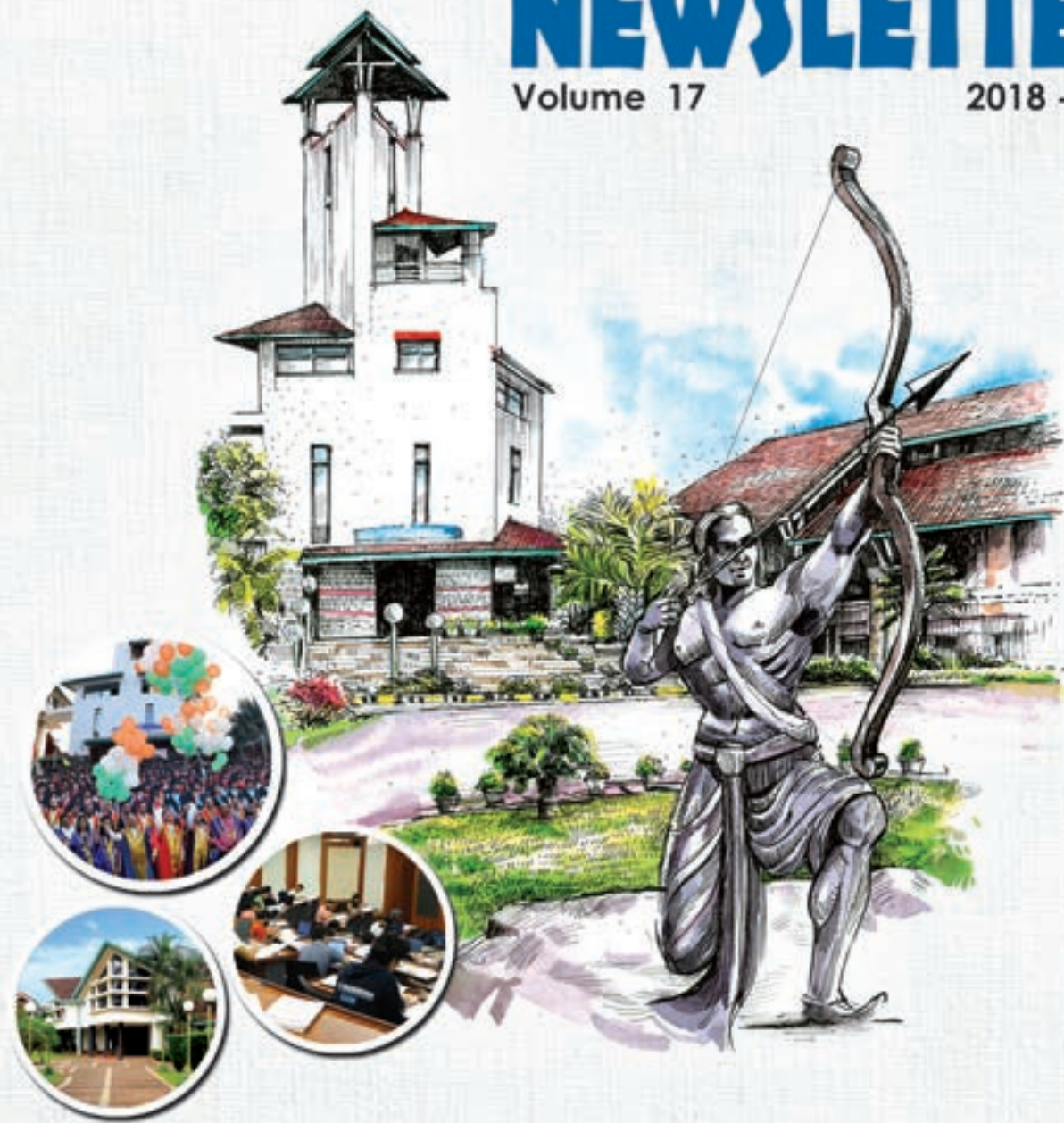


# RESEARCH NEWSLETTER

Volume 17

2018 - 2019



भारतीय प्रबंध संस्थान कोपिक्कोड  
Indian Institute  
of Management  
Kozhikode

*Globalizing Indian Thought*







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# IIM KOZHIKODE

## RESEARCH NEWSLETTER

Volume 17 / 2018-2019

### CONTENTS

CONTENTS



2018-19 Research Highlights.....	06
Economics.....	07
Finance, Accounting & Control.....	15
Humanities & Liberal Arts in Management.....	23
Information Technology & Systems.....	31
Marketing Management.....	41
Organizational Behaviour & Human Resources.....	57
Quantitative Methods & Operations Management.....	65
Strategic Management.....	79
Research Seminars.....	89
IIMK Research in Media.....	91
Workshops & Conferences.....	93



### Message from Director

At the outset, I wish to compliment the IIM Kozhikode community for a year of good quality research output. Congratulations to all our faculty, staff, and students whose hard work has brought about the research achievements profiled in this Newsletter. A special word of appreciation is due for Prof. Satish Krishnan, our faculty member, whose publication in a Financial Times 50 journal 'Journal of Applied Psychology', is a crowning achievement of the academic year gone by.

Research at IIMK sits within the larger IIMK credo of Globalising Indian Thought – and thus has to fire on the three cylinders of 'Satyam', 'Nityam' and 'Purnam'. 'Satyam' or Truth is when research work reflects sound models of investigation. To a large extent, this is achieved by the peer-review process of the many quality periodicals where the IIMK community publishes. 'Nityam', or that which is sustainable, stands for socially relevant research that appeals to the understanding and healing of a polarized world. Finally, 'Purnam' or wholeness, is when the IIMK community is moulded into a holistic learning space of global reckoning.

We aim through this Newsletter to communicate past and current research activities to our faculty, staff, students, alumni, and colleagues in other centres of learning and research. We have recorded updates about research papers, books, and research studies published by the IIMK community as well as conferences & seminars hosted by our institute. In a world where most research is globally collaborative, this Newsletter also aspires to invite collaborations from research workers anywhere in the world who discover kindred activities being undertaken at IIMK.

It is my hope that you find the Newsletter interesting and that you will wish us well and collaborate in our research activities going forward.

With warm regards,

Prof. Debashis Chatterjee



### Message from Chairperson

In order to build a wholesome research ecosystem, IIM Kozhikode accords equal importance to knowledge generation and opportunities for its dissemination. It is my honor to bring out this compendium of research output of the academic year 2018-2019 highlighting IIMK's accomplishments. I thank the Research Office team for their hard work in producing this record. During the last year, IIMK faculty and PhD students logged 58 peer reviewed journal articles of which over 25% are in the higher ranked FT50, A\* and A journals. We organized 15 research seminars in 2018-2019 by faculty and research workers from India and abroad. IIMK played host and was partner to 2 international conferences which were annual conferences of reputed professional organizations, viz. the 5th Research and Academic Conference of the Project Management Institute (PMI) India and the 22nd Annual International Conference of the Society of Operations Management (SOM). We also hosted 2 conferences on novel themes viz. International Conference on Global Health and Medical Tourism (GloHMT) and the Conference on Society and Management: Indian Culture vis-à-vis Western Culture. I would be grateful if these achievements of 2018-2019 attract your attention, further interest and collaboration. Research being a constant endeavor, I invite you to browse our web portal [www.iimk.ac.in/research](http://www.iimk.ac.in/research) for the research output scroller, seminars, conferences, and entries on the IIMK research blog.

With warm regards,

Prof. Mohammed Shahid Abdulla



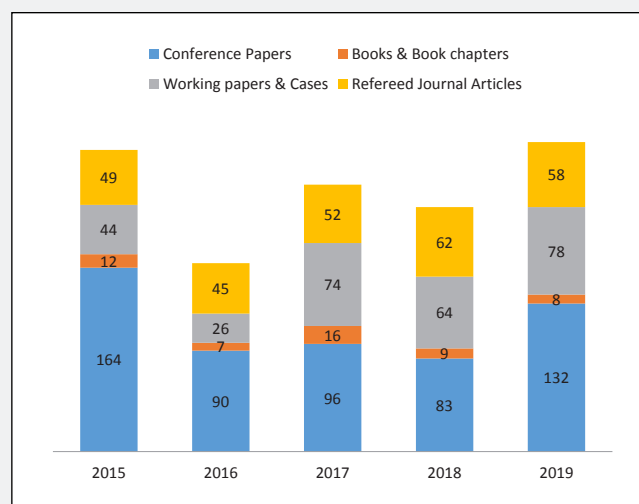
# 2018-19-: RESEARCH HIGHLIGHTS

A total of 58 Research Articles were published in reputed peer reviewed journals out of which 5 are in A\* category journals, 10 are in A category and 12 are in B category journals.

8 Small Grant Research Projects are ongoing. Two External Research Projects are ongoing.



## RESEARCH TRENDS OVERVIEW





## 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(S)	TITLE	JOURNAL	YEAR
<b>Kulbhushan Balooni</b> Vineetha Menon Shilpa M Asokan	Self-reliance versus State Responsibility: Sustaining Lift Irrigation Systems	<i>Economic &amp; Political Weekly</i>	2019
Sanjukta Sarkar <b>Rudra Sensarma</b>	Risk-taking Channel of Monetary Policy: Evidence from Indian Banking	<i>Margin: The Journal of Applied Economic Research</i>	2019
Sanjukta Sarkar <b>Rudra Sensarma</b> Dipasha Sharma	The relationship between risk, capital and efficiency in Indian banking: Does ownership matter?	<i>Journal of Financial Economic Policy</i>	2019
<b>Ashok Thomas</b> Lucas Spataro	Financial Literacy, Human Capital and Stock Market Participation in Europe	<i>Journal of Family and Economic Issues</i>	2018

**Balooni, K., Menon, V. & Asokan, S. M. (2019)** Self-reliance versus State Responsibility: Sustaining Lift Irrigation Systems, *Economic & Political Weekly*, 54(6): 48 - 56.

Drawing insights from the management of lift irrigation systems—established prior to and in the early stage of decentralisation of governance in Elamkulam gram panchayat in Kerala—how water users and local self-government have not taken full responsibility for sustaining the systems despite irrigation management transfer and decentralisation campaigns to develop local initiatives is examined. Despite the differences in water users' associations in terms of genesis and self-reliance, many are seeking state support for sustaining the systems. In obtaining state support, associations that are capable of adapting to new decentralised institutional arrangements appear better-positioned, compared to those that lack such capabilities.

**Sarkar, S. & Sensarma, R. (2019)** Risk-taking Channel of Monetary Policy: Evidence from Indian Banking, *Margin: The Journal of Applied Economic Research*, Volume 13, Issue 01, 1-20.



Some recent articles have studied the link between the central bank's monetary policy stance and the risk-taking behaviour of banks in the context of advanced economies. Loose monetary policy can encourage banks to reach for yield, which will increase their share of risky assets, and also induce them to use more short-term funding. We empirically examine the existence of this risk-taking channel of monetary policy transmission in India. We find that expansionary monetary policy may increase default risk particularly for foreign banks and new private sector banks. We also find that tightening of monetary policy leads to lower liquidity risk and market risk and the effects are stronger for foreign banks than for other bank groups. In terms of market risk, the effect on foreign banks is weaker in cases of monetary tightening compared to expansion.

**Sarkar, S., Sensarma, R. & Sharma, D. (2019)** The relationship between risk, capital and efficiency in Indian banking: Does ownership matter? *Journal of Financial Economic Policy*, Volume 11, Issue 2, 218-231.

**Purpose** – This paper aims to examine the interplay between risk, capital and efficiency of Indian banks and study how their relationship differs across different ownership types.

**Design/methodology/approach** – Panel regression techniques are used to analyze a large data set of all Indian scheduled commercial banks operating during the period 2008-2016.

**Findings** – The results show that lower efficiency is associated with higher credit risk in the case of public sector and old private sector banks (“bad management hypothesis”). However, higher efficiency leads to higher credit risk in the case of foreign banks (“cost skimping hypothesis”). The authors further find that the more efficient institutions among public sector hold more capital. Finally, they find that the better-capitalized banks among those in the public sector have lower risks on their balance sheets (“moral hazard hypothesis”).

**Originality/value** – There is a paucity of papers on the interplay between risk, capital and efficiency of banks in emerging economies. This paper is the first to study the inter-relationship between risk, capital and efficiency of Indian banks across ownership groups using a number of different measures of risk.

**Thomas, A. & Spataro, L. (2018)** Financial Literacy, Human Capital and Stock Market Participation, *Journal of Family and Economic Issues*, December 2018, Volume 39, Issue 4, 532–550.

Households' stock market participation has significant effects on savings and on an economy's financial development and performance. Yet participation into capital markets is limited and quite heterogenous both among and within several countries. This phenomenon represents an empirical puzzle whose understanding is rather incomplete. In this work, we exploited a combination of datasets for nine European countries and used different econometric specifications that allow to control for endogeneity of financial literacy and human capital, to assess the role of several variables in affecting the probability to participate in the stock market in year 2010. Besides socio-demographic variables, we found that financial literacy has a positive and significant effect on stock market participation, together with the level of human capital and social interaction. Country level differences are explained by such institutional factors as the effectiveness of the education system and by the attractiveness of the stock markets.



## BOOKS, BOOK CHAPTERS PUBLISHED & FORTHCOMING

AUTHOR(S)	TITLE	CATEGORY	DETAILS	YEAR
<b>Nair, S. R. Eapen, L. M.</b>	Indian Economy II: Macroeconomic Policies, Sectoral Developments and Performance	Book Chapter	<i>Agrarian Performance and Food Price Inflation in India-Pre and Post Economic Liberalisation</i>	2019



## CONFERENCE PAPERS, PRESENTED & FORTHCOMING

AUTHOR(S)	TITLE	DETAILS	YEAR
<b>Mukherjee, S. Padhi, S. S.</b>	Global Supply Chain in 'I2P' Mode of Operation	<i>PMI India Research &amp; Academic Conference, 28 February to 02 March, IIM Kozhikode</i>	2019
<b>Mukherjee, S.</b>	International Trade and Investment in a Two -Moment Decision -Making Model	<i>27th EBES Conference – Bali, January 09-11</i>	2019
<b>Balooni, K.</b>	Role of Facilitators in Building Successful Farmer Producers Companies	<i>Models for Agricultural Development: The Experiences on Farmer Producer Companies, 25-26 March</i>	2019
<b>Balooni, K. Narayan, S.</b>	Collectivisation of Farmers in India: A Legal Analysis	<i>Models for Agricultural Development: The Experiences on Farmer Producer Companies, 25-26 March</i>	2019
<b>Thomas, A. Kumar, A.</b>	The Healthy, Wealthy among the Oldest in England: A Cross-Sectional Examination of the Impact of Health Shocks on Wealth	<i>International Conference on Global Health &amp; Medical Tourism, March 7-10, IIM Kozhikode</i>	2019
<b>Eapen, L. M. Nair, S. R.</b>	Food Inflation in India: An Analysis of Recent Trends	<i>Symposium on Money, Banking &amp; Finance held at Pondicherry University, Pondicherry, February 22-23</i>	2019
<b>Dey, S. Sampath, A.</b>	Return and Volatility Spillovers: An Evaluation of India's Demonetization Policy	<i>25th International Conference on Forecasting Financial Markets, September 5-7</i>	2018
<b>Eapen, L. M. Tiwari, A. K. Nair, S. R.</b>	Electricity Consumption and Economic Growth at the State-level in India: Evidence using Heterogeneous Panel Data Methods	<i>International Conference on Energy, Finance and the Macroeconomy (ICEFM), Montpellier Business School, Montpellier, France, October 24-26</i>	2018
<b>Gangopadhyay, K. Tressa, R. Reddy, S. S.</b>	How effective is Theory Based Learning of Ethics in India?	<i>Society and Management: Indian Culture Vis-à-vis Western Culture, IIM Kozhikode December 7-8</i>	2018
<b>Thomas, A.</b>	Who owns stocks in England: A panel analysis	<i>SSES Congress Household Finance, University of St. Gallen, Switzerland, 14-15 June</i>	2018
<b>Jeesha, K. Purani, K.</b>	Webcare and Brand Evaluations: Optimizing Webcare Strategies for Service Brands	<i>AMA Summer Academic Conference, Boston, USA, August 10-12</i>	2018

## NON REFEREED PUBLICATIONS / PRESENTATIONS

AUTHOR(S)	TITLE	CATEGORY	DETAILS	YEAR
<b>Eapen, L. M.</b>	Kerala Budget: A woman-friendly budget	Popular Press	<i>The New Indian Express</i>	2019
	Stronger mind for a balanced world	Popular Press	<i>The New Indian Express</i>	2019
<b>Mukherjee, S.</b>	Globalisation 4.0 and proliferation of AI: Are we ready for this?	Popular Press	<i>Financial Express</i>	2019
<b>Gangopadhyay, K.</b>	Christchurch shooting: The solution lies in Freedom of Expression on Religion	Popular Press	<i>Pragyata.com</i>	2019
<b>Sensarma, R. Sampath, A.</b>	Needed: new financial model	Popular Press	<i>Deccan Chronicle</i>	2018
<b>Sensarma, R.</b>	One year of GST: Hits, misses and looking ahead	Popular Press	<i>Mathrubhumi</i>	2018
	Rethinking the RBI's mandate	Popular Press	<i>Mathrubhumi Year book</i>	2018
<b>Chatterjee, D. Sensarma, R.</b>	Fund drive for varsities	Popular Press	<i>Deccan Chronicle</i>	2018
<b>Gangopadhyay, K.</b>	Decolonisation of Social Sciences will be a befitting tribute to Bankim Chandra Chatterjee on his Birthday	Popular Press	<i>OpIndia.com</i>	2018

## WORKING PAPERS

AUTHOR(S)	TITLE	YEAR
<b>Nair, S. R. Reddy, S. S. Deva Prasad, M.</b>	A Policy and Regulatory Analysis of India's Model Contract Farming Legislation	2019
<b>Eapen, L. M.</b>	Who Makes Decisions at the Household Level? A Study in Indian Context	2019
<b>Thomas, A.</b>	Participation Puzzle revisited: Role of Cognition and Non-cognition	2019
<b>Balooni, K. Menon, V.</b>	Eroding Community Norms and Tank Irrigation under State Entitlements	2019
<b>Thomas, A. Kumar, A.</b>	A cross-sectional examination of the impact of health shocks on wealth: Evidence from English Panel data	2019
<b>Nair, S. R. Thomas, A. Deva Prasad, M.</b>	Affordability of Cigarettes and other Tobacco Products in the post GST regime in India	2019
<b>Tiwari, A. K. Eapen, L. M. Nair, S. R.</b>	Electricity Consumption and Economic Growth at the State-level in India: Evidence using Heterogeneous Panel Data Methods.	2019
<b>Nair, S. R. Eapen, L. M.</b>	Food Inflation in India: An Analysis of Recent Trends	2019
<b>Mukherjee, S. Padhi, S. S.</b>	Risk connectivity and risk mitigation: An analytical framework	2018
<b>Mukherjee, S. Broll, U.</b>	Firms in international trade under undesirable background risk	2018

**Nair, S. R., Reddy, S. S & Deva Prasad, M.** (2019) A Policy and Regulatory Analysis of India's Model Contract Farming Legislation, *IIMK/WPS/303/ECO/2019/07*

“The ....State/UT Agricultural Produce and Livestock Contract Farming and Services (Promotion & Facilitation) Act 2018”, a Model Contract Farming Act, is an important legislative landmark in the context of Indian agricultural policy. The major concerns relating to the adoption of the contract farming system in the Indian context are proposed to be tackled through the enabling legislative measures proposed in the Model Contract Farming Act. The legislative measures range from the formation of an official body namely Contract Farming and Services (Promotion and Facilitation) Board to the promotion of smallholder participation, to mandatory registration of contract farming transactions, to setting up of mechanisms for preventing exploitation of farmers and resolving disputes. This article attempts to critically analyse various provisions contained in the Model Contract Farming Act and suggests areas of further improvement. The analysis reveals that, despite some shortcomings, the Act fills the existing legal-gap in regulating contract farming system and provides a practical legislative framework for adopting contract farming system in India by balancing the interests of the two key stakeholders – farmers and firms - involved in the system.

**Eapen, L. M.** (2019) Who Makes Decisions at the Household Level? A Study in Indian Context, *IIMK/WPS/310/ECO/2019/12*

Having a voice in intra-household decision making can be considered as one of the meaningful dimension of empowerment, since it may be desirable in its own right and also determine how resources are allocated within the household. Decision-making is concerned with bargaining power; women's ability to make decisions with self-confidence and on her own behalf in shaping her



life and possibly affecting that of others in the household. In this context, this paper examines whether educated women gained decision-making power at the household level by working outside the home. The survey was conducted in the Indian city of Kozhikode among 100 married working women aged between 22 to 55 years. The study found that almost all the decisions related to children are collectively undertaken by men and women and almost all educated working women participate in all decision making at home. The most interesting finding of this study is that less than 10 percent of the women reported that husbands dominate in decision making except in four major decisions like large purchases, buying property, house construction and transfer of ownership. But the most disturbing findings of this study is that only a few women have control over economic resources and freedom of mobility even after gaining high social status through education, income, and profession. Besides, 15 percent reported that in-laws have a major say in decisions regarding daily diet, religious beliefs, festival celebrations, selection of gifts to relatives and most importantly on children's marriage.

**Thomas, A.** (2019) Participation Puzzle revisited: Role of Cognition and Non-cognition, *IIMK/WPS/309/ECO/2019/11*

We analyse the determinants of the decision to enter the stock market in England through a panel analysis on data drawn from the English Longitudinal Survey of Ageing dataset, for years 2002-2012. For doing this we use several methodologies including a probit model controlling for both unobserved heterogeneity and serial correlation through Correlated Random Effects, Generalized Estimating Equations and Generalized Linear Models. Additionally, the endogeneity of financial literacy is controlled for by using the Control Function approach. Risky asset participation is found to be positively and significantly related to financial, with an average partial effect of 5.8%. The education quality (proxied by student-teacher ratios) and the financial incentives observed at early ages (captured by the sharpe ratios observed by individuals at early adult life) play a significant role as well. As for other individual variables, both financial resources and social interaction affect positively the probability to join the stock market. Evidence on the fact that individual non-cognitive ability measured in terms of trust also matters for participation, further exist.

**Balooni, K. & Menon, V.** (2019) Eroding Community Norms and Tank Irrigation under State Entitlements, *IIMK/WPS/323/ECO/2019/13*

Drawing insights from a case study of an agrarian tribal community—the Kurichiyan—from South India, we find that tank irrigation, which was once sustained by strong community norms, a kinship organization that upheld individual subsis-



tence entitlements from jointly held private property and the tribal community's understandings of local social ecology, is now on the wane. The state entitlements channelled through decentralized development interventions that promote individual citizen's entitlements have unintendedly undermined community norms and tank irrigation.

**Thomas, A. & Kumar, A.** (2019) A cross-sectional examination of the impact of health shocks on wealth: Evidence from English Panel data, *IIMK/WPS/325/ECO/2019/14*

The study of individuals with low wealth and in particular with intense amount of decline in wealth holdings late in life is particularly relevant for the analysis of social security and public health insurance programmes. Individuals reached retirement with substantial saving, however drained wealth rapidly; perhaps in response to unexpectedly large expenditure shocks are our subject of this study. In this study we examine health problems and associated health care expenses



impose on wealth on older individuals in England. The results point out that chronic conditions both existing and new health events significantly reduce the wealth as compared to mild conditions. The age of the chronic diseases additionally has impact on wealth negatively. In particular, severe existing chronic diseases aged of more than 3 years has greater impact than severe chronic diseases associated with individuals for more than 1 year. The empirical evidence exhibit no significant changes in wealth if the individual is having a mild chronic disease irrespective of the fact that they are diagnosed more than 3 years or 1 year ago. Additional health insurance, highly educated and remaining in a marriage seems to have mitigating effect on wealth decline in older ages.

**Nair, S. R., Thomas, A. & Deva Prasad, M.** (2019) Affordability of Cigarettes and other Tobacco Products in the post GST regime in India, *IIMK/WPS/328/ECO/2019/15*

The introduction of Goods and Services Tax (GST) in India starting from July 1, 2017 was a landmark move in the history of Indian tax reforms. The pre-GST regime characterised by VAT rate varying between products and states bequeathed a path for GST, where the tobacco price variation across states is expected to vanish due to uniform tax rates influencing consumption and revenue from tobacco products. An analysis of the tax burden during pre-GST period and after implementation of GST has helped us in understanding that, the transition to the GST has not made any major increase in the tax burden on the cigarettes. Even the GST compensation cess have not made any drastic increase in the tax burden on cigarettes. On the contrary, the post-GST tax structure on cigarettes is claimed to be burdensome by major cigarette producing companies in India. In the light of these conflicting views, it is imperative to assess impact of GST on the affordability of tobacco products. We employ the affordability index developed by Bletcher and van Walbeck (2004) using Relative Income Price (RIP) on tobacco and non-tobacco products for the time period between 2014-15 and 2017-2018. The study finds that in the post-GST period, for majority of the study states cigarettes have become less affordable. This is due to a fall in income counteracted against price increases. For majority of the study states, beedi has become less affordable during the post-GST period. This is due to price increases counteracted against income decreases. And finally for non-tobacco products, in post-GST period, the affordability of rice, wheat and egg has increased in majority of the states. In case of rice and egg, this effect is due to increases in income counteracted against price increases. On the other hand, in case of wheat the result was due to increases in income coupled with fall in wheat prices.

**Tiwari, A. K., Eapen, L. M. & Nair, S. R.** (2019) Electricity Consumption and Economic Growth at the State-level in India: Evidence using Heterogeneous Panel Data Methods, *IIMK/WPS/334/ECO/2019/16*

As the Indian economy is one of the fastest growing economies in the world, the demand for energy is very high. In this context, it is crucial to understand the long run relationship between energy consumption and economic growth in the Indian economy. This study is an attempt to examine the existence and direction of causal relationship between electricity consumption and economic growth among seventeen major states of India during the period 1960-61 to 2014-15 both at the aggregate and sectoral level. The study employs the panel cointegration tests of Pedroni (2004) and Westerlund & Edgerton (2008) with the level break/shift to the data set. The results provide evidence of a long run equilibrium relationship between economic growth and electricity consumption. For the overall state economy, the empirical results have established the existence of bidirectional causality running from electricity consumption to state income (economic) growth. At the sectoral level, there is evidence of unidirectional causal relationship between electricity consumption and growth in

both the agriculture and domestic sectors. However, in the case of industrial sector, a unidirectional causal relation from electricity consumption to industrial growth was witnessed.

**Nair, S. R. & Eapen, L. M.** (2019) Food Inflation in India: An Analysis of Recent Trends, IIMK/WPS/306/ECO/2019/10

After a phase of prolonged high food inflation from 2008-09 to 2013-14, India succeeded in controlling food price inflation in recent years. Though low food inflation is ecstasy for the economy, it has caused unrest among the farming community as evident from the large number of farmer agitations the country had witnessed now. In this context, this paper is aimed at examining the trends in food price inflation from 2008-09 to present and understanding the factors contributing to low food inflation in recent times. It is revealed that despite low agricultural growth food price inflation remained low during the period from 2014 to 2018 compared to the earlier period from 2008 to 2014 during which agricultural growth was high. Thus, the decline in the performance of agriculture in recent years has not resulted in food price rise. The taming of food price inflation was made possible due to a combination of factors. They include lower growth in minimum support prices, reduced government procurement of food grains as a percentage of production, declining fuel prices, and low global food prices.

**Mukherjee, S. & Padhi, S. S.** (2018) Risk connectivity and risk mitigation: An analytical framework, Centre for Research in Economic Development and International Trade, The University of Nottingham (UK), *CREDIT* 18/11

This paper studies the decision problem of risk averse single-output producers and suppliers under uncertainties in input prices, in a two-moment decision model with the presence of a dependent background risk. This framework is based on the utility from the expected value and the standard deviation of the uncertain random total profit of the supplier. Our theoretical framework for studying producers' responses to risks allows not only for analysing risk averse suppliers' attitude towards endogenous and background risks, but also to identify how the changes in the connectivity (i.e. correlation) between these two broad sources of risks will affect the risk averse suppliers' decision at the optimum. All comparative static effects are described in terms of the relative sensitivity of the supplier towards risks. This analytical framework has a number of potential application in development economics, such as optimal production decision under energy price uncertainty, output price uncertainty, and exchange rate uncertainty.

**Mukherjee, S. & Broll, U.** (2018) Firms in international trade under undesirable background risk, Nottingham Centre for Research on Globalisation and Economic Policy, The University of Nottingham (UK), *GEP* 18/11

This paper presents a mean-variance decision making approach in the context of a risk-averse exporting firm, for analysing its optimal production and exporting decision in the portfolio of sales towards domestic and foreign markets, under unfair background risk, such as greater chance of loss for the export credit insurance (possibly offered under non-proportional reimbursement), or unprecedented negative externalities imposed by the partner country's government on the home country's export policies. Then this paper traces out the comparative static responses of optimal export sales owing to the changes in distribution, size, or in the dependence structure of the background risk. Adaptation of the mean-variance decision-theoretic model helps obtaining all the results in terms of monotonicity and curvature properties of the marginal willingness of substitution between risk and return, with simple yet intuitive interpretations.



