



IMK RESEARCH NEWSLETTER

Volume 4

July 2006

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Message from Chairperson

We

are happy to bring out the IIMK Research Newsletter for the academic year 2005-06. I do hope that you would find this Newsletter sufficiently informative on the research activities at IIMK. The contents also provide indications on the research areas pursued by our Faculty. 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



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Members

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

Research Office

Mr. Prasheeb Kumar K.K.

Contact Details

P&RD Office

Indian Institute of Management Kozhikode

IIM Kozhikode Campus PO

Kozhikode - 673 570, India

Phone: (0495) 2809126, 2803001-9

Fax: (0495)2803010-11

E-mail: prd@iimk.ac.in

Website: www.iimk.ac.in

Articles in Refereed Journals

Deepita, C. 2005. Women Workers, Entrepreneurs and Behavioral Rationale: A case of Indian Garment Manufacturing. *Indian Journal of Labour Economics*. Vol.48 (1):101-113.

Labor market outcomes in developing countries at different stages of industrialization need not be similar as behavioral rationality of economic agents depends upon the market contexts. In this paper, we try to understand the labor market in export-oriented garment manufacturing in India, which exhibits a clearly distinct pattern, different from the experiences of early exporting countries. For example, if gender discrimination turns out to be costly, entrepreneurs are unlikely to practice it. Similarly, women's submissiveness in the labor market, especially regarding labor militancy, can hardly be the result of 'oriental docility' in every case.

Nandakumar, P., Batavia, B. & Wague, C. 2005. Probability of Bank Crises in emerging markets of Asia and South America. *International Journal of Business Research*. Vol. III(1):23-34

This study has focused on the possibility of identifying leading indicators for predicting bank crises, using data on crises undergone by 22 emerging market nations and developing countries in Asia and Latin America. Variables which represent a downturn in economic activity, and those serving as proxies for financial liberalization, are seen to be reliable banking crisis predictors. Lagged changes (reductions) in GDP and in employment and productivity seem to precede a crisis. A fall in productivity may be serving as a proxy for a fall in international competitiveness. Other leading indicators identified are lagged changes in equity prices and short-term liabilities, with increases in short-term liabilities and a fall in equity prices portending a crisis. The real effective exchange

rate does not emerge as a consistent crisis indicator.

Nandakumar, P., Batavia, B. & Wague, C. 2005. Asset price volatility and consumer inflation: Is there a predictive link? *Journal of Academy of Business and Economics*. Vol. 5(2):35-45.

The possibility of using housing and real estate prices for predicting consumer price inflation is investigated with a cross-section analysis of industrial countries and emerging market nations. The estimation results indicate that house prices can explain some of the differences in inflation rates between countries in the sample. Stock prices have not been shown to be as good predictors of consumer price inflation as real estate and housing prices in the literature on the asset price – consumer price linkages. Our finding is that for a number of countries, both developed and emerging market nations, lagged stock prices are useful predictors of consumer price inflation. This variable was, in fact, seen to be more significant than some conventional explanatory variables like the GDP gap or its proxy. The estimation results indicate that lagged asset price changes (usually at around eight quarters, rather strikingly!) can be fruitfully used along with labor market costs, money supply changes and credit market imperfections to predict consumer price inflation some quarters ahead.

Nandakumar, P., Barot, B. & Wague, C. 2005. EMU Membership, Trade and Investment Flows. *International Journal of Applied Economics and Econometrics*. Vol. 12

One of the key arguments advanced in support of entry into the EMU by hesitant countries is the expected increase in trade volumes. Previous work on measuring the impact of EMU membership, using the Gravity Model of trade, has obtained results varying widely from a 5% trade





effect to almost 200%. This paper adopts a new approach by analyzing the effect on trade due to increased investment flows in the wake of actual or expected membership. The final impacts on trade thus traced are close to the estimates on the higher side in the previous studies. The coefficients for country and partner GDP product, FDI product and geographical distance are all highly significant, and FDI inflows are seen to have a strong impact, with an elasticity of 0.42, on bilateral trade.

