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## MESSAGE FROM DIRECTOR

IIMK has a long and rich history of commitment towards research excellence. I believe that this eighth issue of IIMK's annual Research Newsletter is a testimony to that history.

Research at IIMK strives to attain a balance between economic and social viability, and this is achieved through a mix of funding sources both internal and external. I believe our research has played a part in influencing business practices and governance norms in the society at large. And in the coming years, we would continue to generate relevant and high-impact research on a variety of issues of national importance, such as, education, health, environment, and economic and political security.

There are great ideas that are being generated in many management institutes within India. Lack of quality outlet and encouragement often limit the transmission of these ideas. We believe that our forthcoming journal would play a significant role in providing an outlet for quality research on issues that are in the interface of business and society in India and around the world. On behalf of the IIMK community, I would invite you to join us in our pursuit of creating a thriving research environment in India.

**Prof. Debashis Chatterjee**



## MESSAGE FROM CHAIRPERSON

Research is fundamental to the progress of knowledge. We at IIMK believe that our annual Research Newsletter should convey a clear message of our deep commitment to that philosophy.

IIMK is acutely aware of its social responsibility. This is reflected in our teaching as well as in our research orientation. In light of that, IIMK is in the process of bringing out a journal that would leverage on the experience and the expertise that the Institute has developed over the years in bringing out relevant, timely and impactful research on issues facing our business and society.

The pursuit of research excellence in the past year has rewarded the IIMK community with publications of research articles in peer reviewed journals and with increased participation in national and international research forums. We believe that, in the coming years, the addition of the IIMK journal would provide a special impetus to all our research activities within the Institute. On behalf of the Research, Conferences and Publication Committee, I would like to invite you for your active support and participation in our research endeavors.

With warm wishes,

**Prof. Shubhasis Dey**

Chairperson

Research, Conference and Publications Committee



## ARTICLES IN JOURNALS

**Anand, G., & Kodali, R.** 2009. Application of value stream mapping and simulation for the design of lean manufacturing systems – a case study. *International Journal of Process and Simulation Modelling*, 5(3): 192–204.

*Many organisations both in India and abroad are implementing Lean Manufacturing (LM), but only a few companies have achieved a significant competitive advantage over other organisations. One of the reasons for this can be attributed to the lack of understanding by the managers regarding ‘what changes will happen in an organisation, when it gets transformed by the principles and practices of LM?’ Even though LM tools such as Value Stream Mapping (VSM) can act as a blueprint for transformation, it suffers from various shortcomings. Hence, researchers suggested that simulation can be used in conjunction with VSM. However, a related literature review revealed that there are not many studies that deal with simulation and implementation of multiple LM elements in a time- and temperature-dependent batch manufacturing environment. Hence, in this paper, an attempt has been made to fill this gap, thereby providing a detailed application of modelling and simulation techniques beyond ‘traditional’ manufacturing.*

**Anand, G., & Kodali, R.** 2009. Simulation model for the design of lean manufacturing systems – a case study. *International Journal of Productivity and Quality Management*, 4 (5/6): 691–714.

*Many organisations are implementing ‘lean manufacturing’ (LM) with the objective of achieving a superior competitive advantage over other organisations. Few companies have attained their objective, while many of them did not. One of the reasons for failure is that the managers of these organisations have not understood clearly: how the performance measures of an organisation are affected, when it gets transformed through LM. This paper is an attempt to fill in this gap. It reviews the literature related to LM, simulation and explores how simulation can be used along with value stream mapping (VSM). It describes a case of a shop floor of an automobile industry, where LM is getting implemented and demonstrates the application of QUEST simulation software for developing the simulation models for both current and future state VSMs. These models will help the managers to analyse the impact of various LM elements on the performance measures of the organisation.*

**Anand, G., & Kodali, R.** 2009. Development of a framework for lean manufacturing systems. *International Journal of Services and Operations Management*, 5(5): 687–716.

*Researchers worldwide have proposed various frameworks for Lean Manufacturing (LM), which act as a guide and provide direction to*



managers. A review of these frameworks revealed that they suffer from various shortcomings. Hence, in this paper, an attempt has been made to resolve some of the drawbacks by developing a new framework. To accomplish this, a comparative analysis of the existing literature is carried out to identify a comprehensive list of about 65 LM elements for the proposed framework. The main feature of the proposed framework is that these 65 elements are categorised according to the decision levels and the stakeholders, apart from classifying them with respect to the competitive priorities and business functions of an organisation. A case study is presented in support of the proposed framework. Hence, it is believed that this framework can rectify the problem of improper understanding by both the management and employees.

**Anand, G., & Kodali, R.** 2009. Application of benchmarking for assessing the lean manufacturing implementation. *Benchmarking: An International Journal*, 16(2): 274-308.

*In recent times, many organizations have attempted to implement or have already implemented lean manufacturing (LM). Some companies have implemented a few tools/techniques/practices/procedures (i.e. “elements” in short) of LM, while others have implemented a whole spectrum of LM elements. Under such circumstances, it becomes very difficult to gauge which organization has really embraced the lean philosophy and where it stands in comparison with other LM organizations. This paper seeks to find out the answer for the same apart from determining the current status of benchmarking in the field of LM. A case study, demonstrating the application of a benchmarking (BM) process is presented. This research lists out the elements and performance measures of LM apart from highlighting the gaps in terms of performance and practices between the two organizations. The limitations of this study are that only a preliminary BM study was carried out instead of a complete study. Similarly, not all the steps of the conceptual BM process model proposed in our earlier study could be validated. However, it is believed that managers will be able to apply BM in assessing the LM implementation in their organization. Though a few papers relating BM and LM/just-in-time are available in the literature, none has utilized a structured BM process. However, this paper has demonstrated the same, thereby adding value to the existing body of knowledge on LM and BM.*

**Anand, G., & Kodali, R.** 2009. Selection of lean manufacturing systems using the analytic network process – A case study. *Journal of Manufacturing Technology and Management*, 20(2): 258-289.

*Lean manufacturing (LM) has attracted the attention of industries all over the world. Many operation managers have implemented or will be implementing LM because of the benefits reported by other companies or because their customers have demanded it. This paper aims to present a*





*case study of a medium-sized valve manufacturer in which the decision of implementing LM is made by analyzing the capabilities, practices, tools and techniques of alternative manufacturing systems apart from understanding its effect on the decision areas of the operations department. A multi attribute decision making (MADM) model, namely, the analytic network process (ANP) has been used for this purpose, which structures the problem related to selection of alternative manufacturing systems in a hierarchical network form. In this problem, it links the performance measures or competitive priorities, decision areas, and the elements with alternatives available to the decision maker and provides a holistic framework for the selection of alternative manufacturing systems to achieve the competitive priorities of the organisation under study. From an extensive analysis of the results, under the given circumstances, it is evident that implementation of a lean manufacturing system (LMS) is a better alternative, as it would result in overall improvement in the performance of an organisation in comparison with the alternatives. This paper demonstrated a step-by-step approach of the ANP model using a case study of a small- and medium-sized enterprise, which makes it more suitable for managers to learn and adopt such MADM models to support their decisions. To the author's knowledge, there is no paper available in the existing literature that discusses the application of ANP in the field of LM.*

**Balooni, K.,** Kalro, A. H., & Kamalamma, A. G. 2010. Sustainability of water tunnels in changing agrarian context: A case study from South India. *Agricultural Water Management*, 97(5): 659-665.

*We analyze tunnel wells (surangams), traditional water harvesting systems, which have been innovated and nurtured by farmers in the Enmakaje panchayat in the state of Kerala in South India for decades. We show how the genesis and design of the indigenous knowledge-based water harvesting systems are shaped by agro-ecological conditions. We also identify issues that affect the sustainability of tunnel wells in the changing agrarian context in this region. The significance of tunnel wells is declining, even though the smallholders, who dominate the agricultural landscape, are highly dependent on tunnel wells to meet their water requirements. Grass roots efforts are needed to revive this traditional water harvesting system.*

Lund, F. L., **Balooni, K.,** & Casse, T. 2009. Change we can believe in? Reviewing studies on the conservation impact of popular participation in forest management. *Conservation and Society*, 7(2): 71-82.

*This article presents a review of methods in 60 empirical studies on forest conservation impact of popular participation in forest management. The review illustrates a high degree of variance in methods among the studies, and shows that a majority of the studies could benefit from a stronger focus on one or more of the following three areas: (i) the empirical verification and characterisation of popular participation as it exists on*

the ground, (ii) the indicators of impact and the method used to assess them, and (iii) the disentanglement of the effect of popular participation from other developments in the study area that may impact on forest condition. The variation in methods inhibits comparisons and meta-analyses, as well as questions the basis on which policy recommendations on popular participation in forest management are made. Based on the review, we provide recommendations for future evaluations of the conservation impact of popular participation in forest management.

Yamashita, U., **Balooni, K.**, & Inoue, M. 2009. Effect of instituting authorized neighborhood associations on communal (Iriai) forest ownership. *Society & Natural Resources*, 22(5): 464-473.

