2018) Fund Management Fee: A Beast in the Long Term Portfolio. *IIMK/CS/97/FIN/2018/12*

The case helps to understand the implications of the fund management fees on the wealth created by best performing long term portfolios. It shows how the wealth is allocated between investors and fund houses for various types of equity instruments like ETFs, index funds, mutual funds and stocks when fund management fees is applied. The fees may look like a small percentage but the fund management fees can be a beast in the long term for fund houses that are managed well. The case illustrates that disproportionate wealth is created due to power of compounding by applying PMS fund management fees as well as mutual fund management fees to the best performing portfolio like Warren Buffet portfolio and SENSEX

WORKING PAPERS

AUTHOR	TITLE	YEAR
Baag, P.K. Kavitha, P.	Philosophies and tradition of accounting research	2017
Dey, S. Sampath, A.	Dynamic Linkages between Gold and Equity Prices: Evidence from Indian Financial Services and Information Technology Companies	2017
Dey, S. Sampath, A.	Return and Volatility Spillovers: An Evaluation of India's Demonetization Policy	2017
Baag, P.K. Kavitha, P.	The case of a rural branch of an Indian Public Sector Bank: Innovation through Learning and Thinking Lean with a Managerial Performance Perspective	2018
Kavitha, P. Baag, P.K.	Crowdfunding for Entrepreneurs- Analysis of the Institutional Work	2018

Baag, P.K., & Kavitha, P. (2017). Philosophies and tradition of accounting research. *IIMK/WPS/256/FIN/2017/40*

The tendency to follow the masses without any rationale is an inborn tendency of human beings and researchers are not different in this regard. Many a times when a researcher encounters question like why is he doing the research in a particular manner, he struggles to convince himself and the others with his reasons. Research philosophies that explain how people perceive reality and how they go about acquiring understanding of the reality helps the researchers to have a clarity regarding where he is positioned in the research domain and the reason why he is there. The paradigms which follow common set of assumptions provides the researcher a feeling of belongingness to a group of people who have similar approach. Hence it is very important for a researcher in any domain to have a basic understanding of the research philosophies and paradigms of his domain. We in this paper examine the different paradigms in accounting research by analyzing the different research philosophies. We also provide an overview of how these paradigms have evolved in the management accounting research and financial accounting research. This paper will help the young researchers in the accounting domain to have an overview of the various philosophies and paradigms that will guide them in finding relevant research questions and in choosing the right research design that is appropriate for addressing the question.

Dey, S., & Sampath, A. (2017) Dynamic Linkages between Gold and Equity Prices: Evidence from Indian Financial Services and Information Technology Companies. *IIMK/WPS/252/EA/2017/36*

In this paper, we use multivariate GARCH models to analyze dynamic linkages between gold and equity price returns. We model dynamic conditional correlations and volatility spillovers between these assets. Our results indicate that spot gold can be an effective hedge against stock prices. A \$1 long position in the NIFTY Financial Services index can be hedged for 12 cents with a short position in spot gold and a \$1 long position in the NIFTY Information Technology index can be hedged for 5 cents with a short position in spot gold. Gold also seems to act as a safe haven asset during the Global Financial Crisis period between 2007 and 2009. Our results suggest that crisis or not a prudent investor should allocate around 30 per cent of her investable assets in gold within a gold/stock portfolio. Given that in India around 41% of the population is still without access to banking services and are hence deprived of interest-earning deposits, it is not very surprising to find gold's optimal portfolio weight to be as high as 30 per cent. However as banking services penetration in India improves and its inflation rate stabilizes around a low inflation target, we expect this portfolio weight to gradually come down to around 10% that is widely observed in studies involving more advanced economies.

Dey, S., & Sampath, A. (2017). Return and Volatility Spillovers: An Evaluation of India's Demonetization Policy. *IIMK/WPS/255/EA/2017/39*

We investigate the evolution of dynamic interactions among five major financial assets in the Indian economy, which its recent demonetization policy tried to influence. Spillovers account for more than 25 percent of the forecast error variance in all the five markets. In terms of total spillovers, the banking and the real estate sectors matter the most for the Indian economy. Gold market is responsible for the highest net volatility spillovers to other markets. Spillovers show major trends and cycles in their time series plots. The US economy transmits shocks directly to the key sectors of the Indian economy and via the gold and the foreign exchange markets. The events such as the election of the National Democratic Alliance government in India and the Indian government's demonetization exercise were contemporaneous to some of the major episodes of return and volatility spillovers in the analyzed assets. India's demonetization policy seems to have increased the importance of the IT sector for gold and banking sector volatility shock transmission.

Baag, P.K., & Kavitha, P. (2018). The case of a rural branch of an Indian Public Sector Bank: Innovation through Learning and Thinking Lean with a Managerial Performance Perspective. *IIMK/WPS/281/FIN/2018/25*.

The Indian Public Sector bank's drawback includes cost per employee and inflexible operating procedures. This paper for the first time confirms application of innovative lean thinking process to this service sector through 'value stream mapping' during the phase when banks started with upgrades. The

results were efficiency improvements through lower wait time, stress levels, besides increased customer satisfaction, profit, and business. The paper concludes that financial services renovation can be a catalyst for change, but demands coordination with other areas to maximize operational efficiency through redesigned resources and capacities, accurate and improved understanding of variation, demand and costs, to make decisions about service mix with policies

Kavitha, P. & Baag, P.K. (2018) Crowdfunding for Entrepreneurs- Analysis of the Institutional Work. *IIMK/WPS/272/FIN/2018/16*

The crowdfunding phenomenon is viewed through the lens of institutional theory and the institutional work done for maintaining the crowdfunding institution. Institutional work by actors of crowdfunding was studied at macro level by analyzing the provision of crowdfunding regulations across 22 countries and at the micro level by analyzing the actions of Indiegogo, a US based crowdfunding platform. It was observed that at the macro level the regulatory bodies are focusing more on deterrence work rather than enabling or policing work. At Micro level crowdfunding platforms are doing valorizing and routinizing work for maintaining the institution. Since the number of scams happening in crowdfunding is rising, it is important to focus on the full institutionalization of this new form of institution. This study will help in guiding efforts of the actors to engage in the right kind of institutional work that will help in sustenance of this institutional form by providing legitimacy

SESSION CHAIR

Author	Title	year
Sampath, A.	9A – Asset Pricing, <i>11th ISDSI International Conference</i> , at IIM Trichy, December 30	2017

FELLOWSHIPS/AWARDS/HONOURS

Author	Title	Year
Priyesh, V.P. Lukose, J.P.J.	NSE-IGIDR corporate governance research award for the work titled “International Acquisition and Earning Quality of Emerging Market Acquirers: Evidence from India”: USD 2000, October	2017

FACULTY

FINANCE, ACCOUNTING & CONTROL



Aravind Sampath



SSS Kumar



Abhilash Nair



Sony Thomas



Sudershan Kuntluru



Rachappa Shette



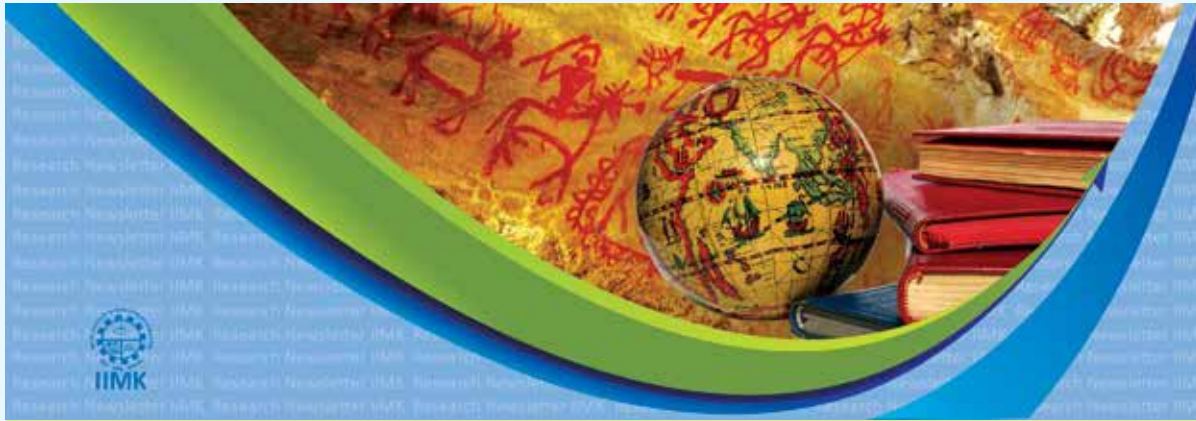
Ramprasath L



Pankaj Kumar Baag



Jijo Lukose P. J.



HUMANITIES & LIBERAL ARTS IN MANAGEMENT

Humanities & Liberal Arts in Management is one of the eight academic areas at the Indian Institute of Management Kozhikode (IIMK). In this area we study human behavior and condition in relation to Business Management. The primary focus of the area is on Human Communication, Law, Social and Political aspects of Indian Societies, Culture History, and Ethics. The area is expanding its horizon. There would be many more courses in near future that would inform our students about the philosophy of Humanities & Liberal Arts and how they can be applied in Management Education. We believe that, in addition to typical issues of management education, lessons from Humanities & Liberal Arts would foster imagination of our students further. Unlike empirical approaches of the Natural Sciences, Humanities & Liberal arts primarily use methods to address the issues of human behavior and condition that are primarily analytical, critical and speculative in nature

REFEREED JOURNAL PUBLICATIONS

AUTHOR	TITLE	JOURNAL	YEAR
Deepa Sethi	Patients' Impression of Doctors' Nonverbal Communication with reference to the use of Artifacts	<i>English for Specific Purposes World</i>	2018
Deepa Sethi	Developing Active Learning Style: A Comprehensive Framework for Faculty Development Programme	<i>International Journal of Applied Business and Economic Research</i>	2018
Deepa Sethi	Using Robert Frost's Mending Wall to Teach Overcoming Barriers to Communication	<i>Language in India</i>	2018

Sethi, D. (2018). Patients' Impression of Doctors' Nonverbal Communication with reference to the use of Artifacts, *English for Specific Purposes World*, 55(20).

Objective: To investigate the impressions made by the use of Artifacts by doctors on patients in India during consultation in private clinics/studios; and their effect on patient preferences.

Patients and methods: Questionnaire was developed on the basis of pilot study. It comprised six closed questions and six open-ended questions. One hundred patients answered questions related to doctors' use of Artifacts: formal attire, appearance, ornaments, type of shoes, etc. Patients gave open-ended responses regarding reason of their expectation and the effect of doctors' use of Artifacts on their preferences.

Results: Most respondents felt doctors should be formally dressed and take due care of their appearance. 50% respondents showed discomfort towards doctor wearing ornaments. Most respondents expected the doctors to wear formal shoes during consultation; and most felt doctors who often changed their watches and cell phones gave them an impression that the doctor prefers showing off than in the consultation



Conclusion: As in other Western countries, Indian patients form a better initial impression of doctors using formal attire and these behaviours of the doctor add to their trust in the doctor. Trust in turn enhances patient preference and affects the adherence of the doctor and her/his diagnosis and treatment

Sethi, D. (2018). Developing Active Learning Style: A Comprehensive Framework for Faculty Development Programme, *International Journal of Applied Business and Economic Research* 16(2).

Active learning can broadly be classified as experiential learning and participative learning. While Paul (1990) has linked active learning to critical thinking, Kolb (1983) associated it with experiential learning. King and Kitchener (1981 & 1994) have related it to reflective judgment. This qualitative study proposes a framework for management faculty in the form of a five-day Faculty Development Programme based on the recommendations made by faculty to ensure they make an effective use of active instruction for enhanced understanding and enduring learning. The Programme can be implemented with minor modifications in any area of teaching.

Sethi, D. (2018) Using Robert Frost's Mending Wall to Teach Overcoming Barriers to Communication, *Language in India*, 18(4).

This article proposes the use of poetry in teaching barriers to communication. Robert Frost's poem, "Mending Wall" provides succinct examples of physical and psychological barriers to communication. Students learn and retain better the barriers to communication by appreciating the two farmers' story in the poem, "Mending Wall." The lesson learnt is that communication is never a monologue. In order to communicate effectively, one needs to develop active listening skills. One also needs to remember that the doors of communication should never be closed. And to achieve all this, one needs to understand and overcome the barriers to communication

OTHER FORTHCOMING PUBLICATIONS

AUTHOR	TITLE	DETAILS
Deva Prasad, M. Menon, S.	Suggestions for Effective Remedy Framework under the Proposed Business and Human Rights Treaty: Evidences and Learning from Indian Experience	<i>Cochin University Law Review</i>
Deva Prasad, M.	Companies Act, 2013: Incorporating Stakeholder Theory Approach into the Indian Corporate Law	<i>Statute Law Review</i>
Deva Prasad, M. Menon, S.	Indian Forest Rights Legislation: Significance of Recognizing the Legal Pluralism for Indigenous Peoples Rights	<i>Statute Law Review</i>
Narayan, S.	Anti-Money Laundering Law in India: A 'Glocalization' Model	<i>Statute Law Review</i>

CONFERENCE PAPERS, PRESENTED & FORTH COMING

AUTHOR	TITLE	DETAILS	YEAR
Deva Prasad, M.	Corporate Accountability in International Law: Emerging Concerns	<i>ASIL 6th Biennial Conference (Junior Scholar Session)</i>	2017
Narayan, S.	Evolving International Public Health Law: Need For A Balanced Approach	<i>Approaches to Health in the Neo-liberal Context: Transcending Disciplinary Boundaries</i> , Payyannur College, Kerala, September 13-14	2017
	Voluntary Liquidation of Corporate Person: A Review of Indian Law	<i>5th Annual International Conference on Business, Law & Economics</i> , Athens, Greece, May 7-10	2018
	Right To Privacy And Data Protection: Need For Efficient Legal Mechanism	<i>Fifth Pan-IIM World Management Conference</i> , Indian Institute of Management Lucknow December 14 - 16	2017
	International Political Economy Of Financial Inclusion Policies: The Indian Story	<i>Law in Global Political Economy: Heterodoxy Now</i> , Harvard Law School, United States, June 2-3	2018
Vikas, A. Hemraj, V. Sethi, D. Singh, R.	Does Digital Footprint act as a digital asset?	<i>Pan IIM, WMC, IIM Lucknow</i> December 14-16	2017
Mohapatra, S. Verma, P. Sethi, D. Pillai, R.	Digital India based on Sevā and Swarāj: Sustaining digitalization for good-governance	<i>Pan IIM, WMC, IIM Lucknow</i>	2017
Sethi, D. Ghatak, S.	IBR: a Preliminary Self-help Model to mitigate Cyber Sexual Harassment	<i>Pan IIM, WMC, IIM Lucknow</i> December 14-16	2017
Arya, V. Verma, H. Sethi, D.	Role of Emojis as a moderator & brand communication as a mediator in the relationship between consumer engagement on social networking sites and brand attachment	<i>33rd EGOS Colloquium</i> , Copenhagen Business School (CBS), Copenhagen, Denmark, July 5-8	2017

NON- REFEREED PUBLICATIONS/ PRESENTATIONS/ BOOK REVIEW

AUTHOR	TITLE	CATEGORY	DETAILS	YEAR
Deva Prasad, M.	Taking Environmental Law Seriously: An Indian Perspective.	Popular Press	<i>Live Law</i>	2017
Sethi, D.	Management degree opens unconventional career choices	Popular Press	<i>BW Education</i> , March 20	2018
	Survival Of The Fittest: Future Of Education	Popular Press	<i>BW Education</i> , May 10	2018
	Aspire To Effectively Lead A Performing Team?, Communicate Meaningfully	Popular Press	<i>BW Education</i> , May 27	2018

WORKING PAPERS

AUTHOR	TITLE	YEAR
Das, A.	A Social Entrepreneurial Experiment with 'Kantha' - A Shift from Traditions to Trends for Millennials	2018
Deva Prasad, M.	Arbitration and Conciliation (Amendment) Act, 2015: An Analysis of Impact on Commercial Disputes Resolution in India	2018

Das, A. (2018) A Social Entrepreneurial Experiment with 'Kantha' - A Shift from Traditions to Trends for Millennials. *IIMK/WPS/275/HLA/2018/19*

Among several factors, a couple of crucial factors that determine the success of a social entrepreneurship venture is 1) identifying opportunities and exploiting them to add social value alongside 2) ensuring its sustainability with challenges of limited resources and risks. The complex cultural and social dynamics in India add to the already existing challenges that social ventures face. However, in emerging economies like India, social ventures can act as interventional measures to add social and economic value. This paper, through an exploratory qualitative case study in India, strives to address the issue of a social need and solving for it by adding social and economic value. Furthermore, the study explains the importance of making social ventures self-sustainable through strategic identification of the market needs. In doing so, the study specifically investigates an unorganized indigenous textile sector namely 'Kantha' known for its handmade embroidery work. Further, the study discusses how the economic needs of the stakeholders associated with Kantha can be addressed by strategically using their expertise. Additionally, a roadmap was offered that should help social enterprises expand their market by delocalizing Kantha products' utility and creating strategic price points thereby helping in economic sustainability as well.

Deva Prasad, M. (2018) Arbitration and Conciliation (Amendment) Act, 2015: An Analysis of Impact on Commercial Disputes Resolution in India *IIMK/WPS/285/HLA/2018/29*

The paper highlights the significance of enacting the Arbitration and Conciliation (Amendment) Act, 2015. The failure of the Arbitration and Conciliation Act, 1996 to control excessive judicial intervention and undue delay in the arbitration proceedings are clearly explained in this article to establish the context for legislating the Arbitration and Conciliation (Amendment) Act, 2015. The instances of excessive judicial intervention in arbitration are analyzed supported with relevant judicial decisions. The role of the Law Commission of India in revamping the arbitration law is also highlighted in the paper. An overview of the key statutory provisions incorporated in the Arbitration and Conciliation (Amendment) Act, 2015 purposed to minimize the judicial intervention and delay in arbitration process is also provided. The paper aims in identifying the Arbitration and Conciliation (Amendment) Act, 2015 as a significant move in increasing the effectiveness of arbitration process in India. Keywords: Arbitration, Judiciary, Alternative Dispute Resolution, Law and Public Policy, Indian Legal System, Law Commission of India



FACULTY ▶ **HUMANITIES & LIBERAL ARTS IN MANAGEMENT**



Deva Prasad M



Anupam Das



Deepa Sethi



A. F. Mathew



Shannu Narayan



Siddharth Mohapatra



INFORMATION TECHNOLOGY AND SYSTEMS



The primary focus of the area is on the management of information system development, deployment, and support services. Information management enables executives and managers of organizations to make wiser decisions. The quantity and quality of the information needs of an executive at different management levels are different, with the highest quality requirement at the top level. To take faster and informed decisions, the 21st century business managers should have timely, accurate, and relevant information. Faster decision making enables organizations to become more competitive, agile and to respond quickly to the changes in the business environment and customer interests. The ITS area is very active in research also. The research focus of the Area includes big-data analytics and data science, business intelligence, business value of IT/S, cloud computing, crowdsourcing and crowdfunding, cyberbullying and cyber incivility, digital business transformation, electronic commerce and electronic government, enterprise computing, green IT/S, healthcare informatics, IS leadership, IS security and privacy, IT adoption and diffusion, IT outsourcing, IT project management, knowledge management, negative impact of IT (e.g., technostress), online communities, social and ethical impact of ICTs, social media analytics, sustainable development using ICTs, and inter-disciplinary research.

REFEREED JOURNAL PUBLICATIONS

AUTHOR	TITLE	JOURNAL	YEAR
Anupriya Khan Satish Krishnan	Social Media Enabled E-Participation: Review and Agenda for Future Research	<i>E-Service Journal</i>	2017
Ashish Rastogi Surya Prakash Pati Krishnan, T. N. Satish Krishnan	Causes, Contingencies, and Consequences of Disengagement at Work: An Integrative Literature Review	<i>Human Resource Development Review</i>	2018
Sebastian, M. P.	High-Value Health System for All: Technologies for Promoting Health Education and Awareness	<i>International Journal of Educational and Pedagogical Sciences</i>	2017
Satish Krishnan Thompson S.H. John Lymm	Determinants of Electronic Participation and Electronic Government Maturity: Insights from Cross-Country Data	<i>International Journal of Information Management</i>	2017
Satish Krishnan	Personality and Espoused Cultural Differences in Technostress Creators	<i>Computers in Human Behavior</i>	2017

Khan, A., & Krishnan, S. (2017). Social Media Enabled E-Participation: Review and Agenda for Future Research, *E-Service Journal*, 10(2): 45-75.

This study presents a review of the current state-of-research on e-participation through social media, and classifies the current literature with respect to four broad aspects, namely, stakeholder, theoretical background, context, and research method. Each of these aspects is elaborated with the discussion on benefits and challenges of using social media in e-participation. Further, an integrated conceptual framework is developed by consolidating the major theories identified in the literature. Our analysis indicates that though social media are considered as promising media for promoting e-participation, the benefits of e-participation are not realized yet, owing to the extant challenges. Accordingly, the study proposes five key areas for future research, which are theoretically valuable and practically relevant to both e-participation researchers and policy makers.

Rastogi, A., Pati, S.P., Krishnan, T.N., & Krishnan, S. (2018) Causes, Contingencies, and Consequences of Disengagement at Work: An Integrative Literature Review, *Human Resource Development Review*, 17(1): 62-94.

Disengagement at work is proving to be a source of continued trouble for business organizations. Various estimates suggest that in excess of 70% of the workforce is either passively or actively disengaged, which in turn subjects the organizations to enormous financial burden. Regrettably, this problem has not found sufficient intellectual resonance in the academia. Therefore, employing conservation of resources (COR; Hobfoll, 1989) as the guiding theory, in this research, we conduct an integrative literature review to consolidate the extant approaches to disengagement at work. Apart from explaining the construct, we also identified its antecedents, moderating influences, and outcomes. Implications for human resource development (HRD) research and practice have been discussed. We believe that such an attempt is likely to encourage an informed debate on the subject in the academic domain, while helping practitioners identify actionable interventions.

Sebastian, M.P. (2017) High-Value Health System for All: Technologies for Promoting Health Education and Awareness, *International Journal of Educational and Pedagogical Sciences*, 11(8): 2060-2065

Health for all is considered as a sign of well-being and inclusive growth. New healthcare technologies are contributing to the quality of human lives by promoting health education and awareness, leading to the prevention, early diagnosis and treatment of the symptoms of diseases. Healthcare technologies have now migrated from the medical and institutionalized settings to the home and everyday life. This



paper explores these new technologies and investigates how they contribute to health education and awareness, promoting the objective of high-value health system for all. The methodology used for the research is literature review. The paper also discusses the opportunities and challenges with futuristic healthcare technologies. The combined advances in genomics medicine, wearables and the IoT with enhanced data collection in electronic health record (EHR) systems, environmental sensors, and mobile device applications can contribute in a big way to high-value health system for all. The promise by these technologies includes reduced total cost of healthcare, reduced incidence of medical diagnosis errors, and reduced treat-

ment variability. The major barriers to adoption include concerns with security, privacy, and integrity of healthcare data, regulation and compliance issues, service reliability, interoperability and portability of data, and user friendliness and convenience of these technologies.



