





# Message from Chairperson

On behalf of the Publications and Research Dissemination Committee, I am pleased to present the IIMK Research Newsletter for the academic year 2007-08. This Newsletter provides a comprehensive report on the Research Activities carried out by the IIMK Faculty and Staff during the academic year 2007-2008. During the year, one edited book, seven working papers, three case studies, and 13 articles have been published in National and International Journals. This only shows that IIMK is on a path of rapid growth not only in the domain of Knowledge Dissemination but also in the domain of Knowledge Creation.

In our quest of establishing IIMK as an Integrated Management Institute of Higher Learning with International Reckoning, we accord a high priority to research activities. In the light of that, we would be happy to collaborate with other professionals and the Institutions/Universities with similar interests and objectives. Besides, we also do collaborative research with scholars of other reputed institutions and collaborative conferences/seminars with other reputed institutions.

*With Warm Wishes,*

**Dr. P.R. Bhatt**  
Chairperson  
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## Articles in Journals

**Balooni, K. & Inoue, M., 2007.** Decentralized Forest Management in South and Southeast Asia. *Journal of Forestry*, Vol. 105 (8), 414–420.

This article reviews the process of decentralization in forest management in developing countries in South and Southeast Asia. Decentralized forest management (DFM) is an alternative to centralized or state-regulated forest management, which transfers the forest use and management rights to local communities. It is a process of gradual change in forest management, which started in the 1970s when social forestry programs involving people's participation were first attempted and expanded in the 1990s when DFM policies were enacted to recognize the traditional forest rights of local communities. DFM has no single definition, depending instead on the state's willingness to move away from the command and control approach toward forest management. There are some plus points, but these are still limited and the drawbacks of decentralization far outweigh the gains.

**Chatterjee, D. & Srivastava, B. N. 2007.** The concept of newness. *International Journal of Management Concepts and Philosophy*, Vol. 2 (3), 240–245.

In this paper, we argue that it is necessary to have a philosophical understanding of the concept of newness if we are to make sense of a wide range of organizational phenomena. Drawing chiefly on the philosophy of Martin Heidegger, we argue that newness, as a quality, is rooted in our knowledge of the world. This knowledge is part of a structure of names of all things in the world – the part that is of consequence to our existence. Newness exists as long as a name is outside this part of the structure.

**Jeyavelu, S. 2007.** Organizational Identity and Sustainable Competitive Advantage: Combining Resource Based View and Configuration Approach. *International Journal of Management Practices & Contemporary Thought*, Vol. 2 (2), 80–88.

**Kumar, S. S. S. 2007.** Short and Long-run Performance of Bookbuilt IPOs in India. *Impact*, Vol. 2 (2), 19–29.

One of the important reforms Indian markets witnessed in the recent past is the introduction of issuing shares through the book building process which aims at efficient price discovery. In this paper we attempt to see how the IPOs issued through book building process fare both in short-run as well as in long run. Our results indicate that the IPOs still continue to be under-priced as is evidenced by the



positive listing day returns and are out performing the market in the subsequent months almost up to twenty four months. However after two years of listing they generate negative returns this finding is consistent with the IPO performance literature from the other countries but is in contrast with the first long run study on IPOs in the long run in India.

**Kumar, S. S. S.** 2007. Why Foreign Institutional Investors are Investing in India?. *Foreign Trade Review*, Vol. XLII (3), 59-72.

This paper examines whether the surge in FII inflows to India is consistent with the standard models of international portfolio choice. Our analysis shows that the FIIs are investing in India primarily due to the high returns that may be earned by investing in India and not because of the diversification benefits that accrue to a foreign portfolio investor by choosing to invest in an emerging market like India. Therefore any attempts by the policymakers to use the forex reserves for financing any real assets have to be very carefully weighed because substantial part of the Indian forex reserves are built from the portfolio flows.

**Kumar, S. S. S.** 2007. Price Pressure Hypothesis: Evidence from S&P CNX Nifty Index Changes. *Metamorphosis*, Vol. 6 (1), 9-32.

This paper considers the effects of changes in the composition of the Nifty and Jr. Nifty index for the period 1996-2003. The study finds no significant price effects on the announcement day. However price effects were observed only for the Nifty index on the effective day, which were subsequently reversed by the ninth day. Similar results were found for the Nifty deletions too. For the Jr. Nifty, no price effects were observed either on announcement day or on the effective day-for both inclusions as well as exclusions. There were no abnormal volumes associated with price effects for the Nifty index. Since the price effects are confined only to Nifty and were absent for the Jr. Nifty, certification effect may be ruled out. There is prima facie support for the price pressures hypothesis.

**Nandakumar, P.,** Bala Batavia & Cheick Wague, 2007. Does the stock market matter for the determination of bond yields? *Journal of International Finance and Economics*, Vol. VI (1).





