



Message
from
Director

Dear Readers,

IIMK is on the path of a rapid growth making strides in all round academic activities to emerge as an integrated management institute of international reckoning. Research is thus a significant part of IIMK's activities. As indicated last year, IIMK aims to be an incubator of research ideas from the academic, corporate and social sec-

tors, and help take such projects to fruition. Concrete steps are now being taken towards this in the form of networking with research scholars at management institutions in India and abroad for facilitating large scale relevant research work and dissemination of the finding thereof. Several research based seminars and conferences are to be held this year at IIMK's picturesque campus at Kozhikode.

I take this opportunity to introduce to you some of the research and publications that have borne fruit at IIMK during the past year.

We welcome and invite research interactions at different levels from interested academicians and management practitioners.

Prof. Krishna Kumar



Message
from
Chairperson

We are happy to bring out the IIMK Research Newsletter for the academic year 2004-05.

While the academic community is more or less unanimous that the real differentiating feature of any Institution of higher learning is its research contribution, there is often a sharp intellectual divide on the preferred focus of research to be supported and/or pursued by Institutions and its Faculty. Broadly, this divide is between the 'applied' and the 'basic/fundamental' schools. At IIMK, I have also seen a further divide within the applied school – often termed as 2D/3D (i.e. 2 or 3 Dimensional) orientations. While the former essentially refers to journal articles, books, cases and other outputs in the nature of 'publications' that describe, detail or highlight application of various principles and concepts for 'distant/unknown' others to benefit, the latter refers to reports, plans, projects and so on, of con-

sulting and similar nature, where the real thrust is to take concepts and principles creatively into the real realm of direct, useful application that usually show up in tangible results for the recipients or clients. In this format, the output of the 'basic/fundamental' school is likely to be always of the 2D kind. Whatever be the relative merit or demerit of each of these schools and sub-schools, I believe that, while IIMK as an Institution of higher learning is gradually evolving its preferred stand on these divides, we have been fortunate to have a Faculty group with members who pursue each of these schools and sub-schools, of their choice and interest, vigorously. Interestingly, there has been some openness among the proponents of each of these schools to look at the other appreciatively and/or to seek enhancing collaborations. I do hope that these orientations will get further strengthened as IIMK grows up as a reputed Institution of Higher Learning.

I do hope that you would find this Newsletter sufficiently informative on the research activities at IIMK. We hope to make continued contributions to the art and practice of management, nationally as well as globally. We would be happy to engage in meaningful dialogue, alliances and collaborations with interested others in pursuit of enabling and facilitating good research.

With warm wishes,

Prof. K Unnikrishnan Nair

Research Committees

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Prof. R.P. Suresh, Prof. S.S.S. Kumar and Prof. S. Jeyavelu

Research Office: Mr. Prasheeb Kumar K.K.

Articles in Refereed Journals



Bhatt, P. R., (2004). Product Innovation and Customization, *Vision*, Volume 8(2): 87-110.

Canon was the world's leading manufacturer of conventional and digital camera, copying machine, computer peripherals and optical products. Their net sale was 2940 billion yen (\$ 25 billion) in 2002 in which camera constituted 16.5%, copying machine 31.9%, computer peripherals 34.6% and optical & other products 17%. Canon was a technological giant with 1893 patents registered in U S in 2002. Canon's development of new-products was very fast and 60% of Canon's brand products were launched in the last two years. Canon was truly a global company with over 75% of sales outside Japan in 2002. Initially Canon was known for manufacturer of professional camera, but later it had diversified into copier, computer peripheral and Optical products business. Canon became world's No.1 copier company with a 30% market share in small and medium sized machines. It made a significant innovations and developments in camera, copier and printer segments. It adopted global diversification through three regional headquarters systems in Japan, Europe and USA. Kyosei was Canon's corporate vision. As a part of its corporate policy, it adopted various technologies to reduce air and water pollution, to protect wilderness areas and to cut back on energy consumption.

Broca, D. S. (2005). Mean and Variance through Factorial Moments, *Teaching Statistics*, 27(2): 55- 57.

This paper shows how the use of factorial moments provides a simple, consistent yet elegant approach to

finding the mean and variance of standard discrete probability distributions.

Broca, D. S. (2004) Cumulant-moment relations through determinants, *International Journal of Mathematical Education in Science and Technology*, 35(6) 917- 921.

The traditional approach to expressing cumulants in terms of moments is by expansion of the cumulant generating function which is represented as an embedded power series of the moments. The moments are then obtained in terms of cumulants through successive reverse substitutions. This classroom note demonstrates how cumulant-moment relations are expressible in a more compact and elegant manner through determinant representations. The results will be of interest to university instructors and should be of pedagogic value as well.

Chaudhuri, G. (2005). A Lower Confidence Limit for Reliability of a Coherent System with Independent Exponential Components, *Indian Association for Productivity Quality and Reliability*, Vol. 55.

In this paper, we solve an oldest open problem of finding interval estimate for system reliability via the CHA algorithm (Chaudhuri et al 2001) following the Easterling (Jour. Amer. Statist. Asso., 1972) approach. We consider a coherent system composed of exponential components; the components are assumed to be statistically independent. A closed form expression for the standard error of the system reliability, for a given mission of duration, is obtained. The method of calculating the 100(1-a)% lower confidence limit for the system reliability is

illustrated for a simple series system with three independent exponential components. Both methods of simulation and numerical integration techniques are used for calculations. This paper basically extends the results of Easterling to any coherent system.

Chaudhuri, G. (2005). Some important reliability results via the CHA representation/algorithm. *Calcutta Statistical Association Bulletin*, Vol. 29.

Some important reliability results are studied in the light of the CHA representation. This yielded not only interesting but also elegant and rigorous proofs of the results considered. System availability in the context of independent component performance processes is also investigated and an easy-to-calculate analytical expression is obtained.

D' Cruz, P., & Noronha, E. (2005). Achieving downsizing: Managerial perspectives. *Global Business Review*, Vol. 6 No. 1, January-June.

The restructuring of organisations through downsizing is a significant phenomenon in the contemporary global business scenario. But an academic research on the subject has focused limited attention on important stakeholders group, namely, the managers implementing the programmes. The article reports a qualitative study of managers in an Indian firm. Thematic analyses of narratives pointed out that managers experiences comprise three core themes which included the objective aspect of the experience (events, processes, tasks, outcomes), the subject component (opinions, perceptions, feelings) and coping. Linkages, among these themes and their sub-themes provide a conceptual basis for further research.



D' Cruz, P. (2004). The family context of care in HIV/AIDS. *The Qualitative Report*, Volume 9, September.

Kumar, S. S. S. (2004). Ganesh Sugars Limited. *Paradigm* July-Dec Vol: 8 No: 2.