Krishnan, S., Teo, T.S.H., & Lymm, J. (2017). Determinants of Electronic Participation and Electronic Government Maturity: Insights from Cross-Country Data, *International Journal of Information Management* 37(4): 297-312.

Utilizing the Technology-Organization-Environment (TOE) theory and the literature on citizen engagement, we formulated a multiple-mediation model examining (1) the TOE contextual factors affecting government's willingness to implement electronic participation (e-participation) in form of e-information sharing, e-consultation, and e-decision-making in a country and its electronic government (e-government) maturity; and (2) the mediating role of government's willingness to implement e-participation in a country on the relationships between its TOE contextual factors and e-government maturity.

Specifically, we hypothesized that information and communication technology (ICT) infrastructure (representing the Technology context), governance (representing the Organization context), and human capital (representing the Environment context) has both direct and indirect relationships with e-government maturity through the mediating roles of government's willingness to implement e-participation. Based on archival data from 183 countries, results showed that while ICT infrastructure and human capital were positively associated with government's willingness to implement e-participation and e-government maturity, governance was not significantly associated with them.



Also, government's willingness to implement e-participation had significant associations with its e-government maturity. Specifically, of three dimensions of e-participation, government's willingness to implement e-information sharing and e-decision-making were positively associated with e-government maturity, and its willingness to implement e-consultation was negatively associated. Further, government's willingness to implement e-information sharing, e-consultation, and e-decision-making partially mediated the influences of ICT infrastructure and human capital on e-government maturity. Results also indicated that the relationship of governance with e-government maturity was not mediated by government's willingness to implement e-participation. Findings contribute to the theoretical discourse on e-government by highlighting the roles of the TOE contextual factors on government's willingness to implement e-participation and e-government maturity, and provide indications for practice in managing e-government maturity by (1) enhancing government's willingness to implement appropriate e-participation dimensions; and (2) leveraging the effects of the TOE contextual factors on government's willingness to implement e-participation and e-government maturity.

Krishnan, S. (2017). Personality and Espoused Cultural Differences in Technostress Creators, *Computers in Human Behavior* (66): 154-167.

This study examines the individual differences in 'technostress creators'-defined as the factors that cause technostress for employees. Drawing on the Five-Factor model of personality and Hofstede's cultural values framework, this study proposes that the Big-Five personality traits and the espoused cultural values explain variation in technostress creators beyond the traditional antecedent measures of age, gender, education, and computer confidence. Further, in line with the insights from extant behavioral studies on "personality-culture" interaction, this study posits that the Big-Five personality traits can be linked to technostress creators more closely when each of them is accompanied by the espoused cultural value of long-term orientation than when without it. Analyzing data from an online survey of 322 full-time employees in India, results indicated that (1) the personality traits of agreeableness, neuroticism and openness to experience, and the espoused cultural values of masculinity and power distance are the key predictors of technostress creators; and (2) the relationships of agreeableness, conscientiousness and extraversion with technostress creators are contingent on espoused long-term orientation. Findings of this study contribute to the knowledge base of technostress by understanding the linkages of (and among) personality and culture with technostress creators.

OTHER/FORTHCOMING PUBLICATIONS

FORTHCOMING REFEREED JOURNAL PUBLICATIONS		
AUTHOR	TITLE	DETAILS
Abdulla, M.S.	SR-BLITS: Sharpe Ratio's Backward-Looking Improvement as a Trading Strategy	<i>IIMB Management Review</i>
Krishnan, S.	Understanding the Conceptual Meaning of Aadhaar: Insights from Semantic Network Analysis	<i>Government Information Quarterly</i>
Krishnan, S.	Non-Work Related Computing: A Personality Model of E-Mail Loafing	<i>Cyberpsychology, Behavior, and Social Networking</i>
Krishnan, S.	Moderating Effects of Indulgence on Technostress Creators and Technology Assisted Supplemental Work	<i>International Journal of Information Management.</i>

BOOKS, BOOK CHAPTERS / PUBLISHED & FORTHCOMING				
AUTHOR	TITLE	CATEGORY	DETAILS	YEAR
Parvathi, J. Pillai, R. R.	Role of Indian ICT Organisations in Realising Sustainable Development Goals Through Corporate Social Engagement	Book Chapter	<i>Digital India - Reflections and Practice</i> , Kar, Arpan Kumar, Sinha, Shuchi, Gupta, M. P. Springer, Page no's 49-65, June (Forthcoming)	2018
Ramachadran, L.L. Sebastian, M.P. Pillai, R.R.	Harnessing the Digital Market place in India: Revolutionary Growth, Challenges and Opportunities	Book Chapter	<i>Digital Marketplaces Unleashed</i> , Linnhoff-Popien, Claudia, Schneider, Ralf, Zaddach, Michael. Springer, Page nos 839-854, September	2017

CONFERENCE PAPERS, PRESENTED & FORTH COMING			
AUTHOR	TITLE	DETAILS	YEAR
Khan, A. Krishnan, S.	Corruption in National Institutions and E-Government Maturity: Insights from Cross-Country Data	<i>Pacific Asia Conference on Information Systems (PACIS)</i> , Yokohama, Japan June 26-30.	2018
Krishnan, S. Khan, A.	Theorizing the Relationship of Corruption in National Institutions with E-Government Maturity	<i>International Federation for Information Processing (IFIP) Working Group 8.6 Working Conference on Smart Working, Living and Organizing</i> , Portsmouth, United Kingdom, June 25	2018
Krishnan, S.	What is the Meaning of Aadhaar? Insights from Semantic Network Analysis	<i>Fifteenth Association of Indian Management Scholars (AIMS) International Conference on Management, Institute of Management Technology (IMT) Ghaziabad, Uttar Pradesh, India.</i>	2018
Krishnan, S.	Role of Institutions on Technological Frames in Green IT Adoption	<i>Fifteenth Association of Indian Management Scholars (AIMS) International Conference on Management, Institute of Management Technology (IMT) Ghaziabad, Uttar Pradesh, India January 6- 8</i>	2018



Khan, A. Krishnan, S.	Content Creators' Psychological Capital, Satisfaction, and Deep Usage of Social Media	<i>International Conference on Information Systems (ICIS)</i> , Seoul, South Korea December 10-13	2017
Mahapatra, M. Krishnan, S.	Adoption of Open Source ERP in Small and Medium-sized Enterprises,	<i>Pacific Asia Conference on Information Systems (PACIS)</i> , Lankavi, Malaysia, July 16- 20	2017
Pillai, R.R. Mohapatra, S. Verma, P. Sethi, D.	Digital India based on Seva and Swaraj: Sustaining digitalization for good-governance	<i>5th PAN IIM WMC</i> , IIM Lucknow, December 14-16.	2017
Pillai, R.R. Khan, A. Mahapatra, M	Policy Implications on Digital Divide in India: An Analysis Using Systems Thinking	<i>5th PAN IIM WMC</i> , IIM Lucknow, December 14-16.	2017
Pillai, R.R. Parvathi, J.	India Post Payments Bank: A Case of ICT for Sustainable Development	<i>5th PAN IIM WMC</i> , IIM Lucknow, December 14-16.	2017
Parvathi, J. Pillai, R.R.	Exploring the contextual factors of ICT for sustainable development	<i>MR Doctoral Colloquium</i> , IIM Bangalore, January 3-4.	2018
Paul, A. Padhi, S.	Achieving Efficiencies in Service Delivery: Evaluation of a Government Call Center	<i>Digital Innovations, Transformation and Society Conference</i> , India Habitat Center, New Delhi, India, January 13-14.	2018
Paul, A. Krishnan, T.N. Scullion, H.	Career progression of women in the Indian IT Sector: Matching talent management practices and employee perspectives.	<i>The 6th Workshop on Talent Management</i> , Barcelona, Spain, October 2-3.	2017
Khan, A. Mahapatra, M.	The Impact of Social Media as Technostress Inhibitor on Employee Productivity	<i>ACM SIGMIS Conference on Computers and People Research</i> , Bangalore, India, June.	2017
Khan, A. Krishnan, S.	Content Creators Psychological Capital, Satisfaction, and Deep Usage of Social Media	<i>International Conference on Information Systems (ICIS 2017)</i> , Seoul, South Korea, December.	2017

NON- REFEREED PUBLICATIONS / PRESENTATIONS

AUTHOR	TITLE	CATEGORY	DETAILS	YEAR
Paul, A.	Designing the smart social: The people-centric approach	Popular Press	<i>ET Tech</i> , November 9	2017
Pillai, R. R.	Sustainable Development and Spirituality	Invited Talk	<i>IEEE Day Celebrations by IEEE Communication Society Kerala Chapter</i> , National Institute of Technology, Calicut, October 10.	2017

CASE STUDIES PUBLISHED & FORTHCOMING

AUTHOR	TITLE	YEAR
Ramachandran, L.L Pillai, R.R. Sebastian, M.P.	Indian Railway Catering and Tourism Corporation Limited (IRCTC): Scaling Beyond Ticketing	2018
Ramachandran, L.L Pillai, R.R. Sebastian, M.P.	Making IT happen @ SBI: Defining new paradigms in Banking Process through World's Largest Core Banking Implementation.	2018



Ramachandran, L.L., Pillai, R.R., & Sebastian, M.P. (2018). Indian Railway Catering and Tourism Corporation Limited (IRCTC): Scaling Beyond Ticketing *IIMK/CS/86/ITS/2018/01*

The Indian Railways (IR), the economic lifeline of India, is an enterprise owned and operated by the Government of India. IR today is the largest network in Asia and one of the largest networks in the world. Its network consists of 121,407 kilometers covering 66,000 route kilometers with 7,172 railway stations. The route of 66,000 kilometers of Indian Railways is more than one and a half times the circumference of the earth. Every day, the distance travelled by all the trains

of Indian railways together is 1.5 times the distance from earth to moon. IR runs 13,000 trains to carry more than 23 million passengers daily which is equivalent to moving the entire population of Australia.

The computerization of Passenger Reservation System (PRS) for Indian Railways started in 1983-84 with a pilot in Delhi followed by the implementation of a standalone system at five major locations in India – IMPRESS (Integrated Multigrain Passenger Reservation System) and then implemented countrywide – CONCERT (Countrywide Network of Computerized Enhanced Reservation And Ticketing) in April 1999. Although there were two major failures of online computerized reservation systems during this period – SOCRATE reservation system of French railways and CONFIRM project of US Airline, car and hotel industry, PRS of Indian Railways was a grand success. Later in 2002 IRCTC pioneered the internet based rail booking through its website.

IRCTC is a subsidiary of Indian Railways that handles catering, tourism and online ticketing operations. IRCTC is known for changing the face of railway ticketing in India. It earned 30% of their revenue in 2016-17 through e-ticketing. With a revenue of \$ 71 million, daily transaction volume of 0.5 million with a peak load of 16,555 tickets per minute, IRCTC operates one of the largest e-commerce websites in the Asia-Pacific region. This brings many business opportunities to IRCTC. Some of the key business opportunities and challenges for IRCTC include (i) Pursuing IRCTC's aspiration of becoming a one stop travel agent (OTA) (ii) Leveraging their business potential in the growing e-commerce space in India. IRCTC web site entered into e-commerce space through a co-branded marketplace model. Should they continue like this or become a full-fledged marketplace player? If so what should be their marketplace model (iii) monetizing their user data assets: by leverage their valuation by tapping the capital market and by data licensing of their user database (iv) The technology/ digital strategy they should adopt for meeting these business opportunities?

This case narrates the arduous journey of online PRS implementation. The case also discusses why and how IRCTC should scale beyond e-ticketing which can bring more revenues for Indian Railways.

Ramachandran, L.L., Pillai, R.R., & Sebastian, M.P. (2018). Making IT happen @ SBI: Defining new paradigms in Banking Process through World's Largest Core Banking Implementation *IIMK/CS/95/ITS/2018/10*

State Bank of India (SBI) is the largest commercial bank in India. The bank has 219 million account holders, 16,081 branches (September 2014), operating at an average of 56.3 million transactions daily, and 43,515 ATMs (associate group together have 53,871 ATMs), making them the leader with the largest number of ATMs and largest Core Banking implementation in the world. The economic reforms and liberalization in India in the 90's saw a set of new generation private banks and foreign banks, entering the Indian Banking sector. These banks were high technology oriented and posed a great threat to Public Sector Banks, mainly SBI. This triggered the IT transformation journey of SBI.

There were many challenges SBI had to overcome for Core banking implementation. The vendor and product selection for Core Banking was a real challenge for SBI. The major challenge was; there was no reference of any other system, operating at the scale that SBI required. The technology they have to a



dopt - UNIX Versus mainframe - was the second challenge. The extensive customization needed for SBI to suit its specific customized requirements was the third challenge. The approach and the methodology they adopted to overcome this was very unique. The pilot implementation of Core Banking at SBI started in August 2003 and implementation in 350 branches were completed in September 2004. In July 2006, SBI completed 3362 branches (52% of branches at that time). At that time, they faced many serious issues and halted the implementation for three months and resumed the roll out with all the problems fixed. When resumed, SBI went for assembly line roll out. In June 2008, they completed the implementation in 1000 branches and by February 2010, CBS was implemented in 18000 branches, with 24000 ATMs. The four scalability tests to ensure that their system can scale at various phases, top management commitment, vendor and software selection methodology, the implementation and training approach were some of the critical success factors for implementation.

Today, SBI is facing new challenges that are affecting the banking landscape in India. The demographic transition of India, lifestyle banking needs, growth of smart phone and internet and the digital technology are transforming the banking industry. They face threat from IT savvy private and foreign banks and new competitors from other industries eyeing to enter the banking space. The growth of e-commerce and m-commerce in India and the growth based on India's Digital India project wherein, every village would be digitally connected bring new challenges to SBI.



Representation in International Conferences

Author	Title	Year
Krishnan, S.	International Advisory Council Member, International Conference on Management and Information Systems (ICMIS 2018), Bangkok, Thailand Track Chair, Decision Sciences in Practice, 12th Annual Indian Subcontinent Decision Sciences Institute (ISDSI 2018) Conference, Mumbai, India	2018
	Track Chair, e-Government in a Digitized Society, Pacific Asia Conference on Information Systems (PACIS 2018), Yokohama, Japan	
	Associate Editor, Green IS/IT and Sustainability, Pacific Asia Conference on Information Systems (PACIS 2018), Yokohama, Japan	
	Associate Editor, IS Development and Project Management, International Conference on Information Systems (ICIS 2018), San Francisco, California, USA	
	Associate Editor, Human Behavior and IS, International Conference on Information Systems (ICIS 2017), Seoul, Korea	
	Associate Editor, Social Media Usage and Impact, Pacific Asia Conference on Information Systems (PACIS 2017), Langkawi, Malaysia	
	Associate Editor, IS Implementation, Adoption and Diffusion, Pacific Asia Conference on Information Systems (PACIS 2017), Langkawi, Malaysia	

RESEARCH PROJECTS

Krishnan, S. (2017). Uncovering the Conceptual Meaning of Aadhaar: Insights from Social Media Analytics, *SGRP/2017/94*

This study strives to offer an understanding of the conceptual meaning of Aadhaar, the world's largest digital identity program implemented by a national government, from two perspectives: (1) the Indian government; and (2) its citizens. Specifically, this study utilizes semantic network analysis, a social media analytics technique, on the publicly available data obtained from Twitter. Results from the analysis produced two semantic networks indicating that the Indian government's conceptualization of Aadhaar is different from how its citizens characterize it. Findings from this research produce actionable insights that can inform Indian government's strategies or tactics.

Krishnan, S. (2017). Role of Institutions on Technological Frames in Green IT Adoption, *SGRP/2017/96*

In this study, we draw on organizational sensemaking theory (in form of technological frames) to construct a model outlining the decision-making process (that a manager goes through) leading to IT adoption (in the context of green IT). Specifically, we theorize that the managers' beliefs about the technological frames (i.e., benefits or opportunities frame and threats frame) related to an IT innovation will mediate the effect of institutional influences and regulations on managers' intention to adopt the innovation. By proposing a framework of decision-making process driving IT adoption, we contribute to both theoretical and practical discourse on organizational innovation adoption.

WORKING PAPERS

AUTHOR	TITLE	YEAR
Khan, A. Sebastian, M.P.	Understanding the Human, Managerial and Organizational Aspects of Information Security Management: A Literature Review	2018
Paul, A. Scullion, H. Krishnan, T.N.	Career progression of women in the Indian IT Sector: Matching talent management practices and employee perspectives	2018
Paul, A.	Exploring doctoral Community Social media preparedness for a B-School using a socio-technical Lens	2018

Khan, A., & Sebastian, M. P. (2018) Understanding the Human, Managerial and Organizational Aspects of Information Security Management: A Literature Review. *IIMK/WPS/225/ITS/2018/01*

This study on human, managerial and organizational aspects of information security management has three parts. First, it identifies the articles that focus on effective management of information security, employee attitude-intention-behavior, and information security policy compliance. The second part identifies the theoretical frameworks commonly used in IS security research. The third part is about analyzing and synthesizing the identified literature. This study summarizes the theories used in IS security management research with non-technical considerations. The theoretical frameworks used in IS security literature generally show a tendency towards explaining the driving factors towards information security compliance and most of them perceive employees to be the key threats to information security. The study shows that noncompliance behavior is associated with the human factors which cannot be reduced if effective management is not in place.

Paul, A., Scullion, H., & Krishnan, T.N. (2018). Career progression of women in the Indian IT Sector: Matching talent management practices and employee perspectives. *IIMK/WPS/274/ITS/2018/18*

Women talent management is an important area of interest for organizations not only across the world but more specifically in India, a dynamic and fast growing emerging market where opportunities for female participation in the labour market are increasing yet traditional barriers persist. Research in this important area is sparse and this paper is an attempt to address this important research gap. In this paper



we examine the major issues and challenges facing women managers in the Indian IT sector, perception of the talent management policies by women managers and the impact of talent management practices on career progression of women. We use a qualitative approach using in-depth interviews with HR managers, line managers and women managers in two IT organizations. Findings indicate that social, biological and family supports are the major factors influencing women managers' participation and career progression in the company. Talent management policies were viewed positively while the perception of implementation with regards to performance appraisal and promotion decisions were viewed as constraints in women career progression. The support offered for women career development in both companies were of three types - Inspirational, developmental and facilitative with varying levels of emphasis in each of the two organizations.

Paul, A. (2018). Exploring doctoral Community Social media preparedness for a B-School using a socio-technical Lens. *IIMK/WPS/273/ITS/2018/17*.

Doctoral research scholars look for quality information to fulfil their research pursuits. They are information alert as they have a narrowed down interest area for which they are constantly looking out for information. The behaviour, environment and the associations of the research scholar play an important role in creating conducive grounds for quality information seeking. A qualitative enquiry using the Socio-technical lens that looks at individuals, social and technology in a context and explores the interaction between these. The study explores the Social Media preparedness of the doctoral community. The study was conducted in a premier B-School located in South India. Preliminary findings indicated that communities play a major role in supporting the scholars information behaviour. However, communities in the physical spaces, though enable them to be in proximity to each other, the online communities enable a better support system for information. Attitude and comfort level with seeking information from Social Media was also found to be a major hindrance to utilise it for information seeking. Library has a crucial role to play in this regard. The scholars see the library as a place where they will start their information search.



FELLOWSHIPS/AWARDS/HONOURS

Author	Title	Month/Year
Krishnan, S.	Outstanding Associate Editor, Human Behavior and IS track, International Conference on Information Systems (ICIS), Seoul, South Korea,	2017
Mohapatra, S. Verma, P. Sethi, D. Pillai, R.R.	Best Paper Award - 5th PAN IIM WMC	December 2017
Dixit, D. Jayaprakash, P. Ranjitha, G. P. Chaurasia, S. Pillai, R.R.	Wipro Earthian Award 2017	February 2018

MEMBERSHIP OF EDITORIAL/ REVIEW BOARD/ AD HOC REVIEW

Krishnan, S.	Technological Forecasting and Social Change	Associate Editor
	e-Services Journal	Associate Editor
	Internet Research	Associate Editor
	European Journal of Information Systems	Ad-hoc Reviewer
	Information and Management	Ad-hoc Reviewer
	International Journal of Business Information Systems	Ad-hoc Reviewer
	International Journal of Information Management	Ad-hoc Reviewer
	Internet Research	Ad-hoc Reviewer
	Journal of Strategic Information Systems	Ad-hoc Reviewer
Pillai, R.R.	AIMS International Journal of Management	Editorial Board



FACULTY INFORMATION TECHNOLOGY AND SYSTEMS



R. Radhakrishna Pillai



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MARKETING MANAGEMENT



The Marketing Area has faculties who regularly publish in the field of marketing and specialized in translating their research into teaching that budding managers can use to make better decisions. Other key strengths of the Area include publishing books, cases on companies and marketing issues relevant for emerging economies, conducting trainings for leading Indian companies and MNCs in addition to consulting them. Graduate and doctoral students of this area are interested in focusing their studies on contemporary issues in marketing management.