The usefulness of stock market indices in predicting long-run domestic bond yields was tested, embedded in a larger model for analysing the domestic and international determinants of bond rates. Estimations were carried out for a composite sample of industrial countries and emerging market nations. Quarterly data for the 1990 to 2006 period, and monthly data for the 2000 to 2006 period were used. A role for equity prices in this regard was noted for Spain, Italy and Germany. Italy and Japan were noted to be relatively less financially integrated globally, in terms of long-run bond yields, while a high degree of integration was obvious in the case of Ireland, Thailand and the United Kingdom, with domestic factors having virtually no role in the determination of domestic bond yields. Financial integration with the global (U.S) economy is seen to have increased for all countries, in general, in the post-2000 period.

**Nandakumar, P.**, Bala Batavia & Cheick Wague, 2007. The IT sector, the Income Convergence Hypothesis and the Human Development Index.

*International Journal of Business Research*, Vol. VII (2).

In this paper, the income-convergence hypothesis, which is usually considered only in relation to developed nations of the OECD member group, is also tested successfully for developing and emerging market nations, by specifying reformulating the standard of living gap in terms of the Human development Index, instead of per capita income. This does not seem to have been done in the related literature earlier. The analysis conducted in this paper confirms the generally accepted finding that income convergence, based upon catching up of per capita incomes, occurs only in a convergence club limited to the richer OECD nations. However, when the initial gap is reformulated in terms of the differences in the Human Development Index levels, the convergence hypothesis stands validated, in this somewhat different form. Thus, countries exhibiting the larger shortfalls in the HDI towards the country with the highest base year HDI value tend to grow faster. This result may reflect the fact that low HDI



values do seem to elicit very specific remedial measures from the policy-makers, which also contribute towards growth.

**Nandakumar, P.**, Bala Batavia & Cheick Wague, 2007. Expected Purchasing Power Parity, Budget Imbalances and the Euro-Dollar exchange rate. *Journal of International Business and Economics*, Vol. VII (1).

An expected relative PPP model, augmented by elements of a monetary model and by external influences, is used to track the path of the Euro-Dollar rate since the inception of the European currency. A similar model is also applied to the estimation of the Rupee – Dollar exchange rate. Expected inflation rates, based on a specified formation process, are, indeed, seen to be significant determinants of the Euro exchange rate. While money supplies are not significant, interest rate differentials do matter; higher real Euro area interest rates appreciate the Euro. US government budget deficits appreciate the Dollar with a lag, presumably due to financing capital inflows, but current account deficits do not have a

perceptible influence in the period of the study. Oil price increases and higher international reserve holdings in major Asian markets, which may be skewed towards the dollar, also have no discernible impact on the Euro-Dollar rate. For the Rupee – Dollar rate, interest rate differentials and inflation differentials work well as predictors. Higher interest rates relative to the global rates appreciate the rupee, i.e., the Rupee – Dollar rate falls. Higher expected inflation in India depreciates the rupee. Current account surpluses are seen to appreciate the rupee, but investment inflows function poorly as a predictor. A random walk model may work as well as a formal monetary – PPP model in forecasting the rupee exchange rate.

**Pati, R. K.**, Vrat, P. & Kumar, P. 2008. A goal programming model for paper recycling system. *Omega- The International Journal of Management Science*, Vol. 36, 405–417.

The conflict between economic optimization and environmental protection has received wide attention

in recent research programs for waste management system planning. This has also resulted in a set of new waste management goals in reverse logistics system planning. The purpose of this analysis is to formulate a mixed integer goal programming (MIGP) model to assist in proper management of the paper recycling logistics system. The model studies the inter-relationship between multiple objectives (with changing priorities) of a recycled paper distribution network. The objectives considered are reduction in reverse logistics cost; product quality improvement through increased segregation at the source; and environmental benefits through increased wastepaper recovery. The proposed model also assists in determining the facility location, route and flow of different varieties of recyclable wastepaper in the multi-item, multi-echelon and multi-facility decision making framework. The use of the model has been illustrated through a problem of paper recycling in India.

**Sinha, P.** 2008. A Quadratic Regression Model with an Application to Business School Ranking. *Opsearch*, Vol. 45 (1), 69-78.

We present a blocked, quadratic regression model in this article. The model has a predictor variable which does not allow direct measurement but may be estimated from other observations. A solution method is outlined to find the estimated values of the model parameters and such a predictor variable. The model has substantial scope of application. An application in business school ranking is discussed, illustrating with a numerical example.

**Sreekumar, M.G.** 2008. Open Access: The New Frontier Connecting the Learning Commons through to Hassle-Free and Seamless Scholarly Communication. *World Digital Libraries*, Vol. 1 (1), 61-75.

