

# RESEARCH NEWSLETTER

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भारतीय प्रबंध संस्थान कोषिकोड  
Indian Institute  
of Management  
Kozhikode

*Globalizing Indian Thought*







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## Message From The DIRECTOR-IN-CHARGE



As we transition to a new academic year, we at IIM Kozhikode are very conscious of the importance of impactful research towards academic excellence. High quality research is not only an integral part of the academic pursuits but it is the key element that drives all activities. Knowledge creation, coming out with innovative ideas, providing a scholarly eco-system and disseminating research findings are vital for the Institute's growth. IIM Kozhikode has refined its faculty norms to enhance our research quality and productivity. As you can see in the ensuing pages not only has the quantum of peer reviewed publications increased but also the proportion of articles in the A and A\* have become a significant portion of the overall research output. I congratulate my faculty colleagues and doctoral students for their research achievements this year and extend an invitation to all stakeholders to engage with us for creating a productive and mutually beneficial research eco-system.

With warm wishes,  
Prof. Kubhushan Balooni





## Message from the CHAIRPERSON



At IIM Kozhikode, we have made concerted efforts towards building an enabling research eco-system where knowledge creation and dissemination are given vital importance. I feel privileged to present to you this compendium of research output and achievements of the last academic year. During the last year, we achieved 52 peer reviewed journal articles the highest number so far but what is heartening is that out of these, 20 are in internationally ranked A and A\* publication category which signifies a marked improvement in the quality of publications. We have had 17 research seminars in the last year by researchers from India and abroad. A research developmental workshop was also handled by an experienced researcher for interested faculty and doctoral students. We also hosted the international conference on marketing, technology and society which saw a large participation of paper presenters. While I urge you to browse this newsletter to have an idea of previous years' achievements, I also encourage you to follow the research links on our website which are constantly updated with the latest research outputs, seminars, conferences, views and ideas in the form of research blog.

With warm wishes,  
Prof. Krishnan TN

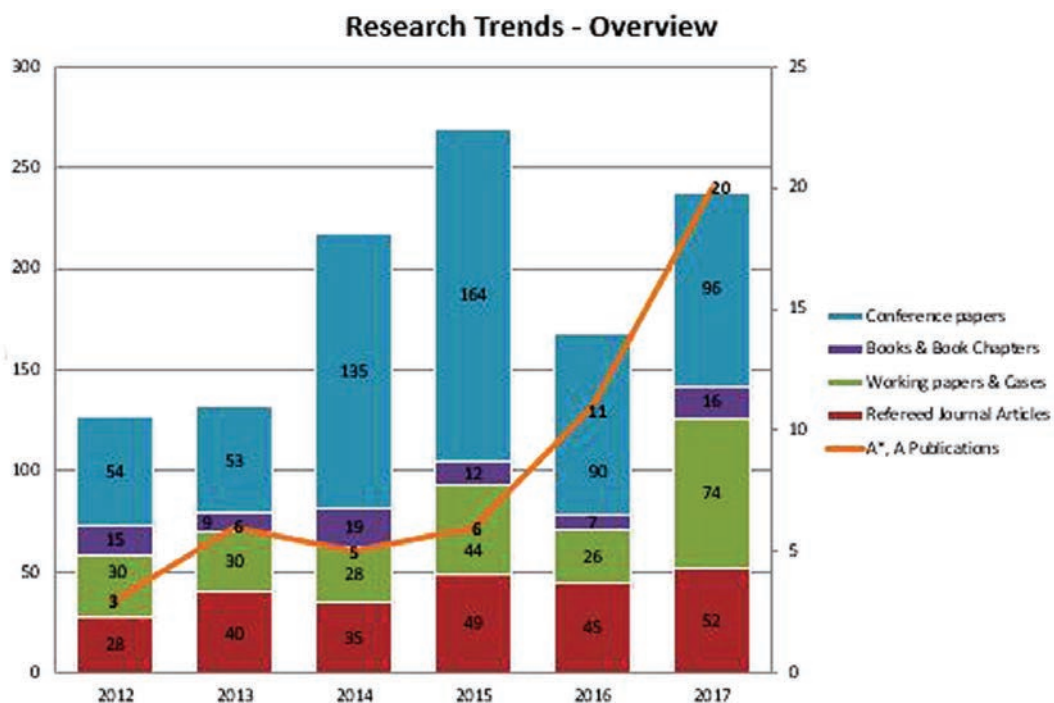




52 Research Articles were published in reputed peer reviewed journals out of which 2 are in internationally recognized A\* category journals and 18 in A category.

2 Small Grant Research Projects and 2 Medium Grant Research Project were completed. 1 Small Grant and 1 Medium Grant Research Projects are ongoing. 2 External research projects are ongoing.

## RESEARCH OVERVIEW







## ECONOMICS



The Economics Area carries out rigorous empirical and theoretical research on a wide variety of issues. The area members' research interests include Agricultural and Indian Economic Policy, Applied Econometrics, Applied Economics, Development Economics, Economics of Information, Economics of Institutions, Economics of Money, Credit and Banking, Economics of Pension Funds, Energy Economics, Environmental Governance and Management, Financial Markets, Household Finance, International Trade, Labour Economics, Macroeconomics, Public Finance. The area members have published their work in many reputed international journals like Conservation Letters, Economic and Political Weekly, Economics Letters, Economic Modelling, Financial System Review, International Review of Economics and Finance, International VAT Monitor, Journal of Asia Business Studies, Journal of Economic Integration, Journal of Economic Surveys, Journal of Financial Stability, Journal of Policy Modeling, Landscape and Urban Planning, Physica. The area members' research projects have received funding from leading agencies such as Economic and Social Research Council (UK), European Commission (EU), NITI Aayog and Ministry of Commerce & Industry (Government of India).



### REFEREED JOURNAL PUBLICATIONS

AUTHOR	TITLE	JOURNAL	YEAR
<b>Pulapre - Balakrishnan</b>	Markets, Growth and Social Opportunity India since 1991	<i>Economic &amp; Political Weekly</i>	2017
<b>Soumyatanu-Mukherjee</b>	Technology, trade and 'urban poor' in a general equilibrium model with segmented domestic factor markets	<i>International Review of Economics and Finance</i>	2016
<b>Soumyatanu-Mukherjee</b>	Input trade reform and wage inequality	<i>International Review of Economics and Finance</i>	2017
<b>Udo Broll Soumyatanu-Mukherjee</b>	International trade and firms' attitude towards risk	<i>Economic Modelling</i>	2017
<b>Vidya S Panicker Sumit Mitra Rudra Sensarma</b>	Corporate Governance Determinants of FII in Indian IT Firms	<i>Indian Journal of Corporate Governance</i>	2016



**Balakrishnan, P.** (2017). Markets, Growth and Social Opportunity India since 1991. *Economic & Political Weekly*, 52(2).

Since 1991, there has been an acceleration of economic growth accompanied by a widening of the range of consumer goods produced, together with improvement in the quality of services available. Furthermore, the economy has passed through the longest period since 1947 without facing balance-of-payments stress. However, not all sectors of the economy have shown the same dynamism, with the performance of agriculture actually becoming a cause for concern. The unequal distribution of social opportunity has meant that this shortcoming has left a significant section of the population in a low-income trap. What underlies this outcome is examined and what is needed to correct the imbalance is proposed.

**Mukherjee, S.** (2016). Technology, trade and 'urban poor' in a general equilibrium model with segmented domestic factor markets. *International Review of Economics and Finance*, 45: 400-416.

Drawing on the evidence from Indian provinces, this paper, using a four-sector general equilibrium model with segmented domestic labour and capital markets, proposes that factor-specific technological progress only in the capital-intensive segment of the urban formal sectors may affect the urban informal workers adversely, while a trade induced progress in the vertically integrated skill-intensive formal sector benefits them. The numerical analysis further illuminates the importance of credit-product inter-linkage to channel the impact on urban informal wage. Such analysis also helps to infer the well-being of the urban poor, given its strong association with the trends in informal wages.



**Mukherjee, S.** (2017). Input trade reform and wage inequality. *International Review of Economics and Finance*, 51: 145-156

This paper, using a general equilibrium model of production and trade for a developing country with non-traded goods, dual unskilled labour markets and internationally fragmented skill-intensive production, illuminates how liberalised input trade affects the unskilled wages prevailing in the informal sectors and employment conditions in those sectors. Numerical analysis further highlights importance of the elasticities of factor substitution in production of different sectors to determine the movement in informal wage and therefore the movement in skilled-unskilled wage gap. These results are consistent with the empirical evidence on developing countries (like India) that suggests liberalisation-inequality relationship cannot be explained by focusing on tradable goods alone.

**Broll, U., & Mukherjee, S.** (2017). International trade and firms' attitude towards risk. *Economic Modelling*, 64: 69 – 73.

This paper examines the optimal production and trade decisions of the domestic firms facing uncertainties owing to the exchange rate volatility under mean-variance preferences. The impact of uncertain exchange rate fluctuations on trade is evaluated in a partial equilibrium framework, using the concept of risk-aversion elasticities. These elasticities measure how sensitive the firms are towards substituting between return and risk at the margin, with respect to changes in the distribution of the spot exchange rate. This simplest possible analytical framework is useful for explicit empirical estimation of risk-aversion elasticities in the literature of international economics.

**Panicker, V. S., Mitra, S., & Sensarma, R.** (2016). Corporate Governance Determinants of FII in Indian IT Firms. *Indian Journal of Corporate Governance*, 9(1): 1-18.

The objective of this study is to investigate the impact of corporate governance characteristics on foreign ownership in the Indian information technology industry. The ownership pattern of a firm and board characteristics are analysed to understand their impact on inflow of foreign institutional investors to the firms. Panel data for 9 years from 113 Indian IT firms, which are publicly listed, have been used. The results show that firms with more concentrated promoter holdings have lesser foreign investments. Apart from the total number of board members, measures of corporate governance including the number of independent members on board and an independent board chairman have been found to be insignificant. The outcomes point to the need of a strong performance before relying on international investments for fundraising.

## OTHER/ FORTHCOMING PUBLICATIONS

### FORTHCOMING REFEREED JOURNAL PUBLICATIONS

AUTHOR	TITLE	DETAILS
<b>Balooni, K.</b>	Sustaining impactful multidisciplinary contributions over five decades	<i>IIMB Management Review</i>
<b>Sensarma, R. Kumar, N.</b>	Efficiency of microfinance institutions in India: A stochastic distance function approach	<i>Journal of Emerging Market Finance</i>
<b>Nair, S. R. Eapen, L.M.</b>	Price monitoring and control under GST	<i>Economic &amp; Political Weekly</i>

### BOOKS, BOOK CHAPTERS / PUBLISHED & FORTHCOMING

AUTHOR	TITLE	CATEGORY	DETAILS	YEAR
<b>Mukherjee, S. Zafar, S.</b>	Special economic zones and agriculture: An alternative theorisation	Book Chapter	<i>Chapter 10 in: Trade, Investment and Economic Development in Asia - Empirical and policy issues</i> , Routledge, June 1 (editors) Chakraborty, D. & Mukherjee, J.	2016

### CONFERENCE PAPERS, PRESENTED & FORTH COMING

AUTHOR	TITLE	DETAILS	YEAR
<b>Eapen, L. M.</b>	Power Sector in India: Performance of DISCOMS and Its Impact on the State Exchequer.	Institute for Public Policy and Economic Analysis (IPPEAN) <i>Annual Conference</i> , New York, USA, August 4-6	2016
<b>Mukherjee, S.</b>	Service Sector Liberalisation and Wage Inequality with Non-traded Goods and Segmented Unskilled Labour Markets	<i>International Conference on Services, Investment and Global Value Chains, (IIFT)</i> , New Delhi, India, July 28-29	2016
<b>Mukherjee, S. Broll, U. Sensarma, R.</b>	Exchange rate volatility and trade responsiveness of international firms	<i>5th Conference on Empirical Issues in International Trade &amp; Finance, (IIFT)</i> , Kolkata, India, December 16-17	2016
<b>Nair, S.R. Pushpangadan, K.</b>	Accelerated Economic Growth and Tax Effort: The case of an Economically Advanced State of India	<i>72nd Annual Congress of the International Institute of Public Finance (IIPF)</i> in Lake Tahoe, Nevada, USA, August 9-11	2016

### NON- REFEREED PUBLICATIONS/ PRESENTATIONS

AUTHOR	TITLE	CATEGORY	DETAILS	YEAR
<b>Balakrishnan, P.</b>	The price of fiscal folly	Popular press	<i>The Hindu</i> , January 24	2017
<b>Balakrishnan, P.</b>	Politics trumps ideology	Popular press	<i>The Hindu</i> , February 2	2017
<b>Balakrishnan, P.</b>	A brief history of the past 70 years	Popular press	<i>The Hindu</i> , March 22	2017
<b>Balakrishnan, P.</b>	A non-state view of Kerala	Popular press	<i>The Hindu</i> , May 5	2017
<b>Balakrishnan, P.</b>	The economy in the time of Narendra Modi	Popular press	<i>The Hindu</i> , June 5	2017
<b>Balakrishnan, P.</b>	After globalisation's promise	Popular press	<i>The Hindu</i> , July 18	2017
<b>Mukherjee, S.</b>	"Technology, trade and 'urban poor' in a general equilibrium model with segmented domestic factor markets": A synopsis	Non- refereed	<i>IIMK Research Blog</i>	2016



<b>Mukherjee, S. Sampath, A.</b>	Demonetisation does not address deeper issue of tax evasion: Though demonetisation serves as a good start to clean up the mess, it does not address the deeper issue of tax evasion	Popular press	<i>The Financial Express Opinion</i> , December 16	2016
<b>Mukherjee, S. Sensarma, R.</b>	Brexit and India - Are We Missing Something?	Non-refereed	<i>IMI Konnect</i> , Vol. 5, Issue 5, October	2016
<b>Sensarma, R. Bhanumurthy, N. R.</b>	Econometric Applications in Trade, Finance and Development	Editorial	<i>IIM Kozhikode Society &amp; Management Review</i> , January 23	2017
<b>Sensarma, R. Sampath, A.</b>	Subtle, powerful reforms	Popular press	<i>The Week</i> , April 23	2017
<b>Sensarma, R.</b>	From Demonetisation To Disinvestment: Can The Government Go For Another Big Bang?	Popular press	<i>Swarajya</i> , January 31	2017
<b>Sensarma, R.</b>	With PSU Banks' Employees Now Having Skin In The Game, Indradhanush Beginning To Fall In Place	Popular press	<i>Swarajya</i> , March 6	2017
<b>Sensarma, R.</b>	The demonetisation effect: Short-term pain for long-term gain	Popular press	<i>Mathrubhumi</i> , November 26	2016
<b>Sensarma, R.</b>	Here's why demonetization can still be a success	Popular press	<i>Malayala Manorama</i> , December 10	2016
<b>Sensarma, R.</b>	Kerala: Good economics needs good politics	Popular press	<i>Deccan Chronicle</i> , July 5	2016
<b>Sensarma, R.</b>	A code for growth	Popular press	<i>The Week</i> , June 19	2016
<b>Sensarma, R.</b>	Rajan Has Got An Entire Country Interested In 'The Dismal Science'	Popular press	<i>Swarajya</i> , June 21	2016
<b>Sensarma, R.</b>	RBI's Actions On Liquidity And Lower Rates Will Help Growth To Surge In FY17	Popular press	<i>Swarajya</i> , April 5	2016
<b>Sensarma, R.</b>	India: A Haven of Stability in a Turbulent World?	Invited Talk	<i>Thrissur Management Association's Annual Convention</i> , Kerala, India April 19	2016
<b>Sensarma, R.</b>	All about demonetisation	Invited Talk	<i>Regional Science Centre &amp; Planetarium</i> , Kozhikode, Kerala, India, November 19	2016
<b>Sensarma, R.</b>	All about demonetisation	Invited Talk	<i>Kozhikode Sustainable Development Initiative</i> , Kerala, India, January 9	2017
<b>Sensarma, R.</b>	All about demonetisation	Invited Talk	<i>Satsang - the Sub Regional Conference for CA Students</i> , Board of Studies, (ICAI), Kerala, India, January 10	2017
<b>Sensarma, R.</b>	Union Budget 2017- 2018: Critical Analysis and way Ahead for Indian Economy	Invited Talk	<i>(FICCI) Kerala State Council</i> , Kerala, India, February 6	2017

### SESSION CHAIRS

AUTHOR	TITLE	YEAR
<b>Mukherjee, S.</b>	<i>One-day Seminar (funded by NITI Aayog) on 'Kerala State Finances: Problems and Prospects', IIM Kozhikode, Kerala, India, February 20</i>	2017
<b>Thomas, A.</b>	<i>One-day Seminar (funded by NITI Aayog) on 'Kerala State Finances: Problems and Prospects', IIM Kozhikode, Kerala, India, February 20</i>	2017

### EXTERNAL RESEARCH PROJECTS

AUTHOR	TITLE	YEAR
<b>Nair, S. R. Sensarma, R.</b>	NITI Aayog funded project on Kerala State Finances	2016
<b>Sensarma, R. Jacob, R. T.</b>	NABARD funded project on "Indebtedness or Debt Trap? A Case Study of Rural Households in Kerala"	2017

### WORKING PAPERS

AUTHOR	TITLE	YEAR
<b>Dey, S.</b>	Historical Events and the Gold Price	2016
<b>Dey, S.</b>	Gold in Monetary Transmission - Some Evidence of Nonlinearities	2016
<b>Mukherjee, S.</b>	Technology, trade and 'urban poor' in a general equilibrium model with segmented domestic factor markets	2016
<b>Mukherjee, S.</b>	Opening the Pandora's Box – Liberalised Input Trade and Wage Inequality with Non-traded Goods and Segmented Unskilled Labour Markets	2016
<b>Mukherjee, S. Broll, U.</b>	International Trade and Risk Aversion Elasticities.	2016
<b>Mukherjee, S.</b>	Tariffs, FDI with technology transfer and welfare in segmented factor markets	2016
<b>Gangopadhyay, K.</b>	A Survey into Evidence of Zipf's Law among Indian Socio-Economic Variables	2017
<b>Broll, U. Mukherjee, S. Sensarma, R.</b>	"Exchange rate volatility and exports: Estimation of firms' risk preferences"	2017
<b>Nair, S.R. Eapen, L. M.</b>	Goods and Services Tax and Price Control Measures: Lessons for India from Australian Experience	2017
<b>Sarkar, S. Sensarma, R.</b>	Risk Taking Channel of Monetary Policy: A Review of the Evidence and Some Preliminary Results for India	2017

**Dey, S.** (2016). Historical Events and the Gold Price. *IIMK/WPS/198/EA/2016/09*.

Gold prices are quick to respond to world events. However, some of these events stand out, in the sense that they have had significant influence on the conditional mean and volatility of gold prices. In this paper, we have taken 30 historical events ranging from the suspension of dollar's convertibility into gold in August 1971 to the end of the Quantitative Easing in the US in October 2014 and studied their impact on real gold prices. We find that the US economy and the current dollar-based monetary system is still the main driver of real gold prices. Our empirical exercise in this paper finds that the mean and variance of real gold prices have experienced significant changes primarily when the historical events in question either reinforced or challenged the economic dominance of the US and the role of dollar in the global monetary system

**Dey, S.** (2016). Gold in Monetary Transmission - Some Evidence of Nonlinearities. *IIMK/WPS/202/EA/2016/13*.

As a commodity, gold occupies a special place in Indian psyche. With formal capital markets still out of reach for a large section of the Indian population, gold, beyond its traditional use as jewellery, also acts as a store of value, especially under an environment of moderately high inflation. In this paper, we further explore the asset price channel of monetary transmission by endogenizing gold price inflation within the Indian macroeconomic system. Supported by empirical tests in favor of such an inclusion, a linear VAR model results indicate that gold seems to act as a shock absorber by way of shielding other macroeconomic variables, especially GDP growth, from the influence monetary policy shocks. In India, the demand for gold is primarily met by imports. Thus, the dynamics of gold, real exchange rate and inflation are likely to be



interlinked in a nonlinear manner. Based on estimation of a TVAR model and simulation methods of inference, we find that there are significant differences in the macroeconomic dynamics of the Indian economy under high and low inflation regimes. Moreover, the TVAR model results suggest that gold seems to matter more in the Indian macroeconomic system during episodes of high inflation.

**Mukherjee, S.** (2016). Technology, trade and 'urban poor' in a general equilibrium model with segmented domestic factor markets. *GEP 16/10*, Nottingham Centre for Research on Globalisation and Economic Policy (GEP).

Motivated by a set of stylized facts based on the provincial data for India, this paper, by utilizing a four-sector general equilibrium framework with segmented labour and capital markets (domestic), proposes that factor-specific technological progress only in the capital-intensive segment of the urban formal sectors may affect the urban informal workers adversely, while a technological progress (trade-induced) in the vertically integrated skill-intensive formal sector benefits them. The quantitative analysis demonstrates that when both of the formal sectors undergo capital-using technological progress, urban informal wage may improve, provided the vertically integrated formal sector could save more on the capital cost of production compared to the relatively capital-intensive formal sector and capital flows to the informal sectors. This helps understand trends in urban poverty given the strong association between urban informal wage and the degree of urban poverty.

**Mukherjee, S.** (2016). Opening the Pandora's Box – Liberalised Input Trade and Wage Inequality with Non-traded Goods and Segmented Unskilled Labour Markets. *GEP 2016/15*, Nottingham Research Centre on Globalisation and Economic policy (GEP).