REFEREED JOURNAL PUBLICATIONS

AUTHOR	TITLE	JOURNAL	YEAR
Atanu Adhikari	Effect of Adjacent Product Price on Customer's Willingness to Pay of Focal Brand: A Bayesian Approach	<i>Theoretical Economic Letters Special issue in Consumer Behaviour</i>	2017
Rajesh Kumar Sinha Atanu Adhikari	Advertised reference price and sales price as anchors of the latitude of expected price and its impact on purchase intention	<i>European Journal of Marketing</i>	2017
Guda Sridhar Teidorlang Lyngdoh	Flow and Information Sharing as Predictors of Ethical Selling Behavior	<i>Journal of Business Ethics FT 50 Journal</i>	2017
Joffi Thomas	Chennai Super Kings (CSK): Growing and Leveraging Brand Equity	<i>Journal of International Business Education</i>	2017
Deepak S. Kumar Keyoor Purani Sunil Sahadev	Visual service scape aesthetics and consumer response: a holistic model	<i>Journal of Services Marketing</i>	2017
Naveen Amblee Rahat Ullah Wonjoon Kim	Do product reviews really reduce search costs	<i>Journal of Organizational Computing and Electronic Commerce</i>	2017
Jayasankar Ramanathan Sanal Kumar Velayudhan	Comparing consumer evaluations of services-to-services brand extensions with services-to-goods	<i>Marketing Intelligence & Planning</i>	2017

Adhikari, A. (2017), Effect of Adjacent Product Price on Customer's Willingness to Pay of Focal Brand: A Bayesian Approach, *Theoretical Economic Letters Special issue in Consumer Behavior*, 7: 1940 -1949

Psychological researchers, while studying internal reference price, have dealt with different types of psychological effects like attraction effect and compromise effect. While studying consumer reference



price and willingness to pay, marketing researchers have focused on consumers' perception about a brand by evaluating several attributes of that brand. Our research investigates the incremental effect on consumers' willingness to pay in a context where an adjacent price is present, for instance, when a medium priced brand is associated with a high price brand than a moderately high priced brand. Unlike other pricing research, this research deals with consumer's individual level heterogeneity as price sensitivity and consumers' willingness to pay for a particular brand since they vary among individual. Hierarchical Bayes methodology is used to incorporate such heterogeneity. The

study shows significant difference in consumers' utility and her willingness to pay when a medium priced brand is compared with a high priced brand as against a moderately high priced brand.

Sinha, R.K., & Adhikari, A. (2017). Advertised reference price and sales price as anchors of the latitude of expected price and its impact on purchase intention, *European Journal of Marketing*, 51(3).

This research investigates the influence of advertised reference price (ARP) and sales price (SP) as anchor points on the latitude of expected price, and subsequently on purchase intention (PI). The research involves the theoretical lens of selective anchoring mechanism, which allows investigation of the influence of ARP and SP in a situation where price estimation task is a 'non-thoughtful processes'. Design/methodology/approach Based on quasi-experimental design, the study involves intercept survey of 142 shoppers. Findings The study finds that due to anchoring effect, highest and lowest expected prices shift toward ARP and SP respectively. Consequently, it influences the latitude of expected price, which in turn, influences purchase intention. In addition, the study proposes and tests a method to forecast expansion and contraction of the latitude of expected price. Research limitations/implications It suggests a new mechanism to understand the simultaneous influence of ARP and SP, provides a mechanism to understand shifts in price latitude's end-points, and investigates a phenomenon with two externally provided anchors. Practical implications The study highlights the role of the latitude of expected price in understanding consumers' response. Results suggest that a plausible ARP, when joined with an above-expectation SP, can fetch better consumer responses. Originality/value The study uniquely investigates a problem with two anchor points and two estimation targets, and proposes a construct of internal price uncertainty (IPU).

Sridhar, G., & Lyngdoh, T. (2017) Flow and Information Sharing as Predictors of Ethical Selling Behavior, *Journal of Business Ethics*, 1-17.

Ethical selling has been found to have significant influence on sales performance and relational selling behaviors. However, sales ethics was mostly explored through a negative lens (i.e., what is wrong with salesperson) and we depart from this tradition by using a positive lens (i.e., if sales person is in flow, she would be more ethical). Using broaden-and-build theory, this paper examines the influence of flow on ethical selling. The mediating role of information sharing is also examined. Results from a study of 192 pharmaceutical salespeople in India suggest that flow influences ethical selling behavior via information sharing. The findings imply that flow can serve as a driver for information sharing and ethical decision making among salespeople. The study contributes to the sales ethics literature by extending the application of positive psychology to the sales domain for the first time.

Thomas, J. (2017). Chennai Super Kings (CSK): Growing and Leveraging Brand Equity, *Journal of International Business Education*, 12, Special issue: 89-116

The case concerns formulating a strategy to grow and leverage the brand assets of Chennai Super Kings



(CSK), a cricket franchise of the Indian Premier League (IPL). IPL was a professional Twenty20 cricket league in India, founded in 2008. CSK has been one of the most successful teams among the eight IPL franchisees in 2012. Rakesh Singh, Vice President of CSK was evaluating possible ways to build the CSK brand equity and grow its revenue. CSK's annual revenue was \$26.5MM in 2011 and the brand was valued at \$70.16MM. Singh wanted to grow the brand equity and sales to the levels of the major international sporting clubs of the world such as that of Manchester United valued at \$853MM (sales revenue of approx. \$360 MM) or LA Lakers, the NBA team valued at \$900MM in 2011. The case provides an opportunity for readers to learn how to leverage a sports franchise's brand assets and grow its brand equity in the international sporting arena

Kumar, D.S., **Purani, K.**, & Sahadev, S. (2017). Visual service scape aesthetics and consumer response: a holistic model, *Journal of Services Marketing*, 31(6): 556-573.

This paper aims to introduce subjective dimensions of appraising visual services cape aesthetics and to empirically test their influence on the consumer's affective responses and preference, thus providing a holistic model to evaluate visual services cape aesthetics from consumer's viewpoint. It also tests the moderating role of service contexts in the modelled relationships. Design/methodology/approach: Data was collected from 350 respondents using a laboratory-like experimental design, with one-shot treatment using photographic surrogates of services capes in four different service contexts. Findings: Results indicate the visual services cape aesthetics dimensions significantly and positively influence consumers' affective states of arousal and pleasure. Also, service context moderates the relationship between services cape aesthetics and affective responses. Research limitations/implications: As the subjective dimensions of visual services cape aesthetics are borrowed from environmental psychology and introduced in marketing literature, it is likely to trigger a stream of research in service marketing domain. Practical implications: Findings provide marketing practitioners insights into services cape design, evaluation and selection decisions to improve return on such investments. Originality/value: The study contributes to theory by introducing more appropriate holistic services cape aesthetics variables borrowed from environment psychology and empirically establishing relationships between them, consumers' affective responses and preference to the services cape.

Ambler, N., Ullah, R., & Kim, W. (2017). Do product reviews really reduce search costs, *Journal of Organizational Computing and Electronic Commerce*, 27(3): 199-217.

The literature on online product reviews is based on the fundamental premise that reviews impact search costs and also affect consumers' confidence in their purchase decisions. However, this proposition has not been proven in the literature. To this end, we conducted an experiment using an eye-tracking machine to measure the impact of online editorial and customer reviews on consumer's information search costs and on decision confidence. Search costs in this study are defined in terms of time costs and cognitive effort costs. We find that when present, both editorial reviews and customer reviews separately reduce both search time and cognitive effort considerably, but not when present together. We also find that the presence of both types of reviews increases decision confidence considerably, but do not lower search costs. These results suggest that ecommerce firms can benefit from the presence of either or both editorial and customer reviews through either lower search costs, or higher decision confidence. We conclude with several managerial recommendations for ecommerce firms.

Ramanathan, J., & **Velayudhan, S.K.** (2017) Comparing consumer evaluations of services-to-services brand extensions with services-to-goods, *Marketing Intelligence & Planning*, 35(7): 877-891



Purpose – The purpose of this paper is to examine the influences of parent brand characteristics and brand-extension fit on attitude towards the extension in the context of services-to-goods (SG) brand extension compared with services-to-services (SS) brand extension.

Design/methodology/approach – A survey design was used to collect data from 626 individual respondents. The respondents were selected using probability sampling from two cities in India. The data were analyzed using structural equation modeling (SEM).

Findings– The study indicated that context (SS or SG) moderated the influence of factors on attitude toward brand extension. A favorable attitude towards the parent brand had a greater positive influence on SS brand extension compared with SG brand extension. Quality variance among service types under the parent brand had a higher negative impact on attitude towards SG brand extension than on attitude towards SS brand extension.

Practical implications– Managers may prefer extending a service brand to another service rather than a good when consumers have a favorable attitude towards the brand. Furthermore, when the perceived quality of service types under a service brand varies substantially, extension of the brand to a good requires greater concern than extension to a service.

Originality/value– The unique contribution of this study is the examination of the moderating influence of the characteristics of an offering (SS vis-à-vis SG) on the link between brand extension attitude and its influencing factors.



OTHER FORTHCOMING PUBLICATIONS

FORTHCOMING REFEREED JOURNAL PUBLICATIONS

AUTHOR	TITLE	DETAILS
Adhikari, A.	Effect of Firm's Information Dissemination Culture on Market Orientation: A Study in Tourism Sector	<i>Theoretical Economics Letters</i>
Mukherjee, S. Adhikari, A. Datta, B.	Quality of tourism destination—a scale development.	<i>Journal of Indian Business Research</i>
Sinha, R.K. Adhikari, A.	Buyer-seller amount-price equilibrium for prepaid services: Implication for promotional pricing.	<i>Journal of Retailing and Consumer Services</i>
Purani, K. Kumar, D.S.	Exploring Restorative Potential of Biophilic Servicescapes	<i>Journal of Services Marketing</i>
Kumar, D.S. Purani, K.	Model specification issues in PLS-SEM: illustrating linear and non-linear models in hospitality services context	<i>Journal of Hospitality and Tourism Technology</i>
Sugathan, P. Rossmann, A. Kumar, R.R.	Toward a conceptualization of perceived complaint handling quality in social media and traditional service channels	<i>European Journal of Marketing</i>
Lyngdoh, T. Liu, A. H. Sridhar, G.	Applying positive psychology to selling behaviors: A moderated-mediation analysis integrating subjective well-being, coping and organizational identity	<i>Journal of Business Research</i>

BOOKS, BOOK CHAPTERS / PUBLISHED & FORTHCOMING

AUTHOR	TITLE	CATEGORY	DETAILS	YEAR
Adhikari, A.	Strategic Marketing Issues in Emerging Markets	Book	<i>Springer</i> , Singapore, ISBN 9811065047, 9789811065040	2018

CONFERENCE PAPERS, PRESENTED & FORTH COMING			
AUTHOR	TITLE	DETAILS	YEAR
Adhikari, A.	Congruence or Conflict? How Cognitive and Affective Store Image Effect Hedonic and Utilitarian Reasons for Purchase	39th ISMS Marketing Science Conference, University of Southern California, USA, June 7-10.	2017
Sinha, R. Adhikari, A.	An exploratory study of online price dispersion in Airline Industry of emerging market: An evidence from India	Journal of Academy of Marketing Science Conference, Indian School of Business, Hyderabad, April 26-28.	2018
Kumar, D.S. Purani, K.	Analysing Restorative Potential of Green Servicescapes	2017 Summer AMA Conference, San Francisco, USA August 4-6, 2017	2017
Gyimothy, S. Krishnan, O.	Bollywood's asymmetric effects on Alpine landscape imaginaries	TNC 2018: Tourism Naturally Conference, Kaprun, Austria, May 16-18	2018
Krishnan, O.	Measuring Brand Personality of Technical Education Institutions in Emerging Economy context	Japan International Business And Management Research Conference - JIBM 2018, Tokyo, March 29-30	2018
Sinha, R. Adhikari, A.	Buyer-Seller Amount-Price Equilibrium for Prepaid Services	11th ISDSI International Conference, IIM Trichy, December 28-30.	2017
Sahadev, S. Malhotra, N. Purani, K.	Role of Bank Reputation and Size in Usage of Internet Banking services in India: A Multi-level Modelling Framework	Academy of Marketing Conference, Hull University Business School, Hull, UK.	2017
Thomas, J.	Sustainability Concerns and its impact on Marketing	International Conference on Business and Society in Emerging Economies, FORE School of Management, New Delhi, January 11-13	2018

NON- REFEREED PUBLICATIONS / PRESENTATIONS				
AUTHOR	TITLE	CATEGORY	DETAILS	YEAR
Purani, K.	Online retailers beware! For consumers there is great disappointment on this particular parameter	Popular Press	Financial Express, September 4	2017
Purani, K.	When it comes to entrepreneurship culture, Kerala is a 'spoiled child'	Popular Press	Future Kerala, July 29	2017
Sensarma, R. Purani, K.	Why IIMs don't need foreign accreditations	Popular Press	Financial express, January 15	2018
Sridhar, G. Lyngdoh, T.	In Flow	Popular Press	Indian Management, April	2018
Thomas, J.	Challenging Times for Management Institutes/ Aspirants	Popular Press	Business World Online Edition June 2.	2018

CASE STUDIES PUBLISHED & FORTHCOMING

AUTHOR	TITLE	YEAR
Velayudhan, S.K. Malik, S.S. Afsana, K.	BRAC: shasthya shebikas' role in delivering health care service to rural markets	2017
Adhikari, A.	Spice Jet Airlines	2018
Krishnan, O. Nafees, L.	Understanding Decision making in B2B Branding environment: A Case Study of an Indian SME company	2018
Sugathan, P.	On chocolate loyalty: Kukoos Need to Reposition?	2018
Sugathan, P.	Predicting Brand Sales	2018
Thomas, J.	Chennai Super Kings (B): Re-launching CSK in 2018	2018

Velayudhan, S.K., Malik, S.S.,& Afsana, K. (2017). BRAC: Shasthya Shebikas' role in delivering health care service to rural markets, *IVEY Publishing*.



BRAC was the largest NGO in the world that reached out to 138 million people. It had made significant contribution to reducing poverty in Bangladesh. Improving the health of the poor was an important approach of BRAC to reducing poverty. It had more than 117,000 community health workers who contributed to improving health and nutrition. In rural Bangladesh its community health workers, the Shasthya Shebikas, contributed significantly to improving the health of the people there. The manager of the Health, Nutrition and Population program in BRAC was faced with two significant challenges. One of the challenges was that, despite the significant contribution by the Shasthya Shebikas, more than 60% of the population sought the services of unqualified healthcare service providers. The second chal-

lenge was to bring down the Shasthya Shebikas' turnover rate of 10-20%. One of the solutions to meet the first challenge was to co-opt the informal service providers wherever possible. This may require not only identifying the suitable type of informal provider but also addressing the issue of any possible conflict with the present Shasthya Shebika channel used by BRAC. To meet the second challenge one of the solutions was to intensify the service coverage by adding services to the healthcare offering and by increasing the products retailed by the Shasthya Shebikas. Income was an important consideration for the Shasthya Shebikas to help them decide whether they should continue in the job or not. Territory coverage also affected the income of the Shasthya Shebikas and therefore identifying an optimum territory size was also important.

Adhikari, A. (2018) Spice Jet Airlines. *IIMK/CS/88/MM/2018/04*

The case discusses about the entrepreneurial skill and visionary leadership of Mr. Ajay Singh, the founder of Spice Jet, the one of the initial low cost Airline (LCA) in India. The case examines how Singh has managed to make Spice Jet a success story from its inception, created a different industry as a whole and its target market. The case also discusses about the competitor of Spice Jet. It says the intuitive vision Singh in launching LCA in India. It also gives a fair idea about the company, their infrastructure, culture that Ajay Singh tried to bring. Case also discusses how Singh has used its strengths and eliminates its weaknesses as well as exploited environmental opportunities to make Spice Jet successful. The case also gives a clear idea about the strategies that Singh is taking to fight with several environmental threats. The case analyzes the effect of rise in air turbine fuel price on different airlines and the unique strategy that Singh has taken to counter it. Finally the case speaks about the future plans of Spice Jet. The key focus of the case is on enabling the participants to gain a comprehensive understanding of different traits of an entrepreneur and how to improve the chances of success in a new venture.

Krishnan, O., & Nafees, L. (2018) Understanding Decision making in B2B Branding environment: A Case Study of an Indian SME company. *IIMK/CS/96/MM/2018/11*

ETI, a leading Indian manufacturer of Industrial gear boxes aims to be recognized as one of the globally renowned providers of mechanical power transmission solutions. The present study was undertaken to understand business to business branding in formulating a sustainable branding strategy at ETI in a market principally driven by sales orientation and relationship management. Qualitative techniques in the form of 16 depth interviews and 1 focus group discussion were conducted to investigate the current brand image and to propose potential directions for creating a sustainable one, aligned with the corporate brand identity. The sampling frame constituted of senior managers, sales team, dealers and clients.

The qualitative findings showcased a huge gap in both Internal and External brand image of ETI vis-à-vis the identity proposed by senior management. Using the data based on the semantic differential scale the perception of brand image was mapped to understand the gap among the different stakeholders in terms of Evaluation, Potency and Activity. Interpretative qualitative research was employed and ETI was

recommended to strengthen internal and external communication by means of specific brand harmonization initiatives and improve professionalism at all touch points to build a sustainable brand.

Praveen, S. (2018) On chocolate loyalty: Kukoos Need to Reposition? *IIMK/CS/90/MM/2018/05*

The marketing manager of Kukoos is worried about the competition. He suspects that the customers who have started with Kukoos are just trying new chocolate taste, and after a period they will go back to more established players in the market. He plans to do some market research on loyalty in the chocolate industry.

Praveen, S. (2018) Predicting Brand Sales. *IIMK/CS/91/MM/2018/06*

The case introduces the concept of price elasticity. The students are provided with weekly sales of a brand in different pack-sizes. The case also helps in learning demand prediction and understanding customer preferences for pack sizes. When analysing the case, we find that customer price elasticity is also a function of pack sizes.

Thomas, J. (2018) Chennai Super Kings (B): Re-launching CSK in 2018. *IIMK/CS/88/MM/2018/03*

Chennai Super Kings (B): Re-launching CSK in 2018” is a sequel to the case “Chennai Super Kings (CSK): Growing and Leveraging Brand Equity”. Case (B) re-launch is planned in the year 2016 while in the first case the decision issues related to building and leveraging brand equity are to be addressed in the year 2012. On July 14, 2015 Supreme Court of India banned two of the eight IPL franchisees- CSK and Rajasthan Royals -for two years on cases related to betting and matches fixing. CSK thus could not participate in 2016 and 2017 IPL seasons. As the ban would get over by July 14 2016, CSK has initiated planning for the re-launch of CSK in 2018. The case requires readers to understand the CSK brand equity, impact of the two year ban and plan for CSK re-launch in 2018.

WORKING PAPERS

AUTHOR	TITLE	YEAR
Adhikari, A.	Managing Promise for Competitive Marketing Advantage	2018
Adhikari, A.	Stochastic Consumer Behavior and Brownian Motion	2018
Siyanan, F. Krishnan, O.	Impact of Family as an Agent of Consumer Socialization in Urban Indian Households	2018
Krishnan, O.	Balancing Service competitiveness and Skill Gap in Globalized India	2018
Thomas, J.	Sustainability Concerns, Digitization and Globalization: Impact on Marketing Thought and Practice	2018
Thomas, J.	Marketing Concept: Examining AMA Definitions and Evolution over Years	2018

Adhikari, A. (2018) Managing Promise for Competitive Marketing Advantage
IIMK/WPS/283/MM/2018/27

Marketing theory is dealing with several Ps of marketing for more than half a century. Many academicians and practitioners have argued in favour as well as against of conventional marketing mix. However, not many have tried to find out the internal link that weaves these Ps of marketing mix to give the brand a sustainable competitive advantage. In this article, we have tried to promote the basic of all Ps, which is 'promise'. It integrates every branch of brand effectiveness and creates a long term value.

Adhikari, A. (2018) Stochastic Consumer Behavior and Brownian motion. *IIMK/WPS/282/MM/2018/26*

Previous researches suggested multiple approaches in modeling consumer purchase behavior. Along with uncertainties, in many situations, particularly in low involvement products and frequently purchased consumer packaged goods, little conscious decision making takes place. We assume that stochastic purchase behavior observed in the consumers is due to some kind of agitation within the consumers

before or during the purchase. Due to such agitation in the mind of the consumers, purchase decision of above products experience several internal forces in different directions. We show that these forces imbalance consumers' mind and purchase decision become random. Since these forces are haphazard, we show that resultant force that influences the purchase decision is also haphazard. The main purpose of this article is to show that one can represent consumers' purchase behavior of low involvement and frequently purchased products as Brownian motion. In other words, we are to prove the existence of the process by conforming above four defined properties of Brownian motion.

Siyanan, F., & Krishnan, O. (2018) Impact of Family as an Agent of Consumer Socialization in Urban Indian Households *IIMK/WPS/288/MM/2018/32*

Over the last few decades' consumption of Indian families particularly in urban households have undergone rapid changes. Multiple factors like purchasing power, the influence of media, exposure by means of travel, aspirations of modernity, conspicuous consumption etc. are cited as reasons for consumption. In this regard it is interesting to see how this transformation is mediated by the primary agent of socialization which is the family. Consumer socialization is a process by which young people develop consumer related skills knowledge and attitude. This study aims to understand the influence of family in consumer socialization process in Indian Urban households and evaluate the moderating and mediating factors.

Research in the domain of consumer socialization, acknowledges the importance of family in influencing both directly and indirectly, in imparting consumption related values of consumption in children in early childhood and even as an adult. The focus of the study is limited to children in their early years (1-7) and formative years (8-12). Broadly the influence of family in formation of Consumer skills, Consumption preferences and Consumption-related attitudes is analyzed using a qualitative approach. The household structure and life cycle might act as moderators while Mother or Father can act as dominant figures in influencing the initial stages of child decision making particularly the negotiation stage. Other agents of Socialization like school and religion also will have concurrent influence in development of consumers within the framework of family.

Krishnan, O. (2018) Balancing Service competitiveness and Skill Gap in Globalized India *IIMK/WPS/286/MM/2018/30*

Services play a dominant role in India and the policies formulated in various sectors guide India's economic development, which stresses primarily on inclusiveness. Initiatives by government and private



institutions have significant consequences in evolving the discourse of service industry. Emerging sectors like ITES, Retail, Telecommunication, Banking, Tourism, Education, E Commerce – Online Shopping/ Services etc are fuelling the growth process. Through this paper we aim to analyze the skill development policies and its implications in service industry both at the macro and micro level for India. Recent studies emphasize the idea of “service led growth” in India for capitalizing on the labour productivity gap. The evidence from the study shows that there is a consistent stagnation of the agricultural sector and moderate industrial growth which leads to conclude that competition with other economies like China is a challenge. Hence an inevitable course of action projected is “la-

bour productivity lead” in service sector. In order to succeed in Service sector we need to focus on the current skill quotient of the nation. Since skill gap is high it is essential to invest in skill education and impart relevant resources for different segments and services in service industry. Further, service sector

has an independent capacity coupled with the symbiotic relationship with the manufacturing sector in providing opportunities in terms of entrepreneurship and employment generation.

Thomas, J. (2018) Sustainability Concerns, Digitisation and Globalisation: Impact on Marketing Thought and Practice. *IIMK/WPS/287/MM/2018/31*

Sustainability concerns of the society at large related to business practices and increasing consumption especially in the last two decades has made lasting impact on marketing thought and practice. The paper discusses the nature and extent of this impact on marketing, along with the effect of the other two macro-environmental forces of - technological advances especially digitization as well as globalisation/anti-globalisation. The paper extends an existing frame work to better examine the impact of these three macro-environmental forces at different levels of economy, industry, market and customer with a view to develop a richer understanding of the developments in marketing over the last few decades.