## MEMBERSHIP OF EDITORIAL / REVIEW BOARD / AD HOC REVIEW

NAME	TITLE	DESIGNATION
<b>Balooni, K.</b>	Development in Practice	Ad Hoc Reviewer
<b>Balooni, K.</b>	World Development	
<b>Mukherjee, S.</b>	Economic Modelling	Ad Hoc Reviewer
	IIMB Management Review	
	IIM Kozhikode Society & Management Review	
<b>Sensarma, R.</b>	Journal of Accounting in Emerging Economies	Editorial Board Member
	Journal of Reviews on Global Economics Editorial Board	
	Macroeconomics and Finance in Emerging Market Economies	Ad Hoc Reviewer
	International Journal of Emerging Markets	
	Journal of Quantitative Economics	



### FACULTY

### ECONOMICS



Kulbhushan Balooni



Leena Mary Eapen



Kausik Gangopadhyay



Shubhasis Dey



Rudra Sensarma



Soumyatanu Mukherjee



Ashok Thomas



Sthanu R. Nair





## 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 refereed journals.

### REFEREED JOURNAL PUBLICATIONS

AUTHOR(S)	TITLE	DETAILS
<b>Abhilash S. Nair</b> R Vinod	Determinants of the allocative, cost and scope efficiencies of Indian banks	<i>Applied Economics</i>
<b>Kavitha P.</b> <b>Pankaj Kumar Baag</b>	Philosophies & Traditions of Accounting Research	<i>International Journal of Research in Business Studies</i>

**Nair, A. S. & Vinod, R.** (2019) Determinants of the allocative, cost and scope efficiencies of Indian banks, *Applied Economics*, (51)5, 509–527

This study aims to investigate the impact of competition on determinants of allocative, scope and cost efficiencies of Indian scheduled commercial banks (SCBs). Specifically, the study, analyzes the impact of the second round of licensing on the efficiency of Indian SCBs. This is the first paper to measure scope efficiency of Indian banks and analyze its determinants. A two-stage analysis is performed on a balanced panel dataset of Indian SCBs for the period 1999–2016. In the first stage, the allocative, cost and scope efficiencies for each bank are estimated following the data envelopment analysis approach. In the second stage, internal determinants of the stated efficiency measures are estimated following the system of the generalized method of moments approach. The findings suggest that competition has not resulted in enhancing the efficiency of Indian SCBs. Among factors that can influence efficiency, it is seen that size does matter. Larger banks can enhance the efficiency of SCBs. It is also seen that having more foreign banks improves the overall efficiency of SCBs. However, before embarking on further rounds of licensing, the study posits that market-driven correction to succeed, it is imperative to address sunspots in the form of investor or borrower repression.



**Kavitha, P. & Baag, P. K.** (2018) Philosophies & Traditions of Accounting Research, *International Journal of Research in Business Studies*, 3(1): 43-72

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.



#### FORTHCOMING REFEREED JOURNAL PUBLICATIONS

AUTHOR(S)	TITLE	JOURNAL
<b>Kumar, S. S. S. Sampath, A.</b>	What drives the off-shore futures market? Evidence from India and China	<i>Finance Research Letters</i>
<b>Baag, P. Kavitha, P. Sarkar, A.</b>	Application of Lean Tool for Process Improvement of Bank Branches	<i>IIM Kozhikode Society &amp; Management Review</i>
<b>Kavitha, P. Baag P. K.</b>	Crowdfunding for entrepreneurs – Analysis of the institutional work	<i>International Journal of Research in Business studies</i>
<b>Aravind Sampath S. S. S. Kumar</b>	What drives the off-shore futures market? Evidence from India and China	<i>Finance Research Letters</i>

#### BOOKS, BOOK CHAPTERS PUBLISHED & FORTHCOMING

AUTHOR(S)	TITLE	CATEGORY	DETAILS	YEAR
<b>Baag, P. K. Kandpal, V.</b>	Role of the Indian Regulators and Government in Expanding Financial Access to the Poor	Book Chapter	<i>Financial Inclusion In India: issues, opportunities and challenges, Published by Academic Foundation</i>	2018
<b>Baag, P. K. Shankar, G. Kavitha, P.</b>	Management Accounting : Text & Cases	Book	Published by <i>StarEdu Solutions</i>	2018

**CONFERENCE PAPERS, PRESENTED & FORTHCOMING**

AUTHOR(S)	TITLE	DETAILS	YEAR
<b>Kavitha, P. Baag P. K.</b>	Crowdfunding for entrepreneurs – Analysis of the institutional work	<i>4th International Conference on Research in Business, 24th February</i>	2019
<b>Kavitha, P. Baag, P. K.</b>	Managing contagion of customer's emotion	<i>4th International Conference on Research in Business, 24th February</i>	2019
<b>Shette, R.</b>	Rounding-up of Cash Flows from Operations and Cash flows Used in Investments	<i>Asia Management Research and Case Conference, 24-26 March</i>	2019
<b>Shette, R.</b>	Readability of Accounting Notes of Indian Companies	<i>16th AIMS International Conference on Management, 3-5 January</i>	2019
<b>Kuntluru, S.</b>	Tender Offer and Open Market Share Buybacks in India: Empirical Evidence	<i>Sixteenth AIMS International Conference on Management, January 3-5</i>	2019
	Share Buybacks in India- Price & Liquidity Impacts	<i>India Finance Conference, 20-22 December</i>	2018
	Market Reaction To Share Buybacks In India	<i>3rd International Conference on Financial Markets &amp; Corporate Finance, 12-14 July</i>	2018
<b>Baag, P. K. Kavitha, P.</b>	The case of a Rural Branch of an Indian Public Sector Bank: Innovation through Learning & Thinking Lean with a Managerial Performance	<i>3rd International Conference on Research in Business, 20th May</i>	2018
<b>Kavitha, P. Baag, P. K.</b>	Banks in India- Technical & Scale efficiency in financing entrepreneurs & small business: DEA Approach	<i>3rd International Conference on Research in Business, 20th May</i>	2018
<b>Kavitha, P. Baag, P. K.</b>	Philosophies & Traditions of Accounting Research	<i>3rd International Conference on Research in Business, 20th May</i>	2018
<b>Kavitha, P. Baag, P. K.</b>	Operation Risks of banks and Dependence on IT services	<i>XXII Annual International Conference of the Society of Operations Management, 20-21 December</i>	2018
<b>Kavitha, P. Baag, P. K.</b>	The effect of Bank monitoring on cash conversion cycle of firms	<i>XXII Annual International Conference of the Society of Operations Management, 20-21 December</i>	2018
<b>Dey, S. Sampath, A.</b>	Return and Volatility Spillovers: An Evaluation of India's Demonetization Policy	<i>25th International Conference on Forecasting Financial Markets, September 5-7</i>	2018
<b>Shette, R.</b>	Readability of Annual Report and Operating Performance of Banking Companies	<i>International Seminar on 'Global-Local Convergence of Business Models, Economic Policies and Socio-Political Scenarios: A Strategic Rethinking, 28-29 November</i>	2018
<b>Lukose, J. P. J.</b>	Founder ownership and earnings management: Evidence from Indian IPOs	<i>6th Pan IIM World Management Conference, IIM Bangalore, December 13-15</i>	2018
<b>Lukose, J. P. J.</b>	Cross-border acquisition and earnings quality: Evidence from India	<i>6th Pan IIM World Management Conference, IIM Bangalore, December 13-15</i>	2018
<b>Shette, R.</b>	Readability of Annual Report and Operating Performance of Banking Companies	<i>International Seminar on 'Global-Local Convergence of Business Models, Economic Policies and Socio-Political Scenarios: A Strategic Rethinking, 28-29 November</i>	2018



## SESSION CHAIR

NAME	DETAILS	YEAR
<b>Baag, P. K.</b>	XXII Annual International Conference of the Society of Operations Management, 20-21 December	2018

## NON - REFEREED PUBLICATIONS / PRESENTATIONS

AUTHOR(S)	TITLE	CATEGORY	DETAILS	YEAR
<b>Baag, P. K.</b> <b>Ansari, M. G.</b>	Recapitalization of Banks with Reforms: A journey in the right direction	Popular Press	<i>Business World</i>	2018
<b>Sensarma, R.</b> <b>Sampath, A.</b>	Needed: new Financial Model	Popular Press	<i>Deccan Chronicle</i>	2018

## CASE STUDIES PUBLISHED & FORTHCOMING

AUTHOR(S)	TITLE	YEAR
<b>Shette, R.</b>	Cash flow statement : Two Examples	2019
<b>Lukose, J. P. J.</b> <b>Sampath, A.</b>	IDFC Bank and Capital First – A Case of Merger Arbitrage	2019
<b>Thomas, S.</b>	Returns from Pension Schemes: A Reality Check	2019
<b>Thomas, S.</b>	Buffet Partnership Fees Structure: Is it ideal fee structure for fund management?	2019
<b>Thomas, S.</b>	A Prospective Retiree's Dilemma	2019

**Shette, R.** (2019) Cash flow statement: Two Examples, *IIMK/CS/104/FIN/2019/01*

The aim of this case is to understand cash flows statement and analysis of cash flows statement. This case focuses on identification and application of different ratios related to cash flows statement to understand the financial health of the two sample companies. This case is suitable either at the end of the basic course or at the beginning of advance course of financial reporting.

**Lukose, J. P. J. & Sampath, A.** (2019) IDFC Bank and Capital First – A Case of Merger Arbitrage, *IIMK/CS/108/FIN/2019/03*

**Thomas, S.** (2019) Returns from Pension Schemes: A Reality Check, *IIMK/CS/111/FIN/2019/04*

Investors may come across numerous pension products in the current market place. These pension products will offer to give you lifetime pension if you make some lump sum contribution or make series of payments over a period of time. The returns from these products may vary based on time period till you survive. The case helps in the estimation of cash inflows and outflows at various time expectancies by applying the concept of time value of money, perpetuity, annuity, NPV and IRR. The case also demonstrates how to calculate the exact annualized returns if the investor survives till a particular age. The case also demonstrates how excel can be utilised very effectively in these investment situations.

**Thomas, S.** (2019) Buffet Partnership Fees Structure: Is it ideal fee structure for fund management?, *IIMK/CS/112/FIN/2019/05*

The case focus on the impact on fixed plus performance based fees structure and performance only fee structure model on the long term wealth creation. For fixed plus performance based model, the case uses the fees structure of existing PMSs and mutual funds in India. For performance only based model, the case uses renowned 1960s Buffet partnership fees structure. The case shows that Buffet partnership fees structure can be a very effective fee structure for fund houses in the long run. The case shows that the fees structure is beneficial to investors in since there is no fees charged in case of downside movement or return till a particular point. The case shows that Buffet partnership fees structure can be beneficial both for investors as well as customers. The case shows that under this fees structure, the fund house may have to forego revenue in the short run but definitely beneficial in the long run.

**Thomas, S.** (2019) A Prospective Retiree's Dilemma, *IIMK/CS/106/FIN/2019/02*

This case highlights an important problem faced by many working executives, although they do not pay the required attention the problem deserves. The problem faced by the prospective retiree Nirmala is to decide between two alternatives – whether to continue with the existing Retirement plan or to shift to the new plan. It goes without saying that shifting to the new plan will be beneficial given the increased contribution from the employer side, however the retiree may be concerned about any unknown strings attached to the alternative that may compel her to give up some flexibilities. Hence, the job of the financial advisor involves not only quantifying the incremental benefit but also provide her guidance on the trade-offs involved.

### WORKING PAPERS

AUTHOR(S)	TITLE	YEAR
<b>Shette, R.</b>	Readability of Indian Accounting Standards and International Financial Reporting Standards	2019
<b>Lukose, J. P. J.</b>	Institutional ownership and the investment cash flow sensitivity	2019
<b>Lukose, J. P. J.</b> <b>Chacko, K. T.</b>	Institutional ownership and firm operating performance: Evidence from India	2019
<b>Kuntluru, S.</b>	Impact of Corporate Governance Disclosures on Firm Performance	2019
	Share Buybacks in India: An Empirical Analysis	
	Corporate Social Responsibility and Firm Performance: Indian Evidence	
<b>Abdulla, M. S.</b> <b>Ramprasath, L.</b>	ANOVA with two timescale stochastic approximation for estimating Variance of Conditional Expectation	2019
	Variance of ANOVA-based estimator $\sigma^2 M$ for differing sub-population sizes $n_k, 1 \leq k \leq K$	2019
<b>Ramprasath, L.</b>	A simpler algorithm to price American Lookback options in a discrete stochastic volatility model	2018

**Shette, R.** (2019) Readability of Indian Accounting Standards and International Financial Reporting Standards, *IIMK/WPS/324/FIN/2019/03*

The concept of readability is well defined by various researchers. According to Klare (1963), as noted by DuBay (2004, p.3), the readability is the ease of understanding or comprehension due to the style of writing. The existing literature evaluates and emphasizes the readability of different documents related to business, legal, social, education, communication, etc. Jones and Shoemaker (1994) reviewed 26 articles related to content and readability analysis of annual reports, 3 articles related to content and readability analysis of tax laws and 3 articles related to accounting text books. However, there are no studies on evaluation of the readability of accounting standards except Shaffer et al. (1993) study on readability of statements issued by Government Accounting Standards Board (GASB).



Therefore, the aim of this study is to evaluate the readability of accounting standards issued in India and international financial reporting standards issued by International Accounting Standard Board. Fog index, Flesch Reading Ease index (Flesch), and Flesch-Kinciad Grade Level (Flesch-Kinciad) are used as three different parameters to study the readability of texts. In this study, I use Fog index as main readability indicator and Flesch and Flesch-Kinciad as alternative measures of readability to check the robustness of the results.

The median Fog Index of accounting standards (AS) and Indian Accounting Standards (Ind AS) issued by ASB in India and median Fog Index International Financial Reporting Standards issued by IASB are greater than 18. This indicates that

the accounting standards are unreadable. The median Flesch index and Flesch Kincaid index of AS, Ind AS and IFRS are smaller than 30. If Flesch index and Flesch-Kincaid index are smaller than 30, it is described as the text is very difficult to read. Thus, based on all three indices, the Indian accounting standards as well as international accounting standards are written in either unreadable or difficult English language and difficult to understand.

The current study is different in three aspects as compared to the only existing study on readability of accounting standards by Shaffer et al. (1993). First, the current study is based on accounting standards issued for private companies. Second, the current study is based on readability indices. Third, it captures the accounting standards issued in emerging markets as well as developed markets.

**Lukose, J. P. J.** (2019) Institutional ownership and the investment cash flow sensitivity, *IIMK/WPS/329/FIN/2019/04*

We examine whether institutional investor ownership influences the investment-cash flow sensitivity in Q model regressions. In order to empirically test this relationship, we augment the Q model of investment specification by adding an interaction term between cash flow and institutional investor ownership. If institutional investor ownership reduces investment-cash flow sensitivity, then the coefficient of the interaction term should be negative. We estimate the equation using the Arellano-Bond difference GMM method to mitigate the bias due to measurement error in Q model regressions. Our sample consists of manufacturing firms listed on the National Stock Exchange (NSE) over the period 2001-2016. The results show that institutional investor ownership reduces investment cash flow sensitivity. These reductions are observed to be more pronounced in firms with higher agency costs. We interpret this evidence as suggesting that institutional investor holdings mitigate agency issues like over-investment of free cash flow and thereby improve firm governance.



**Lukose, J. P. J. & Chacko, K. T.** (2019) Institutional ownership and firm operating performance Evidence from India, *IIMK/WPS/331/FIN/2019/05*

We examine whether, on average, positive (negative) changes in institutional investor ownership result in positive (negative) changes in firm operating performance. Monitoring hypothesis predicts that changes in institutional investor ownership would be positively related to operating performance. Arguments based on short-termism also predict that increases (decreases) in ownership will increase (decrease) in operating performance. We test this prediction by regressing large changes in firm operating performance on large changes in institutional investor ownership and other control variables. Our empirical analysis is based on firm-level data of NSE listed firms during the period 2001 to 2016. To correct for endogeneity due to selection bias (as institutional investors do not invest in firms randomly), we also use a treatment effect model. We find a positive relationship between large increases in institutional investor ownership and

changes in operating performance. This result is significant across both domestic and foreign institutional investors. However, further studies are required to establish whether these improvements in operating performance are a result of a their myopic investment orientation or due to improved monitoring.

**Kuntluru, S.** (2019) Impact of Corporate Governance Disclosures on Firm Performance, *IIMK/WPS/330/FIN/2019/06*

Corporate Governance disclosure practices are the subject of academic, professional and regulator debate. In this study, we examine the impact of corporate governance disclosures on firm performance in India. Unlike most of the existing literature, the corporate governance disclosures score is computed based on the Clause 49 of the listing agreements of SEBI for the period 2006-2016. It is a handpicked data from the annual reports disclosures made under the corporate governance section. We apply fixed effect regression model to examine the impact of corporate governance disclosures on firm performance. The performance is measured in terms of operating, financial and market performance. It is found that corporate governance disclosures have positive and significant impact on market performance of the firms. Thus, the companies that comply with regulatory requirements of corporate governance disclosures achieve higher market performance. The study also finds that corporate governance disclosures have positive impact on firm's operating performance and a negative impact on firm's financial performance. The findings are useful to policy makers, managers, analysts and investors and also provide scope for future research.



**Kuntluru, S. & Chacko, K. T.** (2019) Share Buybacks in India: An Empirical Analysis, *IIMK/WPS/333/FIN/2019/08*

Share buybacks have become a common event in the financial markets across the globe. Existing literature on academicians and practitioners view on distribution decisions is inimical. Dividends and share buyback are popular ways of rewarding shareholders. The fiscal year 2017 has seen a record number of share buyback offers from cash-rich Indian corporates. First time in the history of Indian Capital markets, the number of share buyback offers has exceeded the initial public offers. The present study examines the impact of share buyback on market performance of the firms based on earnings per share and abnormal returns. It is posited that share buyback contributes to shareholders returns. Empirical results indicate that the short-term market returns are higher than the long-term market performance. It implies that share buyback has a positive and significant impact on short-term returns as compared to long-term returns. The results are useful to investors, managers and regulators.

**Kuntluru, S.** (2019) Corporate Social Responsibility and Firm Performance: Indian Evidence, *IIMK/WPS/332/FIN/2019/07*

With effect from 1 April 2014, India's new Companies Act 2013 makes it mandatory for certain firms to spend a certain minimum amount on Corporate Social Responsibility (CSR) activities. In this study, the impact of mandatory CSR spending on firm performance is examined based on the data for 1460 firm years for the period 2015 to 2018. It is hypothesized that CSR spending has a positive impact on firm performance measured in terms of ROA and ROE. Logit and Probit models are used to estimate the impact of CSR on performance of firms. Contrary to the expectations, the empirical results show that CSR spending has negative impact on performance (ROA/ROE) subsequent to the CSR spending made mandatory in India. It implies that the mandatory CSR spending targets are at the expense of shareholders returns. The findings are useful to regulators, managers and investors.

**Abdulla, M. S. & Ramprasath, L.** (2019) ANOVA with two timescale stochastic approximation for estimating Variance of Conditional Expectation, *IIMK/WPS/38/ITS/2019/02*

The ANOVA method is of value to detect if a population, consisting of labelled sub-populations, has any statistically significant support for considering such labels as valid. In classical ANOVA, the effect of a variable in each sub-population is treated as a Conditional Expectation (CE), and the variance of such CE among the sub-populations has a bearing on whether the null hypothesis can be rejected or not. ANOVA formulae can therefore be used to estimate the Variance of CE (Var-of-CE) itself, and a fairly recent publication has proposed a method wherein a fixed number of samples in each sub-population is used to estimate Var-of-CE. This method assumes repeated sampling of both sub-populations and samples within them, and have designed provably unbiased estimators of Var-of-CE, with one of these being approximately minimum variance under some conditions. Combined with another more recent method, such methods have disadvantages, such as requiring a pilot simulation, or suffering an empirically-observed Root Mean Squared Error (RMSE) that is unfavourable. The work explained here proposes an ANOVA estimator for Var-of-CE that requires an increasing number of samples from each subpopulation. Yet, the estimator reduces the empirically-observed MSE in Var-of-CE estimate in 3 benchmark experiments from the literature.

**Abdulla, M. S. & Ramprasath, L.** (2019) Variance of ANOVA-based estimator  $\sigma^2 M$  for differing sub-population sizes  $n_k$ ,  $1 \leq k \leq K$ , *IIMK/WPS/338/ITS/2019/02*

Analysis of Variance (ANOVA) is a popular method to infer whether sub-populations have effects that are strong enough to reject the null hypothesis, in the face of observation noise. The variance of conditional expectation (Var-of-CE) is the variance of these effects in sub-populations, and this is estimated by sampling a sub-population of size  $n_k$ , for each sub-population  $k$ , and by sampling  $K$  such sub-populations. For the general case of varying  $n_k$ , it is unknown what the variance of this estimator is, though it is known for the special case  $n_k = n$ ,  $n \geq 2$  for all  $k \in \{1, 2, \dots, K\}$  as in [1]. The following derivation settles the former question and is of value in use-cases where sampling has constraints.

**Ramprasath, L.** (2018). A simpler algorithm to price American Lookback options in a discrete stochastic volatility model, *IIMK/WPS/294/FIN/2018/38*

This article develops an efficient pricing algorithm for American lookback options on a binomial lattice with stochastic volatility. This is achieved by combining the structure of this lattice together with the fact that one can price lookbacks on a standard binomial lattice without having to store the path variables. We apply this algorithm to study the efficiency of fractional lookback contracts, which are used as a benchmark for designing equity indexed annuities, and illustrate the impact of volatility persistence on their prices. This algorithm also extends the usefulness of the stochastic volatility model proposed by Aingworth, Das and Motwani (2006) by enabling the pricing of lookback options on their lattice.

## FELLOWSHIPS / AWARDS / HONOURS

AUTHOR(S)	TITLE	YEAR
<b>Kavitha, P. Baag, P. K.</b>	Best Paper - Banks in India-Technical & Scale efficiency in financing entrepreneurs & small business: DEA Approach, 3rd International conference on Research in Business, 20th May	2018

## MEMBERSHIP OF EDITORIAL / REVIEW BOARD / AD HOC REVIEW

NAME	TITLE	DESIGNATION
<b>Lukose, J. P. J.</b>	IIM Kozhikode Society & Management Review	Associate Editor
<b>Baag, P. K.</b>	IIMB Management Review	Ad Hoc Reviewer
	IIM Kozhikode Society & Management Review	Ad Hoc Reviewer
	Amity Journal of Finance	Editorial Board Member
	Journal of Finance and Accounting, SciencePG.	Ad Hoc Reviewer
	Paradigm-IMT	Ad Hoc Reviewer
	ICFMCF 2018 IIT Madras	Ad Hoc Reviewer



## FACULTY

## FINANCE, ACCOUNTING & CONTROL



Aravind Sampath



SSS Kumar



Abhilash Nair



Sony Thomas



Sudershan Kuntluru



Rachappa Shette



Ramprasath L



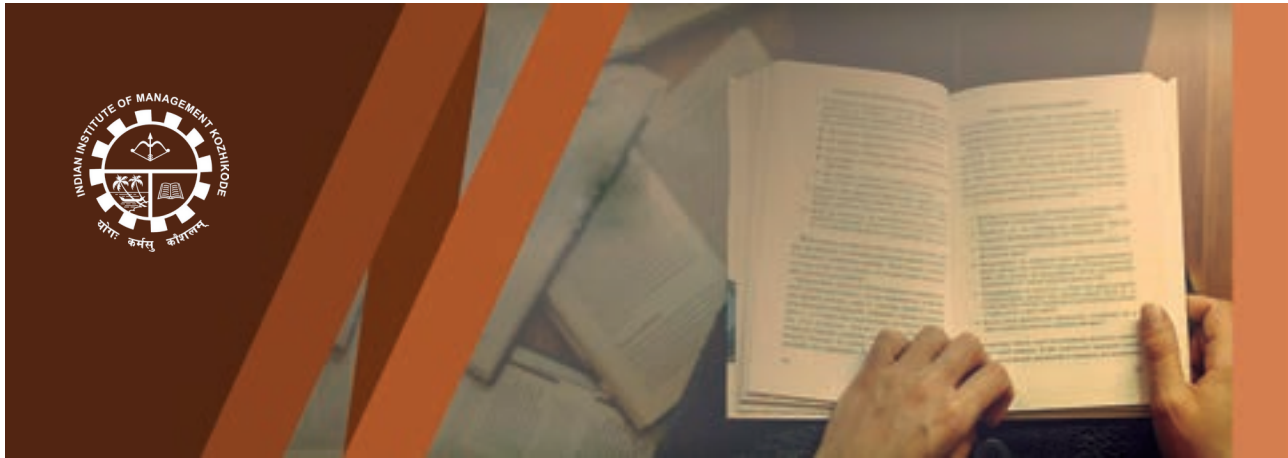
Pankaj Kumar Baag



Jijo Lukose P. J.



Qambar Abidi



## 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 the 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(S)	TITLE	JOURNAL	YEAR
<b>Deepa Sethi</b>	Workplace Impression Management through pleonastic English words/phrases in email communication? Evidence from India	<i>International Journal of Indian Culture and Business Management</i>	2019
Vikas Arya Hemraj Verma <b>Deepa Sethi</b> Rajat Agarwal	Brand Authenticity and Brand Attachment: How Online Communities Built on Social Networking Vehicles Moderate the Consumers' Brand Attachment	<i>IIM Kozhikode Society and Management Review</i>	2019
<b>Deva Prasad, M.</b>	Relevance of the Sustainable Development Concept for International Space Law: An Analysis	<i>Space Policy</i>	2019
<b>Deva Prasad, M.</b> Suchitra C. Menon	Children's Rights and Climate-Change Policy: Addressing the Concerns of Children and Future Generations	<i>Environmental Policy and Law</i>	2018
Shibashis Mukherjee <b>Anupam Das</b>	Emotion without a Word: An Analysis of Bengali Emotions and Their English Translation	<i>Studies in Linguistics and Literature</i>	2018



Vikas Arya Sahiba Sharma <b>Deepa Sethi</b> Hemraj Verma Atul Shiva	Ties that bind tourists: embedding destination motivators to destination attachment: a study in the context of Kumbh Fair, India	<i>Asia Pacific Journal of Tourism Research</i>	2018
Vikas Arya <b>Deepa Sethi</b> Hemraj Verma	Are emojis fascinating brand value more than textual language? Mediating role of brand communication to SNS and brand attachment	<i>Corporate Communications: An International Journal</i>	2018
<b>Deepa Sethi</b>	Self-facilitation framework for developing soft skills – FSIAR	<i>Development and Learning in Organizations: An International Journal</i>	2018
<b>Siddharth Mohapatra</b> Pratima Verma	Sevā, Swarāj, and Digital India: Sustaining Digitalization for Good-Governance	<i>South Asian Journal of Management</i>	2018
	Tata as a sustainable enterprise: The causal role of spirituality	<i>Journal of Human Values</i>	2018

**Sethi, D.** (2019) Workplace Impression Management through pleonastic English words/phrases in email communication? Evidence from India, *International Journal of Indian Culture and Business Management*, 1(1):1

The purpose of this paper is to examine how Indians manage impressions at the workplace through pleonastic English words/phrases in e-mail communication. A pilot study was conducted to identify the major courteous words frequently used in e-mails. It was carried out through focused interviews with 20 participants. Information obtained in qualitative research was summarised and subsequently used in creation of the questionnaire for the quantitative research purposes. The quantitative research included data collected from questionnaires distributed amongst 501 participants. This study establishes that usage of pleonastic English words/phrases in e-mail by the Indians is a crucial element of managing impressions. Demographics like: gender, type of organisation, age group also affect the usage of pleonastic English words/phrases. Pleonasm is an important rhetoric device, and e-mail is a vital part of written communication, yet few studies have examined the use of pleonasm in e-mails. While people might seem very task-oriented in their communication, this study shows that their everyday e-mail-writing practices play an important role in the process of leaving imprints on the receiver and also maintaining relationships by forming the right impressions.

Arya, V., Verma, H., **Sethi, D.** & Agarwal, R. (2019) Brand Authenticity and Brand Attachment: How Online Communities Built on Social Networking Vehicles Moderate the Consumers' Brand Attachment, *IIM Kozhikode Society and Management Review*, Vol 8, Issue 2

The purpose of this article is to analyse consumers' attachment behaviour to a particular brand due to its perceived authenticity. The study aims to identify the relationship of brand authenticity with the consumers' brand attachment behaviour in the presence of online brand communities (OBCs) built on social networking vehicles. The descriptive research was conducted on 354 Indian respondents and the findings were then analysed using SPSS 22.0 and AMOS 24.0. The analysis revealed that consumers' brand attachment is fairly very high when the brand is perceived as genuine and authentic. Further, the relationship between brand authenticity and consumers' brand attachment behaviour is moderated by the presence of OBCs. Therefore, companies should be attentive towards developing an authentic product in order to catch the consumers' buying inclination and should consider to have their presence on communities and forums over social networking sites. This article is novel in the sense that it provides an understanding about the impact of perceived brand authenticity on brand attachment behaviour. Authenticity of the product articulates the consumers' desire to discover meaning and purpose in their lives and is a process of living out one's set of strongly held personal attachment with the brand.