This paper, using a full-employment general equilibrium model for a developing Asian country like India with internationally non-traded goods and international fragmentation in skill-intensive production, illuminates how liberalised input trade, by enhancing demand for skills in the skill-intensive service sectors, could affect the unskilled wages prevailing in the informal sectors and employment conditions in those sectors, through the existence of finished non-tradable and the corresponding domestic demand-supply forces. The model economy is characterized by dual unskilled labour market with unionized formal and nonunionised informal sectors. Quantitative analyses have also been performed to simulate how the changes in elasticity's of factor substitution in production of different sectors account for the movement in informal wage and therefore the movement in skilled–unskilled wage gap. Therefore, the relative wage inequality in a developing Asian country like India with dual labour markets has not been governed only by the increase in the skilled wages.

**Mukherjee, S., & Broll, U.** (2016). International Trade and Risk Aversion Elasticities.. *GEP 2016/17*, Nottingham Research Centre on Globalisation & Economic Policy (GEP).

This paper analyses, for the first time, risk-taking behaviour (under no-hedging possibilities) using two-moment model for a firm linked to both domestic and foreign markets simultaneously – in the first case, the firm is simultaneously serving both domestic and foreign markets; while in the second case, it is serving

the domestic market, using the imported intermediate products as inputs. Uncertainties in the spot exchange rates impart production decisions of the firm in either case. In sum, the firm's elasticity of risk aversion with respect to the standard deviation (or the mean) of the firm's end-period random profit determines the direction of the impact of exchange rate volatilities on trade. This simple framework can be helpful to answer the seemingly non-intuitive empirical results.

**Mukherjee, S.** (2016). Tariffs, FDI with technology transfer and welfare in segmented factor markets. *IIMK/WPS/190/EA/2016/14*.

This paper, using a three-sector full employment general equilibrium model with segmented domestic factor markets, shows that policy of import restriction using tariffs can be beneficial for a small, open developing economy compared to the policy of import liberalization, opposite to the conventional

results. Also inflows of foreign-owned capital to an export sector within the export processing zone (EPZ) of the economy coupled with labour-augmenting type technology transfer can lead to welfare amelioration, even without the existence of segmentation in labour market. So these seemingly counterintuitive theoretical results support recent empirical findings suggesting that trade restrictions can promote growth and



attract FDI for the developing countries, even when foreign capital enters one specific export sector of the economy.

**Gangopadhyay, K.** (2017). A Survey into Evidence of Zipf's Law among Indian Socio-Economic Variables. *IIMK/WPS/223/EA/2017/07*.

Zipf's Law is an empirical phenomenon observed in many natural systems. The distribution of a physical variable demonstrates sharp rise at the right tail under this law. The occurrence of this law is pervasive among the physical variables. Econophysics, a discipline named so by Eugene H. Stanley, studies the application of physical principles among variables related to human action mostly related to socio-economic variables. This paper surveys the studies on the existence of Zipf's law among Indian socio-economic variables. We present the evidence on economic variables, in particular income, wealth and consumption distribution. The other socio-economic variable of our choice is city size distribution. In all cases, the Zipf's law is established with different values for the Pareto exponent.

Broll, U., **Mukherjee, S., & Sensarma, R.** (2017). Exchange rate volatility and exports: Estimation of firms risk preferences. *CEPIE Working Paper No. 05/17 (May 2017)*, Center of Public and International Economics (CEPIE), Technische Universität Dresden. This paper also appeared as IIM Kozhikode working paper, *IIMK/WPS/212/EA/2016/24*

In this companion paper to Broll and Mukherjee, we empirically analyse how exchange rate volatilities affect firms' optimal production and exporting decisions. A firm's elasticity of risk aversion between risk and return determines the direction of the impact of exchange rate risk on exports. Based on a flexible utility function that incorporates all possible risk preferences, a unique structurally estimable equation is used to estimate the

risk aversion elasticities for a panel of Indian service sector (non-financial) firms over 2004-2015, using the quantile regression method. Quantile regression allows to estimate how characteristics of exports varies with the level of elasticities across the conditional exchange rate distribution.

**Nair, S. R., & Eapen, L. M.** (2017). Goods and Services Tax and Price Control Measures: Lessons for India from Australian Experience. *IIMK/WPS/227/EA/2017/11*.

The Model Goods and Services Tax (GST) Law which would guide the implementation of GST in India has incorporated an "Anti-profiteering" clause aimed to ensure that the businesses pass on to the consumers the cost savings resulting from the adoption of GST. The responses from the businesses and commentators to the inclusion of this clause have been skeptical. In this context, the objective of this paper is to study Australia's experience with price monitoring during the GST transition period and draw suitable lessons for India on the feasibility of implementing anti-profiteering measures in the Indian context. The paper finds that, following Australian model, it is possible to institute a comprehensive and effective price monitoring mechanism in India to ensure that consumers receive the full benefits from GST introduction in the form of lower prices expected due to tax reductions, input tax credits received by the businesses and reduction in compliance cost.

**Sarkar, S., & Sensarma, R.** (2017). Risk Taking Channel of Monetary Policy: A Review of the Evidence and Some Preliminary Results for India. *IIMK/WPS/250/EA/2017/34*.

Some recent papers have studied the link between the stance of monetary policy and the risk-taking behavior of banks. Loose monetary policy can encourage banks to reach for yield, which will increase their share of risky assets and also induces banks to take more risks on account of a rise in asset values. On the funding side, loose monetary policy increases incentives to use more short term funding. This paper provides a comprehensive review of the evidence on the risk taking channel of monetary transmission and empirically examines the existence of the risk taking channel in Indian banking. The paper's novelty also lies in the fact that it incorporates the role of ownership and empirically tests the response of banks in terms of a wide array of risks, i.e., asset, default and market risks in the face of easy and tight monetary stances adopted by the central bank.



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

Balooni, K.	IIM Kozhikode Society & Management Review	Editor-in-Chief
Balooni, K.	Agroforestry Systems	Ad hoc Reviewer
Balooni, K.	Ecology and Society	Ad hoc Reviewer
Balooni, K.	Forest Policy and Economics	Ad hoc Reviewer
Balooni, K.	Journal of Rural Studies	Ad hoc Reviewer
Mukherjee, S.	IIM Kozhikode Society & Management Review	Ad hoc Reviewer
Mukherjee, S.	IIMB Management Review	Ad hoc Reviewer
Mukherjee, S.	Economic Modelling	Ad hoc Reviewer
Sensarma, R.	Journal of Quantitative Economics	Ad hoc Reviewer
Sensarma, R.	IIMB Management Review	Editorial Review Panel
Sensarma, R.	Journal of Accounting in Emerging Economies	Editorial Board
Sensarma, R.	Risk Governance and Control: Financial Markets & Institutions	Editorial Board
Sensarma, R.	Journal of Reviews on Global Economics	Editorial Board
Sensarma, R.	IIM Kozhikode Society & Management Review	Managing Editor

## FACULTY

## ECONOMICS



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Rudra Sensarma



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Sthanu R. Nair



## FINANCE, ACCOUNTING & CONTROL



Finance, Accounting and Control area at IIM Kozhikode is a multi-disciplinary area with faculty interests centered on financial markets, risk management, banking, valuation, infrastructure financing, IFRS, behavioral finance, corporate governance and restructuring. The faculty of the area pursue research that is rigorous and empirical in nature resulting in publications in reputed and referred journals.



### REFEREED JOURNAL PUBLICATIONS

AUTHOR	TITLE	JOURNAL	YEAR
Surenderrao Komera <b>Jijo Lukose P. J.</b>	Heterogeneity and asymmetry in speed of leverage adjustment: The Indian experience	<i>Review of Pacific Basin Financial Markets and Policies</i>	2016
<b>Pankaj Kumar Baag</b> <b>Kavitha, P.</b>	Banks in India - Efficiency in Financing Entrepreneurs and Small Businesses Under PMMY Scheme: DEA Approach	<i>SMART Journal of Business Management Studies</i>	2017
<b>Ramprasath L.</b>	Role of stylized features in constructing better estimators	<i>Communications in Statistics - Theory and Methods</i>	2016
<b>Rachappa Shette</b> Sundar Ram Korivi <b>Sudershan Kuntluru</b>	Opportunistic earnings management during initial public offerings: evidence from India	<i>Review of Accounting and Finance</i>	2016
<b>Rachappa Shette</b> Sundar Ram Korivi	Cobweb Theorem: Signals from Indian Commodity Markets, with Specific Reference to Pulses	<i>ICAI's Research Bulletin</i>	2017
<b>Sony Thomas</b> Thenmozhi, M. Chandra, A.	Open Interest, Basis, Volume and Spot Volatility during Growth, Crisis and Stable Period: Evidence from Indian Stock Market	<i>Finance India</i>	2016



Komera, S., & Lukose, J. P. J. (2016). Heterogeneity and asymmetry in speed of leverage adjustment: The Indian experience. *Review of Pacific Basin Financial Markets and Policies*, 19(3): 1-26

In this paper, we examine firms' capital structure adjustment behavior and estimate their "speed of adjustment" toward optimal leverage ratios by employing a dynamic, partial adjustment model. We find that sample firms on an average offset half of the deviation from their target leverage ratios in less than one and half (1.41) years. Such evidence suggests optimal capital structure behavior among sample firms. Further, we report cross sectional heterogeneity and asymmetry in speed of adjustment estimates, resulting from varied leverage adjustment costs across the sample firms. We find higher speed of adjustment estimates among larger sample firms suggesting higher leverage adjustment costs for smaller firms. Business group affiliation does not seem to influence the costs of sample firms' leverage adjustment. Over-levered firms report higher speed of adjustment estimates, suggesting that sample firms do not consider debt financing as a "disciplining mechanism" for managers. Further, we find lower speed of adjustment estimates for sample firms with higher cash flow, implying that Indian markets do not actively accommodate firms' cash flow needs. Thus, our findings reveal complex asymmetric information problems and consequent varied leverage adjustment costs among emerging market firms.

Baag, P. K., & Kavitha, P. (2017). Banks in India- Efficiency in Financing Entrepreneurs and Small Businesses Under PMMY Scheme: DEA Approach. *SMART Journal of Business Management Studies*, 13(2).

Banks are one of the mediums of implementing Government schemes that facilitate easy access to capital for small businesses and entrepreneurs. We for the first time analyze the bank's efficiency in implementing a government scheme that promotes entrepreneurship. We empirically study the relative technical and scale efficiency of 42 Indian banks including a comparative efficiency between private and public sector banks in providing loans under the Pradhan Mantri MUDRA Yojana PMMY scheme launched by the Government of India to promote entrepreneurship and facilitate easy access to capital for small and micro units including the start-ups under the scheme using data on the number of loans sanctioned and amount of loan disbursed under the scheme as on March 2016. We have used the Data Envelope Analysis (DEA) - a non-parametric technique for measuring the relative efficiencies of the Indian banks. We found that while Indian banks have been less efficient in implementing the PMMY, in comparison the public sector banks are more efficient in providing loans under the scheme and providing loans to start-ups under the scheme than the private sector banks. The study implies that the banks' efficiency scores give the policy makers a better picture of their relative performances it takes into account the differences in size, branch network, back end technology and profitability unlike the number of loans sanctioned. The efficiency levels provide information to the policy makers on how many more loans can be sanctioned by each bank with their existing resources. The lower efficiency of private sector banks mandates separate and stricter norms for implementation of PMMY for private banks.



Ramprasath, L. (2016). Role of stylized features in constructing better estimators. *Communications in Statistics - Theory and Methods*, 46(15): 7612-7620

This article discusses the role played by stylized features of financial time series in constructing better estimators for the model parameters. We study in detail one such estimator for the transition probabilities of a simple regime switching model. The estimator is based on the squared autocovariances of the time series, which has been discussed in several empirical studies of economic and financial time series. The effectiveness of this estimator in improving the estimation accuracy is investigated, using both finite sample and asymptotic computations. We also report simulation results to confirm our findings and to extend our conclusions over a bigger region of the parameter space.

Shette, R., Kuntluru, S., & Korivi, S. R. (2016). Opportunistic earnings management during initial public offerings: evidence from India. *Review of Accounting and Finance*, 15(3): 352-371.

This paper aims to examine the impact of initial public offerings (IPO)-year opportunistic earnings management on long-term market and earnings performance.

**Purpose:** This paper aims to examine the impact of initial public offerings (IPO)-year opportunistic earnings management on long-term market and earnings performance.

**Design/methodology/approach:** A sample of 150 book-built IPOs over 2001-2006 are analysed based on industry adjusted return on sales and industry adjusted return on assets for six post-IPO years. The quality of earnings is measured in two ways using discretionary accruals and Beneish manipulation score. Modified Jones model is used to estimate the expected accruals and to compute the discretionary accruals for each IPO firm year. Regression model is used to examine the impact of IPO-year quality of earnings on future earnings performance.

**Findings:** The paper finds that earnings and market performance of IPO companies are abnormally higher in the IPO-year, as compared to the post-IPO years. Similarly, the quality of earnings during the IPO-year is lower than those in the post-IPO years. The results also show that the opportunistic earnings management in IPO-year has significant negative impact on the long-term adjusted earnings and market performance.

**Shette, R., Kuntluru, S., & Korivi, S. R. (2016).** Opportunistic earnings management during initial public offerings: evidence from India. *Review of Accounting and Finance*, 15(3): 352-371.

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**Shette, R., & Korivi, S. R. (2017).** Cobweb Theorem: Signals from Indian Commodity Markets, with Specific Reference to Pulses. *ICAI's Research Bulletin*, 43(1).

Pulse prices began to hit the headlines from May through September 2016 on account of the inflationary tendencies. An understanding of the Cobweb Model provides a better understanding of the reasons for the friction between supply and demand. The slew of measures taken by the policy-makers in the first good monsoon after two monsoon-deficient years have resulted in a turwnaround in the pulse prices in India as seen between November 2016 and February 2017. This paves the way for a smoother interaction between the commodity spot and the commodity derivatives markets. The Cobweb Model is equally useful to producers, consumers, policy-makers and traders.

**Thomas, S., Thenmozhi, M., & Chandra, A. (2016).** Open Interest, Basis, Volume and Spot Volatility during Growth, Crisis and Stable Period: Evidence from Indian Stock Market. *Finance India*, 30(2): 473-510

The paper examines the interlinkages among volatility and futures market trading indicators such as open interest, basis, and trading volume using vector auto regression. Essentially we use these trading indicators to measure hedging, speculation, and arbitrage in futures market. We find that speculation in futures market drives spot volatility, while speculation and arbitrage cause hedging, volatility and causality running from hedging towards speculation in futures market. Hedging and speculation mainly drive arbitrage in futures market and there exists bidirectional causality and feedback effect between spot volatility and speculation, between hedging and speculation, and between hedging and arbitrage and there is unidirectional causality between speculation and arbitrage. We provide evidence that as pricing error increases, volatility tends to decrease and arbitrage mitigates the spot price volatility during crisis period.



### FORTHCOMING REFEREED JOURNAL PUBLICATIONS

AUTHOR	TITLE	DETAILS
<b>Baag, P. K.</b>	Perspectives look at the role of the Indian regulators and the private sector in expanding financial access to the poor	<i>International Journal of Research in Business Studies</i>
Komera, S. <b>Lukose, J. P. J.</b> Sasidharan, S.	Does Business Group affiliation encourage R&D activities? Evidence from India	<i>Asia Pacific Journal of Management</i>
Bhagawan, P. M. <b>Lukose, J. P. J.</b>	The Determinants of Currency Derivatives Usage among Indian Non-financial Firms: An Empirical Study	<i>Studies in Economics and Finance</i>
<b>Ramprasath, L.</b> Durairajan, T. M.	Estimating functions and equivariance for diffusion models	<i>Journal of Indian Statistical Association</i>

### BOOKS, BOOK CHAPTERS / PUBLISHED & FORTHCOMING

AUTHOR	TITLE	CATEGORY	DETAILS	YEAR
<b>Baag, P. K.</b> Kandpal, V. Kavidayal, P. C.	Accounting for Management	Book	<i>ABS Books, April</i>	2016
<b>Baag, P. K.</b> Kandpal, V.	Financial Institutions and Markets	Book	<i>ABS Books, April</i>	2016
Komera, S. <b>Lukose, J. P. J.</b> Sasidharan, S.	Business group affiliation and Innovation in medium and high technology industries in India	Book Chapter	<i>Technology: Corporate and Social Dimensions</i> , Sidharthan N. S. & Narayanan K. Springer, Page nos 43-56, December	2016
Kalagnanam, S. <b>Nair, A. S.</b>	Corporate Social Responsibility and Social Risk Mitigation: A Conceptual Paper	Book Chapter	<i>CSR: The New Paradigms</i> . Sahay, B.S. S. Das, B. Chatterjee, G. Subramanian and R.V. Rao (eds.). New Delhi.	2016

### CONFERENCE PAPERS, PRESENTED & FORTH COMING

AUTHOR	TITLE	DETAILS	YEAR
<b>Baag, P. K.</b>	Perspectives look at the role of the Indian regulators and the private sector in expanding financial access to the poor	<i>ICRB 2017 India International Centre New Delhi, India, April</i>	2017
<b>Baag, P. K.</b>	Owner's financial expertise and Resubmitted Approved Loan Proposal in the Indian banks at the loan inception stage	<i>ICRB 2017, India International Centre New Delhi, India, April</i>	2017
<b>Jacob, C. K.</b> <b>Lukose, J. P. J.</b>	Institutional Investors and "Dividend Policy"	<i>Asia-Pacific Industrial Organisation (APIOC) University of Melbourne, Australia</i>	2016
<b>Jacob, C. K.</b> <b>Lukose, J. P. J.</b>	Institutional Ownership and Payout Policy	<i>International Conference on Financial Markets and Corporate Finance (ICFMCF), IIT Madras, India</i>	2016

<b>Kuntluru, S. Shette, R.</b>	Earnings Management to Avoid Losses: Evidence from India	<i>Indian Finance Conference 2016</i> jointly organized by IIMA, IIMB and IIMC, IIM Ahmedabad, India, December 19-21	2016
<b>Lukose, J. P. J. Sekhar, S.</b>	The decision to go public and Impact of BG affiliation	<i>International Conference on Financial Markets and Corporate Finance</i> , IIT Madras, India, August	2016
<b>Lukose, J. P. J. Bhagawan, C. G. Shankar, R. L.</b>	Corporate Derivative Use, Leverage and the Cost of Equity: New Insights from Indian Non-financial firms	<i>International Conference on Financial Markets and Corporate Finance</i> , IIT Madras, India, August	2016
<b>Lukose, J. P. J. Subash, S. Komera, S.</b>	Board characteristics, ownership structure, and technological efforts in emerging market firms: The case of India.	<i>FGKS conference</i> , IIT Madras, India, December	2016
<b>Lukose, J. P. J. Subash, S. Komera, S.-</b>	Does BG affiliation encourage R&D activities? Evidence from India	<i>Academy of Management annual meetings</i> , California, USA, August	2016
<b>Ramprasath, L. Ray, B.</b>	Hedging Dynamic Fund Protection	<i>53rd TIES conference, (NISER)</i> , Bhubaneswar, December 22-24	2016
<b>Sampath, A.</b>	The Relationship between Half Hourly Returns and Trading Volumes - Evidence from NIFTY futures	<i>24th Global Finance Conference</i> , May 4-6	2017

#### NON- REFEREED PUBLICATIONS/ PRESENTATIONS

AUTHOR	TITLE	CATEGORY	DETAILS	YEAR
<b>Nair, A. S. Upadhyayula, R. S.</b>	Airport public-private partnerships need to tweak some basic issues to avoid current pitfalls	Popular press	<i>Economic Times</i> February 28	2017

#### CASE STUDIES

AUTHOR	TITLE	YEAR
<b>Nair, A. S. Upadhyayula, R. S.</b>	GMR Airport Concession: Mumbai Versus Delhi	2016

**Nair, A. S., & Upadhyayula, R. S.** (2016). GMR Airport Concession: Mumbai Versus Delhi, *IVEY Publishing*, CASE Reference no. 9B16N014

In 2004, bids were invited from airport developers and operators for the development and operation of Mumbai's Chhatrapati Shivaji International Airport and Delhi's Indira Gandhi International Airport. On January 31, 2006, a consortium led by GMR Group (GMR) was selected as the only technically qualified bidder. However, in order to avoid a monopoly in Indian airport operations, GMR was asked to choose between the two airports and match the financial bid of another bidder that was not technically qualified for the work. The Delhi airport, the pride of the National Capital Region, would serve as a gateway for participants, dignitaries, and other guests arriving for the upcoming Commonwealth Games to be held in New Delhi in October 2010. However, the Mumbai airport was the gateway to business investments in India. GMR faced a difficult choice between a mission-critical airport in the National Capital Region or an airport in India's commercial capital. Which airport would give GMR an edge in the global aviation sector? Which choice was in line with GMR's vision?



## SESSION CHAIRS

AUTHOR	TITLE	YEAR
<b>Sampath, A.</b>	Marketing, Technology and Society. <i>International Conference on Marketing, Technology and Society</i> , IIM Kozhikode, Kerala, India, September 29-October 1.	2016

## EXTERNAL RESEARCH PROJECTS

AUTHOR	TITLE	YEAR
<b>Sampath, A.</b> Gopalaswamy, A. K.	From Value Added Taxation to Goods and Services Taxation: The Case of India. The South Asia Network of Economic Research Institute.	2016

## WORKING PAPERS

AUTHOR	TITLE	YEAR
<b>Kavitha, P.</b> <b>Baag, P. K.</b>	Banks in India - Technical and Scale Efficiency in Financing Entrepreneurs and Small Businesses: DEA approach	2016
<b>Baag, P. K.</b>	Owner's financial expertise and Resubmitted Approved Loan Proposal in the Indian banks at the loan inception stage.	2017
<b>Baag, P. K.</b>	A critical approach to expanding the Financial Services Access for the Poor	2017
<b>Baag, P. K.</b>	Indian Bank's Performance in the framework of Policies & Principles of Financial Inclusion	2017
<b>Kumar, S. S. S.</b>	Sensex and Nifty indices - Are they the right Benchmarks for mutual funds in India?	2017

**Kavitha, P., & Baag, P. K.** (2016). Banks in India- Technical and Scale Efficiency in Financing Entrepreneurs and Small Businesses: DEA approach. *IIMK/WPS/206/FIN/2016/18*.