Rameshan, P. 2006. India's Textiles & Clothing Trade: Moving from Big Hopes & Small Gains to Big Hopes & Big Gains. *Foreign Trade Review* October-December :45-71.

In this paper we examine the textiles and clothing export performance of India and China during the ATC and post-MFA period, with focus on the two leading consumer markets, viz. the European Union (EU) and USA. We evaluate the proposition that in comparison with China, India has not been able to gain significantly in these markets from the quota-removal on textiles and clothing, and that India has continued to be a smaller player in the world market for textiles and clothing as compared to China. Further, we analyze the implications of the trade trends of the US and EU textiles and clothing markets for the future textiles and clothing export success of India. Besides, we explore the possible strategic options available to India to become a major player in the leading export markets of textiles and clothing despite the competition and competitors. The results reported in the paper support our proposition that India's gains in textiles and clothing trade in the ATC and post-MFA era have not been

commensurate with its hopes. The paper suggests various reasons for this unsatisfactory outcome and outlines some measures to ensure better gains for India in future.

Rameshan, P. & Singh, S. 2005. Quality of health Delivery System: A Case on the Customer Orientation of Primary Health Centres. *Journal of Health Management*, 7(2):187-206.

This case study examines the customer orientation of primary health centres (PHCs) of a district in Uttar Pradesh. Ten PHCs have been studied for this purpose. The study explores input level facilities and human resources available for providing services. Attitude and behaviour of doctors and other staff towards customers (patients and attendants of patients) were studied from the perspective of the customers. Similarly, we tried to understand the viewpoints of health officials at district and PHC levels. Customers wanted to improve services of PHCs through panchayat pressure, persuasion and leaders' intervention. Agitation was the relatively less preferred strategy. They also did not want to passively tolerate poor services at PHCs. Doctors and staff had their own grievances that affected their morale and performance.

Sreekumar, M.G. 2006. Library Marketing in the New Information Environment: Ways and Means. *Kelpro Bulletin*, 10(1):59-67.

In the new information environment it is becoming more and more clear that the information professionals, in addition to their



high-end professional capabilities and IT skills, need to essentially acquire and practice one more important skill, namely 'library marketing'. Libraries need to therefore embark on cutting edge marketing strategies so as to outreach the user community ensuring the optimum utilization of the enormous information resources they possess. To this end, the information professionals must understand their context-sensitive user needs which enable them launch their resources / products / services, customer oriented. The main components of understanding the customer requirements are need, want, demand, customer value, cost and satisfaction. Among these, creating the demand for the information product / resource is the core. In this paper we intend to summarise the basics of the library marketing and the popular methods and services, focusing on the WWW, especially with the help of a cool Website, showcasing the IIMK Library Portal as a case study.

Sreekumar, M.G. & Sunitha, T. 2005. Seamless Aggregation and Integration of Diverse Datastreams: Essential Strategies for building Practical Digital Libraries and Electronic Information Systems. *International Information and Library Review*, Vol.37: 383-393. (Winner, ASIST SIG III International Paper Contest 2005) (http://www.asis.org/SIG/SIGIII/paper_contest/2005/2005winners.htm).

In the current information environment libraries need to leverage on the latest digital technologies as well as the traditional paper technologies towards building practical digital libraries and electronic information systems. Digital Libraries built exclusively out of nascent electronic publications such as E-Journals, E-Books and E-Reference Works are proving to be an uphill and unfinished task. There are a host of problems the enthusiastic library fraternity face in their digital library development endeavours. This paper shares IIMK's experience in creating a state-of-art Digital Library Information System. The paper also highlights significant features of IIMK's Digital Information System - the content aggregation and the content integration strategies we adopted in the library portal, developing a digital library using the 'Greenstone' open source digital library software, and promoting Open Access by setting up scholarly Institutional Repositories (IR). In summary, today's digital library information system is to be seen from a much wider and holistic perspective, and provided with a much broadened meaning to hold and put together all the print, digital and electronic information available and accessible to the library.