B. Batavia, **Nandakumar, P., & C. Wague.** (2004). Stock market efficiency in emerging economies: A comparative analysis. *Review of Business Research*, 2(2): 1- 10.

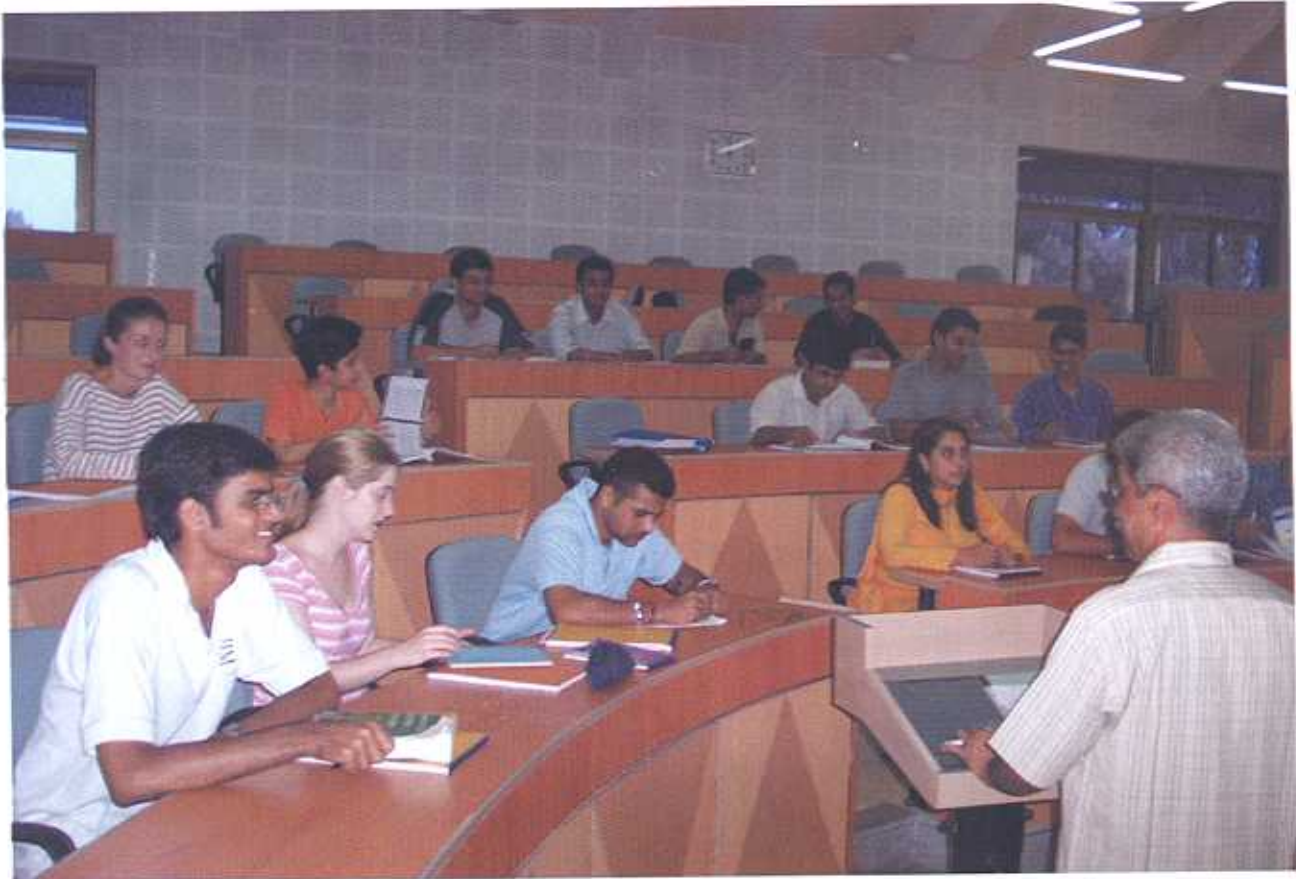
B. Batavia, **Nandakumar, P., & C. Wague.** (2004). Commodities and securities in optimum portfolios: Fulfilling a complex business need? *Journal of International Business and economics*, 1(1): 126- 136.

Dwivedi, N., & Banerjee, A. (2005). L&T: Restructuring the Cement Business. *Asian Case Research Journal*, Vol. 9(1): 83 – 115.

The case describes one of the most hyped and controversial acquisition and de-merger episodes in Indian corporate history. The case involved two Indian diversified corporations: Grasim Industries Limited (Grasim), which belonged to the Aditya Birla group and a professionally managed Larsen and Toubro Limited (L&T). With an eye on exploiting possible synergies in the cement business, Grasim acquired a big chunk of shares of L&T and then went on to make an open offer for more shares. The case describes the situation and events unfolding after these developments with a view to highlight the intricacies involved in corporate restructuring through the process of de-merger, such as, valuation, synergies, takeover defense and negotiations among various stakeholders.

Rameshan, P. (2004). Quality of Service of Primary Health Centres: Insight form a Field Study. *Vikalpa The Journal of Decision Makers*, 3(29):71-82.





Panda, T. K. (2004). Effectiveness of Product Placements in Indian Films and Its effect on Brand Memory and attitude with Special Reference to Hindi Films, *ICFAI Journal Marketing Management*, Vol III, August, pp 42-56.

Panda, T. K. (2004). Consumer Response to Brand Placement in Films: Role of Brand Congruity and Modality of Presentation in Bringing Attitudinal Change Aiming Consumers with Special Reference to Brand Placements in Hindi Films, *South Asian Journal of Management*, 11(4): 7-25.

Panda, T. K. (2004). Changing paradigms, competitive strategies and role of integrated marketing communication in building brands in Indian markets. *Management and Labor Studies*, 29(3):173-187.

Panda, T. K. (2005). A value added organizational knowledge framework for better decisions in wicked environments. *The ICFAI Journal of Knowledge Management*, 3(2): 7- 18.

Sarkar, S. (2005). Patent Licensing by a Standard Auction in Presence of Network Externality. *The Manchester School*, 73(2): 228 – 245.

This paper develops a model of licensing, a new product technology of a network good. The new technology improves the quality of the network good and is protected by a patent. In such a context we find that a standard auction mechanism can efficiently allot the new technology not only in a complete information world but also in an incomplete information world. The paper considers two possible downstream market structures – one where the firms simultaneously choose prices and the other where they sequentially choose prices. The model reveals that the equilibrium bids and expected auction revenue are more when the firms move simultaneously in the posterior price game. Also the equilibrium bids and expected auction revenue

Sarkar, S. (2005). "On Vertical Differentiation, Network Externality and Compatibility Decisions: Existence of Incompatible Networks Existence of Incompatible Networks – An Example *Contemporary Issues and Ideas in Social Sciences*, Vol. 1, No. 2.