Banks are one of the mediums of implementing Government schemes that facilitate easy access to capital for small businesses and entrepreneurs. We for the first time analyze the bank's efficiency in implementing a government scheme that promotes entrepreneurship. We empirically study the relative technical and scale efficiency of 42 Indian banks including a comparative efficiency between private and public sector banks in providing loans under the Pradhan Mantri MUDRA Yojana PMMY scheme launched by the Government of India to promote entrepreneurship and facilitate easy access to capital for small and micro units including the start-ups under the scheme using data on the number of loans sanctioned and amount of loan disbursed

under the scheme as on March 2016. We have used the Data Envelope Analysis (DEA) - a non-parametric technique for measuring the relative efficiencies of the Indian banks. We found that while Indian banks have been less efficient in implementing the PMMY, in comparison the public sector banks are more efficient in providing loans under the scheme and providing loans to start-ups under the scheme than the private sector banks. The study implies that the banks' efficiency scores give the policy makers a better picture of their relative performances it takes into account the differences in size, branch network, back end technology and profitability unlike the number of loans sanctioned. The efficiency levels provide information to the policy makers on how many more loans can be sanctioned by each bank with their existing resources. The lower efficiency of private sector banks mandates separate and stricter norms for implementation of PMMY for private banks.

**Baag, P. K.** (2017). Owner's financial expertise and Resubmitted Approved Loan Proposal in the Indian banks at the loan inception stage. *IIMK/WPS/233/FIN/2017/17*.

We empirically evidenced that the owner's financial expertise is different and comparatively less with respect to resubmitted approved loan proposal in the Indian banks at the loan inception stage, with proper control for resubmission and non-resubmission of loan proposals at the time of approval of these loans using primary data sample of 575 corporate accounts spread over a period of 15 years collected from Indian banks. The finding of this study implies that borrowers with comparatively less promoter's financial expertise in self-interest will avoid violating core covenants at the inception stage of a loan to get the loans approved. There is evidence of earnings management with respect to resubmitted loan proposal which are approved. Banks should take this information into account while disbursing loan and framing credit policies.

**Baag, P. K.** (2017). A critical approach to expanding the Financial Services Access for the Poor. *IIMK/WPS/234/FIN/2017/18*.

We critically look at the factors of expanding financial services access for the poor in terms of measure, impact, policies, barriers and promotion along with actions taken in the Indian context in the past and the present. We suggest that the corrective actions to be taken in the future should be more dynamic with respect to market development along the path to an inclusive digital financial system tailor made to our interventions based around four initiatives: continuous new payment system with right scale and size; regular financial services at right scale and size; continuous new partnership with new differential players; and research and Innovation.

**Baag, P. K.** (2017). Indian Bank's Performance in the framework of Policies & Principles of Financial Inclusion. *IIMK/WPS/247/FIN/2017/31*.

We tie the performance of Indian banks in a broad framework around the policies and principles of financial inclusion. We find that the business aspect of financial inclusion is the biggest psychological barrier in India, though Banks have only recently acknowledged that the poor are indeed bankable, and are working towards creating strong business models that will create sustained financial inclusion as well as make a strong business sense to the bank themselves. This is possible only when financial inclusion is treated as an essential part of strategic financial sector growth and development by the government and the regulators.





**Kumar, S. S. S.** (2017). Sensex and Nifty indices - Are they the right Benchmarks for mutual funds in India? IIMK/WPS/244/FIN/2017/28.

Recently two significant developments took place in the Indian capital markets -(1) SEBI's decision making it mandatory for all mutual funds to disclose the scheme returns against a common benchmark index like Nifty or Sensex and (2) Employee Provident Fund Organization (EPFO) is permitted to invest a part of their funds in to stock market through the exchange traded fund (ETF) route particularly SBI Sensex and SBI Nifty ETF's. Both the developments are tied by a common concept that stock market indices like Nifty and Sensex are passive without any statistically significant alpha. In the fund management industry, alpha is a measure of the risk adjusted excess returns from a portfolio that can be attributed to the stock picking skills of a fund manager. In this paper an attempt is made to examine to check for the presence of significant alphas in the returns of both the indices. The results of the study indicate that both the indices have statistically significant excess returns raising questions on their suitability to act as reference and/or benchmarks for evaluating performance of mutual funds in India. Further, the study examined the returns of SBI Sensex ETF and observed a statistically significant alpha. The results of the study have important implications not only for the index construction companies but also to the policymakers who are advocating investment of considerable amounts of provident fund money in to stock market through exchange traded funds linked to Sensex and Nifty. Index maintenance companies have to re-design the indices so that they remain passive and the EPFO Administration may rethink their decision to invest in the existing ETFs linked to the Sensex and Nifty indices and should consider constructing a well-diversified stock portfolio that is truly passive so that their mandate to get exposure only to market risk is fulfilled.

#### FELLOWSHIPS/ AWARDS/ HONOURS

AUTHOR	TITLE	YEAR
Bhagawan, P. <b>Lukose, J. P. J.</b> Ghosh, C. Shankar, R. L.	Best Research Paper Corporate finance International Conference on Financial Markets and Corporate Finance	August 2016

#### FACULTY

#### FINANCE, ACCOUNTING & CONTROL



Abhilash Nair



Jijo Lukose P. J.



SSS Kumar



Pankaj Kumar Baag



Rachappa Shette



Ramprasath L



Arvind Sampath



Sony Thomas



Sudershan Kuntluru





## HUMANITIES & LIBERAL ARTS IN MANAGEMENT



Humanities & Liberal Arts in Management is one of the eight academic areas at the Indian Institute of Management Kozhikode (IIMK). In this area, we study human behavior and condition in relation to Business Management. The primary focus of the area is on Human Communication, Law, Social and Political aspects of Indian Societies, Culture History, and Ethics. The area is expanding its horizon. There would be many more courses in near future that would inform our students about the philosophy of Humanities & Liberal Arts and how they can be applied in Management Education. We believe that, in addition to typical issues of management education, lessons from Humanities & Liberal Arts would foster imagination of our students further. Unlike empirical approaches of the Natural Sciences, Humanities & Liberal arts primarily use methods to address the issues of human behavior and condition that are primarily analytical, critical and speculative in nature.



### REFEREED JOURNAL PUBLICATIONS

AUTHOR	TITLE	JOURNAL	YEAR
Deepa Sethi	Computer-Related Health Problems among White-Collar Employees: Communicating a Blueprint	<i>Indian Journal of Science and Technology</i>	2016

**Deepa, S.** (2016). Computer-Related Health Problems among White-Collar Employees: Communicating a Blueprint. *Indian Journal of Science and Technology*, 9 (32).

To analyze the existence of computer-related health problems among white-collar employees; and to suggest a blueprint for prevention. Methods/Statistical Analysis: A study was conducted across segments among white-collar employees from South India with a participant volume of 259. The chi-square test in SPSS version 22 was used for analyzing the results. Findings: The existence of visual problems in the participant set was 65% (168/259), and musculoskeletal problems were conveyed by 67% (173/259) whilst 32% (84/259) experienced stressful signs. The study established that there was a steady upsurge in visual complaints as the total hours working on computers added day by day. Similar link was discovered for musculoskeletal complications. Improvements/Applications: A lot of research on the topic has been done already. The blueprint that should be communicated to the employees to tackle the computer-related health concerns makes it exclusive. The evidence can be used by employers to cultivate a practice and very essentially, will navigate them in building a well-informed workforce. It will also facilitate them modify the workplace to augment employer branding.



## OTHER/FORTHCOMING PUBLICATIONS

BOOKS, BOOK CHAPTERS / PUBLISHED & FORTHCOMING				
AUTHOR	TITLE	CATEGORY	DETAILS	YEAR
<b>Narayan, S.</b>	Addressing Emerging Cybercrimes: A Challenge to International Law in Cyber Security and the Law: A Panoramic View	Book Chapter	Editor Shishir Tiwari, Central Law Publications, Allahabad	2017
<b>Ramnath, A.</b>	The Birth of an Indian Profession: Engineers, Industry, and the State 1900-47	Book	Oxford University Press, India	2017
<b>Verma, P. Mohapatra, S.</b>	The combined use of formal and informal ethics training in the Indian IT companies	Book Chapter	<i>International business strategy: Perspectives on implementation in emerging markets</i> , 357-384. Editors (S. Raghunath & E. Rose)	2017

CONFERENCE PAPERS, PRESENTED & FORTH COMING			
AUTHOR	TITLE	DETAILS	YEAR
<b>Sethi, D.</b>	Do Patients Really Observe Nonverbal Communication of Doctors? – A Case of India	<i>Adwitya-International Conference Engendering Health (IIHMR)</i> , Bangalore, India, November 18-19	2017

NON- REFEREED PUBLICATIONS/ PRESENTATIONS/ BOOK REVIEW				
AUTHOR	TITLE	CATEGORY	DETAILS	YEAR
<b>Narayan, S.</b>	Learning International Law in South - The Relevance, Methodology and Prospects	Panel Discussion	<i>Inaugural Conclave of the Indian Chapter of the Association of Attendees and Alumni of The Hague Academy of International Law, Kerala Institute of Local Administration (KILA)</i> Thrissur, Kerala, India, January 3	2017
<b>Narayan, S.</b>	Career Options in Law	Guest Lecture	<i>Centre for Parliamentary Studies and Law Reforms, National University of Advanced Legal Studies (NUALS)</i> , Kochi January 25	2017
<b>Prasad, D. Padmanabhan, A.</b>	Designing cybersecurity for the financial sector	Popular Press	<i>Live Mint</i> (News Paper), May 22	2017
<b>Sethi, D.</b>	Communication: Life blood of every organization R.V. Lesikar, M.E. Flatley, K. Rentz, P. Lentz, and N. Pande, Business Communication: Connecting in a Digital World	Book Review	<i>IIM Kozhikode Society &amp; Management Review</i> 5(2). Sage Publication, July	2016

## RESEARCH PROJECTS

### Medium Grant Research Projects completed

**Das, A., & Venkatraman, S.** (2016). Impact of Social Media on the lives of the Women of the Kantha Embroidery Industry. *MGRP/2014/04.R1*.

The Kantha is an indigenous piece of embroidery work created by the rural women of West Bengal and Bangladesh and has its origin as a traditional functional form of embroidery known for transforming worn out textiles into beautiful forms of art whose intricate designs are steeped in religion and folk beliefs. Though the initial intention of this creative form was functionality rather than monetary, it has now become commercialized as a symbol of an ethnic product that has universal saleable attributes. After closely studying this unorganized sector in selected parts of rural Bengal, we learned that primarily women in poor families engaged in Kantha embroidery work to support their family's financial needs. Unfortunately, they are poorly paid and they do not get due recognition for their creations. In our study we attempt to understand the current model(s) of the Kantha embroidery industry and consequently, we intend to offer an alternative model that can help the poor women artisans reach out to a global consumer base that have better purchasing power than the local consumers.

## EXTERNAL RESEARCH PROJECTS

AUTHOR	TITLE	YEAR
Caru, V. <b>Ramnath, A.</b>	ENGIND: Engineers and Society in Colonial and Postcolonial India'. <i>National Research Agency</i> , France.	2017

## WORKING PAPERS

AUTHOR	TITLE	YEAR
<b>Ramnath, A.</b>	International networks and aircraft manufacture in late-colonial India: Hindustan Aircraft Limited, 1940-47	2016

**Ramnath, A.** (2016). International networks and aircraft manufacture in late-colonial India: Hindustan Aircraft Limited, 1940-47. *IIMK/WPS/205/HLA/2016/17*.

This paper examines the beginnings of aircraft manufacture and maintenance in India through a study of Hindustan Aircraft Limited (est. 1940). Promoted by industrialist Walchand Hirachand, HAL was set up with the help of capital (initially fifty per cent) from the Mysore Government, which also provided land and other facilities for the company's factory in Bangalore.

Historians of science and technology have yet to study in depth the early history of this specialized industry in India. Further, scholars of 1940s India have, following the point of view of actors like Walchand, seen the aircraft industry primarily as an

example of colonial imperatives subjugating indigenous entrepreneurship and skill. This is in line with the larger historiography, which often sees S&T in India as being either 'colonial' or 'nationalist'. However, recent work by historians has begun to emphasise the need to understand Indian S&T as an integral part of broader, often extra-imperial, networks.

This paper will further develop this historiographical approach by placing the technical practitioners of HAL centre stage. The plant in Bangalore was commissioned by a team of American engineers under W.D. Pawley, who would arrange for manufacturing licences, machinery and materials through his American company, Intercontinent Corporation. These American experts supervised a team of Indian engineers and technicians; the factory was run by the US Army during the latter years of World War II. Using a variety of sources (including the biography of Walchand Hirachand; official records and correspondence in the British



Library, and printed material in the Karnataka State Archives), this paper examines the politics surrounding the founding of HAL, and the training and recruitment of its technical experts. It argues that at a time when colonial institutions were still geared primarily towards teaching civil engineering, American (and British) collaboration, Indian capital, the policies of the princely state of Mysore, and German expertise played an important role in the birth and development of aircraft manufacturing in India.

#### FELLOWSHIPS/ AWARDS/ HONOURS

AUTHOR	TITLE	YEAR
<b>Ramnath, A.</b>	International Scholar of the Society for the History of Technology	Selected in 2014. Award held in the years 2015 and 2016

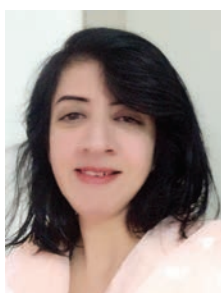
#### MEMBERSHIP OF EDITORIAL/ REVIEW BOARD/ AD HOC REVIEW

<b>Sethi, D.</b>	Computers in Human Behavior	Ad hoc Reviewer
<b>Sethi, D.</b>	IIM Kozhikode Society & Management Review	Ad hoc Reviewer

#### FACULTY HUMANITIES & LIBERAL ARTS IN MANAGEMENT



Anupam Das



Deepa Sethi



A. F. Mathew



Shannu Narayan



Siddharth Mohapatra



Deva Prasad M



## INFORMATION TECHNOLOGY AND SYSTEMS



The primary focus of the area is on the management of information system development, deployment, and support services. Information management enables executives and managers of organizations to make wiser decisions. The quantity and quality of the information needs of an executive at different management levels are different, with the highest quality requirement at the top level. To take faster and informed decisions, the 21st century business managers should have timely, accurate, and relevant information. Faster decision making enables organizations to become more competitive, agile and to respond quickly to the changes in the business environment and customer interests. The ITS area is very active in research also. The research focus of the Area includes big-data analytics and data science, business intelligence, business value of IT/S, cloud computing, crowdsourcing and crowdfunding, cyberbullying and cyberincivility, digital business transformation, electronic commerce and electronic government, enterprise computing, green IT/S, healthcare informatics, IS leadership, IS security and privacy, IT adoption and diffusion, IT outsourcing, IT project management, knowledge management, negative impact of IT (e.g., technostress), online communities, social and ethical impact of ICTs, social media analytics, sustainable development using ICTs, and inter-disciplinary research.



### REFEREED JOURNAL PUBLICATIONS

AUTHOR	TITLE	JOURNAL	YEAR
<b>Krishnadas Nanath R Radhakrishna Pillai</b>	The Influence of Green IS Practices on Competitive Advantage: Mediation Role of Green Innovation Performance	<i>Information Systems Management</i>	2017
<b>Mohammed-Shahid Abdulla Shalabh Bhatnagar</b>	Multi-armed bandits based on a variant of Simulated Annealing	<i>Indian Journal of Pure and Applied Mathematics</i>	2017
<b>Mohammed-Shahid Abdulla Rekha, A. G. Ashraf, S.</b>	Artificial Intelligence Marketing: An application of a novel Lightly Trained Support Vector Data Description	<i>Journal of Information and Optimization Sciences</i>	2016
<b>Mohammed - Shahid Abdulla Rekha, A. G. Ashraf, S.</b>	Lightly trained support vector data description for novelty detection	<i>Expert Systems With Applications</i>	2017



<b>Nikunj Agarwal</b> <b>Sebastian M. P.</b> Shikhar Agarwal	Assessing the adoption of a Home health provisioning system in India: An analysis of doctors	<i>Asia Pacific Journal of Health Management</i>	2016
<b>Nikunj Agarwal</b> <b>Sebastian M. P.</b>	Use of Cloud Computing and Smart Devices in Healthcare	<i>International Journal of Computer, Electrical, Automation, Control and Information Engineering</i>	2016
<b>Parvathi Jayaprakash</b> <b>R Radhakrishna Pillai</b>	An Integrated Model for E-waste Management in India Using Systems Thinking	<i>Management and Labour Studies</i>	2016
<b>R Radhakrishna Pillai</b>	The Complementary Role of Science, Spirituality and Ethics for a new World Order - The Golden Age	<i>Nitte Management Review</i>	2016
<b>R Radhakrishna Pillai</b>	Equanimity: An Essential Divine Virtue for Decision Making	<i>Nehru School of Management</i>	2016
<b>Satish Krishnan</b>	Electronic warfare: A personality model of cyber incivility	<i>Computers in Human Behavior</i>	2016

**Krishnadas, N., & Pillai, R. R.** (2017). The Influence of Green IS Practices on Competitive Advantage: Mediation Role of Green Innovation Performance. *Information Systems Management*, 34(1): 3-19

This article explores the effect of Green information systems (Green IS) practices on Green innovations and how corporations gain competitive advantages through better performance of Green innovations (both process and product). Results based on IT firms in India indicate that Green innovation performance mediates the effect between Green IS and competitive advantage. This could imply the potential of Green IS moving beyond environmental benefits to include innovation and a chance to attain competitive advantage



**Abdulla, M. S., & Bhatnagar, S.** (2016). Multi-armed bandits based on a variant of Simulated Annealing. *Indian Journal of Pure and Applied Mathematics*, 47(2): 195-212.

A variant of Simulated Annealing termed Simulated Annealing with Multiplicative Weights (SAMW) has been proposed in the literature. However, convergence was dependent on a parameter  $\beta(T)$ , which was calculated a-priori based on the total iterations  $T$  the algorithm would run for. We first show the convergence of SAMW even when a diminishing stepsize  $\beta_k \rightarrow 1$  is used, where  $k$  is the index of iteration. Using this SAMW as a kernel, a stochastic multi-armed bandit (SMAB) algorithm called SOFTMIX can be improved to obtain the minimum-possible log regret, as compared to log2 regret of the original. Another modification of SOFTMIX is proposed which avoids the need for a parameter that is dependent on the reward distribution of the arms. Further, a variant of SOFTMIX that uses a comparison term drawn from another popular SMAB algorithm called UCB1 is then described. It is also shown why the proposed scheme is computationally more efficient over UCB1, and an alternative to this algorithm with simpler stepsizes is also proposed. Numerical simulations for all the proposed algorithms are then presented.

Artificial Intelligence Marketing is a form of direct marketing which leverages the techniques of database marketing along with the concepts and models of AI such as machine learning. Direct marketing can increase marketing efficiency by directing the efforts specifically towards the right customer. Even though the popularity of direct marketing campaigns is increasing over time, the selection of contacts is becoming more rigorous, and it has become essential to reduce the number of contacts to do, due to economic factors as

**Abdulla, M. S., Rekha, A. G., & Ashraf, S.** (2016). Artificial Intelligence Marketing: An application of a novel Lightly Trained Support Vector Data Description. *Journal of Information and Optimization Sciences*, 37(5): 681-691.

Artificial Intelligence Marketing is a form of direct marketing which leverages the techniques of database marketing along with the concepts and models of AI such as machine learning. Direct marketing can increase marketing efficiency by directing the efforts specifically towards the right customer. Even though the popularity of direct marketing campaigns is increasing over time, the selection of contacts is becoming more rigorous, and it has become essential to reduce the number of contacts to do, due to economic factors as

well as consumer privacy issues. Direct marketing analytics requires algorithms that are efficient and scalable. In this study we explore the use of Support Vector Data Description (SVDD) to facilitate the selection of contacts. Support Vector based classification methods have been proved to be successful in a variety of applications; but they tend to take more computing time when dealing with large scale data. Here we apply a novel low complexity SVDD method for direct marketing. Experiments on a real-world dataset related to a direct marketing campaign have demonstrated that SVDD based methods can provide promising accuracies when compared to other approaches. Also, the accuracy achieved by the proposed low complexity method is comparable with the classical SVDD and it has huge advantage over it in terms of the execution time.

**Abdulla, M. S., Rekha, A. G., & Ashraf, S.** (2017). Lightly trained support vector data description for novelty detection, *Expert Systems with Applications*, 85(1): 25-32



Anomaly (or outlier) detection is well researched objective in data mining due to its importance and inherent challenges. An outlier could be the key discovery to be made from large datasets and the insights gathered from them could be of significance in a wide variety of domains like information security, business intelligence, clinical decision support, financial monitoring etc. Recently, Support Vector Data Description (SVDD) driven approaches are shown as having good predictive accuracy. This paper proposes a novel low-complexity anomaly detection algorithm based on Support Vector Data Description (SVDD). The proposed algorithm reduces the complexity by avoiding the calculation of Lagrange multipliers of an objective function, instead locates an approximate pre-image of the SVDD sphere's center, within the input space itself. The crux of the training algorithm is a gradient descent of the primal objective function using Simultaneous Perturbation Stochastic Approximation (SPSA). Experiments using datasets obtained

from UCI machine learning repository have demonstrated that the accuracies of the proposed approach are comparable while the training time is much lesser than Classical SVDD.