The developments in technology during the recent past, especially in ICTs (information and communication tools), are tremendous and the magnitude of changes that have been effecting the scholarly communication are amazing. In reality, scholarly communication system has largely been monopolized by publishers. Publishers obtain the copyright from the author while accepting their

scripts for publication, and paradoxically, the author or his/her university/institute will not have access to the article unless they have a subscription to the journal. On the other side, the spiraling costs of scholarly journals and the shrinking library budgets are of grave concern to the academic and research fraternity regardless of geographic conditions. The deprived authors/institutions are now trying out OA (Open Access) alternatives for scientific publication and communication with a view to get rid of the clutches of the publishers. The OA, as it is literally explanatory, intends seamless and free online access to all scholarly works emanating from the scientific fraternity worldwide. OA initiatives are indeed poised to revolutionize the scholarly communication process where the copyright of the article will partly rest (non-exclusive) with the authors, which is a departure from the conventional publishing process. This paper highlights the importance and the broad spectrum of benefits the Open Access movement offers to the academic and research community, especially, policy formulations that would lead to mandating open access to all publications resulting from publicly-funded research. It also suggests the various models of practicing and promoting OA, which could be emulated by these organizations in meeting the growing challenges that they face now in terms of budgetary constraints and in their earnest efforts to providing assured access to a (near) comprehensive body of information and knowledge to their own communities.

**Sridhar, G.** 2007. Consumer Involvement in Product Choice – Role of Perceived Risk. *Decision* 35 (2).

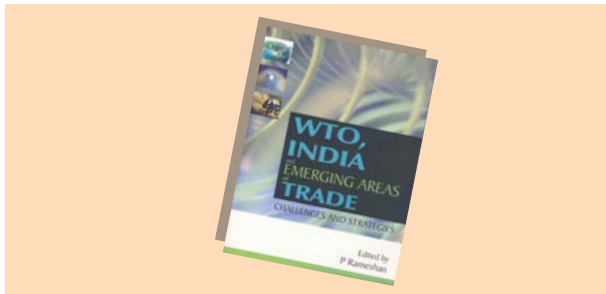
Perceived risk is considered to be a key antecedent of consumer involvement and has been studied widely in varied contexts. However, decomposing the perceived risk and analyzing each dimension of the risk and types of risk has been attempted by few researchers. This paper attempts to address this issue and presents findings of a study. Findings indicated that the dimensions of consumer involvement are positively associated with the consumer involvement. Among the six types of perceived risk, only financial, performance, social and time risks were found to be positively associated with consumer involvement. Implications to managers are also discussed in the paper.

## Book Chapters

**Rameshan, P.** 2008. *WTO, India and Emerging Areas of Trade*, WTO, India and Emerging Areas of Trade: Challenges and Strategies, in Rameshan P. (Ed.), Excel Books, New Delhi. February.

**Sridhar, G. & Ballabh V.** 2007. *Indian Agribusiness Institutions for Small Farmers – Role, Issues and Challenges*, Institutional Alternatives and Governance of Indian Agriculture, in Ballabh V. (Ed.), Academic Foundation, New Delhi

## Books Edited



**Rameshan, P.** 2008. *WTO, India and Emerging Areas of Trade: Challenges and Strategies*, Excel Books, New Delhi.



## Conference Proceedings/ Presentations

**Bhatt, P. R.** 2008. *Global Strategy for Growth: A case of Ranbaxy Laboratories*. 3rd Conference on Global Competition and Competitiveness of Indian Corporate, IIM Lucknow. May 29-31.

**Gopinath, S. & Abhilash Nair**, 2008. *Note on Improving Banks' Competitiveness while Lending to the Agriculture Sector*. 3rd Conference on Global Competition and Competitiveness of Indian Corporate, IIM Lucknow. May 29-31.

**Gopinath, S.**, 2007. *Non Dominant Player Supply Chains: Issues & Solutions*. VIII International Conference on Operations and Quantitative Management (ICOQM), INFORMS, Bangkok. October 17-20.

**Gopinath, S.**, 2007. *Risk based Sourcing Strategy for improving effectiveness of Humanitarian Supply Chains*. XI Annual Conference of Society of Operations Management, SOM, Nashik. December 21-23.

**Gopinath, S.**, 2008. *Information Technology Applications for Hospitality Industry: Emerging Paradigms*. Vision 2008: An International Conference on Hospitality Management, IIMM, Manipal. February 22-23.

**Gopinath, S.**, 2008. *Life Cycle Stages and McDonaldisation of Tourist destinations: Some preliminary evidence from Indian States*. Conference on Tourism in India: Challenges Ahead, IIM Kozhikode. May 15-17.

Jayan C. Kurian, **Sreekumar, M.G.**, Dion Hoe-Lian Goh, Diljit Singh, Abrizah Abdullah & Joy Lynn Wheeler, 2008. *An Architecture for efficient Resource Discovery with Metadata Harvesting in a Multidisciplinary Distributed Repository*. Proceedings of Management 08, Cambridge, UK. August 5-8.

**Jeyavelu, S.** 2007. *Blocks to Creativity – An Identity Based Approach*. Sumedhas Academy for Human Context Annual Institutional Meet, Bangalore, India. October 7-10.