Sahadev, S. (2005) "Exploring the Role of Expert Power in Channel Management: An Empirical Study", *Industrial Marketing Management*, 34: 487-494.



Sahadev, S., & Nazrul Islam (2005) Why do hotels adopt ICTs? A study among hotels in Thailand *International Journal of Contemporary Hospitality Management*, 17(5): 391-401.

Sahadev, S., & Nazrul Islam (2005) E-commerce adoption in the Hotel Industry in Thailand: An Empirical Study, *Information Technology and Tourism*, Vol.7 Issue (2)

Suresh, R. P., & Singh, G. (2005). Implementation of Six Sigma in the Service Industry. *Effective Executive*, 2005, 7(1): 12-18.

Six Sigma is one of the most widely used management concepts in the industry today. In India, the awareness of the concept of Six Sigma and its usefulness is growing. Currently it is getting popular among the manufacturing and the software sector. There is a common belief in the service industry that this concept is not directly applicable in the service industry. In this article, the author demonstrates the usefulness of the Six Sigma concept in a service industry through a case study.



Books

Nargundkar, R. (2004). *Services Marketing* Tata McGraw-Hill, New Delhi, 358p.

The book is a one-stop solution for the Indian Services Marketing Faculty's dilemma—whether to teach from a foreign book for its content, or choose an Indian book for its context.

This book combines the best of both worlds, with lucid concepts, illuminating case studies from the Indian context, and perspectives from Indian industry that capture current happenings.

Broadly, the chapters follow the logical sequence of books such as Philip Kotler's *Marketing Management* text. This format would be a logical continuation for students taking



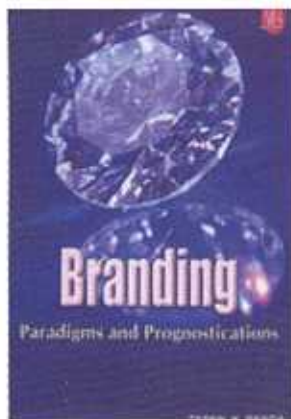
a Services Marketing elective after the basic course in marketing. We start with a discussion of Segmentation, Target Marketing and Positioning in Chapter 1. After this, from Chapter 2 onwards, the extended seven P's framework for services marketing is covered. It includes the four conventional P's. This makes it easy to distinguish the additional P's relevant to Services Marketing- Physical Evidence, Process and People. The book ends with chapters on CRM and Retailing.

This book also emphasises some service industries which are typically driving India, like Information Technology-based services. There has been a transformation in the industry structure, expansion in its range of activity, change in its value-addition platform, and an added thrust on human resource management in addition to issues like productivity, cost cutting, quality enhancement, etc.

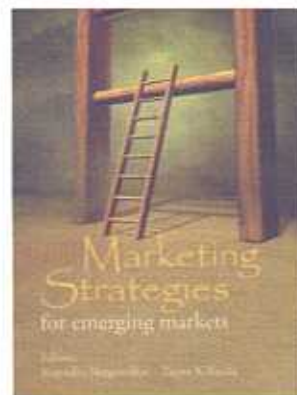
The book contains over 30 original cases that cover a wide range of service issues.

Panda, Tapan K. (2005). *Branding -Paradigms and Prognostications*. ICFAI Books. The ICFAI University Press, Hyderabad 205p.

Research on branding does not boast of a very long history in India. Available literature in the area of brand management is mostly of two types. It is either from practitioners or from replication studies done in India. The former kind of literature is from the brand managers who learnt about branding process by burying their fingers as well as millions of the company's money. They put their experience about what they have done to make their brand click in Indian market. The latter kind of studies are originally done in USA or in any other European countries and replicated for Indian market to test the validity of the research done in an emerging market. They contributed some modifications and suggestions for making the brand click in Indian market but no substantial new knowledge was created in the process. These studies are done either to validate the earlier propositions built elsewhere or identifying moderating variables unique to Indian markets. The current book is an attempt by the author to bridge the gap and conduct research which is unique and applicable



to Indian market. The author starts with a review of the paradigms and then looks at the future direction in which advertising and branding research is likely to grow. The book covers a wide array of interrelated subjects like brand personality, global branding, internet branding, co-branding, Brand extension strategies in financial and FMCG sector. The book also looks at making destination brands and what should be a brand India likely to be. There are two interesting papers that attempts to brand India and develop models for branding India. The book also covers the universality of branding and questions the idiom of building country specific branding. If a brand needs to be successful, should their be a genome code for the same and how much variations are necessary for making the brand adaptable to different markets. The core identity of the brand should be kept and the extended identity and secondary associations need to be modified for making the brand adaptable to different markets. The book also looks at the issue of employment branding through which organizations can develop strategies for making themselves as good employment brands. The concept of brand personality is discussed in detail in which the author is of the argument that a brand's personality can be built around the brand's key strengths and then a successful communication program should take the brand to the customers to create the desired personality of the brand. This book is a unique attempt in which the author tries to look at the Indian brands and their evolutionary process in the market.



Panda, Tapan K., & Nargundkar, R. (2005). *Marketing Strategies for emerging markets (Eds)*. Excel Books, New Delhi, 437p.

The orientation as well as approach towards the management of emerging markets is catching the attention of academicians and researchers across the globe. The typical emerging markets have a different industry structure, competitive landscape and consumer behaviour compared to markets in developed countries. With a higher population base but less per capita consumption, with a higher distribution cost but lower density of potential market in a wider geographical spread, emerging markets have their own

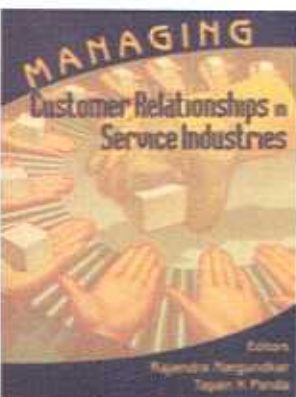
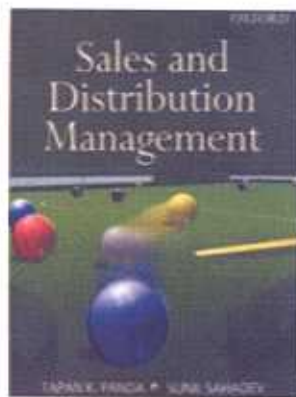
opportunities and challenges. This book is an attempt to uncover the strategies and practices followed by managers in developing strategies for success in emerging markets.