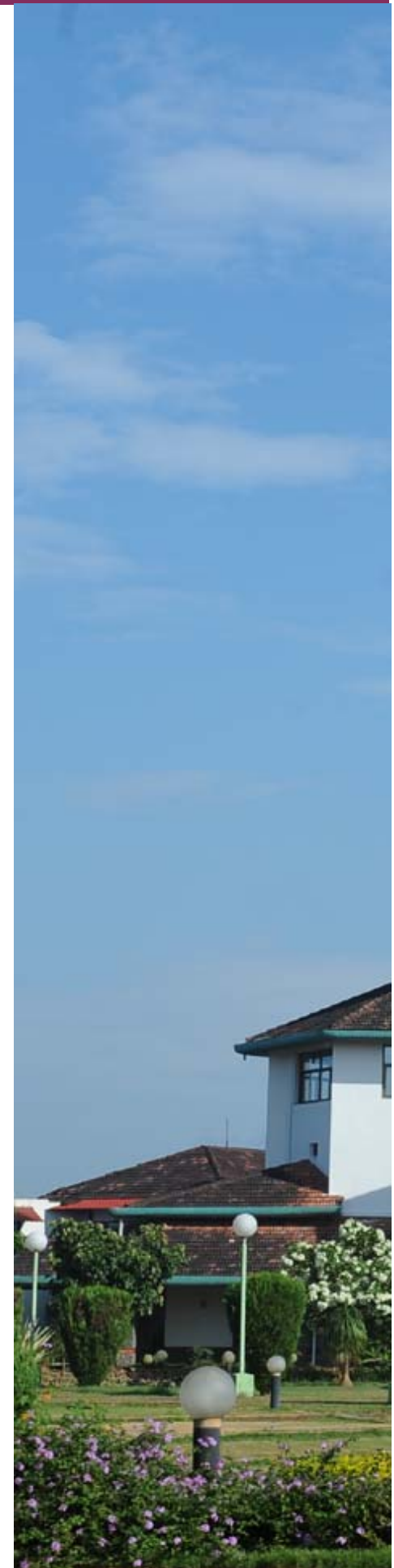
*In recent years, changes in traditional communal (Iriai) forest ownership have been taking place in rural Japan. One cause is the emergence of Authorized Neighborhood Associations introduced under the revised Local Autonomy Law, 1991. This study analyzes the effects of instituting multifunctional Authorized Neighborhood Associations on collectively owned forests in Japan. It examines the comparative institutional and policy characteristics of Authorized Neighborhood Associations and two other types of forest ownership, and presents findings based on case studies undertaken in Nagano Prefecture, Japan. The study reveals that hamlets are establishing Authorized Neighborhood Associations to acquire formal collective ownership of Iriai forests, adapt to present socioeconomic realities, and reduce bureaucratic transaction costs. Authorized Neighborhood Associations are clearly emerging as an attractive alternative to other formal and informal grass-roots forestry institutions.*

**Gangopadhyay, K.**, & Hatchondo, J. C. 2009. The behavior of household and business investment over the business cycle. *Economic Quarterly*, 95(3): 269-288.

*This article describes the main characteristics of the cyclical behavior of household and business investment over the cycle in the United States and reviews the most prominent studies that have tried to explain the dynamics of these two investment components. We conclude that even though there have been advances in the understanding of the behavior of these two investment components, more research is needed. One important limitation of existing studies is that they either abstract from changes in the relative price of houses or they generate house price movements that are not aligned with the data.*

**Gangopadhyay, K.**, & Basu, B. 2009. City Size Distribution for India and China. *Physica A*, 388(13): 2682-2688.

*This paper studies the size distributions of urban agglomerations for India and China. We have estimated the scaling exponent for Zipf's law with the Indian census data for the years of 1981–2001 and the Chinese census*







data for 1990 and 2000. Along with the biased linear fit estimate, the maximum likelihood estimate for the Pareto and Tsallis  $q$ -exponential distribution has been computed. For India, the scaling exponent is in the range of [1.88, 2.06] and for China, it is in the interval [1.82, 2.29]. The goodness-of-fit tests of the estimated distributions are performed using the Kolmogorov–Smirnov statistic

Shukla, M., & Jharkharia, S. 2009. ARIMA Models to forecast demand in fresh supply chains. *International Journal of Operational Research*, 10(2).

*This paper presents the application of Auto Regressive Integrated Moving Average (ARIMA) models to forecast the demand of fresh produce (fruits and vegetables) on a daily basis. Models were built using twenty-five months sales data of onion from Ahmedabad market in India. Results show that the model can be used to forecast the demand with Mean Absolute Percentage Error (MAPE) of 43.14 %. This error is within the acceptable limit for fruits and vegetable markets with highly fluctuating demand pattern. The model was validated taking sales data for the same commodity from a different vegetable market. The proposed forecasting model can be used to assist the farmers in determining the volume of daily harvesting for fruits and vegetables.*

Krishnan, T. N. 2010. Technological Change and Employment Relations in India. *The Indian Journal of Industrial Relations*, 45(3): 367-380.

*The article provides an overview of the consequences of technology change on employment relationship in India. New technologies opened up employment opportunities in new and emerging sectors. Skills needed have undergone a change from that of manual dexterity and physical strength to those of trouble shooting and process handling. Group based incentivization and company specific bargaining are becoming more common. Unions no longer resist technology change but are concerned with the implications on the number of jobs, their content and earnings. It's also argued that subjective norms need to be considered as a variable influencing the behavioural intentions of workers with respect to acceptance of technology change. Implications for practice and future research directions are also discussed.*

Kumar, S.S.S. 2010. Is Bookbuilding an Efficient IPO Pricing Mechanism? – The Indian Evidence, *International Research Journal of Finance and Economics*, 38: 173-189.

*This paper attempts to examine efficiency of IPO issuing mechanisms currently available to issuers, using a sample of Indian IPOs that tapped the capital markets during 2003-07. This study contributes to the existing literature by looking at this topic using total costs the issuers have to face i.e., by including both direct costs as well as indirect costs. We find that*

from a total cost point of view the issuers are neither better off nor worse off using either bookbuilding or the fixed price offers. Our results also showed that the issue expenses associated with bookbuilding are more than those associated with fixed price offers after controlling for issue size and the firm specific characteristics. Further analysis showed that employing US based lead managers do not translate in to higher issue proceeds. Finally, the costs of the services of US lead managers are not significantly different from those of Indian lead managers.

Kumar, S, & Varma, S. 2010. Launching Enterprise Data Backup and Recovery Solutions: the Case of Ozonetel. *Inderscience Journal of Tech Marketing*, 5(1).

While big companies can develop their own security products, or can buy them, small and medium companies have neither the financial muscle nor technological strength for doing this. Ozonetel wanted to target SMEs across various sectors. Ozonetel developed a solution with features like automatic storage from host computers, incremental backup, block level de-duplication, etc. However, the USP of the product was 'customised data backup and recovery solution at half the price of MNCs'. The company faced problems in reaching different market sectors despite being based in Hyderabad, a software hub. Determined to exploit its first mover advantage, Ozonetel decided to study the buying behaviour for IT usage across sectors and merge the results with an earlier study focusing on lack of market penetration of MNCs. With the help of a few marketing interns from the Indian Institutes of Management (IIMs), Ozonetel carried out this study in and around Hyderabad.

**Kuntluru, S., Seth, C., & Shekawat, M (2010) Determinants of Customer Switching Behavior in Indian Banking Service. *Journal of Venture Capital and Financial Services.***

This paper aims to examine the customer switching behavior in Indian banking services. The enhancement of relationship is the most important for the banks, since attracting new customers is known to be more expensive. The paper discuss the survey analysis based on the data collected form customers and bank representatives of the leading banks. In this paper, an attempt is also made to examine the determinants of selection of a particular bank. It is hypothesized that there is no difference between the determinants of switching behavior of customers among banking representatives and the customers. It gives an overview of the customer's perception, types of customer's needs and importance of customization in this sector. It is concluded with future research directions

**Kuntluru, S., & Farima, F.2010. Effect of CG scores on the performance of select PSUs in India, *GITAM Journal of Management.***

In this paper, an attempt is made to capture the significant relationship between Corporate Governance (CG) scores and the market performance



of select public sector companies in . It has been hypothesized that CG score has a positive impact on the performance of companies. The sample is drawn from listed public sector companies of Bombay Stock Exchange (BSE). In , it is mandatory to all the listed companies to present their Annual Reports as per the disclosure norms given by SEBI's corporate governance provisions under Clause 49 of the Listing Agreements. The study is covered a period of four year that is from 2004-05 to 2007-08. Based on the pooled cross section time series analysis, it is proved that CG score has positive impact on market capitalization of select public sector companies in . The hypothesis is proved but statistically insignificant.

**Kuntluru, S., & Khan, M. A. A.** 2009. Financing pattern of foreign and domestic owned pharmaceutical companies India. *The Management Account journal*, 44(12).