**Jeyavelu, S.** 2007. *Building a Case for Researching Organizational Identity in Turnaround Organizations*. Conference Proceedings, 21st ANZAM Conference 2007: Managing Our Intellectual and Social Capital, Sydney, Australia. December 4-7.

**Jeyavelu, S.** 2007. *Organizational Identity Dissonance in Organizational Decline and Turnaround*. APROS 12 Conference: Challenges in Organizing and Managing in Rapidly Emerging Economies, Gurgaon, India. December 9-12.

**Jharkharia, S.** 2008. *A Framework for Logistics Outsourcing*. International Conference on Issues and Challenges in Supply Chain Management, Banaras Hindu University, Varanasi (UP). March 28-30.

**Jharkharia, S.** 2008. *Advanced IT-Based Logistics Capabilities for Sustainable Competitive Advantage*. 3rd Conference on Global Competition and Competitiveness of Indian Corporate, IIM Lucknow. May 29-31.

**Krishnan, T.N.** 2008. *Breach of Psychological Contracts – The role of Human Resource systems*. 3rd Conference on Global Competition and Competitiveness of Indian Corporates, IIM Lucknow. May 29-31.

**Nair, K. Unnikrishnan,** 2008. *From Guest House Administrators to Leaders of Tourism Management: Restructuring the Orange Valley State Tourism Department*. Conference on Tourism in India : Challenges ahead, IIM Kozhikode. May 15-17.

**Pathak, A. & Krishna Kumar** 2008. *Adequacy and Effectiveness of Indian Tourism Websites for International Tourism in India*. Conference on Tourism in India – Challenges Ahead, IIM Kozhikode. May 15-17.

**Pillai, R.,** 2007. *Engineering the Engineers*. International Conference on Global Trends in Engineering Education, TKM College of Engineering, Kollam. July 7.

**Pillai, R.,** 2007. *Holistic Transformation of Organizations*. Fifth AIMS International Conference on Management (AIMS5), ICFAI Business School, Hyderabad. December 27-30.

**Pillai, R.,** 2007. *Value Based Management of Technologies*. Fifth AIMS International Conference on Management (AIMS5), ICFAI Business School, Hyderabad. December 27-30.

**Pillai, R.,** 2008. *Self Transformation Through*

*Knowledge and Empowerment*. Ninth International Conference on Management of Transformation, New Delhi. January 3-5.

**Sreekumar, M.G.** & Nabeel M.K. 2007. *Ethical Issues in Biomedical E-Publishing*. Proceedings of the Second Bioethics Conference. Indian Journal of Medical Ethics, Bangalore. December 6-8.

**Sreekumar, M.G.** 2008. *Greenstone Open Source Digital Library Software: Feasibility, Features, Functionalities and the Futures*. Proceedings of the 2nd Special Library Conference (SLib2008), Petronas, Kuala Lumpur, Malaysia. February 18-20.

**Sreekumar, M.G.** 2008. *Unleashing Greenstone*. Proceedings of the 7th MANLIBNET Convention, New Delhi, India. May.

**Sridhar, G.** & Venugopal, K.S. 2008. *Consumer Involvement and Consumer Decision Making - A Reexamination of the Relationship in Emerging Economy*. NICOM 2008: Strategies and Trends in Marketing: A New Economy Perspective, Nirma University, Ahmedabad. January 9-11.

**Sridhar, G.**, Debiprasad Mishra & Vaswani, L.K. 2008. *Executives Representation of Rural Markets*. Conference on Marketing to Rural Consumers – Understanding and Tapping the Rural Market Potential, IIM Kozhikode. April 3-5.

**Sridhar, G.**, Ravindranath, Narasimha Murthy, G. 2007. *Pilgrim Satisfaction of Religious Event*. 2nd International Research Seminar on “Brand India” by Yale - Great Lakes Center for Management Research, Great Lakes Institute of Management, Chennai. December 23.

**Thomas, J.** 2008. *Managing Customer Relationship to Create Sustained Competitive Advantage: Connecting Theory with Practice Systems*. 3rd Conference on Global Competition and Competitiveness of Indian Corporates, IIM Lucknow. May 29-31

**Velayudhan, S.K.** 2008. *Influence of Education on the Use of Informal Referent Groups as Information Source by Consumers in Rural Markets*. Conference on Marketing to Rural Consumers – Understanding and Tapping the Rural Market Potential, IIM Kozhikode. April 3-5.

**Velayudhan, S.K.** 2008. *Substitutability of Haats and Retail Store in Rural Markets: A Study across the States in India*. Conference on Marketing to Rural Consumers – Understanding and Tapping the Rural Market Potential, IIM Kozhikode. April 3-5.

## Articles in Other Periodicals/Magazines

**Balooni, K.**, 2007. Viewpoints: Do agricultural subsidies in developed countries benefit or harm the majority of the poor in developing countries? *Natural Resources Forum* (Blackwell). Vol. 31, 320.

**Jeyavelu, S.** & **Gopinath, S.** 2008. *Jalanidhi: Success Through Participation*. *Smart Manager*. Vol. 2 (2): 85-101, February-March.