Panda, T. K., & Sahadev, S. (2005). *Sales and Distribution Management* Oxford university press, New Delhi, 698p

Sales and Distribution Management is a composite and comprehensive textbook specially designed to meet the requirements of MBA students specializing in marketing. It explores the key concepts of sales and distribution management through several managerial examples, caselets, and detailed case studies. All the important topics of sales and distribution management, such as sales and sales force management, the sales organization and territory management, designing a distribution system, and distribution channel management, have been covered in detail. Beginning with an overview of the key concepts of sales management, the book discusses the basics of sales skills and strategies. Further, it goes on to explore the issues and challenges faced by business organizations in sales and channel distribution. Among important topics discussed in detail are: the selling process, the management of sales territories and quotas, the recruitment, training, compensation and evaluation of the sale force, and the management of channel member behaviour and international channels of distribution. The strength of the text is in its inclusion of detailed discussions on the impact of product innovation, managing sales information, customer-oriented marketing channels and logistics management.

Panda, T. K., & Nargundkar, R. (2004) *Managing Customer Relationships in Service Industries*. Excel Books, New Delhi, 266p.

The domain of marketing is challenged like never before after the emergence of the concept called Customer Relationship Management.



This whole idea of extending a relationship purely from trade and transaction to a relationship of mutual benefit and trust has revolutionized the world of marketing. The short term, sales focused ideas of business transactions are replaced by long term strategies and a value oriented model by giving the customer pride of place on every business template. The application of customer relationship management and its success is clearly evident in the field of service industries. Service industries in emerging markets are contributing more and more compared to the manufacturing sector, as the emerging markets edge closer to the developed markets.

BOOK CHAPTERS

Panda, T. K. (2004). Consumer Attitude: SMS Advertising, Book Chapter in the Book, *SMS Marketing For Mobile Generation*, Edited by Kanugovi, Sreenath, ICFAI Books, pp99-106.

Panda, T. K. (2004). Branding India: Strategic Approaches and Challenges in the Book *Brand India- An Evaluation* Edited by Kanugovi, Sreenath, ICFAI Books, pp 85-102.

Panda, T. K. (2004). Customer Relationship Management in Financial Services Industry, in the Book, *Relationship Marketing- An Introduction* Edited by Lindgreen, Adam and Chaturvedi, Brij Mohan, ICFAI University Press, 141-162.

Sahadev, S. (2004). Building Hig-Tech Brands a Customer Based Brand Equity Approach in *Building Brands in the Indian Market*, Tapan Kumar Panda Ed, Excel Books, New Delhi.

Sreekumar, M. G. (2005). Multimedia Applications in E-Learning. Dr. Rama Reddy Festschrift Volume, University of Hyderabad.

Sreekumar, M. G. (2005). Digital archival strategies for Library Consortia : The IIM Consortium Experience, Sh. Ashok Jambhekar Festschrift Volume, MANLIBNET, New Delhi.

Sreekumar, M. G., Sunitha, T. , & Sreejaya, P. (2004). The changing trends in Copyright in the scholarly communication world, Prof. M. Parameswaran Festschrift Volume, Department of Library & Information Science, University of Calicut.

Conference Proceedings/ Presentations

Balakrishnan, Pulapre, Pushpangadan, K., Parameswaran, M., & Suresh Babu, M. (2004). Liberalisation, market power and productivity growth in Indian Industry, presented at the Indira Gandhi Institute of Development Research, Mumbai, August.

Balakrishnan, Pulapre (2004). Macroeconomic policy and growth before and after the reforms, paper presented at conference on 'Indian Economic Policy' hosted by the Ministry of Finance and the Asian Development Bank, New Delhi: September 11.

Balakrishnan, Pulapre (2005). Liberalisation, market power and productivity growth in Indian industry, paper presented at the Cass School of Business, City University, London, May 15.

Balakrishnan, Pulapre (2005). Accounting for the growth transition in India, paper presented at the Lancaster Business School, Lancaster, United Kingdom on May 30.

Bhatt, P. R. (2005). Borderless World: Emerging Dimensions for Business organised by Academy For Global Business Advancement, Texas A & M University at Commerce, Texas, USA, in New Delhi, "Strategy of Customisation: A Case of Nokia" during January 3-5.

Bhatt, P. R. (2005). Global Strategy for Global Leadership: A Case of LG Electronics during May 9-11, organised by Strategic Management Forum at Indian Institute of Forest Management, Bhopal.

D'Cruz, P., & Noronha, E. (2005). Staying on top: Coping with job related strain in the ITES sector. Paper accepted at the 11th Qualitative Health Research conference, Utrecht, the Netherlands, May 11- 14.

D'Cruz, P. (2005). The search for meaning and mastery: Negative experiences at the workplace. Paper accepted at the 6th Advances in Qualitative Methods Conference, February 17- 19, Edmonton, Alberta, Canada.

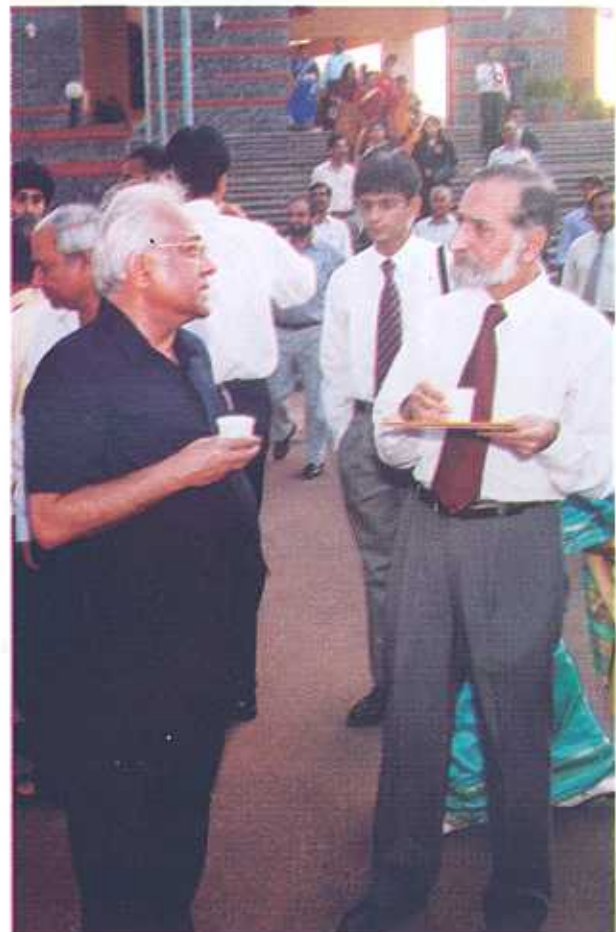
Gopinath, S. (2004). Effectiveness of Web portals in Agriculture : A supply side approach. Joint Conference of Asian Federation for Information Technology in Agriculture (AFITAA) and World Congress on

Computers in Agriculture, August 8-13, Bangkok, Thailand Pages 326-335, proceedings of the Conference <http://www.afitaandwcca2004.net/html/paper/54-Effectiveness.pdf>.