**Deva Prasad, M.** (2019) Relevance of the Sustainable Development Concept for International Space Law: An Analysis, *Space Policy*, Vol 47, Pages 166-174

This article provides an analysis of the concept of sustainable development in the context of current international space law. The extent of doctrinal conflicts and consensus of the international space law conventions and instruments with the concept of sustainable development could be well understood from this analysis. The result clearly indicates that there is consonance between the legal concept of sustainable development and international space law framework. At the same time, the article points out that the various issues relating to the long-term sustainable use of outer space and concerns

faced because of a gap in international space law still exist. To curb this problem, it is important to improve the normative nature of international space law. The analysis helps in highlighting that incorporating the legal concept of sustainable development in a proactive manner into international space law would help in increasing the normative character as well as increasing its effectiveness.

**Deva Prasad, M. & Menon, S. C. (2018)** Children's Rights and Climate-Change Policy: Addressing the Concerns of Children and Future Generations, *Environmental Policy and Law*, Vol. 48, Iss. 3/4, 157-160

Based on the reports of the United Nations Children's Fund (UNICEF), the impact of climate change on children and the future generations of mankind would be quite severe.<sup>1</sup> The survival needs and developmental needs of children and future generations are pertinent issues that usually receive insufficient attention at the policy deliberation stage. The Office of the United Nations High Commissioner for Human Rights (OHCHR) report regarding the impact of climate change on child rights recommends that: "Education on environmental stewardship, climate change and disaster risk reduction can prepare children of all ages to better address emerging environmental challenges."<sup>9</sup> Due attention to children's rights to life, survival and development would require States to take all necessary measures to avoid the displacement of children due to climate change, but where they fail in this, to protect displaced children from exploitative practices such as child trafficking and child labour. Since law and policy formulation for children is usually done by their elders, the voices of children and the interests of future generations may not always be well documented. Knox's report on child rights and the environment elaborates that States have a responsibility towards children by stipulating "substantive environmental standards at levels that would prevent all harmful environmental interference with the full enjoyment of human rights".<sup>12</sup> A growing recognition of the right to a safe, clean, healthy and sustainable environment lays a responsibility upon the international community to shift from the self-interest-based climate-change law and policy perspectives to accept the significant principles of environmental law such as inter-generational equity and the precautionary principle.



**Mukherjee, S. & Das, A. (2018)** Emotion without a Word: An Analysis of Bengali Emotions and Their English Translation, *Studies in Linguistics and Literature*, Volume 2, No 4

Using Bengali texts and their English translations done by a set of English speaking native Bengali translators and another set of native English translators, we analyze how two specific Bengali emotion words (obhiman and lajja) have mapped onto English. In translating lajja translators use only three English words while for obhiman they choose an array of words with no consistency. This indicates that no English word represents a concept that is close to obhiman's meaning suggesting that the concept represented by a particular emotion word in one language may not be totally captured in another language. Additionally, the findings indicate emotion words represent concepts with fuzzy borders (as suggested in scripts hypothesis) instead of dots in affect grids as envisioned in evaluation-potency-activity measurements. Such concepts vary in the spectrum of events they denote and in the degree to which they overlap. Subsequently, we, drawing from skopos theory, argue that cultural contexts in translation studies need to be considered rather than looking for exact equivalence of these emotion words.

**Arya, V., Sharma, S., Sethi, D., Verma, H. & Shiva, A. (2018)** Ties that bind tourists: embedding destination motivators to destination attachment: a study in the context of Kumbh Fair, India, *Asia Pacific Journal of Tourism Research*, 23(12): 1160-1172

Despite the deep cultural value and strong appeal to global tourists, the Kumbh Fair has not been explored much by researchers. This is even though the Kumbh Fair is crafting the tourism of India, thereby leading to its overall socio-economic development. This study aims to examine the determinants of tourist motivation, such as ads awareness, destination image and online-communities, which provoke tourists to have attachment with the destination more closely. The study found the tourists' attitude as a complementary meditation and spiritual stimuli as a mediating moderator are positively impacting on the significant relationship of destination motivators and destination attachment.

Arya, V., Sethi, D. & Verma, H. (2018) Are emojis fascinating brand value more than textual language? Mediating role of brand communication to SNS and brand attachment: An insight from India, *Corporate Communications: An International Journal*, 23(4): 648-670



**Purpose** – The purpose of this paper is to understand the relationship of consumers' engagement on social networking sites (SNSs) and their brand attachment behavior in the presence of a mediator, brand communication. Further, this mediation has been studied with presence of emojis as one of the significant moderator.  
**Design/methodology/approach** – Following a descriptive research design, an empirical investigation was carried out by approaching 252 respondents from India to collect data through online survey forms as well as physical questionnaires. The research instrument was developed using a five-point Likert-type scale and items for the constructs in study were taken after literature review. The SPSS 22.0, AMOS 24.0 and Process (Prof A. Hayes) and Daniel Soper's statistical tool called "Interaction" for moderation graph were employed for data examination and hypothesis analysis.

**Findings** – It was found that brand communication mediated the relationship between consumer engagement on SNSs and brand attachment significantly. The availability of emojis for a company during a conversation or in digital ad campaigns on SNSs acts as a mediating moderator and its impact on consumers' brand attachment behavior is very strong through brand communication.

**Originality/value** – The study is original in the sense it provides insights into understanding consumer brand attachment behavior on SNSs.

**Sethi, D.** (2018) Self-facilitation framework for developing soft skills – FSIAR, *Development and Learning in Organizations: An International Journal*, Vol. 32, Issue: 6, pp.5-7

**Purpose** The purpose of this paper is to evaluate various ways in which soft skills can be developed. It proposes a self-facilitation framework to develop and enhance soft skills.

**Design/methodology/approach** A survey questionnaire was developed based on a pilot study with reference to key components of an individual's life which can be instrumental in developing soft skills. Study was conducted on participants of Management Development Program (MDP) in a business school in India between June 2017 and March 2018. Participants who had attended a session on soft skills were selected for the study. In all, 180 participants from 12 programs filled the responses based on a five-point Likert scale. Of all, 167 responses were complete and deemed fit for analysis. Factor analysis using SPSS 22 resulted in five factors, namely, family, self, industry, academia, and resources.

**Findings** Findings indicated that irrespective of gender, age categories, type of organizations working in, and the years of work experience, majority respondents accepted that soft skills could be developed through a holistic approach with the help of a self-facilitation framework (FSIAR) comprising family, self, industry, academia, and resources.

**Research limitations/implications** The framework can be generalized by testing the questions with a larger number of respondents. A further research could be to delve into the cultural factors while using this framework in various countries.  
**Practical implications** The study is extremely beneficial for heads of organizations, working executives, educational institutions, scholars, faculty, and trainers.

**Originality/value** This study for the first time has proposed a self-facilitation framework – FSIAR for developing and enhancing soft skills of an individual.

**Mohapatra, S. & Verma, P.** (2018) Sevā, Swarāj, and Digital India: Sustaining Digitalization for Good-Governance, *South Asian Journal of Management*, Vol. 25, Issue 3, pp159-178

Digital India (DI) is a social change program to provide good-governance promoted by the government of India. Like many other e-governance programs, DI is still evolving and yet to gain full public trust. For sustainability, social change programs need to be bottom-up, participatory, and inclusive. In this regard, we propose a stakeholder consortium, comprising representatives from different sections of society, as DI's new governance mechanism. When it functions following Sevā and Swarāj, a social enterprise effecting digitalization for good-governance can be created. This can lead to social



justice, public trust, and finally, the social facts that can establish it as a social institution. A conceptual framework is developed that can sustain digitalization for good-governance in India. Contributions to research and practice are discussed

**Mohapatra, S. & Verma, P.** (2018) Tata as a Sustainable Enterprise: The Causal Role of Spirituality, *Journal of Human Values*, Vol 24, Issue 03

The year 2018 is the 150 anniversary of the Tata group. This article is an attempt to examine the role of spiritual family values in shaping Tata as a sustainable business. Jamsetji Nusserwanji Tata, the founder of Tata, was a trained Parsi priest, who was greatly influenced by Humata or good thoughts, Hukhta or good words, and Hvarshta or good deeds toward others. Since its founding in 1868, the Tata leadership legacy has persistently followed those watchwords of the Zoroastrian faith. The extant workplace spirituality literature posits that the role of spiritual and religious values is vital for organizations and individuals to prosper. Employing historical data and biographical method, we trace the history of Tata to examine the causal mechanism between spirituality and sustainable business, under the influence of stakeholder concept, sustainability and family values-based leadership. Implications for research and practice are discussed.



#### FORTHCOMING REFEREED JOURNAL PUBLICATIONS

AUTHOR(S)	TITLE	DETAILS
<b>Das, A.</b> Howard, D. C.	Designing Competitive Discussions for Equity and Inclusion	<i>International Journal of Designs for Learning</i>

#### CONFERENCE PAPERS, PRESENTED & FORTHCOMING

AUTHOR(S)	TITLE	DETAILS	YEAR
<b>Narayan, S.</b>	Pharmacovigilance & Duties of Pharmaceutical companies: A Legal Analysis	<i>International Conference on Global Health and Medical Tourism: The way forward, 7-10 March</i>	2019
	Collectivisation of farmers in India: A legal Analysis	<i>Models for Agricultural Development: The Experiences on Farmer Producer Companies (FPCs), 25-26 March</i>	2019
<b>Sethi, D.</b> <b>Arya, V.</b> <b>Chatterjee, D.</b>	“Turn that frown upside down”: A contextual account of non-verbal communication to build patient’s allegiance and their credibility towards doctors	<i>International Conference on Global Health &amp; Medical Tourism, March 7-10, IIM Kozhikode</i>	2019
<b>Deva Prasad, M.</b>	Legal Concerns in Medical and Wellness Tourism: An Indian Perspective	<i>International Conference on Global Health &amp; Medical Tourism March 7-10, IIM Kozhikode</i>	2019
<b>Deva Prasad, M.</b>	A Policy and Regulatory Analysis of India’s Model Contract Farming Legislation	<i>Emerging Scenario in Agri Business, Indian Institute of Plantation Management, Bengaluru, 21-23 March</i>	2019
	Arbitration Law 2015- An Analysis	<i>International Conference on Arbitral Award, 24 to 26 July</i>	2018

<b>Mohapatra, S.</b>	Tata Way: Piety, Profit, Progress through Humata, Hukhta, Hvarshta	<i>12th Annual International Conference on Sociology, Athens, Greece, 07-10 May</i>	2018
<b>Mohapatra, S.</b>	Bhoodān-based land acquisition (BhaLĀi): Creating stakeholder bhalai, spiritually	<i>Society and Management: Indian Culture vis-à-vis Western Culture, 07-08 December</i>	2018
<b>Sethi, D.</b> Arya, V.	Does the Brand Value Build on Online Communities Influence Customers to Buy Green Products? Role of Brand Credibility as a Mediator and Trust on the Brand as a Moderator to this Relationship	<i>First PAN IIT International Management Conference, PANIITIMC-18, November 30 – December 02</i>	2018
	Engagement in Online Communities: Role of virtual platforms to globalize the local culture and craft the distance of communication among people	<i>Society and Management: Indian Culture Vis-à-vis Western Culture, IIM Kozhikode December 7-8</i>	2018
<b>Mohapatra, S.</b> Verma, P.	Bhoodān-based land acquisition (BhaLĀi): Creating stakeholder bhalai, spiritually	<i>Society and Management: Indian Culture Vis-à-vis Western Culture, IIM Kozhikode December 7-8</i>	2018
<b>Narayan, S.</b>	Evolving International Public Health Law: Need For A Balanced Approach	<i>Third World Approaches to International Law, Singapore, July 19-21</i>	2018
	International Political Economy Of Financial Inclusion Policies: The Indian Story International Political Economy Of Financial Inclusion Policies: The Indian Story	<i>Law in Global Political Economy: Heterodoxy Now, June 2-3, Harvard Law School, USA</i>	2018
	Voluntary Liquidation of Corporate Person: A Review of Indian Law	<i>5th Annual International Conference on Business, Law &amp; Economics, 7-10 May</i>	2018

### NON REFEREED PUBLICATIONS / PRESENTATIONS

AUTHOR	TITLE	CATEGORY	DETAILS	YEAR
<b>Sethi, D.</b>	The Charisma of Executive Education: A Key to Empowerment.	Popular Press	<i>Business World Education</i>	2018
<b>Sethi, D.</b>	Simple Tools To Make Graduates Industry-Ready.	Popular Press	<i>Business World</i>	2018
<b>Deva Prasad, M.</b>	Mapping Relevance Of Law Courses In Executive Education Scenario	Popular Press	<i>Business World Education</i>	2018
	Re-Orienting The Legal Framework For Co-operative Society Organisations	Popular Press	<i>Live Law</i>	2018
	Aadhar Judgment: Certain Concerns	Popular Press	<i>Live Law</i>	2018

### CASE STUDIES PUBLISHED & FORTHCOMING

AUTHOR(S)	TITLE	YEAR
<b>Deva Prasad, M.</b>	Legal Issues in Contract Management	2019

**Devaprasad, M.** (2019) Legal Issues in Contract Management, *IIMK/CS/103/HLM/2019/01*

The practical legal issues in contract management is explained in this case with reference to decision making hurdles in contract drafting. The issues of liquidated damages and force majeure are dealt with in this case. The case would be ideal for contract management course as well as legal aspects of business courses

#### WORKING PAPERS

AUTHOR(S)	TITLE	YEAR
<b>Nair, S. R. Reddy, S. S. Deva Prasad, M.</b>	A Policy and Regulatory Analysis of India's Model Contract Farming Legislation	2019
<b>Nair, S. R. Thomas, A. Deva Prasad, M.</b>	Affordability of Cigarettes and other Tobacco Products in the post GST regime in India	2019

**Nair, S. R., Reddy, S. S. & Deva Prasad, M.** (2019) A Policy and Regulatory Analysis of India's Model Contract Farming Legislation, *IIMK/WPS/303/ECO/2019/07*

“The ...State/UT Agricultural Produce and Livestock Contract Farming and Services (Promotion & Facilitation) Act 2018”, a Model Contract Farming Act, is an important legislative landmark in the context of Indian agricultural policy. The major concerns relating to the adoption of the contract farming system in the Indian context are proposed to be tackled through the enabling legislative measures proposed in the Model Contract Farming Act. The legislative measures range from the formation of an official body namely Contract Farming and Services (Promotion and Facilitation) Board to the promotion of smallholder participation, to mandatory registration of contract farming transactions, to setting up of mechanisms for preventing exploitation of farmers and resolving disputes. This article attempts to critically analyse various provisions contained in the Model Contract Farming Act and suggests areas of further improvement. The analysis reveals that, despite some shortcomings, the Act fills the existing legal-gap in regulating contract farming system and provides a practical legislative framework for adopting contract farming system in India by balancing the interests of the two key stakeholders – farmers and firms - involved in the system.



**Nair, S. R., Thomas, A. & Deva Prasad, M.** (2019) Affordability of Cigarettes and other Tobacco Products in the post GST regime in India, *IIMK/WPS/328/ECO/2019/15*

The introduction of Goods and Services Tax (GST) in India starting from July 1, 2017 was a landmark move in the history of Indian tax reforms. The pre-GST regime characterised by VAT rate varying between products and states bequeathed a path for GST, where the tobacco price variation across states is expected to vanish due to uniform tax rates influencing consumption and revenue from tobacco products. An analysis of the tax burden during pre-GST period and after implementation of GST has helped us in understanding that, the transition to the GST has not made any major increase in the tax burden on the cigarettes. Even the GST compensation cess have not made any drastic increase in the tax burden on cigarettes. On the contrary, the post-GST tax structure on cigarettes is claimed to be burdensome by major cigarette producing companies in India. In the light of these conflicting views, it is imperative to assess impact of GST on the affordabil-



ity of tobacco products. We employ the affordability index developed by Bletcher and van Walbeck (2004) using Relative Income Price (RIP) on tobacco and non-tobacco products for the time period between 2014-15 and 2017-2018. The study finds that in the post-GST period, for majority of the study states cigarettes have become less affordable. This is due to a fall in income counteracted against price increases. For majority of the study states, beedi has become less affordable during the post-GST period. This is due to price increases counteracted against income decreases. And finally for non-tobacco products, in post-GST period, the affordability of rice, wheat and egg has increased in majority of the states. In case of rice and egg, this effect is due to increases in income counteracted against price increases. On the other hand, in case of wheat the result was due to increases in income coupled with fall in wheat prices.

### MEMBERSHIP OF EDITORIAL / REVIEW BOARD / AD HOC REVIEW

NAME	PUBLICATION	DESIGNATION
Das, A.	IIM Kozhikode Society & Management Review	Associate Editor



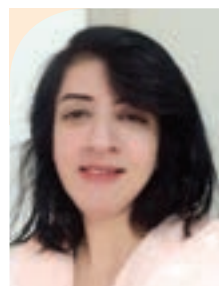
### FACULTY ► HUMANITIES & LIBERAL ARTS IN MANAGEMENT



Deva Prasad M



Anupam Das



Deepa Sethi



A. F. Mathew



Shannu Narayan



Siddharth Mohapatra



## INFORMATION TECHNOLOGY & 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(S)	TITLE	JOURNAL	YEAR
<b>Anupriya Khan</b> <b>Satish Krishnan</b>	Conceptualizing the impact of corruption in national institutions and national stakeholder service systems on e-government maturity	<i>International Journal of Information Management</i>	2019
Trevor A. Foulk Klodiana Lanaj <b>Satish Krishnan</b>	The Virtuous Cycle of Daily Motivation: Effects of Daily Strivings on Work Behaviors, Need Satisfaction, and Next-Day Strivings	<i>Journal of Applied Psychology</i>	2019
<b>Anindita Paul</b> Kim M. Thompson	Negotiating digital spaces in everyday life: A case study of Indian women and their digital use.	<i>First Monday</i>	2018

**Khan, A. & Krishnan, S.** (2019) Conceptualizing the impact of corruption in national institutions and national stakeholder service systems on e-government maturity, *International Journal of Information Management*, 46: 23 - 36



Research linking corruption and e-government maturity has mainly focused on the impact of e-government on corruption, and a vast majority of studies among them indicate that e-government can effectively lower the level of corruption in a country. As opposed to this well-developed stream of research, we explore and contribute to another potential but underdeveloped stream of research: the impact of corruption on e-government maturity. Drawing on the institutional perspective to construe corruption, we argue that corruption in three basic national institutions (political, legal, and media) and two national stakeholder service systems (business and citizen systems) in a country can hinder its e-government maturity. Specifically, we propose a holistic framework that conceptualizes the negative influence of corruption in national institutions and national stakeholder service systems on e-government maturity by drawing on

five key theoretical perspectives—agency theory, control theory, theory of X-inefficiency, rent-seeking theory, and trust in institutions—grounded in corruption and information systems project management literature. The proposed conceptual framework is expected to (1) guide future empirical research on “corruption–e-government” phenomenon by providing rich theoretical explanations; and (2) offer a comprehensive strategy for practitioners and policymakers dealing with e-government projects and initiatives.

**Foulk, T. A., Lanaj, K. & Krishnan, S.** (2019) The Virtuous Cycle of Daily Motivation: Effects of Daily Strivings on Work Behaviors, Need Satisfaction, and Next-Day Strivings, *Journal of Applied Psychology*, January 14

We extend the theory of purposeful work behavior (TPWB, Barrick, Mount, & Li, 2013) by conceptualizing three key motivational strivings (communion striving, accomplishment striving, and status striving) as dynamic constructs that have implications for how employees act and feel each day at work. Building on TPWB, we propose that morning communion striving, accomplishment striving, and status striving will motivate unique behaviors at work that day—specifically helping, task-performance, and enacted power, respectively. Considering the implications of these striving-induced behaviors on basic psychological needs, we expect that helping, task-performance, and enacted power will, in turn, enhance employees’ daily need satisfaction in ways that enhance corresponding next-morning strivings, thus generating a virtuous motivational cycle. Furthermore, we hypothesize that the relationship between daily striving-induced work behaviors and daily need satisfaction will be stronger for employees who are higher (vs. lower) in power. We find support for a virtuous cycle of daily motivation, whereby striving-induced behaviors and enhanced need satisfaction mediate the relationship between previous-morning and next-morning strivings. As expected, we found that employees high (vs. low) in power were more sensitive to the outcomes of their status striving. We discuss the theoretical and practical implications of our findings.

**Paul, A., & Thompson, K.** (2018) Negotiating digital spaces in everyday life: A case study of Indian women and their digital use, *First Monday*, 23(11)

New developments in digital technology and better and affordable access allow women unprecedented access to information and communication networks — if they are able to use digital technologies to access networks and digital information. This study presents a case study of motivations of women to use information and communication technologies (ICT) in a ubiquitous information environment. This study follows an interpretive paradigm to explore an understanding of culture and gender in a middle-class Indian context. Women in this report varied in terms of heavy/light and mandatory/voluntary use. We discuss the implications of such variations in terms of technology adoption for digital inclusion. Social factors, such as the role of parents and social communities, were found to influence women to develop and maintain interests in ICT that were reflected in their professional and personal lives. Some women were slow to adapt to ICT use as they tended to adhere to normative expectations which hindered ICT use. Women tend to have greater ICT use if it is for fulfilling familial roles and for communication.

## OTHER FORTHCOMING PUBLICATIONS

AUTHOR(S)	TITLE	DETAILS
<b>Paul, A.</b>	Assessing the Value of a Government Call Center in India: A Case Study	<i>IIM Kozhikode Society &amp; Management Review</i>
<b>Krishnan, S.</b>	Payoffs of social media marketing for business: An empirical investigation	<i>Internet Research</i>
<b>Krishnan, S.</b>	Virtual social networks diffusion and societal changes: Insights from cross-country data	<i>Technological Forecasting and Social Change</i>
<b>Krishnan, S.</b>	What, Where, When, Why, and How of Cyberdeviant Behaviors at Workplace: A Review and Meta-Analysis	<i>Journal of Management Information Systems (JMIS), (FT-50 journal)</i>
<b>Abdulla, M. S. Villari, B. C.</b>	Online Portfolio Selection using a new stochastic Multi-Armed Bandit Algorithm	<i>Indore Management Journal</i>
<b>Jayaprakash, P. Pillai, R.</b>	Assessing the Business Dimensions of Green IT Transformation: A Case of an Indian IT Organisation	<i>International Journal of Information Technology Management</i>

## BOOKS, BOOK CHAPTERS / PUBLISHED & FORTHCOMING

AUTHOR(S)	TITLE	CATEGORY	DETAILS	YEAR
<b>Jayaprakash, P. Pillai, R.</b>	Role of Indian ICT Organizations in Realising Sustainable Development Goals Through Corporate Social Engagement	Book Chapter	<i>Digital India - Reflections and Practice, Published by Springer</i>	2018

## CONFERENCE PAPERS, PRESENTED & FORTHCOMING

AUTHOR(S)	TITLE	DETAILS	YEAR
<b>Paul, A.</b>	Transforming passion into reality: Building an Ayurveda Corrective Center for Disabled Children	<i>International Conference on Global Health &amp; Medical Tourism, March 7-10, IIM Kozhikode</i>	2019
<b>Pillai, R. Jithesh, A.</b>	Role of ICT in Containing Air Pollution: A Systems Thinking Approach	<i>The second International Conference on Digital Economy, IIM Raipur, 08-09 February</i>	2019
<b>Pillai, R. R.</b>	Role of ICT in containing air pollution: A systems thinking approach	<i>The second International Conference on Digital Economy, IIM Raipur, 08-09 February</i>	2019
	India Posts Putting its best leg forward: A case of ICT4D	<i>International Conference on Information Resources Management, University of Nottingham, Ningbo, China, June 04-06</i>	2018
	Exploring ICT and Culture congruence in Sustainable Development: A Cross-Country Analysis	<i>The 18th Consortium Of Students in Management Research (COSMAR), Department of Management Studies, Indian Institute of Science, Bangalore, November 29-30</i>	2018
	Exploring the Role of ICT for Sustainable Development across South Asia, Workshop on Information Systems Research in the Digital Era	<i>Workshop on Information Systems Research in the Digital Era, Department of Management Studies, IIT Madras, November 30</i>	2018
	Balancing Spiritual Qualities Leads to Sustainability?	<i>78th Annual Meeting of Academy of Management, Chicago, 10-14 August</i>	2018



<b>Swain, A. K.</b> Dhurkari, R.	Multi-Criteria Gain Loss (MCGL) Method for Salespeople Performance Appraisal	<i>Global Sales Science Institute (GSSI) Conference, 06-09 June</i>	2018
<b>Krishnan, S.</b>	Corruption in National Institutions and E-Government Maturity: Insights from Cross-Country Data	<i>Twenty-Second Pacific Asia Conference on Information Systems (PACIS), 26 – 30 June</i>	2018
<b>Krishnan, S.</b>	Corruption and Anti-Corruption: Insights from Twitter Data	<i>International Conference on Management and Information Systems, 21 - 22 September</i>	2018
<b>Krishnan, S.</b>	Cyber Incivility: A Review of the Literature and Agenda for Future Research	<i>International Conference on Management and Information Systems, 21 – 22 September</i>	2018
<b>Sebastian, M. P.</b>	IoT to Deliver Operational Efficiency in Healthcare- A Literature Review	<i>XXII Annual International Conference of the Society of Operations Management, December 20-22</i>	2018
<b>Sebastian, M. P.</b>	Adoption of Internet of Things for a Healthy Society	<i>National Conference on Entrepreneurship, Innovation and Society, December 13-15</i>	2018
<b>Paul, A.</b> Thompson, K. M.	ICT Self-Regulation and Insights for Businesses: An International Comparative Study of Indian and Chilean Women	<i>Society and Management: Indian Culture Vis-à-vis Western Culture, IIM Kozhikode, December 7–8</i>	2018
<b>Sebastian, M. P.</b>	Smart Healthcare: Challenges and Opportunities	<i>International Academic Conference on Management, Economics and Marketing, Vienna, Austria, July 06-07</i>	2018
<b>Pillai, R.</b> <b>Jayaprakash, P.</b>	India Posts putting its best leg forward: A case on ICT4D	<i>International Conference on Information Resources Management, June 4-6, University of Nottingham, Ningbo, China</i>	2018
<b>Pillai, R.</b> <b>Jayaprakash, P.</b>	Exploring ICT and Culture congruency in Sustainable Development: A Cross-Country Analysis	<i>Consortium of Students in Management Research, November 29-30</i>	2018
<b>Pillai, R.</b> Anil Kumar, G.	Balancing Spiritual Qualities Leads to Sustainability	<i>AOM Annual Meeting, Chicago, August 10-14</i>	2018



### SESSION CHAIRS

AUTHOR(S)	TITLE	DETAILS	YEAR
<b>Abdulla, M. S.</b>	Project management in the emerging world of disruption	The Project Management Research & Academic Conference, 28 February - 02 March	2019
<b>Abdulla, M. S.</b>	Research Paradigms in IT Project Management	The Project Management Research & Academic Conference, 28 February - 02 March	2019
<b>Pillai, R.</b>	Electronic Payments and Cryptocurrencies.	International Conference on Digital Economy, 08-09 February, IIM Raipur	2019
<b>Sebastian, M. P.</b>	IAC-MEM	International Academic Conference on Management, Economics and Marketing, Dresden, Germany, 12-13 December	2018

## CASE STUDIES PUBLISHED & FORTHCOMING

AUTHOR(S)	TITLE	YEAR
Swain, A. K.	Amrutham Nutrimix: A Case Study Exemplifying Women Empowerment	2019
Sebastian, M. P.	Smart Hospitals: Challenges and Opportunities	2019
Swain, A. K.	Teaching Analytic Hierarchy Process	2019
Sridhar, G. Swain, A. K.	Zida Corporation	2019
Sridhar, G. Swain, A. K.	Zenith Pharma	2019
Ramachandran, L. L. Pillai, R. Sebastian, M. P.	Indian Railway Catering and Tourism Corporation Limited (IRCTC): Scaling Beyond Ticketing	2018
	Making IT happen @ SBI: Defining new paradigms in Banking Process through World's Largest Core Banking Implementation	2018



**Swain, A. K.** (2019) Amrutham Nutrimix: A Case Study Exemplifying Women Empowerment, *IIMK/CS/107/ITS/2019/01*

The Analytic Hierarchy Process (AHP) is a popular multi-criteria decision making method extensively used for decision analysis across various disciplines including management science, engineering, design, sociology, economics etc. This case note describes how to develop systematically an AHP based method and demonstrate successfully its working in arriving at seemingly difficult decisions. In this note, it is emphasized to understand intuitively how common people take purchase decisions on their shopping goods on regular basis. The students and executives will learn the utility of the AHP method in real world problem solving and decision making.

**Swain, A. K.** (2019) Teaching Analytic Hierarchy Process, *IIMK/CS/110/ITS/2019/02*

This study discusses on one of the product nutritional mix for the children manufactured in independent units under Kudumbashree, a non-profit organization empowered by Government of Kerala. The product is produced in full-fledged units established and managed with active support of the Government by a group of 5 to 20 women entrepreneurs. This is a form of health mix, popularly branded as Amrutham Nutrimix for the children aged between 3 months to 3 years and for pregnant women. This unique mixture is produced only using locally available food grains. This study shows how Government of Kerala through this empowers the women to be independent and self-sufficient.