Foreign Direct Investment has often seen as major source of long term capital which provides bundle of other benefits to the host county company. In this paper , we made an attempt to examine the financing pattern of foreign and domestic owned pharmaceutical companies in . It has been hypothesized that there is no significant difference between the financing pattern of domestic and foreign owned companies. The data has been collected from both primary and secondary sources. However , secondary data has been extensively used for the analysis. The study has covered a period of 15 years that is from 1991 to 2005. The financing pattern has been analyzed based on traditional methodology such as common size statement , trend analysis and ratio analysis. The null hypothesis has been rejected. The results and analysis indicate that domestic companies are highly levered than foreign owned companies in pharmaceutical industry.

**Nair, A. S., Sarkar, A., Ramanathan, A., & Subramanyam, A.** 2009. Anomalies in CAPM: A panel data analysis under Indian conditions. *International Research Journal of Finance and Economics*, (33): 192-206.

Despite more than a decade of reforms, Indian stock markets have not been able to mobilize and allocate capital effectively. While Indian corporate sector depends predominantly on debt to raise finance, the Indian household depends primarily on banks to invest its savings. A possible explanation for such a phenomenon can be inaccurate pricing of assets in the stock market. One of the widely used asset-pricing models is the CAPM. The present paper tries to analyse the relevance of factors other than beta that affect asset returns in the Indian stock markets. We improve upon the methodology of Fama and MacBeth (FM) cross-sectional regression, generally followed in CAPM anomalies literature. The new method, while incorporating time variation, also helps us overcome the limitation of averaging of coefficients inherent in the FM methodology. In conformity with prior literature, our results also indicate presence of size and value effect.



**Nandakumar, M.K.**, Ghobadian, A., & O'Regan, N. 2010. Business-level Strategy and Performance The moderating effects of environment and structure. *Management Decision*, 48: 907-939.

*Purpose: This study examines the moderating effects of external environment and organisational structure in the relationship between business-level strategy and organisational performance. Design/Methodology/Approach: The focus of this study is on manufacturing firms in the UK belonging to the electrical and mechanical engineering sectors and respondents were CEOs. We used both objective and subjective measures to assess performance. We have assessed non-response bias statistically and have taken appropriate measures to minimise the impact of common method variance (CMV).*

*Findings: The results indicate that environmental dynamism and hostility act as moderators in the relationship between business-level strategy and relative competitive performance. In low-hostility environments a cost-leadership strategy and in high-hostility environments a differentiation strategy lead to better performance in comparison to competitors. In highly dynamic environments a cost-leadership strategy and in low dynamism environments a differentiation strategy are more helpful in improving financial performance. Organisational structure moderates the relationship of both the strategic types with ROS. However in the case of ROA, we have found the moderating effect of structure only in its relationship with cost-leadership strategy. A mechanistic structure is helpful in improving the financial performance of organisations adopting either a cost-leadership or a differentiation strategy.*

*Originality/Value: Unlike many other empirical studies, this study makes an important contribution to the literature by examining the moderating effects of both environment and structure on the relationship between business-level strategy and performance in a detailed manner using moderated regression analysis.*

**Pati, R.K.**, Vrat, P., & Kumar, P. 2009. Decision Making Model for Economical Wastepaper Collection. *Productivity*, 49(4): 265-271.

*Conservation of earth's resources is crucial to a sustainable future for humanity. Since 1980 recycling and reuse (major component of reverse logistics) have been key issues around the globe. Reverse logistics refers to all the logistic activities to collect and process used products and or parts in order to ensure eco-friendly recovery. This paper proposes a decision making model which acts as a framework for economical collection of the wastepaper from the initial stage i.e. customer (also named as vendor customer) by the dealer stage. Use of this model also improves the quality of the wastepaper being recycled. This improves the overall productivity of recycling paper.*





Pawar, B.S. 2009. Some of the Recent Organizational Behaviour Concepts as Precursors to Workplace Spirituality. *Journal of Business Ethics*, 88(2): 245-261.

*This paper addresses researchers' call for integrating workplace spirituality with organizational literature. This paper points out that self-interest transcendence is a common aspect in the workplace spirituality concept that emerged in the last decade and also in four OB concepts — transformational leadership, organizational citizenship behavior, organizational support, and procedural justice- that emerged in OB about two decades ago. Based on this common aspect of self-interest transcendence and the temporal precedence of these four OB concepts' emergence, it indicates that these four OB concepts constitute a precursor of workplace spirituality. It places workplace spirituality in the larger context of OB and outlines the associated research and practice implications.*

Pawar, B.S. 2009. Individual Spirituality, Workplace Spirituality and Work Attitudes: An Empirical Test of Direct and Interaction Effects. *Leadership & Organization Development Journal*, 30(8): 759-777.

*This study examines the direct effects of three workplace spirituality aspects - meaning in work, community at work, and positive organizational purpose- and individual spirituality on three work attitudes - job satisfaction, job involvement, and organizational commitment. It also examines the interactive effects of these three workplace spirituality aspects and individual spirituality on these three work attitudes. It does theory building for specifying a set of hypotheses. It uses data from a sample of managerial level employees from India to test the hypotheses. In the direct effects model, the study results provided considerable support for the hypothesized relationships between workplace spirituality aspects and work attitudes but not for the hypothesized relationships between individual spirituality and work attitudes. The results provided only marginal support for the interactive effect model. It describes research and practice implications of the study.*

Pawar, B.S. 2009. Workplace Spirituality Facilitation: A Comprehensive Model. *Journal of Business Ethics*, 90(3): 375-386.

*This paper specifies a comprehensive model for workplace spirituality facilitation that integrates various views from the existing research on workplace spirituality facilitation. It outlines the significance of workplace spirituality topic and highlights its relevance to the area of ethics. It then briefly outlines the various directions the existing workplace spirituality research has taken. It then indicates that there are various points of focus in workplace spirituality conceptualization and facilitation views. Drawing on the elements of the various workplace spirituality facilitation views, it*

*specifies a comprehensive model of workplace spirituality facilitation. It outlines the plausibility of the model in light of the various views of workplace spirituality facilitation. It then outlines implications of the model.*

Mahadesh Prasad, A.J., Kemparaju, K., Elizabeth, A., Frank, Prischilla Jaichander, Cletus J.M.D'Souza, Anjali, A., & **Raju, C.** 2010. Lack of correlation of Paraoxonase (PON1) Activity with Smoking among the South Indians and Risk of Cardiovascular Disease, *World Applied Sciences Journal*, 9(2): 194-198.

*Paraoxonase is an antioxidant enzyme associated with HDL. Anti atherogenic properties of HDL are attributed to this Enzyme. We determined the PON1 activity of 288 young individuals in the age group of 20 to 39 years of both sexes. The PON1 activity was measured as aryl esterase using phenyl acetate as substrate. PON1 did not correlate with age, sex or even smoking. The PON1 activity was negatively skewed. Our results suggest that PON activities even in the young individuals are already sufficiently modified so that smoking does not affect the activity further.*

Nargunam, S., & **Sebastian, M.P.** 2010. Cluster Based MANET Multicast Routing Scheme. *International Journal of Computers and Applications*, 32(1).

*Ad hoc network is a dynamic multihop wireless network that is established by a group of mobile nodes using a shared wireless channel. The key barrier is routing in ad hoc networks does not scale up as easily as in fixed network. This problem can be effectively tackled by bringing in hierarchical routing schemes in ad hoc networks. Clustering provides a method to build and maintain hierarchical routing scheme in ad hoc networks. This paper proposes a fully distributed cluster-based routing algorithm for mobile ad hoc networks. Non-overlapping clusters are formed using the dynamic cluster creation algorithm. The mobility issues are also handled locally in this routing architecture. The proposed cluster maintenance algorithm dynamically adapts to the topology changes and hence efficiency is not degraded by node mobility. In addition, our analysis shows that cluster-based routing scheme is cost-effective and can also be used for providing quality of service support to ad hoc network.*

Nargunam, S., & **Sebastian, M.P.** 2010. Self-Organized QoS Aware Multicast Routing Scheme for Ad Hoc Networks. *International Journal of Computers and Applications*, 32(1).

*Mobile ad hoc networks (MANETs) are formed by an autonomous collection of mobile nodes making dynamic networks. Mobile ad hoc networks multimedia applications require an efficient and effective quality of service aware multicast routing scheme. Supporting quality-of-service in an ad hoc environment is a major challenge due to the unpredictable and*



potentially changing topology. Further the shared wireless medium and strict resource constraints impose additional challenges in providing quality of service support to MANET. In this paper, the issues in providing quality of service support to multicast routing schemes are analyzed and a new cluster-based scheme that provides QoS guarantees to multicast routing in MANETs is presented. The performance of the proposed scheme is evaluated via simulations and is compared with hierarchical QoS multicast routing protocol (HQMRP). Analysis shows that the control overhead of the proposed protocol is less than that of the existing protocols. The simulation results show that the packet delivery ratio in the proposed scheme is better than HQMRP under high mobility scenarios and this scheme is adaptable to the frequent topology changes.

George, V., & **Sebastian, M.P.** 2010. An Adaptive Indexed Binary Search Tree for Efficient Homomorphic Coercion Resistant Voting Scheme. *International Journal of Managing Information Technology (IJMIT)*, 2(1): 1-9.