Radha, A. & **Jeyavelu, S.** 2008. *Talent Management: An Integrated Model*. *PES Business Review*.

**Sreekumar, M.G.** 2008. *Overseas Education: Financial Assurances*. *Kerala Calling* (Govt. of Kerala). Vol. 28 (6): 12-15, April.





## Case Studies

**Jeyavelu, S. & Gopinath, S.** 2007. *Jalanidhi: Success Through Participation*. Aditya V. Birla India Centre at London Business School. September.

Jalanidhi is a project by the State Government of Kerala, funded by the World Bank to provide drinking water to its rural population. Along with drinking water coverage, the project also envisaged grass root level participation in the process of building infrastructure, increased participation of women, and operation and maintenance of the infrastructure by the end users themselves. The cases discusses how jalanidhi had developed a unique model of participation and stake holder management to become a sterling example of phenomenal project management success.

**Jeyavelu, S.** 2008. Bharat Petroleum Corporation Ltd. In: Azhar Kazmi. *Strategic Management and Business Policy* 3rd Ed. Tata McGraw Hill: New Delhi, India.

**Jeyavelu, S. & Radha, A.** 2008. *Bharti Airtel* 2008. IIMK/CS/20/OB&HR/2008 /01.

## Working Papers

**Gopinath, S.** 2007. *A new material planning model for enhancing effectiveness of Humanitarian Supply Chains*. IIMK/WPS/28/QM&OM/2007 /16.

The field of Humanitarian Logistics that deals with the management of logistics operations related to disasters is evincing substantial interest from practitioners and academicians ever since the disastrous tsunamis struck the Indian Ocean coast in 2004. Even though the supply chain efforts accounts for about 70% of relief work (Trunick, 2005), the literature on the same is scanty (Beamon and Kotelb, 2006) and is generally limited to trade literature. From several studies of natural disasters, it is evident that the loss of lives and property lost in post-disaster stage due to poor rescue and support operations is many times more than the loss happened due to the direct impact of the disaster. This establishes the need for serious academic research in the area to answer several unanswered questions in the design of supply chains which should meet the conflicting objectives of efficiency and responsiveness. In this paper we propose a new risk based framework for developing a Supply Chain



which will minimise the demand-supply mismatch evident in many relief situations. We develop a risk based sourcing strategy for this *Just-in-case* supply chain, which will ensure proper market mediation in the event of disaster while taking into account numerous practical constraints that shape its design. The model is validated using the primary data collected from the tsunami relief camps in the South-west coast of India

**Jeyavelu, S.** 2008. *Restructuring Configurations: An Exploratory Study of Indian Organizations*. IIMK/WPS/33/OB&HR/2008/03.

Organizational restructuring changes the structure and simultaneously the total organizational characteristics consisting of strategy, culture, management systems, managerial competencies, and extent of use of IT (Khandwalla 1999). This paper develops an empirical typology of organizational restructuring as configuration of the changes in organizational characteristics based on an exploratory study of forty seven Indian organizations. Three restructuring configurations – Incremental Realignment Restructuring (IRR), Adaptive Transformational Restructuring (ATR) and Entrepreneurial Transformational Restructuring

(ETR) were identified. These configurations are configurations of quality of the restructuring or changes in organizational characteristics and across categories configurations (configuration of different classes of variables) (Miller 1996). The binding theme in IRR is realignment, incremental change, maintaining status quo and internal orientation; ATR is adaptation i.e. restructuring to improve customer orientation to adapt to changes in external environment; and ETR is entrepreneurial transformation of the organization in response to opportunities in the external environment. The findings of the study suggest that restructuring changes all the organization's characteristics simultaneously; the structural variables and cultural variables are internally sticky and tightly coupled; there is simultaneous tight and loose coupling of change in organizational characteristics variables during restructuring; and the initial conditions in terms initial characteristics and effectiveness determine the emergent configuration moderated by the restructuring drivers.

**Jeyavelu, S.** 2007. *Organizational Identity Dissonance in Organizational Decline and Turnaround*. IIMK/WPS/30/OB&HR/2007/18.

The paper presents a model integrating organizational identity dissonance and organizational decline and turnaround. It specifies three sources of organizational identity dissonance – decline, which is further sub divided into severity, pace and period; change in organizational identity attributes due to internal or external causes of organizational decline; and identity attributes as cause of decline. Three types of turnaround strategies are possible based on the congruency of the turnaround actions with organizational identity - identity congruent, identity conflicting and identity transforming turnaround strategies. The turnaround strategies are contingent on the level and antecedents of dissonance. When decline is caused by identity characteristics, identity conflicting turnaround strategy leading to identity change leads to performance improvement, otherwise it aggravates the dissonance and decline increasing the risk of failure. Identity congruent turnaround strategy is appropriate for decline caused by external events. Identity transforming turnaround strategy is most appropriate when the decline is caused by a combination of internal organizational

identity attributes as well as external events. It is also a strategic choice independent of the turnaround context. The paper concludes with implications for theory and practice and gives directions for future research.