**Sridhar, G. & Swain, A. K.** (2019) Zida Corporation, *IIMK/CS/102/MM/2019/17*

Zida Corporation is a large multinational conglomerate with major interest in diabetes. Zida is a highly acclaimed multinational corporation in pharmaceuticals with about 70 percent of revenues coming from diabetes therapy. Raghav Jha, the South Zone head of sales, wanted to improve the efficiency of 45 odd medical representatives from seven districts in the Tamil Nadu (I) area. He called on Srihari, the newly appointed Area Manager for Tamil Nadu (I) region to develop an action plan to improve the efficiency of sales force.

**Sridhar, G. & Swain, A. K.** (2019) Zenith Pharma, *IIMK/CS/101/MM/2019/16*

Zenith Pharma is a midsized pharmaceutical company manufacturing two cancer drugs. It has a good reputation in the market for these products. In India, Kerala and Mizoram are the areas where more cases of cancer have been detected. As such, the highest number of cancer cases in India is detected in the state of Kerala. As per the Global Burden of Disease

(GBD) Study, in Kerala the cancer incidence rate is 135.3 per one lakh. This is shown in Exhibit I. Thus, Kerala became one of the potential market for the two products of Zenith pharma. Further, Zenith Pharma is also in a process of producing three other cancer treatment drugs, which are now in the pipeline. Given the quality of the products, most of the doctors are very well convinced on the effectiveness of these products compared to the complete products available in the market. In the Kerala Circle major chunk of the business comes from its six medical districts such as Ernakulam, Thiruvananthapuram, Thrissur, Kozhikode, Kannur and Malappuram. Kerala business are currently managed by eight representatives with two each in Ernakulam and Thiruvananthapuram area, and rest four managing one district each. Currently, the sales representatives in these areas are Abhinav, Bhaskar, Cyril, Dhanya, Eashwar, Francis Gayatri, Ghousuddin, and Hemalata, respectively. The present Kerala Area Sales Manager is Mr. Rejish Nair, who was hired as a sales representative about 10 years before. Subsequently, he was promoted to team leader position almost after five years of his consistent out-performance by achieving his set quotas year on year basis. In general, he had an impressive personality with good team management acumen and that in turn made him to become the Area Manager of Kerala circle.

As a practice in Zenith, the area managers conducts monthly meetings with their sales teams. Incidentally, for Rejish this monthly meeting happens to be his first half-yearly meeting. Thus, he wanted to take stock of the performance of all the eight representatives and identify each persons' strengths and weakness, areas of improvements, assess coaching requirements and other caveats to be addressed during the next half of the year.

**Ramachandran, L. L., Pillai, 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 the largest network 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 Multitrain Passenger Reservation System) and then implemented countrywide - CONCERT (Country-

wide 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. IRCTC 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 16555 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 market place model. Should they continue like this or become a full fledged market ecommerce 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.



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 43515 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 adopt - 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.

#### RESEARCH PROJECTS

Name	TITLE	YEAR
Krishnan, S.	Role of institution on technological frames in green IT adoption	2018
	Uncovering the conceptual meaning of Aadhaar: Insights from social media analytics.	2018

#### WORKING PAPERS

AUTHOR(S)	TITLE	YEAR
Sebastian, M. P.	Smart Hospitals: Challenges and Opportunities	2019
Abdulla, M. S. Ramprasath, L.	ANOVA with two timescale stochastic approximation for estimating Variance of Conditional Expectation	2019
	Variance of ANOVA-based estimator $\sigma^2 M$ for differing subpopulation sizes $n_k, 1 \leq k \leq K$	2019
Abdulla, M. S. Bhatnagar, S.	LSPI-CAS: Least-Squares Policy Iteration for Compact Action Set MDPs	2018
Paul, A.	Ayurveda Corrective Center for the Disabled	2018



**Sebastian, M. P.** (2019) Smart Hospitals: Challenges and Opportunities, *IIMK/WPS/315/ITS/2019/02*

Smart healthcare technologies are widely in use for the prevention and early diagnosis of diseases and are instrumental in transforming conventional medical care to patient-centric care. However, the traditional hospitals cannot entirely be replaced by home health systems, rather forcing them to become smart. The future smart hospitals are expected to have artificial intelligence (AI) tools for performing the patient diagnosis and robots for performing surgeries. The physicians will have the managing role, which could be performed through a touchscreen. This paper explores the challenges and opportunities associated with smart hospitals, and how they contribute to the objective of quality healthcare for everyone. The methodology used for the research is literature review. Machines do not have the common sense and blindly do what human beings instruct them to do. Thus, in spite of the digitalization and technology transformation of the healthcare processes, we cannot have hospitals without the human element

**Abdulla, M. S. & Ramprasath, L.** (2019) ANOVA with two timescale stochastic approximation for estimating Variance of Conditional Expectation, *IIMK/WPS/38/ITS/2019/02*



The ANOVA method is of value to detect if a population, consisting of labelled sub-populations, has any statistically significant support for considering such labels as valid. In classical ANOVA, the effect of a variable in each sub-population is treated as a Conditional Expectation (CE), and the variance of such CE among the sub-populations has a bearing on whether the null hypothesis can be rejected or not. ANOVA formulae can therefore be used to estimate the Variance of CE (Var-of-CE) itself, and a fairly recent publication has proposed a method wherein a fixed number of samples in each sub-population is used to estimate Var-of-CE. This method assumes repeated sampling of both sub-populations and samples within them, and have designed provably unbiased estimators of Var-of-CE, with one of these being approximately minimum variance under some conditions. Combined with another more recent method,

such methods have disadvantages, such as requiring a pilot simulation, or suffering an empirically-observed Root Mean Squared Error (RMSE) that is unfavourable. The work explained here proposes an ANOVA estimator for Var-of-CE that requires an increasing number of samples from each subpopulation. Yet, the estimator reduces the empirically-observed MSE in Var-of-CE estimate in 3 benchmark experiments from the literature.

**Abdulla, M. S. & Ramprasath, L.** (2019) Variance of ANOVA-based estimator  $\sigma^2 M$  for differing sub-population sizes  $n_k$ ,  $1 \leq k \leq K$ , *IIMK/WPS/338/ITS/2019/02*

Analysis of Variance (ANOVA) is a popular method to infer whether sub-populations have effects that are strong enough to reject the null hypothesis, in the face of observation noise. The variance of conditional expectation (Var-of-CE) is the variance of these effects in sub-populations, and this is estimated by sampling a sub-population of size  $n_k$ , for each sub-population  $k$ , and by sampling  $K$  such sub-populations. For the general case of varying  $n_k$ , it is unknown what the variance of this estimator is, though it is known for the special case  $n_k = n$ ,  $n \geq 2$  for all  $k \in \{1, 2, \dots, K\}$  as in [1]. The following derivation settles the former question and is of value in use-cases where sampling has constraints.

**Abdulla, M. S. & Bhatnagar, S.** (2018) LSPI-CAS: Least-Squares Policy Iteration for Compact Action Set MDPs, *IIMK/WPS/293/ITS/2018/37*

Simulation-based, model-free solutions to Markov Decision Processes (MDPs) using the algorithm Least Squares Policy Iteration (LSPI) have been applied to multiple practical settings and in several variants. An optimal policy in an MDP is that policy, or a description of which action to take in a state of the MDP, which performs best according to a given metric such as infinite-horizon discounted cost. A simulation-based algorithm for an MDP obtains the optimal policy for an MDP in a model-free manner, i.e. without requiring to know apriori any transition probabilities of the MDP under any policy. This work proposes LSPI-CAS, a version of LSPI for compact action-sets, thus avoiding the discretization of the available action set in a state and thereby improving control over the system. Regular LSPI works by repeatedly picking the current best action in a state  $x$  from a finite feasible set of actions  $A_x$ , requiring finding a minimum over  $|A_x|$  values. Our

variant uses two kinds of parametrization, a feature vector  $\phi(x)$  for the state called the actor, and  $\phi(x, a)$  for the state-action pair which is the critic. LSPI-CAS employs a stochastic gradient algorithm called Simultaneous Perturbation Stochastic Approximation (SPSA) to update the actor in each iteration. Regular LSPI has a module named Least-Squares Q-Value (LSQ) which we employ as critic to evaluate perturbed policy iterates, and further update the policy iterate in direction of improving performance. Our algorithm is for infinite-horizon discounted-cost/reward MDPs, the case of finite-horizon compact-action set MDPs having been solved in an earlier work. Numerical results on three settings, a. control of an inverted pendulum, b. Exercise Policy calculation for an American Put option, and c. M/M/1/K queue control problem are provided for the algorithm, alongside comparison with LSPI. Improvements in both performance and run-time to find an optimal policy are demonstrated.

**Paul, A.** (2019) Ayurveda Corrective Center for the Disabled, *IIMK/WPS/308/ITS/2019/01*



‘The Ayurvedic Child and Adolescent Care’ center (referred as Ayurvedic Center or AC from here on) was established with funding from the Kozhikode district panchayat and Department of Indian Systems of Medicine (DISM). It is built on 4.05 acres of land owned by KHRWS (Kerala Health Research and Welfare Society), transferred to DISM to start the system. The center started functioning on 06th Oct 2015. It is a “first-of-its kind” center, which provides ayurvedic treatment that harmoniously blends with occupational therapy, learning and speech therapy, clinical yoga, psychology etc. for mental and physical issues of children and adolescents up to the age of 20 years. Apart from the services it provides, the AC is the main center

of the project called Spandanam. Spandanam was launched under the aegis of the DISM for mainstreaming children with learning and behavioural disorder. The center has been widely utilised by the local population as well as those coming across the span of the state and neighbouring states. Though the center was driven by Dr. Namboothiri’s initiative it would not have been possible without the support of the District Medical Officer (DMO). Ayur Ashvas (joint venture of Dist. Panchayat and DISM) was another project followed by the project Spandanam for children with learning and behavioural problems. The project Spandanam in its fifth year had the AC as one of its seven centers in the district. The treatment incorporated speech therapy, learning and remedial training, psychology, clinical yoga etc. along with ayurvedic treatment. Utmost care is taken for the treatment in that the symptoms are classified into three distinct domains – physical/biological, psychological/behavioural and cognitive/learning. Each domain is discussed separately thus to arrive at the management protocol which entails distribution of responsibilities across different therapists. The three generic steps followed for each child are – 1) discussion of what actually is needed; 2) finding out what was needed; and 3) deciding the treatment.

With the popularity of the project, the Out-patient Department started getting flooded with patients which lead to the conception of a separate center for children with different health issues. According to one of the sources (Facebook page, Ayurvedic Child and Adolescent Care Center, Purakkatiri, Dec 12, 2017, <https://www.facebook.com/ayurgramam/>)

*It was in 2010 that a special Outpatient (OP) wing was opened under Dr. Sreekumar at the District Ayurveda Hospital here. He has been experimenting with this special holistic method in treating various problems faced by adolescent and child patients there for the last five years. “It’s the overwhelming result I witnessed during the last five years that inspired me to think about a special centre like this,” said Dr. Sreekumar.*

Additionally, there was a realisation of the need to regularly monitor and treat children, that is beyond just prescribing medicines. This further lead to in-house treatment facility with in-patient services as a part of the center.



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NAME	TITLE	POSITION
<b>Krishnan, S.</b>	Technological Forecasting and Social Change	Associate Editor
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	Journal of Strategic Information Systems	Ad Hoc Reviewer
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## MARKETING MANAGEMENT



IIM Kozhikode's Marketing Area is the largest Area in terms of number of faculties and number of courses offered. This 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(S)	TITLE	JOURNAL	YEAR
<b>Praveen Sugathan</b>	Co-creating the Tourism Experience	<i>Journal of Business Research</i>	2019
<b>Pronobesh Banerjee</b>	Loss is a loss, why categorize it? Mental accounting across cultures	<i>Journal of Consumer Behaviour</i>	2019
<b>Atanu Adhikari</b>	Consumer Behavior in Low Involvement Product Purchase: A Stochastic Model	<i>Theoretical Economics Letters (Special Issue on Consumer Research)</i>	2019
<b>Atanu Adhikari</b>	Effect of Reference Price in PWYTF Pricing in Tourism Sector	<i>Theoretical Economics Letters</i>	2018
<b>G. Sridhar</b>	Pharma Selling: In Conversation with Melvin Dsouza, Vice President and General Manager, Novo Nordisk India Pvt. Ltd	<i>IIMB Management Review</i>	2018
Subin Sudhir <b>Anandakuttan B Unnithan</b>	The Role of Theoretical Breadth and Student Engagement in the Use of Case Methods in Marketing Pedagogy	<i>e-Journal of Business Education &amp; Scholarship of Teaching</i>	2018
Deepak S Kumar <b>Keyoor Purani</b> Shyam A.Viswanathan	Influences of appscape' on mobile app adoption and m-loyalty	<i>Journal of Retailing and Consumer Services</i>	2018



<b>Atanu Adhikari</b> Rajesh Kumar Sinha	Buyer-seller amount-price equilibrium for prepaid services: Implication for promotional pricing	<i>Journal of Retailing and Consumer Services</i>	2018
<b>G. Sridhar</b>	Bansara Eye Care: Grwoing Affordable Bansara Eye Care: to The Rural Population	<i>Asian Case Research Journal</i>	2018
<b>Unnikrishnan K Nair</b> <b>Keyoor Purani</b>	KHL: Consulting for Managing Sales Force Attrition (B)	<i>Asian Journal of Management Cases</i>	2018
<b>Unnikrishnan K Nair</b> <b>Keyoor Purani</b>	KHL: Consulting for Managing Sales Force Attrition (A)	<i>Asian Journal of Management Cases</i>	2018
<b>Praveen Sugathan</b> Alexander Rossmann Kumar Rakesh Ranjan	Toward a conceptualization of perceived complaint handling quality in social media and traditional service channels	<i>European Journal of Marketing</i>	2018
<b>Keyoor Purani</b> Deepak S. Kumar	Exploring restorative potential of Biophilic Servicescapes	<i>Journal of Retailing and Consumer Services</i>	2018
Deepak S. Kumar <b>Keyoor Purani</b>	Model specification issues in PLS-SEM: illustrating linear and non-linear models in hospitality service context	<i>Journal of Services Marketing</i>	2018
Teidorlang Lyngdoh Annie H. Liu <b>G. Sridhar</b>	Applying positive psychology to selling behaviors: A moderated-mediation analysis integrating subjective well-being, copying and organizational identity	<i>Journal of Business Research</i>	2018
Srabanti Mukherjee <b>Atanu Adhikari</b> Biplab Datta	Quality of tourism destination – a scale development	<i>Journal of Indian Business Research</i>	2018



**Sugathan, P.** (2019) Co-creating the Tourism Experience, *Journal of Business Research*, 100: 207-217.

Consumer-firm co-creation is increasing in the tourism industry. In light of the central role of customer experience in tourism, this research is motivated by the limited understanding of the effects that customer co-creations have on the tourism experience. We examine the importance of co-creation in terms of its influence on the tourism experience and the customer's intention to revisit the destination. Using three independent experiments, this study theorizes and establishes empirical support for three hypotheses: 1) Effect of customer experience on customer intention to return to the tourism service, 2) Effect of degree of co-creation on customer experience of the tourism service, and 3) Moderating effect of co-creation on the relationship between customer experience and in-

tention to revisit. Our results suggest that co-creation influences the tourism experience. Co-creation is found to moderate the effect of the tourism experience on customer revisit intentions in high co-creation situations, but not in low co-creation situations. We discuss several implications of our research for a number of domains, such as novelty-seeking in tourism, collaborations between different stakeholders, employee motivation, and the antecedent effect of co-creation.

**Banerjee, P.** (2019) Loss is a loss, why categorize it? Mental accounting across cultures, *Journal of Consumer Behaviour*, 8 (2): 77-88.

Consumers regularly track their expenses and assign them to categories like food, entertainment, and clothing, which is popularly known as mental accounting. In this paper, we show that consumption biases that result from mental accounting—underconsumption or overconsumption—are not prevalent in Easterners due to their holistic thinking style, whereas Westerners exhibit such biases due to their analytic thinking style. In Study 1, we collected data with Easterners (students from the eastern part of India) and show



that they do not exhibit mental accounting biases as is seen in Westerners. In Study 2, we show that such differences in mental accounting across cultures result from their thinking styles by manipulating thinking styles within a Western population (American students from the Midwest). We also show that the differences in styles of thinking across cultures motivate two different types of accounting processes—a piecemeal accounting process in the Westerners and a comprehensive accounting process in the Easterners—which in turn influence the differences in mental accounting biases across cultures. This finding adds to the growing literature in cross-cultural differences in consumer decision making and explores how and why a well-documented robust effect, mental accounting, varies with the cultural background of the consumers.

**Adhikari, A.** (2019) Consumer Behavior in Low Involvement Product Purchase: A Stochastic Model, *Theoretical Economics Letters (Special Issue on Consumer Research)*, 09(02):424-430

Consumers provide less time and collect less information in buying decision of low involvement products. Consequently, they engage little thought process in their purchase decision. This is primarily because low involvement products are often low priced and carry low cost of failure. Along with uncertainties, in many situations, particularly in low involvement products and frequently purchased consumer packaged goods, little conscious decision making takes place. In such situations stochastic model—concentrating on random nature of choice becomes more appropriate than deterministic approach. In this research, we develop a stochastic model for consumer buying decision of low involvement products. We have considered agitations a buyer experience during their purchase occasion. These agitations create internal force that stimulates consumer mind. These forces are chaotic, and so the resultant force which makes purchase decision random.

**Adhikari, A.** (2019) Effect of Reference Price in PWYTF Pricing in Tourism Sector, *Theoretical Economics Letters*, 09(04):555-562

While conventional pricing strategy involves sellers to decide price of a tourism product, tourism companies carry the risk of capacity underutilization in many occasions when fixed costs are already incurred. Pay What You Think Fair (PWYTF) pricing mechanism motivates tourists to pay a fair price for unutilized capacity, thereby, increasing sales and profit for marketers. This study shows that PWYTF pricing mechanism with a concrete reference price of customer can generate significantly higher revenue and profit for a long period of time. We have conducted three experiments to show that PWYTF pricing strategy is a profitable and sustainable pricing solution for tourism companies to increase revenue during off-season as well as underutilization of hired capacity. This study opens a new avenue in pricing methods used in tourism industry and contributes in significant way both in academic and practice.

**G. Sridhar** (2019) Pharma Selling: In Conversation with Melvin Dsouza, Vice President and General Manager, Novo Nordisk India Pvt. Ltd, *IIMB Management Review*, Volume 30, Issue 4, Pages 385-390

The Indian pharmaceutical industry has grown steadily in recent years, as indicated by the increase in production, capital creation, and arrival of new players in the market. While the pharmaceutical sector has had a significant impact on the Indian economy, managing it in today's complex environment has become challenging. Changes in the global economy, intensifying competition, and evolving industry policies pose challenges for pharma companies.

This article is an excerpt from the interview with Mr. Melvin D'Souza, Vice President and General Manager, Novo Nordisk India Pvt Ltd. that explains the current state of the Indian pharmaceutical sector, and the sales and distribution challenges faced by its players.

Sudhir, S. & **Unnithan, A. B.** (2018) The Role of Theoretical Breadth and Student Engagement in the Use of Case Methods in Marketing Pedagogy, *e-Journal of Business Education & Scholarship of Teaching*, Vol. 12, No. 2, pp: 78-91

The case study is a very popular pedagogical tool in management education, especially in international business, marketing and strategy courses. Substantial literature exists about the effectiveness of case studies, but there is a lack of studies on empirical evaluation of their effectiveness in the classroom and subsequent contribution to learning. This study explores how case studies perform in meeting the twin deliverables of providing a theoretical framework and also student engagement. This study evaluates the role of Theoretical Breadth (TB) and Student Engagement (SE) in contributing to learning in a case-based pedagogy. The paper argues that the TB and SE leads to perceptions of learning and influences learning effectiveness. Using data collected from 176 MBA students, the paper conducts a PLS-SEM analysis to investigate these effects. Results indicate that TB and SE are critical course design elements, which influence the overall learning of marketing courses using case methods. Instructors must aim to provide greater TB and better opportunities for SE in order to make marketing courses more fruitful to students.



Kumar, D. S., **Purani, K.**, & Viswanathan, S. A. (2018) Influences of appscape on mobile app adoption and m-loyalty, *Journal of Retailing and Consumer Services*, 45: 132-141.

Influence of visual aesthetics in product design, service environments and websites are well explored but increasing usage of mobile interfaces and the different use context demand investigation of influence of visual aesthetics of mobile app interfaces – ‘appscape’ on mobile app adoption and m-loyalty. In this study, the conceptual model is developed by applying Kaplan’s information processing model from environmental psychology and integrating it into the Technology Adoption Model, thereby linking visual aesthetics of mobile apps to m-loyalty. The responses (n=308) are collected using field experiments using 4 existing apps as stimuli. Results of PLS structural equation modeling reveal positive linkages between holistic visual aesthetic dimensions and outcomes of m-loyalty. Theoretical and managerial implications are discussed.

**Adhikari, A.** & Sinha, R. K. (2018) Buyer-seller amount-price equilibrium for prepaid services: Implication for promotional pricing, *Journal of Retailing and Consumer Services*, 44: 285-292.

Prepaid purchase instruments (PPIs; e.g., prepaid transit cards, and mobile phone credit, among others) based prepaid services involve an emerging and innovative mode of transaction. PPI based prepaid buyers make advance deposits in prepaid instruments for making retail payments against multiple purchase. Like prepaid services, advance selling involves advance payment for future consumption. Advance selling models are based on the following two constraints: capacity and consumption timing constraints. However, PPI based prepaid services do not involve above-mentioned constraints. Therefore, to address the problem, this paper proposes time value of money and transaction cost as two underpinning factors to model prepaid services. The paper shows that: (i) it is profitable for a buyer to increase the prepaid purchase amount, but within a limit imposed by the time value of money (ii) it is profitable for a seller to promote higher amounts of prepaid purchases through discounts, but within a limit imposed by the rate of marginal cost of servicing, and (iii) the above two will provide an equilibrium position, which will result in purchase-amount-stickiness behavior of buyers. In sum, the paper distinguishes the concepts of advance selling and prepaid selling of services, presents an approach to model PPI based prepaid selling of services, and provides tool for planning enhanced benefits from prepaid selling of services.

**Sridhar, G.** (2018) Bansara Eye Care: Growing Affordable Eye care to The Rural Population, *Asian Case Research Journal*, 22 (2): 1-28.

It was a cold Saturday morning in May 2017, a typical Shillong Monsoon season. After making his way through the rain ravaged roads and slow-moving traffic, Dr. J.V. Basaiawmoit, Chief Medical Director of Bansara Eye Care Centre (BEC) was flipping through the reports of BEC service in the rural markets. Over the last few months, she has been taking a keen interest on activities, eye camps and free eye checkup conducted in rural Meghalaya. However, there was concern about



BEC's inability to improve service in the rural markets. BEC has been funding programmes for the rural communities since its inception, but its expansion to the rural markets was still a challenge.

BEC had completed more than fifteen years of eye care service in the region. Nevertheless, the blindness epidemic was still spreading and the region is still rated as one of the most under performing in terms of providing eye care services. Dr. Basaiawmoit knew that penetration and acceptance of eye care in rural areas was still very poor as compared to the rest of India. Though at present the organization has been growing, BEC needs to re-look at the various alternatives to tap the potential rural markets of the region.

**Nair, U. K., & Purani, K.** (2018) KHL: Consulting for Managing Sales Force Attrition (B), *Asian Journal of Management Cases*, 15(2): S44-S54.

Kalpak Healthcare Limited (KHL), a large pharmaceutical company in the southern part of India, was facing severe sales force turnover in its Life Branded Medications SBU, popularly called the Branded SBU (B-SBU). It became an issue of highest concern to the top management of KHL; so they appointed a team of consultants from a premier management school in the region to study the issue and to recommend possible solutions and strategies. Over a period of six months, the consultants conducted extensive research—studying internal company records, analysing the industry and external environment, gathering qualitative data through in-depth interviews and focus group discussions among KHL employees and executing a division wide quantitative survey labelled as Manpower Mood Meter (M3) among the field executives—to finally come up with recommendations.

The Case is organized as two independent, successive ones—A and B. Case (A) describes the consultants' engagement with KHL and ends with them pondering over the types of analyses to be done with the huge volume of data they had collected. Case (B) details the kinds of analyses they actually did and the inferences they drew. The set of recommendations that the consultants finally make to KHL top management is given in the epilogue of the teaching note. The critical value of this case lies in its ability to open up the students' mind to the dynamic interplay of multiple factors—individual, managerial, organizational, industrial-contextual and historical—that holistically affect a phenomenon like 'attrition' in organizations. This could perhaps also be one of those rare cases that makes use of the principles of System Dynamics in a real, applied and combined contexts of marketing and human resource management.

**Nair, U. K. & Purani, K.** (2018) KHL: Consulting for Managing Sales Force Attrition (A), *Asian Journal of Management Cases*, 15(2): S25-S43

Kalpak Healthcare Limited (KHL), a large pharmaceutical company in the southern part of India, once faced severe sales force turnover in its Life Branded Medications SBU, popularly called the Branded SBU (B-SBU). It became an issue of highest concern to the top management of KHL; so they appointed a team of consultants from a premier management school in the region to study the issue and recommend possible solutions and strategies. Over a period of 6 months, the consultants conducted extensive research—studying internal company records, analysing the industry and external environment, gathering qualitative data through in-depth interviews (DIs) and focus group discussions (FGDs) among KHL employees and executing a division-wide quantitative survey labelled as Manpower Mood Meter (M3) among the field executives—and finally came up with recommendations.



The case is organized as two independent, successive ones—A and B. Case (A) describes the consultants' engagement with KHL and ends with them pondering over the types of analyses to be done with the huge volume of data they had collected. Case (B) details the kinds of analyses they actually do and the inferences they draw. The set of recommendations the consultants finally make to the KHL top management is given in the epilogue of the teaching note. The critical value of this case lies in its ability to open up the students' minds to the dynamic interplay of multiple factors—individual, managerial, organizational, industrial-contextual and historical—that holistically affect a phenomenon like 'attrition' in organizations. This could perhaps also be one of those rare cases that makes use of the principles of System Dynamics in a real, applied and combined context of marketing and human resource (HR) management.



**Sugathan, P.,** Rossman, A. & Raman, K. R. (2018) Toward a conceptualization of perceived complaint handling quality in social media and traditional service channels, *European Journal of Marketing*, 52 (5/6): 973-1006.

**Purpose** - This study aims to conceptualize and test the effect of consumers' perceptions of complaint handling quality (PCHQ) in both traditional and social media channels.

**Design/methodology/approach** - Study 1 systematically reviews the relevant literature and then carries out a consumer and manager survey. This approach aims to conceptualize the dimensionality of PCHQ. Study 2 tests the effect of PCHQ on key marketing outcomes. Using survey data from a German telecommunications company, the study provides an explanation for the differences in outcomes across traditional (hotline) and social media channels.

**Findings** - Study 1 reveals that PCHQ is best conceptualized as a five-dimensional construct with 15 facets. There are significant differences between customers and managers in terms of the importance attached to the various dimensions. The construct shows strong psychometric properties with high reliability and validity, thereby opening up opportunities to treat these facets as measurement indicators for the construct. Study 2 indicates that the effect of PCHQ on consumer loyalty and word-of-mouth (WOM) communication is stronger in social media than in traditional channels. Procedural justice and the overall quality of service solutions emerge as general dimensions of PCHQ because they are equally important in both channels. In contrast, interactional justice, distributive justice and customer effort have varying effects across the two channels.

**Research - limitations/implications** This study contributes to the understanding of a firm's channel selection for complaint handling in two ways. First, it evaluates and conceptualizes the PCHQ construct. Second, it compares the effects of different dimensions of PCHQ on key marketing outcomes across traditional and social media channels.

**Practical implications** - This study enables managers to understand the difference in efficacy attached to different dimensions of PCHQ. It further highlights such differences across traditional and social media service channels. For example, the effect of complaint handling on social media is of particular importance when generating WOM communication.

**Originality/value** - This study offers a comprehensive conceptualization of the PCHQ construct and reveals the general and channel contingent effects of its different dimensions on key marketing outcomes.

**Purani, K. & Kumar, D. S. (2018)** Exploring restorative potential of Biophilic Servicescapes, *Journal of Retailing and Consumer Services*, 32 (4): 414-429.

**Purpose** - The purpose of this study is to explore the relationship between the biophilic stimuli present in the servicescape and restorative effects on psychological states among consumers. The research also examines moderating role of service contexts in this relationship.

**Design/methodology/approach** - This empirical study applied a laboratory-like experimental design with one-shot treatment. About 566 usable responses were collected using six photographic images – three were biophilic environments and three were non-biophilic environments – for four a priori service contexts: hospital lobby, upscale restaurants, spa and bank lobby.

**Findings** - The tests of hypotheses confirm restorative effects of biophilic servicescapes on consumer's psychological states, attention and mood, which, in turn, positively influence service preference. Further, the restorative effects of natural elements are found to vary across hedonic – utilitarian and experience – credence type service contexts.