**Agarwal, N., Sebastian, M. P., & Agarwal, S.** (2016). Assessing the adoption of a Home health provisioning system in India: An analysis of doctors. *Asia Pacific Journal of Health Management*, 11(2): 49-64.

Unlike developed countries, home healthcare provision systems (HHPS) are not widely prevalent in developing countries like India. Our objective was to study the knowledge, attitudes and perceptions of doctors in India about the adoption of HHPS.

**Nikunj, A., & Sebastian, M. P.** (2016). Use of Cloud Computing and Smart Devices in Healthcare. *International Journal of Computer, Electrical, Automation, Control and Information Engineering*, 10(1): 156-159

Cloud computing can reduce the start-up expenses of implementing EHR (Electronic Health Records). However, many of the healthcare institutions are yet to implement cloud computing due to the associated privacy and security issues. In this paper, we analyze the challenges and opportunities of implementing cloud computing in healthcare. We also analyze data of over 5000 US hospitals that use Telemedicine applications. This analysis helps to understand the importance of smart phones over the desktop systems in different departments of the healthcare institutions. The wide usage of smartphones and cloud computing allows ubiquitous and affordable access to the health data by authorized persons, including patients and doctors. Cloud computing will prove to be beneficial to a majority of the departments in healthcare. Through this analysis, we attempt to understand the different healthcare departments that may benefit significantly from the implementation of cloud computing.

**Jayaprakash, P., & Pillai, R. R.** (2016). An Integrated Model for E-waste Management in India Using Systems Thinking. *Management and Labour Studies*, 41(1): 45-57.

This article proposes a model for managing e-waste in India using systems thinking approach. The plot of the article begins by the idea of reducing the environmental pollution caused by e-waste in the hands of the informal sector. This can be done by formalizing the disposal stage of the electronic products. The idea can reap results when the registered e-waste agencies be a part of the supply chain activities and thereby ensures reverse logistics model of handling e-waste. Currently, the amount of e-waste generated in the country is



higher than the total capacity of the registered recyclers in the country. Even then, most of the recyclers are not functioning at full capacity, which is counter intuitive. The government norms are not commanding which leads this waste becoming hazardous to human health. The article uses system dynamics approach proposing one solution to reduce this menace. The causal loop diagram gives a holistic picture of the problem in hand and the stock and flow diagram validates the integrated model of e-waste management system.

**Pillai, R. R.** (2016). The Complementary Role of Science, Spirituality and Ethics for a new World Order - The Golden Age. *Nitte Management Review*, 10(1): 1-19

While science and technologies have contributed heavily for the social development, they have also been instrumental for several destructive activities causing discomfort to the mankind. Among other factors, this could also be attributed to the declining spiritual values of human beings for ethical and holistic decision making. The paper argues that the root cause of the environmental and sustainability challenges that are currently being faced is also due to erosion of ethical values. When the spirit or soul becomes body conscious instead of soul conscious it comes under the influence vices such as lust, anger, greed, attachment, and ego. This limits the ability of the soul for systemic thinking, ethical and holistic decision making. By developing spiritual powers, the ethical and holistic decision making abilities of human beings improves. As a result, we will be able to use the scientific and technological power for social development wisely. The present time is calling for such a spiritual empowerment of science. It is suggested that the ancient Rajayoga technique can be used for renewing and sustaining spiritual powers. It is based on practicing soul (spirit) consciousness and reconnecting with the source of spiritual powers/values. If these two great powers, science and spirituality, join together and complement each other, a bright future - a Golden Age awaits the human race.



**Pillai, R. R.** (2016). Equanimity: An Essential Divine Virtue for Decision Making. *Nehru School of Management Journal*; Special Issue, December, pp : 19-25

Samatvam or Equanimity of mind and intellect is being able to keep them steady and balanced in all the conditions of life. It is the ability to be serene, contented, calm and peaceful in all circumstances. It is the ability to maintain one's balance of mind in success and failure, gain and loss, pleasure and pain. It is the "yoga" that God speaks about in the Srimad Bhagavad Gita (2:48). All the major spiritual traditions of the world regard equanimity as central to their teachings. Loss of equanimity leads to unbiased decision make by individuals. Therefore, this Divine virtue plays a key role in restoring righteousness in the society through actions based on righteousness. This virtue facilitates unbiased decision making, whether it is in the management of the self, an organization

or the management of the society. It is also known that the root cause for the disturbance of the equanimity is the vices within human beings such as lust, anger, attachment, greed, ego etc. This paper explores this Divine virtue in detail and its implications on unbiased decision making in management. Also, this paper examines the effectiveness of the ancient Rajayoga in restoring this essential Divine virtue – equanimity, with some empirical evidences.

**Krishnan, S.** (2016). Electronic warfare: A personality model of cyber incivility. *Computers in Human Behavior*, 64: 537-546.

Cyber incivility is defined as communicative behavior exhibited in computer mediated interactions that violate workplace norms of mutual respect. This study examines the impact of personality traits on cyber incivility via work email. Specifically, by drawing on the abridged big-five dimensional circumplex (AB5C) model of personality and the extant literature on cyber incivility, this study proposes a personality model of cyber incivility and posits that the personality traits of extraversion and emotional stability can be linked to cyber incivility more closely when each of them is accompanied by the personality trait of conscientiousness than when without it. We test our model by conducting a two-phased online survey of 265 full-time employees in the country of India. Results indicate that the relationships of extraversion and emotional stability with cyber incivility are negatively moderated by conscientiousness. Our findings contribute to the knowledge base of both personality and cyber incivility by understanding their linkages.

## OTHER/FORTHCOMING PUBLICATIONS

### BOOKS, BOOK CHAPTERS / PUBLISHED & FORTHCOMING

AUTHOR	TITLE	CATEGORY	DETAILS	YEAR
<b>Jayaprakash, P. Pillai, R. R.</b>	Sustainable ICT Practices and CSR: An Analysis of Indian Scenario	Book Chapter	<i>Corporate Social Responsibility</i> , edited by BS Sahay, Satyasiba Das, Bhasker Chatterjee, Gayatri Subramanian, & R Venkata Rao	2016

### CONFERENCE PAPERS, PRESENTED & FORTH COMING

AUTHOR	TITLE	DETAILS	YEAR
<b>Jayaprakash, P. Pillai, R. R.</b>	Is Green ICT Being Valued by IT Professionals?	<i>International Conference on Marketing, Technology and Society</i> , IIM Kozhikode, Kerala, India, September 29 – October 1	2016
<b>Jayaprakash, P. Pillai, R. R.</b>	Green Information Technology Practice: An Institutional Theory Perspective	<i>XUB Sustainability Summit-2016</i> , Xavier University, Bhubaneswar, India, August 11-13	2016
<b>Jayaprakash, P. Pillai, R. R.</b>	Green IT self-efficacy: a point to ponder?	<i>2016 IEEE International Symposium on Technology and Society (ISTAS)</i> , Thiruvananthapuram, India, October 20-22	2016
<b>Krishnan, S. Barnes, C. M. Watkins, T. S.</b>	Electronic Warfare: A Sleep and Self-Control Model of Cyber incivility	<i>Society for Industrial and Organizational Psychology (SIOP) Annual Conference</i> , Anaheim, California, USA, April 14-16	2016
<b>Krishnan, S.</b>	Personality and Espoused Cultural Differences in Techno stress Creators	<i>International Conference on Management and Information Systems</i> , Bangkok, Thailand, September 23-24	2016
<b>Krishnan, S.</b>	Non-work Related Computing: A Personality Model of E-mail Loafing	<i>International Conference on Management and Information Systems</i> , Bangkok, Thailand, September 23-24	2016
<b>Krishnan, S.</b>	Moderating Effects of Personality on Cyber loafing and Job Burnout	<i>International Conference on Management and Information Systems</i> , Bangkok, Thailand, September 23-24	2016
<b>Paul, A. Jayaprakash, P.</b>	Exploring the Factors Influencing Information Seeking Behaviour and the Role of Social Media in a Doctoral Community of a B-School	<i>7th International Conference on Excellence in Research and Education</i> , IIM Indore, Madhya Pradesh, India, May 5-8	2016
<b>Paul, A.</b>	ICT Adoption for Health Related Use by Middle Class Indian Women	<i>Adwitya 2016 - International Conference: Engendering Health</i> , Bangalore, India, November 18-19	2016
<b>Pillai, R. R.</b>	Equanimity – An Essential Divine Virtue For Decision Making	<i>Realm of Management in Bhagavad Gita</i> , Nehru School of Management, Thiruvilwamala, Kerala, India, November 4-5	2016
<b>Pillai, R. R. Kumar, A. G.</b>	Balance Brings Blessings and Leads to Sustainable Actions? Empirical Evidence of Developing and Sustaining Balance Based on an Ancient Spiritual Practice	<i>Strengthening Values &amp; Ethics For Sustainable Growth: Role of Indian Philosophical Traditions</i> , Management Development Institute, Gurugram, India, September 22-23	2016

<b>Pillai, R. R.</b>	Effectiveness of Rajayoga Meditation in developing & maintaining certain balances in life	<i>10th SIR (Spirituality in Researchers) Conference and Meditation Retreat</i> , Mount Abu, India, Rajasthan, India, September 18	2016
<b>Pillai, R. R.</b>	A holistic approach to address ethical and sustainability challenges of Information and Communication Technologies	<i>2016 IEEE International Symposium on Technology and Society (ISTAS)</i> , Thiruvananthapuram, India, October 22	2016
<b>Sebastian, M. P. Agarwal, N.</b>	IS Budgeting for Healthcare Innovations: Insights for Developing Countries	<i>2016 International Conference on Computational Science and Computational Intelligence (IEEE)</i> , Las Vegas, USA, December 14-17	2016
<b>Thompson, K. Paul, A.</b>	Technology Tamers: The influence of women in ICT adoption, use and enjoyment. SIG-III presentation	<i>ALISE Annual Conference</i> , Atlanta, Georgia, USA, January	2016

#### NON- REFEREED PUBLICATIONS / PRESENTATIONS

AUTHOR	TITLE	CATEGORY	DETAILS	YEAR
<b>Pillai, R. R.</b>	Effectiveness of Rajayoga Meditation in developing & maintaining certain balances in life	Invited Talk	<i>10th SIR (Spirituality in Researchers) Conference and Meditation Retreat</i> , Mount Abu, India, September 18	2016
<b>Pillai, R. R.</b>	A holistic approach to address ethical and sustainability challenges of Information and Communication Technologies	Invited Talk	<i>2016 IEEE International Symposium on Technology and Society (ISTAS)</i> , Thiruvananthapuram, India, October 22	2016

#### CASE STUDIES

AUTHOR	TITLE	YEAR
<b>Anindita Paul R Radhkrishna Pillai</b>	On The Road to Digitization: The Case of Kerala. '	2017

**Paul, A. & Pillai, R. R.** (2017). On The Road to Digitization: The Case of Kerala. *IIMK/CS/41/ITS/2017/06*

There has been a major emphasis on digitization in India in recent times. Though India is high on Internet usage, it is lagging behind as a nation when it comes to internet penetration. In spite of all the challenges faced by India, the digital programs by the state of Kerala in India has been exemplary. This case examines the various initiatives for digitization in Kerala and brings forth the various details of implementation that can help in an understanding of the success factors and the way forward.

#### SESSION CHAIRS

AUTHOR	TITLE	YEAR
<b>Pillai, R. R.</b>	<i>International Conference on Marketing, Technology and Society</i> , IIM Kozhikode, Kerala, India, September 29 – October 1	2016



**Small Grant Research Projects completed**

**Krishnan, S.** (2016). Non-Work Related Computing: A Personality Model of E-Mail Loafing. *SGRP/2016/89*.

**Objectives:** This study examines personality's impact on e-mail loafing and posits that conscientiousness can be linked to e-mail loafing more closely when it is accompanied by other traits than when without them.

**Methods/Statistical analysis:** The model was tested using data from a two-phased online survey of 265 full-time employees based in India. Moderated multiple regression, hierarchical regression technique was employed for testing the hypotheses

**Findings:** Results indicate that while extraversion and emotional stability moderated "conscientiousness-e-mail loafing" relationship negatively, the effects of agreeableness and openness to experience on it were not significant. In other words, our assumptions about the effect of conscientiousness on e-mail loafing are justifiably dependent on other personality traits.

**Application/Improvements:** Our study have several numerous theoretical and practical implications. Particularly, this study is one of the first to analyze interactions in the context of email loafing, a topic of academic interest and practical relevance in the domain of dark side of email. Future research might consider extending our model in equivalent samples in two or more countries and differences in results could be attributed to cross-cultural differences.

**Medium Grant Research Projects completed**

**Krishnan, S.** (2016). Electronic warfare: A personality model of cyber incivility. *MGRP/2015/01.R1*.

The proliferation of electronic communication in organizations has enabled a new form of incivility: cyber incivility. We challenge existing implicit assumptions that cyber incivility is caused by forces strictly within the work domain, showing how the non-work activity of sleep predicts levels of cyber incivility. Specifically, we develop a self-regulatory model in which sleep has a negative effect on cyber incivility that is mediated by self-control. Moreover, we posit that agreeableness serves as an important boundary condition to this theoretical advance. Using an experience sampling method, we collected 719 observations from 131 individuals over ten working days. Results demonstrate that a substantial portion of cyber incivility variation occurs within individuals, and show effects which are consistent with our hypotheses.



AUTHOR	TITLE	YEAR
Paul, A. Padhi, S. S.	Evaluating the Government Call Center: A three phased approach	2016
Jayaprakash, P. Sebastian, M. P.	Information security research methodologies: A review	2017
Paul, A. Thompson, K. M.	Women in Digital India: An In-depth Analysis of Preparation for Digital Inclusion	2017
Villari, B. C. Abdulla, M. S.	effSAMWMIX: An efficient Stochastic Multi-Armed Bandit Algorithm based on a Simulated Annealing with Multiplicative Weights	2017
Villari, B. C. Abdulla, M. S.	Portfolio choice decision making with NBP-effSAMWMIX: A Stochastic Multi-Armed Bandit Algorithm using Naïve Bandit Portfolio Approach	2017
Villari, B. C. Abdulla, M. S.	Ctx-effSAMWMIX: A Contextual Multi-Armed Bandit Algorithm for personalized recommendations	2017

Paul, A., & Padhi, S. S. (2016). Evaluating the Government Call Center: A three phased approach. *IIMK/WPS/211/ITS/2016/23*.



Government call centers are a way to reach out across the digital divide as citizens can avail the services using a phone call. Not many studies evaluate government call centers as they have started appearing recently. The Chief Minister's Call Center in the state of Kerala in India was evaluated in three phases- analysis of call records, analysis of caller feedback and review of the online system. The findings highlight how government call centers need to work as a one-stop shop in trying to increase the response time to citizens by integrating well with all the different departments, better utilisation of resources available, training the agents for handling calls for better citizen satisfaction and utilising the online system better. The overall analysis indicated the need for redefining the role of the agent and increasing utilization of the online resources with focus on user-friendliness.

Jayaprakash, P., & Sebastian, M. P. (2017). Information security research methodologies: A review. *IIMK/WPS/225/ITS/2017/09*.

Information is critical for the survival and growth of organisations and people. The challenge for Information management is now less about managing the activities that collect, store and disseminate information. Rather, there is a greater focus on managing the activities that make changes in the patterns of behaviour of customers, people, and organizations, and information that leads to changes in the way people use information to engage in knowledge focused activities. Information systems' security management is undoubtedly a critical activity in a world where computing is ubiquitous and information systems are interconnected globally. This paper is a review of the research methodologies used in the literature of information security for the last decade. This research opens up many new avenues for further research in information security.



**Paul, A., & Thompson, K. M. (2017).** Women in Digital India: An In-depth Analysis of Preparation for Digital Inclusion. *IIMK/WPS/236/ITS/2017/20*.

A holistic outlook of inclusive growth can be achieved with higher and equitable citizen participation. Digital governance cannot be bereft of the end-user perspective. The purpose of this particular study is to present factors that may affect digital technology use by middle class Indian women in particular. The study follows the interpretive paradigm and is situated to explore an understanding of culture and gender in the Indian context. Applying Venkatesh's (2003) UTAUT model of technology acceptance we have discussed the four categories of users identified in our study.

**Villari, B. C., & Abdulla, M. S. (2017).** effSAMWMIX: An efficient Stochastic Multi-Armed Bandit Algorithm based on a Simulated Annealing with Multiplicative Weights. *IIMK/WPS/218/ITS/2017/02*.

SAMWMIX, a Stochastic Multi-Armed Bandit (SMAB) which obtains  $O(\log T)$  where  $T$  being the number of steps in the time horizon, is proposed in the literature. A blind-SAMWMIX which incorporates an input parameter, which has better empirical performance but obtains a regret of the order  $O(\log^{1+2\alpha} T)$ . Current work proposes an efficient version of SAMWMIX which not only obtains a regret of  $O(\log K)$  but also exults a better performance. A proof for the same is given in this work. The proposed effSAMWMIX algorithm is compared with KL-UCB and Thompson Sampling (TS) algorithms over rewards which follow distributions like Exponential, Poisson, Bernoulli, Triangular, Truncated Normal distribution and a synthetic distribution designed to stress test SMAB algorithms with closely spaced reward means. It is shown that effSAMWMIX performs better than both KL-UCB & TS in both regret performance and execution time.

**Villari, B. C., & Abdulla, M. S. (2017).** Portfolio choice decision making with NBP-effSAMWMIX: A Stochastic Multi-Armed Bandit Algorithm using Naïve Bandit Portfolio Approach. *IIMK/WPS/219/ITS/2017/03*.

Portfolio Selection Problem (PSP) is actively discussed in financial research. The choice of available assets poses the need for exploration and the objective to maximize the portfolio payoffs makes the PCP an explore-exploit decision-making problem. Multi-armed bandit algorithms (MAB) suit well for such problems when applied as the decision engines in Naïve Bandit Portfolio algorithms (NBP). An NBP's performance varies by varying the MAB inside the algorithm. In this work we test a Stochastic Multi-Armed Bandit (SMAB) named effSAMWMIX, which we proposed in a previous work of ours, to solve the PSP. We compare the performance of effSAMWMIX vis-à-vis KL-UCB, Thompson Sampling algorithm and the benchmark Market Buy & Hold strategy. We tested the algorithms on simulated and real-world market datasets. We report our results where effSAMWMIX, applied as the decision-making engine of NBP, has achieved better cumulative wealth for all portfolios when compared to the competing SMAB algorithms.





**Villari, B. C., & Abdulla, M. S. .** (2017). Ctx-effSAMWMIX: A Contextual Multi-Armed Bandit Algorithm for personalized recommendations. *IIMK/WPS/224/ITS/2017/08*.

Machine Learning algorithms play an active role in modern day business activities and have been put to an extensive use in the marketing domain as well. In Ecommerce domain, these algorithms play an important role in suggesting recommendations to users, be it a merchandise of interest to the user or a news article for a website visitor. Due to the larger variety of available information and multiplicity in the merchandise based data, these personalized recommendations play a major role in the successful business activity that could be a sale in the case of an Ecommerce website or a click on a news article in case of a news website. The personalized recommendation problem, where the challenge is to choose from a set of available choices to cater to a target user group, can be modeled as a Contextual Multi-Armed Bandit problem. In this work we propose Ctx-effSAMWMIX which is based on LinUCB and effSAMWMIX algorithms. We empirically test the proposed algorithm on Yahoo! Frontpage R6B dataset by using an unbiased offline evaluation technique proposed in literature. The performance is measured on Click Through Rate (CTR) which effectively reports the ratio of Clicks the recommended articles obtained to that of total recommendations. We compare the performance of Ctx-effSAMWMIX with LinUCB and a random selection algorithm and also report the results of t-tests performed on the mean CTRs

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## MARKETING MANAGEMENT



The Marketing Area has faculties who regularly publish in the field of marketing and specialized in translating their research into teaching that budding managers can use to make better decisions. Other key strengths of the Area include publishing books, cases on companies and marketing issues relevant for emerging economies, conducting trainings for leading Indian companies and MNCs in addition to consulting them. Graduate and doctoral students of this area are interested in focusing their studies on contemporary issues in marketing management.



### REFEREED JOURNAL PUBLICATIONS

AUTHOR	TITLE	JOURNAL	YEAR
Subhas Jha <b>Atanu Adhikari</b>	Goal Congruence in Hedonistic and Utilitarian Reasons for Purchase and Features of a Product	<i>South Asian Journal of Management</i>	2016
Lakshman Chandrasekhar Rajeev Kumra <b>Atanu Adhikari</b>	Proactive Market Orientation and Innovation in India: The Moderating Role of Intra-Firm Causal Ambiguity	<i>Journal of Management and Organization</i>	2017
Sunil Sahadev <b>Keyoor Purani</b> Tapan Kumar Panda	Service employee adaptiveness: Exploring the impact of role-stress and managerial control approaches	<i>Employee Relations</i>	2017
Neeru Malhotra Sunil Sahadev <b>Keyoor Purani</b>	Psychological contract violation and customer intentions to reuse online retailers: Exploring mediating and moderating mechanisms	<i>Journal of Business Research</i>	2017
<b>Praveen Sugathan</b> Kumar Rakesh Ranjan Avinash G. Mulky	A typical Shifts Post-Failure: Influence of Co-creation on Attribution and Future Motivation to Co-create	<i>Journal of Interactive Marketing</i>	2017
<b>Praveen Sugathan</b> Kumar Rakesh Ranjan Avinash G. Mulky	An examination of the emotions that follow a failure of co-creation	<i>Journal of Business Research</i>	2017



Jha, S., & Adhikari, A. (2016). Goal Congruence in Hedonistic and Utilitarian Reasons for Purchase and Features of a Product. *South Asian Journal of Management*, 23(2): 72-89.