**Jeyavelu, S.** 2007. *Building a Case for Inclusion of Organizational Identity in turnaround Research*. IIMK/WPS/26/OB&HR/2007/14.

The objective of this paper is to build a case for inclusion of organizational identity construct in turnaround research. After a brief review of various perspectives in turnaround research, the paper traces the major findings in turnaround actions and types. Based on the exhaustive list of turnaround actions, seven turnaround action themes were identified - top management change, asset reconfiguration, organizational restructuring, strategic change, substantive changes in membership, transformational change, and functional/ efficiency changes. These seven turnaround themes are mapped into the three organizational identity conceptual criteria – ideational (collective answers to the question ‘who are we?’), definitional (the conceptual domain of

central, enduring and distinguishing characteristics of an organization) and phenomenological (a context of profound organizational experience) (Whetten 2006). To extend support four turnaround typologies are also mapped onto these criteria. The analysis clearly indicates the pervasiveness of identity related dynamics in turnaround. The plausible organizational identity dynamics in each of the themes and the managerial implications are enumerated in detail. The paper concludes with suggestions for further building the case for including organizational identity in turnaround research.

**Radha, A. & Jeyavelu, S.** 2008. *Talent Management: An Integrated Model*. IIMK/WPS/32/OB&HR/2008/02.

Talent management is a set of competency-based human resource management practices aimed at getting the best out of its high-value people and ensuring that right people are in place to do a particular job. A recent research by Success Factors and human capital expert Dr. Jac Fitz-enz has shown that smarter talent management leads to better financial performance of the company. This paper



looks at the influence of several variables on Talent Management Strategy so as to fine tune it in accordance with the conditions that a firm is faced with. The macro-level variables considered are the environmental factors and the industry factors while the micro-level variables are the organizational factors. A Talent Management process model has been developed, which outlines the sequence of steps to be followed in effectively implementing the talent management strategy. In addition to these, ways of aligning the HR practices of the organization with the talent management initiatives have been looked at. Thus it is seen that an Integrated Talent Management approach by the organization, with the talent management strategies and processes perfectly aligned with the various HR processes and with the overall organizational strategy, would help in getting the best out of the talent and in achieving its objectives.

**Sinha, P.** 2008. *A Note on some Exponential Smoothing Forecasting Methods*. IIMK/WPS/34/OM&QM/2008/04.

We consider the single, double and triple exponential smoothing methods, in which additive trend and seasonality may be included. These are compared among themselves and also with last-value forecasting. This is done using a theoretical model and data from an actual time series. We observe that, double or triple exponential smoothing methods may give more accurate forecasts than single exponential

smoothing or last-value forecasting sometimes. But, often, there may not be much difference among such methods.

**Sinha, P.** 2007. *Heuristics for Large-scale Capacitated Facility Location Problems*. IIMK/WPS/29/QM&OM/200 /17.

In this article, we present the heuristic methods, named as, median cost heuristic and penalty heuristic, for solving large instances of the capacitated facility location problem. In these methods, only a single transportation problem of reduced size needs to be solved succeeding some calculations. Quality of the solutions given by such methods and solution time have been investigated with benchmark and random instances of the problem. Problem size has been (100 (locations) x 1000 (demand points)) for benchmark instances, and (100 x 100), (100 x 200) for random instances. The methods show very good performance for instances, in which capacity ratio is less than 4. Average efficiency, with respect to a lower bound, of the solutions given by the methods for random instances satisfying this is above 90%. Time requirement by the methods is within practical limits.

## Teaching Note

**Jeyavelu, S.** 2007 Introduction to Case Method: Analyzing & Reporting Management Cases. IIMK Technical Note: IIMK/TNS/01/2007/01.





## Completed Research Projects

**Balooni, K.,** Bagalkoti, S.T. & Kalro, A.H., Case studies and performance of traditional water harvesting methods in dry regions of Karnataka, *Sponsored by MHRD.*

In recent years, the Government of India has given emphasis on reviving and sustaining the traditional water harvesting methods on private and common lands with watershed management as the guiding philosophy for water conservation in India. This project studies in detail the performance of traditional water harvesting methods in the state of Karnataka (with a focus on dry regions) and such interventions by governmental agencies, non-governmental organizations, village communities, and individuals to provide inputs to the policy makers and to justify investments in the traditional water harvesting methods at the grass roots. This project studies in detail, using case study methodology, four research sites covering different traditional water harvesting structures, one each in Bagalkot–, Dharwad–, Bijapur– and Bangalore (Rural)–district. The study shows that traditional water harvesting interventions at the grass roots, using small investments but

assured outcomes to promote *small-scale household-based agriculture* need to be scaled-up in dry regions of the country. Further, the sustenance of traditional water harvesting methods is crucial to augment the increasing water demand in the urban areas. The traditional skills for harnessing water need to be understood in its entirety and efforts should be made to replicate wherever the opportunities exist.