*This paper presents a voting scheme that coalesces many of the advantageous features of an efficient e-voting scheme like receipt-freeness, uncoercibility and write-in ballot, without requiring untappable channels. Some of the previous schemes in the literature provide most of these features with a penalty of increased running time. The proposed scheme utilizes the advantages of a novel data structure known as “Indexed binary search tree (IBST)” for reducing the running time to linear order. The self organizing nature of the data structure ensures an efficient voting process. It also satisfies the desirable features of the existing write-in and coercion resistant voting schemes, such as fair degree of efficiency and protection against any kind of adversarial behavior with lowest running time.*

Pillai, K.R.C., & **Sebastian, M.P.** 2010. An Authenticated Session Key Establishment Protocol for High Security Applications. *Canadian Journal on Network & Information Security*, 1(2): 5-15.

*The existing authenticated session key establishment protocols are either vulnerable to dictionary attack on identity privacy of a client or the methods adopted to resist this attack are found to be computationally expensive and hence inefficient. Also, these protocols do not provide full forward secrecy. This paper proposes a new elliptic curve based secure and authenticated key establishment protocol for high security applications. The protocol provides identity privacy of the client and full forward secrecy, in addition to the other security properties needed for a session key establishment protocol.*

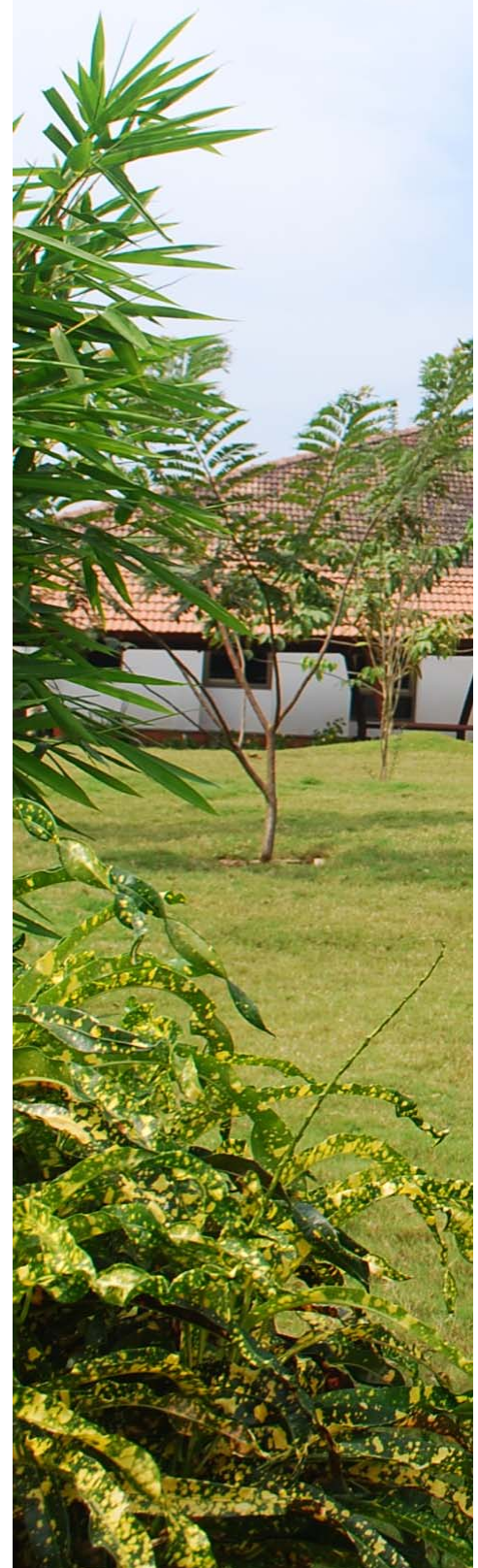
Pillai, K.R.C., & **Sebastian, M.P.** 2010. Elliptic Curve based Authenticated Session Key Establishment Protocol for High Security Applications in Constrained Network Environment. *International Journal of Network Security and its Applications (IJNSA)*, 2(3): 144-156.



*The existing authenticated session key establishment protocols are either vulnerable to dictionary attack on identity privacy of a client or the methods adopted to resist this attack are found to be computationally inefficient. This paper proposes a new authenticated key establishment protocol which uses elliptic curve based DDH problem. The protocol provides identity privacy of the client in addition to the other security properties needed for a session key establishment protocol. In comparison with the existing protocols, the proposed protocol offers equivalent security with less parameters resulting in lower computational load, communication bandwidth cost, power consumption and memory requirement.*

**Sreekumar, M, G. 2009.** Open Source Web Content Management Technologies for Libraries. *Journal of Information Science and Technology*, 1(2).

*As the Web gets into the centre stage of almost the entire gamut of our activities such as publishing, preservation, access and dissemination of information across the world, it has become imperative as well as a survival issue for library and information professionals to master the Webskills. Thanks to the plethora of open source technologies, in the recent past, they have been substantially enabling and empowering the libraries and information centers for information management. Open source technologies have been gaining increasing attention as well as academic interest owing to the growing demand for improved information and knowledge management solutions in universities, institutions as well as enterprises. Advancements in technology in recent years and its resultant diffusion into society are just the natural offshoots which propelled this movement. A range of Web based solutions are now available in the open source software (OSS) front: from integrated library management systems (ILMS) to library portals, digital libraries, institutional repositories, open archives harvesting, e-learning, content management, knowledge management, open URLs, social softwares for blogs, wikis, RSS, as well as federated searching, and the list goes on and on. In short, open source technologies for improved information management provide for structured storage environments of digital data with a consistent format for index and content abstraction. They do enable the seamless integration of the scholarly electronic information, help in creating and maintaining local digital content, and strengthen the mechanisms and the capacity of the library's information systems and services. Considering the fact that currently the penetration of electronic content into our libraries and information centers is an unprecedented 70-80 percentage, it, unequivocally prompts us to leverage on the latest digital technologies towards, building practical digital libraries and in setting up dynamic electronic information systems deploying OSS applications. Without proper understanding of the complexities, procedures and practices involved in content building, content management, collection building, metadata harvesting as well as collaboration, and the long term*







*preservation strategies, these individual applications will remain islands of structure in an unstructured Internet sea. Developing world standard Web based content management applications demand deployment of costly software solutions which are obviously beyond the reach of most of the universities/institutions and this is more so in the Asian and the African region. This tutorial therefore aims at portraying the unlimited potential of a select set of Web based applications for libraries and information centers in a real world perspective by trying out open source solutions. It attempts to unleash and demystify the plethora of features and functionalities of the open source softwares. Special focus is however given to two of the most important applications such as digital libraries and institutional repositories.*

Srinivasan, S.K. 2009. On the Role of 'Punctuation' in Case Teaching. **Vikalpa: The Journal for Decision Makers**, 34(2): 57-60.

*What does it mean to facilitate a case discussion? What must a case instructor do in situations marked by silence? What are the techniques available to get the class to speak up? What should the instructor do if the participants do not co-operate? Case instructors know that a technique that works in such situations is 'provocation.' This note however argues that there is a better solution that can be termed 'punctuation' since there is a hysterical element in provocation. The advice that is given in this essay is that the case instructor must stay put in class when there is resistance and not leave in a huff. While there is not sufficient space in the note for the author to develop a full-fledged theory of punctuation, the wager in the argument is that this is not only possible but desirable in training budding case instructors to negotiate resistance effectively while facilitating a case discussion.*

## ARTICLES IN DAILIES/PERIODICALS

Chatterjee, Debashis. 2010. You don't get quality faculty on a platter. **The Financial Express**, June 7.

Chatterjee, Debashis. 2010. Women make better managers. **Business Standard**, May 31.

Chatterjee, Debashis. 2010. Sex and Salvation, **The Times of India**, April 27.

Chatterjee, Debashis. 2010. Love being an idiot. **The Week**, June 20.

Chatterjee, Debashis. 2010. Dealing with a new America. **Economic Times**, May 9.

Chatterjee, Debashis. 2010. Diversity, a key component of management, **The Hindu**, June 7.

Nair, A, S. 2010. B-Schoolers Talk Budget. **Business World (Online Edition)**

## CASE STUDY

**Adhikari, A., & Deshmukh, R. 2010. *Tata Power: Corporate Social Responsibility and Sustainability*, Ivey Publication, Case No. 9B10M013..**

The case describes the strategic dilemma involved in making a decision on the method of operation of the corporate social responsibility (CSR) department for one of the leading Indian multinational corporations, Tata Power Company (TPC) from Tata Group of Companies. TPC had undertaken the CSR activities for decades, reflecting the company's commitment towards sustainable energy generation without undue compromise to human and environmental development. These activities were undertaken as a voluntary initiative by the employees of TPC, and there was no separate CSR department. However, with large scale expansion, the need to have CSR as a separate entity was felt. The dilemma for the decision manager was whether to create a separate CSR department or continue with the existing set up. Other related issues needed to be addressed strategically as well as tactically to maintain a balance between shareholders' interest and other stakeholders.