Suresh, R.P., Kurien, J. & Sebastian, G. 2005. The Maximum Likelihood Estimation of Parameters in a Symmetric Location and Scale Family with Kurtosis Three. *Statistical Theory and Applications*, Vol.1, 223-232.

In this paper we consider estimation of parameters in the distributions belonging to the symmetric location scale family with probability density function and with Pearson's measure of Kurtosis. The construction and the properties of such a family





of density functions are discussed in Kale and Sebastian (1996). This family of distributions is a semi-parametric family in which the first four moments of the distribution coincide with that of the normal distribution. A parametric sub-family based on the Edgeworth expansion of density function is obtained by Sebastian and James (2002). Modified Maximum Likelihood (MML) estimates of the location and scale parameters are obtained and their properties are discussed. A comparison between the conventional estimators viz. the sample mean and sample standard deviation is also considered.

Book Chapters

Deepita, C. 2005. An Artist as a Social Scientist, in I Chakravarty and B. Paine (eds.) *Breaking the Silence* (in Bangla), Stree, Kolkata.

Nandakumar, P. 2005. Globalization and the Changing Role of the Government. *Globalization and Social Security*. Edited by Department of Economics, Published by St. Aloysius College, Trichur.

Sreekumar, M.G. 2005. Building a Multimedia Digital Library of Audio/Video Resources: Using Open Source Software and Open Digital Library Standards. *Sardar Jaginder Singh Ramdevon Festschrift* Volume, 2005, USA.

Conference Proceedings/ Presentations

Balakrishnan, P. 2005. *Macro-economic Policy and Economic Growth in India Since 1980*. Paper written under the Ministry of Finance-Asian Development Bank project on Macroeconomic Policy in India, and presented at Final Workshop of the project, NCAER, New Delhi, October.

Balakrishnan, P. 2005. *India's Software Success*. Invited paper, Annual Conference, Malaysian Institute for Economic Research, Kuala Lumpur, December 6-7.

Balooni, K., & Inoue, M. 2005. *Participatory forest management as a core of new mode of forest governance in South and Southeast Asia: An overview and comparative analysis of institutional and policy characteristics*. Poster presented at the XXII IUFRO World Congress on Forests in the Balance: Linking Tradition and Technology, Brisbane, August 8-13.

Balooni, K. 2005. *Privatization of forestland in South Asia: A critique*. Paper presented at the International Conference on Globalisation and Economic Asymmetries, Indian Institute of Management, Kozhikode, December 15-17.





Bhatt, P.R. 2006. *India's Trade Competitiveness and Exchange Rate Policy*. AGBA Third World Congress held at Kuala Lumpur, Malaysia during January 4-6.

Deepita, C. 2005. *Emergence of Decentralized Bargaining in the Indian Textiles*. The Institute of Social Studies, The Hague, The Netherlands in November.

Deepita, C. 2005. *Different forms of collective bargaining in the organized and unorganized sectors of Indian textiles and garment manufacturing*. IFRÉDE, Université Montesquieu-Bordeaux IV, France in December.

Deepita, C. 2005. *Growing Services in India: An Intersectoral Analysis of State Level Data*. XVth Annual General Conference on Contemporary Issues in Development Economics. Jadavpur University, Kolkata, in 9-10 December.

Jeyavelu, S. 2005. *Petrocorp Restructuring*. Case selected for



final presentation in AIMS Best Case Study Competition, 17th AIMS Annual Convention, Hyderabad, August 28-30.

Jeyavelu, S. 2006. *Identity roots of competitive advantage: A resource based view*. Conference on Global Competitiveness, IIM Kozhikode, Kozhikode, March 24-25.

Krishna Kumar 2005. *Competition and the Fragility of Firms in the Indian Corporate Sector*. International Conference on Globalization and Economic Asymmetries, Athenian Policy Forum & IIM Kozhikode, December 15-27.