**Nair, K. Unnikrishnan,** Study on Need for Cognition of Individuals in the Indian Context, *Sponsored by SGRP, IIMK .*

Need for Cognition construct has been attracting significant scholarly attention over the last two decades, with the 18 items short form scale developed by Cacioppo, Petty and Kao (1984) as its preferred measure. This study investigated the reliability and factor structure of the short form scale in the Indian context.

**Rameshan, P.** Establishing a Centre for Strategic Research and Information Network on India's Global Competitiveness and WTO System. February 2007.

The Centre for Strategic Research & Information Network on India's Global Competitiveness & WTO System has been set up under a project funded by

Ministry of Human Resource Development, Government of India. The project came to fruition in 2007. The Centre has been designed to coordinate and conduct strategic research on aspects related to India's global competitiveness in the context of the WTO system. The WTO Research Centre has developed a website ([www.iimk.ac.in/wto](http://www.iimk.ac.in/wto)) for facilitating India's WTO-related information network. The Centre intends to bring together academic researchers and business analysts for promoting work on the focal areas of the centre and to disseminate their findings for policy and development purposes. The Centre had organized a National Seminar on 'WTO, India & Emerging Areas of Trade' during April 21-22, 2006 and an International Conference on 'WTO, India & Trade Strategy' is scheduled to be held during 26-27 December, 2008. The publications of the Centre include book and journal papers.

**Sreekumar, M.G.** Single Sign-on Digital Library Information System for the University of Malaya, Malaysia. 2007-08.

## Forthcoming Journal Articles/Conference Papers

**Bhatt, P.R.** Trade Competitiveness in India. *Margin: Journal of Applied Economic Research*, 2 (3)

**Gopinath, S.** A Risk Based Material Procurement Policy for Humanitarian Supply Chains. *Disaster Prevention and Management: An International Journal*, December 2008.

**Krishnan, T.N.** Changing Technologies and Employee Relationship Management in India. *Sixth Asia Academy of Management Conference*, Taiwan.

**Nandakumar, P.,** Abri, A.A., Batavia, B. & Wague, C. Regional and Global Financial Integration of the Gulf Co-operation Community Countries. *Journal of International Finance and Economics*, 2008. Vol. 8 (2).

**Nandakumar, P.,** Bala Batavia & Cheick Wague. Prospects for the Euro: will reserve holdings shift in its favor?. *Journal of Economic Perspectives*, July 2008, Vol. 5 (1).

**Nandakumar, P.,** Murthy, S. R., Batavia, B. & Wague, C. Financial Constraints in Omanese Industry: does size matter. *Review of Business Research*, 2008, Vol. 8 (2).

**Purani, K. & Sahadev, S.** The Moderating Role of Industrial Experience in the Job Satisfaction, Intention to leave Relationship: An empirical study among salesmen in India. *Journal of Business and Industrial Marketing*, December 2008.

**Rameshan, P.** Optimum Quality as Strategy. *IFSAM 9<sup>th</sup> World Management Conference*, Fudan Unvierstiy, Shanghai, China, July 26-28, 2008.

**Sahadev, S. & Purani, K.** Modelling the Consequences of E-service quality: An empirical study. *Marketing Intelligence and Planning*, March 2009.

**Sinha, P.** A Note on a Bernoulli Demand Inventory Model. *Decision*.

**Sinha, P.** An Observation about the Assignment Problem. *Industrial Engineering Journal*.

**Sreekumar, M.G. & Vijayakumar, J.K.** Kerala Libraries Network (KELNET). *Proceedings of the National Conference on "Redefining the role of public libraries in India*, August 6-8, 2008.

**Sthanumoorthy, R.** Effectiveness of Publicity Campaign on Value Added Tax in India. *International VAT Monitor*, September 2008

**Thomas, J.** "Trust" in Customer Relationships: Addressing the Impediments in Research. *Asia-Pacific Association for Consumer Research Conference*, January 2-4, 2009.

**Thomas, J.,** Ashok Pratap Arora & Shainesh, G. Effects of Customer Trust on Word of Mouth Communication: Examining Customer-Brand Relationship. *Asia-Pacific Association for Consumer Research Conference*, January 2-4, 2009.

**Thomas, J.,** Ashok Pratap Arora & Shainesh, G. Effects of Customer Trust on Purchase Intentions: Examining. *GREAT LAKES – NASMEI International Marketing Conference on Creating, Communicating, and Delivering Value*, December 22-23, 2008.