Thomas, J. (2018) Marketing Concept: Examining AMA Definitions and Evolution over Years *IIMK/WPS/289/MM/2018/33*

Definition of marketing has evolved with the changing demands on marketing discipline by the firm, connected institutions and society at large over the years. The underlying reasons for the evolution in the very definition of marketing are analyzed in this paper. Marketing has become relevant not just to firm and its customers but also its partners and society at large; it has ceased to be a specialized function but an activity that the organization at large has to engage in to create value for multiple stakeholders recognizing the influence of various other institutions as well. The paper also examines some of the contemporary issues which are exerting their influence on the discipline.



MEMBERSHIP OF EDITORIAL REVIEW BOARD AD HOC REVIEW

Thomas, J.	IIM Bangalore Management Review	Review Board Member
	Journal of India Business Research	Review Board Member
	Vikalpa- The Journal for Decision Makers	Review Board Member
Adhikari, A.	European Journal of Marketing	Adhoc reviewer
	Current Issues in Tourism	Adhoc reviewer
	Annals of Tourism Research	Adhoc reviewer
	Cornell Hospitality Quarterly.	Adhoc reviewer
	International Journal of Hospitality Management	Adhoc reviewer
	Academy of Management Conference	Adhoc reviewer
	American Marketing Association conference	Adhoc reviewer
	IIM Kozhikode Society & Management Review	Managing Editor

FELLOWSHIPS AWARDS HONOURS

Author	Title	Year
Thomas, J.	Outstanding reviewer : IIMB Management Review: April	2017



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ORGANIZATIONAL BEHAVIOUR AND HUMAN RESOURCES

People management is the bottom line of the success of every organization. Organizational life requires employees to coordinate and collaborate with a diverse group of individuals. The ability to collaborate, motivate, and lead with a blend of functional expertise is of paramount importance for managerial success.

The OB & HR area of IIMK offers students the opportunities to develop these critical skills in the classroom and beyond. The area by offering a variety of courses, prepares the students for a variety of career in general management, human resource management, and consulting. Some of the topics focused by the area, which are relevant for the tomorrow's managers are knowing self and others, understanding group and team dynamics, structure of the organization, leading organizational change, motivation, strategizing business through HR as the business partner, managing the organizational life cycle of an employee by application of HR tools and techniques, being compliant by abiding by the laws of the land. The area also conducts exclusive leadership workshop for all the post-graduate students to lay a solid foundation for the future leaders.

The OBHR faculty is comprised of individuals with expertise in human resources, talent management, groups and teams, and leadership. Members of our faculty have carved a niche for themselves by winning awards for research and teaching and they continue to innovate new ideas in the fields of Organizational Behavior and Human Resource Management.

REFEREED JOURNAL PUBLICATIONS

AUTHOR	TITLE	JOURNAL	YEAR
Manish Kumar Hemang Jauhari Ashish Rastogi Sandeep Sivakumar	Managerial support for development and turnover intention: Roles of organizational support, work engagement and job satisfaction	<i>Journal of Organizational Change Management</i>	2018
Ashish Rastogi Surya Prakash Pati Jitendra Kumar Dixit Pankaj Kumar	Work disengagement among SME workers: Evidence from India	<i>Benchmarking: An International Journal</i>	2018
Ashish Rastogi Surya Prakash Pati Pankaj Kumar Jitendra Kumar Dixit Sudeepta Pradhan	Student engagement in Indian context: UWES-S validation and relationship with burnout and life satisfaction	<i>International Journal of Work Organization and Emotion</i>	2018

Ashish Rastogi Surya Prakash Pati Krishnan, T.N. Satish Krishnan	Causes, Contingencies, and Consequences of Disengagement at Work: An Integrative Literature Review	<i>Human Resource Development Review</i>	2018
Jacob Vakkayil Debabrata Chatterjee	Globalization routes: The pursuit of conformity and distinctiveness by top business schools in India	<i>Management Learning</i>	2017
Anamika Sinha Jatin Pandey Biju Varkkey	Professionalizing religious family-owned organizations : An examination of human resource challenges	<i>South Asian Journal of Management</i>	2017
Jatin Pandey	Managing emotional labor for service employees: A HRM based approach	<i>Human Resource Management International Digest</i>	2018
Manjari Singh Jatin Pandey Shrihari Sohani Jatinder Jha Biju Varkkey	Job Points Model	<i>Indian Journal of Industrial Relations</i>	2018
Aparna Venugopal Krishnan, T.N. Manish Kumar	Identifying the focal role of top management paradoxical cognition in ambidextrous firms	<i>Management Decision</i>	2018
Krishnan, T.N.	Career progression of female talent: Issues and challenges	<i>National HRD Network Journal</i>	2017
Girish Balasubramanian Manoranjan Dhal	Industrial Relations Situation in India: A Report	<i>Japan Labour Issues</i>	2017
Priya Nair Rajeev Suresh Kalagnanam	India's mandatory CSR policy: implications and implementation challenges	<i>International Journal of Business Governance and Ethics</i>	2017

Kumar, M., Jauhari, H., **Rastogi, A., & Sivakumar, S.** (2018). Managerial support for development and turnover intention: Roles of organizational support, work engagement and job satisfaction. *Journal of Organizational Change Management*, 31(1): 135-153.

Purpose– The purpose of this paper is to integrate learnings from social exchange theory, organizational support theory and JD-R model to explore the relationship among support for development, work engagement (WE), job satisfaction (JS) and turnover intention (TI). It was hypothesized that the relationship between managerial support for development (MSD) and TI would be explained through organizational support for development (OSD), WE and overall job satisfaction (OJS).

Design/methodology/approach – A cross-sectional survey on a sample of 5,088 service industry employees undergoing organizational change and working in the business-to-business context was employed. Responses were analyzed using IBM® SPSS® AMOSTM 20.

Findings– The findings were along the hypothesized lines. The study found support for mediation by OSD, WE and OJS, respectively of MSD and TI relationship. Similarly, the mediation of MSD-OJS-relationship by OSD and WE, respectively were also supported. Furthermore, OSD mediated the relationship between MSD and WE; while the relationship between OSD and TI was mediated by WE and OJS, respectively and additionally, the OSD-OJS relationship was mediated by WE. Lastly, the mediation of WE-TI relationship by OJS was also supported. Therefore, the sequence of MSD-OSD-WE-OJS-TI partial mediation model was supported.

Research limitations/implications – While the sample size (n = 5,088) is large, the respondents belong to one business unit of an organization, constraining generalizability. Additionally, the study is limited by cross-sectional design. Finally, the study was restricted by the choices of perceptual measures of study variables and non-quantitative evaluation of discretion/job demand.

Originality/value– Using learnings from multiple theories, the present study examined the roles of two sources of support for development (organizational and managerial) and two job-related states (WE and JS) in relating with TI. Interestingly, all the expected relationships were true in a context signifying the discretionary nature of organization. Further, testing of alternate models gives additional credence to the findings.

Rastogi, A., Pati, S.P., Dixit, J.R., & Kumar, P. (2018) Work disengagement among SME workers: evidence from India, *Benchmarking: An International Journal*, 25(3): 968-980.

Purpose – The purpose of this paper is to examine the two alternative theoretical explanations of disengagement at work. Following the job demands-resources (JD-R) perspective, the relationship between job complexity and disengagement is tested. In accordance with the process model of burnout, the association between exhaustion and disengagement is examined. The paper also examines conservation of resources (COR) as an integrative framework as far as the moderating role of resilience in both these relationships is concerned.

Design/methodology/approach – Survey-based quantitative methodology was followed. A total of 138 employees of an agro-processing unit in North India were surveyed, and 119 usable responses were obtained. Besides the constructs of interest, the questionnaire also sought responses on the relevant demographic variables.

Findings– Both job complexity and exhaustion predicted disengagement at work. However, contrary to a negatively hypothesized relationship between job complexity and disengagement, a positive association was found. Resilience was found to be negatively moderating exhaustion-disengagement relationship. No influence of resilience was found on the complexity-disengagement association.

Research limitations/implications– The findings could be specific to the sample and to India. Caution should be exercised while generalizing. Future researchers should validate the findings across contexts.

Practical implications– The results suggest that complexity may not necessarily be perceived as a resource. Hence organizations must invest in training and skill development programs for their workers. Further, managers should assess resilience as an important component while selecting workers.

Originality/value – Contrary findings vis-à-vis job complexity and disengagement could have implications for the JD-R perspective. Further, this research integrates alternative explanations of disengagement employing the COR framework.

Rastogi, A., Pati, S.P., Kumar, P., Dixit, J.K., & Pradhan, S. (2018) Student engagement in Indian context: UWES-S validation and relationship with burnout and life satisfaction, *International Journal of Work Organization and Emotion*, 9(1), 89-106.

The student version of Utrecht work engagement scale (UWES-S) is increasingly being employed to assess student engagement without sufficient evidence for its validity, reliability and generalizability. This research seeks to investigate the psychometric properties of UWES-S in the Indian context. Two studies are reported. Study 1 (N = 207) investigates the 14-item UWES-S for factorial and convergent validity, and internal consistency. Study 2 (N = 279) revalidates findings from study 1 and examines relationships with burnout and life satisfaction. The three-factor morphology of UWES-S stands validated across both the studies. Evidence for convergent validity and internal consistency has been provided. The research also proposes a nine-item version of UWES-S based on psychometric properties and item analysis. Further, student engagement is found to be negatively associated with student burnout and positively related to student life satisfaction. This research has a few limitations. Data for analysis has been obtained only from management students. Further, predictive validity has been tested with burnout and life satisfaction only.

Rastogi, A., Pati, S.P., Krishnan, T.N., & Krishnan, S. (2018). Causes, Contingencies, and Consequences of Disengagement at Work: An Integrative Literature Review, *Human Resource Development Review*, 17(1): 62-94.

Disengagement at work is proving to be a source of continued trouble for business organizations. Various estimates suggest that in excess of 70% of the workforce is either passively or actively disengaged, which in turn subjects the organizations to enormous financial burden. Regretfully, this problem has not found sufficient intellectual resonance in the academia. Therefore, employing conservation of resources (COR; Hobfoll, 1989) as the guiding theory, in this research, we conduct an integrative literature review to consolidate the extant approaches to disengagement at work. Apart from explaining the construct, we also identified its antecedents, moderating influences, and outcomes. Implications for human resource development (HRD) research and practice have been discussed. We believe that such an attempt is likely to encourage an informed debate on the subject in the academic domain, while helping practitioners identify actionable interventions.

Vakkayil, J., & Chatterjee, D. (2017) Globalization routes: The pursuit of conformity and distinctiveness by top business schools in India, *Management Learning*, 48(3): 328-344

In this article, we examine how leading business schools in India orient themselves locally and globally while pursuing conformity and distinctiveness. We expect that these dynamics are particularly complex in 'emerging' economies such as India where liberalization and subsequent economic resurgence have led to more intense global exposure for business schools. By exploring changes in the way these responses are applied over time, we identify four globalization routes in the field. Furthermore, we show that these routes make up two broad zones of global-local interaction. In one, we point to the ability of global practices to serve both global and local compulsions, leading to the diffusion of global norms and practices. In the other, we point to how inherent paradoxes lead to possibilities for moderate and radical global distinctiveness.

Pandey, J., Varkkey, B. & Sinha, A. (2017). Professionalizing religious family-owned organizations: An examination of human resource challenges, *South Asian Journal of Management*, 24(2): 7-24.

Transformation of the Human Resource (HR) function from the traditional to a modern and professional one continues to be a challenge for most family-owned organizations. This paper discusses the traditional HR practices followed in an Indian religious family-owned organization, the actions taken during the transformation process of professionalizing the firm and the challenges faced by the newly recruited HR head while executing this process, along with the change management schema adopted for professionalization. During this process, deeply-rooted traditions prevalent in the firm had to be a balanced with a need for modernization. A steady approach with small steps at a time—rather than a radical transformation at a fast pace—was adopted for the schange process. The intention of the professionalization process was not to harm or do away with the inherent good people-management practices that already existed but build upon them. At the same time, practices and styles had to be changed, and concerns of employees addressed. The paper also brings forth the impact of owner/promoter's religious beliefs on the organizational and also opens avenues for future research on the relatively unexplored domains of religion and management. We discuss a three-pronged plan comprising of overall strategy development, tuning the HR systems to meet transformation goals and building a new professional culture. The paper adds to the existing theory and practice by proposing the secularization matrix for managing transformation in such organizations.

Pandey, J. (2018) Managing emotional labor for service employees: A HRM based approach, *Human Resource Management International Digest*, 26(4): 1-4.

Purpose: This paper aims to describe strategies for human resource managers in dealing with job roles that involve use of emotional labor as part of service delivery

Design/methodology/approach: The paper suggests improvements in the four processes of recruitment and selection, compensation management, training and development, and performance management to adapt to the needs of employees who perform emotional labor in their job roles

Findings: The findings show that many interventions can be designed to help these workers; one of the key to these interventions is the recognition of emotional labor as being "affective job demand." Selecting, rewarding, developing, and evaluating individuals with competencies requires to perform emotion-



al labor can aid service organizations in enhancing their human capital for the long run.

Originality/value: The paper brings forth the importance of emotional labor in organizations and how it can be effectively managed.

Singh, M., **Pandey, J.**, Sohani, S., Jha, J., & Varkkey, B. (2018) Job Points Model, *Indian Journal of Industrial Relations*, 53(4): 711-716

As part of the mandate for 7th Pay Commission, our mandate was to find comparative worth of jobs at different levels across government, PSUs and the private sector. We developed multiple models to evaluate the comparable worth of jobs and corroborate our assessment. The model we present in this research note, referred to as "Job Points Model", alludes to one such model. This Model is developed and tested across 40 job roles from all levels of government, PSUs and private organizations. Evaluation of jobs utilizing this model was one of the inputs to our overall assessment of the comparable worth of jobs.

Venugopal, A., **Krishnan T.N.**, & Kumar, M. (2018). Identifying the focal role of top management paradoxical cognition in ambidextrous firms, *Management Decision*, 56(1): 47-63.

Purpose– Past studies have associated top management's paradoxical cognition and actions with the ambidextrous performance of firms. Compared to large firms, the top management members of small firms play a focal role in resolving the paradoxical tensions of explorative and exploitative innovation strategies.

Anchored in the upper echelons perspective, the purpose of this paper is to explore the influences of two top management team (TMT) processes on organizational ambidexterity: TMT behavioral integration and TMT involvement in small and medium enterprises (SMEs).

Design/methodology/approach– The research is set in the context of 78 hi-tech SMEs across IT, bio-tech, and electronics industry. Multiple responses were collected from each firm. The authors used hierarchical regression analysis to test the hypotheses.

Findings– The findings from this paper demonstrate that the process of TMT behavioral integration enhances organizational ambidexterity. However, the results show that neither the top management's involvement, nor the interaction of the top management's involvement with the behavioral integration of a TMT, enhances organizational ambidexterity.

Research limitations/implications– The limited examination of two TMT processes has restricted the scope of this paper. The study has also been unable to measure paradoxical cognition in the TMT objectively and without proxy measures. **Originality/value** – The results from this study add to the existing literature on paradoxical cognition, ambidexterity, and behavioral integration. The results from this study also lend support to the upper echelons perspective. Further, the findings from this paper present significant practical implications by throwing light on the senior team processes necessary for small ambidextrous firms in emerging economies. The volatile and rather unpredictable nature of emerging economies underscore the relevance of examining the facilitating conditions of small ambidextrous firms in these countries.

Krishnan, T.N. (2017) Career progression of female talent: Issues and challenges, *National HRD Network Journal*, 10(4): 66-71.

Talent management of women is an area of interest for organizations globally and specially in India. This article highlights the case for gender diversity and some of the barriers to women's advancement through both secondary and qualitative research findings. We also suggest initiatives that both organizations and women managers can undertake to support and complement each other in facilitating career development of women managers. We discuss practical steps that different stake holders can initiate based on research findings.

Balasubramanian, G., & **Dhal, M.** (2017) Industrial Relations Situation in India: A Report, *Japan Labour Issues*, 1(3).

Labour forms an important part of any economic activity and since earliest times there has been some sort of competition between labour and capital for superiority. Systematic collectivization was a natural fall out of the struggle between the labour and capital. It was long believed that collectivization of workers followed the business cycle. However, geographical idiosyncrasies have been observed in such patterns of collectivization. For example, Africa has been plagued by serious issues like war, extreme poverty, hunger, AIDS epidemic; political turmoil, colonization and presence of largescale unaccounted informal sector (see Phelan, 2006; Visser, 2003). Unions in Asia have relatively less socio-economic influence in the policy level decisions in comparison to their European counterparts. Asia offers all possible combinations of factors like globalization, structural change in employment, decreasing share of public employment, increasing mobility of both capital and labour, problem of immigration and in general resistance to unions by employers (see Das, 2000; Kuruvilla, Das, Kwon, and Kwon, 2002; Lee, 2005). Europe too has its idiosyncrasies. Common explanations for trade union decline have been the decreasing share of public employment, work force diversity, shift towards the service sector, increasing mobility of labour degeneration of sectoral bargaining, the erosion of Ghent system and change in attitude towards unions (Addison, Bryson, Teixeira, and Pahnke, 2011; Blaschke, 2000; Bockerman and Uusitalo, 2006; Schnabel and Wagner, 2007). Governments and international agencies like the ILO intervene to ensure that minimum standards are maintained. Thus, labour policy is the result of the economic activity, the role played by the respective governments, the legal institutions, the collective bargaining institutions, the historical influences and the cultural influences.

Rajeev, P.N. & Kalagnanam, S (2017). India's mandatory CSR policy: implications and implementation challenges, *International Journal of Business Governance and Ethics*, 12(1): 90.

The increasing emphasis on social responsibility across the world is not new (Warhurst, 2005) and many countries require companies to disclose information about their environmental, social and employee-related impact, as well as their diversity policy (The Hauser Institute, 2015). India took CSR to the next level by mandating it for all companies through the recently introduced Section 135 in the Companies Act (2013). The provisions of the section require companies to establish a CSR committee consisting of three members of the Board of Directors to develop a CSR policy and review the CSR activities and prepare periodic reports. The above mentioned CSR infrastructure therefore necessitates significant capacity building within companies. With respect to implementation, companies may channel their resources through qualified nongovernmental organisations (NGOs). Consequently NGOs will also require significant capacity building. In this paper we identify the implications of the new guidelines that are worthy of consideration; these implications are for companies that meet the criteria to and therefore must comply with the provisions contained in Section 135, the organisations (including NGOs) that will implement the activities and other general implications. Furthermore the paper suggests mechanisms by which several of these challenges can be met and managed.

OTHER/FORTHCOMING PUBLICATIONS

FORTHCOMING REFEREED JOURNAL PUBLICATIONS		
AUTHOR	TITLE	DETAILS
Jacob, M.	The Combined Impact of Cross-Cultural Training Approaches on Expatriate Adjustment.	<i>Business Review India</i>
Pandey, J. Singh, M. Sohani, S.S.	Emotional Labour of Rural Women in Difficult Geographies of an Emerging Economy: Narratives of Community Health Care Workers of India	<i>International Journal of Work Organization and Emotion</i>
Pandey, J.	Managing Employee Surplus: The cats, rats, camels and elephants of strategic downsizing matrix	<i>Strategic HR Review</i>
Pandey, J. Varkkey, B.	Impact of Religion-Based Caste System on the Dynamics of Indian Trade Unions: Evidence From Two State-Owned Organizations in North India	<i>Business & Society</i>

BOOKS, BOOK CHAPTERS / PUBLISHED & FORTHCOMING

AUTHOR	TITLE	CATEGORY	DETAILS	YEAR
Pandey, J.	Deductive Approach to Content Analysis	Book	<i>Qualitative Techniques for Workplace Data Analysis. IGI Global (formerly Idea Group Inc.), Page no's 145-169</i>	2018

CONFERENCE PAPERS, PRESENTED & FORTH COMING

AUTHOR	TITLE	DETAILS	YEAR
Jacob, M. Chatterjee, D.	Creativity in Financially Constrained Organizations: The Role of Organizational Search	<i>British Academy of Management, Warwick, September 5-7</i>	2017
Jacob, M. Chatterjee, D. Kumar, M. Upadhyayula, R.S.	Creativity In Financially Constrained Organizations: The Role Of Environmental Turbulence	<i>PAN IIM World Management Conference, IIM Lucknow Noida, Dec 14-16</i>	2017
Paul, A. Scullion, H. Krishnan, T.N.	Career progression of women in the Indian IT Sector: Matching talent management practices and employee perspectives	<i>6th Workshop on talent management, Barcelona, Spain, October 2-3</i>	2017
Scullion, H. Krishnan, T.N. Augustyn, M.M.	Talent Management in Small and Medium Enterprises : A Review and Research Agenda	<i>15th International Human Resource Management Conference, June 13 – 15</i>	2018
Pandey, J. Gupta, M.	Religious Coping of Widows: Narratives from Vrindavan, India	<i>Biennial Indian Academy of Management Conference, Indore, Dec 17-20</i>	2017
Pandey, J. Sohani, S.S.	Leakage in Labor Pipeline of Women IT Employees in India.	<i>PAN IIM Conference, IIM Lucknow, Dec 14-16</i>	2017
Pandey, J. Singh, M. Varkkey, B. Mavalankar, D.	Promoting health in rural India: Enhancing job performance of health activists	<i>Academy of Management Meeting, Chicago, Illinois. USA, August 10-14</i>	2018
Strutismara, P. Pati, S.P. Rastogi, A. Kumar, P.	Making them stay - Arresting work alienation and attrition of early career professionals in Indian BPO sector: the role of organization support and supervisor support.	<i>3rd International Conference on Organization and Management, Abu Dhabi U.A.E. November 19-20</i>	2017
Rajeev, P.N. Joy, S.	Beneficiary contributions to the micro-foundations of the social organizations for mitigating inequality: Insights from Kudumbashree, Kerala	<i>European Group for Organizational Studies, Copenhagen, July</i>	2017
Rajeev, P.N. Joy, S.	It is only women' to 'it is women': A legitimacy process model for reducing inequality.	<i>Annual Meeting of the Academy of Management, Atlanta, USA, August</i>	2017
Rastogi, A. Pati, S.P. Krishnan, T. N. Krishnan, S.	Disengagement at work: A conservation of resources perspective.	<i>77th Annual Meeting of Academy of Management, Atlanta, Georgia, U.S.A. August, 04-08.</i>	2017
Subramanian, B. Chatterjee, D. Jacob, M.	Institutional Complexity and Alternative Organizations: An Exploratory Study	<i>British Academy of Management, Warwick. September 5-7</i>	2017

NON- REFEREED PUBLICATIONS / PRESENTATIONS

AUTHOR	TITLE	CATEGORY	DETAILS	YEAR
Dhal, M.	Is India ready for the fourth Industrial Revolution?	Popular press	<i>People Matters</i> , June 10	2018
Dhal, M.	Trade Union Strategy and Responses to Changes in Employment Structure and Forms in India	Invited Talk	<i>2nd JILPT Tokyo Comparative Labour Policy Seminar</i> , Tokyo, March 28-29	2018
Krishnan, T.N.	Recruiting and retaining talent	Popular press	<i>Tyre Asia</i> , April-May	2018
Nair, U.K.	Pedagogical Approaches in the MBA Classroom - Sharing Indian Experiences	Invited talk	<i>Friedrich-Schiller-Universität 07743 Jena</i> , Germany, January 24	2018
Nair, U.K.	Concerns & Considerations on Leadership A Comparative Study of India and Germany	Invited talk	<i>Friedrich-Schiller-Universität 07743 Jena</i> , Germany, February 7	2018
Nair, U.K.	Impressions on Leadership: Select Episodes from the Life of Mohandas K. Gandhi	Invited talk on ICCR India lecture Supported by The Indian Council for Cultural Relations Embassy of India, Berlin Friedrich-Schiller-Universität Jena	<i>Astoria Hörsaal, Unterm Markt, 07743 Jena</i> April 20	2018
Pandey, J.	Unions in the IT/ ITES sector	Popular Press	<i>Human Capital</i> , December	2017

SESSION CHAIRS

AUTHOR	TITLE	YEAR
Pandey, J.	Doctoral Colloquium, Biennial Indian Academy of Management Conference, IIM Indore, December	2017
Pandey, J.	Behavioral Studies, and Career Development in HRM, PAN IIM Lucknow, December	2017

WORKING PAPERS

AUTHOR	TITLE	YEAR
Shrivastava, R. Pati, S.P. Kumar, P.	Validation of a Quick Engagement Inventory (QEI-9)	2017
Dhal, M.	Challenges of trade union in Japanese automobile sector in the liberalized economy	2018
Dhal, M.	Non-regular workers in Japan: issues and challenges of new economic order	2018
Dhal, M.	Labour management relationship among non-regular workers in Japanese automobile sector	2018
Dhal, M.	Labour Stand: The face of precarious construction workers in India	2018
Mahapatra, M. Pati, S.P.	Can meaningful work mitigate the impact of technostress creators? Evidence from India	2018

Shrivastava, R., Pati, S. P., & Kumar, P. (2017). Validation of a Quick Engagement Inventory.(QEI-9)
IIMK/WPS/243/OB&HR/2017/27

The nine items Utrecht Work Engagement Scale (UWES-9, Schaufeli, Bakker & Salanova, 2006) is arguably the most popular instrument in academic literature for assessing the construct of work engagement. However, several limitations of the measure have come to light, especially on its factor structure and construct validity. In response to these limitations, through this research we attempt to develop a nine item measure of work engagement named Quick Engagement Inventory (QEI-9). Towards that three studies are reported. We found acceptable evidence for convergent validity, discriminant validity, nomological validity and internal consistency reliabilities of the measure. The relevance and limitations of this work is also discussed.