Using the underpinning of assimilation and contrast theory, we examine whether consumers' reasons for purchasing a product are influenced by its attributes or not. A conceptual framework that differentiated between hedonic and utilitarian attributes and their corresponding reasons for buying a product was developed. The framework was then used to develop two hypotheses for the current study. The study hypotheses tested were after collecting data from 245 respondents. The findings of the study suggest that assimilation theory works well when utilitarian attributes of a product explains the utilitarian reasons for purchase. On the other hand, the contrast theory supports that hedonic reasons for purchase are explained more by the utilitarian attributes of the product. The implications of the research findings are discussed and avenues for future research are offered along with the study limitations.

Chandrasekhar, L., Kumra, R., & Adhikari, A. (2017). Proactive Market Orientation and Innovation in India: The Moderating Role of Intra-Firm Causal Ambiguity. *Journal of Management and Organization*, 23: (1), 116 – 135.

Despite the implication of organizational resources and the resource-based view of the firm, the market orientation literature has not examined associated constructs. Additionally, while it is recognized that emerging economies (e.g., India) are key drivers of economic growth, this literature has not paid sufficient attention to such markets, with few exceptions. We examine the impact of proactive market orientation on innovation capability, and performance in a sample of predominantly service firms, in a culture characterized by high power distance and low uncertainty avoidance. We contribute by conceptualizing and demonstrating the moderating impact of intrafirm causal ambiguity, drawn from resource-based theories of the firm. Based on Structural Equation Modelling analysis of responses to a survey of marketing managers, we find that intra-firm causal ambiguity moderates the proactive market orientation-innovation capability relationship, while this strategic orientation is linked to business performance through innovation. We discuss these findings, limitations, implications, and directions for future research.

Sahadev, S., Purani, K., & Panda, T. K. (2017). Service employee adaptiveness: Exploring the impact of role-stress and managerial control approaches. *Employee Relations*, 39(1): 54-78.

**Purpose:** The purpose of this paper is to explore the relationships between managerial control strategies, role-stress and employee adaptiveness among call centre employees.

**Design/methodology/approach:** Based on a conceptual model, a questionnaire-based survey methodology is adopted. Data were collected from call centre employees in India and the data were analysed through PLS methodology.

**Findings:** The study finds that outcome control and activity control increase role-stress while capability control does not have a significant impact. The interaction between outcome control and activity control also tends to impact role-stress of employees. Role-stress felt by employees has significant negative impact on employee adaptiveness.

**Research limitations/implications:** The sampling approach was convenience based affecting the generalisability of the results.

**Practical implications:** The paper provides guidelines for utilising managerial control approaches in a service setting.

**Originality/value:** The paper looks at managerial control approaches in a service setting – a topic not quite researched before.

Malhotra, N., Sahadev, S., & Purani, K. (2017). Psychological contract violation and customer intentions to reuse online retailers: Exploring mediating and moderating mechanisms. *Journal of Business Research*, 75: 17-28.

This study examines the impact of psychological contract violation (PCV) on customer intention to reuse online retailer websites via the mediating mechanisms of trust and satisfaction. The moderating role of perceived structural assurance (SA) is also investigated. An empirical study conducted among online shoppers confirms the indirect effects of PCV on customers' intention to reuse via trust and satisfaction. The findings also support the moderating impact of perceived SA in the network of relationships. The study underscores the importance of SA as a trust-building mechanism for mitigating the deleterious effects of PCV among

online customers, although the role of SA in preserving satisfaction is found to be limited. The findings suggest that online retailers may benefit by investing in SA and addressing the negative effects of PCV proactively rather than simply relying on post-failure service recovery mechanisms

**Sugathan, P., Kumar, R. R., & Mulky, A. G. (2017).** A typical Shifts Post-Failure: Influence of Co-creation on Attribution and Future Motivation to Co-create. *Journal of Interactive Marketing*, 38: 64-81

This study investigates how the effect of the failure of co-created products or services influences: (a) internal attribution (i.e. the self) and external attribution (i.e. the firm), (b) customers' expectancies of success, and (c) customers' future motivation to co-create and contribute to recovery from failure. We use attribution theory and the attribution-expectancy framework to explain the theoretical relationships we advance and test our hypotheses in two independent experiments that stimulate co-creation through role-play and vignettes. The results show that customer co-creation shifts the attribution for failure to the self, resulting in atypical shifts in expectancy (increasing customers' expectancy of future success and motivation to continue co-creating in the future). Our results suggest that utilizing customers' efforts and skills in the co-creation of products and services can help firms to manage failure effectively. The implications of our findings on co-creation research and product and service failures are discussed, specific applications within the digital context are considered, and suggestions are offered for future research.

**Sugathan, P., Kumar, R. R. & Mulky, A. G. (2017).** An Examination of the Emotions That Follow a Failure of Co-creation. *Journal of Business Research*, 78: 43-52

Service research has contributed to our understanding of the externally-directed emotions that customers experience, such as anger. However, there is limited knowledge about the self-directed emotions that customers experience, such as shame and guilt. This knowledge is specifically lacking within the context of failure of co-created products and services. Our mixed-method research delineates the self-directed emotions that arise when co-created products and services fail. We found that failure of co-created products differ from general situations of failure in that externally-directed emotions attain latency and customers experience self-directed emotions such as guilt, shame, and self-pity. We also found that the self-directed emotions are driven by (a), sadness, and (b), the nature of the causal attributions that the customers ascribe to the failure. This effect was moderated by the degree of co-creation. After analyzing our findings, we discuss the theoretical and practical relevance of the study.





## OTHER/FORTHCOMING PUBLICATIONS

FORTHCOMING REFEREED JOURNAL PUBLICATION		
AUTHOR	TITLE	DETAILS
<b>Adhikari, A.</b> Chakrabarty, M. A.	Micro Modelling of Individual Traveller's Information Seeking Behaviour. A heterogeneity Specific Study	<i>Current Issues in Tourism journal</i>
<b>Amblee, N.</b> Ullah, R. Kim, W.	Do Product Reviews Really Reduce Search Costs?	<i>Journal of Organizational Computing and Electronic Commerce</i>
Kumar, D. S. <b>Purani, K.</b> Sahadev, S.	Visual Servicescape aesthetics and consumer response: a holistic model	<i>Journal of Services Marketing</i>
<b>Sinha, R.</b> <b>Adhikari, A.</b>	Advertised Reference Price and Sales Price as Anchors of the Latitude of Expected Price and its Impact on Purchase Intention	<i>European Journal of Marketing</i>
Thomas, J. Saha, B. Satpathy, C.	Chennai Super Kings (CSK): Growing and Leveraging Brand Equity	<i>Journal of International Business Education</i>

BOOKS, BOOK CHAPTERS / PUBLISHED & FORTHCOMING				
AUTHOR	TITLE	CATEGORY	DETAILS	YEAR
<b>Adhikari, A.</b> Shankaran, R. Kharkhanis, T.	Tanishq: Bringing Jewellery to Daily Life	Book Chapter in book Strategic Marketing Cases in emerging Markets	Springer Publication	2017
<b>Adhikari, A.</b> Roy, S. K.	Revolution Ventures	Book Chapter in book Strategic Marketing Cases in emerging Markets	Springer Publication	2017
<b>Adhikari, A.</b> Roy, S. K.	Strategic Marketing Cases in Emerging Markets	Book	Springer Publication	2017

CONFERENCE PAPERS, PRESENTED & FORTH COMING			
AUTHOR	TITLE	DETAILS	YEAR
<b>Adhikari, A.</b> <b>Sinha, R. K.</b>	Impact of ARP on Purchase Intention: Role of Anchoring, Latitude of Expected Price and Uncertainty	<i>INFORMS Marketing Science Conference</i> , Fudan University, Shanghai, China, June 16-18	2016
<b>Adhikari, A.</b>	Adjacent Price Anchoring and Consumer's Willingness to Pay: A Bayesian Approach	<i>International Conference on Marketing, Technology and Society</i> , IIMK Campus, Kozhikode, Kerala, India, September 29-October 1	2016
Kumar, D. S. <b>Nair, U. K.</b> <b>Purani, K.</b>	Consumer Pre-testing of Servicescape Designs: A Toolkit	<i>Winter AMA conference</i> , Orlando, Florida, USA, February 17-19	2017
<b>Purani, K.</b> Kumar, D. S. Sahadev, S.	Modelling Personal Characteristics and Social Influence on e-retail Loyalty - A Millennial Perspective	<i>International Conference on Marketing, Technology and Society</i> , IIMK Campus, Kozhikode, Kerala, India, September 29-October 1	2016

<b>Purani, K.</b> Shukla, P. Singh, J.	Influence of Consumer Vanity on Employment of Impression Management Tactics and Their Consequences on Conspicuous Consumption Orientation	<i>2017 Winter AMA Conference</i> , Orlando, Florida, USA, February 17-19	2017
<b>Purani, K.</b> Sahadev, S. Malhotra, N.	Role of Bank Reputation and Size in Usage of Internet Banking services India: A Multi-level Modelling Framework	<i>Hull University Business School</i> , Hull, UK, July 3-6	2017
<b>Purani, K.</b> Kumar, D.	Analysing Restorative Potential of Green Servicescapes	<i>Summer AMA Conference</i> , San Francisco, USA, August 4-6	2017
<b>Purani, K.</b> <b>Krishnan, J.</b>	Conceptualising and Measuring Community Based Brand Equity	<i>Academy of Marketing Science World Marketing Congress</i> , University of Canterbury, Christchurch, Newzealand, June 27-July 1	2017
<b>Sinha, R. K.</b> <b>Purani, K.</b>	Taxonomy of digital products for developing marketing strategy	<i>International Conference on Marketing, Technology and Society</i> , IIMK Campus, Kozhikode, Kerala, India, September 29-October 1	2016
<b>Thomas, J.</b> Sharma, S.	Technology Business Incubator at National Institute of Technology Calicut, India: Way forward	<i>2016 Annual NACRA Conference</i> , Las Vegas, USA, October 6-8	2016
<b>Thomas, J.</b> <b>Ranjitha, G. P.</b>	Branding Conceptualization and Research: Evolving Understanding and Emerging Research	<i>International Conference On Marketing, Technology and Society</i> , IIM Kozhikode, Kerala, India, September 29-October 1	2016
<b>Thomas, J.</b> <b>Krishnan, J.</b>	Guilt as an advertising appeal	<i>International Conference On Marketing, Technology and Society</i> , IIM Kozhikode, Kerala, India, September 29-October 1	2016
<b>Thomas, J.</b> <b>Ranjitha, G. P.</b>	Branding: A review of brand conceptualizations and emerging branding research areas	<i>International Conference On Marketing, Technology and Society</i> , IIM Kozhikode, Kerala, India, September 29-October 1	2016
<b>Unnithan, A. B.</b> Sudhir, S.	Rumour Sharing in the Market Place - A Manifestation of Anxiety, Arousal and Valence	<i>Marketing Reborn Traditions, Trends and Techniques, Third International Communication Management Conference ICMC 2016</i> , MICA, Ahmedabad, India, February 18-20	2016

NON- REFEREED PUBLICATIONS / PRESENTATIONS				
AUTHOR	TITLE	CATEGORY	DETAILS	YEAR
<b>Purani, K.</b>	Winds of Change at IIMs: Developing Executives to Developing Entrepreneurs	Popular press	<i>The Week</i> , October 22	2016
<b>Sugathan, P.</b>	Citizen participation and urban planning	Popular press	<i>Youthkiawaaz</i> May 29	2017
<b>Thomas, J.</b>	Pursuing a Career in Management or Embarking on an Entrepreneurship Journey- Some Questions?	Invited Talk	<i>JDT Global Edu- Connect</i> , Kozhikode, Kerala, India, April 13	2016
<b>Thomas, J.</b>	Branding: Changing Realities, Evolving Understanding and Practice	Invited Talk	<i>CII- Marketing and Brand Conclave</i> , Kochi, Kerala, India, November 2	2016

AUTHOR	TITLE	YEAR
<b>Guda Sridhar</b>	'AASU' Malleshham	2016
<b>Atanu Adhikari</b>	Chic-Chicken in India: Marketing Research Decisions	2017
<b>Guda Sridhar</b>	Rajanna's Ethical Dilemma	2017
<b>Keyoor Purani</b> Jayasankar Ramanathan	Vidita cleaning products vs. Rainbow market research services	2017
<b>Keyoor Purani</b> <b>Krishnan Jeesha</b>	Impex Kitchen Appliances: Evaluating the "Reader's Offer"	2017
<b>Omkumar Krishnan</b> Lubna Nafees	Global Brand, Local Brand Communications – Strategy for Global Competitiveness: The case of Canon in India	2017
<b>Praveen Sugathan</b>	Hotel repositioning	2017

**Sridhar, G.** (2016). 'AASU' Malleshham. *IIM Kozhikode, ET Cases*.

Chinthakindi Malleshham (Malleshham) invented a machine (Lakshmi AASU machine) to substitute the physical labor involved in the AASU process, a critical stage in weaving a Pochampally saree. He developed two variants – one with a microcontroller (electronic) and the other a microcontroller (mechanical). Since he invented the machine in 2001, Malleshham sold about 760 units and affected several weaver families and their livelihoods. Malleshham now wanted to reach-out to weaver communities in his state and other states and countries. He was not sure of how to scale up his operations and reach out to several beneficiaries as many beneficiaries found it prohibitively costly. This case study presents the background of the innovation and innovator and helps the participant discuss various options and the process of scaling up of grassroots innovation.

**Adhikari, A.** (2017). Chic-Chicken in India: Marketing Research Decisions. *IIMK/CS/39/MM/2017/04*.

All the heads of the departments wanted to improve the performance of Chic-Chicken which was slowly declining by the Year 2010. However, as all of them were putting forward contradictory arguments, and their suggestions ran entirely in different directions, Gupta himself was very conflicted on the entire situation. Other international food giants like Burger King had also started establishing in Indian Markets. The situation was thus critical and required immediate attention, Gupta thought. He is not reluctant to make additional investment to improve the performance and to change the customer perception, if required, but he first needed authentic customer information. He knew that all the heads are sharing their own opinion, but who knows who is right! But he was sure that he had to act fast.

**Sridhar, G.** (2017). Rajanna's Ethical Dilemma. *IIM Kozhikode, ET Cases*.

A typical ethical dilemma of a genuinely good person. On one side Rajanna had to uphold the values that his parents nurtured and on the other side his promises to the people who voted for him had to be kept. After taking the role of a counsellor and incessant pursuit of getting drinking water facility to his ward, he had to encounter the contractor who was asking for bribe. Rajanna should take a call now.

**Purani, K., & Ramanathan, J.** (2017). Vidita cleaning products vs. Rainbow market research services. *IIM Kozhikode, ET Cases*.

Malini Ahuja (Malini), Partner and Marketing Manager at Vidita Cleaning Products (Vidita), was mulling the launch of a new product for which she needed to find the pulse of consumers to decide further. She designed a survey for collecting data from people in Mumbai and engaged the services of Rainbow Market Research Services for executing the fieldwork. However, she found the agency to be non-cooperative and found the data supplied to be fudged. The case describes the legal battle between Vidita Cleaning Products and Rainbow Market Research Services. The issue of contention is the trustworthiness of data supplied by the market research agency.



**Purani, K., & Jeeshha, K.** (2017). Impex Kitchen Appliances: Evaluating the “Reader’s Offer”. *Ivey Publishing, CASE – Reference no.* 9B17A010

Impex, a division of the South Indian firm KCM Appliances, dealt with kitchen, household, and home entertainment appliances. KCM’s managing director needed to decide on a year-end sales promotion for Impex. One option was direct-response advertising in the Times of India newspaper, which could potentially help Impex expand its reach in India. This option was in contrast to the previous year’s promotion, which involved collaboration with distributors and retailers in the Kerala region of South India. Deciding between the two options required a quantitative analysis to estimate the incremental volume and sales revenue gained from the previous year’s promotion. Those gains could then be compared with the break-even volumes required to cover the costs of the promotion with the Times of India. Impex also needed to consider a qualitative analysis by examining the tensions created by the two options, including channel relations versus brand awareness, an existing market focus versus a future market focus, and product management versus sales management. Should Impex repeat the previous year’s tried-and-tested promotion, or pursue the Times of India offer, whereby it could sidestep its local channel partners and directly sell to consumers?

**Krishnan, O., & Nafees, L.** (2017). Global Brand, Local Brand Communications – Strategy for Global Competitiveness: The case of Canon in India. *IIMK/CS/42/MM/2017/07*.

Over the course of more than 70 years, Canon has built a powerful brand that has spanned the globe. The company mainly deals in various business fields as: Office Imaging Products, Computer Peripherals, Business Information Products, Cameras, Optical and other products. Canon began in 1934 with a prototype for Japan’s first-ever 35 mm camera with a focal plane shutter. Canon India Pvt. Ltd. was incorporated in 1997 as a 100% subsidiary of Canon Singapore Pvt. Ltd. The story of the evolution of the Canon brand in India makes for interesting reading-especially with respect to the brand elements, corporate branding and brand building exercises with an absolute Indian flavour. This case tracks the brand building initiatives of Canon; that, while maintaining its core global branding policy, have been able to connect to the lowest yet significant strata of the Indian society. A stratum which may not even purchase Canon or have the ability to purchase in the near future, and yet, Canon is the most talked about brand in this group. True to its promise, Canon is delighting you always. In a market that is highly competitive, adequate corporate branding policies supported with local flavor programs have created a huge impact for Canon. Make every shot a power shot leaves an indelible impression in the minds of the consumer. The rigorous internal and external branding activities have made Canon one of the most respected brands in the country. Canon has to its credit the highest recall in the Indian market in its segment in a short span of a decade. This journey, however, has been challenging and the discourse of corporate branding is deliberated through this case.

**Sugathan, P.** (2017). Hotel repositioning. *IIMK/CS/40/MM/2017/05*.

The senior marketing manager is attempting to reposition the hotel to improve the occupancy rates. He has taken the ‘most voted’ reviews on a major travel website company providing reviews of hotels. He would need to generate insights and plan further research based on the reviews.

#### WORKING PAPERS

AUTHOR	TITLE	YEAR
<b>Adhikari, A.</b>	Adjacent Price Anchoring and Consumer’s Willingness to Pay: A Bayesian Approach	2016
<b>Adhikari, A.</b>	Fairness in Participative Pricing: A New Way of Pricing in Hospitality Sector	2016
<b>Ranjitha, G. P. Thomas, J.</b>	Branding Conceptualization and Research: Evolving Understanding and Emerging Research Areas	2016
<b>Unnithan, A. B.</b>	Number of Scale Points and Data Characteristics: An Experimental Investigation	2016
<b>Unnithan, A. B.</b>	Measurement Invariance and the Number of Scale Points in Multi-Item Instruments	2016
<b>Velayudhan, S. K.</b>	Relevance of Rural Periodic Markets: A Review	2016
<b>Krishnan, O.</b>	A Novel Framework to Measure Brand Personality of Technical Education Institutions	2017
<b>Unnithan, A. B. Ranjitha, G. P.</b>	The Ideal Woman’s Reflection in the Distorted Mirror of Marketing	2017
<b>Yadav, J. K. Krishnan, O.</b>	Memorable Tourism Experiences: Vivid memories and feelings of Nostalgia for House-boat tourism.	2017

**Adhikari, A.** (2016). Adjacent Price Anchoring and Consumer's Willingness to Pay: A Bayesian Approach. *IIMK/WPS/215/MM/2016/27*.

Considerable research on consumers' use of psychological reference points exists in pricing literature. Researchers examining brand choice have reasoned that reference point is based on past prices of the brand. We argue that consumers' reference prices is motivated by the adjacent price of the product at point of display rather than any other reference prices in the context. This research studies the effect of adjacent price on consumers' willingness to pay and purchase intention. This research considers consumer level heterogeneity since price sensitivity and consumers' willingness to pay vary among individual. Hierarchical Bayes methodology is used to incorporate heterogeneity. This study shows significant difference in consumers' willingness to pay when a medium priced brand is placed adjacent to a high priced brand as against adjacent to a moderately priced brand.

**Adhikari, A.** (2016). Fairness in Participative Pricing: A New Way of Pricing in Hospitality Sector. *IIMK/WPS/216/MM/2016/28*.

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

**Ranjitha, G. P., & Thomas, J.** (2016). Branding Conceptualization and Research: Evolving Understanding and Emerging Research Areas. *IIMK/WPS/203/MM/2016/15*.

The paper aims to (i) facilitate an integrative understanding of the various brand conceptualizations in literature and (ii) reviews the empirical research in branding during the period from 2006 to 2014, identifies emerging research areas and synthesizes the research findings to better comprehend the developments in branding research during the last decade.

**Unnithan, A. B.** (2016). Number of Scale Points and Data Characteristics: An Experimental Investigation. *IIMK/WPS/214/MM/2016/26*.

Multi-item rating scales are popular in management research where many variables like customer satisfaction, service quality etc. are measured as respondent's rating in response to statements or questions. Five point and four point scales are quite common and there is no consensus among researchers which of these formats is superior. This study compares the scale characteristics when the same instrument is used with a five point and four point scale. An experimental study was designed where the same items were organized into two different forms one with five point response format and the second with four points format. Respondents were randomly assigned to either one of the formats. When the data is transformed to a common scale, it is seen, that data characteristics like mean, standard deviation, skewness and kurtosis are comparable indicating that there is no change in scale characteristics. However when the correlations are estimated, it is seen that five point scales report a significantly higher correlation. The major implication is that five point scales tend to inflate the reported correlations with a distinct chance of higher type1 error especially when the variables may not be associated.