Das, Hari & Chhokar, Jagdeep, Nair, Unnikrishnan, K. 2005. *Preparing For Global Business Careers: Findings From India*. Conference on Post Globalization: Higher Education Institutions Facing the Knowledge Society. International Higher Education Foundation Conference, Veracruz, Mexico, July. (presented by Hari Das).

Pillai, R. 2006. *Developing the Management Skills Through Spiritual Empowerment*. Third AIMS International Conference on Management at IIM Ahmedabad, January 1-4.

Rameshan, P. 2006. *WTO, India & Emerging Areas of Trade*. National Seminar on WTO, India & Emerging Areas of Trade, Centre for Strategic Research & Information Network on India's Global Competitiveness & WTO System, IIM Kozhikode, April 21-23.

Gopinath, S. 2005. *A Collosature Agent Based model for intra-firm coordinating in non-dominant player supply chains*. Victoria Management School Research Series, October 10.

Gopinath, S. 2005. *Structural Changes in Internet Challenges for Information Science Professionals*. International Conference CELDA-2005, Lisbon, Portugal, December.

Sreekumar, M.G. 2006. *Information Management Strategies for Sustainable National Development*. WSIS Follow-up Conference on Access to Information and Knowledge for Development. March 27-31, UN Economic Commission for Africa, Addis Ababa, Ethiopia.

Suresh, R.P. 2005. *Six Sigma for Quality Characteristic having non-normal distribution*. ICORAID-ORSI Conference. Indian Institute of Science Bangalore, December 27-29.



Suresh, R.P., Kurien J. & Sebastian G. 2005. *The Maximum Likelihood Estimation of Parameters in a Symmetric Location and Scale Family with Kurtosis Three*. Proceedings of the National Conference on Recent Advances in Statistical Theory and Application and 24th Annual Conference of the Indian Society for Probability and Statistics held at Palai, India, 4-6 November 2004.

Suresh, R.P. 2005 *Six Sigma for Quality Characteristic Having Non-Normal Distribution*. International Conference on Operations Research Applications in Infrastructure Development on conjunction with 2005 Annual Convention of Operational Research Society of India (ICORAID-2005-ORSI) held at IISc, Bangalore. December 27-29.

Swain, A.K., Bhanja, U. & Morris, A. 2005. *Evolutionary design of inverse dynamic controllers for multiple arm co-operating manipulator systems*. 2nd International Conference on Artificial Intelligence (IICAI-05) (Bhanu Prasad, Ed.), Pune, December, pp.54-71.

Articles in Other Journals

Balooni, K. & Inoue, M. 2005. Participatory Forest Management as a Core of New Mode of Forest Governance in South and Southeast Asia: An Overview and Comparative Analysis of Institutional and Policy Characteristics. *The International Forestry Review*, Vol.7(5):213

Case Studies

Jeyavelu, S. 2006. Bharat Petroleum Corporation Limited, IIMK/CS/17/ OB&HR/2006/02.

This case elaborates on the process of restructuring of BPCL. The various actions taken by the CMD Suderajan to transform BPCL and make it competitive to face a deregulated market are discussed along with the crises in organization design.

Working Papers

Deepita, C. 2005. *Growing Services in India: An Intersectoral Analysis of State Level Data*. Centre for Economic and Social Studies, Hyderabad.

This study is an inter-sectoral analysis of state domestic product data to understand the determinants of the services sector growth in India during the recent years. It is a demand side analysis where the services sector output of a specific state is not only a function of the outputs of a state's own agriculture and industry but also the output of the commodity-producing sector of the rest of the Indian economy. The findings suggest that while a state's own industry turns out to be the most important



determinant of the services sector growth, the commodity-producing sector of the country outside the state does play a significant role as well in determining the services sector performance under certain conditions that basically relate to the supply side. The study essentially is an explorative analysis and has not attempted at making any precise econometric estimation.