Dhal, M. (2018). Challenges of trade union in Japanese automobile sector in the liberalized economy.
IIMK/WPS/270/OB&HR/2018/14

Trade unions across the world are facing the challenges of decrease in density, affirmative HR policy by the management to establish direct contract with the workers, reducing employment size of regular workers, and the threat of outsourcing. On the other hand the trade union leaders have failed to identify themselves as a strategic partner in the business leading the avoidance attitude of management considering them as a hindrance to business. The workers also now know that they are knowledge workers and capable of self-management. The government keep trying to deregulate the labour law in order to facilitate the business. Against this backdrop this study was conducted among the trade union leaders of two large scale automobile manufacturing organizations in Japan and also covers the response of the Japanese Automobile Workers Union. The focus group qualitative data was transcribed by using transcriberpro and coded by following a thematic coding method and analyzed by using Atlas.ti. Trade unions were found to face the challenges of maintaining the ratio between regular and non-regular employment, catering to the disparity between regular and non-regular employees, retaining the entrusted workers, retaining the indirect workers, transfer of productivity and hitting the bar of productivity. This study also explores the attitude of the union leaders towards management as well as towards the non-regular employees. The paper has implications for not only the policy makers of Japan but also all the management and trade unions of all developed nations to shape their future. While the industrial relations climate has facilitated the union-management co-operation moderated by the closed shop unionism, the modern unions also found to face the threat of shifting the production to other developing country. Unions are also compelled by the economic environment to cooperate in terms of productivity and robotization but fear to hit the productivity bar.

Dhal, M. (2018). Non-regular workers in Japan: issues and challenges of new economic order. *IIMK/WPS/271/OB&HR/2018/15*

Globalization has become repressive on the labour and recessions have led to non-standardization of work. Non-regular workers have become a feature of every economy in order to manage the flexibility of the market. Automobile sector in Japan is an ample example of seamlessly using different forms of non-regular workers including the fixed term contract to dispatched workers. But, be it the Lehmen shock or great earthquake of Japan, this is the portion of the labour market which is required to take the burn. These non-regular workers are part of core production, and expected to improve the productivity without increasing the labour cost and even being treated not as a part of the work family. This study is a qualitative approach to explore the standards of non-regular workers working in Japanese automobile sector. The interview response includes the management and union representatives from two large-scale automobile companies and the leaders from automobile workers union and national federation. The study found some

positive steps by both employers as well as union in terms of maintaining the employment contract, providing training to the non-regular workers, creating opportunity for regularization of employment. However, it was also found that the inequity still exist between the regular and non-regular workers. This study will help the policy makers, managers and union leaders in preparing their course of action to deal with the challenges of non-regular workers.

Dhal, M. (2018). Labour management relationship among non-regular workers in Japanese automobile sector. *IIMK/WPS/291/OB&HR/2018/35*

Across the globe, the percentage of non-regular workers is on the rise and their working conditions and labor rights are often a source of controversy particularly in automobile industry which is the one of the world's most representative industry for use of non-regular workers. Japanese labor market exhibits some distinct features such as long employment tenure and strong employer employee relationship. However, the proportion of regular employment in Japan has fallen to 64.8% in 2012 from 80% in 1980s. The proportion employees working in non-regular employment as of 2012 include part-timers – 17.2%, those doing side jobs – 6.8%, Contract employees and temporary employees – 6.8%, and dispatched workers 1.7%. This change in employment pattern and most of these non-regular workers being out of the preview of trade union have posed a serious challenge to the labour management relationship in Japan. This qualitative study is based on two case studies facilitated through semi structured, open ended questions and supported by observation report on field visit to three large automobile factories in Japan. The sample covers union and management representative from two factories as well as union leaders from Japan Automobile Workers Union (JAW). The data was analyzed by using Atlas-ti through line by line coding and presenting a network view in order to find the grounded theory. The union leaders were found to face the new challenge of dealing with disparity between fulltime and non-regular workers, maintain healthy working condition for them and engaging and retaining haken and entrusted workers. However, the union has continued to follow cooperative labour management relationship while bringing the new issues under the umbrella of spring negotiation. Though, management struggle to meet the competitive cost, but found to be committed to a cooperative labour management relationship by avoiding lay off even during the worst years of recession. Union is losing its power and have adopted the path of compelled cooperation whereas management has also taken the help of progressive human resource practices while maintaining a healthy industrial relations climate. This study has policy implications for management as well as trade union federations in automobile sector. This learning can also help the actors of industrial relations not only in Japan but also the business in subsidiary locations for creating a cooperative labour management relationship.

Dhal, M. (2018). Labour Stand: The face of precarious construction workers in India. *IIMK/WPS/292/OB&HR/2018/36*



As per India Labour and Employment Report, 2014 an overwhelmingly 92 per cent of workers in India are engaged in informal employment and a large majority of them have low earnings with limited or no social protection. India has 36.12 million workers working in construction sector. The state of Orissa in which the study was conducted employs 1.4 million of such employees who work in this informal construction sector. Lack of proper job availability, poor policy measures and minimal support from trade unions have led these labourers to flock together in a particular place on early morning every day in order to find a wage provider for them. It's a sale of labour for the day where the workers stand

and make themselves available for a day to be hired by contractors or individual house owners. These places are known as 'labour stand', a stop for finding daily labourers which is new to the literature. Bhu-

baneswar, the capital city of Orissa houses the second largest labour stand of the country and supplies around 100,000 workers everyday as per the trade unions engaged in their welfare. While the registered workers are covered under the welfare scheme formed under the building and other construction workers (regulation of employment and condition of services) Act, 1996, the state data shows a registration of a mere two percentage of those workers². Though the government is collecting cess at the rate of one percent of the total project cost as per the building and other construction workers welfare cess act, 1996, the expenditure of the fund for the benefit stands at a mere 0.01%³. The paper is based on a field study by analyzing the transcribed records of observation by researcher, field interaction with 84 respondents and 118 still photographs. The data was analyzed by using the atlas.ti qualitative analysis software by adopting open thematic coding and later developing categories and hierarchy and doing comparative analysis. While the labourers were found to be from different social background but from one particular region which is frequently affected by natural disaster. They are challenged by non-availability of regular work, shortage of food, burden with larger family size, social evils of living in a slum and on and above harassed by goons as well as contractors with minimal support from trade union and government. Location of labour stand, skill level and possession of tool has helped in getting job for the labourers. The surprising similarity was found between workers and the contractors in terms of lack of awareness, financial difficulties, harassment by owners, and no support from trade union and government. Though the government has a law and various schemes it has failed to reach out to the beneficiaries. One among the four unions with a developmental approach was found to be taking few measures which are insufficient keeping the size of the labour force. The study analyses the existing policy and also proposes recommendations for the government and the trade union.

Mahapatra, M., & Pati, S.P. (2018). Can meaningful work mitigate the impact of technostress creators? Evidence from India. *IIMK/WPS/258/OB & HR/2018/02*.

Although prior research has examined the influence of technostress creators on various job outcomes, insights into the influence of meaningful work on the perceptions of individual technostress creators and their impacts on job outcomes are rather limited. In this research, using the lens of Job Demand-Resource (JD-R) framework, we investigate the mitigating influence of meaningful work on the relationship between technostress creators and burnout. We also examine if burnout mediates the relationship between technostress creators and turnover intention. We situate the research in India, one of the fastest growing economies in the world. Analyzing data collected through an online survey that was administered to professionals who regularly use information and communication technologies (ICTs) for their work, we found encouraging pieces of evidence for our hypotheses. Specifically, our findings revealed that burnout mediated the relationship between techno-insecurity and turnover intention, while meaningful work dampens the positive relationship between techno-overload and techno-uncertainty with burnout. The contributions of the study to theory and practice are also discussed.

CASE STUDIES PUBLISHED & FORTHCOMING

Author (s)	TITLE	DETAILS	Year
Pandey, J. Goswami, A.	Juniper Products Company – Politics in Teams	ET Cases, July	2018

Pandey, J., & Goswami, A. (2018) Juniper Products Company – Politics in Teams, ET Cases OB-1-00067.

This case introduces the concept of organizational politics and what are the factors that promote political behaviours in organizations. The core issues of the case are the individual and team level factors that promote political behaviours in organizations. The case describes in detail how a project team, formed under a self-serving manager, initially performs well but how the team dynamics change over the course of time as groupism develops within the team. It further delves into the nuances of performance appraisal and the parameters for measuring success, which in turn breeds political behavior amongst employees. This office politics results in some of the team members getting disenchanted with the project assignments and thereby lagging behind other team members. Juniper Products Company, based out of

Bengaluru, is an IT-enabled Services (ITeS) provider for Solar Pharma Company based in the United States. The former bags a project from the latter, wherein the senior management is of the opinion that high performance in their deliverables may lead to repeat business from the client, as well as open up a new portfolio to acquire projects of similar nature from that industry vertical. A team that bonded so well in the initial phases, calling itself a ‘family’, frittered away into fragments as certain employees formed a group and targeted a few others in order to outshine. The case throws light on how the team members displaying high political behavior justified their attitudes and actions, and how the manager, who’s ‘ideally’ expected to be poised and unbiased, legitimized them in the name of performance. The team dynamics have been overlooked, exposing the hollowness in the appraisal system, wherein some became victims of corporate political nexus. It results in a bad experience for some employees and increases chances of talent attrition. The HR manager is in a dilemma over how to manage the situation.

Pedagogical Objectives

FELLOWSHIPS AWARDS HONOURS

Author	Title	Year
Jacob, M. Chatterjee, D.	Received the best paper award for the paper titled “Creativity in Financially Constrained Organizations: The Role of Organizational Search” at British Academy of Management Conference held at University of Warwick, United Kingdom.	2017

MEMBERSHIP OF EDITORIAL/ REVIEW BOARD/ AD HOC REVIEW

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FACULTY ORGANIZATIONAL BEHAVIOUR AND HUMAN RESOURCES



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QUANTITATIVE METHODS AND OPERATIONS MANAGEMENT

QM & OM Area comprises faculty with expertise in two key disciplines: Decision Sciences (Quantitative Methods (QM)) and Decision Making within the realms of Operations Management (OM) and Supply Chain Management (SCM). In particular, the area is concerned with teaching and research on designing, managing and improving systems and processes related to Operations and Supply Chains with the aid of tools and techniques in decision sciences such as Data analysis, Optimization, Stochastic processes, Inventory theory, Game theory, Queuing Theory, Simulation, to name a few. The research issues addressed by faculty members are diverse and include developing new techniques or improving existing techniques in Statistical Process Control, Acceptance Sampling, etc. apart from advancing the theory and practice in the areas of OM and SCM with a special focus on Project management, Service operations management (in diverse sectors such as health care, education), Process improvement (using Lean thinking, Six Sigma) and Logistics and Supply chain Management (with a focus on humanitarian supply chain, Reverse logistics, agro supply chains)

REFEREED JOURNAL PUBLICATIONS

AUTHOR	TITLE	JOURNAL	YEAR
A Rajeev Rupesh Kumar Pati Sidhartha. S. Padhi Kannan Govindan	Evolution of sustainability in supply chain management: A literature review	<i>Journal of Cleaner Production</i>	2017
Shivam Gupta Milind Dawande Ganesh Janakiraman Ashutosh Sarkar	Distressed Selling by Farmers: Model, Analysis, and Use in Policy Making	<i>Production and Operations Management FT 50 Journal</i>	2017
Narayanamurthy- Gopalakrishnan Anand Gurumurthy	Is the hospital lean? A mathematical model for assessing the implementation of lean thinking in healthcare institutions	<i>Operations Research for Health Care</i>	2018
Narayanamurthy- Gopalakrishnan Anand Gurumurthy Nachiappan Subramanian Roger Moser	Assessing the readiness to implement lean in healthcare institutions – A case study	<i>International Journal of Production Economics</i>	2018

Narayanamurthy - Gopalakrishnan Anand Gurumurthy	Revisiting the critical failure factors of ERP to explore their relationships – an ISM based approach	<i>International Journal of Manufacturing Technology and Management</i>	2017
Lijo John Anand Gurumurthy	Coordination Quality Index: A metric for measuring the quality of coordination efforts in humanitarian supply chain	<i>International Journal of Intelligent Enterprise</i>	2018
Sajan T. John Rajgopalan Sridharan Ram Kumar P.N. Mohan Krishnamoorthy	Multi-Period Reverse Logistics Network Design for Used Refrigerators	<i>Applied Mathematical Modelling</i>	2018
Sajan T. John Rajgopalan Sridharan Ram Kumar P.N.	Reverse logistics network design: A case of mobile phones and digital cameras	<i>International Journal of Advanced Manufacturing Technology</i>	2018
Shovan Chowdhury Asok K. Nanda	A new lifetime distribution with applications in inventory and insurance	<i>International Journal of Quality & Reliability Management</i>	2017
Amarjit Kundu Shovan Chowdhury	Ordering properties of sample minimum from Kumaraswamy-G random variables	<i>Statistics- Journal of Theoretical and Applied Statistics</i>	2018
Rajnish Kumar Sidhartha S. Padhi Ashutosh Sarkar	Optimal Number of Suppliers to Mitigate Supply Disruption: A case of Indian Locomotive Manufacturer	<i>International Journal of Logistics Systems and Management</i>	2017
Sidhartha S. Padhi Rupesh K. Pati	Quantifying potential tourist behavior in choice of destination using Google Trends	<i>Tourism Management Perspectives</i>	2017
Ingmar Zanger Sidhartha S. Padhi Stephan M. Wagner	Linking social system failures: A short note on marriage and firm failure	<i>Journal of Innovation & Knowledge</i>	2017
Soumya Roy Biswabrata Pradhan E. V. Gijo	Estimation of $P(X<Y)$ for generalized half logistic distribution based on Type-II censored data	<i>International Journal of Quality & Reliability Management</i>	2017
Soumya Roy E. V. Gijo Biswabrata Pradhan	Inference based on progressive Type I interval censored data from log-normal distribution	<i>Communications in Statistics – Simulation and Computation</i>	2017
Soumya Roy Biswabrata Pradhan	Bayesian optimum life testing plans under progressive Type-I interval censoring scheme	<i>Quality and Reliability Engineering</i>	2017
Sarat Kumar Jena Sarada P. Sarmah Sidhartha S. Padhi	Impact of government incentive on price competition of closed-loop supply chain systems	<i>Information Systems and Operational Research</i>	2018
Sidhartha S. Padhi Rupesh Kumar Pati A Rajeev	Framework for selecting sustainable supply chain processes and industries using an integrated approach	<i>Journal of Cleaner Production</i>	2018
Thangamani G.	Availability Analysis of Regenerator System Using Markov Process Approach	<i>American Journal of Computational and Applied Mathematics</i>	2017

Rajeev, A., Pati, R.K., Padhi, S.S., & Govindan, K. (2017). Evolution of sustainability in supply chain management: A literature review, *Journal of Cleaner Production*, 162: 299-314.

An ever-increasing demand for products and their consumption has put pressure on industrial output and their supply chains, and that demand has resulted in negative impacts on the environment and society. Increasing rates of pollution and environmental calamities caused by industrial production have urged several researchers and industry experts to work on Sustainable Production and Consumption

issues within the context of Sustainable Supply Chain Management (SSCM). This paper comprehensively covers the exponential growth of the topic through an evolutionary lens. This article attempts to understand the evolution of sustainability issues by analyzing trends across industries, economies, and through the use of various methodologies. A comprehensive thematic analysis was performed on 1068 filtered articles from 2000 to 2015, highlighting the development and importance of the body of knowledge. The study proposes a conceptual framework to classify various factors along the triple bottom line pillars of sustainability issues in the context of supply chains. An in-depth study is conducted on 190 articles covering all pillars of sustainability (as per the proposed conceptual framework) on SSCM. We observe that studies focusing on all three dimensions of sustainability are comparatively scarce. More focus on industry-specific studies is required because problems addressing industries that are serious polluters, especially those in emerging economies, remains largely unaddressed. It is observed that the studies addressing social issues are scarce, and more focus is required on the measurement of social impacts along the supply chain. Finally, we propose future avenues to extend research on the SSCM domain while keeping in mind the need to address industry specific and economy specific problems from the triple bottom line perspective.



Gupta, S., Dawande, M., Janakiraman, G., & **Sarkar, A.** (2017). Distressed Selling by Farmers: Model, Analysis, and Use in Policy Making, *Production and Operations Management*, 26(10): 1803-1818.

Among the various governmental schemes that support agriculture, support prices have been adopted by many developing countries. A support price for an agricultural crop is a guaranteed price at which a governmental entity agrees to purchase that crop from farmers. Despite this surety, a surprising practice of “distressed” selling has been widely observed in practice: Farmers sell a significant portion of their crops to outside agents at prices much lower than the support price. We build a tractable stochastic dynamic programming model that captures the salient features of the ground realities—limited as well as uncertain procurement capacity, high holding costs for the farmers, and lack of affordable credit that conspire to induce distressed selling and, consequently, a significant loss of welfare of the farmers. Using real data on procurement under a support-price program, we establish the accuracy of our model’s prediction on the volume of distressed sales. Finally, we show how our model and its solution can serve as a simple and useful tool for policy-makers to assess the relative impact of the improvements in the main determinants of distressed sales.

Narayanamurthy, G., & **Anand, G.** (2018) “Is the hospital lean? A mathematical model for assessing the implementation of lean thinking in healthcare institutions”, *Operations Research for Health Care*, Vol. 18, pp.84-98.

Many academic and practice articles have been published in healthcare operations management literature documenting the experience of implementing lean thinking (LT) in healthcare institutions. But, none of them have developed a procedure for assessing the implementation of LT in healthcare institutions. Lack of assessment procedures make it difficult to evaluate the progress made during the implementation of LT. The current study attempts to address this gap by developing and demonstrating an assessment procedure to evaluate the extent of lean implementation in a healthcare institution. To begin with, different lean tenets and elements applied in healthcare institutions were identified through a literature review. Following it, a Fuzzy-Logic Input Based Healthcare Institution Lean Implementation Assessment (FLB-HLIA) was developed and deployed in an Indian case hospital to compute “Healthcare Institution’s Lean Implementation Index” (HLII). FLB-HLIA revealed that the case hospital has to focus on two lean tenets, namely establishing pull system, and seeking perfection, to improve its HLII. Assessment also revealed the lean elements that the case hospital can focus to upgrade its HLII. HLII can be used by practitioners to perform intra-benchmarking and inter-benchmarking of healthcare institutions. Results of FLB-HLIA provide a future action plan for the lean implementation journey of the healthcare institution by identifying the possible areas of improvement for future.



Narayanamurthy, G., **Anand, G.**, Subramanian, N. & Moser, R. (2018). Assessing the readiness to implement lean in healthcare institutions – A case study, *International Journal of Production Economics*, 197: 123-142.

We develop a lean readiness framework and an assessment methodology to quantify the readiness of healthcare institutions for implementing lean. We use stakeholder theory and work with a lean implementation team responsible for process improvement in a healthcare group to develop the framework. The framework uses fuzzy based input derived from the stakeholders of the healthcare institution to generate an

overall ranking through ideal solution technique. The assessment method derives input from the readiness scores shared by various stakeholders. The ranking suggests future improvement areas to prepare the healthcare institution for a lean implementation project. We provide an alternative perspective of assessing the lean readiness of healthcare institutions before beginning a lean implementation project for both researchers and practitioners. Our research is the first to develop a lean readiness framework for healthcare institutions and demonstrate it using an assessment technique

Narayanamurthy, G. & **Anand, G.** (2017). Revisiting the critical failure factors of ERP to explore their relationships – an ISM based approach, *International Journal of Manufacturing Technology and Management*, 31(6).