Gopinath, S. (2004). Collaboration in a Non-Dominant Supply Chain Manufacturing and Services Operations Management Society Conference (MSOM 2004) July 1- 2, Eindhoven, Netherlands Pages 28-56, proceedings http://fp.tn.tue.nl/capaciteitsgroep/opac/msom2004/msom_conference/home.htm.

Gopinath, S. (2004). E-learning: Exploring the relative importance of pedagogical components across management disciplines. IADIS International Conference on Cognition and Exploratory Learning in Digital Age (CELDA 2004) 15-17 December, Lisbon, Portugal.

Gopinath, S. (2005). Structural and Conceptual changes in the Information landscape: The new challenges for Information Professional. VII MANLIBNET Convention, 6-7 May, IIM Kozhikode. Pp 38-47.



Gopinath, S. (2004). From discrete Urbanisation to Continuous deurbanisation : An IT enabled approach Proceedings of the National Seminar on Urban Planning and Management, Calicut, April.

Jeyavelu, S. (2004). Change Configurations: An exploratory study of Indian Organizations, Second AIIMS International Conference on Management, Dec 28-31, IIM Calcutta.

Nandakumar, P. (2004). Two sector models of industrial nations and emerging markets conference on Models and methodologies in economics, Indian Statistical Institute, December.

Nargundkar, R. (2004) Frontiers of Services Marketing – A Research Agenda. National Conference on Marketing Beyond 2004, ICFAI Business School, Bangalore, January 28-29.

Nargundkar, R., & Shergill, G. (2004). "Marketing Innovation-A Reliable Predictor of Performance?" Conference on Innovation- the new Lever of Value-Creation, by IIM Bangalore on December 16-18.

Mulky, A., & **Nargundkar, R.** (2004): Corporate Brand Salience- An Investigation" International Conference on

Marketing Strategies for Emerging Markets co-organised by IIMK and NASMEI at Calicut, Dec. 21-22.

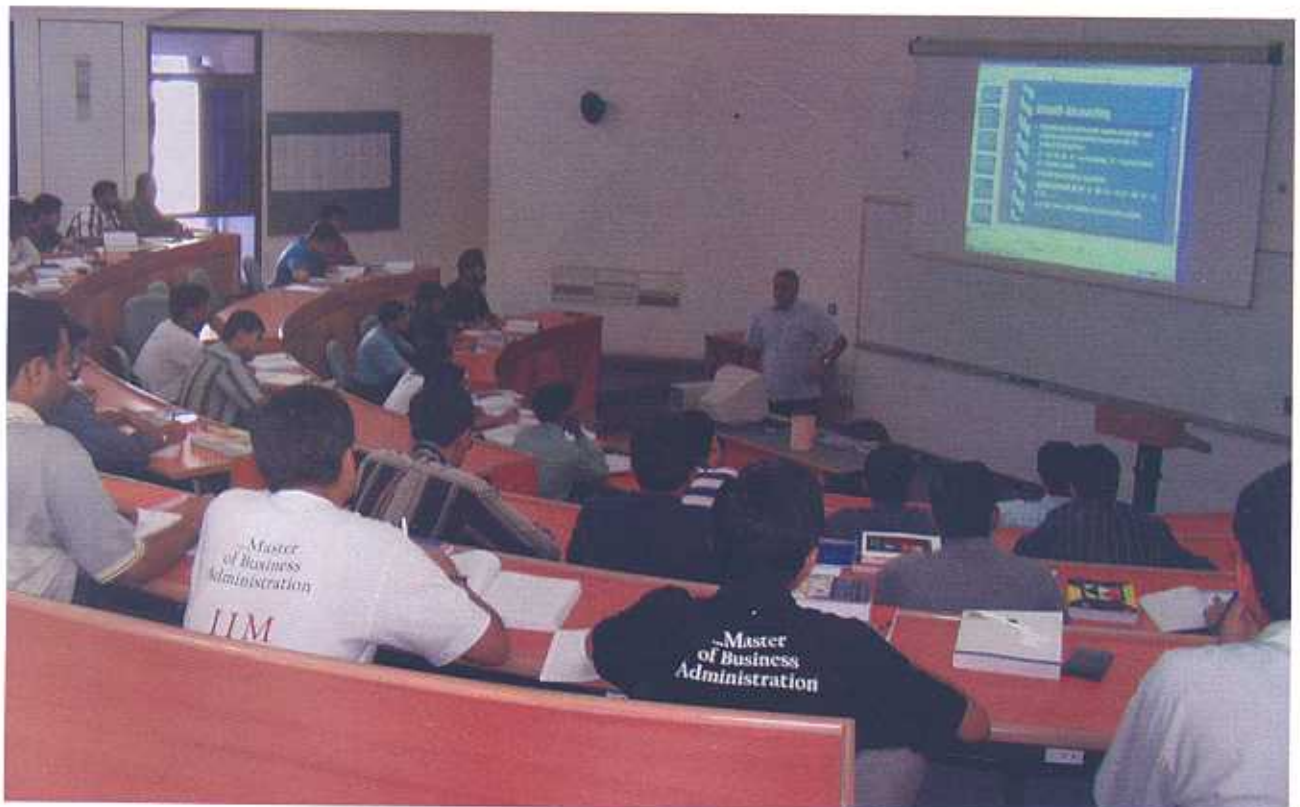
Panda, T. K. (2004). Paradigm shift and aftermath. National conference on marketing beyond 2004, ICFAI Business School, Bangalore. January 28-29.

Panda, T. K. (2005). Customer Relationship Management in Phramaceutical Industry in the National Conference on "Role of Information Technology in Pharma Marketing," organized by Roland Institute of Management and Berhampur University, April 14th.

Panda, T. K. (2005). e-service Strategies for effective Customer Relationship Management in the National Seminar on Emerging Role of Information Technology in Management organized by Institute of Management and Information Technology, Cuttack , April 17th.

Sahadev, S., Gopinath, S., & Gopikrishna (2004) E-Learning: Exploring the Relative Importance of Pedagogical Components across Management Disciplines, in proceedings of the International Conference on Educational Technology, Singapore, September.

Sahadev, S. & Pongsak Hoontrakil (2005). Determinants of E-commerce adoption in the Thai Hotel Industry, at the Shanghai Economic Forum, Shanghai, May.



Sahadev, S., & Nazrul, I. (2004). ICT adoption in the Hotel Industry in Thailand, an Empirical study, presented at the International Conference on Globalization and Marketing jointly hosted by IIM Kozhikode and NASMEI at IIM Kozhikode, December.