**Purani, K., & Nair, U.K. 2009. *Project 'Zero-D': Managing Sales Force Attrition at Karnavati Healthcare Ltd*, North American Case Research Association (NACRA).**

This case on severe attrition faced by a Pharma Company in India provides a realistic context for students to understand and vicariously experience the competitive, high pressure nature of sales jobs. It enables them to conceptualize sales force attrition, analyse it in an organizational context, and to come up with pragmatic solutions. It exposes them to related issues, like, organization design for sales management; theories/ approaches of motivating sales force; role of top management in building employee commitment; 'Head Office-Field' relations; the critical role of immediate boss; and so on. Crucially, it can draw attention of Marketing Students/ Managers to the importance of HR function and the need and challenge of effective people management for marketing success. A discerning reader may also find opportunity to introspect on the not so brighter side of sales and marketing caused due to high sales pressure/ unrealistic targets. This case can be considered for use in the MBA basic Marketing Course with Sales Force Management as a theme or in a specialized elective on Sales/ Distribution Management. It could also be used in similarly oriented Training Programs for Marketing Executives.

**Rameshan, P. 2009. *Flying to Float: Indian Airline Industry 2009*, IIMK/ CS/23/STR/2009/02.**

Indian airline industry on the eve of the global fuel crisis of 2008 had one of the fastest growing air traffic across the world. Yet, the second year in



a sequence, in 2008, carries incurred huge losses. For the public carrier Air India (AI), the problems were much more complex. It was reeling under intense competition from private sector. To contain the effect of competition, AI made several strategic moves. However, performance continued to deteriorate. On September 26, 2009, the Executive Pilots of Air India (AI) began a strike protesting against a cut in their Productivity Linked Incentives. AI struggled to cope. The Government of India proposed to extricate it from the difficult situation by extending financial support; but the message was loud and clear: the airline needed to generate profits and its own cash to keep it going further. Thus, AI needed a future strategy for profitability and growth.

**Thomas, J., Arora, A.P., & Gupta, R.K. 2009. *Ballarpur Industries Ltd.: Aligning Marketing Strategy in a Turbulent Environment*, IIMKCS/24/ MKTG/2009/03.**

The case exposes the participants to the issues involved and the marketing efforts required in transforming a production oriented commodity (paper) manufacturer in an emerging market (India) to a market oriented / market driving firm. Participants are required to understand the implications of changing domestic and global scenario in paper industry, evaluate the marketing efforts undertaken by BILT during the period 1999-2003, recommend the appropriate strategic option and formulate marketing strategy for BILT from the perspective of V.P Marketing.

**Thomas, J., & Krishnan, T.N., 2010. *Aligning HR Strategy to address Marketing Challenges' on Hindustan Unilever Limited (HUL)***

Hindustan Unilever Limited (HUL) a subsidiary of Unilever was India's largest Fast Moving Consumer Goods company with a sales turnover of Rs. 163 billion and net profit of Rs. 21B in 2008. Although HUL recorded CAGR of sales by 22% and profits by 32% in the nineties its sales grew only by a CAGR 4.96% and net profits by 7% during the 1999-2008 period. The stagnating sales during the 2001-2004 period and the increasingly turbulent environment in the growing Indian consumer market demanded HUL to take corrective action in its people management strategy and practices to attain its organizational growth and profitability objectives. The case describes the marketing and HR initiatives taken by HUL during the period 1999 to 2008. Participants are required to assess the impact of the different change initiatives made and suggest possible changes in HR policies and practices to attain HUL's short term and long term objectives.

## CASE DIAGNOSIS

**Velayudhan, S.K. 2009. *Case diagnosis of Appolo Health and Lifestyle Limited: Retail Franchising in the Healthcare Industry*, Vikalpa, April-June.**



## BOOK CHAPTER

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Swain, A.K. 2010. Effects of Initial Search Bound on the Performance of Self-adaptive Evolutionary Computation Methods. In **Information Systems, Technology and Management**, Springer Berlin Heidelberg.

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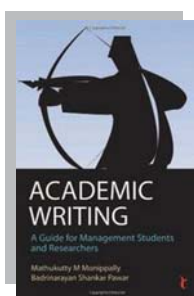
Velayudhan, S. K., & Sridhar, G. 2010. **Rural Markets: Understanding Consumers & Development Issues: Understanding and Tapping Rural Market Potential**, New Delhi: Excel Books.



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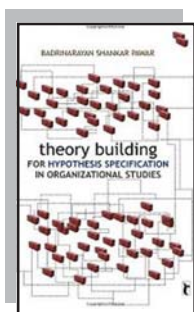
Kuntluru, S. 2009. *International Finance*, Vikas Publishing House Private Limited, Noida. (As a copy of material)

This book has five modules. Module one presents introduction to foreign exchange rate. Module two deal with international finance system. Module three discusses international financial markets. Module four describes the international financing mechanism. Lastly, module five explains international investing in detail. This book is prepared as a part of study material to post graduate students.



Monippally, M. M., & Pawar, B. S. 2010. *Academic Writing: A Guide for Management Students and Researchers*, Response Books, New Delhi.

This book has three parts. Part one describes how academic writing can be viewed as a part of research by indicating that academic writing involves documentation of the process and outcome of research. It outlines the structure and contents of two forms of academic writing documents namely, conceptual paper and empirical paper in academic journals. Part two describes the process of academic writing. It distinguishes academic writing from journalistic writing and creative writing. It outlines characteristics of academic writing. It also describes the features of a good paragraph and how to develop a paragraph as a basic unit of writing. It also describes the process of writing an academic document. Part three describes how to provide appropriate acknowledgement for the use of others' ideas in our academic documents. The book also includes appendixes, one of which indicates some resources for refining academic writing.



Pawar, B. S. 2009. *Theory Building for Hypothesis Specification in Organizational Studies*, Response Books, New Delhi.

This book describes what theory is and its role in the process of research. It outlines various units of theory such as domain, concepts, variables, and propositions. It describes the process of theory building for hypothesis specification. It provides some observations on the practice of theory building for hypothesis specification. It also outlines how to specify hypotheses involving moderation and mediation. This book is written with the thinking that it may be useful for students in research degree programs such as M Phil and PhD programs and also for researchers in the behavioral areas of management such as organizational behavior, human resource management, organization theory, strategy and policy, and marketing.



Belch, George E., Belch, Michael A., & Purani, K. 2009. *Advertising and Promotion: An Integrated Marketing Communications Perspective*, Tata McGraw Hill: New Delhi.

Though, advertising practice in India is influenced heavily by western world, socio-cultural diversity of Indian consumers poses a great challenge to

advertisers and communications in India forcing them to fine-tune global practices while dealing with Indian consumers. The roots of modern advertising in India can be traced back to second half of 18<sup>th</sup> century during which weekly newspapers such as Hicky's Bengal Gazette, Madras Courier, Bombay Herald began to appear in cities like Calcutta, Madras and Bombay which were under the East India Company. Advertising, media, printing, photography, marketing research and other marketing services followed the trends in England till Indian independence. Home grown advertising agencies such as Ulka, Trikaya, R K Swamy, ASP etc. started to make their mark later challenging British agencies like JWT and Lintas which also developed specific Indian approaches in 40 years post independence. In last more than a decade, again a great deal of global impact is seen in Indian advertising practice but this time it is not only borrowing from global practice but also shaping the trends outside India to an extent. In this book, Dr. Keyoor Purani joins Prof. George Belch and Prof. Michael Belch of San Diego University to bring Indian flavour to otherwise universal advertising practice and concepts by adapting one of the most popular texts - Advertising and Promotions by Belch & Belch - for Indian students.

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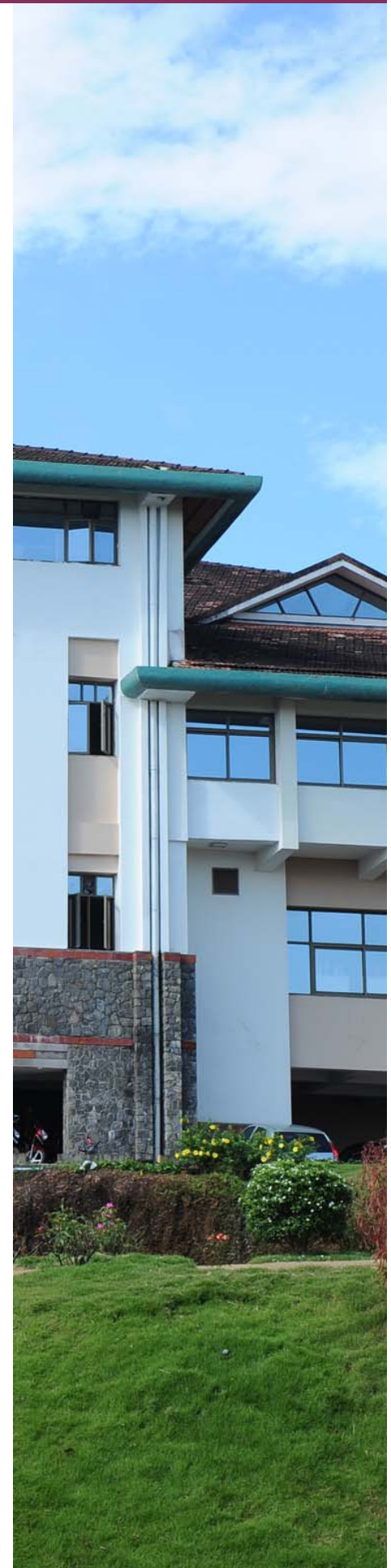
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Sreekumar, M.G. 2010. *Keynote Address*. Managing Consortia for Small Libraries & *Member in the panel discussion* on Upcoming Information Environment. In NAACLIN-2010, DELNET, BITS-Pilani, Goa Campus, Goa, June 15-18.