One of the widely adopted technologies in recent times is the enterprise resource planning, known commonly as ERP. ERP transforms organisations as it completely re-engineers the existing business processes to achieve significant competitive advantage. But, data shows that 90% of the SAP R/3 ERP projects run late and outcome of nearly ¾th of ERP projects taken up so far are considered to be a failure or unaccepted. Hence, a basic research question that is still not properly addressed is “What are the critical failure factors (CFFs) that needs to be carefully monitored by the companies implementing ERP?” Another important and unaddressed research question is “How these CFFs are related to each other?” To answer these questions, published case studies describing the failure of ERP implementation are reviewed and associated factors that lead to the failure are identified. Apart from this, insights are also obtained from published research literature on ERP. Interpretive structural modelling (ISM) is applied to develop a framework capturing the relationships between the identified CFFs. The study concludes by discussing the research and managerial implications of the framework developed

John, L., & Anand, G. (2018) Coordination Quality Index: A metric for measuring the quality of coordination efforts in humanitarian supply chain, *International Journal of Intelligent Enterprise*, 5(1-2)

The effectiveness of the coordination practice has a direct consequence on the performance of humanitarian supply chain operations and it becomes imperative for the managers to quantify the effectiveness of the coordination activities. This study aims to provide humanitarian agencies with a tool to measure effectiveness of its coordination strategies. Coordination quality index (CQI) is introduced as an aggregate measure of the degree of implementation of various coordination practices carried out. Furthermore, the application of the proposed methodology is demonstrated in the setting of Chennai flood relief activities. The results indicate that the overall quality score obtained for coordination during the Chennai floods was moderate to low. The major reason for the poor coordination was due to poor information sharing, large diversity of actors and lack of streamlined organisational mandates. It also found that, though there were efforts to improve coordination, the expected benefits of these activities were not achieved.

Sajan, J., Sridharan, R., **Ram Kumar, P.N.**, & Krishnamoorthy, M. (2018) Multi-Period Reverse Logistics Network Design for Used Refrigerators, *Applied Mathematical Modelling*, 54: 311-331

This paper focuses on the design of a multi-stage reverse logistics network for product recovery. Different recovery options such as product remanufacturing, component repairing and material recycling



are simultaneously considered. Initially, we propose a mixed integer linear programming model – with a profit maximization objective – for the network design problem. The structure of the product, by way of bill of materials (BOM), is also incorporated into the proposed model in order to analyze the flow at component and material levels. Sensitivity analysis is carried out to study the effects of variations in the values of the input parameters such as product return quantity, unit transportation cost per unit distance, and unit processing cost. The analysis shows that the design decisions of different facilities considerably change even for 5–20% variations in input parameter values. This led to the development of a refined mathematical model which incorporates variations in the different input parameter values over time. The new model provides a unified design for the entire planning horizon and has been validated with the design of a used refrigerator recovery network.

Sajan, J., Sridharan, R., & Ram Kumar, P.N. (2018) Reverse logistics network design: A case of mobile phones and digital cameras, *International Journal of Advanced Manufacturing Technology*, 94: 615 – 631.

The world is producing electrical and electronic waste (e-waste) more than ever before. According to a UN study, between 2009 and 2014, the global annual production of electronic waste has been approximately fixed at 42 million tonnes. The improper and unscientific disposal of e-waste is a big threat to the environment. The purpose of this paper is to develop a mathematical model for the network design of a multi-product, multi-echelon reverse logistics system. Different recovery options such as remanufacturing, repairing and recycling are considered in this study. Based on the residual value of the used product, the returns are graded into two categories—low product residual value (PRV) and high PRV returns. Although the process of grading results in additional grading costs, it assists the decision maker in choosing appropriate recovery option. An integer linear programming formulation is used to model and solve the problem. Two commonly used consumer electronic goods, mobile phones and digital cameras, are considered for validation. The proposed model determines the optimal number and location of different facilities to be established. By way of explicit consideration of the product structure, the analysis is carried out down to the level of components across the different stages of the supply chain. Further, detailed analysis is performed to determine minimum quantities of high PRV returns for a remanufacturing facility to be economically viable. The results provide interesting information about the relevance of quantum of products with high PRV on the network design decisions. Also, the results underscore the importance of transportation costs on the overall profitability of the reverse supply chain.

Chowdhury, S., & Nanda, A.K. (2018). A new lifetime distribution with applications in inventory and insurance, *International Journal of Quality & Reliability Management*, 35(2): 527-544.

The purpose of this paper is to introduce a new probability density function having both unbounded and bounded support with a wider applicability. While the distribution with bounded support on $[0,1]$ has applications in insurance and inventory management with ability to fit risk management data on proportions better than existing bounded distributions, the same with unbounded support is used as a lifetime model and is considered as an attractive alternative to some existing models in the reliability literature. Design/methodology/approach the new density function, called modied exponential-geometric distribution is derived from the exponential-geometric distribution introduced by Adamidis and Loukas (1998). The support of the density function is shown to be both unbounded and bounded depending on the values of one of the shape parameters. Various properties of the density function are studied in detail and the parameters are estimated through maximum likelihood method of estimation. A number of applications related to reliability, insurance and inventory management are exhibited along with some useful data analysis. Findings A single probability distribution with both unbounded and bounded support which does not seem to exist in the reliability literature, is introduced in this paper. Paper. The proposed density function exhibits varying shapes including U shape, and the failure rate also shows increasing, decreasing and bath-tub shapes. The Monte-Carlo simulation shows that the estimates of the parameters are quite stable with low standard errors. The distribution with unbounded support is shown to have competitive features for lifetime modeling through analysis of two data sets. The distribution with bounded support on $[0, 1]$ is shown to have application in



insurance and inventory management and is found to fit data on proportions related to risk management better than some existing bounded distributions. Originality/value the authors introduce an innovative probability distribution which contributes significantly in insurance and inventory management besides its remarkable statistical and reliability properties.

Kundu, A., & Chowdhury, S. (2018). Ordering properties of sample minimum from Kumaraswamy-G random variables, *Journal of Theoretical and Applied Statistics*, 52(1): 133-146.



In this paper they compare the minimums of two independent and heterogeneous samples each following Kumaraswamy (Kw)-G distribution with the same and the different parent distribution functions. The comparisons are carried out with respect to usual stochastic ordering and hazard rate ordering with majorized shape parameters of the distributions. The likelihood ratio ordering between the minimum order statistics is established for heterogeneous multiple-outlier Kw-G random variables with the same parent distribution function.

Kumar, R., Padhi, S.S., & Sarkar, A. (2017). Optimal Number of Suppliers to Mitigate Supply Disruption: A case of Indian Locomotive Manufacturer, *International Journal of Logistics Systems and Management*, 30(1).

Dependencies over supplier for efficient functioning of firms are evident in academic literature as well as in practice. However, disruption in supplies can hinder the entire manufacturing process. This article applies a mathematical model through modifying the work of Berger et al. (2004) to determine the optimal number of suppliers required under supply disruptions and also used quantity discounts offered by suppliers on volume purchases. The model is demonstrated by means of an Indian locomotive manufacturer as a case study. We consider supply disruptions due to the probability of occurrence of super, semi-super, and unique events in the supply chain. Furthermore, the analysis has been extended to study the semi-super events, in which only a particular region of supplier is affected. Results have shown that the optimal number of suppliers is three for low cost items and two for the costlier ones. This article will be helpful for efficient managerial decision making for materials management and purchasing practitioners, besides academicians for better understanding of such concerns.

Padhi, S.S., & Pati, R.K. (2017). Quantifying potential tourist behavior in choice of destination using Google Trends, *Tourism Management Perspectives*, 24 : 34-47.

This study uses the Information Processing Approach and the Theory of Planned Behavior of tourists to extract four time-series constructs from 63 relevant and semantically related keywords on “Kerala Tourism” using Google Trends data. Analyzing these data helps in formulating various strategies to boost tourism in a given region and, subsequently, in proposing a structured methodology that applies different econometric models to predict monthly arrivals of both global and domestic tourists to Kerala. The output of these models showed significant improvement in prediction of tourist arrivals when using these constructs in the ARIMAX models. Moreover this study provides a framework for forecasting tourist arrivals to a destination and helps to predict behaviors influencing tourist destination selection using Google Trends data. These analyses are expected to guide policy makers in understanding and making appropriate decisions to deploy resources at potential tourist destination sites to enhance the potential experience of the tourist.

Zanger, I., Padhi, S.S., & Wagne, S.M. (2018). Linking social system failures: A short note on marriage and firm failure, *Journal of Innovation & Knowledge*, 3 (1): 40-43.

This study examined social system failures and sought to identify a plausible mechanism behind these failures. Stretched exponential distributions were observed for failure of marriages in the US, UK, and Germany. In addition, the study provides evidence of power laws in the failure of large firms in the US



and worldwide. Summation of stretched exponentials leads to power laws, so an underlying principle can be established to link different types of social system failures such as failures of marriages and firms. The generation of these fat-tailed distributions in social system failures can be explained by Zipf's principle of least effort. Therefore, increasing initial efforts at the individual level through marriage counseling or stakeholder synchronization should reduce failures.

Roy, S., Pradhan, B., & Gijo, E.V. (2017). Estimation of $P(X<Y)$ for generalized half logistic distribution based on Type-II censored data, *International Journal of Quality & Reliability Management*, 34(7):1111-1122.

The purpose of this paper is to compare various methods of estimation of $P(X<Y)$ based on Type-II censored data, where X and Y represent a quality characteristic of interest for two groups. Design/methodology/approach this paper assumes that both X and Y are independently distributed generalized half logistic random variables. The maximum likelihood estimator and the uniformly minimum variance unbiased estimator of R are obtained based on Type-II censored data. An exact 95 percent maximum likelihood estimate-based confidence interval for R is also provided. Next, various Bayesian point and interval estimators are obtained using both the subjective and non-informative priors. A real life data set is analyzed for illustration. Findings the performance of various point and interval estimators is judged through a detailed simulation study. The finite sample properties of the estimators are found to be satisfactory. It is observed that the posterior mean marginally outperform other estimators with respect to the mean squared error even under the non-informative prior. Originality/value the proposed methodology can be used for comparing two groups with respect to a suitable quality characteristic of interest. It can also be applied for estimation of the stress-strength reliability, which is of particular interest to the reliability engineers.

Roy, S., Gijo, E.V., & Pradhan, B., & (2017) Inference based on progressive Type I interval censored data from log-normal distribution, *Communications in Statistics – Simulation and Computation*, 46(8): 6495-6512.

This article considers inference for the log-normal distribution based on progressive Type I interval censored data by both frequentist and Bayesian methods. First, the maximum likelihood estimates (MLEs) of the unknown model parameters are computed by expectation-maximization (EM) algorithm. The asymptotic standard errors (ASEs) of the MLEs are obtained by applying the missing information principle. Next, the Bayes' estimates of the model parameters are obtained by Gibbs sampling method under both symmetric and asymmetric loss functions. The Gibbs sampling scheme is facilitated by adopting a similar data augmentation scheme as in EM algorithm. The performance of the MLEs and various Bayesian point estimates is judged via a simulation study. A real dataset is analyzed for the purpose of illustration.

Roy, S., & Pradhan, B. (2017). Bayesian optimum life testing plans under progressive Type-I interval censoring scheme, *Quality and Reliability Engineering International*, 33 (8): 2727–2737.

In many industrial applications, it is not always feasible to continuously monitor the life testing experiments to collect lifetime data. Moreover, intermediate removals of the test units from the life testing experiment are sometimes essential. Progressive Type-I interval censoring schemes are useful in these scenarios. Optimal planning of such progressive Type-I interval censoring schemes is an important issue to the experimenter, as the optimal plans can achieve the desired objectives using much lesser resources. This article provides Bayesian D-optimal progressive Type-I interval censoring schemes, assuming that the lifetime follows a log-normal distribution. An algorithm is provided to find the optimal censoring schemes and the number of inspections. The algorithm is then used to obtain the optimal Bayesian progressive Type-I interval censoring schemes in 2 different contexts. The resulting optimal Bayesian censoring schemes are compared with the corresponding locally optimal censoring schemes. A detailed sensitivity analysis is per-



formed to investigate the effect of prior information. The sampling variation associated with the optimal censoring schemes is visualized through a simulation study.

Jena, S.K., Sarmah, S.P., & **Padhi, S.S.** (2018) Impact of government incentive on price competition of closed-loop supply chain systems, *Information Systems and Operational Research*, 56(2).

Considering the adverse impact of used products in the environment, government has come forward to provide incentive to encourage remanufacturing. However, the importance of government incentives in remanufacturing systems has not received adequate attention in the literature. This paper focuses on how government incentives can affect business decisions of a three echelon remanufacturing system under price competition. For the analysis, we develop mathematical models for the remanufacturing configurations of decentralized and integrated systems. These models are illustrated through a numerical case study and the results show that the return rate and channel profit increases as the government incentive increases under perfect competition. By comparing various models, it is observed that an integrated system can increase the collection of the used products compared to the other systems. Finally, this paper presents a detailed comparative analysis of these systems and provides managerial insights for the management of remanufacturing systems.

Padhi, S.S., Pati, R.K., & Rajeev, A. (2018) Framework for selecting sustainable supply chain processes and industries using an integrated approach, *Journal of Cleaner Production*, 184: 969-984

This study introduces a process view of sustainable supply chain management and identifies 17 sustainable supply chain processes (SSCPs) from literature. Further, a framework is proposed to identify the significance of various SSCP on firm performance using the theoretical lenses of stakeholder theory and resource based view. Through a semi-structured interview of stakeholders, critical SSCP across eight industries were identified in the Indian context. The study identifies five important SSCP, such as sustainable design and development, strategic sourcing and efficient technology and sustainable product returns and recycling. Among the selected industries, pharmaceutical, agricultural and chemical industries were identified to be the front-runners in SSCP practice. Subsequently, these five processes and three industries were evaluated using strategic decision making approach by integrating group decision making and fuzzy multi-criteria decision making methods. To handle the uncertainties of strategic decision making, six Fuzzy Multi-Criteria Decision Making methods have been applied and compared to understand their relevance while evaluating the above industries, based on the above identified SSCP. This study introduces an approach to enhance sustainability of supply chain that can be extended across industries through a process view of supply chain, in emerging economies like India.



Thangamani, G. (2017) Availability Analysis of Regenerator System Using Markov Process Approach, *American Journal of Computational and Applied Mathematics*, 7(3): 65-70

This paper presents a systematic approach to estimate the availability of a subsystem called Regenerator (Rg) of a process plant. The study is a live case study at a Fluid Catalytic Cracking Unit (FCCU) of a refinery requiring high levels of availability for cost effective operation. The subsystem is modelled as Markov process, a method often used in the safety analysis of chemical process industries. Each component of a subsystem considered to be in one of the states:

good, operating at reduced efficiency (due to partial failure) or under failure. More than one component may fail simultaneously due to common-cause failures. The Rg subsystem is modeled as a Markov process, using Chapman-Kolmogorov equations. A numerical evaluation of the Markov equations, assesses the characteristic safety parameters such as reliability and availability of the system. The steady state availability of the various states of the subsystem is obtained and a sensitivity analysis is also performed. The method promises to be useful for assessing the availability of any complex systems.

OTHER/FORTHCOMING PUBLICATIONS

FORTHCOMING REFEREED JOURNAL PUBLICATIONS		
AUTHOR	TITLE	DETAILS
Chowdhury, S. Chakrabarty, J.B.	Compounded Inverse Weibull Distributions: Properties Inference and Applications	<i>Communications in Statistics – Simulation and Computation</i>
Kundu, A. Chowdhury, S. Nanda, A.K. Hazra, N.K.	Some results on majorization and their applications	<i>Journal of Computational and Applied Mathematics</i>
Chakraborty, A. Mateen, A. Chatterjee, A.K. Halder, N.	Relative Power in Supply Chains–Impact on Channel Efficiency & Contract Design	<i>Computers and Industrial Engineering</i>
Sharma, D. Gupta, A. Mateen, A. Pratap, S.	Making sense of the changing face of Google’s search engine results page: an advertiser’s perspective	<i>Journal of Information, Communication and Ethics in Society</i>
Padhi, S.S. Kumar, R. Sarkar, A.	Supplier Selection of an Indian Heavy Locomotive Manufacturer: An Integrated Approach using Taguchi Loss Function, TOPSIS, and AHP	<i>IIMB Management Review</i>
Premkumar, P. Chakrabarty, J.B. Chowdhury, S.	Key Performance Indicators for Factor Score based Ranking in ODI Cricket	<i>IIMB Management Review</i>
Anjana, V. Sridharan, R. Ram Kumar, P.N.	Hybrid genetic algorithm for multi-objective flow shop scheduling problem with sequence dependent setup time: Parameter design using Taguchi’s robust design method	<i>International Journal of Process Management and Benchmarking</i>
Roy, S.	Bayesian Accelerated Life Test Plans for Series Systems with Weibull Component Lifetimes	<i>Applied Mathematical Modelling</i>
Thangamani, G.	Practical Risk Assessment Methodology for ERP Project Implementation,	<i>Journal of Economics, Business and Management (JOEBM)</i>
Thangamani, G.	Risk Assessment of Product Innovation and Development Using Markov Process Approach	<i>International Journal of Innovation, Management and Technology (IJIMT)</i>

CONFERENCE PAPERS, PRESENTED & FORTH COMING			
AUTHOR	TITLE	DETAILS	YEAR
John, L. Anand, G.	Locating a warehouse in humanitarian supply chain – A principal component analysis	<i>11th International Conference of the Indian Subcontinent Decision Sciences Institute, Tamil Nadu, India, December 28-30</i>	2017
Mittal, S. Anand, G.	Implementing lean in a restaurant: A feasibility study	<i>11th International Conference of the Indian Subcontinent Decision Sciences Institute, Tamil Nadu, India, December 28-30</i>	2017
Narayanamurthy, G. Anand, G. Subramanian, N.	Is the hospital ready to rollout lean implementation? A methodology for assessing the organizational readiness	<i>International conference of the Production and Operations Management Society (POMS) – Navigating the Future: Innovative Technologies and Methodologies in Operations Management, Sydney, Australia, December 12-14</i>	2017

Chowdhury, S.	Stochastic Orders in Reliability	<i>International Conference on Statistics International Indian Statistical Association (IISA) Hyderabad, India, December 28-30</i>	2017
Chowdhury, S.	Distribution-free CUSUM Control Chart – An Application to Exchange Rates Data	<i>International Conference on Advancing Frontiers in Operational Research: Towards a Sustainable World, December 21 – 23.</i>	2017
Chowdhury, S.	Stochastic comparisons on sample extremes of dependent and heterogeneous observations	<i>International Conference on New Paradigms in Statistics and Industrial Research, Kolkata, India, January 4-6.</i>	2018
Chaurasia S. Pati, R.K. Padhi, S.S.	Nutraceutical Industry: A New Path to attain Sustainable Development Goals of 2030	<i>2nd EWG Conference on Sustainable Supply Chains: Sustainable Supply Chains and the Circular Economy, Amsterdam, Netherlands, July 6-7</i>	2018
John, L. Anand, G.	Post disaster humanitarian supply chain coordination: A systems dynamic model	<i>3rd International Conference on Organization and Management (ICOM 2017), November 19-20, Park Rotana, Abu Dhabi, UAE</i>	2017
Mateen, A. Srivastava, A.	Supplier Development and Learning Spillover in Triadic Setting	<i>XXI Annual International Conference of Society of Operations Management, Ahmedabad, India, December 21-23.</i>	2017
Mateen, A. Sharma, D. Pratap, S. Gupta, A.	Avoiding competence trap: A micro-foundational analysis of capability development in a network	<i>33rd European Group for Organizational Studies Colloquium, Copenhagen, Denmark, July 6-8.</i>	2017
Roy, S.	Bayesian c-optimal progressive type-I interval censoring schemes for Weibull system lifetimes	<i>XXI Annual International Conference of Society of Operations Management, Ahmedabad, India December 22-23</i>	2017
Rajeev A. Pati, R.K. Padhi, S.S.	Analysis of Triple Bottom Line Performance in Indian Fertilizer Supply Chain: A System Dynamics Approach	<i>POMS 2018 Annual conference, Houston, U.S.A, May 4-7</i>	2018
Srivastava, A. Mateen, A.	Supplier Development & Learning Spillover in a Triadic Supply Chain	<i>11th ISDSI International Conference, IIM Trichy, December 28-30</i>	2017
Thangamani, G.	Proactive Risk Management Methodology for Cooperative Credit Institutions	<i>Proceedings of the International Conference on Co-operatives in the Changing World of Work, Indian Institute of Management Kozhikode, April 28- May 1</i>	2018

CASE STUDIES PUBLISHED & FORTHCOMING

CASE STUDIES PUBLISHED & FORTHCOMING			
AUTHOR	TITLE	DETAILS	YEAR
Mateen, A.	Quiz Planning under Constraints at Biz-Compete	IIMK Case Study	2018
Reddy, S. Narayanamurthy, G. Srivastava, A Vamsi, V.	Contrasting Ideologies Between Generations in Sree Subramania Ayurvedic Nursing Home - A 400 Year Old Family Owned Organization	Emerald Emerging Markets Case studies	2018

Mateen, A. (2018). Quiz Planning under Constraints at Biz-Compete. *IIMK/CS/87/QM&OM/2018/02*.

The founder of Biz-Compete, a start-up which focuses on organizing online competitions for various business schools across the country, is grappling with a vexing problem. Bootstrapped, he wants to optimize his strategy for planning various quizzes for maximum impact without stretching his resources

too thin. Having learned basic concepts of linear programming in his introductory Operations Research class, he wants to explore as to how this tool can be useful in solving the problem being faced by him. As he put his bag down in his room coming back after the day's classes had finished, Mahesh Sharma was feeling quite upbeat. Mahesh, a first year student at a well-known business school in India, had recently launched an online portal catering to various types of (online) competitions which were regularly organized across educational institutes. With deep conviction in his business idea, he was struggling to operationalize the model given his funding constraints. Utilizing his own savings from his previous job at a consultancy, he had started his venture Biz-Compete to organize the relatively dispersed and unstructured space of online competitions. However, he was struggling in terms of resource planning given his funding constraints, and had been looking for a formal treatment of the topic. After that day's operations research class, he felt optimistic that the answer to his prayers lay with linear programming.