Keyoor, P. & Nair, A. 2006. *EquityBrand: Evolution of a brand from Stock Market.* IIMK/WPS/05/MKTG/ 2006/03.

Brand Management has been primarily the job of marketing specialists, because brands have so far been seen in context of consumer markets. Many companies have been known for their product brands in the consumer markets but its time now to clearly recognize a company's markets other than consumer market. Hence, a company must have a brand, which appeals to all its markets including consumer market, stock market, human resource market and supplier & intermediary market. Corporate brand generally evolves from one of the above mentioned markets. In this market it gains strength and then starts appealing to other markets. With economic revolution in India, stock markets are fast moving towards maturity making the companies look at brands in context of stock markets:

Nandakumar, P., Batavia, B. & Wague, C. 2005. *Inclusion and Exclusion with Economic Integration: The case of EU, NAFTA and ASEAN.* IIMK Working Paper Series IIMK/WPS/ 03/ECO/2006/01.

The positive effects on trade volumes of the economic integration process have been most forcefully derived for the case of monetary unions, more specifically for the case of the European monetary Union (EMU). This vein of work is available, naturally, only from the beginning of the current decade. Literature from earlier periods, dealing with the impact on trade volumes of regional trade blocs, has come up with any significant effects only in the case of the European union, EU, when factors other than bloc formation were included in the analysis. The effect on trade volumes of countries outside the trade blocs have not also

been subjected to any intensive scrutiny, except for isolated attempts to look into the matter in the case of certain countries like Mexico and India.

Sahadev, S. 2006. *Economic Satisfaction and Relationship Commitment in Channels: The Moderating Role of Environmental Uncertainty, Collaborative Communication and Coordination Strategy.* IIMK/WPS/04/MKTG/ 006/02.

The paper explores the relationship between economic satisfaction within a relationship and relationship commitment. The moderating effects of three variables are considered: viz. (i) the use of behavior based coordination strategy (ii) the perceived level of environmental uncertainty and (iii) the use of collaborative communication strategy. The hypotheses are proved through a sample survey among 101 channel partners of mobile service providers in a state in India. The results indicate the moderating variables act as quasi moderators where in they both directly and indirectly impact the dependent variable.

Completed Research Projects

Balooni, K. & Kalro, A.H. *Institutional Analysis of Collective Management of Minor Irrigation Works in Kerala*

Sponsor: Ministry of HRD

Kerala, even as one of the wettest states in India and endowed with many rivers faces the paradoxical situation of water scarcity during the dry seasons. This affects agricultural production, which mainly comprises of water demanding paddy and cash crops. The development of suitable minor irrigation works including traditional water harvesting structures which match the topography in the state is one answer to this paradoxical situation. This research was undertaken to study the performance and to evaluate the factors behind the success or failure of minor irrigation works at the micro-level. The focus of the study was confined to the Malabar region of Kerala. Detailed case studies of four minor irrigation works including traditional harvesting



structures – temporary check-dams (kattas) in the Kasargod district, tank (kulam) irrigation in the Waynad district, lift irrigation by a variety of institutions in the Malapurram district, and water tunnels (surangams) in the Kasargod district were undertaken. It was found that changing socio-economic patterns of rural society, availability of alternate sources of irrigation, lack of maintenance work, and ineffective role of government have undermined and hampered the use of these minor irrigation works. Technological improvements and government intervention have emerged as important factors which need to be paid attention for their sustainability.

Deepita, C. *Quality of Employment and Organization of Work in the Indian IT industry.* Under the framework of the study 'Decentralized industrialization and Political Industrialization in India'. Coordinator: L. Kennedy, Member UR23 of IRD, IFREDE, France.