Sreekumar, M.G. 2010. *Keynote Address*. In National Workshop on Building and Managing Digital Repository Using DSpace, Kadi Sarva Viswavidyalaya, Gandhinagar, Gujarat, January 30.

Thomas, J. 2009. *Marketing Services: Building Customer Trust*. In VIT International Conference on Marketing Services, Vellore, December 18-19.

Thomas, J. 2009. *Customer Engagement Strategies in the Age of Value Co-Creation*. In Global EI Confluence Forum for Emotional Intelligence and Learning Seminar by Forum for Emotional Intelligence and Learning, Tata Institute of Social Science, Mumbai, May 2-3, 2009.

## WORKING PAPERS

Bhatt, P.R. 2009. *Competitiveness of India and China: A Comparison*. IIMK/WPS/54/STR/2009/10

An attempt has been made in this paper to compare the competitiveness of India and China for the last decade. China's GDP was three times that of India in 2007. China's share of GDP to the world was 10.8% which was double of that of India. The average annual growth of per capita GDP of China was just double of that of India in 2007. There was current account surplus for China (9.4% of GDP) against current account deficit for India (-1.1% of GDP). Adult literacy rate was 61% for India against 91% for China during 1995-2005. India and China both had followed centralized planning but China adopted an approach of communism to implement policies whereas India's approach was to implement policies in a democratic system. China carried forward the reform process aggressively in 1980's





and 1990's whereas India has initiated reform process in 1991 and carried forward moderately. The structure of output in India has moved in favour of service sector from 42.1% of GDP in 1991 to 52% GDP in 2007, whereas in China it has moved in favour of industry from 42.1% of GDP to 48.6% during the same period. China strictly followed the traditional development model, but India tried to jump from agriculture to service sector resulting very low manufacturing growth for India compared to China. The low manufacturing growth of India resulted low over all growth of the country. The labour law in India and lack of infrastructure are the major deterrents of industrial growth in India. Manufacturing value added growth for India was just 6% during 1993-2003 whereas it was 12% for China during 1990-2005. Based on the global competitive index, India's ranking was 50, whereas that of China it was 30 among 134 countries in 2008-09. Labour productivity in China was 0.137 which was higher than India (0.128) in 2002. Total factor productivity growth in China was 12% higher than in India during the period 1998-2003. FDI inflow in India was meager US \$ 16.9 billion against China's FDI inflow of US \$ 69.5 billions in 2006. The competitiveness of India's exports did not improve in post liberalisation period but improved in the case of China. Cost competitiveness for China was relatively less compared to its competitors. India's export profitability compared to its competitors improved very much during post liberalisation period but it improved in China only during 1994-1997. Both Indian and Chinese imports were more competitive compared to their competitors. China had better revealed comparative advantage than India in many products.

**Chatterjee, D. 2009. *Innovativeness of Product Innovation Teams Exploring the Intervening Effects of Knowledge Processes*. IMK/WPS/55/OB&HR/2009/11.**

This paper develops a conceptual model that relates product innovation team processes and product innovativeness through the intervention of knowledge processes. Extant research suggests conditions under which boundary spanning behavior and internal team processes improves team output. I connect this research on team processes with findings from more recent studies that suggest the effect of exploring new knowledge to improve a product's modules and creating new knowledge of a product's architecture on the product's innovativeness. I suggest that boundary spanning behaviour of product innovation teams enhances their knowledge exploration activities and thereby increases the product innovativeness by changing modules in the product. However, this effect is moderated by the extent of new architectural knowledge developed through supportive intra-team behavioural processes.

**Chatterjee, D. 2010. *Identity and Conflicts in Nonprofit Caregiving Organizations*. IIMK/WPS/63/OB&HR/2010/02.**

The importance and relevance of nonprofits in society are increasingly being recognized. However, volatility in public funding and increasing government indifference are leading many of these organizations to diversify their revenue streams through commercial activities, often leading to identity crises for these organizations, oriented as they are, towards social service. In a recent case involving a charitable eye hospital in India, the process of unfolding identity crisis and its resolution was observed. The solution, in this instance, involved an inter-locking mechanism bridging two organizations, one representing a utilitarian-professional identity, while the other retained a strong social service identity. Interpreting this case through the concepts of organizational identity, agency theory and inter-locking directorates suggests the potential to study such mechanisms as instances of organizations resolving their identity crises structurally. Implications for research in the field of nonprofits, business-society relationships, and business-nonprofit relationships are discussed.

Ghosh, A., **Gangopadhyay, K.**, & Basu, B. 2009. *Consumer Expenditure Distribution in India, 1983-2007: Evidence of a Long Pareto Tail*. IIMK/WPS/62/ECO/2010/01.

This work presents an empirical study of the evolution of the consumer expenditure distribution in India during 1982-2007. We have used the National Sample Survey Organization data and analysed the expenditure distribution for the urban and rural sectors. It is found that this distribution is a mixture of two distributions, more particularly, it follows a lognormal in the lower tail and a Pareto distribution in the higher end. The Pareto tail consists of a remarkable 30-40% of the population in the upper end and the lower end is suitably modeled by the lognormal one. The goodness-of-fit tests endorse the proposed distribution. Moreover, the Pareto tail is widening over time for the rural sector. The Gini coefficient, a prominent measure for quality, for the expenditure distribution is found to be stable for the entire time span.

**Gangopadhyay, K.**, & Sarkar, A. 2009. *Demand for Education: Is Culture a Major Determinant?* IIMK/WPS/61/ECO/2009/17.

Some communities are regarded as backward in India and the government of India provides special incentive for persons belonging to these communities in educational institutions and public sector jobs since independence. The gap of educational attainment between these disadvantaged communities has not been bridged despite these measures. We investigate into the demand for education from these communities. The data is from rural West Bengal, a state in eastern India. In this state, private tuition is an integral part of the educational expenditure for families. Using this variable as a proxy, we find households belonging to the Scheduled Castes, a backward community, spend significantly lesser compared to the general population for children's educational attainment.







This is an indication of cultural roles in shaping educational attainment.

**Gangopadhyay, K., & Basu, B. 2010. *Income and Expenditure Distribution: A Comparative Analysis*. IIMK/WPS/69/ECO/2010/08.**

There are empirical evidences regarding the Pareto tail of the income distribution and the expenditure distribution. We formulate a simple economic framework to study the relation between them. We explain the Pareto tails in both the distributions with a Cobb-Douglas felicity function to describe the preferences of agents. Moreover, the Indian data suggest a thicker Pareto tail for the expenditure distribution in comparison to the income distribution. With a uniform distribution of taste parameters for various goods, we identify a process that can give rise to this empirical phenomenon. We also verify our observation with appropriate simulation results.

**Krishnan, T.N. 2009. *Technological Change and Employment Relations in India*. IIMK/WPS/56/OB&HR/2009/12.**

The article provides an overview of the consequences of technology change on employment relationship in India. New technologies opened up employment opportunities in new and emerging sectors. Skills needed have undergone a change from that of manual dexterity and physical strength to those of trouble shooting and process handling. Group based incentivization and company specific bargaining are becoming more common. Unions no longer resist technology change but are concerned with the implications on the number of jobs, their content and earnings. It's also argued that subjective norms need to be considered as a variable influencing the behavioural intentions of workers with respect to acceptance of technology change. Implications for practice and future research directions are also discussed.

**Krishnan, T.N. 2010. *Understanding Employment Relationship in Indian Organizations Through The Lens of Psychological Contracts*. IIMK/WPS/67/OBHR/2010/06.**

The paper tries to come out with a model for understanding employment relationship through the concept of psychological contracts. Psychological Contract has significant influence on valuable workplace outcomes. Most of the research on Psychological contracts and resulting employment relationship has been done on the Anglo-Saxon context, the results of which may not be totally valid for India. Based on the notion of consistency of HR practices, we argue that HR system across organizations form two archetypal extremes and each of these give rise to a different perception of breach of psychological contract. With the help of published case studies in the Indian context and based on social exchange theory, we propose a

model wherein trust mediates the relationship between the perception of breach of the psychological contract and HR systems. Implications for practitioners are highlighted.

Krishnan, T.N. 2010. *A New Conceptualization of Career System, Its Dimensions and Proposed Measures*. IIMK/WPS/66/OBHR/2010/05.

Research on careers has largely focused at the individual level while career research from the perspective of the organization has been relatively scanty. Management of employee careers has positive individual and organizational outcomes. Despite this, organizations vary considerably in its provision of career system practices and it would be interesting to understand this phenomenon. In spite of considerable academic and practitioner interest, the conceptualization of career systems remains ambiguous. A key issue is the lack of a consistent definition and clear conceptual boundaries. The specific contribution of this paper is in developing a clear and concise definition of career system which could capture different organizational realities. In so doing, we draw insights from a number of discreet literature streams. We also elaborate the different dimensions that this conceptualization puts forth and try to come out with measures which could aid further research work in this area.