**Unnithan, A. B.** (2016). Measurement Invariance and the Number of Scale Points in Multi-Item Instruments. *IIMK/WPS/200/MM/2016/11*.

Multi-item inventories are widely used in management research to measure latent constructs. Respondents indicate their answers on an agree-disagree scale in response to questions or statements. How many scale points are appropriate in such multi-item instruments is a much debated question. Most of previous research looks at identifying an optimal scale that maximize the reliability as measured by inter-item correlation. However there is little research reported on whether the measurement model and scale characteristics vary with the number of scale points used. In this study, multiple scale configurations using different number of response categories (scale points) are compared using a quasi-experimental research to test whether

measurement invariance can be assumed. The results indicate that there is non-invariance between alternate forms as defined by different scale points. This is an important learning both for replication of research as well as in comparison or meta analysis involving several studies with different number of scale points. Researchers must carefully consider this change in scale characteristics and loadings before they adapt existing inventories with modification in the number of scale points.

**Velayudhan, S. K.** (2016). Relevance of Rural Periodic Markets: A Review. *IIMK/WPS/199/MM/2016/10*.

Literature on periodic markets in rural areas predicts the demise of these markets. Administrative policies support alternative markets for marketing farmer produce. Despite these predictions and administrative actions there are more than 43,000 periodic markets in India. Literature is reviewed to understand the state of knowledge on the influences that shape these periodic markets and to explain the resilience of these markets. The literature is organized into four streams to understand the phenomenon. The economic influences are grouped under the central place theory, microeconomic orientation and exogenous influences of government policies and competition. In addition to the economic factors the fourth stream is the social influences that shape these markets. The evaluation of the literature provides some understanding on the reason for the resilience. The literature clearly indicates the utility of these markets when density of demand is low but the persistence of these markets with increasing population and income is possibly less because of inertia and more because they offer value both to consumers and vendors too.

**Krishnan, O.** (2017). A Novel Framework to Measure Brand Personality of Technical Education Institutions. *IIMK/WPS/229/MM/2017/13*.

The objective of this paper is to develop a robust scale for measuring brand personality of non corporate organizations. Hence, relevant factors of brand personality pertaining to technical educational institutions were determined using a semantic-differential measurement technique widely applied in the information system field. First, this paper discusses the requirements of semantic differentiation and uses them to introduce a framework to assist academicians to apply the semantic differential more passably. Second, the framework reintroduced emphasis on bi-

polar scale selection and dimensionality testing; and proposes distinct stages for testing of contextual ambiguity by reframing and rephrasing of words and statements. To demonstrate the framework we are using "brand personality pertaining to technical educational institutions" as a case study. The considered case study clarifies the fundamentals for semantic differentiation and provides suggestions to academicians on use of mixture of qualitative and quantitative methods. Furthermore, the paper concludes with a discussion of several methodological implications

**Unnithan, A. B., & Ranjitha, G. P.** (2017). The Ideal Woman's Reflection in the Distorted Mirror of Marketing. *IIMK/WPS/217/MM/2017/01*.

Gender roles and their stereotyped behavior is influenced by various factors, both external and internal during the course of an individual's life. But, the identity of being an ideal woman, is blamed to be triggered majorly by marketing. It seems to create an identity benchmark in the society, generating compliance pressure in women to the identity standards. These efforts to adhere to the ideal woman benchmark are reflected in their consumption. But, do women really rejoice being the one, or do they regret for? To explore this, we conducted 20 in-depth interviews, which were initially informal, and further an incremental structured depth interviews the study identified the conditioning factors of identity construction process of being an ideal woman, perception of beauty and femininity, the conflict between relative and unique identities of women, women's avoidance/need to be in relationships with men, and their transition from a private self to public self. The study also brings out the implications of being an ideal woman to marketing, consumer research and advertising.



**Yadav, J. K., & Krishnan, O. (2017).** Memorable Tourism Experiences: Vivid memories and feelings of Nostalgia for Houseboat tourism. *IIMK/WPS/232/MM/2017/16*.

There has been a great emphasis on understanding the relationship of tourism experience quality with memorability of such experiences in recent years, however very few studies have attempted to measure the nostalgic characteristics of such experiences. This study attempts validation of memorable tourism experience scale (MTES) as a measure of nostalgia intensity and vividness of tourist memory of such experiences. Using structural equation modeling approach to analyze data from 412 domestic and international tourists in backwaters of Kerala, India; the results support that memorable tourism experiences (MTEs) are related to Nostalgia Intensity and Vividness of memory of stay on the houseboats

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

<b>Adhikari, A.</b>	American Marketing Association conference	Ad hoc reviewer
<b>Adhikari, A.</b>	International Journal of Hospitality Management	Ad hoc reviewer
<b>Adhikari, A.</b>	Cornell Hospitality Quarterly	Ad hoc reviewer
<b>Adhikari, A.</b>	Annals of Tourism Research	Ad hoc reviewer
<b>Adhikari, A.</b>	Current Issues in Tourism Journal	Ad hoc reviewer
<b>Adhikari, A.</b>	European Journal of Marketing	Ad hoc reviewer
<b>Adhikari, A.</b>	Journal of Services Research (IIMT)	Editorial Review Board
<b>Adhikari, A.</b>	Journal of Agribusiness in Developing and Emerging Economies	Associate Editor
<b>Amblee, N.</b>	IIM Kozhikode Society & Management Review	Managing Editor
<b>Purani, K.</b>	IIM Kozhikode Society & Management Review	Ad hoc Reviewer
<b>Thomas, J.</b>	NACRA Annual Conference	Ad hoc reviewer
<b>Thomas, J.</b>	IIMB Management Review	Review Board

#### FACULTY

#### MARKETING MANAGEMENT



Atanu Adhikari



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Praveen S



# ORGANIZATIONAL BEHAVIOUR AND HUMAN RESOURCES



People management is the bottom line of the success of every organization. Organizational life requires employees to coordinate and collaborate with a diverse group of individuals. The ability to collaborate, motivate, and lead with a blend of functional expertise is of paramount importance for managerial success.

The OB & HR area of IIMK offers students the opportunities to develop these critical skills in the classroom and beyond. The area by offering a variety of courses, prepares the students for a variety of career in general management, human resource management, and consulting. Some of the topics focused by the area, which are relevant for the tomorrow's managers are knowing self and others, understanding group and team dynamics, structure of the organization, leading organizational change, motivation, strategizing business through HR as the business partner, managing the organizational life cycle of an employee by application of HR tools and techniques, being compliant by abiding by the laws of the land. The area also conducts exclusive leadership workshop for all the post-graduate students to lay a solid foundation for the future leaders.

The OBHR faculty is comprised of individuals with expertise in human resources, talent management, groups and teams, and leadership. Members of our faculty have carved a niche for themselves by winning awards for research and teaching and they continue to innovate new ideas in the fields of Organizational Behavior and Human Resource Management.



## REFEREED JOURNAL PUBLICATIONS

AUTHOR	TITLE	JOURNAL	YEAR
<b>Manish Kumar</b> Hemang Jauhari	Employee participation and turnover intention: exploring the explanatory roles of organizational justice and learning goal satisfaction	<i>Journal of Workplace Learning</i>	2016
<b>Priya Nair Rjeev</b> Subramanian-Kalpathi	Let's play: the use of Improv games in change management training- a case study	<i>Industry and Higher Education</i>	2016
<b>Krishnan T. N.</b> Shobhitha Poullose	Response rate in industrial surveys conducted in India: Trends and implications	<i>IIMB Management Review</i>	2016
<b>Krishnan T. N.</b> Hugh Scullion	Talent management and dynamic view of talent in small and medium enterprises	<i>Human Resource Management Review</i>	2017



**Kumar, M., & Jauhari, H. (2016).** Employee participation and turnover intention: exploring the explanatory roles of organizational justice and learning goal satisfaction. *Journal of Workplace Learning*, 28(8): 496-509.

This paper aims to examine the explanatory roles of organizational justice (OJ) and learning goal/need satisfaction (LGS/LNS) in the relationship between participation in decision-making (PDM) and turnover intention (TI) of employees. OJ was expected to mediate the relationship of PDM with LNS and TI. Further, LNS was expected to mediate the relationship of PDM and OJ with TI.

**Rajeev, P. N., & Kalpathi, S. (2016).** Let's play: the use of Improv games in change management training – a case study. *Industry and Higher Education*, 30(2): 149-154.

This paper is based on the concept of Improv games as a promising mechanism and design principle for enhancing an organization's capacity for learning and adaptability. The study explores how Improv games can be used to create a mindset conducive to change, facilitate ideation and guide discussions on bringing about systemic change. In the case study that forms the basis of the paper, Improv games were found to be particularly useful in helping participants to identify and confront their anxieties with respect to accepting and implementing change. Further, instead of being dismissed or criticized, their concerns could be creatively deployed in a realistic assessment of the action plans they had drawn up for implementing change. The paper demonstrates the technique of the games and how they can be integrated into change management programmes, and summarizes the benefits of the practice.

**Krishnan, T. N., & Poulose, S. (2016).** Response rate in industrial surveys conducted in India: Trends and implications. *IIMB Management Review*, 28(2): 88-97.

Despite a growth in the number of India-focused articles appearing in leading business journals, there has not been a systematic review of response rate to surveys conducted in India. India differs significantly from Western nations not only in its cultural norms but also in its practical difficulties of doing empirical research. We analyzed more than 2000 studies published in 26 refereed academic journals. We find that the average response rate for an organizational level survey is significantly lower while for individual level respondent groups it is significantly higher than those reported in the Western context. Results, implications and recommendations are discussed.

**Krishnan, T. N., & Scullion, H. (2017).** Talent management and dynamic view of talent in small and medium enterprises. *Human Resource Management Review*, 27(3): 431-444.

Talent Management (TM) has become one of the key strategic issues for leaders in global organizations and the majority of research on TM focuses on the large multinational enterprise (MNE) context. Despite the importance of small and medium-sized enterprises (SMEs), research in the area of talent management in this context is scarce, particularly conceptual research. This paper tries to address this gap by a) providing a theoretical rationale for the difference between large and SME firms in their talent management and human resource practices; b) exploring the applicability of the notion of talent management conceptualized in large firms to the SME context. c) Proposing a framework that helps identify the characteristics of talent in SMEs. We are critical of the best practices approach and we argue that the notion of talent management is likely to be different in SMEs compared with large firms mainly due to distinct institutional and structural factors.

#### OTHER/FORTHCOMING PUBLICATIONS

##### FORTHCOMING REFEREED JOURNAL PUBLICATIONS

AUTHOR	TITLE	DETAILS
<b>Chatterjee, D.</b> Vakkayil, J.	Globalization routes: The pursuit of conformity and distinctiveness by top business schools in India	<i>Management Learning</i>
<b>Rajeev, P. N.</b> Kalagnanam, S.	India's mandatory CSR policy: implications and implementation challenges	<i>International Journal of Business Governance and Ethics</i>
Venugopal, A. <b>Krishnan, T. N.</b> <b>Kumar, M.</b> <b>Upadhyayula, R. S.</b>	Strengthening organizational ambidexterity with top management team mechanisms and processes	<i>International Journal of Human Resource Management</i>



BOOKS, BOOK CHAPTERS / PUBLISHED & FORTHCOMING				
AUTHOR	TITLE	CATEGORY	DETAILS	YEAR
<b>Chatterjee, D.</b>	Selling science through university entrepreneurship: Debates and implications for emerging economies	Book Chapter	A. Stachowicz-Stanusch & G. Mangia, Dark Sides of Business and Higher Education Management, Volume II, <i>Business Expert Press</i> , September 1	2016
<b>Chatterjee, D.</b> <b>Krishnan, T. N.</b>	Consulting at Indian Hygiene Products Limited: Entry and Contracting.	Book Chapter	Cases and Exercises in Organization Development & Change (2nd Ed.), 93-104, (editors) Donald L. Anderson <i>SAGE Publications, Inc</i>	2017
Ratnam, V. C. S. <b>Dhal, M.</b>	Industrial Relations (Second edition)	Book	<i>Oxford University Press</i>	2017

CONFERENCE PAPERS, PRESENTED & FORTH COMING			
AUTHOR	TITLE	DETAILS	YEAR
<b>Chatterjee, D.</b>	Bridging institutional voids in innovation for emerging Asian economies: The institutional entrepreneurship of University Research Centers	<i>Coorganized by DRUID, NUS Business School and SMU - Lee Kong Chian School of Business. Singapore</i>	2016
<b>Dhal, M.</b>	Non-Regular Workers in Japan: Issues and Challenges of New Economic Order.	<i>9th Asian Regional Congress of the International Labour and Employment Relations Association (ILERA), Beijing, China, November 1-3</i>	2016
Poulose, S. Sudarsan, N. <b>Dhal, M.</b>	Measuring the Impact of Work Life Balance Dimensions among Law Enforcement Officers	<i>26th Conference of National Academy of Psychology (NAOP) on "Psychology and Future of Work", IIT Madras, India, December 29-31</i>	2016
<b>Dhal, M.</b>	Challenges of Trade Union in Japanese Automobile Sector in the Liberalized Economy	<i>35th International Labour Process Conference, Reconnecting Work and Political Economy, Sheffield, UK, April 4-6</i>	2017
Kumar, D. S. <b>Nair, U. K.</b> <b>Purani, K.</b>	Consumer Pre-testing of Servicescape Designs: A Toolkit	<i>Winter AMA conference, Orlando, Florida, USA, February 17-19</i>	2017
<b>Rajeev, P. N.</b> Joy, S. Poonamalee, L.	Forms of Incorporation of Social Enterprises, Balancing profit and Social Goals: A comparative Analysis	<i>13th Annual Social Enterprise Conference, University of Southern California, USA, November 11-12</i>	2016
<b>Rajeev, P. N.</b> Kalagananam, S. <b>Sinha, A. S.</b> Kalagananam, V.	Social impact assessment of Kudumbashree micro enterprises: A multi-dimensional, multi-level measurement.	<i>13th Annual Social Enterprise Conference, University of Southern California, USA, November 11-12</i>	2016
<b>Rajeev, P. N.</b> Joy, S.	Inherent 'limits to growth' in micro-social enterprises: Insights from Kudumbashree micro enterprises, India	<i>8th International Social Innovation Research Conference, Glasgow City Centre, Glasgow, Scotland, U.K, September 5-7</i>	2016
<b>Rajeev, P. N.</b> Joy, S.	'It is only women' to 'it is women': How poor women gained legitimacy as economic and social actors through a grass root social innovation	<i>8th International Social Innovation Research Conference, Glasgow City Centre, Glasgow, Scotland U.K, September 5-7</i>	2016
<b>Rajeev, P. N.</b> Joy, S.	It is us, we are it' : An empirical model for participatory institutions among the underprivileged beneficiary stakeholders	<i>British Academy of Management , 30th Annual Conference, Newcastle University, Newcastle, September 6-8</i>	2016

<b>Rastogi, A. Pati, S. P. Kumar, P. Dixit, J. K. Pradhan, S.</b>	Investigation of Psychometric properties of UWES-S (student engagement) and its relationship with burnout and life satisfaction in the Indian context	<i>Second International Conference on Organization and Management (ICOM)</i> , Abu Dhabi, UAE, November 20-21	2016
<b>Venugopal, A. Krishnan, T. N. Kumar, M.</b>	Identifying the focal role of top management paradoxical cognition in ambidextrous firms	<i>Academy of Management Annual Meeting</i> , California, USA, August	2016

#### NON- REFEREED PUBLICATIONS / PRESENTATIONS

AUTHOR	TITLE	CATEGORY	DETAILS	YEAR
<b>Dhal, M.</b>	Breaking the Labour Union Logjam (Case Study)	Popular Press	<i>Human Capital</i> , April	2016
<b>Krishnan, T. N.</b>	Present day career demographics	Popular Press	<i>Human Capital</i> , December 1	2016

#### RESEARCH PROJECTS

##### Small Grant Research Project Ongoing

**Chatterjee, D.** (2016). A comparative study of research commercialization at US and Indian higher educational institutions. *SGRP/2016/91*.

The role of universities in developing technologies and transferring them to industry is increasingly becoming the cornerstone of technological and product innovations. Accordingly, research on North American and European economies on this “research commercialization” has picked up pace. These studies have extensively documented the role of various types of mechanisms and policies that universities deploy to increase technology transfers to industry, and the effect of such activities on their core activities of teaching and academic research.

At the same time, studies have also noted that research commercialization is yet pick up in universities in emerging nations. Studies on Indian higher educational institutions (HEIs) reflect similar state of affairs. Nevertheless, extant studies in India haven’t examined the extent to which Indian HEIs have adopted enabling organizational structures to facilitate research commercialization, and how they compare with universities in developed economies. Hence, the study has two objectives: (a) The extent to which Indian HEIs have implemented enabling structures to support research commercialization, and with what outcomes; (b) compare such data with similar data from USA in order to see where Indian HEIs stand with respect to best-in-world. The study will be conducted using publicly available data, such as NIRF in India, and data available from the Association of University Technology Managers in the USA.

#### EXTERNAL RESEARCH PROJECTS

AUTHOR	TITLE	YEAR
<b>Rajeev, P. N. Sinha, A. S.</b>	Social Impact Assessment of the Micro Enterprise Initiative of Kudumbashree, <i>Kerala State Poverty Eradication Mission</i>	2016
<b>Rajeev, P. N. Kalagnanam, S.</b>	What challenges do businesses and partner organizations (CSR foundations and NGOs) face in complying with Section 135 of the Companies Act (2013) in India? granted a funding of \$ 2990 by IMA Research Foundation, US ( <a href="http://www.imanet.org/">http://www.imanet.org/</a> )	2016

# WORKING PAPERS

AUTHOR	TITLE	YEAR
<b>Kumar, M.</b> Jauhari, H.	Employee Participation and Turnover Intention: Exploring the Explanatory Roles of Organizational Justice and Learning Goal Satisfaction	2016
<b>Nair, U. K.</b> Tandon, A.	Strong Identities in Unexpected Quarters: Identity Construction by Traffic Police Personnel	2017
<b>Pati, S. P.</b> <b>Rastogi, A.</b> Kumar, P.	Arresting burnout: The role of Karma yoga	2017
<b>Rastogi, A.</b> <b>Pati, S. P.</b> <b>Krishnan, T. N.</b> <b>Krishnan, S.</b>	Disengagement at work: A conservation of resources perspective	2017
<b>Rastogi, A.</b> <b>Pati, S. P.</b> Kumar, P. Dixit, J. K. Pradhan, S.	Investigation of Psychometric properties of UWES-S (student engagement) and its relationship with burnout and life satisfaction in the Indian context	2017
<b>Rajeev, P. N.</b> Kalagnanam, S. S.	The difficulties in doing good: NGO preparedness for implementing mandatory corporate social responsibility projects in India	2017
<b>Rajeev, P. N.</b> Joy, S.	'It is only women' to 'it is women': A process model for how poor women gained legitimacy as economic and social actors through a grass root social innovation	2017

**Kumar, M.,** & Jauhari, H. (2016). Employee Participation and Turnover Intention: Exploring the Explanatory Roles of Organizational Justice and Learning Goal Satisfaction. *IIMK/WPS/204/OB&HR/2016/16*.

**Purpose** - This research examines the explanatory roles of organizational justice (OJ) and learning goal/needs satisfaction (LGS/LNS) in the relationship between participation indecision making (PDM) and turnover intention (TI) of employees. OJ was expected to mediate the relationship of PDM with LNS and TI. Further, LNS was expected to mediate the relationship of PDM and OJ with TI.

**Nair, U. K.,** & Tandon, A. (2017). Strong Identities in Unexpected Quarters: Identity Construction by Traffic Police Personnel. *IIMK/WPS/235/OB&HR/2017/19*.

Traffic police is a central yet inconspicuous part of social life. Their role, positioned at the interface between public services and society, involves multiple challenges for effective performance. Yet, there is little academic knowledge about this group of professionals. Through qualitative data collected from 93 traffic police personnel from a south Indian city attending a motivational session conducted by one of the authors, this study examined their identity conceptions. Analysis revealed emergence of unexpectedly strong occupational identities in an otherwise generally routine and mundane job. Traffic police personnel constructed strong occupational identities rooted in the concept of being in public service by going beyond their operational roles to focus on the perceived impact of their work on the society. They strengthened this identity by engaging in behaviours congruent with it, and consequently having positive job experiences either through direct observation of outcomes or through positive feedback from relevant stakeholders. They continually sought to strengthen their identity by seeking appreciation, recognition and support from critical stakeholders. Events which led them to perceive themselves as ineffective in their duty, and therefore went against their self-image, threatened their identity. Our study provides theoretical insight into occupational identity construction and the factors which impact its strength positively and negatively. Inferences can also be drawn for developing suitable motivational interventions for enhancing work engagement, performance and effectiveness of traffic police and similar other groups, particularly working at the interface



**Pati, S. P., Rastogi, A., & Kumar, P. (2017).** Arresting burnout: The role of Karma yoga. *IIMK/WPS/221/OB&HR/2017/05*.

An outcome of aversive working conditions, burnout remains a prime cause of concern for organizational researchers. Arresting burnout in the workforce is important as it is associated with numerous negative consequences for employees as well as organizations. One of the prominent approach that explains the incidence of burnout is the conservation of resources which advocates that burnout results when individuals perceive net loss of valuable resources which cannot be replenished. In this paper, we propose Karma Yoga as a panacea to the problem of burnout. Karma Yoga is suggested in the Hindu text Bhagavad Gita as one of the ways towards Self-realization. Karma Yogis (practitioners of Karma Yoga) are likely to interpret 'loss' of resources as milestones in the path of self-realization rather than reflections of personal capabilities, thereby preventing them from experiencing burnout. They are also likely to be happy. Further, our findings suggest that happiness mediates the relationship between Karma Yoga and Burnout.