The main aim of the study is to understand the work organization, skill formation and employment contracts in the software producing firms in India with reference to a group of firms in the city of Hyderabad. Some of the major conclusions of the study are: The work conditions are highly "separable" in the sense of Alchian and Demsetz even though software production is a "team work". This specific feature might have played an important role in the prevalence of the strong tendency of 'no union' from within in this industry. Secondly, it is found that, the most desired qualification for these jobs is an engineering degree. However, this qualification is not essential from the job requirement point of view but works as a signal for quality employees in the export market. This has a serious implication for the wage structure in the industry in particular and educated

unemployment in the country in general. It is well emphasized in the literature that working conditions in the software firms give greater autonomy at work. However, the study shows that the greater autonomy is counterbalanced by a requirement to work as much and for as long as it is necessary to generate sufficient business and to complete the tasks assigned. Employees no longer feel an obligation to ensure that those tasks fit within a predetermined set of hours. Even at home the pressure of the work place may still remain.

Gopinath, S. & Sahadev, S. *Kuppadam: A Research Project in Revival Strategies for Khadi Sector in the State of Kerala*

Sponsor: Khadi and Village Industries Board.

This is an innovative project proposed for the social and economic development of Khadi Artisans in various districts of Kerala though the creation of micro enterprises involved in the development and marketing of high quality Khadi cloth products by augmenting the infrastructure facilities and by adopting appropriate technology and social intervention strategies.

Nandakumar, P. *Inclusion and Exclusion with EU, ASEAN and NAFTA: Effects on Outsider Countries of Regional Trade Blocs*

Sponsor: SGRP, IIM Kozhikode

This paper has analyzed the issue of the impacts of regional integration on non-member, outsider nations using two, different approaches. First, the aggregate Gravity Model of trade was used to illuminate the effects on bilateral trade of members and non-members, applying the model to economic integration in Europe, North America and southeast Asia, using large cross-section samples. Subsequently, individual country, time series studies were made of certain important emerging market nations and selected developing countries from different regions, given the near-certainty that there would be substantial variations between country experiences in the wake of far-reaching regional integration thrusts. The aggregate, Gravity Model approach did not produce any support for the presumption that regional integration in Europe, North America or North America has benefited bloc members and hurt outsiders. This chimes broadly well with earlier results in the literature. Actually, what transpires from the analysis at the aggregate level is that increased trade between trading partners may well be the result of trade liberalization per se by a reforming region. The positive contributions of dummies representing membership of then exporting country and that of the importing country separately testify to this. In the case of ASEAN, it has been generally perceived that the region has gone furthest in liberalizing and expanding trade with the industrial nations of the OECD bloc, so that the lack of significance of ASEAN membership for bilateral trade may not come as a surprise. The individual country results throw up a wide spectrum of results, as had been anticipated. European economic integration does not seem to





have affected the export market access to the region of fairly dynamic countries like India, Korea, Turkey and Malaysia, with even gains being derived (in the case of Malaysia) as a result of the union in Europe. For less developed countries like Morocco and Algeria, trade integration in Europe is seen to have clearly negative effects on their export market access to the area. So it seems that only the more dynamic of developing and emerging market nations have been able to find their own place in the sun in the integrated European Single Market, protecting their exports and export shares. The picture is fairly similar for the case of the effects of the NAFTA bloc.

Pillai, R. & Hari Sankar, M. *Infrastructure: Communications Kerala State Development Report*

Sponsor: Planning Commission, Govt. of India

The provision of world class telecommunications infrastructure and services are key to rapid economic and social development of a state. It is critical not only for the development of economy of the state, but also for the development of Information Technology industry. It is also anticipated that a major part of future GDP of an economy would be produced with the support of this sector. This report focuses on the development of communications infrastructure in Kerala State with respect to the following set of parameters and analyses its strength, weaknesses, opportunities and challenges. The developments in Kerala State is also compared with other states in India, with respect to the following parameters. 1. Number of telephone connections 2. Switching capacity 3. Fund allocation/utilization 4. Teledensity 5. Telephone connections in Rural areas 6.

Revenue 7. Village Public Telephones 8. Public call offices 9. Waiting list for Telephone Connections 10. Emerging communication services 11. Postal Communication. A few emerging communication services that have an impact on the infrastructure planning are identified and some potential areas for future development are discussed.