Nair, Sthanu R. 2009. *The Impact of Tax Rate Differentials on the Tax Revenues The Case of Sales Tax Competition Among a Group of Border-Sharing Indian States*. IIMK/WPS/59/ECO/2009/15.

This paper provides empirical evidence on the effect of sales tax rate differentials among a group of five border-sharing states in India on their sales tax revenues during 1990-91 to 1999-00. The results indicate that sales rate differentials in respect of commodities which are susceptible to cross-border shopping cause the consumers to change the location of purchase of such commodities from their home state to the other neighboring low tax states. This is shown to cause revenue loss to the states facing adverse tax differentials. In contrast, there is no strong evidence to suggest that tax differentials on commodities having limited possibilities of cross-border shopping induce the consumers to change the location of purchase of such commodities and hence cause revenue loss to the states. On the whole, the results suggest that the effect of sales tax differentials on the tax revenues is commodity specific.

Nandakumar, M.K. 2010. *Strategy Making Theory and the Dominant Perspectives – A Synthesis*. IIMK/WPS/68/STR/2010/07.

Various authors have proposed a number of models that purport to explain the strategy making process. While the integrative frameworks explaining strategy making process encompass a multitude of factors which affect the strategy process, they do not take into consideration the theoretical roots of strategic change processes. This paper fills a gap in the literature by



developing an integrative framework for strategy process derived on the basis of four theories explaining strategic change processes and the three perspectives which explain strategy development process. The strategy making models proposed by various authors were mapped on a two-dimensional plane consisting of the three strategy process perspectives and the four underlying theories. This mapping process resulted in the identification of seven modes of strategy making. The proposed framework for strategy making could be effectively used in organisations.

Pati, R.K. 2010. *Measuring Demand Amplification in a Closed Loop Supply Chain*. IIMK/WPS/64/QM&OM/2010/03.

The issue of sustainability has attracted attention towards closing the traditional supply chain through different reprocessing options. This paper develops an analytical expression for measuring the bullwhip effect in a six echelon closed loop supply chain for recycling of products like paper, plastic. A first order auto regressive end customer demand is assumed with each supply chain participant employing an order-up-to (OUT) policy and Minimum Mean Square Error (MMSE) forecasting scheme. The model assists the closed loop supply chain entities in anticipating the downstream demand and suggests them to carefully select the value of auto regressive parameter so as to avoid any order-process instability in the closed loop supply chain. Sensitivity analysis of replenishment lead-time combination could be utilized by management for designing an optimal recycling-distribution system, under the condition of constant accumulated lead-time. Further, the segregation analysis reveals that increase in the degree of segregation at the source reduces the bullwhip effect in the closed loop supply chain.

Pati, R.K. 2009. *Economic Manufacturing of Paper by Blending Competing Materials*. IIMK/WPS/58/QM&OM/2009/14.

The stringent environmental regulations, growing shortages of raw materials have brought the concept of reverse supply chain into limelight. This paper presents a linear programming model for minimizing the cost of paper manufacturing by optimal blending of two competing materials i.e. wood and wastepaper. The model also includes the economic implications of using the alternative input materials on the environment, paper quality along with the possible reuse of the non-relevant wastepaper collected during the segregation stage. The model can assist the manufacturer to determine the optimal amount of wood as well as wastepaper required to satisfy the market demand under a given situation. To gain further insight into the system behavior, sensitivity analyses have been carried out which highlights various strategies under different conditions.

Sinha, P. 2009. *An Empirical Goodness-of-fit Test Based on Deviations in Variable Values*. IIMK/WPS/57/QM&OM/2009/13.



In this article, we propose a univariate goodness-of-fit test to verify if a random variable follows a particular distribution. In the test, differences of the ideal and the observed values of the random variable for different distribution function values are considered. A numerical experiment has been done to compare the proposed method with the Kolmogorov-Smirnov Test. The method shows promising results and there is evidence that it may be applicable even with a moderate sample size.

Sinha, P. 2009. *A Distribution-Fitting Method of Regression*. IIMK/WPS/53/QM&OM/2009/09.

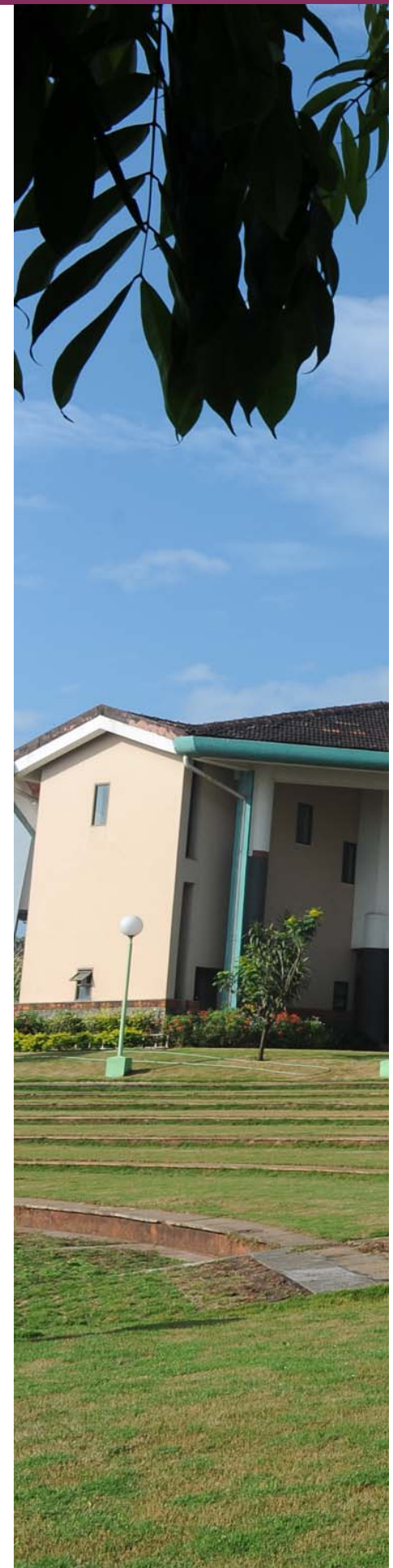
We propose a distribution fitting method for linear regression. In order to estimate the regression coefficients, a goodness of fit index, derived from Kolmogorov test, for the residuals is considered and the likelihood that the residuals follow the hypothesized distribution is maximized. The related optimization problem is solved using exhaustive search. Numerical experiments have been done to compare the method with ordinary least squares (OLS) method. There is some indication that, the method may give more accurate estimates in some situations. More specifically, better estimates of the regression coefficients may be possible when error terms closely follow the hypothesized distribution, which is completely specified.

Thomas, J., & Arora, A.P. 2010. *Modeling Trust in Customer Relationships*. IIMK/WPS/65/MKTG/2010/04.

The article proposes a customer relationship model with a view to evaluate the effectiveness of marketing efforts in developing customer relationships (brands) from the consumers' perspective in the consumer goods context. It establishes the foundation for relationship research in consumer goods domain by conceptualizing consumption process as a series of direct and indirect consumer interactions with the entities in the customer relationship and the brand as a relationship partner in the relationship. It then, develops a framework outlining the development of trust in a customer relationship drawing from interdisciplinary trust research. The article further proposes a relationship model to examine the effects of customer trust and customer perceived value on consumer loyalty for existing customers and purchase intentions for potential customers.

Thomas, J. 2009. *"Trust" in Customer Relationships: Addressing Impediments in Research*. IIMK/WPS/60/MKTG/2009/16.

Trust has been recognized as "...the single most powerful relationship marketing tool available to a company." However, research on trust has neither facilitated knowledge integration in the domain nor had made significant implications for practice. This article (i) synthesizes various studies employing trust to model customer relationships (ii) reveals issues in trust conceptualization and modelling that impede advances in trust





research and (iii) offers directions to address those issues in - trust conceptualisation, treatment of trust and trustworthiness, dimensions of trustworthiness, trust facets and modelling of antecedents of trust – drawing insights from interdisciplinary trust research.

## RESEARCH PROJECTS COMPLETED

Jharkharia, S. 2010. *SCM Practices in Indian Industries: An Investigation*. SGRP/2008/19.

Nair, Sthanu R. 2009. *Impact of Value Added on the Price Level in India; Small Grants Research Project funded by IIMK*. SGRP/2008/21.

Thomas, J., Krishnan, T.N., 2010. *Hindustan Unilever Limited: Aligning Human Resources to Address the Marketing Challenges*. SGRP/2009/25.

Purani, K., 2010. *Cases in Marketing Communications*. SGRP/2005/05

## RESEARCH PROJECTS (NEW)

Case Study on Aravind Eye Hospital (SGRP/2009/26) by Sanal Kumar Velayudhan.

Understanding the Changing Resource Endowment and Management within the Periphery of Households in Urban Indian Context (SGRP/2009/27) by Kausik Gangopadhyay.