Sarkar, S. (2005). R&D Expenditure and Entry Deterrence in Presence of Network Externality. Proceedings of the 10th EURAS (European Association of Standardisation) Conference at Tallinn, Estonia, June 02 - 03.

Sreekumar, M. G. & Sunitha, T. (2005) Essential Strategies and Skill Sets Towards Creating Digital Libraries Using Open Source Software. NAELIN 2005 - Proceedings of the 8th National Convention on Library and Information Networking, Bangalore (<http://www.delnet.nic.in/naelin-2005.htm>). 22-25, August.

Sreekumar, M. G., & Sunitha, T. (2005). Library Capacity Building Through E - Journal Consortia: The Indian Scenario. MANLIBNET 2005 - Proceedings of the 7th MANLIBNET Annual Convention, Calicut (<http://intranet.iimk.ac.in/manlibnet05/>). 05-07 May. Pp.55-63.

Sreekumar, M. G. & Sreejaya, P. (2005). Digital Library Initiatives And Issues In India : Efforts On Scholarly Knowledge Management. MANLIBNET 2005 - Proceedings of the 7th MANLIBNET Annual Convention, Calicut (<http://intranet.iimk.ac.in/manlibnet05/>). 05-07 May. Pp.10-22.

Sreekumar, M. G. (2005). Open Access and Institutional Repositories. SIS 2005 - Proceedings of the 23rd Annual Convention and Conference of SIS. Andhra University. 27-29 January, 603-605.

Raina, Roshan, & Sreekumar, M. G. (2005). Consortium Initiative for Indian Management Schools. SIS 2005 - Proceedings of the 23rd Annual Convention and Conference of SIS. Andhra University. 27-29 January. Pp.175-186

Sreekumar, M. G. (2004) Open Access and India, Proceedings of the DBT-IISR Workshop "AgriInformatics 2004", October 15-16, Calicut.

Sreekumar, M. G. (2004) Long Term Preservation of Scholarly eResources: Some Prescriptions for the IIM Consortium. Proceedings of the USEFI-INDEST-DRTC Symposium on Consortium Approach to Resource Sharing: Issues and policies, October 6-8, Bangalore.



Suresh, R. P. (2004). Six Sigma for Quality characteristic having Exponential distribution Proceedings of the Fifth International Conference on Operations and Quantitative Management held at Seoul, South Korea during October 25-27, Vol. 2, 208-212.

Suresh, R. P. (2005). A new test for testing a constant hazard vs a change point alternative in ICRSRF-2005 at IIMK, during January 7-9.

Case Studies

Nair, K. U., & Jain, V. (2005). The Stolen Ring: Zen Gopal in Ind-Soft (A).

Nair, K. U., & Jain, V. (2005). The Stolen Ring: Zen Gopal in Ind-Soft (B).

This case is based on the actual experiences of a young engineer Zen Gopal in a leading Indian software firm Ind-Soft (both names disguised). Case (A) describes in vivid detail Gopal's experiences at entry to, and during his initial years in, Ind-Soft. It ends with Gopal being in a state of sheer helplessness and faced with a crucial decision of his life - to quit his very first job, or to continue. This case could be used in HRM or OB courses where themes like selection/recruitment, socialization/induction, performance appraisal/evaluation, and/or management of



new employees and employee exit are discussed, particularly specific to software firms.

Sahadev, S. (2004). The Aryavaidya sala IIMK/MM/20041.

Suresh, R. P. (2005) Implementing Six Sigma@ABC Motors.

ABC Motors, one of the authorized dealers of Cross Automobiles Company (two & three wheelers) has been one of the leading service organizations over the last two decades. With intense competition in the market and falling customer satisfaction levels of ABC Motors, the General Manager, Mr. Vivek wanted to implement Six Sigma in ABC Motors.

However, he was obsessed with the idea that Six Sigma can only be used in manufacturing organization as is the case with many of the managers in the country. To establish the contrary, the author undertook a Six Sigma initiative in the organization. The use of DMAIC philosophy is demonstrated in this case. While defining customer requirements, various quality parameters were looked at and a questionnaire was prepared with 9 critical parameters. The customers were administered on the basis

of this study. It was observed that the sigma level of the company is far below the desired level of 3. The various quality tools such as QFD, Parato Diagram etc. were used to analyse the causes for defects and on the basis of this, improvement opportunities were suggested. The case demonstrates the clear use of six sigma in service organisations. This case can be used for classroom discussion.

Completed Research Projects

Negative emotions in the workplace: Representations & resolutions.

D'Cruz, P.

Sponsor: IIM Kozhikode.

The widespread belief that workplaces function efficiently only if rationality is privileged over emotion, has led organisation studies to neglect the study of affect. The reality that organisations are emotional arenas where affect and reason entwine inextricably, is only recently being recognised. To further our understanding of the substantive area, a phenomenological study was undertaken in India to explore how people reacted to negative experiences at the workplace. Ten volunteers who participated in individual conversational interviews subjectively identified their negative experience(s) and described their affective reactions. Thematic analyses, following van Manen, yielded the core theme of searching for meaning and mastery. This encompassed participants' struggles to come to terms with their experience, to continue to identify with and contribute positively to their workplace, and to be able to relate comfortably with peers and/or superiors linked to the experience – all of which compounded their affective state and their ability to deal with their situation adaptively. The study underscores the emergent viewpoint that organisations need to develop into compassionate systems while concomitantly meeting the demands of the business environment.

Managing Change in Cochin Port

Noronha, E.

Sponsor: Kerala Research Programme on Local Level Development. An Indo-Dutch Collaboration.

Often academic writings and reports available in the popular media suggest that employees oppose privatization

as they feel safe and secure under government control. However, our analysis reveals that participants' response was confounded by the fact that while opposing privatisation, they simultaneously accepted such a move. It appears to have been clear to the workers that privatisation would increase their workload, reduce job security, reduce the freedom on the job and abolish speed money, but at the same time take care of their other anxieties like improving the competitiveness of the port and systematising the operations. The situation was fluid, with the workers being torn between the comfort of the existing system and their expectations that the future would result in better working conditions. These expectations and apprehensions made communicating and implementing change in Cochin Port difficult.

A study of Kerala headload workers: Recent changes and Future Prospects

Noronha, E.

Sponsor: IIM Kozhikode.