**Rastogi, A., Pati, S. P., Krishnan, T. N., & Krishnan, S., (2017).** Disengagement at work: A conservation of resources perspective. *IIMK/WPS/220/OB&HR/2017/04*.

Disengagement at work has been a cause of concern for the business world for a while now. Claims are made that in excess of 70 percent of the workforce is either passively or actively disengaged, having enormous financial implications. However, urgency and extent of the practitioner discourse on the subject does not find resonance in academic research. In response to calls for better understanding of disengagement at work (e.g. Valentin, 2014; Wollard, 2011), we seek to consolidate the extant approaches employing Conservation of Resources (COR, Hobfoll, 1989) as the guiding theory. This integrative literature review proposes a conceptual model that explains the phenomenon of disengagement at work along with its antecedents, moderating influences and outcomes. Implications for research and practice have been discussed. Such an attempt is likely to encourage an informed debate on the subject in the academic domain, while simultaneously helping practitioners identify actionable antecedents and consequences of disengagement at work.



**Rastogi, A., Pati, S. P., Kumar, P., Dixit, J. K., & Pradhan, S. (2017).** Investigation of Psychometric properties of UWESS (student engagement) and its relationship with burnout and life satisfaction in the Indian context. *IIMK/WPS/222/OB&HR/2017/06*.

Student engagement is associated with numerous positive consequences. The Student Version of Utrecht Work Engagement Scale (UWES-S) is increasingly being employed to assess student engagement without sufficient evidence for its validity, reliability and generalizability across cultures. This research therefore seeks to validate the UWES-S in the Indian context. Towards this objective, two studies are reported. In Study 1 (N = 207), evidence for factorial validity, convergent validity and internal consistency of 14-item UWES-S (Schaufeli et al., 2002b) is provided. Further, a 9-item UWES-S is proposed based on psychometric

properties and item analysis. Study 2 (N = 279) revalidates the proposed 9-item measure and explores its relationship with student burnout and student life satisfaction. Discussion and limitations follow.

**Rajeev, P. N., & Kalagnanam, S. S. (2017).** The difficulties in doing good: NGO preparedness for implementing mandatory corporate social responsibility projects in India. *IIMK/WPS/240/OB&HR/2017/24*.

This paper documents the results of a survey of 100 NGOs with respect to their preparedness to implement CSR projects planned by eligible companies in order to comply with the CSR legislation outlined in Section 135 of the Companies Act of India (2013). Our results provide some reasons to conclude that NGOs are displaying many elements of preparedness, such as having a mission and vision statement, elements of a governance and processes to measure impact. However a major limitation is the availability of talented employees and their retention.

**Rajeev, P. N., & Joy, S. (2017).** 'It is only women' to 'it is women': A process model for how poor women gained legitimacy as economic and social actors through a grass root social innovation. *IIMK/WPS/241/OB&HR/2017/25*.

Rising social inequality around the world has prompted organizational scholars to pay increased attention to socially innovative organizations that address issues of inequality and social exclusion. A key area of research has been the creation of legitimacy for such organizations in the institutional landscape. We note that social inequality is an outcome of the refusal to recognize marginalized groups as legitimate social, political and economic actors, and argue that mitigation of inequality would require building greater legitimacy for beneficiaries themselves rather than for the organization alone. We observe that the processes by which beneficiary legitimacy is built are relatively underexplored in the extant literature. In this paper, we draw on the literature on the social process of (de)legitimation of status hierarchies, and examine the beneficiary participation in the Kudumbashree Community Based Organization (KS CBO), a poverty eradication initiative started in Kerala, India in 1998, and present an empirical model to demonstrate a progressive shift in the referential beliefs about poor women resulting in a greater legitimacy for them as social, economic and political actors.

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

<b>Krishnan, T. N.</b>	IIM Kozhikode Society & Management Review	Editorial Board
<b>Nair, U. K.</b>	IIMB Management Review	Editorial Review Panel
<b>Rajeev, P. N.</b>	Sage Publication	Ad hoc Reviewer
<b>Rajeev, P. N.</b>	Amity Journal of Training and Development	Ad hoc Reviewer
<b>Rajeev, P. N.</b>	International Journal of Business Governance and Ethics (IJBGE)	Ad hoc Reviewer
<b>Rajeev, P. N.</b>	IIM Kozhikode Society & Management Review	Ad hoc Reviewer
<b>Rajeev, P. N.</b>	IIMB Management Review	Ad hoc Reviewer

#### FACULTY ORGANIZATIONAL BEHAVIOUR AND HUMAN RESOURCES



Debabrata Chatterjee



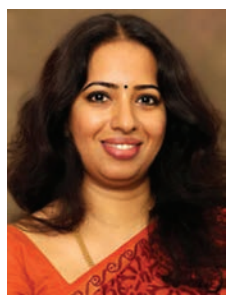
T. N. Krishnan



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Surya Prakash Pati



K. Unnikrishnan Nair



Jatin Pandey





## QUANTITATIVE METHODS AND OPERATIONS MANAGEMENT



QM & OM Area comprises faculty with expertise in two key disciplines: Decision Sciences (Quantitative Methods (QM)) and Decision Making within the realms of Operations Management (OM) and Supply Chain Management (SCM). In particular, the area is concerned with teaching and research on designing, managing and improving systems and processes related to Operations and Supply Chains with the aid of tools and techniques in decision sciences such as Data analysis, Optimization, Stochastic processes, Inventory theory, Game theory, Queuing Theory, Simulation, to name a few. The research issues addressed by faculty members are diverse and include developing new techniques or improving existing techniques in Statistical Process Control, Acceptance Sampling, etc. apart from advancing the theory and practice in the areas of OM and SCM with a special focus on Project management, Service operations management (in diverse sectors such as health care & education), Process improvement (using Lean thinking, Six Sigma) and Logistics and Supply chain Management (with a focus on humanitarian supply chain, Reverse logistics & agro supply chains.)

### REFEREED JOURNAL PUBLICATIONS

AUTHOR	TITLE	JOURNAL	YEAR
Sankalp Pratap Agam Gupta <b>Arqum Mateen</b> Kavita Mahto	Playing games, receiving gifts, creating experiences and building brands	<i>Marketing Intelligence and Planning</i>	2016
<b>Narayanamurthy-Gopalakrishnan Anand G</b>	Systemic leanness: An index for facilitating continuous improvement of lean implementation	<i>Journal of Manufacturing Technology Management</i>	2016
<b>Narayanamurthy-Gopalakrishnan Anand G</b>	Leanness assessment – a literature review	<i>International Journal of Operations and Production Management</i>	2016
<b>Narayanamurthy-Gopalakrishnan. Anand G. Chockalingam Raju</b>	Applying lean thinking in an educational institute – an action research	<i>International Journal of Productivity and Performance Management</i>	2017
<b>Ramkumar P. N. Sajjan T. John Rajagopalan Sridharan</b>	Multi-period reverse logistics network design with emission cost	<i>International Journal of Logistics Management</i>	2017



<b>Saji Gopinath</b> Milind Padalkar	Six decades of project management research: Thematic trends and future opportunities	<i>International Journal of Project Management</i>	2016
<b>Saji Gopinath</b> Milind Padalkar	Are complexity and uncertainty distinct concepts in project management? A taxonomical examination from literature.	<i>International Journal of Project Management</i>	2016
<b>Shovan Chowdhury</b> Amarjit Kundu	Ordering properties of order statistics from heterogeneous exponentiated Weibull models	<i>Statistics &amp; Probability Letters</i>	2016
Amarjit Kundu <b>Shovan Chowdhury</b> Asok K. Nanda Nil Kamal Hazra	Some results on majorization and their applications	<i>Journal of Computational and Applied Mathematics</i>	2016
<b>Shovan Chowdhury</b> Mukherjee S. P.	Bayes estimation in $M/M/1$ queues with bivariate prior	<i>Journal of Statistics and Management Systems</i>	2016
<b>Shovan Chowdhury</b> Amarjit Kundu	Stochastic Comparison of Parallel Systems with Log-Lindley Distributed Components.	<i>Operations Research Letters</i>	2017
<b>Shovan Chowdhury</b> Amitava Mukherjee Asok K. Nanda	On Compounded Geometric Distributions and Their Applications	<i>Communications in Statistics-Simulation and Computation</i>	2017
Chebiyyam Murthy <b>Sidhartha S. Padhi</b> Narain Gupta Kanwal Kapil	An Empirical Investigation of the Antecedents of Value Co-creation in B2B IT Services Outsourcing	<i>Business Process Management Journal</i>	2016
<b>Thangamani G.</b>	Availability Analysis of Regenerator System Using Markov Process Approach	<i>American Journal of Computational and Applied Mathematics</i>	2017

Pratap, S., Gupta, A., **Mateen, A.**, & Mahato, K. (2016). Playing games, receiving gifts, creating experiences and building brands. *Journal of Marketing Intelligence and Planning*, 34(4): 486-503.

What separates a brand from its undifferentiated commodity counterparts are not necessarily tangible product or service features but the consumer's perceptions and feelings about the offering. In this study, we investigate the brand building effort of a steel company in India, which after economic liberalization and associated increase in competitive intensity introduced a retail brand for the rural sector. Given the socio-economic peculiarities of the country at large and consumers in specific, traditional brand building approaches bore sub-optimal results. Our study highlights the employment of experiential marketing techniques like innovative game designs and gift choices, which were rooted in the village populace's context and life experiences, to communicate brand values and promises in a playful, low cost and yet effective manner. The games and gifts are brought alive in the arena of Haat (village fair) and show how socio-cultural context of rural Indian consumer can be leveraged.

**Narayanamurthy, G., & Anand, G.** (2016). Systemic leanness: An index for facilitating continuous improvement of lean implementation. *Journal of Manufacturing Technology Management*, 27(8): 1014-1053.

**Purpose:** The purpose of this paper is to describe a leanness assessment methodology that takes into account the interaction between lean elements for computing the systemic leanness and for assisting continuous improvement of lean implementation.

**Design/methodology/approach:** Key elements determining the leanness level were identified by reviewing the relevant literature and were structured as a framework. Graph-theoretic approach (GTA) was used as the assessment methodology for its ability to evaluate the interaction between the elements in the developed framework.

**Findings:** Interactions between the lean elements were configured. Application of the proposed GTA for assessing systemic leanness was demonstrated. Scenario analysis was performed and a scale was developed to assist firms in comparing their systemic leanness index.

**Research limitations/implications:** This paper is unique in developing an assessment approach for measuring the systemic leanness. In addition, this study explains how the implementation of lean thinking (LT) in a value stream can be continuously improved by proposing a systemic leanness index that can be benchmarked. The proposed approach to measure systemic leanness can be tested across different value streams in future for extending its generalizability.

**Practical implications:** Proposed framework and leanness assessment approach presents an innovative tool for practitioners to capture the systemic aspect of LT. Proposed assessment approach supports practitioners in achieving continuous improvement in lean implementation by revealing the lean elements that need to be focused in future.

**Originality/value:** Study introduces a new perspective for LT by studying the importance of interactions between the lean elements and by incorporating them to assess the systemic leanness.

**Narayanamurthy, G., & Anand, G. (2016).** Leanness assessment – a literature review. *International Journal of Operations and Production Management*, 36(10): 1115-1160.

**Purpose:** Assessing the outcome of lean transformation journey has been of interest to both researchers and practitioners. Various qualitative and quantitative assessment methodologies have been proposed in literature to track and measure the degree of leanness attained. The purpose of this paper is to understand the evolution of this leanness assessment literature over different attributes and identify gaps for future research.

**Design/methodology/approach:** A detailed literature review of peer-reviewed journal articles and conference papers addressing leanness assessment was performed. Content analysis methodology involving a four-step process suggested by Mayring (2004) was adopted for this study.

**Findings:** The number of studies in literature on leanness assessment is low when compared to that in the area of lean implementation. Assessment methodologies developed are of wide range, varying from simple qualitative checklist to complex quantitative mathematical models. Following the trend of lean implementation literature, lean thinking assessment literature is also getting transformed from process-level monitoring to enterprise-level monitoring. Finally, based on this review, a simplified leanness assessment framework is proposed for future validation.

**Research limitations/implications:** Only peer-reviewed journals and conference papers were analyzed, while excluding the manuals, reports, and white papers from practice. Clustering of leanness assessment literature revealed that future studies in this domain would fall into two major categories, namely manufacturing leanness assessment and service leanness assessment.

**Practical implications:** Practitioners can use this review study to choose a suitable methodology for assessing the leanness attained in their organization by controlling for the structural attributes identified. Originality/value This is the first paper to review the topic “leanness assessment.”

**Narayanamurthy, G., Anand, G., & Raju, C. (2017).** Applying lean thinking in an educational institute – an action research. *International Journal of Productivity and Performance Management*, 66(5): 598-629.

**Purpose:** Lean thinking (LT) has been implemented in various manufacturing and service sectors. But, only a few published research articles have developed a framework describing the procedure for implementing LT in an educational institute. The purpose of this paper is to develop and demonstrate a framework that can provide a structured procedure for the implementation of LT in an educational institute.

**Design/methodology/approach:** Various LT tools and techniques applicable in educational institute were identified by reviewing the relevant literature. By adopting an action research methodology (ARM) for a time period of 28 months, the processes in a case institute were studied; wastes in the process were identified and various solutions were proposed and implemented.

**Findings:** A comparison of the performance measures before (Batch 1) and after (Batch 2) implementation of solutions provided interesting insights into the effectiveness of LT. In both the batches, absenteeism in the class was found to increase across the terms. But the magnitude of increase was lesser in Batch 2. Results also showed that the number of unfilled seats (poor utilization) in an elective course in the second year of the program drastically reduced in Batch 2. Finally, a framework that can guide LT implementation in educational institutes was proposed.

**Research limitations/implications:** The current study describes only the initial stages of implementation

in an educational institute. Hence, some of the benefits discussed are expected in the long run which can be assessed by carrying out a longitudinal study. Future study can attempt to empirically validate the proposed framework in multiple educational institutes and theoretically explain the reasons behind the results obtained.

**Practical implications:** ARM can be used as a tool by practitioners to study the behavioral aspects of employees of educational institutes toward LT implementation. The proposed framework and its demonstration can assist employees in educational institutes to implement LT. Positive results obtained in this study can further motivate the educational institutes to consider LT as a potential tool for improving the processes.

**Originality/value:** This is the first study to develop and validate a framework for structured implementation of LT in the processes of an educational institute. The study is also unique in empirically capturing the impact of LT implementation of an educational institute by analyzing the archived data.

**Ramkumar, P. N., John, S. R., & Sridharan, R. (2017).** Multi-period reverse logistics network design with emission cost. *International Journal of Logistics Management*, 27(1):127-149.

The purpose of this paper is to develop a mathematical model for the network design of a reverse supply chain in a multi-product, multi-period environment. The emission cost due to transportation activities is incorporated into the model to reduce the total cost of emission and study the significance of inclusion of emission cost on the network design decisions.

**Gopinath, S., & Padalkar, M. (2016).** Six decades of project management research: Thematic trends and future opportunities. *International Journal of Project Management*, 34(7): 1305-1321.

Project management as a discipline possesses a rich body of literature characterized by early determinism and later expansion to broader contexts aided by paradigmatic, thematic, and methodological diversity. The dynamic nature of research entails many parallel streams of enquiry under differing perspectives without convergence to parsimonious theories. We argue that an integrated view of project management research in terms of its thematic evolution and trends is necessary for an understanding of future directions. Our study fills this gap by tracing the evolution of themes in project management research, trends, and future opportunities through a systematic review of literature. We find the research to be dominated by empirical and deterministic perspectives while non-deterministic research enquiry remains weak and sporadic. We contend that stronger focus on non-deterministic perspective and a methodological convergence is necessary for the research to meaningfully advance towards theory building, and discuss potential avenues for further research.

**Gopinath, S., & Padalkar, M. (2016).** Are complexity and uncertainty distinct concepts in project management? A taxonomical examination from literature. *International Journal of Project Management*, 34(4): 688-700.

Project management research is characterized by dominance of determinism, decision-theoretic approaches, and weak theories. The growth of research interest in non-deterministic paradigms through the lenses of complexity and uncertainty is recent, and could provide stronger theoretic explanations. However, analysis of select project management literature reveals that the constructs of complexity and uncertainty are yet to be grounded in terms of definitions and constituent variables. We argue that definitional clarity is necessary for the non-deterministic research to move forward. In this paper, we propose taxonomy of constituent terms of complexity and uncertainty based on semantic analysis of select literature and show that the two constructs are broadly confounded in their constituent terms. While our finding may appear to align with complexity theoretic concept of strong interrelationship between complexity and uncertainty, we argue that such confounding represents intermingling of varying ontological and epistemological preferences within the community of project management scholars rather than a broad adherence to the complexity theory. The paper contributes to project management literature by facilitating further research toward stronger construct definitions and theory-building efforts. The paper also contributes to research methods by offering a novel methodology to elicit taxonomy of terms and to illuminate the confounding and separating terms across multiple constructs.

**Chowdhury, S., & Kundu, A. (2016).** Ordering properties of order statistics from heterogeneous exponentiated Weibull models. *Statistics & Probability Letters*, 114: 119-127.



In this paper we stochastically compare two parallel systems each having heterogeneous exponentiated Weibull components. These comparisons are made with respect to reversed hazard rate ordering and likelihood ratio ordering. Similar comparisons are also made for two systems with component lives following multiple outlier exponentiated Weibull model.

Kundu, A., **Chowdhury, S.**, Nanda, A. K., & Hazra, N. K. (2016). Some results on majorization and their applications. *Journal of Computational and Applied Mathematics*, 301: 161-177.

Majorization is a key concept in studying the Schur-convex property of a function, which is very useful in the study of stochastic orders. In this paper, some results on Schur-convexity have been developed. We have studied the conditions under which a function  $\phi$  defined by will be Schur-convex. This fills some gap in the theory of majorization. The results so developed have been used in the case of generalized exponential and gamma distributions. During this, we have also developed some stochastic properties of order statistics

**Chowdhury, S.**, & Mukherjee, S. P. (2016). Bayes estimation in  $M/M/1$  queues with bivariate prior. *Journal of Statistics and Management Systems*, 19(5): 681-699.

Bayes estimator of different queueing performance measures are derived in steady state by recording system size from each of  $n$  iid  $M/M/1$  queues. The Bayes estimators are obtained under both squared error loss function and precautionary loss function with a bivariate distribution beta stacy as prior, with natural restriction  $0 < \lambda < \mu$  where  $\lambda$  and  $\mu$  are arrival rate and service rate respectively. A comprehensive simulation results are also shown at the last section.

**Chowdhury, S.**, & Kundu, A.o (2017). Stochastic Comparison of Parallel Systems with Log-Lindley Distributed Components. *Operations Research Letters*, 45 (3): 199-205.

In this paper, we study stochastic comparisons of parallel systems having log-Lindley distributed components. These comparisons are carried out with respect to reversed hazard rate and likelihood ratio ordering.

**Chowdhury, S.**, Mukherjee, A., & Nanda, A.K. (2017). On Compounded Geometric Distributions and Their Applications. *Communications in Statistics - Simulation and Computation*, 46(3):1715-1734.

Here, we introduce two-parameter compounded geometric distributions with monotone failure rates. These distributions are derived by compounding geometric distribution and zero-truncated Poisson distribution. Some statistical and reliability properties of the distributions are investigated. Parameters of the proposed distributions are estimated by the maximum likelihood method as well as through the minimum distance method of estimation. Performance of the estimates by both the methods of estimation is compared based on Monte Carlo simulations. An illustration with Air Crash casualties demonstrates that the distributions can be considered as a suitable model under several real situations.

Murthy, C., **Padhi, S. S.**, Gupta, N., & Kapil, K. (2016). An Empirical Investigation of the Antecedents of Value Co-creation in B2B IT Services Outsourcing. *Business Process Management Journal*, 22(3): 484 - 506.

The purpose of this paper is to conduct empirical investigation of value co-creation phenomena in IT services outsourcing. This survey based research enabled to identify antecedents of value co-creation and their impact on value outcomes.

**Thangamani, G.** (2017). Availability Analysis of Regenerator System Using Markov Process Approach. *American Journal of Computational and Applied Mathematics*, 7(3): 65-70

This paper presents a systematic approach to estimate the availability of a subsystem called Regenerator ( $R_g$ ) of a process plant. The study is a live case study at a Fluid Catalytic Cracking Unit (FCCU) of a refinery requiring high levels of availability for cost effective operation. The subsystem is modelled as Markov process, a method often used in the safety analysis of chemical process industries. Each component of a subsystem considered to be in one of the states: good, operating at reduced efficiency (due to partial failure) or under failure. More than one component may fail simultaneously due to common-cause failures. The  $R_g$  subsystem is modeled as a Markov process, using Chapman-Kolmogorov equations. A numerical evaluation of the Markov equations, assesses the characteristic safety parameters such as reliability and availability of the system. The steady state availability of the various states of the subsystem is obtained and a sensitivity analysis is also performed. The method promises to be useful for assessing the availability of any complex systems.