**Originality/value** - Because of higher levels of natural stressors, consumers today likely have attention fatigue and depleted mood states, which, in turn, may have adverse effects on their service consumption behaviour. In this context, building upon theories from environmental psychology, findings of this study contribute by establishing restorative potential of biophilic servicescape. The study also establishes that natural elements in biophilic servicescapes influence service preference, which is mediated by consumers' psychological states – attention and mood. Further, it demonstrates that consumers are more responsive with regards to such restorative effects of biophilic elements in contexts where they seek emotional, experiential value compared to rational, functional value.



Kumar, D. S., & Purani, K. (2018) Model specification issues in PLS-SEM: illustrating linear and non-linear models in hospitality service context, *Journal of Services Marketing*, 32 (4): 414-429.

**Purpose** - Prior research in tourism and hospitality domain calls for closer attention to model specification when using partial least square-structural equation modeling (PLS-SEM), including the choice of software and algorithm for PLS model estimation. This paper aims to illustrate the significance of choosing appropriate algorithms for testing the nature of relationships by comparing findings using two different PLS-SEM software packages.



**Design/methodology/approach** - Using a field experiment, relationships between visual servicescape aesthetics and affective responses are conceptualized based on literature in environmental psychology and marketing domains. With photographic surrogates as stimuli in two different hospitality service contexts – spa and upscale restaurant – data are collected from 350 respondents.

**Findings** - By comparing results of SmartPLS 3.2 and WarpPLS 5.0 software and theoretical understanding from environmental psychology literature, it is illustrated that the results and their interpretations may not be in line with theory if model specifications are not correctly implemented and are not addressed through usage of software with a relevant algorithm to test them.

**Originality/value** - The study highlights the implications for model specification issues such as type of variables and nature of relationships that tourism and hospitality researchers often face and also how use of appropriate algorithms can overcome limitations of model testing for complex models and provide empirical rigor to support theory.

Lyngdoh, T., Liu, A.H., & Sridhar, G. (2018) Applying positive psychology to selling behaviors: A moderated-mediation analysis integrating subjective well-being, coping and organizational identity, *Journal of Business Research*, 92 (C): 142-153

Subjective well-being (SWB) has been widely found to have a profound impact on the individual, yet its application in the sales field remains unexplored. Applying Broaden and Build theory, this study examines SWB and its influence on the selling behaviors, specifically adaptive selling and sales creativity. Using salesperson coping as a mediator and organizational identity (OI) as a moderator, the relationship between SWB and selling behaviors was further explored. Survey results from 334 sales professionals from multiple industries in India showed that SWB enhances adaptive selling and sales creativity directly and via the mediating effect of salesperson coping. Our results help us to better understand this potential strategic synergy between salespeople's internal qualities and skills and their organizational identity, our research highlights on what we believe are three key contributors to salesperson creativity and adaptive selling: subjective well-being (SWB), positive coping, and organizational identity (OI)

Mukherjee, S., Adhikari, A., & Datta, B. (2018) Quality of tourism destination – a scale development, *Journal of Indian Business Research*, (10) 1

**Purpose** - The tourism literature has focused only on destination branding; nonetheless, measuring the quality of a destination from the tourism point of view has been overlooked, especially in the context of the emerging markets. This paper aims to focus on developing a scale measuring the overall quality of the tourist destinations.

**Design/methodology/approach** - With the help of extensive review of the literature, the study identified the key variables for measuring the quality of tourism destination in emerging markets. Thereafter, to determine the factor structure (purification stage) and assess the stability of the factor structure (validation stage), confirmatory factor analysis (CFA) has been conducted. A second-order CFA has been conducted to analyse the factor structure stability of the broad dimensions, namely, the quality of service, the quality of destination features and the quality of experience.

**Findings** - This research shows that the quality of tourism can be determined not only by the quality of destination features but also by the quality of service and the quality of experience one perceives from a destination. Together, these three dimensions and their various sub-dimensions form a valid scale to measure the overall quality of a tourist destination.

**Practical implications** - This study provides marketing managers an idea of the dimensions that affect tourist destination quality. They can now align the dimensions measuring destination quality with the destinations that they are marketing to tourists. This can add to the competitive advantage of any place brand.

Originality/value - This study has developed three distinct measurement scales for quality of experience, quality of destination feature and quality of services and validated the same with adequate data following appropriate scale development procedure. Through empirical research, the authors have integrated these three dimensions as the constructs for measuring the overall quality of tourist destinations. Hence, as a pioneering attempt, the authors have developed a scale to measure the quality of tourist destinations.

#### OTHER FORTHCOMING PUBLICATIONS

AUTHOR(S)	TITLE	DETAILS
Kumar, D. S. <b>Purani, K.</b>	Model specification issues in PLS-SEM: Illustrating linear and non-linear models in hospitality services context	<i>Journal of Hospitality and Tourism Technology</i>
<b>Banerjee, P.</b> Chatterjee, P. Mishra, S. Mishra, A. A.	When should we not expect attraction effect? The moderating influence of analytic versus holistic thinking	<i>Journal of Strategic Marketing</i>
Choi, J. Lee, K. <b>Banerjee, P.</b>	Asymmetric effect of context-specific color priming on interpretation of ambiguous news articles	<i>Journal of Consumer Behaviour</i>
<b>Purani, K.</b> Kumar, D. S. Sahadev, S	e-Loyalty Among Millennials: Personal Characteristics And Social Influences	<i>Journal of Retailing and Consumer Services</i>
<b>Purani, K.</b> <b>Krishna, J.</b>	Capital Budgeting: Maledia Broadcasting Ltd	<i>Asian Journal of Management Cases</i>
Sudhir, S. <b>Unnithan, A.</b>	Marketplace rumor sharing among young consumers: the role of anxiety and arousal	<i>Young Consumers</i>
Sudhir, S. <b>Unnithan, A.</b>	Role of affect in marketplace rumor propagation	<i>Marketing Intelligence &amp; Planning</i>

#### BOOKS, BOOK CHAPTERS PUBLISHED & FORTHCOMING

AUTHOR	TITLE	CATEGORY	DETAILS	YEAR
<b>Adhikari, A.</b>	Strategic Marketing Issues in Emerging Markets	Book	<i>Springer, Singapore</i>	2018
<b>Joseph, J.</b>	CSR and Sustainable Development: Strategies, Practices and Business Models	Book Chapter	<i>Templated DNA Nanotechnology, Published by Taylor &amp; Francis</i>	2018

#### CONFERENCE PAPERS, PRESENTED & FORTHCOMING

AUTHOR	TITLE	DETAILS	YEAR
<b>Sugathan, P.</b>	Co-creating the Medical Tourism Experience	<i>International Conference on Global Health &amp; Medical Tourism, March 7-10, IIM Kozhikode</i>	2019
<b>Velayudhan, S. K.</b>	Influences shaping demand for non-medical health tourism: the case of Ayurvedic Tourism	<i>International Conference on Global Health &amp; Medical Tourism, March 7-10</i>	2019
<b>Krishnan, O.</b>	Country of Destination Effect on Perceived Product Quality- Perspectives from India	<i>8th ASHES International Conference, Tirana, Albania, 29-30 March</i>	2019

<b>Krishnan, O.</b>	Design Structure Matrix Modeling Using Multiple Perspective Group Decision: The case of Kochi Metro Rail Limited	<i>5th PMI India Research &amp; Academic Conference, 28th February to 2nd March</i>	2019
<b>Sugathan, P.</b>	Co-production and Exploitation	<i>XXII Annual International Conference of the Society of Operations Management, IIM Kozhikode, December 20-22</i>	2018
<b>Jeesha, K. Purani, K.</b>	Webcare and Brand Evaluations: Optimizing Webcare Strategies for Service Brands	<i>AMA Summer Academic Conference, Boston, USA, April 10-12</i>	2018
<b>Sugathan, P.</b>	Co-production and Exploitation	<i>XXII Annual International Conference of the Society of Operations Management, IIM Kozhikode, December 20-22</i>	2018
<b>Unnithan, A.</b>	Entrepreneurship and Sustainability-Case Study: Ecotourism model connecting rural and urban	<i>National Conference on Entrepreneurship, Innovation and Society, 13-15 December</i>	2018
<b>Unnithan, A.</b>	Sustainable Consumption: Individual Consumer Concerns, Behaviour and Practices	<i>First PAN IIT International Management Conference, 30 November-02 December</i>	2018
<b>Ranjitha, G. P. Unnithan, A.</b>	Tattoo Consumption as a Mechanism to Compensate for the Perceived Loss of Self-Psychological Ownership: A Study of Women in Relationships	<i>21st AMS World Marketing Congress, Porto, 27-19 June</i>	2018
<b>Sudhir, A. Unnithan, A.</b>	Helpfulness of Online reviews: Role of Affect	<i>ANZMAC Conference, 03-05 December</i>	2018
<b>Sudhir, A. Unnithan, A.</b>	The Role of Affect and Arousal in Marketplace Rumor Propagation: Exploring Entertainment & Altruism	<i>5th International Conference on Business and Banking, 02-03 October</i>	2018
<b>G. Sridhar</b>	Flow and Salesforce Productivity – Exploring Linkages with Experience Sampling method	<i>Global Sales Science Institute (GSSI) Conference, June 6-9</i>	2018
<b>G. Sridhar</b>	Does Delay of Gratification of Physical and Social needs predict Salesperson Customer Orientation?	<i>Global Sales Science Institute (GSSI) Conference, June 6-9</i>	2018
<b>G. Sridhar</b>	A Flow Theory Perspective to Understanding Salesperson Negative Workplace States and their Intention to Leave - A Conceptual Framework	<i>ANZMAC Conference, December 03 - 05</i>	2018
<b>Adhikari, A.</b>	Flexibility Oriented HRM Practices and Innovation: Comparative Evidence from China and India	<i>Academy of Management Annual Meeting, August 09 - 13</i>	2018
<b>Thomas, J.</b>	Sustainability concerns and its impact on marketing	<i>FISD Conference, January 11</i>	2018
<b>Joseph, J.</b>	An Exploratory Case on Early Humanitarian Operations in Islands and Coastal Regions: Lessons from Tropical Cyclone Ockhi	<i>Annual Meeting of the Decisions Science Institute, November 17-19</i>	2018
<b>Joseph, J.</b>	Stretching too much? The Impact of Cross-Gender Brand Extensions on Consumer-Brand Relationships	<i>International Conference on Opportunities and Challenges in Management, Economics and Accounting, February 15-17</i>	2018
<b>Joseph, J.</b>	Winning the Brand Loyalty Cup: The Psychological Play of Symbol-related Brand Elements of Football Clubs	<i>Math Sport Asia International Conference, December 10-12, XLRI Jamshedpur</i>	2018



## NON REFEREED PUBLICATIONS / PRESENTATIONS

AUTHOR	TITLE	CATEGORY	DETAILS	YEAR
<b>Sugathan, P.</b>	Nothing beats equity?	Popular Press	Youth Ki Awaaz	2019
	Content worries	Popular Press	Youth Ki Awaaz	2019
	Hostile Takeover?	Popular Press	Youth Ki Awaaz	2019
	What Spawned Angry Social Media Hashtags Against Nike And Gillette?	Popular Press	Youth Ki Awaaz	2019
<b>Joseph, J.</b>	Country of Origin Effects in Branding	Popular Press	Dhanam Magazine	2018
<b>Joseph, J.</b>	What is the colour of your Brand	Popular Press	Dhanam Magazine	2018
<b>Joseph, J.</b>	Your Brand's Image in Consumer Minds	Popular Press	Dhanam Magazine	2018
<b>Joseph, J.</b>	Brands by Celebrities	Popular Press	Dhanam Magazine	2018
<b>Joseph, J.</b>	Brand Building through Scents	Popular Press	Dhanam Magazine	2018
<b>Thomas, J.</b>	Executive Education: The Prime mover of the Experiential Learning Cycle	Popular Press	Business World Education	2018
	Challenging Times for Management Institutes/Aspirants	Popular Press	Business World	2018

## CASE STUDIES PUBLISHED & FORTHCOMING

AUTHOR(S)	TITLE	YEAR
<b>Adhikari, A.</b>	Questionnaire design for market research in Research Instrument Developer (RID)	2019
<b>Sugathan, P.</b>	Yphone plan design	2019
<b>Sugathan, P.</b>	Identifying the Brand Associations for Herbo Project	2019
<b>Sridhar, G. Swain, A. K.</b>	Zida Corporation	2019
<b>Sridhar, G. Swain, A. K.</b>	Zenith Pharma	2019
<b>Adhikari, A.</b>	Qualitative Research in QRA India	2018
	Market Research Decision in Chic-Chicken	2018
<b>Joseph, J.</b>	Quiz Kerala: Spreading Knowledge	2018
<b>Velayudhan, S. K.</b>	Thingalnagar Periodic Market	2018

**Adhikari, A.** (2019) Questionnaire design for market research in Research Instrument Developer (RID), *IIMK/CS/105/MM/2019/16*

Prabal Sinha, an MBA graduate and lead researcher of Research Instrument Developer was excited! Research Instrument Developer has been asked by a client of quick service restaurant (QSR) industry to develop a questionnaire for its market research. What Prabal understood from a discussion with Ms Kiran Sarkar of the client company, Chic-Chicken and Arun Krishna of QRA India Corporation is that QRA has conducted series of Focus Group discussion in presence of Kiran. Kiran is an IIM Kozhikode graduate and was the incharge of a research project to address why her company's sales was declining. Atul has collected all inputs from the Focus Group Discussion conducted by Arun and Rajesh and verified by Kiran. Prabal identified that FGD conducted with Chic-chicken consumers revealed some in-depth motivation and beliefs and perceptions that chicken consumers possess with respect to their perception about food quality, store ambience, value for money and service quality. The case presents how a questionnaire should be developed from secondary literature and FGD findings.

**Sugathan, P.** (2019) Yphone plan design, *IIMK/CS/100/MM/2019/15*

Yphone, a major telecom company in India is contemplating on a new mobile phone plan that could be rolled out to withstand competition. Ajit, a new marketing intern from IIMK has been assigned with the job to find out the best plan that would meet the customer needs. However, doing his initial research Ajit understood that when asked about customer preferences on different attributes in a plan like validity, number of calls, data limit etc., customers seem to prefer all of them highly. How can he then make a mobile plan after accounting the trade-offs between various attributes? How can he make a plan that maximizes customer utility?

**Sugathan, P.** (2019) Identifying the Brand Associations for Herbo Project, *IIMK/CS/109/MM/2019/17*

A summer intern at an Ayurveda based start-up is facing the daunting task of creating the market plan for it. To bring points of parity (POP) to competition he decides to understand the brand associations to competitor brands. He needs to build a Brand Concept Map (BCM) for this purpose.

**Sridhar, G. & Swain, A. K.** (2019) Zida Corporation, *IIMK/CS/102/MM/2019/17*

Zida Corporation is a large multinational conglomerate with major interest in diabetes. Zida is a highly acclaimed multinational corporation in pharmaceuticals with about 70 percent of revenues coming from diabetes therapy. Raghav Jha, the South Zone head of sales, wanted to improve the efficiency of 45 odd medical representatives from seven districts in the Tamil Nadu (I) area. He called on Srihari, the newly appointed Area Manager for Tamil Nadu (I) region to develop an action plan to improve the efficiency of sales force.

**Sridhar, G. & Swain, A. K.** (2019) Zenith Pharma, *IIMK/CS/101/MM/2019/16*

Zenith Pharma is a midsized pharmaceutical company manufacturing two cancer drugs. It has a good reputation in the market for these products. In India, Kerala and Mizoram are the areas where more cases of cancer have been detected. As such, the highest number of cancer cases in India is detected in the state of Kerala. As per the Global Burden of Disease (GBD) Study, in Kerala the cancer incidence rate is 135.3 per one lakh. This is shown in Exhibit I. Thus, Kerala became one of the potential market for the two products of Zenith pharma. Further, Zenith Pharma is also in a process of producing three other cancer treatment drugs, which are now in the pipeline. Given the quality of the products, most of the doctors are very well convinced on the effectiveness of these products compared to the complete products available in the market. In the Kerala Circle major chunk of the business comes from its six medical districts such as Ernakulam, Thiruvananthapuram, Thrissur, Kozhikode, Kannur and Malappuram. Kerala business are currently managed by eight representatives with two each in Ernakulam and Thiruvananthapuram area, and rest four managing one district each. Currently, the sales representatives in these areas are Abhinav, Bhaskar, Cyril, Dhanya, Eashwar, Francis Gayatri, Ghousuddin, and Hemalata, respectively. The present Kerala Area Sales Manager is Mr. Rejish Nair, who was hired as a sales representative about 10 years before. Subsequently, he was promoted to team leader position almost after five years of his consistent outperformance by achieving his set quotas year on year basis. In general, he had an impressive personality with good team management acumen and that in turn made him to become the Area Manager of Kerala circle.



As a practice in Zenith, the area managers conduct monthly meetings with their sales teams. Incidentally, for Rejish this monthly meeting happens to be his first half-yearly meeting. Thus, he wanted to take stock of the performance of all the eight representatives and identify each person's strengths and weakness, areas of improvements, assess coaching requirements and other caveats to be addressed during the next half of the year.

**Adhikari, A.** (2018) Qualitative Research in QRA India Corporation, *The Case Centre*

Arun of QRA India Corporation had been asked by a QSR company, Chic-Chicken, to conduct qualitative research. Arun's initial discussion with all heads of the client company was inconclusive. They were putting forward contradictory arguments on how to improve the performance of Chic-Chicken, and their suggestions ran entirely in different directions. Kiran, the co-ordinator of the client company, apparently had training on market research. She was very conflicted about the entire situation and wanted to conduct a series of focus group discussions (FGDs) to understand the underlying motivations and beliefs of the Chic-Chicken consumers. The client company was worried because other international food giants like KFC, McDonald's, and Domino's had also started establishing themselves in the Indian market. Arun knew that Chic-Chicken had not spent informal market research ever before and primarily Kiran was the motivator. Kiran knew the challenges in asking considerable investment in informal market research. On the other hand if she could do a similar kind of market research for Chic-Chicken and the result could provide meaningful strategy, her position in the company would be strong in strategic decision making. In such a case, Arun would be able to get this client permanently to act as a research consultant. She has to evaluate the FGDs conducted by two consultants and give meaningful comments to the managing director, Mr Gupta.

**Adhikari, A.** (2018) Market Research Decision in Chic-Chicken, *IIMK/CS/39/MM/2017/04*

All the heads of the departments wanted to improve the performance of Chic-Chicken which was slowly declining by the Year 2016. However, as all of them were putting forward contradictory arguments, and their suggestions ran entirely in different directions, Gupta himself was very conflicted on the entire situation. Other international food giants like McDonald's, KFC, and Domino's Pizza had also established their presence in Indian Markets. The situation was thus critical and required immediate attention, Gupta thought. Chic-Chicken has never contacted any formal market research, however Gupta is not reluctant to make additional investment to improve the performance and to change the customer perception, if required. But he first needed authentic customer information. He knew that all the heads are sharing their own opinion, but who knows who is right! But he was sure that he had to act fast.

**Reghunathan, A. & Joseph, J.** (2018) Quiz Kerala; Sprweading Knowledge, *The Case Centre*

The case is based on Quiz Kerala, an organisation that provides infotainment services, with its major focus on quiz management to educational institutions, corporate groups, government departments, and other similar organizations. Snehaj Srinivas, the chief- coordinator of Quiz Kerala faces the unenviable challenge of deciding how to take the firm towards growth and expansion in the long-run. This case was written with the support of a Case Writing Scholarship awarded by The Case Centre. Learning Objectives: 1. To help students appreciate the need for analysing of the macro environment to identify business opportunities. 2. To strengthen students' understanding of the importance of marketing function for any business concern.





## WORKING PAPERS

AUTHOR	TITLE	YEAR
<b>Adhikari, A.</b>	Behavioural and Operational Characteristics in Institutional Banking in India: An Empirical Generalization.	2019
<b>Adhikari, A.</b>	Using Sensory Memorabilia to design Experience Product	2019
<b>Krishnan, O.</b>	Determinants of Cloud based transformation in Hotel Industry	2019
<b>Krishnan, O.</b>	Skill based Curriculum and Employability in India	2019
<b>Krishnan, O.</b> Siyana, F.	Emergence of Experiential Marketing – A Critical Review	2019
<b>Sugathan, P.</b>	Evaluating price fairness in hedonic and co-created categories	2019
<b>Sugathan, P.</b>	Co-creation as possible exploitation	2019
<b>Velayudhan, S. K.</b>	Factors influencing online shopping in rural India: A review	2019



**Adhikari, A.** (2019) Behavioural and Operational Characteristics in Institutional Banking in India: An Empirical Generalization, *IIMK/WPS/326/MM/2019/04*

In the cut throat competitive world of 21st century entrepreneurs have great ideas but either they don't have the funds to invest in their ideas or due to their risk averse nature they don't want to risk their own money by investing completely in the business, hence the banks and financial institutions have attained immense importance funding the ideas of young and budding entrepreneurs, in common parlance this is termed as Corporate Banking. In business parlance money is regarded as the blood of the business hence consequently banking is considered as heart which pumps the blood in the business. The objective of this research is to understand the Banking habits & Financial Tie-ups (Services obtained by the corporate from the Banks) of the Corporate in India and to investigate the reasons for the same. Research also finds out customers' perception about the service provided by the private and public sector banks and the factors that discriminate between these two types of banks. It will also find out the challenges that banking industry of India is facing from the customers thereby understanding & defining critical success attributes for increasing Market share & having satisfied customers in the field of Corporate Banking in India.



**Adhikari, A.** (2019) Using Sensory Memorabilia to design Experience Product, *IIMK/WPS/327/MM/2019/05*

Pine and Gilmore (1998) defined experience as a bundle of sensory memorabilia that engages customers' five senses and delivers a sensory feeling. When a customer buys an experience product, she pays for associating herself with a series of memorable events that an experience provider stages. The main objective of the chapter is to communicate how organizations can develop an independent experience product and offer it in the market. Successful development of experience product requires understanding consumer's esteem level needs. Consequently, supplier is required to design the product mix considering several aspects of such needs and consumer behavior for the attributes which has emotional component. It further requires engaging the consumers in the process of delivery so that they are associated with the offering. The chapter focuses on the process of developing experience product. The chapter deals with several components of experience product development, the role of experience product in stimulating consumer's hedonic behavior and multi-sensory component of experience product mix.





**Krishnan, O.** (2019) Determinants of Cloud based transformation in Hotel Industry, *IIMK/WPS/313/MM/2019/03*

Over the last few years working from Home on a Digital Cloud is a trend that is being pursued and adopted in many industry. With considerable advancement in technology, the scope of this pattern of work has increased manifold. This paper reviews the concept of mobility in today's time which is not merely restricted to wider office spaces where employees can move freely, but also about the technological ability of the employees to work from anywhere or any space feasible. The cloud system is an enabler for such mobility as it brings in scalability and flexibility. Virtual Desktop Infrastructure (VDI) helps the

employees to see their work desktop from practically anywhere enabling them to work from anywhere at any time. With the evolution of Industry 4.0 which is an amalgamation of cyber and physical world, it is impossible to keep digitization away from our everyday life and the borders of working time and non-working time is narrow. In this scenario work life balance is being slowly replaced by work life integration concept in various industries. The scope of the current study is limited to the Hotel Industry which is being transformed rapidly by the elements of Industry 4.0. The primary reasons for friction in transformation to this model of employment sited are (i) Employees are aware of this pattern of work but aren't educated enough towards it, thus creating a mental block (ii) Companies are apprehensive to use this style of work primarily because of loss of control and the lack of being able to measure productivity. The objective of the paper aims to explore the concept of work from home in hotel industry through a literature review and understand the adoption feasibility in Indian Metropolitan cities.

**Krishnan, O.** (2019) Skill based Curriculum and Employability in India, *IIMK/WPS/312/MM/2019/02*

Currently in India, there is a lot of initiatives taken in terms of skill development for employability targeting the general population. It has been found that Work-integrated learning is more effective for students' development in terms of generic skills. The objective of the paper is to develop an optimum model for skill based curriculum and its impact particularly in terms of employability in India. This will aid in creating templates for selection criteria in skill schools and identifying the potential and feasible skill oriented courses by matching employability and skill gap. Taking into account the current needs of skill acquisition we have attempted to link the prominent areas by keeping the employability potential in Indian market. Some of the key areas identified for skill gap is Immigrant Education, Marketing for New Start-ups, Tourism for Disabled, Inclusion, Online Marketing for Small Business, Prior Learning Assessment, Advertising, Personal Branding, Radio/TV/ Movies and Environmental Studies.

Siyana, F. & **Krishnan, O.** (2019) Emergence of Experiential Marketing – A Critical Review, *IIMK/WPS/311/MM/2019/01*

The evolution of Marketing had been an interesting area of research over the last few decades. Marketing itself had emerged out of the Sales domain with its customer centricity as the major focus. Through this paper we aim to understand the evolution of experiential marketing and its relevance in industry. The 4Ps associated with transactional marketing gained popularity and established a strong ground both in academia and industry. In the end of 1980s the 4Ps framework was criticized for being a straitjacket or a convenient tool for practitioners and relationship marketing started challenging the concept of transactional marketing. The scholars found it difficult to compartmentalize the ideas of transactional marketing and relationship marketing and both discourses ran simultaneously in academia. Relationship marketing as a discipline could not completely replace transactional marketing. Over the last few years with the advent of new technologies and the disruptions by means of fourth industrial revolution, experience of the consumer became a center stage and relationship marketing was taken for granted. Experience marketing propagates value creation through experiences and interactions becomes the central theme of experience creation. Marketers have the challenging task to create experience which is meaningful and of particular significance to the person in an era of multiple loyalty and freedom. Today the impact of experiential marketing can be more seen in the healthcare and tourism industry. With the dominance of digital technology we envisage an optimization across platforms keeping consistent customer engagement.

**Sugathan, P.** (2019) Evaluating price fairness in hedonic and co-created categories, *IIMK/WPS/336/MM/2019/07*

Since most of the consumer transaction are valued based on economic utility, prices and cost involved in transaction forms the important aspect of evaluating transactions. Price fairness literature evaluates the fairness of these transaction from the perspective of consumers. Most of the relevant research on price fairness are motivated by principle of dual entitlement (Kahneman et al 1986) which argues that in fairness perceptions are governed by the belief that firms are entitled to a reference profit and consumers are entitled to a reference price. Most of the literature on price fairness has been studying the fairness perceptions when status-quo is changed, for example increase in prices to take advantage surplus demand, or newly obtained monopoly power, or increase in costs. However, the literature has not looked in to price fairness perceptions related to the emerging categories of hedonic products or co-created products. Our research aims to contribute to such knowledge by explicating the price judgment mechanisms contextualized by theories related to these emerging categories.

**Sugathan, P.** (2019) Co-creation as possible exploitation, *IIMK/WPS/335/MM/2019/06*

Extant research indicates that co-creation has several benefits. However, claims have recently been made that co-creation involves double exploitation and unfairness, and that consumers therefore not only put effort into co-creating a product or service, but may also end up paying more for a co-created offering. This study involves two experiments that offer empirical insights into these claims. Our results suggest that co-creation does not really result in any perception of unfairness. Moreover, contrary to expectations, cuing the consumer with the cost incurred by the firm (i.e., setup cost) for enabling co-creation, actually does not act as a moderator of unfairness or does not check the perception that the firm is making higher profits. The study participates in the ongoing debates regarding co-creation and tries to redirect the possible advocacy of exploitation due to co-creation, thereby addressing probable impediments to the acceptance of co-creation practices

**Velayudhan, S. K.** (2019) Factors influencing online shopping in rural India: A review, *IIMK/WPS/314/MM/2019/04*

Online shopping is growing rapidly but rural markets have low acceptance of this retail channel. Literature on rural online shopping is scarce and so the literature examining the influences on online shopping is used to draw inferences for rural markets. The review examines the influence of consumer characteristics on online shopping, product characteristics influence on online shopping, relative competitive ability of online and off-line retail business and their influence on online shopping and the influence of infrastructure on online shopping. The review of online shopping literature is used to draw implications for decision making and also to understand the research issues for online shopping in rural markets.