Reddy, S., Narayanamurthy G., Srivastava, A., & Vamsi,V. (2018) Contrasting Ideologies Between Generations in Sree Subramania Ayurvedic Nursing Home - A 400 Year Old Family Owned Organization

Sree Subramania Ayurvedic Nursing home (SSANH), one of the most reputed Ayurvedic treatment centers in Kozhikode, Kerala in India, was converted into its present form in 1974 from Thekkayil Vaidyasala by Thekkayil Rajaratnam Vydier. SSANH has an organizational structure with Chief Physician, Rajaratnam Vaidyar at the apex. The Chief Administrative Officer, Dr. Sanand Ratnam (BAMS, MD), is the head of the organization. It has come a long way in upholding the Ayurvedic tradition of healing. As it looks to survive and thrive in the evolving healthcare market in Kerala, it requires rethinking the way it conducts its business. This case highlights how SSANH, in spite of being in an advantageous position, is unable to exploit its full potential. Further explaining the different ways in which different generations perceive business, this case invites the attention to the dilemma: Should the business proceed with its expansion plan? If it decides to expand, how it should convince the previous generation of the family that the expansion plan accommodates their concerns



SESSION CHAIRS

Author	Title	Year
Anand, G.	Technical sessions on “Lean Management” during the <i>11th International Conference of the Indian Subcontinent Decision Sciences Institute (ISDSI)</i> , December 28-30, Tiruchirappalli, Tamil Nadu, India	2017
Anand, G.	Technical session in the <i>3rd International Conference on Organization and Management (ICOM 2017)</i> , November 19-20, Park Rotana, Abu Dhabi, UAE.	2017

WORKING PAPERS

AUTHOR	TITLE	YEAR
Kundu, A. Chowdhury, S.	Stochastic Comparisons of Lifetimes of Two Series and Parallel Systems with Location-Scale Family Distributed Components having Archimedean Copulas	2017
Chakrabarty, J.B. Chowdhury, S. Roy, S.	Optimum Life Test Plans in Presence of Type-I Hybrid Censoring for Products Sold under General Rebate Warranty	2018
Kundu, A. Chowdhury, S.	Stochastic Comparison of Parallel Systems with Log-Lindley Distributed Components under Random Shocks	2018
Chowdhury, S.	Time Truncated Acceptance Sampling Plans for Fréchet Model	2018
Jeesha, K. Sumod, S.D. Premkumar, P. Chowdhury, S.	Does Story Really Matter In The Movie Industry? : Pre-Production Stage Predictive Models	2018
Thangamani, G.	Markov Model for Assessment of Availability Measures of Wind Turbine	2018
Thangamani, G.	Reliability and Availability Assessment of a Complex System Using GSPN Methodology	2018

Kundu, A., & **Chowdhury, S.** (2017) Stochastic Comparisons of Lifetimes of Two Series and Parallel Systems with Location-Scale Family Distributed Components having Archimedean Copulas *ArXiv* (Cornell University) [IIMK/WPS/254/QM&OM/2017/38](https://arxiv.org/abs/1703.08138)

In this paper, we compare the lifetimes of two series and two parallel systems stochastically where the lifetime of each component follows location-scale (LS) family of distributions. The comparison is carried out under two scenarios: one, that the components of the systems have a dependent structure sharing Archimedean copula and two, that the components are independently distributed. It is shown that the systems with components in series or parallel sharing Archimedean copula with more dispersion in the location or scale parameters results in better performance in the sense of the usual stochastic order. It is also shown that if the components are independently distributed, it is possible to obtain more generalized results as compared to the dependent set-up. The results in this paper generalize similar results in both independent and dependent set up for exponential and Weibull distributed components.

Chakrabarty, J.B., Chowdhury, S., & Roy, S. (2018). Optimum Life Test Plans in Presence of Type-I Hybrid Censoring for Products Sold under General Rebate Warranty *IIMK/WPS/280/QM&OM/2018/24*.

The selection of an appropriate life test plan is extremely important for any product as it not just improves quality of the product but also reduces testing costs. In this approach however, the choice of suitable costs plays an important role. In this paper, a decision model is developed to determine optimal life testing plan by minimizing the relevant costs involved for non-repairable products sold under general rebate warranty. The life testing plan is developed in presence of Type-I hybrid censoring for products having Weibull distributed lifetimes. A constrained optimization approach is followed considering both producer's and consumer's risk and suitable analysis techniques are employed in obtaining the optimal solution. Monte Carlo simulation is conducted in order to illustrate that the specific risks (producer's and consumer's risk) are met. In order to study the sensitivity of the optimal solution due to mis-specification of parameter values and cost components, a well-designed sensitivity analysis is incorporated using parameter estimates from real life Type-I hybrid censored data set.

Chowdhury, S., & Kundu, A. (2018) Stochastic Comparison of Parallel Systems with Log-Lindley Distributed Components under Random Shocks *ArXiv* (Cornell University) [arXiv:1804.04103 \[stat.ME\]](https://arxiv.org/abs/1804.04103)

Recently, Chowdhury and Kundu compared two parallel systems of heterogeneous independent log-Lindley distributed components using the concept of vector majorization and related orders. Under the same set-up, this paper derives some results related to usual stochastic ordering between two parallel systems when each component receives a random shock.



Chowdhury, S. (2018) Time Truncated Acceptance Sampling Plans for Fréchet Model
IIMK/WPS/290/QM&OM/2018/34

In this paper, we develop acceptance sampling plan when the lifetime experiment is truncated at a pre-assigned time. The minimum sample size required to ensure a specified median life of the experimental unit is provided when the lifetimes of the units follow Fréchet distribution. The operating characteristic values of the sampling plans as well as the producer's risk are also presented. Examples are provided for illustrative purposes.

Jeesha, K., Sumod, S.D., Premkumar, P., & Chowdhury, S. (2018) Does Story Really Matter In The Movie Industry? : Pre-Production Stage Predictive Models *IIMK/WPS/284/QM&OM/2018/28*

The objective of the study is to develop a parsimonious model to predict the box office success of a Bollywood movie before its release based on historical data. A movie is considered successful if it is able to generate a ROI (return on investment) higher than the weighted average risk-free rate of return. The performance of a total of 447 movies over a 9 year period were examined. A set of variables that were identified as determinants of a movie's box office success by previous literature were tested for their applicability in the Indian context. In addition, certain variables that were unique to the Indian movie industry were investigated for their influence on the box office success of movies. The results demonstrate that factors like budget, screen count, genre, and release period all have significant influence on the outcome of a movie at the ticket window. However, contrary to popular belief, the historical box office performance of the lead actor, director or music director, and retelling of an existing narrative in the form of a remake were not found to add footfalls during the release of the movie.

Thangamani, G. (2018) Markov Model for Assessment of Availability Measures of Wind Turbine.
IIMK/WPS/275/QM&OM/2018/19

Companies are often interested in knowing availability of their complex system to ensure operational effectiveness and to minimize cost. One such complex system is wind turbine and its reliability and availability are more important for its cost-effective operations. A systematic approach is presented in this paper to estimate the availability of a wind turbine system. Considering the various subsystems of wind turbine, system states are defined and modelled using Markov process approach. Some of the subsystems of the wind turbine system are in one of the states such as good, operating at reduced efficiency (due to partial failure) or under complete failure. The partial and/or complete failure scenarios also consider the failures because of external events/conditions like harsh environment. The system is modeled as a Markov process using Chapman-Kolmogorov equations. The quantitative evaluation is performed for the system and the characteristic parameters such as availability is assessed. This paper also presents the steady state availability of the various states of the subsystems and a sensitivity analysis of important subsystems. The method promises to be useful for assessing the availability of any complex systems.

Thangamani, G. (2018) Reliability and Availability Assessment of a Complex System Using GSPN Methodology.
IIMK/WPS/278/QM&OM/2018/22.

For modelling and analyzing a complex system, Petri Nets have been emerged as one of the most important methodology. This method has the capability to model the system with different abstraction levels and can be used both for qualitative and quantitative analysis. This paper presents an availability modelling and analysis of an onshore Wind Turbine (WT). The various subsystems are modelled using a class of Petri Net called Generalized Stochastic Petri Net (GSPN) and the characteristic parameters such as reliability, availability are assessed using simulation as approach. This modelling and analysis method is superior to many similar methods such as Reliability Block Diagram, Markov analysis and Fault Tree analysis. Any complex system can be modelled and analyzed using this proposed approach.



MEMBERSHIP OF EDITORIAL REVIEW BOARD AD HOC REVIEW

Chowdhury, S.	Statistics and Probability Letters	Ad-hoc Reviewer
	Journal of the Operational Research Society	Ad-hoc Reviewer
	Computers and Industrial Engineering	Ad-hoc Reviewer
	Quality and Reliability Engineering International	Ad-hoc Reviewer
	Communications in Statistics	Ad-hoc Reviewer
	TQM and Business Excellence	Ad-hoc Reviewer
	IIMB Management Review	Ad-hoc Reviewer
Anand, G.	Journal of Manufacturing Technology Management (JMTM)	Editorial Board Member
	International Journal of Lean Six Sigma (IJLSS)	Editorial Board Member
	Journal of Manufacturing Technology Management	Ad-hoc Reviewer
	International Journal of Lean Six Sigma	Ad-hoc Reviewer
	Benchmarking: An International Journal	Ad-hoc Reviewer
	International Journal of Productivity and Performance Management	Ad-hoc Reviewer
	Journal of Manufacturing Systems	Ad-hoc Reviewer
	Management Decision	Ad-hoc Reviewer

FELLOWSHIPS/AWARDS/HONOURS

Author	Title	Year
Srivastava, A. Mateen, A.	Highly Commendable Research Paper Award for paper titled "Supplier Development and Learning Spillover in a triadic Supply chain" at the Doctoral Colloquium of the 11th ISDSI International Conference held at Indian Institute of Management Tiruchirappalli, December 27-30	2017.

FACULTY > QUANTITATIVE METHODS AND OPERATIONS MANAGEMENT



Ram Kumar P. N.



Saji Gopinath



Rupesh KumarPati



C. Raju



Anand G.



G. Thangamani



Shovan Chowdhury



Arqum Mateen



Sidhartha S. Padhi



Soumya Roy



Ashutosh Sarkar



STRATEGIC MANAGEMENT

Strategic Management area consists of eight faculty members having doctorates from leading business schools. Almost all the area members have valuable experience of working in the responsible managerial positions in leading organizations. The faculty members have experience in teaching in leading business schools in India, USA, UK, Europe and the Middle East. The research output produced by the faculty members in the last couple of years has been significant. The faculty members have published in leading academic journals such as Journal of International Management, International Journal of Human Resources Management and presented papers during major conferences of Academy of Management, Strategic Management Society, British Academy of Management and Academy of International Business. Broadly the faculty members conduct research in areas like diversification, location choices (clusters), internationalization of emerging market firms, strategic planning, business-level strategy, entrepreneurship, corporate governance, public sector enterprises, sports, business model innovation and strategic renewal of organizations.

REFEREED JOURNAL PUBLICATIONS

AUTHOR	TITLE	JOURNAL	YEAR
Anjana Bhagyanathan A. K. Kasthurba Santosh G. Thampi Deepak Dhayanithy	Terrain attributes of sacred grove locations point towards conscious spatial delineation	<i>Current Science</i>	2018
Meera Bhagyanathan Deepak Dhayanithy Parambath Vijayan Ampaya R. Bijayraj	Acanthosis nigricans: A screening test for insulinresistance – An important risk factor for diabetes mellitus type-2	<i>Journal of Family Medicine and Primary Care</i>	2017
S. Subramanian	Proxyadvisory voting recommendations in India – an exploratory study	<i>Journal of Indian Business Research</i>	2017



Bhagyanathan, A., Kasthurba, A.K., Thampi, S.G., & Dhayanithy, D. (2018). Terrain attributes of sacred grove locations point towards conscious spatial delineation, *Current Science*, 114 (5).

We find evidence, at a watershed scale, for location of sacred groves (SG) to not be at random with respect to the terrain attributes examined. SG locations are characterized by low altitude, low slope, concave plan curvature and concave profile curvature. It is recommended that the terrain attributes of the SGs in the country as well as the globe be examined carefully. Regional ecological planning objectives and a local focus ought to go hand in hand.

Bhagyanathan, M., Dhayanithy, D., Parambath, V.A., & Bijayraj, R. (2017). Acanthosis nigricans: A screening test for insulin resistance – An important risk factor for diabetes mellitus type-2., *Journal of Family Medicine and Primary Care*, 6 (1).

Background: Acanthosis nigricans (AN) is one of the signs suggestive of high insulin resistance (IR). IR is one of the mechanisms involved in pathogenesis of diabetes mellitus type-2 (DM Type-2). Thus, early detection of IR in children may allow us time to intervene well before the development of DM Type-2. In this study, 62% of children having AN had high IR. In children having both, AN and high body mass index (BMI), the incidence of IR was about 80%. This suggests that these easily detectable parameters alone can be useful in screening children at high risk of developing DM Type-2 in future. These simple criteria thus hold promise for use in high throughput screening programs for diabetes.

Context: A pilot study conducted by the authors showed that children with AN have a high incidence of IR. The detection of IR in children may allow us time to intervene well before the development of Type-2. Detection of DM Type-2 by hyperglycemia may be too late to prevent the onset of microvascular changes. Aims: This study aims to determine whether easily observable presence of AN can be used to screen for increased IR in children, and thereby to detect this important risk factor for DM Type-2.

Settings and Design: Cross-sectional, observational study. Two schools, one with children belonging to average economic background and the other, a residential school with children of affluent parents. Selection of children was done randomly.

Subjects and Methods: The study was conducted among 507 children in the age group of 10–18 years. Physical examination for the detection of AN, height and weight measurements, waist circumference, fasting plasma glucose, fasting plasma insulin, and lipid profile was done. Homeostatic model assessment of insulin resistance was calculated.

Statistical Analysis Used: Data analysis was performed using descriptive statistics and inferential statistical methods. The association between categorical variables was done by Chi-square test.

Results: The presence of AN positively correlated with high IR, and when Combined with increased BMI, the incidence rate of IR is 80%.

Conclusions: AN can be used as a screening method to identify children at risk of DM Type-2 since those who have high IR have a high possibility of having DM Type-2 in future. Hence, early screening and simple, but effective interventional strategies can be instituted at this age, which may prevent or delay diabetes in the long run.

Subramanian, S. (2017) Proxy advisory voting recommendations in India – an exploratory study, *Journal of Indian Business Research*, 9(4): 283-303.

This paper aims to explore the voting recommendations made by proxy advisory firms in India by descrip-



tively analysing the “Vote Against” recommendations made by two proxy advisory firms for shareholder resolutions for the listed Indian firms across four financial years. It also empirically tests the relationship between proportion of “Vote Against” recommendations and the parameters which are proved to be influencing corporate governance practices of a firm. The results indicate that two categories of shareholders proposals, “reappointment of non-executive directors” and “remuneration of statutory auditors”, account for 83.5 per cent of “Vote Against” recommendations. Further, there are significant differences in the proportion of “Vote Against” recommendations based on the type of “controlling ownership” of the firms. The regression analysis indicates that the relationships between proportion of “Vote Against” recommendations and determinants of corporate governance practices are mostly in line with the a priori expectations, as far as ownership is concerned but requires further analysis for other parameters. Exploratory nature of this paper opens up new research issues in the upcoming Indian Proxy advisory industry. It suggests that the future research should consider the controlling ownership as an important parameter while analyzing the proxy firm recommendations

OTHER FORTHCOMING PUBLICATIONS

FORTHCOMING REFEREED JOURNAL PUBLICATIONS		
AUTHOR	TITLE	DETAILS
Hota, P. K. Mitra, S.	International orientation and business group performance: moderating role of product diversification (evidence from India).	<i>International Journal of Business and Emerging Markets</i>
Cordeiro, J.J. Galeazzo, A. Shaw, T.S. Veliyath, R. Nandakumar, M.K.	Ownership Influences on Corporate Social Responsibility in the Indian Context.	<i>Asia Pacific Journal of Management</i>
Pati, R.K. Nandakumar, M.K. Ghobadian, A. Ireland, R.D. O’Regan, N.	Business model design-performance relationship under external and internal contingencies: Evidence from SMEs in an emerging economy	<i>Long Range Planning</i>

BOOKS, BOOK CHAPTERS / PUBLISHED & FORTHCOMING				
AUTHOR	TITLE	CATEGORY	DETAILS	YEAR
Dhayanithy, D.	Trish Bradbury, Ian O’Boyle. Understanding Sport Management: International Perspectives, 1st ed. Routledge, New York, US	Book Review	<i>Sports Management review</i>	2017
Dhayanithy, D.	The economics of sports betting; Placido Rodrigues, Brad R Humphreys and Robert Simmons (Eds.), 2007, Edward Elgar Publishing, Cheltenham UK & Massachussetts US	Book Review	<i>Sports Management review</i>	2018
Piller, F. Mitra, S. Mitra, S.G Chen, Y. Vanhavebeke, W.	Open Innovation	Forthcoming Book Chapter	<i>The Routledge Handbook of Innovation Management. (Eds.) Jin Chen, Wong Poh Kam, Eric Viardot and Alexander Brem. Taylor & Francis Publishing (Forthcoming)</i>	2018

CONFERENCE PAPERS, PRESENTED & FORTH COMING

AUTHOR	TITLE	DETAILS	YEAR
Balasubrahmanyam, S.	Business Expansion and Market Multiplication through Strategic Ecosystem Orientation	GLOGIFT-17, <i>the 17th Global Conference on "Transforming Organizations through Flexible Systems Management"</i> , Delhi School of Management, Delhi Technological University, Delhi, India, December 1-13	2017
Balasubrahmanyam, S.	Vertical Farming: A Resource Leverage Perspective	GLOGIFT-17, <i>the 17th Global Conference on "Transforming Organizationsthrough Flexible Systems Management"</i> , Delhi School of Management, Delhi Technological University, Delhi, India, December 1-13	2017
Jacob, M. Chatterjee, D. Kumar, M. Upadhyayula, R.S.	Creativity In Financially Constrained Organizations: The Role Of Environmental Turbulence	<i>PAN IIM World Management Conference</i> , IIM Lucknow Noida, December 14-16	2017
Dhayanithy, D. Mukherjee, S.	How Does Inter-organizational Network Moderate TMT-Entry Mode Choice Relationship? Board Interlocks Effects on Internationalization of Indian Firms	<i>Academy of International Business Annual Meeting</i> , Dubai, UAE, July	2017
Nandakumar, M.K. Appadu, N. Veliyath, R. Galeazzo, A.	The Impacts of Resource Distance and Institutional Distance on the Value of M&A Transactions	<i>Academy of Management Conference</i> , Chicago, Illinois, USA	2018
Panicker, V.S. Mitra, S. Upadhyayula, R.S.	Heterogeneity of Institutional Investors and Their Influence on Internationalization in Emerging Economy	<i>Academy of International Business Dubai</i> , July 1-5	2017
Panicker, V.S. Mitra, S. Upadhyayula, R.S.	Institutional Investment and Internationalization: Ownership and Board Characteristics as Moderators	<i>Academy of International Business Annual Conference</i> , Dubai, July 1 -5	2017
Sandeep, S. Upadhyayula, R.S.	Internationalization of emerging market firms: The role of domestic agglomerations in reducing the liability of origin	<i>DRUID Conference – 2018</i> , Copenhagen Business School, Copenhagen, Denmark June 11-13	2018
Subramanian, S.	Corporate Governance and CSR Practices of Murugappa Group – A Case study on India's Family Owned Business Conglomerate	<i>3rd Annual ICGS conference, organized by LUISS Business School and International Corporate Governance Society (ICGS)</i> , LUISS University, Rome, Italy, September 1-3	2017
Subramanian, S.	Corporate Governance and Internationalization – A study of Indian family owned businesses	<i>3rd International Conference on Organization and Management 2017</i> , organized by Abu Dhabi University in collaboration with Asia Academy of Management, Abu Dhabi, UAE	2017
Sandeep, S. Upadhyayula, R.S.	Strategic Orientations, Strategic Motivations and Location Choices of Emerging Market Multinationals	<i>AIB India 2018 Conference</i> , April 9-11	2018



NON- REFEREED PUBLICATIONS / PRESENTATIONS

AUTHOR	TITLE	CATEGORY	DETAILS	YEAR
Balasubrahmanyam, S.	Boundary-Spanning Internet of Things and Horizon-Spanning Business Opportunities.	Non- Refereed	<i>SPANDAN Annual Management Review</i> , Vol. 8: 4-7	2018
Dhayanithy, D.	Managing Intercollegiate Athletics, D. Covell, S. Walker, 2nd ed., Holcomb Hathaway, Arizona, US (2016)	Popular press	<i>Sport Management Review</i>	2017
Dhayanithy, D.	Trish Bradbury, Ian O'Boyle. Understanding Sport Management: International Perspectives, 1st ed. Routledge, New York, US (2017)	Popular press	<i>Sport Management Review</i>	2018
Nandakumar, M.K.	A Paradigm Shift	Popular press	<i>Times of India</i> , May 7	2018
Subramanian, S. Bang, N.	Murthy is a hero. But, he faltered,	Popular press	'Forbes India' Magazine online edition, August 22	2017
Subramanian, S. Bang, N.	"Politics and the family plot"	Popular press	<i>The New Indian Express</i> , September 21	2017
Bang, N. Subramanian, S.	Will Family Businesses Jump on the e-commerce Bandwagon?,	Popular press	<i>Entrepreneurship India' magazine online edition</i> , September 6	2017
Subramanian, S. Kaul, V.	"Why Profitability Matters"	Popular press	<i>Business Today Magazine</i> , October 22	2017
Bang, N. Subramanian, S.	"Unplease' to succeed",	Popular press	<i>Business Standard</i> October 25	2017
Subramanian, S. Bang, N.	Ignoring culture can be perilous in succession planning'	Popular press	<i>Economic Times</i> , December 1	2017
Subramanian, S.	Succession planning: Navigating it Right	Non- Refereed	<i>Round Table Discussion, ET Family Business Forum</i> , Hyderabad	2017

CASE STUDIES PUBLISHED & FORTHCOMING

AUTHOR	TITLE	YEAR
Rameshan, P.	CEO Proposes, Board Disposes	2017
Rameshan, P.	Board stoops to conquer the CEO: end of a power struggle	2018

Rameshan, P. (2017) CEO Proposes, Board Disposes. *The Case Centre, UK, Case: 317-0348-1*

Raamit Pell took over very recently as the first CEO of Xcelent Services, an education service provider, which was only a few months into its inception. The firm was yet to develop a vision or mission statement or a strategic plan when he joined. He proposed to the Board a possible vision of Xcelent becoming a global leader in the course of next 20-30 years and remaining so for the foreseeable future thereafter. Raamit had earlier discussed his forthcoming Board presentation with the Chairman; he did not have



any particular suggestions. Raamit thought that the Board would appreciate him for such a noble vision. However, the Board was highly critical of the vision proposed by him. A few Board Directors, Ole Caper in particular, made scathing attacks on Raamit for suggesting such a vision, for realizing which, they insisted, Xcelent Services did not have necessary leadership or resources. Perplexingly, Chairman Revel Kitt visibly backed the opposing Directors. Raamit tried to assure that he would do his best to mobilize required resources and provide the leadership; but, the Directors were still not convinced. They wanted him to revisit his vision. Finding that his arguments and persuasion did not work, Raamit sought to know whether they had any alternative or suggestions to

make. They had none. Raamit was peeved at this; he also noted that the Chairman did not allow other Directors having seemingly different views to speak. The critical Directors also had Chairman's undue patronage. Finally, he decided that he did not have any alternative to revisiting the vision, especially considering the early phase of his CEO role. However, when in the next meeting after 3 months he presented his modified vision, that the vision of Xcelent Services was to be a global leader in due course of time, the same opposition and stalemate continued. He had earlier circulated the modified vision and plan to all Directors seeking their feedback, but none had responded.