Suresh, R.P. *Development of Six Sigma in Exponential Distribution*

Sponsor: SGRP, IIM Kozhikode

Six Sigma is a business process, which uses some basic statistical principles, that allows companies to drastically improve their bottom line by designing and monitoring everyday business activities in ways that minimize waste and resources while increasing customer satisfaction. This method uses heavily the assumption of normality for the

underlying quality characteristic. However, there are several situations in which the quality characteristic is not normal. For example, cycle time, calls per hour, customer waiting time, longevity etc., are known to have non-normal distribution. In such cases one will not be able to get the exact percentage defectives (or defective parts per million) for various sigma levels using the available literature. In this project, I derived the sigma level equivalents for various defective ppm's when the underlying distribution is exponential. The result of the study is demonstrated on real life data.

Rameshan, P. (Coordinator) *Kerala State Development Report*

Sponsor: Planning Commission, Govt. of India

As part of the initiative of the Planning Commission to prepare a Kerala State Development Report under the Central Plan Scheme "50th Year Initiative for Planning", the responsibility of preparing the following chapters or parts lay with the Indian Institute of Management Kozhikode: Chapter IV Industrial Development, Chapter X (2) Power, Chapter X (3) Water Supply, Chapter X (4) Communications, Chapter XI Science & Technology, Chapter XV Higher Education, Chapter XVI Tourism and Chapter XVII Financial Services. The work has been undertaken with the support of a group of faculty researchers, who carried out analysis on the different components and prepared respective draft manuscripts. The completion of the work at IIM Kozhikode involved the survey of past studies related to the relevant areas in respect of India in general and Kerala in particular. Field surveys involving questionnaires and interviews have also been conducted.



Invited Talks

Balakrishnan, P. 2005. Discussant for papers presented by T.N.Srinivasan and MNV Nair at the conference – *Kerala in the Global Economy* held by the Asian School of Business and the Stanford Centre for International Development at Thiruvananthapuram, December 15-16.

Gopinath, S. 2005. Keynote speaker. National Conference on Sustainable Strategies for Livelihood Development, Kozhikode, December.

Jeyavelu, S. 2005. Managerial Competencies for Municipal Administrators: Address to Municipal Administrators, Centre for Management in Government, Kozhikode, December

Jeyavelu, S. 2005. Challenges in Organizational Design for Creativity. Coimbatore Institute of Management and Technology, Coimbatore, July 4.

Krishna Kumar 2005. Address in the Workshop on NMCC Report: *The National Strategy for Manufacturing*, Cochin Chamber of Commerce, October 20.

Krishna Kumar 2005. Convergence: Ranking of Business Schools. Institute of International and Financial Management, July 21.

Nandakumar, P. 2006. The Indian Economy: Trends and Prospects. Lulea University of Technology, Sweden on May 18.

Pillai, R. 2005. CEP Course on Networking and Communications. Multimedia Networking Organization, NPOL, Kochi, August 8.

Suresh, R.P. 2005. Six Sigma Its Application to Industry, Fluid Control Research Institute, Palakkad, August.

Fellowship

Deepita, C. Indo-Dutch Programmes in Alternatives in Development (IDPAD) Fellowship. Visiting Fellow, The Institute of Social Studies, The Hague, Netherlands, Nov-Dec., 2005.

Conference: Session Chairs

Jeyavelu, S. 2006. Conference on Global Competitiveness, IIM Kozhikode, March 24-25.

Nair, Unnikrishnan. K. 2006. Conference on Global Competitiveness, IIM Kozhikode, March 24-25.

Pillai, R. 2006. Third AIMS International Conference on Management, IIM Ahmedabad. Session: Cross-culture Issues, January 1.

Rameshan, P. 2006. National Conference on New Business Environment, ecomNet, Panel Chair, Panel Discussion on Strategies for New Business Environment, May 27, Cochin, India.