## MEMBERSHIP OF EDITORIAL / REVIEW BOARD / AD HOC REVIEW

NAME	TITLE	POSITION
<b>Thomas, J.</b>	IIMB Management Review	Review Board Member
	Journal of India Business Research	Review Board Member
	Vikalpa- The Journal for Decision Makers	Review Board Member
<b>Adhikari, A.</b>	IIM Kozhikode Society & Management Review	Managing Editor
	European Journal of Marketing	Ad Hoc Reviewer
	Current Issues in Tourism	Ad Hoc Reviewer
	Annals of Tourism Research	Ad Hoc Reviewer
	Cornell Hospitality Quarterly	Ad Hoc Reviewer
	International Journal of Hospitality Management	Ad Hoc Reviewer
	Academy of Management Conference	Ad Hoc Reviewer
	American Marketing Association conference	Adhoc reviewer
<b>Purani, K.</b>	Journal of Business Research	Ad Hoc Reviewer
	International Journal of Hospitality Management	Ad Hoc Reviewer
	Journal of Retailing and Consumer Services	Ad Hoc Reviewer

## FACULTY

## MARKETING MANAGEMENT



Praveen S



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G. Sridhar



Sanal Kumar Velayudhan



Atanu Adhikari



Naveen C. Amblee



Omkumar Krishnan



Joshy Joseph



## ORGANIZATIONAL BEHAVIOUR & 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 opportunity 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 on by the area, which are relevant for 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 OB & HR 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(S)	TITLE	JOURNAL	YEAR
<b>T. N. Krishnan</b>	Is there a case for fiduciary duties towards employees and other stakeholders?	<i>Indian Journal of Industrial Relations</i>	2019
<b>Unnikrishnan K Nair Keyoor Purani</b>	KHL: Consulting for Managing Sales Force Attrition (B)	<i>Asian Journal of Management Cases</i>	2018
<b>Unnikrishnan K Nair Keyoor Purani</b>	KHL: Consulting for Managing Sales Force Attrition (A)	<i>Asian Journal of Management Cases</i>	2018
<b>Jatin Pandey</b>	Factors affecting job performance: an integrative review of literature	<i>Management Research Review</i>	2018
<b>Jatin Pandey Manjari Singh Shrihari Suresh Sohani</b>	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 Organisation and Emotion</i>	2018
<b>Jatin Pandey</b>	Managing Employee Surplus: The cats, rats, camels & elephants of strategic downsizing matrix	<i>Strategic HR Review</i>	2018



<b>Manoranjan Dhal</b>	Trade Union Strategies and Responses to Changes in Employment Structures and Forms in India	<i>Japan Labour Issues</i>	2018
Prajna Srutismara <b>Surya Prakash Pati</b> Ashish Rastogi	Work Alienation: Role of Organization & Supervisor Support in Indian BPO Sector	<i>Indian Journal of Industrial Relations</i>	2018

**Krishnan, T. N.** (2019) Is there a case for fiduciary duties towards employees and other stakeholders? *Indian Journal of Industrial Relations*, 54(3): 553-557

This article provides a case for stakeholder perspective in decision-making and the way human resource practices could influence the attitudinal and behavioural orientation of employees towards multiple stakeholders of the organization. Drawing on Institutional and Resource dependence perspective of the organization, it argues why the fiduciary duties of managers towards owners need to be broadened to include other stakeholders of the firm.

**Nair, U. K. & Purani, K.** (2018) KHL: Consulting for Managing Sales Force Attrition (B), *Asian Journal of Management Cases*, 15(2): S44-S54



Kalpak Healthcare Limited (KHL), a large pharmaceutical company in the southern part of India, was facing severe sales force turnover in its Life Branded Medications SBU, popularly called the Branded SBU (B-SBU). It became an issue of highest concern to the top management of KHL; so they appointed a team of consultants from a premier management school in the region to study the issue and to recommend possible solutions and strategies. Over a period of six months, the consultants conducted extensive research—studying internal company records, analysing the industry and external environment, gathering qualitative data through in-depth interviews and focus group discussions among KHL employees and executing a division wide quantitative survey labelled as Manpower Mood Meter (M3) among the field executives—to finally come up with recommendations.

The Case is organized as two independent, successive ones—A and B. Case (A) describes the consultants’ engagement with KHL and ends with them pondering over the types of analyses to be done with the huge volume of data they had collected. Case (B) details the kinds of analyses they actually did and the inferences they drew. The set of recommendations that the consultants finally make to KHL top management is given in the epilogue of the teaching note. The critical value of this case lies in its ability to open up the students’ mind to the dynamic interplay of multiple factors—individual, managerial, organizational, industrial-contextual and historical—that holistically affect a phenomenon like ‘attrition’ in organizations. This could perhaps also be one of those rare cases that makes use of the principles of System Dynamics in a real, applied and combined contexts of marketing and human resource management.

**Nair, U. K. & Purani, K.** (2018) KHL: Consulting for Managing Sales Force Attrition (A), *Asian Journal of Management Cases*, 15(2): S25-S43

Kalpak Healthcare Limited (KHL), a large pharmaceutical company in the southern part of India, once faced severe sales force turnover in its Life Branded Medications SBU, popularly called the Branded SBU (B-SBU). It became an issue of highest concern to the top management of KHL; so they appointed a team of consultants from a premier management school in the region to study the issue and recommend possible solutions and strategies. Over a period of 6 months, the consultants conducted extensive research—studying internal company records, analysing the industry and external environment, gathering qualitative data through in-depth interviews (DIs) and focus group discussions (FGDs) among KHL employees and executing a division-wide quantitative survey labelled as Manpower Mood Meter (M3) among the field executives—and finally came up with recommendations.

The case is organized as two independent, successive ones—A and B. Case (A) describes the consultants' engagement with KHL and ends with them pondering over the types of analyses to be done with the huge volume of data they had collected. Case (B) details the kinds of analyses they actually do and the inferences they draw. The set of recommendations the consultants finally make to the KHL top management is given in the epilogue of the teaching note. The critical value of this case lies in its ability to open up the students' minds to the dynamic interplay of multiple factors—individual, managerial, organizational, industrial-contextual and historical—that holistically affect a phenomenon like 'attrition' in organizations. This could perhaps also be one of those rare cases that makes use of the principles of System Dynamics in a real, applied and combined context of marketing and human resource (HR) management.

**Pandey, J.** (2018) Factors affecting job performance: an integrative review of literature, *Management Research Review*, 42(2): 263-289.

**Purpose** - Job performance is an important variable, which primarily affects outcomes at three levels: the micro level (i.e. the individual), the meso level (i.e. the group) and the macro level (i.e. the organisation). This paper aims to identify, analyse and synthesise factors that affect job performance.

**Design/methodology/approach** - Through an extensive integrative review of literature, this study identifies and classifies the factors that affect job performance. A synthesised model based on the schema of demands, resources and stressors is also developed.

**Findings** - The demands identified are grouped into physical, cognitive and affective. Stressors adversely affecting job performance are classified at an individual level, job level and family level. Finally, resources are classified at an individual level, job level, organisational level and social level.

**Research limitations/implications** - This review enhances the job demands-resources (JD-R) model to job demands-resources-stressors (JD-R-S) model by identifying a separate category of variables that are neither job demands nor resources, but still impede job performance.

**Practical implications** - The subgroups identified under demands, resources and stressors provide insights into job performance enhancement strategies, by changing, managing or optimising them.

**Originality/value** - This study helps in better understanding the factors that go on to impact job performance differentially, depending on the group to which they belong.

It gives a holistic picture of factors affecting job performance, thereby integrating classifying and synthesising the vast literature on the topic.



**Pandey, J., Singh, M., & Sohani, S. S.** (2018) Emotional Labour of Rural Women in Difficult Geographies of an Emerging Economy: Narratives of Community Health Care Workers of India, *International Journal of Work Organisation and Emotion*, 9(2): 159-186.

This study attempts to find the existence, execution and outcome of emotional labour in the work of community health-care workers. Through a ten-month field study comprising in-depth interviews with 26 accredited social health workers (ASHAs), we found that their work requires emotional labour. Our study shows that they use 'attached approach', which is similar to deep acting, and 'detached approach', which is similar to surface acting, to perform emotional labour. We also found that surface acting resulted in minimal negative effect in case of negative situation and in well-being due to attenuation of work benefits in case of positive situation at the workplace. Deep acting in a positive situation led to emotional permeability between work and personal life, whereas in the event of a negative situation, it led to stress. Furthermore, deep acting decreases their effectiveness and efficiency due to associated stress that could have detrimental effects on the beneficiaries of healthcare.

**Pandey, J.** (2018) Managing Employee Surplus: The cats, rats, camels & elephants of strategic downsizing matrix, *Strategic HR Review*, 17(4): 220-223.

Organizational fat in terms of cost-incurring excess resources that are clogging organizational effectiveness and efficiency are a source of managerial concern. This non-usable fat must be trimmed from an organization with minimum effect on

usable muscles (i.e. productive resources). A majority of these resources walk in and out of the organizational elevators every day. This movement (in terms of hiring, firing and attrition) makes maintaining an optimal number of employees in an organization a significant challenge.

This nonideal situation coupled with dynamics of external and internal business environment lead to cycles of growth in the form of hiring and then decline in the form of firing or downsizing in organizational life. Myopic downsizing in the organization can lead to long-term strategic blindness. Therefore, this operation should be done with caution. This problem can be better understood if organizations are conceptualized as networks.



**Dhal, M.** (2018) Trade Union Strategies and Responses to Changes in Employment Structures and Forms in India, *Japan Labour Issues*, Volume 2, No 8

Decline in trade union membership is a global phenomenon, particularly in the era which is impacted by the free movement of production, capital and labour. However, unions have revitalized themselves by shading their evolutionary role of confrontation between capital and labour and adopting various strategies to survive and grow. The strategic response includes organizing new members, extending cooperation, focusing on up skilling of their members, ensuring productivity and protecting consumer interest. Against this backdrop, this paper tries to evaluate the major trade unions of India and their response to the changes in the employment structure in India.

Srutismara, P., **Pati, S. P.** & Rastogi, A. (2018) Work Alienation: Role of Organization & Supervisor Support in Indian BPO Sector, *Indian Journal of Industrial Relations*, Vol 54, No 01

Attrition has been recognized as one of the principal threats to the competitiveness of Indian BPO sector. More specifically many researchers have identified that it is often the early career professionals who decide against an extended relationship with the BPO. Using the job demand- resource lens, we explored whether work alienation is associated with turnover of the early career employees in the Indian BPO sector. Additionally, we also investigated whether work alienation mediates the relationship between organizational support variables and turnover intention. We found evidence for a full mediation. The implications of the study findings are also discussed.

### FORTHCOMING REFEREED JOURNAL PUBLICATIONS

AUTHOR(S)	TITLE	DETAILS
<b>Pandey, J.</b> Gupta, M.	Religion in the Lives of Hindu Widows: Narratives From Vrindavan, India	<i>Psychology of Religion and Spirituality</i>
<b>Pandey, J.</b> 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 and Society</i>

### CONFERENCE PAPERS PRESENTED & FORTHCOMING

AUTHOR(S)	TITLE	DETAILS	YEAR
<b>Mahdoora</b> Rastogi, A. <b>Pati, S. P.</b>	Antecedent and Consequences of Burnout: A Study in Indian Healthcare Sector	<i>International Conference on Global Health &amp; Medical Tourism, March 7-10, IIM Kozhikode</i>	2019
<b>Sethi, D.</b> Arya, V. <b>Chatterjee, D.</b>	“Turn that frown upside down”: A contextual account of non-verbal communication to build patient’s allegiance and their credibility towards doctors	<i>International Conference on Global Health &amp; Medical Tourism, March 7-10, IIM Kozhikode</i>	2019

<b>Mahdoora Sethi, D.</b>	Effective Communication: The Life-Blood of Nursing	<i>International Conference on Global Health &amp; Medical Tourism, March 7-10, IIM Kozhikode</i>	2019
<b>Pandey, J. Sohani, S. S. Sethi, D.</b>	Medical Tourism and Patient Satisfaction: A Grounded Theory Approach	<i>International Conference on Global Health &amp; Medical Tourism, March 7-10, IIM Kozhikode</i>	2019
<b>Arya, V. Sethi, D.</b>	Is application of IOT in Hospitals Improves Employees' Organizational Commitment? The Serial Mediation of Work-Life Balance & Internal Branding	<i>International Conference on Global Health &amp; Medical Tourism, March 7-10, IIM Kozhikode</i>	2019
<b>Rajeev, P. N. Pandey, J. Madhavachadran</b>	Now is the time to be happy: Disentangling how practicing mindfulness makes one happy, an explanatory mediated model	<i>International Conference on Global Health &amp; Medical Tourism, March 7-10, IIM Kozhikode</i>	2019
<b>Mahdoora Sethi, D.</b>	Effective Communication: The Life-Blood of Nursing	<i>International Conference on Global Health and Medical Tourism, March 7-10</i>	2019
<b>Pandey, J. Sohani, S. S. Sethi, D.</b>	Medical Tourism and Patient Satisfaction: A Grounded Theory Approach	<i>International Conference on Global Health and Medical Tourism, March 7-10</i>	2019
<b>Arya, V. Sethi, D.</b>	Is application of IOT in Hospitals Improves Employees' Organizational Commitment? The Serial Mediation of Work-Life Balance & Internal Branding	<i>International Conference on Global Health and Medical Tourism, March 7-10</i>	2019
<b>Rajeev, P. N.</b>	Positive Affect, Creativity and Integrative Negotiation	<i>COSMAR'18: The 18th Consortium of students in Management Research, IISC, Bengaluru, November 29 - 30</i>	2018
<b>Vijay Kumar, S. Nair, U. K.</b>	Idiosyncratic Deals (I-Deals) – A Literature Review	<i>Annual Conference of British Academy of Management, September 4-6</i>	2018
<b>Dhal, M.</b>	Labour Management Relationship Among Non-Regular Workers In Japanese Automobile Sector	<i>Industrial Labour and Employment Relations Association (ILERA) 18th World Congress, Seoul, South Korea, July 23-27</i>	2018
<b>Krishnan, T. N.</b>	Don't judge the unknown from unknown - (Mis)Understood allotropes of the mutated Millennial generation	<i>British Academy of Management Conference, 04-06 September</i>	2018
<b>Pati, S. P.</b>	Antecedents to Repatriation Adjustment in Emerging Markets: Review, Reflection and Research Agenda	<i>78th Annual Meeting of the Academy of Management, 10 – 14 August</i>	2018
<b>Pati, S. P.</b>	Violence Against Doctors: A Conservation of Resources View	<i>International Conference on Global Health &amp; Medical Tourism, March 7-10, IIM Kozhikode</i>	2018

### WORKING PAPERS

AUTHOR (S)	TITLE	YEAR
<b>Azeez, N. Nair, U. K. S. Jeyavelu</b>	Factors Influencing Co-Worker's Attribution of Workplace Romance Motives	2019
<b>Azeez, N. Nair, U. K. S. Jeyavelu</b>	Perceived Workplace Romance Motives and Their Measurement	2019
<b>Azeez, N. Nair, U. K. S. Jeyavelu</b>	Perceived Workplace Romance Motives and Their Consequences	2019



**Azeez, N., Nair, U. K. & Jeyavelu, S. (2019) Factors Influencing Co-Worker's Attribution of Workplace Romance Motives, IIMK/WPS/298/OB & HR/2019/02**

Co-workers make sense of workplace romance (WR) by attributing different motives to the parties involved in WR. However, the attributed WR motive(s) for a WR participant may not be always same as the WR participant's actual motive(s). Co-workers base their attribution on the limited information they have. The present study seeks to understand the factors influencing the attribution of these motives. Six factors are proposed to influence the co-worker's attribution of WR motives. Based on the data collected using questionnaire survey from individuals who have observed at least one romantic relationship in their organization(s) in the previous two years, it was found that WR participant's gender, organizational status of the WR partner, marital status of WR participants, team affiliation of WR participants, and co-worker's gender influenced the attribution of WR motives. Limitations and future directions are discussed

**Azeez, N., Nair, U. K., & Jeyavelu, S. (2019) Perceived Workplace Romance Motives and Their Measurement, IIMK/WPS/299/OB & HR/2019/03**

Workplace romance (WR) has become a common phenomenon in organizations these days. It is not the relational participants alone who are affected by such romantic relationships, but also their co-workers. Co-workers make sense of WR by attributing different motives to the WR participants. While Quinn's (1977) pioneering three-motives typology helps in understanding WR even after forty years, recent research highlights the need to update and review it. Hence, the goal of this study was to explore the contemporary perceived WR motives, and develop a valid and reliable instrument to measure them. This was done by conducting focus groups (Study 1) followed by two quantitative studies: first one to generate items to measure perceived WR motives, and examine its factor structure (Study 2) and the second to confirm the factor structure and provide evidence of convergent and divergent validity (Study 3). Our results indicate robust evidence for five perceived WR motives: Love, Job, Ego-boosting, Pleasure, and Emotional support. The newly developed instrument displays sound psychometric properties, and therefore could be employed in future studies. The updated typology of motives also opens broadened avenue for future research in WR, including suitably replicating some of the past studies, if felt needed.

**Azeez, N., Nair, U. K., & Jeyavelu, S. (2019) Perceived Workplace Romance Motives and Their Consequences, IIMK/WPS/300/OB & HR/2019/04**

Co-workers assign meaning to workplace romance (WR) based on perceived WR motives. Extant literature suggests that these attributed motives could influence co-worker's relationship with the WR participants and affect various workplace outcomes. Since the contemporary perceived WR motives identified are different from the ones identified by Quinn (1977) forty years ago, further research is called for to examine the consequences of the contemporary perceived WR motives. The present study therefore seeks to examine the relational and workplace implications of the contemporary perceived WR motives. Based on the data from 500 respondents who have observed at least one romantic relationship in their organization(s) in the previous two years, it was found that: 1) Perceived love motive had positive relational implications, while ego-boosting motive had negative relational implications; 2) Perceived love motive had positive workplace implications, while job, ego-boosting, and pleasure motives had negative workplace implications; 3) Emotional support motive had neither positive nor negative relational and workplace implications. Limitations and future research directions are further discussed

### CASE STUDIES PUBLISHED & FORTHCOMING

AUTHOR(S)	TITLE	YEAR
<b>Rajeev, P. N. Pandey, J.</b>	Different Styles for Different Times	2018
<b>Rajeev, P. N. Pandey, J.</b>	StrataGem Consultants	2018
<b>Rajeev, P. N. Pandey, J.</b>	Making in India...will influence work?	2018
<b>Rajeev, P. N. Pandey, J.</b>	Bending steel...Using Power in organizations	2018

**Rajeev, P. N. & Pandey, J. (2018) Different Styles for Different Times, IIMK/CS/99/OB & HR/2018/14**

Leadership has been discussed and researched upon extensively, and one of the points of agreement across differing perspectives on leader effectiveness is that to be effective, the leader needs to modify his style to suit situational contingencies. A quick but clear understanding of the situation along with the capability to adapt and manage any contingency would rate among the finest skills in a leader's repertoire. In the case, we depict how leadership styles need to be flexible enough to accommodate the demands of differing situations. The case presents four scenarios with differing levels of challenges. The decision point is varied across two dimensions- willingness and ability of the subjects to be able to benefit from a leader's intervention. Given such variance, the case enables the description and role playing of different styles of leadership to address different imperatives presented in each scenario.

**Rajeev, P. N. & Pandey, J. (2018). StrataGem Consultants, ET Cases, OB-2-0074, OB-2-0074A**

Founded in 1967, StrataGem entered India in 2000 with a modest office in Mumbai. It positioned itself as a niche provider of research and consultancy in the sustainability sector. Dr. Singh, a senior associate has been in the know of a Government project on electronic waste collection, disposal and management as it was posing a public health problem in the state. He has to take a series of decisions on whether to bid for the project, who to include in the project team and how to manage them. Drawing from the contingency theories of leadership, the case illustrates how and why leaders need to modify their style to meet situational demands. Specifically, teamwork requires individual idiosyncrasies to be managed for achieving success of the project. The case also brings out the constraints under which leaders need to operate and deliver a successful outcome.

**Rajeev, P. N. & Pandey, J. (2018) Making in India...will influence work? IIMK/CS/101/OB & HR/2018/16**



In this case and exercise, we depict how influence needs to be exercised to convince others of our point of view, get them to support our decision and finally act in ways that we would want them to. The case presents two scenarios with specific issues involving different stakeholders who are at different levels in the organization. The first scenario deals with an Intellectual Property issue which necessitates a bipartite negotiation between the manufacturer represented by the general manager of an organization and their customer represented by a high level government official. The second scenario is based on the issue of worker productivity and requires a tripartite negotiation between the trade union, the HR manager and the line manager. In each scenario, the parties need to negotiate and

deploy different strategies of influence to win over the opposing party. A mix of four major influence strategies need to be used judiciously for effective negotiation. The P3 Framework (Power through Personality and Position; Source: Prof Priya Nair Rajeev & Prof Jatin Pandey) is used as the theoretical anchor on which the case and the exercise are built. The case is designed to bring to fore the usage and utility of four different influence strategies that can be used in conjunction with and as a supplement to power. The four influence strategies emanate from two different dimensions: inspiration and relations that flow from the personality of the individual and coercion and rewards that emerge from the position the individual occupies. Further, these strategies need to be used in accordance with their value and repeatability over a period of time. The case and exercise make use of a novel technique of mapping the negotiation process through the exchange of physical currencies of different kinds thereby making the class very interesting and engaging.

**Rajeev, P. N. & Pandey, J. (2018) Bending steel...Using Power in organizations, IIMK/CS/102/OB & HR/2018/17**

The case offers a set of issues that arise in a new steel plant that need the exercise of influence rather than power to sort them out. The protagonist though has position power needs to decide which influence strategies to use with the divers set of stakeholders he has to manage both within and outside the organization. The case can be used in a full time MBA program as well as in executive education to bring out succinctly the criticality of influence, where to use which influence strategy and how to build personal influence.

## NON REFEREED PUBLICATIONS / PRESENTATIONS

AUTHOR	TITLE	CATEGORY	DETAILS	YEAR
<b>Dhal, M.</b>	Is India ready for the fourth Industrial Revolution?	Popular Press	<i>People Matters</i>	2018
<b>Chatterjee, D. Sensarma, R.</b>	Fund drive for varsities	Popular Press	<i>Deccan Chronicle</i>	2018
<b>Pati, S. P.</b>	Towards an Impactful EMBA: Some Thoughts	Popular Press	<i>Business World Education</i>	2018

## MEMBERSHIP OF EDITORIAL REVIEW BOARD AD HOC REVIEW

Nair, U. K.	IIMB Management Review	Associate Editor
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## FACULTY ORGANIZATIONAL BEHAVIOUR AND HUMAN RESOURCES



Debashis Chatterjee



Unnikrishnan K Nair



T. N. Krishnan



Debabrata Chatterjee



Manoranjan Dhal



Surya Prakash Pati



Priya Nair Rajeev



Jatin Pandey



## QUANTITATIVE METHODS & 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(S)	TITLE	JOURNAL	YEAR
C. R. Vishnu R. Sridharan <b>P. N. Ram Kumar</b>	Supply chain risk management: models and methods	<i>International Journal of Management and Decision Making</i>	2019
C. R. Vishnu R. Sridharan <b>P. N. Ram Kumar</b>	Supply chain risk inter-relationships and mitigation in Indian scenario: an ISM-AHP integrated approach	<i>International Journal of Logistics Systems and Management</i>	2019
Sushmita A. Narayana <b>Rupesh K. Pati</b> <b>Sidhartha S. Padhi</b>	Market dynamics and reverse logistics for sustainability in the Indian Pharmaceuticals industry	<i>Journal of Cleaner Production</i>	2019
<b>Soumya Roy</b> Biswabrata Pradhan	Bayesian C -optimal life testing plans under progressive type-I interval censoring scheme	<i>Applied Mathematical Modelling</i>	2019
Rajnish Kumar <b>Sidhartha S. Padhi</b> <b>Ashutosh Sarkar</b>	Supplier selection of an Indian heavy locomotive manufacturer: An integrated approach using Taguchi loss function, TOPSIS, and AHP	<i>IIMB Management Review</i>	2019



Agam Gupta <b>Arqum Mateen</b> Divya Sharma Uttam K. Sarkar Vinu Cheruvil Thomas	Combating incumbency advantage of network effects: The role of entrant's decisions and consumer preferences	<i>Competition and Regulation in Network Industries</i>	2019
<b>Prashant Premkumar</b> <b>P. N. Ram Kumar</b>	Literature Review of Locomotive Assignment Problem from Service Operations Perspective: The Case of Indian Railways	<i>IIM Kozhikode Society &amp; Management Review</i>	2019
<b>Soumya Roy</b>	Bayesian accelerated life test plans for series systems with Weibull component lifetimes	<i>Applied Mathematical Modelling</i>	2018
<b>Gopalakrishnan N</b> <b>Anand Gurumurthy</b> Shyam Prasath Balangatharan	Implementing lean thinking in software development – a case study from India	<i>International Journal of Services Technology and Management</i>	2018
Vimal K. E. K. Vinodh S. <b>Anand Gurumurthy</b>	Modelling and analysis of sustainable manufacturing system using a digraph-based approach	<i>International Journal of Sustainable Engineering</i>	2018
<b>G. Thangamani</b>	Practical Risk Assessment Methodology for ERP Project Implementation	<i>Journal of Economics, Business and Management</i>	2018
<b>G. Thangamani</b>	Risk Assessment of Product Innovation and Development Using Markov Process Approach	<i>International Journal of Innovation, Management and Technology</i>	2018
<b>Gopalakrishnan N</b> <b>Anand Gurumurthy</b> Roger Moser	“8A” framework for value stream selection – an empirical case study	<i>Journal of Organizational Change Management</i>	2018
Sarat Kumar Jena Sarada P. Sarmah <b>Sidhartha S. Padhi</b>	Impact of government incentive on price competition of closed-loop supply chain systems	<i>INFOR: Information Systems and Operational Research</i>	2018
<b>Sidhartha S. Padhi</b> <b>Rupesh K. Pati</b> <b>A. Rajeev</b>	Framework for selecting sustainable supply chain processes and industries using an integrated approach	<i>Journal of Cleaner Production</i>	2018
Rajnish Kumar <b>Sidhartha S. Padhi</b> <b>Ashutosh Sarkar</b>	Optimal number of suppliers to mitigate supply disruption: a case of Indian locomotive manufacturer	<i>International Journal of Logistics Systems and Management</i>	2018
Ingmar Zangera <b>Sidhartha S. Padhi</b> Stephan M. Wagner	Linking social system failures: A short note on marriage and firm failure	<i>Journal of Innovation &amp; Knowledge</i>	2018

Vishnu, C. R., Sridharan, R. & **Kumar, P. N. R.** (2019) Supply chain risk management: models and methods, *International Journal of Management and Decision Making*, Volume 18, No 1

This paper consolidates various research outputs in supply chain risk management (SCRM). It presents the techniques employed for managing and modelling supply chain risk drivers in an encapsulated form to aid the risk related decision making in industries. This review paper proposes a hybrid of systematic and descriptive review approach. Initially, the authors apply a systematic literature review approach to study the current research directions and subthemes in SCRM. The information thus obtained is also utilised to shortlist the research papers for the descriptive review that identifies the various models and methods applied in SCRM research. A software tool known as BibExcel is employed for data mining and analysing. Another software tool called Pajek is used to visualise the BibExcel outputs. Furthermore, this review paper identifies and discusses the significant gaps in SCRM research studies and proposes some unique and promising areas for future research. (Not sure if this should be included in forthcoming)

Vishnu, C. R., Sridharan, R. & Kumar, P. N. R. (2019) Supply chain risk inter-relationships and mitigation in Indian scenario: an ISM-AHP integrated approach, *International Journal of Logistics Systems and Management*, 32(¾): 548-578

Supply chain risk management analyses and controls both internal and external supply chain risks through coordination/collaboration of supply chain partners to ensure profitability and business continuity. Be it internal or external, successful mitigation of these risks has always been a serious concern in the pursuit of customer satisfaction. The impact potential of these supply chain risk factors varies significantly as a result of their inter-relationships which further decide the selection of mitigation strategies. In this paper, we investigate the interdependence among the various supply chain risk factors that are prevalent in the Indian context by developing an interpretive structural model (ISM). Unlike a generic ISM, the proposed model incorporates the strength of the inter-relationships by deploying colour codes and a differential rating scale. Furthermore, we propose a group decision-making framework based on analytic hierarchy process for the prioritisation and selection of appropriate mitigation strategies. Finally, a case study is also presented to illustrate the proposed frame.

Narayana, S. A., Pati, R. K., & Padhi, S. S. (2019) Market dynamics and reverse logistics for sustainability in the Indian Pharmaceuticals industry, *Journal of Cleaner Production*, 208: 968-987.

The pharmaceutical industry is increasingly employing reverse logistics practices in their supply chain activities to be more sustainable. However, the absence of voluntary take-back for relocation to needy markets limits the benefits of reverse logistics for sustainability practices in India. Production planning and RL design without taking product category and feedback into consideration are ineffective. Resulting in a pressing need to devise policies by incorporating economic costs, environmental costs, and effective product returns in the model aimed at sustainability through RL. This article demonstrates how the principles of Taguchi's Orthogonal Arrays can be applied in a system dynamics model highlighting the presence of two brand categories (preferred & un-preferred) and their respective RL processes that substantially influences product shelf life, maximum allowable sales loss, and delays in the reverse logistics process. The contributions of this research are: (i) market flooding of expired stock can be alleviated for longer shelf life and preferred brands by increasing marketing efforts. (ii) Increasing safety stocks helps sales in a dynamic market but does not alleviate market flooding. (iii) Due to the absence of feedback between reverse and forward logistics processes, improvements in reverse logistics attributes like product return and claims processing delays do not impact sales rather it alleviates market flooding. The medicine take-back policies in India need to be sensitive to the category of the product. There is also a potential for placing checks on the supply side to alleviate market flooding, and a need to provide feedback between reverse and forward logistics through risk-sharing agreements in order to enable product take-back for both disposal and relocation to needy markets. The possible research extensions include the structural changes in the proposed model to test RL, for sustainability policies and the study of brand/product level competition.