## Membership of Editorial Board

### Gopinath, S.

- ◆ International Journal of Intelligent Enterprises
- ◆ International Journal of Management Practices and Contemporary Thought

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- ◆ World Digital Libraries
- ◆ Malaysian Journal of Library and Information Science
- ◆ Journal of Library and Information Science



## Reviewer/Referee

### Balooni, K.

- ◆ Journal of Small-scale Forestry

### Gopinath, S.

- ◆ International Journal of Production Research
- ◆ International Transactions on Operations Research (ITOR)

### Jharkharia, S.

- ◆ Strategic Outsourcing: An International Journal
- ◆ International Journal of Applied Management Science
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- ◆ International Journal of Information Systems and Supply Chain Management
- ◆ Management Research News

### Krishnan, T.N.

- ◆ IIMB Management Review

### Nair, K. Unnikrishnan

- ◆ IIMB Management Review

### Pati, R.K.

- ◆ International Journal of Systems Science
- ◆ Applied Mathematical Modelling

### Pillai, R.

- ◆ Computer Communications

### Purani, K.

- ◆ 37th European Marketing Academy Conference, EMAC 08, 27-30 May 2008

### Rameshan, P.

- ◆ IIML Metamorphosis
- ◆ IIMB Management Review

### Sreekumar, M.G.

- ◆ DESIDOC (Ministry of Defense) Journal of Library & Information Technology
- ◆ Annals of Library and Information Science (CSIR, Govt. of India)

### Thomas, J.

- ◆ Journal of India Business Research
- ◆ Management Review

### Research Seminars held at IIMK

**21 November, 2007**

*Speaker*

Prof. Michael R V Hodd,  
Westminster Business School London

*Topic/Theme*

The End of Poverty



**14 January, 2008**

*Speaker*

Prof. Murgie Krishnan  
Yeshiva University  
New York

*Topic/Theme*

Liquidity in an Emerging Market Evidence from  
India's National Stock Exchange



**14 January, 2008**

*Speaker*

Prof. Kashi Balachandran  
Stern School of Business  
New York University  
New York

*Topic/Theme*

Academic Publishing: Reflections of an  
Author and Journal Editor



**17 January, 2008**

*Speaker*

Prof. Suresh Nair  
University of Connecticut Storrs  
CT 06269-1041

*Topic/Theme*

Optimization in Financial Services



**9 February, 2008**

*Speaker*

Prof. David Kimber  
University of Lillee  
France

*Topic/Theme*

Ethics Integrity and Corporate Governance

### Conference/Convention held at IIMK

Conference on

**'Marketing to Rural Consumers – Understanding  
and Tapping the Rural Market Potential'**

held at IIM Kozhikode

**3-5 April 2008**

*Conference Co-ordinators*

Prof. Sanal Kumar Velayudhan

&

Prof. G. Sridhar



**International Conference on Statistics and  
Its Applications in Management**

held at IIM Kozhikode

**1-3 May 2008**

*Conference Co-ordinator*

Prof. G. Chaudhuri



Conference on

**'Tourism in India - Challenges Ahead'**

held at IIM Kozhikode

**15-17 May 2008**

*Conference Co-ordinators*

Prof. Anandakuttan B. Unnithan, IIMK

&

Prof. Devashish Das Gupta, IIML



## Faculty at Indian Institute of Management Kozhikode

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Prof. P. Nandakumar



Prof. Kulbhushan Balooni



Prof. R. Sthanumoorthy



Prof. Jyotirmoy Bhattacharya



Prof. Leena Mary Eapen

### Organizational Behaviour and Human Resources



Prof. K. Unnikrishnan Nair



Prof. S. Jeyavelu



Prof. T.N. Krishnan



Prof. Debabrata Chatterjee



Prof. B.S. Pawar



Prof. Diether Gebert

### Marketing Management



Prof. Keyoor Purani



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Note: Please write to the concerned authors for further details or contact at [prd@iimk.ac.in](mailto:prd@iimk.ac.in)

## Forthcoming Conferences at IIMK

### **International Conference on Globalisation and Economic Asymmetries- Challenges and Opportunities**

*Organised Jointly by:* Indian Institute of Management Kozhikode and *Athenian policy Forum*

*Date:* 18-20 December 2008

*Venue:* Indian Institute of Management Kozhikode

*Chair-Organizing Committee*

Prof. P. Nandakumar

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### **International Conference on WTO, India & Trade Strategy**

*Organised by:* Indian Institute of Management Kozhikode

*Date:* 26-27 December 2008

*Venue:* Indian Institute of Management Kozhikode

*Chair-Organizing Committee*

Prof. P. Rameshan

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Telephone: (91) 495-2809 111/280 3001-9 (9 lines)

Fax : (91) 495-280 3010-1

### **Conference on Marketing to Rural Consumers – Tapping the Evolving Rural Markets**

*Organised by:* Indian Institute of Management Kozhikode

*Date:* 6, 7, 8 April 2009

*Venue:* Indian Institute of Management Kozhikode

*Conference Co-chairs:*

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### **Conference on Global Competition and Competitiveness of Indian Corporate**

*Organised Jointly by:* Indian Institute of Management Kozhikode and Indian Institute of Management Lucknow

*Date:* 21-23 May 2009

*Venue:* Indian Institute of Management Kozhikode

*Conference Co-ordinators*

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