Rameshan, P. 2006. Track Chair for Management (Review & Selection of Papers) International Conference in Business 2006: Revolution for the New Era Competition, University of the Thai Chamber of Commerce (UTCC), December 7-8, 2006, Bangkok, Thailand.

Swain, A.K. 2005. International Conference on Artificial Intelligence (IICAI-05), Pune, December.

Forthcoming Books/Edited Volumes

Keyoor, P. & Sahadev, S. *Marketing in the age of Convergence*. Excel Books, New Delhi.

Nandakumar, P., & Batavia, B. (Eds) *Globalization: Capital flows, Competitiveness and Regulation*. APF Press, Toronto, Canada.

Forthcoming Journal Articles/Conference Papers

Jeyavelu, S. 2006. Organizational Identity and Identification in Virtual Organization. *22nd EGOS Colloquium – The Organizing Society*. Sub-theme 09: Identity and Technology in Virtual and Flexible Organizing. July 6-8, 2006.

Keyoor, P. & Nair, S. Knowledge community: integrating ICT into social development in developing economies. *AI & Society*. Springer London, Pages 1-17.

Nair, Unnikrishnan K. 2006. Diminishing Marginal Utility of the "Next" Attribute: Cognitive Complexity and Complex Decisions. *Annual Meeting of the US Academy of Management*. August, Atlanta, USA.

Nandakumar, P., Batavia, B. & Wague, C. Inclusion and exclusion with Economic Integration. *Journal of Economic Asymmetries*.

Nandakumar, P., Batavia, B. & Wague, C. Integration and Convergence of Financial Markets in The European Union. In *Global Divergence in Trade, Money and Policy*. V. Alexander & Hans-Helmut Kortz (Eds.), Edgar Elgar Publishing.

Suresh, R.P. & Sathar, A.E.I. Bayesian Estimation of Lorenz



Curve and Gini-Index in a Shifted Exponential Distribution, *Statistical Methods*.

Suresh, R.P., Sathar, A.E.I. & Nair, M.K.R. A Vector Valued Bivariate Gini Index for Truncated Distributions, *Statistical Methods*.

Reviewer/Referee

Balooni, K.

i. World Development *ii.* International Review for Environmental Strategies *iii.* IIMB Management Review

Jeyavelu, S.

i. IIMB Management Review. *ii.* Tata McGraw-Hill Publishers *iii.* Pearson Publications *iv.* Academy of Management Annual conference *v.* Asian Academy of Management Bi-Annual Conference.

Nair, Unnikrishnan.K.

US Academy of Management Annual Conference, Atlanta 2006

Sinha, P.

Computers & Industrial Engineering.

Rameshan, P.

IIMB Management Review

Suresh, R.P.

i. Statistical Methods *ii.* Mathematical Review

Swain, A.K.

i. Second International Conference on Artificial Intelligence (IICAI-05) *ii.* Pearson Education, India



Conference/Convention held at IIMK

International Conference on *Globalisation and Economic Asymmetries*.

December 15-17, 2005.

National Seminar on *WTO, India & Emerging Areas of Trade*, Centre for Strategic Research & Information Network on India's Global Competitiveness & WTO System.

April 21-22, 2006.

International Conference on *Marketing in The Age of Convergence*.

January 7-8, 2006.

National Conference on *Global Competitiveness*, February 9-11, 2006.

9th Annual Convention of Strategic Management Forum of India.

May 18-20, 2006.

Research Seminars held at IIMK

January 11, 2006

Speaker: Dr. Pulapre Balakrishnan
India's Software Success

January 18, 2006

Speaker: Dr. Arun Abraham Elias
Unearthing Stakeholder Dynamics in Environmental Conflict: A New Zealand Case of Systems Thinking and Modelling

January 25, 2006

Speaker: Dr. Sunil Sahadev
Why hotels adopt ICTs: A study on the ICT adoption propensity of hotels in Thailand

February 3, 2006

Speaker: Dr. Saji Gopinath
Ants, Bees, Wasps and Non-Dominant Player Supply Chains

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kpurani@iimk.ac.in

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