Roy, S., & Pradhan, B. (2019) Bayesian C -optimal life testing plans under progressive type-I interval censoring scheme, *Applied Mathematical Modelling*, Volume 62, Pages 383-403

This work considers optimal planning of progressive type-I interval censoring schemes for log-location-scale family of distributions. Optimum schemes are obtained by using a Bayesian C -optimality design criterion. The C -optimality criterion is formed to attain precision in estimating a particular lifetime quantile. An algorithm is proposed to obtain the optimal censoring schemes. Optimal schemes are obtained under two different scenarios for the Weibull and lognormal models, which are two popular special cases of log- location-scale family of distributions. A sensitivity analysis is conducted to study the effect of various prior inputs on the optimal censoring schemes. Furthermore, a simulation study is undertaken to illustrate the sampling variations resulting from the optimal censoring schemes.

Kumar, R., Padhi, S. S. & Sarkar, A. (2019) Supplier Selection of an Indian Heavy Locomotive Manufacturer: An Integrated Approach using Taguchi Loss Function, TOPSIS, and AHP, *IIMB Management Review*. Volume 31, Issue 1, Pages 78-90.

Supplier selection is increasingly seen as a strategic issue for any firm. In the literature, a variety of supplier selection criteria and methodologies have been reported. However, in this article, to find the most dependable supplier for an Indian heavy locomotive firm, some of the selection criteria like quality, delivery, price and service are employed. Subsequently,

an integrated model is proposed for objective assessment of suppliers by integrating three methods namely, Taguchi loss function, analytical hierarchy process (AHP), and technique for order performance by similarity to ideal solution (TOPSIS). Finally, two cases of the firm under study, along with sensitivity analysis, are considered to demonstrate the credibility of the model.



Gupta, A., **Mateen, A.**, Sharma, D., Sarkar, U. K., & Thomas, V. C. (2019) Combating incumbency advantage of network effects: The role of entrant's decisions and consumer preferences, *Competition and Regulation in Network Industries*, Volume 20, Issue 01, Page(s): 3-32

This article studies the competitive dynamics between an incumbent and a late entrant in a market governed by network effects. Classifying markets based on decision criterion used by majority of consumers in a market, an analytical model for the likelihood of incumbent displacement in these markets is developed and corroborated using simulations. Using product quality offered and product price charged by the entrant as managerial levers, the impact of managerial deci-

sion-making on the expected market share of the entrant is discussed. Efficacy of seeding and delayed entry by the entrant in an attempt to perfect its product is also examined.

**Premkumar, P. & Kumar, P. N. R.** (2019) Literature Review of Locomotive Assignment Problem from Service Operations Perspective: *The Case of Indian Railways, IIM Kozhikode Society & Management Review*, Vol 8, Issue 01

Since the appearance of mechanized rail transport systems in England in the 1820s, the railway has evolved as an essential service and has become the primary mode of long-distance land transportation for people as well as for bulk material across the world. It is essential for every railway organization to maintain high quality of service to not only differentiate itself and create a competitive edge over other modes of transport but also to survive. Factors such as speed, reliability, passenger comfort, convenience, system safety, special services, innovations, efficiency, itinerary accuracy and so on are important to ensure satisfactory services. The locomotive assignment problem (LAP) is one problem which, if addressed properly, would go a long way to improve the quality of services provided by the railway organization. In this work, we thoroughly study the literature pertaining to LAP to identify the constraints that have been considered hitherto by various authors. We also try to single out constraints that are relevant but ignored by most of the studies. Finally, we review studies that are specific to the Indian context and highlight the scope for further work.

**Roy, S.** (2018) Bayesian accelerated life test plans for series systems with Weibull component lifetimes, *Applied Mathematical Modelling*, Volume 62, Pages 383-403

This article presents optimal Bayesian accelerated life test plans for series systems under Type-I censoring scheme. First, the component lifetimes are assumed to follow independent Weibull distributions. The scale parameters of Weibull lifetime distributions are related to the external stress variable through a general stress translation function. For a fixed number of design points, optimal Bayesian ALT plans are first obtained by solving constrained optimization problems under two different Bayesian design criteria. The global optimality of the resulting fixed-point optimal designs is then verified via the General Equivalence Theorem. This article also provides the optimized compromise ALT plans which are extremely useful in real-life applications. A detailed sensitivity analysis is then performed to find out the effect of various planning inputs on the resulting optimal Bayesian ALT plans. A simulation study is then conducted to visualize the resulting sampling variations from the optimal Bayesian ALT plans. Finally, this article considers a series system with dependent component lifetimes. Optimal ALT plans are obtained assuming a Gamma frailty model.

**Narayanamurthy, G., Gulumurthy, A. & Balagangatharan, S. P.** (2018) Implementing lean thinking in software development – a case study from India, *International Journal of Services Technology and Management*, Vol. 25 No. 1, pp.68-91

Implementation of lean thinking (LT) in the service sector has been widely reported. Although few studies describing the application of LT in software development (SD) are available, not many are from an emerging market such as India. Our study addresses this gap by using a single-case study methodology to understand the lean approach adapted by a firm in India to overcome the issues faced in its SD process. Data were collected through direct observation for a period of one

year. Difficulty in integrating work from various teams, long release cycles for the developed software products, late shipments, quality issues, customers' dissatisfaction, and high operational costs were the problems faced by the case company. These problems motivated the case company to adopt LT at the team level by following the scrum process. This study identified how the LT approach guided the case company to achieve responsiveness, regular interaction between employees, involvement of customers, and accomplishing targets within the planned timeline. This study helps both academicians and practitioners to understand the approach followed to implement LT in a SD firm in India.

Vimal K. E. K., Vinodh, S. & **Gurumurthy, A.** (2018) Modelling and analysis of sustainable manufacturing system using a digraph-based approach, *International Journal of Sustainable Engineering*, Vol. 11, No. 6, pp. 397-411

Sustainable manufacturing practices have many benefits like cleaner production, resource efficiency along with economic benefits. Sustainable manufacturing practices focuses on four dimensions environment, economy, business and society. The effective deployment of sustainable concepts mostly depends on interaction of these sustainable dimensions. In this study, an attempt on assessment through modelling has been presented. Mostly two factors determine the sustainable performance of organisation: the performance of the criteria is identified under four dimensions (inheritance) and their interaction (interdependency) among each other. Thus, graph theory-based modelling has been done considering both inheritance and interdependency for computing Overall Organisation Sustainability (OOS) score. Finally, permanent scores for matrices obtained from experts' team have been computed. OOS score for the organisation has been computed and is compared with the scores of hypothetical scenarios. Through the comparison with hypothetically generated practical best and worst-case scenario, insights have been derived.

**Thangamani G.** (2018) Practical Risk Assessment Methodology for ERP Project Implementation, *Journal of Economics, Business and Management*, Volume 6, No. 3, Pages 84-90.

Risk and complete uncertainty can potentially have serious consequences on the Enterprise Resource Planning (ERP) implementation. Risk management is one of the ten knowledge areas propagated by the Project Management Institute (PMI). Furthermore, risk management in the ERP system implementation context is a comprehensive and systematic way of identifying, analyzing and responding to risks to achieve the project objectives. This paper examines a practical approach to risk assessment using Monte Carlo simulation for ERP implementation. Risk Assessment Table (RAT) was developed as risk assessment model and Monte Carlo simulation was used to assess the project value at risk and its uncertainty. An overall risk management framework was also developed and the same was used to explore various risks, categorize them per their sources, assesses those risks and their variability. This approach supports the important project stakeholders such as customer, contractor or developer, consultant, and supplier to meet their commitments and minimize negative impacts on ERP project performance in relation to cost, time and quality objectives. The methodology was demonstrated using a case study on a ERP implementation project.

**Thangamani G.** (2018) Risk Assessment of Product Innovation and Development Using Markov Process Approach, *International Journal of Innovation, Management and Technology*, Volume. 9, No. 5, Pages 194-201.

Product Innovation is a key aspect of any company and central to the New Product Development (NPD) process. Companies must take risks to launch innovative new products speedily and successfully for its survival and sustainability. Despite meticulous efforts by companies to bring innovations, most of them are failing in the market place and hence the ability to diagnose and manage risk is a very important activity in high risk innovations. This paper presents a new Product Innovation and Development (PID) process and a quantitative methodology for risk assessment. FMEA (Failure Modes and Effects Analysis) and Markov process analysis are combined and presented as the risk assessment method which brings research value to risk assessment in PID process. This methodology also investigates the overall Product innovation and Development process and explores various risks, categorize them according to their sources, assess those risks and explores various risk mitigation techniques. The methodology is demonstrated using a case study on a new innovative home appliance project.

**Narayanamurthy, G., Gurumurthy, A. & Moser, R.** (2018) "8A" framework for value stream selection – an empirical case study, *Journal of Organizational Change Management*, 35 (5): 1001-1026.

Purpose - Before initiating the implementation of change for transforming and improving an organization through lean thinking (LT), it has to first select a right value stream. Several implementation studies have been documented in literature, but not many studies have addressed this issue of value stream selection. The purpose of this paper is to propose and empirically validate a framework for selecting a value stream to implement LT.



Design/methodology/approach - 8A framework is proposed by reviewing the literature on LT implementation case studies. Single case study methodology has been adopted to validate the application of 8A framework for selecting a value stream in an Indian educational institute. Since multiple qualifiers are considered simultaneously, a multi-criteria decision-making approach has been employed for choosing the value stream.

Findings - Utility of the proposed 8A framework for value stream selection was confirmed through its successful application in an educational institute. Out of three alternatives in the case organization, the teaching alternative was chosen for further LT implementation based on the application of 8A framework. Qualitative cross-validation and sensitivity analysis also confirmed the robustness of the value stream selection made using the 8A framework.

Research limitations/implications - Framework proposed in this study comprehensively captures the important qualifiers that were overlooked by the widely adopted first tenet of LT. Future research can attempt to generalize the applicability of 8A framework in different contexts including manufacturing, healthcare, software development, etc. A further study can be carried out in two similar case organizations or in two value streams of the same case organization (say in two different plants) to compare the differences in the outcome of lean implementation when one chooses its value stream for LT implementation without the application of the proposed framework, while another chooses it by applying the 8A framework. Practical implications - Through a structured evaluation of the comprehensive set of qualifiers in 8A framework using a multi-criteria decision making model, an informed decision can be taken by the practitioners in selecting a value stream from the available alternatives before proceeding with the implementation of LT.

Originality/value - After questioning the existing procedure of value stream selection for LT implementation, this study is the first to propose and validate an 8A framework that overcomes the limitations of the existing procedure. Study is also unique in the choice of the case organization as not many research papers have documented implementation of LT from the context of educational institutes.

Jena, S. K., Sarmah, S. P. & Padhi, S. S. (2018) Impact of government incentive on price competition of closed-loop supply chain systems. *INFOR: Information Systems and Operational Research*, 56 (2), 192-224



Considering the adverse impact of used products in the environment, government has come forward to provide incentive to encourage re-manufacturing. 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*, Volume 184, Pages 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.

**Kumar, R., Padhi, S. S. & Sarkar, A. (2018)** Optimal number of suppliers to mitigate supply disruption: a case of Indian locomotive manufacturer, *International Journal of Logistics Systems and Management*, Volume 31, No.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.

Zangera, I., **Padhi, S. S.** & Wagner, S. M. (2018) Linking social system failures: A short note on marriage and firm failure, *Journal of Innovation & Knowledge*, Volume 3, Issue 1, Pages 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.

#### OTHER FORTHCOMING PUBLICATIONS

AUTHOR(S)	TITLE	DETAILS
<b>Rajeev, A. Pati, R. K. Padhi, S. S.</b>	Sustainable supply chain management in the chemical industry: Evolution, opportunities, and challenges	<i>Resources, Conservation and Recycling</i>
Anjana V. Sridharan, R. <b>Kumar, P. N. R.</b>	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>
Narayanan, A. E. Sridharan, R. <b>Kumar, P. N. R.</b>	Analyzing the interactions among barriers of sustainable supply chain management practices: A case study	<i>Journal of Manufacturing Technology Management</i>
Narayana, S. A. <b>Padhi, S. S. Pati, R. K.</b>	Market dynamics and reverse logistics for sustainability in the Indian Pharmaceuticals industry	<i>Journal of Cleaner Production</i>
Vishnu, C. R. Sridharan, R. <b>Kumar, P. N. R.</b>	Supply chain risk management: models and methods	<i>International Journal of Management and Decision Making</i>
Gupta, A. <b>Mateen, A.</b> Sharma, D. Sarkar, U. K. Vinu, C. T.	Combating incumbency advantage of network effects: The role of entrant's decisions and consumer preference	<i>Competition and Regulation in Network Industries</i>
Narayanan, A. E. Sridharan, R. <b>Kumar, P. N. R.</b>	Analyzing the interactions among barriers of sustainable supply chain management practices: A case study	<i>Journal of Manufacturing Technology Management</i>

<b>John, L. Gurumurthy, A. Soni, G. Jain, V.</b>	Modelling the inter-relationship between factors affecting coordination in a humanitarian supply chain – A case of Chennai flood relief	<i>Annals of Operations Research</i>
<b>Panicker, V. S. Mitra, S. Upadhyayula, R. S.</b>	Institutional investors and international investments in emerging economy firms: A behavioral risk perspective	<i>Journal of Business World</i>

### BOOKS, BOOK CHAPTERS PUBLISHED & FORTHCOMING

AUTHOR(S)	TITLE	CATEGORY	YEAR
<b>Padhi, S. S.</b>	Operations Management Text & Cases	Book	2018

### CONFERENCE PAPERS, PRESENTED & FORTH COMING

AUTHOR(S)	TITLE	DETAILS	YEAR
<b>Vishnubhotla, A. K. Pati, R. K. Padhi, S. S.</b>	Can Projects on Blockchain Reduce Risks in Supply Chain Management?- An Oil Company Case Study	<i>5th Project Management Research and Academic Conference, Indian Institute of Management Kozhikode, IIMK Campus, Kozhikode, Kerala, Feb 28th to 2nd March</i>	2019
<b>Mukherjee, S. Padhi, S. S.</b>	Global Supply Chain in 'I2P' Mode of Operation	<i>5th Project Management Research and Academic Conference, Indian Institute of Management Kozhikode, IIMK Campus, Kozhikode, Kerala, Feb 28th to 2nd March</i>	2019
<b>Roy, S.</b>	Bayesian Accelerated Life Test Plans under Competing Dependent Causes of Failure	<i>XXII Annual International Conference of the Society of Operations Management, IIM Kozhikode, December 20-22</i>	2019
<b>Chakrabarty, J. B. Chowdhury, S. Roy, S.</b>	Optimum life test plan for products sold under warranty having Type-I generalized hybrid censored Weibull distributed lifetimes	<i>XXII Annual International Conference of the Society of Operations Management, IIM Kozhikode, December 20-22</i>	2019
<b>Shalique, M. S. Padhi, S. S. Krishnan, O.</b>	Design structure matrix modeling using multiple perspective group decision: the case of Kochi Metro Rail Limited	<i>5th Project Management Research and Academic Conference, Indian Institute of Management Kozhikode, IIMK Campus, Kozhikode, Kerala, Feb 28th to 2nd March</i>	2019
<b>Pati, R. K. Vishnubhotla, A. K. Padhi, S. S.</b>	Can projects on block chain reduce risks in supply chain management? – An oil company case study	<i>5th Project Management Research and Academic Conference, Indian Institute of Management Kozhikode, IIMK Campus, Kozhikode, Kerala, Feb 28th to 2nd March</i>	2019
<b>Shalique, M. S. Padhi, S. S. Pati, R. K.</b>	Use of twitter data for risk management in an organic food supply chain	<i>POMS Annual Conference, Washington D.C., U.S.A, May 5</i>	2019
<b>Anand, G.</b>	Role of reusability in sustainable healthcare – An exploration	<i>International Conference on Global Health and Medical Tourism (GloHMT 2018), 7-10 March</i>	2019
<b>Chowdhury, S.</b>	Acceptance Sampling Plans from Truncated Life Test Based on Frechet Distribution	<i>International Conference on Industrial Engineering and Engineering Management, December 16-19</i>	2018

<b>Upadhyayula, R. S.</b>	Responses to Institutional Voids-Clusters and Business Groups –Substitutes or Complements?	<i>Strategic Management Society of India Special Conference, December 15 -18</i>	2018
<b>Upadhyayula, R. S.</b>	Nominee Directors on Indian Boards: Direct and Moderated Influence on International Investments	<i>Strategic Management Society India Special Conference, December 15-18</i>	2018
<b>Anand, G.</b>	MUSIC 3D for Inventory Management in a Hospital: A Case Study	<i>XXII Annual International Conference of the Society of Operations Management, IIM Kozhikode, December 20-22</i>	2018
<b>Anand, G.</b>	Low-Cost ICT implementation for Operational Efficiency in Hospitals - A Case Study	<i>XXII Annual International Conference of the Society of Operations Management, IIM Kozhikode, December 20-22</i>	2018
<b>Anand, G.</b>	Low-Cost ICT implementation for Operational Efficiency in Hospitals - A Case Study	<i>XXII Annual International Conference of the Society of Operations Management, IIM Kozhikode, December 20-22</i>	2018
<b>Sarkar, A.</b>	Design of an Options Contract for Backup Supply used for Mitigating Risks of Supply Disruption	<i>INFORMS International Conference, June 17 - 20</i>	2018
<b>P. N. Ram Kumar</b>	Dijkstra's Algorithm based Heuristic for the Integrated Locomotive Assignment Problem	<i>XXII Annual International Conference of the Society of Operations Management, IIM Kozhikode, December 20-22</i>	2018
<b>P. N. Ram Kumar</b>	Locomotive Assignment Problem – Integrating the Strategic, Tactical & Operational Level Aspects	<i>INFORMS Annual Meeting, 4 - 7 November</i>	2018
<b>P. N. Ram Kumar</b>	Development And Analysis Of A Discrete Particle Swarm Optimisation For Bi-Criteria Scheduling Of A Flow Shop With Sequence Dependent Setup Time	<i>All India Manufacturing Technology Design and Research Conference, 13-15 December</i>	2018
<b>Shalique, M. S. Rajeev, A. Padhi, S. S. Pati, R. K.</b>	Adoption Trends of Sustainable Supply Chain Process Among Indian Industries	<i>XXII Annual International Conference of the Society of Operations Management, IIM Kozhikode, December 20-22</i>	2018
<b>Mateen, A. Srivastava, A.</b>	Sourcing from a Strategic Supplier under Competition	<i>XXII Annual International Conference of the Society of Operations Management, IIM Kozhikode, December 20-22</i>	2018
	Impact of Gray Market on Supply Chain Coordination	<i>XXII Annual International Conference of the Society of Operations Management, IIM Kozhikode, December 20-22</i>	2018
	Supplier Development and Learning Spillover in a Triadic Supply Chain under Competition	<i>INFORMS Annual Meeting, Arizona, USA, November 04-07</i>	2018
<b>Mateen, A. Srivastava, A. Pathak, J.</b>	Procurement Decisions under Uniform and Differential pricing	<i>12th Annual ISDSI Conference, Mumbai, India, December 27-30</i>	2018
<b>Mateen, A. John, L. Gurumurthy, A.</b>	On the use of quantity flexibility contract with discounts with spot market procurement in humanitarian supply chain	<i>12th Annual ISDSI Conference, Mumbai, India, December 27-30</i>	2018
<b>Chaurasia, S. Pati, R. K. Padhi, S. S.</b>	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



<b>Rajeev, A. Pati, R. K. Padhi, S. S.</b>	Analysis of Triple Bottom Line Performance in Indian Fertilizer Supply Chain: A System Dynamics Approach	<i>POMS 2018 Annual Conference, Houston, USA, May 3-7</i>	2018
<b>Chaurasia, S. Pati, R. K. Padhi, S. S.</b>	Managerial Perspectives in Nutraceutical Industry: A Literature Review (Poster Presentation).	<i>HASHTAG Holistic Approaches for Start-ups, Human Resource Training for Agriculture and Food Industry Gemmation, CSIR-CFTRI Campus, Mysore, Karnataka, India, December 12-15</i>	2018
<b>Chaurasia, S. Pati, R. K. Padhi, S. S.</b>	Emergence of Nutraceutical Industry: A New Path to attain Sustainable Development Goals of 2030	<i>XXII Annual International Conference of the Society of Operations Management, IIM Kozhikode, December 20-22</i>	2018

### NON REFEREED PUBLICATIONS / PRESENTATIONS

AUTHOR(S)	TITLE	CATEGORY	DETAILS	YEAR
<b>Upadhyayula, R. S.</b>	Entrepreneurial Capital Vs Shareholder Capital: Case Of Indian Ecommerce And Retail Industry	Popular Press	<i>Business World</i>	2019
<b>Sarkar, A.</b>	Competition and quality in our education system	Popular Press	<i>The Assam Tribune</i>	2018

### SESSION CHAIRS

NAME	TITLE	YEAR
<b>Roy, S.</b>	TL210 Quality Management 2, XXII International Conference of the Society of Operations Management, December 20-22	2018

### WORKING PAPERS

AUTHOR(S)	TITLE	YEAR
<b>Kundu, A. Chowdhury, S.</b>	Ordering properties of the largest order statistics from Kumaraswamy-G models under random shocks	2019
<b>Chakrabarty, J. B. Chowdhury, S. Roy, S.</b>	Optimum life test plan for products sold under warranty having Type-I generalized hybrid censored Weibull distributed lifetimes	2019
<b>Chowdhury, S.</b>	On the Estimation of Performance Measures in a Single M/Ek/1 Queue	2019
<b>Chowdhury, S.</b>	Selection between Exponential and Lindley distributions	2019
<b>Chowdhury, S. Kundu, A.</b>	Stochastic Comparison of Parallel Systems with Log-Lindley Distributed Components under Random Shocks	2019
<b>Nanda, A. K. Gayen, S. Chowdhury, S.</b>	Errors Due to Departure from Independence in Exponential Series System	2019
<b>Nanda, A. K. Chowdhury, S.</b>	Shannon's entropy and its Generalizations towards Statistics, Reliability and Information Science during 1948-2018	2019
<b>Mukherjee, S. Padhi, S. S.</b>	Risk connectivity and risk mitigation: An analytical framework	2018

Kundu, A. & Chowdhury, S. (2019) Ordering properties of the largest order statistics from Kumaraswamy-G models under random shocks, *IIMK/WPS/297/QM & OM/2019/01*

In this paper we compare the maximum of two independent and heterogeneous samples each following Kumaraswamy-G distribution with the same and the different parent distribution functions using the concept of matrix majorization. The Comparisons are particularly carried out with respect to usual stochastic ordering when each sampling unit experiences a random shock. The implications of the results are explained with an application.

Chakrabarty, J. B., Chowdhury, S., & Roy, S. (2019) Optimum life test plan for products sold under warranty having Type-I generalized hybrid censored Weibull distributed lifetimes, *IIMK/WPS/302/QM & OM/2019/06*

In order to ensure maintenance of a certain quality level for a product, choosing a suitable life test plan is immensely essential. Since life testing includes as well as impacts various costs, it is important to design a life testing plan incorporating the relevant costs. In this paper, a model is proposed to obtain an optimal life testing plan for non-repairable products sold under general rebate warranty. The proposed model determines the optimal plan by minimizing the suitable costs involved. Type-I generalized hybrid censoring setup for products having Weibull distributed lifetimes is considered for the model presented. Considering Both producer's and consumer's risk, a constrained optimization approach is followed and appropriate analysis techniques are employed in obtaining the optimal solution. An extensive simulation study is performed for numerical illustration. In order to analyze the sensitivity of the optimal solution due to mis-specification parameter values and cost components, a well designed sensitivity analysis is incorporated using parameter estimates from real life hybrid censored data set.



Chowdhury, S. (2019) On the Estimation of Performance Measures in a Single  $M/E_k/1$  Queue, *IIMK/WPS/301/QM & OM/2019/05*

An Erlang -  $k$  ( $E_k$ ) distributed random variable can be represented as the sum of  $k$  independent exponentially distributed random variables with the same means. In an  $M/E_k/1$  queueing model service process is assumed to follow Erlang distribution. Other than its conventional uses in tracow, scheduling, facility design, and telecommunication, such queueing model is widely used in manufacturing systems and inventory management to investigate their operational performance. In this paper, the focus is on estimating measures of performance such as trac intensity, and the average queue size in a single  $M/E_k/1//\infty/\infty$  queueing model based on number of customers present in the queue at successive departure epochs. Both classical and Bayesian methods of estimation are used to obtain the estimates. A comprehensive simulation study starting with the transition probability matrix has been carried out along with the comparison of errors associated with the estimates.

Choudhury, S. (2019) Selection between Exponential and Lindley distributions, *IIMK/WPS/316/QM&OM/2019/07*

Exponential and Lindley distributions are quite effective in analyzing positively skewed data. While the distributions exhibit some of the distinguishable characteristics, these are also very close to each other for certain ranges of the parameter values. In this paper, we intend to discriminate between the exponential and Lindley distribution functions considering the ratio of the maximized likelihood functions. The asymptotic distribution of the logarithm of the maximized likelihood ratio has been obtained to determine the minimum sample size required to discriminate between the two distributions for given probability of correct selection and a distance measure. Some numerical results are obtained to validate the asymptotic results. It is also observed that the asymptotic results work quite well even for small sample size. One data analysis is performed to demonstrate the results.

**Choudhury, S. & Kundu, A. (2019)** Stochastic Comparison of Parallel Systems with Log-Lindley Distributed Components under Random Shocks

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.

**Nanda, A. K. Gayen, S. & Chowdhury, S. (2019)** Errors Due to Departure from Independence in Exponential Series System  
In reliability and life testing when the exponentially distributed components are put in series, it is generally assumed that the lifetimes of the components are independently distributed, which leads to some errors if they are not actually independent. In this paper, we study the relative errors incurred in different reliability measures due to such assumptions when actually they follow some bivariate exponential distributions.

Asok K. Nanda, A. K., Gayen, S. & **Chowdhury, S. (2019)** Errors Due to Departure from Independence in Exponential Series System



In reliability and life testing when the exponentially distributed components are put in series, it is generally assumed that the lifetimes of the components are independently distributed, which leads to some errors if they are not actually independent. In this paper, we study the relative errors incurred in different reliability measures due to such assumptions when actually they follow some bivariate exponential distributions.

**Nanda, A. K. & Chowdhury, S. (2019)** Shannon's entropy and its Generalizations towards Statistics, Reliability and Information Science during 1948-2018

Starting from the pioneering works of Shannon and Weiner in 1948, a plethora of works have been reported on entropy in different directions. Entropy-related review work in the direction of statistics, reliability and information science, to the best of our knowledge, has not been reported so far. Here we have tried to collect all possible works in this direction during the period 1948-2018 so that people interested in entropy, specially the new researchers, get benefited.

**Mukherjee, S. & Padhi, S. S. (2018)** Risk connectivity and risk mitigation: An analytical framework, Centre for Research in Economic Development and International Trade, The University of Nottingham (UK), *CREDIT 18/11*

This paper studies the decision problem of risk averse single-output producers and suppliers under uncertainties in input prices, in a two-moment decision model with the presence of a dependent background risk. This framework is based on the utility from the expected value and the standard deviation of the uncertain random total profit of the supplier. Our theoretical framework for studying producers' responses to risks allows not only for analysing risk averse suppliers' attitude towards endogenous and background risks, but also to identify how the changes in the connectivity (i.e. correlation) between these two broad sources of risks will affect the risk averse suppliers' decision at the optimum. All comparative static effects are described in terms of the relative sensitivity of the supplier towards risks. This analytical framework has a number of potential application in development economics, such as optimal production decision under energy price uncertainty, output price uncertainty, and exchange rate uncertainty.

MEMBERSHIP OF EDITORIAL / REVIEW BOARD / AD HOC REVIEW

NAME	TITLE	POSITION
Chowdhury, S.	Statistics and Probability Letters	Ad Hoc Reviewer
	Journal of the Operational Research Society	
	Computers and Industrial Engineering	
	Quality and Reliability Engineering International	
	Communications in Statistics	
	TQM and Business Excellence	
	IIMB Management Review	
Anand, G.	Journal of Manufacturing Technology Management (JMTM)	Editorial Board Member
	International Journal of Lean Six Sigma (IJLSS)	Ad Hoc Reviewer
	Journal of Manufacturing Technology Management	
	Benchmarking: An International Journal	
	International Journal of Productivity and Performance Management	
	Journal of Manufacturing Systems	
Management Decision		
Padhi, S. S.	IIM Kozhikode Society & Management Review	Associate Editor
	Journal of cleaner production	Ad Hoc Reviewer
	Industrial Marketing management	
	European Journal of Operational Research	
	International journal of production economics	
	Business process management journal	
	International Journal of operational research	
	Transportation research part A	
Journal of purchasing and supply management		
Roy, S.	Journal of Computational and Applied Mathematics	Reviewer
	Applied Mathematical Modelling	
	Reliability Engineering and System Safety	
	Test	
	Current Science	
	Communications in Statistics-Theory and Methods	







FACULTY   ▶  QUANTITATIVE METHODS AND OPERATIONS MANAGEMENT



Ram Kumar P. N.