A study of Kerala headload workers: Recent changes and future prospects

The headload workers emerged as force to reckon with in

the late 1960s in Kerala, India. By 1970s they were present in every village of the State and were organized under various trade unions affiliated to political parties. They prescribed wage rates and monopolized the right to do loading and unloading work in a particular area. This often led to clashes and serious law and order problems. In order to remedy the situation the Headload Workers Act, was enacted in 1978. The Kerala Headload Workers' Welfare Fund Board was also set up and was funded by the levy from employers. However, today the headload workers of Kerala are facing major challenges. The findings of the study reveal that employers have shifted their businesses to rural areas to avoid the payment of levy. They have also tried to undermine the board by making direct payments to workers for jobs completed. The improvement in transport and communication has facilitated this process. The telecommunication network enables producers to get in touch directly with the buyers. The trader in the city has been replaced by canvassing agents who supply the goods directly to the rural areas. All these developments have resulted in the loss of work for headload workers in the city of Calicut. The unions seem to be helpless and believed that these developments were inevitable while the employers seem to be happy that things were finally going their way.





Development of Perspective Plan for the Kozhikode Local Investment Promotion programme

Gopinath, S.

Sponsor: Department of Local Self Government, Kozhikode Zilla Panchayat and Department of Industries, Govt. of Kerala.

The project involves detailed primary investigation into the industrial sickness existing in Small Scale Industries in Kozhikode district in Kerala. During the study data regarding the various aspects of industrial health had been collected from a sample of around 500 Small Scale Industries in various parts of the district. A system dynamic model is prepared based on this data as well as data collected from focus group discussions held with various stakeholders. Based on this model, a detailed action plan was submitted to Govt. of Kerala for revamping the Small scale Sector in Kozhikode. The Govt. had adopted this study as the benchmark study for rapid industrialisation

in the state and had launched a programme titled "Prathyasa" during July 2005, taking into account all the recommendations of this study

Development of Innovative Product Development and Marketing Schemes for Handloom Industry.

Gopinath, S.

Sponsor : Department of Industries, Govt. of Kerala.

The project involves detailed investigation into the factors that lead to the downfall of handloom industry in Kerala and to conduct a benchmark research with similar industries in other parts of the world in order to develop sustainable strategies for revamping the sector. Through a detailed investigation the specific reasons for the downfall of handloom industries in various parts of the State were identified. Three separate revival projects had been designed based on this study. Two among these projects, with a total project cost of Rs 2538 lakhs were already approved by Govt. of India for implementation. Ministry of Rural Development, Govt. of India had also approved the study as a model project for poverty alleviation among traditional sector workers.

Development of a Internet Protocol for fast file transfer for usage in situations characterised by band Width Rationing : A feasibility study

Gopinath, S.

Sponsor: SGRP IIMK.

The objective of the project was to assess the feasibility of developing a fast transfer protocol for file transfer from remote sites through internet. The study involves investigation into the degree of parallelism exist among words across seemingly unrelated sites in the internet and creating a compression algorithm to code such common words to reduce the bit size of the download stream of data. Through a primary investigation of over 700 sites a degree parallelism ranging from 23% to 67% was identified. Thus it is feasible to develop an algorithm which can reduce the file size by around 60% thereby enhancing faster downloads.

Integrated Development of Rural Mozambique Through Coconut based Micro enterprises

Gopinath, S.

Sponsor: Gharana Mozambique.

The project involves secondary research into the socio economic conditions prevailing in Zambesi region of Mozambique and developing a detailed perspective plan for developing coconut based micro enterprises clusters, for alleviating poverty in this region. The report was accepted by Govt. of Mozambique and had obtained a funding of 2 million USD for implementation from World Bank/ Mozambique Aid Fund

Industrial Development: Kerala Development Report: Financial Services

Uday, D. & Kumar, S. S. S.

Sponsor: Planning Commission, Government of India.

This part of the Development Report examines the current

status of financial services in the state of Kerala. The objectives of this study are 1) to set out desired strategic and policy directions for working towards equitable development and accelerated growth through better delivery of financial services and 2) showcase the unique and successful achievements from the state for replication on a large scale. Accordingly the report analyses banking services, capital markets, chit funds and insurance services. The chapter concludes by offering some observations on the direction of relationship between socio-economic development and development of financial sector in the state.

Industrial Development: Kerala State Development Report

Rameshan, P. & Suma, D.

Sponsor: Planning Commission, Government of India.

The purpose of the project is to prepare one of the chapters of the proposed Kerala State Development Report, "Industrial Development". The work deals with the aspects of industrial development of Kerala in the past and future. Kerala has ambition to be an industrialized state. In terms of social development, Kerala is often compared to the





developed countries rather than to other states of India. With respect to industrial development, Kerala currently does not compare favourable even with the advanced Indian states.

However, after a prolonged period of industrial stagnation and accumulation of associated economic and social problems, Kerala has finally woken up to the urgent need to re-industrialize. However, since Kerala lagged so far behind other major industrial states of India that to reach comparable levels of industrialization at least in the next 7-10 years. Since the feasibility of achieving such a high growth rate is doubtful in the next 5 years, Kerala's industrial growth should be at close to double-digit rate per annum during the next 5 years, Kerala is likely to continue lag behind other leading states for some more time. Intensive efforts at initiating reindustrialization are indeed in progress at government level; but several maladies of the past are still haunting the state. While labourers have started slowly realizing, unlike in the past, the significance of their cooperation for preserving and enhancing their employment and income opportunities, political factors and general attitude to private investment are still not congenial. Along with this there are other constraints such as those related to land, environment, power etc. that limit the opportunities of Kerala in setting

up larger enterprises. Hence, there is sufficient rationale for orienting the reindustrialization process towards smaller, environment friendly and energy-efficient enterprises including in areas of IT hardware and software, health, tourism, marine products, biotechnology, electronics etc.

The immediate need is for formulating a comprehensive 'reindustrialization strategy' under which, among other things, all procedural hurdles to entrepreneurs should be truly rolled in to a single channel where obtaining clearances and approvals should be a wholesome and pleasant 'shopping experience'. Simultaneously, trade unions and political activists should be thoroughly convinced to commit themselves to smooth industrial progress, by highlighting the horrors of worsening unemployment scenario and the setbacks on social development front that are staring at Kerala.

Effects on Outsiders (Non-member countries) of Economic Integration in Europe and North America

Nandakumar, P., B. Batavia & C. Wague

An augmented Gravity Model of international trade is used

to study the impact of regional integration in Europe and North America on insiders and outsiders of the trade blocs. Unilateral import liberalization effects and export promotion effects as well as joint bloc membership effects were captured. The aggregated approach suggests that there is no significant negative effect on outsiders. However, it is seen that individual country studies do throw up significant negative impacts. Mexico has gained import access to other NAFTA members, while Brazil has suffered losses. The north African nations have lost import access in EU, while emerging market countries like Korea, India and Turkey have made inroads even while remaining outsiders. Results also suggest that monetary integration in Europe has been more harmful to non-members than trade integration.

Forthcoming Books

Noronha, E. Ethnicity and Industrial Organisations: The case of two Organisations in Mumbai. Rawat Publications.