Sustainability of Traditional Water Harvesting Systems and Minor Irrigation Works in North Kerala (SGRP/2009/28) by Kulbhushan Balooni.

Financial Crisis and Foreign Direct Investment in Emerging Economies (SGRP/2010/29) by Kuntluru, S.

Exploring Organisation Designs in Care Giving Organisations (SGRP/2010/30) by Debabrata Chatterjee.

Differentiating Subjective and Objective Product Attributed in Consumer Choice Decision (SGRP/2010/31) by Atanu Adhikari.

Field Research Case on UTV and Disney: A Strategic Alliance (SGRP/2010/32) by Atanu Adhikari.

Beating Systematic Investment Plans with Value : A Dynamic Investing Tool for Investors (SGRP/2010/33) by Sony Thomas.

Volatility Dynamics in Indian Future Market Using Range Based, Extreme Value and Conditional Estimators (SGRP/2010/34) by Sony Thomas.

Building Technological Capabilities through Technological Development of Industrial Clusters: The case of IT and Electronic clusters in India (SGRP/2010/35) by Rajesh Srinivas Upadhyayula.

## FELLOWSHIP / AWARD / HONOUR

### **Dhal, M.**

*Certified Compensation and Benefit Manager*, Carlton Advance Management Institute, USA, April 2010.

*Certified Recruitment Analyst*, Carlton Advance Management Institute, USA, April 2010.

### **Rameshan, P.**

*Invited Panelist, Session on Infrastructre, 80<sup>th</sup> Anniversary Celebrations, Malabar Chamber of Commerce*, Kozhikode, January 31, 2010.

*Invited Panelist, Session on Future of Asian Trade, Asian Development Dialogue*, Trivandrum, February 13, 2010.

## MEMBERSHIP OF EDITORIAL BOARD

### **Jharkharia, S**

Asian Journal of Information Technology  
International Journal of Business Excellence  
International Journal of Applied Management Science  
International Journal of Information Systems and Supply Chain Management

### **Kuntluru, S.**

All Indian Accounting Association  
All Indian Commerce Association

### **Pati, R.K.**

International Journal of Electronic Transport (IJET)

### **Pillai, R.R.**

AIMS International Journal of Management

### **Sebastian, M.P.**

International Journal of Advanced Networking and Applications (IJANA), India

Journal of Next Generation Information Technology (JNIT), Korea

International Journal of Secure Digital Information Age, India

International Journal of Digital Content Technology and its Applications (JDCTA), Korea



**Sridhar, G.**

SONA Journal of Marketing Research

**Srinivasan, S.K.**

Book Reviews Editor, Vikalpa: The Journal for Decision Makers

**Thomas, J.**

SONA Journal of Marketing Research

## REVIEWER / REFEREE

**Balooni, K.**

Article in Advances in Agroforestry, Book Series, Springer

Forest Policy and Economics

International Journal of Social Forestry

International Journal of the Commons

Natural Resources Forum

South Asian Water Studies

**Chaudhuri, G.**

PES Business Review

Dhal, Manoranjan

Indore Management Journal (Journal by IIM Indore)

**Gangopadhyay, K.**

Journal of Theoretical Economics

Journal of Public Economics

**Jharkharia, S.**

Omega: International Journal of Management Science

International Journal of Production Research

Management Research News

IIM Indore Journal

NPDC-2009 (International Conference at IIT Madras during December, 2009)

**Krishnan, T.N.**

Human Resource Management, Wiley Interscience, Guest Reviewer (Paper on protean career, reviewed January)

**Kuntluru, S.**

ICFAI Journal of Behavioral Finance (IJBF)

**Nandakumar, M.K.**

Academy of Management Conference

British Academy of Management Conference

**Nair, A.S.**

Applied Financial Economics



**Pati, R.K.**

African Journal of Mathematics and Computer Science Research

**Purani, K.**

39th European Marketing Academy Conference (EMAC), Copengagen

**Rameshan, P.**

Artha Vijnana

**Sebastian, M.P.**

IEEE Transactions on Vehicular Technology

GYAN Management, Chandigarh (An International Biannual

Blind Refereed Journal of Management & Technology)

Optics Letters (Optical Society of America, USA)

Arabian Journal for Science and Engineering (Engineering), KSA

IIMB Management Review

**Sridhar, G.**

Abhigyan

Management Research News (Emerald Group)

Metamorphosis

**Srinivasan, S.K.**

Vikalpa: The Journal for Decision Makers

**Thomas, J.**

Management Review, Indian Institute of Management Bangalore

Journal of Indian Business Research, Emerald Group Publishing

**Thomas, S.**

Vikalpa: The Journal of Decision Makers

## RESEARCH SEMINARS

**Prof. Rajendra Sisodia**, Professor of Marketing at Bentley College, University of Bentley, Massachusetts, USA.

*Topic: Conscious Capitalism* (Thought Leadership Series Seminar), June 19, 2009.

**Prof. Sthanu R Nair**, Assistan Professor, Indian Institute of Management Kozhikode.

*Topic: The Impact of Tax Rate Differentials on the Tax Revenues – The case of Sales Tax Competition among a Group of Border-Sharing Indian States* (Faculty Seminar Series), September 18, 2009.

**Prof. Balasubramanyam V.N.**, Professor of Development Economics in the Department of Economics, Management School, Lancaster University Management School, UK.

*Topic: India's Overseas Investments-Determinants and Impact* (Invited Faculty Seminar Series), October 13, 2009.





**Prof. Kausik Gangopadhyay**, Visiting Assistant Professor, Indian Institute of Management Kozhikode.

*Topic: Demand for Education: Is Culture a major determinant?*, December 10, 2009.

**Mr. Prem Puri**, Worldwide Director of Solutions for the Distribution Sector, IBM.

*Topic: Globalization, Technology and the Young Manager* (Under Thought Leadership Seminar Series), December 14, 2009.

**Prof. Ashok Gulati**, IFPRI Director in Asia, New Delhi.

*Topic: Changing Agri-system in India and Implications for Business, Policy and Small holders* (Under Thought Leadership Seminar Series), January 28, 2010.

**Mr. Thomas Alexander**, Serial Entrepreneur, General Partner of A Venture Capital Firm from Silicon Valley in California, USA

*Topic: Peak Experience in Life, Creation, and Silicon Valley Business*, February 19, 2010.

## CONFERENCES / CONVENTION AT IIMK

Mini Conference on “Economics, Law, Politics and Management”

February 22-23, 2010

Prof. Krishna K Ladha



Organizational Behaviour and Human Resources



Prof. Debabrata Chatterjee



Prof. Debashis Chatterjee



Prof. T.N. Krishnan



Prof. Manoranjan Dhal



Prof. B.S. Pawar



Prof. K. Unnikrishnan Nair

Information Technology & Systems



Prof. Anjan Kumar Swain



Prof. Asharaf S



Prof. R. Radhakrishna Pillai



Prof. M P Sebastian

Economics



Prof. Kausik Gangopadhyay



Prof. Krishna Kumar Ladha



Prof. Kulbhusan Balooni



Prof. Leena Mary Eapen



Prof. Shubhasis Dey



Prof. R. Sthanumoorthy

Marketing Management



Prof. Atanu Adhikari



Prof. Joffi Thomas



Prof. Joshy Joseph



Prof. Keyoor Purani



Prof. Rahul Kumar Sett



Prof. Sanal Kumar V.



Prof. G. Sridhar



Prof. A.B. Unnithan



## Quantitative Methods & Operations Management



Prof. Anand G



Prof. Bikram K. Bahinipati



Prof. Gopal Chaudhuri



Prof. Ram Kumar P.N.



Prof. Raju C

## Finance, Accounting and Control



Prof. Abhilash Nair



Prof. Lakshmi Subramaniam Ladha



Prof. K .K. Ramesh



Prof. Rupesh Kumar Pati



Prof. Saji Gopinath



Prof. Sony Thomas



Prof. S.S. Srinivas Kumar



Prof. Sudershan Kuntluru



Prof. Sanjay Jharkharia



Prof. Thangamani G

## Strategic Management



Prof. P.R. Bhatt



Prof. Mahesh Bhawe



Prof. Nandakumar M.K.



Prof. P. Rameshan



Prof. Shiva Kumar Srinivasan

## Managerial Communication



Prof. Rajesh Srinivas Upadhyayula



Prof. Saptarshi Purkayastha



Prof. Sukumaran Bhaskaran


## General Management



Prof. Anupam Das



Prof. Venkat Raman

The image shows the Indian Institute of Management Kozhikode (IIMK) campus. The central focus is a tall, white, cylindrical tower with a multi-tiered, reddish-brown roof. The tower is surrounded by several large, multi-story white buildings with red-tiled roofs and green accents. The buildings are set on a hillside, with lush green vegetation, including palm trees and tall grasses, in the foreground. The sky is blue with scattered white clouds.

**Indian Institute of Management Kozhikode (IIMK)** is the fifth IIM, established in 1996 by the Government of India in collaboration with the Government of Kerala. It aims to contribute significantly to education, training, consulting, and research in management. IIMK is dedicated to offering world class programmes in management. Research is a continuing area of emphasis since it serves as a link between theory and practice in management.