Saji Gopinath



Rupesh Kumar Pati



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(S)	TITLE	JOURNAL	YEAR
<b>Naveen Amblee Deepak Dhayanithy</b>	How Faculty Members Develop Views on Internationalization: The Case of a Top-Ranked Indian Business School	<i>Research in Comparative and International Education</i>	2018
<b>Subramanian, S.</b>	Stewardship Theory of Corporate Governance and Value System: The Case of a Family-owned Business Group in India	<i>Indian Journal of Corporate Governance</i>	2018

**Amblee, N., & Dhayanithy, D.** (2018) How Faculty Members Develop Views on Internationalization: The Case of a Top-Ranked Indian Business School, *Research in Comparative and International Education*, Vol 13(3), 397-417.

Internationalization of higher education is considered to be among the most widely researched as well as one of the most misunderstood topics. In this study, we take a phenomenological approach to better understand what internationalization means to faculty members at a leading business school in India, as the country has emerged as one of the largest providers of management education in the world today. This is important because faculty members are considered to be the key drivers of internationalization at their institutions. We find that internationalization means different things to different faculty members, and that these views are strongly shaped by each faculty member's unique set of past international experiences. We are able to link these views to De Meyer's three strategic drivers of globalization/internationalization, and find that for Indian management faculty, the desire to enrich the home base emerges as the dominant driver of internationalization, followed by the desire for global learning. Although not a prominent driver, the desire to leverage India's unique knowl-

edge base was also evident. We expect that these views will drive the future internationalization endeavors of this and other similar leading Indian business schools.

**Subramanian, S.** (2018) Stewardship Theory of Corporate Governance and Value System: The Case of a Family-owned Business Group in India, *Indian Journal of Corporate Governance*, Vol 11 (1), Pages: 88–102.

Stewardship theory of corporate governance is a normative alternative to agency theory. This article argues that the stewardship behaviour of managers results in exemplary corporate governance practices when the espoused values of the firm are aligned with the enacted values. The case study method is used to prove this argument by studying corporate governance practices in a family-owned business group in India. The Murugappa Group is a 100-year-old family-owned business group, known for their ethical practices and currently managed by the fourth-generation family members, without undergoing any split. The espoused as well enacted values of the group are studied and corporate governance practices of the group firms analysed in this article. The article focuses on the governance structure of the group, its succession planning practices and the ownership structure. The analysis indicates that aligning the enacted values with the espoused value helped the group to adapt itself to the changing external economic environment and continue creating shareholder value, the essence of corporate governance.

#### OTHER FORTHCOMING PUBLICATIONS

AUTHOR(S)	TITLE	DETAILS
Sahasranamam, S. <b>Nandakumar, M. K.</b>	Individual capital and social entrepreneurship: Role of formal institutions	<i>Journal of Business Research</i>
Dhandapani, K. <b>Upadhyayula, R. S.</b> Basant, R.	Post Internationalization Strategies Of Born Global Service Firms	<i>Competitiveness Review</i>
Hota, P. K. <b>Mitra, S.</b> Qureshi, I.	Adopting Bricolage for Overcoming Resource Constraints: Case of Social Enterprises in Emerging Market	<i>Management and Organization Review</i>
Vidya, S. P. <b>Mitra, S.</b> Rajesh S. U.	Institutional Investors and International Investments in Emerging Economy Firms: A Behavioral Risk Perspective	<i>Journal of World Business</i>
<b>Mukherjee, S.</b> <b>Dhayanithy, D.</b>	Interorganizational network on top management team – entry mode choice relationship: Study based on board interlocks of Indian firms	<i>Journal of Indian Business Research</i>
<b>Hota, P. K.</b> <b>Mitra, S</b>	International orientation and business group performance: Moderating role of product diversification: Evidence from India	<i>International Journal of Business and Emerging Markets</i>

#### CONFERENCE PAPERS, PRESENTED & FORTHCOMING

AUTHOR(S)	TITLE	DETAILS	YEAR
<b>Mitra, S.</b> Hota, P. K. Qureshi, I.	Resource Management in Social Enterprises: Understanding a Social Business Model	<i>International Conference on Business Models and Social Entrepreneurship, Tata Institute of Social Sciences (TISS), Mumbai, India, January 16-18</i>	2019
Agarwal, S. <b>Sinha, A.</b>	Social Innovation: A Systematic Review of the Field and Future Directions	<i>International Conference on Business Models and Social Entrepreneurship at Centre for Social Entrepreneurship, Tata Institute of Social Sciences, Mumbai, January 16 - 18</i>	2019
<b>Mitra, S.</b> Hota, P. K.	Organizational Stigma and Resource Mobilizations Challenges in a Social Enterprise Context	<i>6th Pan-IIM World Management Conference on Startup to Scale Up: Management and Policy Perspectives, IIM Bangalore, Karnataka, India, December 13-15</i>	2018



<b>Dixit, D. Sinha, A.</b>	Review to Understand Influence of Women's Social Network on Entrepreneurial Process and Firm Life Stages	<i>Strategic Management Society - Special Conference, Hyderabad, December 15 - 18</i>	2018
<b>Venkataraman, S.</b>	Supplier Diversity Amongst Large Global Firms: Limited Traction Beyond the West	<i>XXII Annual International Conference of the Society of Operations Management, IIM Kozhikode, December 20-22</i>	2018
<b>Balasubramanyam, S.</b>	Disruptive CVPs in the GloHMT Industry	<i>International Conference on Global Health &amp; Medical Tourism, March 7-10, IIM Kozhikode</i>	2018
	Skill Spectrum: From Foolproofing to Deskilling to Multi-skilling		
	Leveraging Interoperability: A Trans-Industry Perspective	<i>Annual Conference of Global Institute of Flexible Systems Management, IIM Lucknow, 18-20 December</i>	2018
	Failures in New Product Launches: Organizational Takeaways	<i>Annual Conference of Global Institute of Flexible Systems Management, IIM Lucknow, 18-20 December</i>	2018
<b>Dhayanithy, D.</b>	Performance implications of interfirm knowledge resource mobility: evidence from professional soccer player transfers	<i>SMS India Special Conference, December 15-18</i>	2018
	Learning experiences of expert poker players: coaching cube diversity and managerial relevance	<i>6th Pan IIMK World Management Conference, December 13-15</i>	2018
	Learning Experiences of Expert Poker Players (LEEPP) - a Word Cloud exploration	<i>Mathsport Asia Conference, December 10-12</i>	2018
<b>Nandakumar, M. K.</b>	The Impacts of Resource Distance and Institutional Distance on the Value of M&A Transactions	<i>Academy of Management Annual Conference, August 10-14</i>	2018
<b>Rameshan, P.</b>	Boss Is Not Yet Pleased; Did the Performance Matter?	<i>NACRA Annual 2018, October 4-6</i>	2018
<b>Subramanian, S.</b>	Code of Conduct of Indian Firms- An exploratory study	<i>4th ICGS Annual Conference, 13-14 October</i>	2018
<b>Upadhyayula, R. S.</b>	Responses to Institutional Voids-Clusters and Business Groups -Substitutes or Complements?	<i>Strategic Management Society India Special Conference, December 15-18</i>	2018
	Nominee Directors on Indian Boards: Direct and Moderated Influence on International Investments	<i>Strategic Management Society India Special Conference, December 15-18</i>	2018

### NON REFEREED PUBLICATIONS/PRESENTATIONS

AUTHOR	TITLE	CATEGORY	DETAILS	YEAR
<b>Venkataraman, S.</b>	Of financial debacles and rating agency models	Popular Press	The Hindu	2018
<b>Dhayanithy, D.</b>	Poker can improve your decision making	Popular Press	DNA	2018
<b>Rameshan, P.</b>	Malayalam equivalent: After the Deluge: An Approach for Reconstruction	Popular Press	Mathrubhumi	2018



## CASE STUDIES PUBLISHED & FORTHCOMING

AUTHOR	TITLE	Year
<b>Sinha, A.</b>	What is Strategic Management? - Understanding through Role-Play (Role Play of Stakeholders in Business Caselets)	2019
Sahasranamam, S. <b>Mitra, S.</b>	Faizal & Shabana Foundation: a venture philanthropic approach to education	2019
<b>Dhayanithy, D.</b> <b>Mukherjee, S.</b>	Exploring the Legality of Global Poker Industry: Special Emphasis on India	2018
<b>Mitra, S.</b> Ranjith V. K	Marico-Competing with an Innovative Business Model.	2018
<b>Rameshan, P.</b>	Board stoops to conquer the CEO: end of a power struggle	2018

**Sinha, A.** (2019) What is Strategic Management? - Understanding through Role-Play (Role Play of Stakeholders in Business Caselets), *IIMK/CS/103/STR/2019/01*

Sahasranamam, S. & **Mitra, S.** (2019) Faizal & Shabana Foundation: a venture philanthropic approach to education, *Emerald Emerging Markets Case Studies*



Learning outcomes Learning outcomes are as follows: understand venture philanthropy in India; discuss in what ways venture philanthropy is different from charity; identify the aims of venture philanthropy and the strategy adopted to achieve those objectives; analyze the role of the unique structuring of a venture philanthropy working in tandem with the government to achieve its objectives; identify the nature and source of dilemmas of disengagement from a project by the venture philanthropist; and understand the role of antecedents and outcomes on how a firm views its social impact initiative (in the Indian context). Case overview/synopsis The Faizal and Shabana Foundation (F&SF) made one of the largest philanthropic investments in Kerala, India for the redevelopment of Government Vocational Higher Secondary School for Girls, Nadakkavu. The foundation applied a strategic approach to their philanthropic investment making it a unique case of venture philanthropy. The uniqueness of this case lies in the fact that, this is one

among those rare cases where venture philanthropy has been successfully implemented within a government educational context. This case highlights how a private philanthropic organization went about executing a project and faced several challenges of scaling up the redevelopment model to other government schools. The other salient aspect is that this case delves into the dilemma faced by a philanthropist of either using the existing model for scaling up or adopting a totally different model. Complexity academic level Undergraduate and postgraduate business management courses. Supplementary materials Teaching Notes are available for educators only. Please contact your library to gain login details or email support@emeraldinsight.com to request teaching notes. Subject code CSS: 11: Strategy.

**Dhayanithy, D. & Mukherjee, S.** (2018) Exploring the Legality of Global Poker Industry: Special Emphasis on India, *IIMK/WPS/296/SM/2018/40*

As far as poker legislation goes, the debate between skill vs. chance is futile as their comparative criteria are different. Advocates of poker as a game of chance primarily relate to the amateur players. The lawmakers are primarily concerned about this segment as increasing number of people are involved which increases the evils of problem gambling. Those who support poker as purely game of skill typically focus on the professional poker players. In the middle are those who prefer a middle ground between the two extremes. Some jurisdictions chose to not make any clear stand on poker legality be-

cause of advantages the game brings. In our view, law-makers primarily focus on the recreational level of players. National culture is known to influence the society and institutions there in. Therefore, we are dealing the impact of national culture on poker legislation. Based on national culture and economic indicators, we classified 150 countries into five clusters. We examined the effect of national culture in explaining the polarity towards legalizing poker. The study found that India belongs to a cluster which typically supports poker as midground. We argue that the national culture has a balancing effect in driving the India's take on poker. The findings suggest the importance of contextual factors like national culture on survival and growth of a budding industry like poker.

**Mitra, S. & Ranjith V. K. (2018)** Marico-Competing with an Innovative Business Model, *Emerald Emerging Markets Case Studies*

This case deals with Harsh Mariwalla's struggle to develop an innovative company from scratch. The journey of innovation is not an easy one. Marico was forced to compete with multinationals in many markets where it operated. Constant pressure from rivals has made the company develop a new innovative business model, which is expected to generate profitability and sustainable competitive advantage.

**Rameshan, P. (2018)** Board stoops to conquer the CEO: end of a power struggle, *Emerald Emerging Markets Case Studies*

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.

Expected learning outcomes

To understand the internal governance, leadership and behavioural environment of a company. To understand the impact of internal power equations of a company on the morale of its people. To analyze both the inconsistency between the stated goals of the organization and the revealed actions of its top decision-makers; and the lack of restraint on the power struggle among the top actors of the organization. To identify effective strategies for addressing such issues in future so that their fallouts would be minimized. To relate the behaviour in an organization to the organizational behavioural theories related to leadership, corporate governance, corporate ethics, managerial behaviour and agency problems.



## WORKING PAPERS

AUTHOR(S)	TITLE	YEAR
Panicker, V. S. <b>Mitra, S.</b> <b>Upadhyayula, R. S.</b>	Nominee directors on the board and internationalization strategy: An institutional agency perspective	2019
<b>Upadhyayula, R. S.</b>	Internationalization and Performance of firms from emerging markets - Clusters and Business Groups - Substitutes or Complements	2019
<b>Balasubrahmanyam, S.</b>	The Impact of a Firm's Strategic Flexibility in handling its Portfolio of Growth Options on its Strategic Renewal – Empirical Evidence from Businesses across Industries	2019
<b>Venkataraman, S.</b>	Stakeholder Approach to Corporate Sustainability: A Review	2019
<b>Mitra, S.</b> Hota, P. K.	Organizational Stigma and Resource Mobilization Challenges in a Social Enterprise: Arguing for a Grounded Research	2019
<b>Sumod, S. D.</b> <b>Upadhyayula, R. S.</b>	Board Social Capital and Corporate Environmental Performance: Evidence from India	2019
<b>Dhayanithy, D.</b>	Evidence from India of Player Skill in Online Poker (Cash & Tournaments) and Comparison with Golf (PGA) and Tennis (ATP)	2019
<b>Dhayanithy, D.</b>	Learning Experiences of Expert Poker Players (LEEPP): 'Diverse Coaching Cube' Inputs.	2018
<b>Dhayanithy, D.</b> <b>Mukherjee, S.</b>	Exploring the Legality of Global Poker Industry: Special Emphasis on India	2018

Panicker, V. S., **Mitra, S.**, & **Upadhyayula, R. S.** (2019) Nominee directors on the board and internationalization strategy: An institutional agency perspective, *IIMK/WPS/321/SM/2019/12*

Extant literature on Corporate Governance predominantly examines the characteristics of Anglo Saxon system of corporate governance. Hence, studies examining governance of firms often employ the agency theory. However, recent studies argue that the behaviour of principals and agents is shaped by the institutional logics and consequently Anglo-Saxon institutional logic based agency theory may not be applicable in other contexts. Hence, studies examined the role of institutions in shaping various actors and the decisions of the firms. In this study, we examine a specific feature in the Indian Corporate Governance context i.e., nominee directors on the board. 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 positively moderate the relationship between family ownership and internationalization whereas it negatively moderates the relationship between foreign institutional investors and banks on the international investments of emerging economy firms. In this manner, we contribute to the institutional agency theory by arguing that institutional logics shape the internationalization decisions of emerging market firms.

**Upadhyayula, R. S.** (2019) Internationalization and Performance of firms from emerging markets - Clusters and Business Groups - Substitutes or Complements, *IIMK/WPS/320/SM/2019/11*

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 for internationalization and performance. We find that both clusters and business groups have a positive association with internationalization and performance of firms. In addition, we also find that clusters and business groups serve as substitutes in explaining the performance of firms.



**Balasubrahmanyam, S.** (2019) The Impact of a Firm's Strategic Flexibility in handling its Portfolio of Growth Options on its Strategic Renewal – Empirical Evidence from Businesses across Industries, *IIMK/WPS/320/SM/2019/11*

Organizations all over the world constantly endeavour to explore and exploit various growth options in their journey of strategic self-renewal, on an ongoing basis. While many firms end up getting stuck with one growth option and find it difficult to get rid of the inertia of direction and eventually become bankrupt or soft and vulnerable targets for acquisition by other firms. Indeed, business history is replete with firms suffering several irreversible consequences such as getting acquired, making irreparable losses or outright bankruptcy on account of their obsession with one particular growth option whether build, borrow or buy. There are some examples of hasty and chronic implementation of wrong growth options or 'Go Errors' or 'Implementation Traps' in this regard. There is yet another mistake of 'drop error' or no action or delayed action in the face of strategic discontinuities in the competitive environment. On the other hand few smart firms tend to have a portfolio of such growth options in terms of organic, semi-organic and inorganic growth strategies of build, borrow and buy alternatives. Often, they are flexible enough to switch between these three broad growth options in tune with the spatial and temporal evolution of the competitive landscape across various market geographies. They are pragmatic enough to figure out the best customer value proposition in terms of better, cheaper, faster and different when the growth options are analyzed in terms of benefit-cost analysis of each of the build, borrow and buy options are compared and contrasted. This paper attempts to plug this research gap. Moreover, there seems to be substantial gap in bringing such practitioner perspectives and academician perspectives on to a common ground to further the ongoing conversation of strategic flexibility in the paramount task of organizations in fructifying their goals of profitable growth. In light of such a paucity of literature, the current paper attempts to propose a research agenda towards making an assessment of a firm's practices of strategic flexibility w.r.t various growth options and its pivotal role in bringing about its strategic renewal. The paper takes the form of a theoretical discussion on few major practices of strategic flexibility in terms of spatially and temporally dynamic portfolio of growth options in a spirit of discovery-driven planning that a firm can choose to exercise in its attempts to bring about strategic self-renewal on a sustained basis. The paper triggers a discussion on few possible takeaways for organizations in their attempts to evolve an optimal portfolio of growth options in tune with the changing market geographies and evolving temporal trends. This is a developmental paper and many of its suggestions require rigorous testing through studies in a wider array of settings.

**Venkataraman, S.** (2019) Stakeholder Approach to Corporate Sustainability: A Review, *IIMK/WPS/319/SM/2019/10*

Stakeholder approach to management offers a distinctly different approach to managing corporations from the dominant "shareholder approach", emphasizing the firm as balancing a confluence of co-operative and competitive interests representing an extended stakeholder base. This review examines the various dimensions that emerge in scholarly research associating stakeholder approaches to the theme of sustainable business. Stakeholder theory, particularly in its normative and instrumentalist approaches, is presented as a very naturally aligned theoretical framework for advancing the science and practice of sustainability. Nevertheless, risks also emerge in relying solely on a stakeholder approach to achieve sustainability. Gaps in research are identified.



**Mitra, S., & Hota, P. K.** (2019) Organizational Stigma and Resource Mobilization Challenges in a Social Enterprise: Arguing for a Grounded Research, *IIMK/WPS/339/SM/2019/13*

Social enterprises (SEs) blend social goals with for-profit motive and such a blending provides unique opportunity and challenges for the enterprise. Owing to their primary goal of solving social problems, SEs emerge in areas where government fails to solve issues and private sector does not find them to be profitable to pursue. Such a context poses unique challenges for social enterprise in terms of availability of resource because their predominant social focus fail to tap in to traditional sources for resources unlike their private counterparts. This creates challenges for resource management of SEs. SEs, which otherwise fulfil their social mission, but due to nature of their business are 'core-stigmatized' further discourage external resource holders to associate and share resources with such SE creating additional resource challenges because



of the stigma attached to the business. Hence, it is interesting to understand how such 'core stigmatized' SEs manage their resources. With limited research in this area, studies may need to understand this through in-depth investigation of one or more revelatory cases of a SE that is stigmatized because of the nature of its core product like tobacco, men's bath-house. Following established process of inductive theory building such studies may develop grounded resource management framework. Such studies have important implications for literature on social entrepreneurship particularly of the stigmatized type as also contribute to designing grounded research in such emerging areas.

**Sumod, S. D. & Upadhyayula, R. S. (2019)** Board Social Capital and Corporate Environmental Performance: Evidence from India, *IIMK/WPS/304/SM/2019/08*

The study presents a preliminary analysis about the influence of board of directors' social capital on the environmental performance of Indian firms. Extant literature exploring boards' role in corporate environmental performance (CEP) has evolved in the Anglo-Saxon context that views managers and owners as having divergent interests and highlights the need for governance mechanisms to control the actions of managers. Hence, the focus of inquiry has been on how effectively boards can monitor the pro-environment activities of managers through mechanisms like subcommittees that supervise environmental performance, top-management compensation schemes that incentivize environmental achievements, incorporating independent outsiders etc. However, researchers argue that, in emerging economies, with large number of family owned and managed enterprises, that operate in less munificent business environments, the resource provision role of the boards- their ability to advice owner-managers who may lack sufficient expertise and exposure, and, the ability to provide linkages with external environment that guarantee access to critical resources- become more important. Similarly, researchers claim that social capital improves the resource provision capabilities of directors and thereby enriches the effectiveness of board in ensuring firm performance. Extending this debate we examine the association between the social capital of boards and the environmental performance of firms. A preliminary analysis using 102 unique firms and 714 firm year observations spanning the period 2012-18 indicates that the internal social capital of boards has a positive influence on CEP whereas external social capital has a negative impact on CEP.

**Dhayanithy, D. (2019)** Evidence from India of Player Skill in Online Poker (Cash & Tournaments) and Comparison with Golf (PGA) and Tennis (ATP), *IIMK/WPS/307/SM/2019/09*



In games of skill, better players ought to be able to maintain their superior performance from one time period to the next. In games of pure chance this sustained superior performance would simply not be possible as far as there are a large enough number of competitors. Levitt and Miles (2012) used this intuition and tested if top rated poker players indeed performed better in the World Series of Poker (WSOP) – a series of poker tournaments that take place over summer in Las Vegas. It was found that top rated poker players did indeed achieve better returns of investment. Not only did they achieve a statistically significant higher level of returns but they also behaved differently from the no-so-skilled players. They played more tournaments and appeared to trade-off risks over a tournament duration differently from the novices. A

number of academic research papers have established that there is significant skill in poker (for example, Dedonno and Determan, 2008 and Croson et al., 2008).

Over the past decade, Indian players have performed commendably at poker and have a couple of WSOP bracelets to boot. In addition, professional Indian poker players have churned out impressive performances in events around the world. Online poker in India has grown significantly, and over the past couple of years Indian poker operators have offered various promotional schemes to players, giving the best among them a chance to compete in large global events. That said, these positive tidings have not been without their share of bumps on the road. High court rulings in the states of Telengana and Gujarat have placed a limit on the access to online poker in these jurisdictions. Studies of top Indian poker players point

to them being fairly sophisticated decision makers (Dhayanithy, 2018). Lack of India-specific empirical evidence of poker being a game of skill may serve to exacerbate policy concerns in this growing market for poker and poker playing talent. To address this gap in the literature, we employ a unique poker player level dataset that has been made available by a top Indian online poker operator<sup>1</sup>. We test the game of skill hypothesis employing Levitt and Miles' (2012) framework – for Indian online poker (cash and tournament poker), golf (PGA) and tennis (ATP). Player performance in the base year (2017) is used to categorize players as highly skilled players and others. We then test, employing Wilcoxon-Mann-Whitney (WMW) test, if median performance of highly skilled players in the measurement year (2018) is significantly better than other players or not. We carry out the tests with top 5% players from the base year as well as with top 20% players from the base year. We 1 Through All India Gaming Federation (AIGF) find that median performance of the top (5% and 20%) players is indeed statistically better than median performance of the other (non top 5% and non top 20%) players – in Indian online poker, golf (PGA<sup>2</sup>) as well as in tennis (ATP<sup>3</sup>). We get similar results for Indian online cash games as well as tournaments. We rely on tests of Medians rather than means because of the high skewness and kurtosis of performance – few expert players do well whereas a larger number of less skilled players tend to not fare that well. Tables 1a, 1b, 2 and 3 summarize these WMW test results. Our work extends empirical validation of poker as a game of skill in a couple of important directions. First, we carry out the statistical tests employing online cash games and online poker tournaments data. This segment of the poker market holds many advantages (to players, operators and regulators) to casino poker and is as such, a far larger market as well. Second, we employ India specific poker data which adds the crucial developing country, international flavour to the hitherto developed country context of this poker literature. Further, to an Indian audience, it introduces golf and (and to a lesser extent) tennis as comparative contexts for poker – in which 'game of skill' work may be further developed.



**Dhayanithy, D.** (2018) Learning Experiences of Expert Poker Players (LEEPP): 'Diverse Coaching Cube' Inputs, *IIMK/WPS/295/SM/2018/39*

Various transferable skills – mathematical, tactical, strategic, emotional, information encryption, etc. have been demonstrated to have significant drivers of the performance of skilled poker players. The relatively little that is deliberated about learning in poker has been relegated to the learning of basic concepts/ skills (ABCs) by novice poker players, and how this learning helps them outperform a field of other novices. Unfortunately, little is understood about how expert poker players learn/ acquire these skills as well as the nature of the coaching input if any, that enables/ supports this learning. This study investigates – through interviews of twelve expert poker players (EPPs) – their learning experiences. The elements of the coaching cube that are employed in order to support/ enhance these learning experiences are further examined. EPPs appear to have gone through significant double and triple-loop learning experiences. They also employ a diverse combination of coaching cube dimensions, both skill/ behavior and performance based (what?), second led by peer/mentor and self (who?), and finally coaching is based on both activity and awareness (how?). This is perhaps the first study to examine the learning dimension of EPPs which through the transferable skills and coaching channels has strong relevance for training in business and management. This is also the first study to examine EPPs in the India context.

**Dhayanithy, D. & Mukherjee, S.** (2018) Exploring the Legality of Global Poker Industry: Special Emphasis on India, *IIMK/WPS/296/SM/2018/40*

Purpose: By applying upper echelons perspective to the choice of full or shared control entry modes, this study aims to explore the moderating effect of interorganizational network on the top management team (TMT) characteristics and entry mode choice relationship. Existing studies on TMT's demographic characters' influence on entry mode choice remains inconclusive. The implicit assumption in extant literature is that firms share similar network structural advantages. This study integrates the largely ignored, network structural concept with entry mode to show how firm-level decisions are the outcome of interaction between internal and external environment.

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RESEARCH SEMINARS AT IIM KOZHIKODE

SPEAKER	TITLE	DATE	YEAR
<b>Gubbi, S. R.</b> Associate Professor Faculty of Economics and Business University of Groningen, The Netherlands.	Determinants of acquisition performance in emerging economy firms	April 04	2019
<b>Ramachandran, R.</b> Assistant Professor, Department of Psychology, University of Calicut, Kerala, India	A Psychosocial Exploration of Parent Professional Relationship in Rehabilitation of Children with Autism	March 29	2019
<b>Bhattacharjee, A.</b> Professor, Information Systems and Business Ethics, University of South Florida.	Publishing in FT50 Journals	March 18	2019
<b>Contractor, F. J.</b> Distinguished Professor, Rutgers Business School, USA	How Do Country Regulations and Business Environment Impact Foreign Direct Investment Inflows?	February 28	2019
<b>Sankaran, S.</b> Professor of Organisational Project Management, School Of the Built Environment, Sydney, Australia	Novel Approaches to Research in Practice Oriented Management Disciplines	February 27	2019
<b>Sinha, P. N.</b> Senior Lecturer School of Marketing and Management Waikato Management, School New Zealand	Managing History: How New Zealand's Gallagher Group Reprioritized and Modified Imprinted Strategic Guideposts	February 04	2019
<b>Ranjan, K. R.</b> Senior Lecturer (Marketing) School of Business University of Queensland Brisbane, Australia	Bringing the Individual into the Co-Creation of Value	January 21	2019
<b>Johnson, J.</b> Associate Professor of Marketing Miami Business School Florida & Visiting Fellow Indian Institute of Management Kozhikode, India.	Text Mining Research in Business: Methods and Insights , Brand Management using Text Mining	January 08	2019
<b>Johnson, J.</b> Associate Professor of Marketing Miami Business School Florida & Visiting Fellow Indian Institute of Management Kozhikode, India.	Mining Research in Business: Methods and Insights , Brand Management using Text Mining	January 08	2019
<b>Veliyath, R.</b> Professor Michael A. Leven School of Management, Entrepreneurship and Hospitality Kennesaw State University.	The role of theory in Strategic Management Research	December 20	2018
<b>Sugathan, P.</b> Assistant Professor, IIM Kozhikode, Kerala, India.	Scrivener - A research writing Tool	November 07	2018



<b>Sadarangan, P.</b> Associate Professor, IIM Shillong, Meghalaya, India	Sources of Power in Marketing Channel: Impact on channel member behavior	October 16	2018
<b>Sugathan, P.</b> Assistant Professor, IIM Kozhikode, Kerala, India.	Co-creation as gamified sweatshops: Do consumers perceive co-creation as unfair and exploitative?	October 15	2018
<b>Krishnan, M.</b> Professor of Accounting, Rutgers University & Radford University, USA.	Is good news really bad news? Event study with correlated market and non-market signals in an asset pricing model	July 17	2018
<b>Perera, S.</b> Assistant Professor of Operations and Supply Chain Management, University of Michigan-Flint, USA.	A Little Speed-Customization Goes a Long Way: Imminent Delivery Networks of Online Retailers	June 28	2018











#### Conferences and Workshops at IIM Kozhikode

5th Project Management Research & Academic Conference  
February 28 - March 2, 2019

International Conference on Global Health & Medical Tourism (GloHMT)  
March 7-10, 2019

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

XXII Annual International Conference of the Society of Operations Management (SOM 2018)- Operations Management at Crossroads Challenges of Big Data, Industry 4.0, Sustainability, and Global Uncertainty  
December 20 - December 22, 2018

#### Forthcoming Conferences

Seventeenth AIMS International Conference on Management (AIMS-17) organized jointly by AIMS International and Indian Institute of Management Kozhikode (IIMK)  
January 2 - 4, 2020

International Conclave on 'Globalizing Indian Thought'  
January 16-18, 2020

International conference on Global Health and Medical Tourism - GloHMT 2020  
May 28-30, 2020









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