Kumar, S. S. S. Financial Derivatives PrenticeHall India Private Limited, New Delhi.

Forthcoming Articles

Bhatt, P. R. Strategy of Customisation: A Case of Nokia. *Asia-Pacific Business Review*.

Broca, D. S. An Elegant Mode for Determining the Mode. *College Mathematics Journal*.

Broca, D. S. A Note on Skewness Coefficients. *Teaching Statistics*.

Broca, D. S. The mode of a Probability Mass Function. *International Journal of Mathematical Education in Science and Technology*.

Dwivedi, N., & Arun, K. J. Corporate governance and performance of Indian firms: The effect of board size and ownership. *Employee responsibilities and Rights Journal* (Publisher: Springer Science+Business Media B.V.) Scheduled: September 2005, Vol. 17 Number 3.

Purani, K. Knowledge Community ; Integrating ICT into Social Development in Developing Economies *AI&Society*, Springer Verlag.

Nandakumar, P. EMU Membership, Trade and Investment flows, together with B. Barot and C. Wague,

in: *International Journal of Applied Economics and Econometrics*.

Nandakumar, P. Asset Price Volatility and Consumer Price Inflation: Is there a predictive link?, in: *Journal of Academy of Business and Economics*.

Nandakumar, P. Probability of Bank Crises in Emerging Markets of Asia and South America, in: *International Journal of Business Research*.

Sahadev, S. & Pongsak Hoontrakul "Morethailand.com", *International Journal of E-business research*.

Sreekumar, M. G., & Sunitha, T. "E - Journal Collection Development Prospects: The IIM Consortium Experience". NACLIN 2005 - Proceedings of the 8th National Convention on Library and Information Networking, Bangalore (<http://www.delnet.nic.in/naclin-2005.htm>).

Sreekumar, M. G. & Sunitha, T. Seamless Aggregation and Integration of Diverse Datastreams: Essential Strategies for building Practical Digital Libraries and Electronic Information Systems. 2005 ASIST (American Society for Information Science & Technology) Annual Meeting, Charlotte, North Carolina.

Suresh, R. P. Vector-valued bivariate Gini Index for truncated distributions (Jointly with E.I.Abdul Sathar and M. Nair in *Statistical Papers*, 2005.

Editorial Board/Advisory Board

Nandakumar, P.

Indian Journal of Economics & Business

National Stock Exchange Research Advisory Board

Reviewer/Referee

Bhatt, P. R. IIMB Management Review

Broca, D.S. *Paradigm* (IMT Ghaziabad)

Jeyavelu, S. IIMB Management Review

Kumar, S.S.S. IIMB Management Review

Nair, K. Unnikrishnan National Science Foundation (NSF), USA, Decision, *Journal of IIM Calcutta*, IIMB Management Review

Nandakumar, P. Scottish Journal of Political Economy

Suresh, R. P. Statistical Papers, Mathematical Reviews

Uday, D. IIMB Management Review

Research Seminars held at IIMK

Date: Aug 20, 2004.

Speaker: Dr. R.P. Suresh.

Seminar Topic:
Some inference Procedures in
change-point Hazard Rate

Date: Sep.24, 2004.

Speaker: Dr. Sumit Sarkar.

Seminar Topic:
R&D Expenditure and Entry
Deterrence in Presence of Network
Externality

Conference/ Convention held at IIMK

IIMK- NASMEI International
Conference on Marketing Strategies
for Emerging Markets

Held on December 21-22, 2004.

Coordinator: Prof. R. Nargundkar.

International Conference on *Reliability,
Statistics and Related Fields*

Held on January 7-9, 2005.

Coordinator: Prof. R.P. Suresh and
Prof. G. Chaudhuri.

7th Annual National Convention of
MANLIBNET

(Management Libraries Network).

Held on May 5-7, 2005.

National Organising Secretary: Mr. Sreekumar, M. G.



STRATEGY



Krishna Kumar



P.R. Bhatt



P. Rameshan



Neeraj Dwivedi

ECONOMICS



Pulapre Balakrishnan



P. Nandakumar



Sumit Sarkar

GENERAL
MANAGEMENT



Kulbhushan Balooni

FINANCE, ACCOUNTING & CONTROL



D.S. Broca



S.S. Srinivas Kumar

MARKETING



Keyur Purani



Sunil Sahdev

OPERATIONS MANAGEMENT & QUANTITATIVE METHODS



R.P. Suresh



Saji Gopinath



Gopal Chaudhuri

INFORMATION
TECHNOLOGY & SYSTEMS



R. Radhakrishna Pillai

ORGANIZATIONAL BEHAVIOUR & HUMAN RESOURCES
MANAGEMENT



K. Unnikrishnan Nair



S. Jeyavelu



Forthcoming Conferences at IIMK

International Conference on Globalisation and Economic Asymmetries

Organised by: Indian Institute of Management Kozhikode in association with Athenian Policy Forum. *Date:* December 15-17, 2005. *Venue:* Indian Institute of Management Kozhikode & Taj Residency Hotel Calicut, Kerala, India *Coordinator:* Prof. P. Nandakumar. *Tel:* +91-(0)495-2809107. *Email:* nanda@iimk.ac.in

International Conference on Marketing in The Age of Convergence

Organised jointly by: Indian Institute of Management Kozhikode and Marketin Academy of India. *Date:* January 7-8, 2006. *Venue :* Indian Institute of Management Kozhikode. *Coordinator:* Prof. Sunil Sahadev. *Tel:* +91-(0)495-2809103. *Email:* sunil@iimk.ac.in

Conference on Global Competitiveness

Date: February 9-11, 2006. *Venue:* Indian Institute of Management Kozhikode Campus, Calicut, India. *Coordinator:* Prof. Neeraj Dwivedi. *Phone:* +91-495-2809101 *Fax:* +91-495-2803010 *E-mail:* gcfccon@iimk.ac.in

National Seminar on WTO.

Date: April 21-22, 2006. *Venue:* Indian Institute of Management Kozhikode Campus, Calicut, India. *Seminar Committee Convenor:* Prof.P. Rameshan. *Phone:* +91-495-2809111. *Fax:* +91-495-2803010. *E-mail:* rameshan@iimk.ac.in

Strategic Management Forum of India 9th Annual Convention

Organised by : Strategic Management Forum of India in association with Indian Institute of Management Kozhikode. *Date:* May 18-20, 2006. *Venue:* Indian Institute of Management Kozhikode. *Organising Secretary :* Prof. P. R. Bhatt. *Tel:* +91-(0)495-2809119 *Email:* prbhatt@iimk.ac.in



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Note: Please write to the concerned authors for further details or contact at research@iimk.ac.in

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