Rameshan, P. (2017) Board stoops to conquer the CEO: end of a power struggle, Emerging market case studies, *Emerald publishing limited*

The case relates to the imminent departure of Raamit Pell, the founding CEO of Xcelent Services, an educational service provider, to his parental organization at Kozerton after completing his current five-year term. Raamit had moved from Kozerton to become CEO of Xcelent Services. Many of Raamit's senior executives at Xcelent were not happy about his decision to return. They felt that his departure at this moment might, on the one hand, slow down the ongoing major expansion plans and on the other aggravate a mutiny, under covert Board patronage involving a powerful clique of certain senior executives. The parental agency finally agreed to release him. On the day of Raamit's farewell, where surprisingly even the clique members were present, many executives appeared sad. Observing the mood, Raamit wondered whether his decision to return to Kozerton was the right one



WORKING PAPERS

AUTHOR	TITLE	YEAR
Rameshan, P.	Personal Strategy as Driver of Leader Behaviour: An Exploratory Conceptual Framework	2017
Balasubrahmanyam, S.	Business Expansion and Market Multiplication through Strategic Ecosystem Orientation	2018
Balasubrahmanyam, S.	Vertical Farming: A Resource Leverage Perspective	2018
Hota, P.K. Mitra, S.	Resource Management in social enterprises: A review and a theoretical framework for future research	2018
Hota, P.K. Mitra, S.	Adopting Bricolage for Overcoming Resource Constraints: Case of Social Enterprises in Emerging Market	2018
Hota, P.K. Mitra, S.	Keeping Multiple Swords in One Sheath: Stakeholder Engagement in Social Enterprises	2018
Hota, P.K. Mitra, S.	Establishing Social Enterprises as a unique organizational type: A mission-value grid	2018
Panicker, V.S. Mitra, S. Upadhyayula, R.S.	Nominee directors on Indian boards: Direct and moderated influence on international investments	2018

Panicker, V.S. Mitra, S. Upadhyayula, R.S.	Ownership in Emerging Market Firms and International investments: Board independence and CEO duality as Moderators	2018
Sandeep, S. Upadhyayula, R.S.	Internationalization of emerging market firms: the role of Domestic agglomerations in reducing liability of origin	2018
Upadhyayula, R.S.	Responses to Institutional Voids - Clusters and Business Groups - Substitutes or Complements?	2018

Rameshan, P. (2017). Personal Strategy as Driver of Leader Behaviour: An Exploratory Conceptual Framework. *IIMK/WPS/249/STR/2017/33*

This paper develops a novel concept, viz., ‘personal strategy’, to explain the leadership behaviour and its impact on organizations more effectively. Personal strategy is defined in the paper as a leader’s personal action framework to achieve his personal goals in the leadership role through organizational actions. Using exploratory observations of certain organizations and by reviewing relevant literature, the paper builds the case for this concept. Further, it develops a conceptual model of personal strategic process. The paper also states certain propositions based on the discussions. The paper explains how a leader’s personal setting contributes to his personal goals and how personal strategy is evolving with reference to the personal goals. The paper also examines the impact of organizational contextual factors, hierarchical structure and leader-follower interactions in determining the success of personal strategy. Besides, it considers how leadership style may have a role in the success. Moreover, the paper refers to certain elements of an effective execution plan of personal strategy and the personal strategy outcomes occurring at organizational, leader and other stakeholder levels. Further work on this last aspect has been suggested for future research.

Balasubrahmanyam, S.(2018) Business Expansion and Market Multiplication through Strategic Ecosystem Orientation. *IMK/WPS/277/SM/2018/21*

There have been scores of companies that fumbled and faltered in launching new products while few others were able to dexterously handle such initiatives successfully and commercially. A detailed study of several such case studies across time and space in the global business history reveals few common patterns of strategic action or inaction and their timeliness that led to their commercial success or failure. One such is a firm’s sensitivity to its larger ecosystem. Firms that have been sensitive to their ecosystem have been able to time their new product launches in such a fashion that planned synchronization of the product and its complements would happen much to the benefit of these firms. This could happen broadly in three ways. One thing could be that the firm itself comes up with its complements taking the total onus on itself. The other option could be taking the prospective partners into confidence by providing them financial or marketing support. The last option could be patiently waiting for such an ecosystem to evolve. The first two options make more practical sense than the third option. This paper attempts synthesize wisdom from a bunch of case studies panning diverse industries in terms of theoretical discussion. There are limitations to such studies in terms of generalizability. However, given the diverse nature of case studies across space and time, this paper provides a solid canvas for theory-building and further research.



Balasubrahmanyam, S. (2018) Vertical Farming: A Resource Leverage Perspective. *IIMK/WPS/276/SM/2018/20*

In light of ever increasing shortages of several key resources like water and oil, it is growing more and more indispensable to embrace new technologies and new business models to address the imbroglio of food scarcity and crises all over the globe. While technology paradigms like precision farming, drip ir-



rigation, cloud seeding and genetic farming have solved this problem to some extent, the benefits gained were either one-sided or sub-optimal in nature apart from few concerns pertaining to the ecology. The upcoming vertical farming paradigm seems to address all these issues in a holistic manner. Given the finite resources on planet earth, it makes sense to be prudent in leveraging our scarce resources. Resource leverage framework from the domain of strategic management maps very well to this vertical farming paradigm. This paper attempts to synthesize wisdom from the dual domains of agriculture and strategic management in terms of various resource leverage practices

that come to the rescue of humanity facing a multitude of resource shortages. As it is an emerging paradigm, ground level difficulties need to be addressed step by step in a spirit of discovery-driven planning before scaling up this paradigm. No technology is perfect on day one and vertical farming is no exception. Governments need to promulgate laws and policies that are congenial and conducive towards making this vertical paradigm a reality so that an entrepreneurial opportunity is leveraged for the larger benefit of nations along with the vertical farms

Hota, P.K., & Mitra, S. (2018). Resource Management in social enterprises: A review and a theoretical framework for future research. *IIMK/WPS/261/STR/2018/05*

Resources play a vital role in the development of an entrepreneurial ventures. For social enterprises operating under resource constraints, process of effective resource management can be very critical for achieving their social mission. However, there have been very limited research on understanding how social enterprises manage their resources in resource constrained environments. We propose to study the resource management process of social enterprises by systematically applying theoretical insights from Resource Based View, specifically adopting a resource management model developed for commercial enterprises. Based on the resource management model, we propose a set of research questions that can be studied using case based qualitative research methodology.

Hota, P.K., & Mitra, S. (2018) Adopting Bricolage for Overcoming Resource Constraints: Case of Social Enterprises in Emerging Market. *IIMK/WPS/262/STR/2018/06*

Social enterprises (SEs) primarily aim to create social value i.e. generate benefits or reduce costs for society, while maintaining financial sustainability. Extant research shows that SEs need the same set of resources as required by their commercial counterparts. However, owing to their unique operating condition and organizational characteristics, SEs face severe resource challenges. These resource challenges are further exacerbated for SEs operating in emerging economy. Overcoming these resource constraints is vital for SEs in order to address their mission. In this paper, we show that SEs facing resource constraint environment adopts bricolage process to mobilize required resources. Through inductive multiple case study approach we identified eight different sub-processes of bricolage, which were further aggregated in to three bricolage process namely- Accessing, Organizing, Enacting. In doing so, we contribute to the social entrepreneurship literature as well as entrepreneurial bricolage literature. Our study has important implications for future research and practice.

Hota, P.K., & Mitra, S. (2018). Keeping Multiple Swords in One Sheath: Stakeholder Engagement in Social Enterprises. *IIMK/WPS/265/STR/2018/09*

Social enterprises are organization with dual mission of social value creation and financial sustainability. Owing to their dual mission, social enterprises have a wide range of stakeholders with diverse and conflicting interests. Hence, understanding of stakeholder engagement is a critical aspect of social entrepreneurship. However, stakeholder engagement has not received adequate attention from social entrepreneurship scholars. In this paper we try to address this by analyzing the process of stakeholder engagement in a school established for educating poor children. We employ an inductive qualitative approach to understand stakeholder involvement at different stages of the social enterprise development. Based on our analysis, we propose a model of stakeholder engagement with three distinct stages of development namely formation, planning and, operation. The process study arrives at a set of propositions that need further exploration to contribute to theory development in the nascent area of stakeholder involvement in the proposed phases of social enterprise establishment

Mitra, S., & Hota, P.K. (2018) Establishing Social Enterprises as a unique organizational type: A mission-value grid. *IIMK/WPS/264/STR/2018/08*

Over last two decades, Social enterprises have established themselves as globally relevant ventures exhibiting innovative and sustainable social value creation processes and addressing long-standing social issues through entrepreneurial process. Because of their unique combination of private structure with public purpose, strong connection to citizens, flexibility in operations, ability to innovate, and capacity to tap private resource for public purpose, SEs have emerged as strategically important organizational forms. Despite growing interest for social entrepreneurship in academic literature and practices, the body of scholarly research is still much less developed. One of the primary reasons for lack of development in social entrepreneurship domain is difficulties in differentiating social enterprise from other type of organizations. In this paper, we used the concept of value and mission, to propose a grid, which helps to distinguish social enterprises from other enterprise types. This paper argues that working to incorporate negotiation outputs of diverse stakeholder groups, within a plurality of institutional logics, the different enterprise types reflect their distinct design, resourcing and strategy types through their business models. Given the challenges of matching demand and supply side constraints, particularly in the challenging situation of rapid scaling up, hybrid organizational types like social enterprise face greater challenges to identifying effective business models compared to commercial organizations narrowly focused on maximizing benefits of shareholders or owners

Panicker, V.S., **Mitra, S., & Upadhyayula, R.S.** (2018). Nominee directors on Indian boards: Direct and moderated influence on international investments. *IIMK/WPS/259/STR/2018/03*

Extant literature on Corporate Governance predominantly examines the characteristics of Anglo-Saxon system of corporate governance. Characteristics of board of directors, such as board independence are the outcomes of primary agency problems, observed in this model of corporate governance. However, there is a need to examine the role of board across distinct corporate governance systems arising out of their unique economic and regulatory regimes. For instance, countries with higher ownership concentration and weaker investor protection, face a secondary agency problem and rely more on debt financing for growth. In this study, we examine a specific feature in the Indian Corporate Governance context i.e. representatives of financing institutions on the board of the directors, also known as nominee directors. We use a behavioral risk perspective to understand the preferences of these groups of board member. On a sample of 764 unique firms and 4216 firm year observations spanning the period 2006-2017, we find that the nominee directors are negatively associated with internationalization of emerging economy firms. In addition, we also find that the nominee directors negatively moderate the relationship between different ownership groups (such as pressure sensitive investors and family owners) and internationalization investments of emerging economy firms.

Panicker, V.S., **Mitra, S. & Upadhyayula, R.S.** (2018). Ownership in Emerging Market Firms and International investments: Board independence and CEO duality as Moderators. *IIMK/WPS/260/STR/2018/04*

Extant literature examines the relationship between various categories of owners and internationalization in the context of emerging economies. However, these studies based on agency perspectives ignore the differences between the controlling and non-controlling principals and their risk preferences. In this paper, we use the behavioral risk perspective to understand the risk perception and risk propensities of different types of principals of a firm (family and institutional investors), and the subsequent impact on firm internationalization. We employ resource dependence perspective to understand how the board of directors moderate the preferences of these owners. Empirical results from a sample of 1239 unique Indian firms during the period from 2005-2016 show that the ownership share of different types of principals is associated with firms' international investments differently. Families influence internationalization negatively, whereas institutional shareholders support internationalization activities of the firms. However, an independent board, in the form of independent directors, and separation of CEO-Chairman roles, results in the convergence of preferences of both these ownership types.

Sandeep, S., & Upadhyayula, R.S. (2018). Internationalization of emerging market firms: the role of Domestic agglomerations in reducing liability of origin. *IIMK/WPS/267/STR/2018/11*

The extant literature in institutional theory has found liabilities of origin (LOR) costs such as (i) capability based and (ii) legitimacy based costs as the major cost disadvantages faced by emerging market multinationals

(EMNEs) while undertaking internationalization. Studies have pointed out that the treatment of institutions in International business (IB) have considered institutions at a national level, ignoring the role of sub-national institutions. This is particularly important for EMNEs as the institutional development in their home countries are highly uneven. Further, the recent studies in economic geography have also criticized the treatment of location in extant IB literature. They have also argued that location in extant IB literature is treated synonymously with a country or a nation state, expunging the nuanced examination or differentiation of locational features. Hence we observe that the role of sub-national institutions such as domestic agglomerations in the internationalization of EMNEs is under-reported in the extant literature. In this paper we explain the role of sub-national institutions such as domestic agglomerations in reducing LOR cost disadvantages (capability and legitimacy based cost disadvantages) and facilitating the outward internationalization of EMNEs.

Upadhyayula, R.S. (2018). Responses to Institutional Voids - Clusters and Business Groups - Substitutes or Complements? *IIMK/WPS/279/SM/2018/23*.

While extant literature highlight business groups as a response to institutional voids, recent studies emphasized that business groups continue to persist because of the information advantages they possess. Studies in the developed economy context have shown that firms in clusters could benefit significantly from the information advantages and perform better than firms outside clusters. In this study, we examine if clusters serve as an alternative response to business groups. We also examine if clusters and business groups serve as complements or substitutes.

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Name	Title	Fellowships/Awards/Honours	Year
Upadhyayula, R.S.	Department of International Business, University of Sydney	Visiting Scholar	2018

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Jindal, R. Associate Professor Department of Decision Sciences MacEwan University School of Business, Canada	Field Experiments on Environmental Payment Programs: Insights from L. America, Africa & Asia	August 4	2017
Bhattacharyya, I. Director in the Fiscal Analysis Division of the Department of Economic and Policy Research (DEPR), India	Outreach Programme on State Finances	August 24	2017
Variyath, A.M. Associate Professor of Statistics Memorial University, St. John's, and Newfoundland & Labrador, Canada	Attribute Measurement System	August 25	2017
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Govindarajan, R. Professor Department of Operations Management Innovation and Data Sciences ESADE Business School Barcelona.	The healthcare disorder has cure	January 16	2018
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IIMK Research in Media



How safe are market-linked products like the NPS?

By R.S.A. Kumar and Anand Sanyal

The 10th February 2018, 10th anniversary of the NPS, has been a landmark for the equity market. The NPS has been a key driver of the equity market's performance since its inception in 2008. It has been a key driver of the equity market's performance since its inception in 2008. It has been a key driver of the equity market's performance since its inception in 2008.

SPOTLIGHT

ESOP Shareholders: The Power of the People

START UP

Trending in Social

Designing the smart social: The people-centric approach

Understanding the user side of things can enable better planning, designing and implementing of Digital India solutions.

Updated: November 09, 2017, 17:31 IST

By Anindita Paul

November 9th is designated as the World Usability Day. A day to realise the importance of user-centricity in products and services in most cases digital. In our journey to Internet of Things, we perhaps skipped paying much attention to the "users of things". Usability starts with user-friendliness of digital technologies. Unless a service or product is user-centric it becomes a failure sooner or later as it affects acceptance and successful implementation and use. With on-going trends and the race towards digitization it is important to see how much of the solutions digitized are user-centric.

The socio-technical approach has been long adopted by

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Trending In People

Why are young tech billionaires so boring?

Mishresh Amboni topples Jack Ma as Asia's richest person

User's chief people officer: Liane



Trump's Protectionist Trade Policies Have Dire Consequences For US Businesses

By Srujanmouy Mukherjee - Mar 31, 2018, 4:14 pm

Snapshot

The popular view on 'protecting' America's interest, through America's jobs, arms, etc., that such a policy also has dire consequences for businesses in America.

WE EDUCATION

Management degree opens unconventional career choices

20

Unions In The IT/ITES Sector

In the specific context of unions in the IT/ITES sector, collective bargaining for remuneration and benefits or political activism do not seem to be the primary function of the union. In fact, protection against unfair terminations under the guise of resignations, rampant unethical HR practices form the key purpose of the union.

By Prof. Jitendra Prasad



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FIRSTPOST.

Industrial Training Institutes are now attracting 90 percenters; here's why that's a good thing

Industrial Training Institutes (ITIs) are fast becoming preferred destinations for many 90-percenters in the tenth standard board examination, as per a report in *Times of India* (<http://timesofindia.indiatimes.com/home/education/once-last-option-itis-now-draw-90-percenters/articleshow/59010319.cms>). A decade ago, it would have constituted an insult to even remotely suggest to someone scoring 90

crisis in the theory-induced modern education system. And, this is not an isolated phenomenon either. In the same vein, technology giant HCL had recently announced a transformative scheme (<https://www.firstpost.com/business/hcl-to-hire-kids-directly-from-school-does-this-mark-a-divorce-of-education-employment-in-india-3353974.html>) to hire high school graduates on a monthly stipend.

The science education in Indian schools is often regarded as insipid for the inquisitive. That "imagination is more important than knowledge" (Albert Einstein) is something the science curriculum in Indian schools simply cannot comprehend.

A student in India does not view gravity as a theory to reconcile with reality - from the superb imagination of Isaac Newton - but rather learns it as an object of knowledge. It is ironic that exploration of the unexplored, which is actually the idea of science, is rather discouraged in the Indian science curriculum, that presents existing theories as established truth.



A PARADIGM SHIFT

Management education is undergoing significant changes in India as well as the rest of the world. Read on to learn about the changing trends in India



Why IIMs don't need foreign accreditations

Article snippet titled "Why IIMs don't need foreign accreditations" with a sub-header "AMBA, EQUIS, AACSB". It includes a photograph of a library or study area and text discussing the relevance of international accreditations for Indian Institutes of Management (IIMs).

Article snippet titled "POLITICS AND THE FAMILY PLOT" with a photograph of a child in a wooden chair. The text discusses political dynamics and family interests.

Article snippet titled "The economy in the time of Narendra Modi" with a photograph of the Indian Rupee symbol. The text discusses the economic state of India during the Modi administration.

CLICK HERE TO READ LIVENEW HINDU: THE FIRST HINDU LEGAL NEWS WEBSITE

Taking Environmental Law Seriously: An Indian Perspective



The present framework of environmental law in India comprises of legislations related to governing water and air pollution (Water Pollution and Control of Pollution Act, 1986; Air Pollution and Control of Pollution Act, 1986), environmental protection (Environment Protection Act, 1986), forest conservation (Forest Conservation Act, 1980) and biodiversity protection (Biological Diversity Act, 2002). These laws envisaged to provide a strong legal framework for environmental protection. However, in practice, environmental law in India has a major "implementation deficit". This is underlined by the fact that India is rated as one of the most polluted country in the world. Moreover, the Environmental Protection India cost (EPI) score has found environmental governance in India to be abysmally low with India ranked 167 out of the

Article snippet titled "Long-term capital gains tax on equity: Will it score away small investors?" with a photograph of a person's face. The text discusses the impact of new tax regulations on equity investments.

Is India ready for the fourth Industrial Revolution?



The fourth industrial revolution (Industry 4.0) is a term that describes the integration of digital technology with traditional manufacturing and industrial processes. This revolution is characterized by the convergence of physical, digital, and biological technologies. India is currently in the early stages of this revolution, and it is essential to assess its readiness to embrace these changes.

IIMK Research in Media

Workshop and Conferences at IIMK

International Conference on Co-operatives in the Changing World of Work (CCWW). April 29 – May 1, 2018

Uralungal Labour Contract Co-operative Society Ltd in association with International Co-operative Alliance Asia and Pacific, International Labour Organization, Indian Institute of Management Kozhikode, and others organized an International Conference on Co-operatives in the Changing world of work during April 29 – May 1, 2018 at IIM Kozhikode campus, Kunnamangalam, Kerala. The conference was co-funded by the ICA-EU Partnership on Co-operatives in Development: People Centered Businesses in Action, and supported by the ICA Domus Trust.

The conference witnessed participation of over 150 delegates comprising of Academicians, Professionals, Students & Research Scholars. The conference mainly discussed about research in the area of worker co-operatives, models and frameworks of successful worker owned-led-managed co-operatives, the challenges they face in the new economy and policy support required for their growth in the changing world of work. The objective of the conference was to engage in policy, practice and research, and to develop a favorable eco-system for co-operatives in general.

Forthcoming Conferences

*Title: Society and Management: Indian Culture Vis-à-vis Western Culture
Date: December 7-8, 2018*

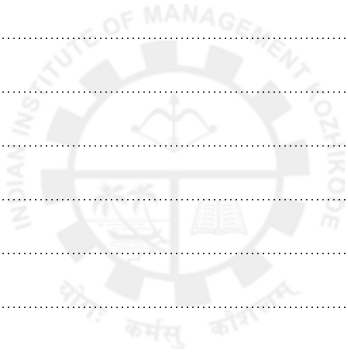
*Title: XXII Annual International Conference of the Society of Operations Management (SOM 2018)
Dates: December 20-22, 2018*

*Title: PMI India: - Project Management Research & Academic Conference
Dates: February 28 – March 2, 2019*



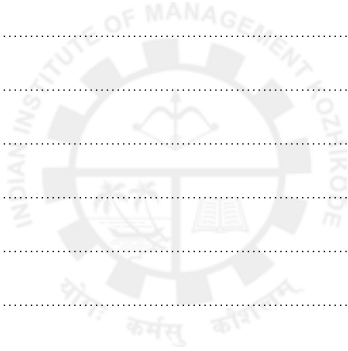
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IIMK Kozhikode Society & Management Review



IIM Kozhikode Society & Management Review, Volume 6, Number 2, July 2017
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IIM Kozhikode Society & Management Review, Volume 7, Number 2, July 2018

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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.



भारतीय प्रबंध संस्थान कोच्चिकोड
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Globalizing Indian Thought

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