OTHER/FORTHCOMING PUBLICATIONS

FORTHCOMING REFEREED JOURNAL PUBLICATIONS		
AUTHOR	TITLE	DETAILS
<b>Chowdhury, S.</b> Kundu, A. Nanda, A. K. Hazra, N. K.	Majorization Orders and Their Applications	<i>Journal of Computational and Applied Mathematics</i>
<b>Chowdhury, S.</b> Kundu, A.	Ordering properties of sample minimum from Kumaraswamy-G random variables ( <a href="http://dx.doi.org/10.1080/02331888.2017.1353516">http://dx.doi.org/10.1080/02331888.2017.1353516</a> )	<i>Statistics-Journal of Theoretical and Applied Statistics</i>
Zanger, I. <b>Padhi, S. S.</b> Wagner, S. M.	Linking Social Systems Failure of Marriages and Firms: A Short Note .	<i>Journal of Innovation &amp; Knowledge</i>
Rajeev, A. <b>Pati, R. K.</b> <b>Padhi, S. S.</b> Govindan, K.	Evolution of Sustainability in Supply Chain Management Literature	<i>Journal of Cleaner Production</i>
<b>Padhi, S. S.</b> <b>Pati, R. K.</b>	Quantifying Potential Tourist Behavior in Choice of Destination using Google Trends	<i>Tourism Management Perspectives</i>
Rajnish, K. <b>Padhi, S. S.</b> <b>Sarkar, A.</b>	Optimal Number of Suppliers to Mitigate Supply Disruption: A case of Indian Locomotive Manufacturer	<i>International Journal of Logistics Systems and Management</i>
<b>Roy, S.</b> Pradhan, B. Gijo, E. V.	Inference based on progressive Type-I interval censored data from log-normal distribution.	<i>Communications in Statistics-Simulation and Computation.</i>
<b>Roy, S.</b> Pradhan, B. Gijo, E. V.	Estimation of $P(X < Y)$ for generalized half logistic distribution based on Type-II censored data.	<i>International Journal of Quality &amp; Reliability Management</i>
Gupta, S. Dawande, M. Janakiraman, G. <b>Sarkar, A.</b>	Distressed Selling by Farmers: Model, Analysis, and Use in Policy-Making	<i>Production and Operations Management (FT50 journal)</i>
Chaturvedi, P. <b>Sarkar, A.</b> Majumdar, G. C. Sarmah, S. P. <b>Padhi, S. S.</b>	Milk Procurement of a Private Dairy Firm: An Economic Analysis	<i>International Journal of Operational Research</i>

CONFERENCE PAPERS, PRESENTED & FORTH COMING			
AUTHOR	TITLE	DETAILS	YEAR
John, L. <b>Anand, G.</b>	Coordination mechanism for humanitarian supply chain using flexible returns contracts	<i>POMS SPJIMR International conference on Big Data Analytics for Optimising Supply Chains</i> , Mumbai, Maharashtra, India, July 29-30	2016
<b>John, L.</b> <b>Anand, G.</b>	Coordination effectiveness index: A metric for coordination efforts in humanitarian supply chain	<i>10th International Conference of the Indian Subcontinent Region Decision Sciences Institute</i> , MET's Institute of Management, Nashik, Maharashtra, December 28-30	2016
John, L. <b>Anand, G.</b>	Review of coordination studies in humanitarian logistics	<i>Fourth International Conference on the Best Practices in Supply Chain Management (BPSCM 2016)</i> , Thiruvananthapuram, Kerala, India, December 22-23	2016

<b>Chakrabarty, J. B. Chowdhury, S.</b>	Compounded Inverse Weibull Distributions: Properties, Inference and Applications	<i>International Workshop on Reliability Theory and Survival Analysis</i> , Pune University, Maharashtra, India, November 3-5	2016
<b>Chowdhury, S.</b>	Acceptance sampling plans based on truncated life test for the generalized Weibull model	<i>IEEE International Conference on Industrial Engineering and Engineering Management (IEEEEM)</i> , Bali, Indonesia, December 4-7	2016
<b>Gopinath, S. Padalkar, M.</b>	Critical Chain Project Management: A search for Theoretic Roots	<i>PMI Research and Academic Conference</i> , March 2-4	2017
<b>Gopinath, S. Padalkar, M.</b>	Using agile in construction projects -It's more than a methodology	<i>POMS Annual Conference</i> , Orlando, USA, May 6-9	2016
<b>Gopinath, S. Padalkar, M.</b>	Controlling deviant behaviours in employee-owned cooperatives	<i>POMS Annual Conference</i> , Orlando, USA, May 6-9	2016
<b>Gopinath, S. Padalkar, M.</b>	TOC and Critical Chain Project Management: In Search of Theoreticroots	<i>Project Management Research and Academic Conference</i> , New Delhi, India	2017
<b>Mateen, A. Sharma, D. Gupta, A.</b>	Analyzing the New Google Search Results Page - A Netnographic Approach	<i>International Conference on Marketing, Technology &amp; Society</i> , IIM Kozhikode, Kerala, India, September 29 – October 01	2016
<b>Narayanamurthy, G. Anand, G. Shah, R.</b>	Quantitative assessment and benchmarking of leanness in hospitals using data envelopment analysis	<i>POMS SPIJMR International conference on Big Data Analytics for Optimising Supply Chains</i> , Mumbai, Maharashtra, India, July 29-30	2016
<b>Narayanamurthy, G. Anand, G.</b>	Lean thinking in healthcare – Uncovering the practices and performance measures	<i>XX Annual International Conference of Society of Operations Management</i> , Gwalior, Madhya Pradesh, India, December 22-24	2016
<b>Narayanamurthy, G. Shah, R. Anand, G.</b>	Are penalties “sticky” in the long term? An empirical investigation in the US Nursing Homes	<i>27th Annual Conference of the Production &amp; Operations Management Society (POMS)</i> , Lake Buena Vista Hilton, Orlando, Florida, USA, May 6-9	2016
<b>Narayanamurthy, G. Shah, R. Anand, G.</b>	Spillover effect of penalties - An empirical investigation in the healthcare context	<i>POMS SPIJMR International conference on Big Data Analytics for Optimising Supply Chains</i> , Mumbai, Maharashtra, India, July 29-30	2016
<b>Narayanamurthy, G. Anand, G.</b>	Benchmarking lean practices and performance measures of a hospital (This paper has been published in the form of Conference proceedings)	<i>2016 IEEE International Conference on Industrial Engineering and Engineering Management</i> , (IEEEEM) Bali, Indonesia, December 4-7	2016
<b>Pati, R. K. Nandakumar, M. K.</b>	Business Model and Firm Performance: Moderating effect of Environment	<i>Academy of Management Conference</i> , Anaheim, California, USA, August 5-9	2016
<b>Pati, R. K. Padalkar, M.</b>	Review of Methodologies and Models in Supply Chain Sustainability Literature	<i>POMS India Chapter Conference</i> , S. P. Jain Institute of Management & Research, Mumbai, Maharastra India, July 29-30	2016
<b>Pati, R. K. Rajeev, A. Padhi, S. S.</b>	A Systematic Review of Sustainability Research in Chemical Supply Chains	<i>POMS India Chapter Conference</i> , S. P. Jain Institute of Management & Research, Mumbai, Maharastra India, July 29-30	2016
<b>Pati, R. K.</b>	Sustainability in healthcare for Nations overall growth: In developing and Underdeveloped countries	<i>6th World Nursing and Health Care Conference</i> , OMICS International, London, UK, August 15-17	2016



<b>Pati, R. K.</b>	Future of Shipping Industry logistics sector in the global and competitive environment - Role of Kerala	<i>Conference and Exposition "Logistics Conclave: Logistics Kerala-Emerging Opportunities Trends and Technologies", Kochi, India, August 1-2</i>	2016
<b>Pati R. K. Padhi, S. S.</b>	Can Pharmaceutical Industries Help Healthcare Sector to Attain Sustainability in Developing Economies	<i>World Congress on Pharmaceutical and Chemical Sciences, Spain, May 3-5</i>	2017
<b>Chakrabarty, J. B. Premkumar, P. N. Chowdhury, S.</b>	Ranking of Batsmen in ODI: A Factor Analysis Approach	<i>5th IIMA International Conference on Advanced Data Analysis, Business Analytics and Intelligence, IIM Ahmedabad, India, April 8-9</i>	2017
<b>Ramkumar, P. N. Viswanath, A. Sridharan, R.</b>	A Hybrid genetic algorithm for scheduling a tri-criteria flow shop with sequence dependent setup time	<i>4th International Conference on Production and Industrial Engineering (CPIE), December 19-21</i>	2016
<b>Ramkumar, P. N. Maniamkot, A. J.</b>	Ant Colony algorithm for Convoy Movement Problem	<i>OR 58: Annual Conference of the OR Society, University of Portsmouth, UK, September 6-8</i>	2016
<b>Premkumar, P. N. Ramkumar, P. N.</b>	Locomotive Assignment Problem - State-of-The-Art Review and Future Directions	<i>SOM 20th Annual Conference, IIITM Gwalior, Madhya Pradesh, India December 22-24</i>	2016
<b>Roy, S. Pradhan, B.</b>	Bayesian D-optimal Progressive Type-I Interval Censoring Schemes	<i>XX Annual International Conference of Society of Operations Management, Gwalior, Madhya Pradesh, India, December 22-24</i>	2016
<b>Thangamani, G.</b>	Assessing Success of a New Product Development Project Using GSPN	<i>SIBR-Thammasat 2017 Conference on Interdisciplinary Business &amp; Economic Research, Bangkok, May 25-26</i>	2017
<b>Thangamani, G.</b>	A Modified Risk Assessment Method for ERP Project Implementation	<i>SIBR-Thammasat 2017 Conference on Interdisciplinary Business &amp; Economic Research, Bangkok, May 25-26</i>	2017

#### NON- REFEREED PUBLICATIONS / PRESENTATIONS

AUTHOR	TITLE	CATEGORY	DETAILS	YEAR
<b>Anand, G.</b>	Advanced Analytics and Lean Management	Panel discussion	<i>International conference on "Big Data Analytics for Optimising Supply Chains", SPJIMR, Mumbai, Maharashtra, India, July 29-30</i>	2016
<b>Chowdhury, S.</b>	Acceptance sampling plans based on truncated life test for the generalized Weibull model	Conference Proceedings	<i>IEEE International Conference on Industrial Engineering and Engineering Management (IEEEEM), Bali, Indonesia, December 4-7</i>	2016
<b>John, L. Anand, G.</b>	Factors affecting coordination in humanitarian supply chain management: A conceptual framework	Conference Proceedings	<i>International Conference on Organization and Management (ICOM), Abu Dhabi, UAE, November 21-22</i>	2016
<b>Raju, C. Vidya, R.</b>	Chain Sampling Plan (ChSP-1) with Minimum Variance Outgoing Quality & Total Inspection	Conference Proceedings	<i>International Conference on Applied Statistics (ICAS), Phuket, Thailand, July 13-15</i>	2016
<b>Raju, C.</b>	Essential Statistical Methods	Invited Talk	<i>National conference - Transforming nursing practice through research and dissemination, Aster MIMS Hospital, Kozhikode, Kerala</i>	2017

## CASE STUDIES

AUTHOR	TITLE	YEAR
<b>Sarkar, A.</b>	Inventory management at Subarnarekha Coppers Limited	2017
<b>Sarkar, A.</b> <b>Pathak, K.</b>	Bhabapur mines limited	2017

**Sarkar, A.** (2017). Inventory management at Subarnarekha Coppers Limited. *IIMK/CS/37/QM&OM/2017/02*.

The case Inventory management at Subarnarekha Coppers Limited is being written based on research, field visits, and numerous interactions that the author had with practitioners. The case wants to highlight how the theoretical inventory models can be applied to solve inventory management problems in the industry. The case can be considered for an introductory class on inventory management when the basic inventory models are introduced. It also highlights how bullwhip effect effects inventory performance and can be a good source for introducing the students about the phenomenon before they take up the course in a more formal way in Supply Chain Management. One of the key focus of the case is on the concept and calculation of service level and safety stock which often eludes the practitioners.

**Sarkar, A., & Pathak, K.** (2017). Bhabapur mines limited. *IIMK/CS/38/QM&OM/2017/03*.

The case is about a bauxite mine where the company is considering changing the traditional mining methods with a newer technology. For evaluating the feasibility of the alternative technology the company conducts a preliminary trial to see first-hand how the alternative technology would work in the current conditions. The purpose of the case is also to collect necessary data from the trial for further evaluations. The case can be considered in the MBA curriculum as a hand-on exercise using spreadsheets. The case provides opportunities for hand-on exercises for carrying out cost-benefit analysis and productivity analysis. Further, the case can be utilized for making the participants understand how capital equipment is procured and how decisions related to the above are taken.

## SESSION CHAIRS

AUTHOR	TITLE	YEAR
<b>Anand, G.</b>	Service Supply Chains. <i>International conference on "Big Data Analytics for Optimizing Supply Chains"</i> , Mumbai, Maharashtra, India, July 29-30	2016
<b>Anand, G.</b>	Service Operations Management, <i>XX Annual International Conference of Society of Operations Management</i> , Gwalior, Madhya Pradesh, India, December 22-24	2016
<b>Thangamani, G.</b>	Track 3, <i>International conference on Marketing, Technology and Society</i> , IIM Kozhikode, Kerala, India, September 29 – October 1	2016
<b>Thangamani, G.</b>	<i>SIBR-Thammasat 2017 Conference on Interdisciplinary Business &amp; Economic Research</i> , SIBR and Thammasat University, Bangkok, Thailand, May	2017

## RESEARCH PROJECTS

### Medium Grant Research Projects ongoing

**Sarkar, A., & Chowdhury S.** (2016). Forecasting & Supply Chain Planning in an Indian Ethnic Wear Industry – A Case Study. *MGRP/2015/03.R1*

Indian ethnic wears, like any other fashion products, is characterized by high competition, large number of product introductions and a demand which is highly unstable. This puts tremendous challenges on demand forecasting, supply chain planning, and the management of the customer fulfilment process. Although there is a large volume of literature and cases available on fashion and apparel industry, however, published documents highlighting the nuances of the Indian ethnic wear supply chain process is surprisingly scanty. Thus, this research proposes to fill the gap by producing a case and a report on the Indian ethnic wear industry. The main goal of this study is to map and document the forecasting and supply chain planning processes. Additional interest of the project is to understand how key information are captured, transmitted and utilized for planning decisions.

AUTHOR	TITLE	YEAR
<b>Chowdhury, S.</b> Kundu, A.	Stochastic Comparison of Parallel Systems with Finite Range Distributed Components	2016
<b>Chowdhury, S.</b>	Type I Censored Acceptance Sampling Plan for the Generalized Weibull Model	2016
<b>Chakrabarty, J. B.</b> <b>Chowdhury, S.</b>	Compounded Inverse Weibull Distributions: Properties, Inference and Applications	2016
<b>Paul, A.</b> <b>Padhi, S. S.</b>	Evaluating the Government Call Center: A three phased approach	2016
Maniamkot, A. J. <b>Ram Kumar, P. N.</b> Sridharan, R.	Hybridized Ant Colony Algorithm for Convoy Movement Problem	2016
<b>Chowdhury, S.</b> Kundu, A.	Ordering properties of sample minimum from Kumaraswamy - G random variables	2017
<b>Mateen, A.</b> Chatterjee, A. K.	Service Charge in VMI Systems	2017
<b>Mateen, A.</b> Chatterjee, A. K.	VMI for Supply Chains under Demand Expansion Effects	2017
Chakraborty, A. <b>Mateen, A.</b> Chatterjee, A. K. Haldar, N.	Power Structure & Channel Efficiency in the Supply Chain	2017
<b>Premkumar, P. N.</b> <b>Chakrabarty, J. B.</b> <b>Chowdhury, S.</b>	Key Performance Indicators for Factor Score based Ranking in ODI Cricket	2017
<b>Padhi, S. S.</b>	Nuance of Government Procurement Ethics in India	2017
<b>Sarkar, A.</b>	A conceptual framework for supply chain risk management	2017
<b>Thangamani, G.</b>	Risk Assessment of ERP Implementation Using Generalized Stochastic Petri Net	2017
<b>Thangamani, G.</b>	Risk Analysis of Product Innovation Using Markov Process Methodology	2017

**Chowdhury, S., & Kundu, A. (2016).** Stochastic Comparison of Parallel Systems with Finite Range Distributed Components. *IIMK/WPS/201/QM&OM/2016/12*.

In this paper, we study stochastic comparisons of parallel systems having log-Lindley distributed components. These comparisons are carried out with respect to reversed hazard rate and likelihood ratio ordering.

**Chowdhury, S. (2016).** Type I Censored Acceptance Sampling Plan for the Generalized Weibull Model. *IIMK/WPS/208/QM&OM/2016/20*.

In this paper, we develop acceptance sampling plan when the lifetime experiment is truncated at a pre-assigned time. The minimum sample size required to ensure a specified median life of the experimental unit is provided when the lifetimes of the units follow generalized Weibull distribution which exhibits both monotone and non-monotone failure rates. The operating characteristic values of the sampling plans as well as the producer's risk are also presented. One data analysis is provided for illustrative purpose.

**Chakrabarty, J. B., & Chowdhury, S. (2016).** Compounded Inverse Weibull Distributions: Properties, Inference and Applications. *IIMK/WPS/213/QM&OM/2016/25*.

In this paper two probability distributions are introduced compounding inverse Weibull distribution with Poisson and geometric distributions. The distributions can be used to model lifetime of series system where the lifetimes follow inverse Weibull distribution and the subgroup size being random follows either geo-



metric or Poisson distribution. Some of the important statistical and reliability properties of each of the distributions are derived. The distributions are found to exhibit both monotone and non-monotone failure rates. The parameters of the distributions are estimated using the maximum likelihood method and the expectation-maximization algorithm. The potentials of the distributions are explored through three real life data sets and are compared with similar compounded distributions, viz. Weibull-geometric, Weibull-Poisson, exponential-geometric and exponential-Poisson distributions.

**Paul, A., & Padhi, S. S.** (2016). Evaluating the Government Call Center: A three phased approach. *IIMK/WPS/211/ITS/2016/23*.

Government call centers are a way to reach out across the digital divide as citizens can avail the services using a phone call. Not many studies evaluate government call centers as they have started appearing recently. The Chief Minister's Call Center in the state of Kerala in India was evaluated in three phases- analysis of call records, analysis of caller feedback and review of the online system. The findings highlight how government call centers need to work as a one-stop shop in trying to increase the response time to citizens by integrating well with all the different departments, better utilisation of resources available, training the agents for handling calls for better citizen satisfaction and utilising the online system better. The overall analysis indicated the need for redefining the role of the agent and increasing utilization of the online resources with focus on user-friendliness.

**Maniamkot, A. J., Ramkumar, P. N., & Sridharan, R.** (2016). Hybridized Ant Colony Algorithm for Convoy Movement Problem. *IIMK/WPS/207/QM&OM/2016/19*.

Convoy movement problem is the problem of routing and scheduling military convoys across a limited route network while satisfying some strategic constraints. The problem bears lot of similarities with other real-life applications such as scheduling passenger and freight trains along a single line network, scheduling aircraft landings on runways, routing of automated guided vehicles in a FMS environment, handling baggage along a common automated conveyer belt system, to name a few. Being a proven NP-complete problem, this problem warrants the usage of meta-heuristics to obtain quick solutions. This work focuses on the development of a hybridized ant colony algorithm that combines local search with ant colony optimization to solve the problem. By testing the methodology on a wide range of hypothetical problem instances, we establish the efficacy and practical relevance of the proposed approach. The importance of using a good seed solution for initializing the trail intensities is analyzed and found that it leads to quicker convergence of the algorithm. The need to hybridize the ant colony algorithm with a local search procedure for obtaining superior results is also demonstrated.

**Chowdhury, S., & Kundu, A.** (2016). Ordering properties of sample minimum from Kumaraswamy - G random variables. arXiv:1608.08535v1, arXiv.org.

In this paper we compare the minimums of two independent and heterogeneous samples each following Kumaraswamy-G distribution with the same and the different parent distribution functions. The comparisons are carried out with respect to usual stochastic ordering and hazard rate ordering with majorized shape parameters of the distributions. The likelihood ratio ordering between the minimum order statistics is established for heterogeneous multiple outlier Kumaraswamy-G random variables with the same parent distribution function

**Mateen., A. & Chatterjee, A. K.** (2017). Service Charge in VMI Systems. *IIMK/WPS/230/QM&OM/2017/14*.

This study investigates the role of the per unit payment made by the retailers to the manufacturer in VMI systems for managing their respective inventories. Hitherto, this has been assumed to be exogenously provided. It is shown that the manufacturer can use it to extract additional profit from the retailers. Implications of this charge have been investigated in both uniform pricing as well as retailer specific pricing scenarios. Various options available to the retailers in order to safeguard their respective interests have been discussed.

**Mateen., A. & Chatterjee, A. K.** (2017). VMI for Supply Chains under Demand Expansion Effects. *IIMK/WPS/230/QM&OM/2017/15*.

This paper presents a vendor managed inventory (VMI) model for a system with a single vendor responsible for replenishing multiple retailers who face price-dependent demand. In order to boost the demand, the vendor does some advertisement expenditure, while the retailers make sales and marketing effort. A solution procedure is developed in order to determine the game equilibrium. A numerical study is also conducted to understand the influence of various parameters on the performance of different SC members.

Results demonstrate that market related parameters have a significant effect on profits. Managerial insights emanating from the study have also been discussed.

Chakraborty, A., **Mateen, A.**, Chatterjee, A. K., & Haldar, N. (2017). Power Structure & Channel Efficiency in the Supply Chain. *IIMK/WPS/238/QM&OM/2017/22*.

Supply chain performance is often characterized by the power of decision making of the partners involved. The various decisions taken by different partners influence the overall profit of the chain and hence affect the channel efficiency. In this paper, we have considered a supply chain where the final demand depends upon the retail price and the marketing expenses borne by either the manufacturer or the retailer. We have shown that under these circumstances, a revenue sharing contract fails to coordinate the supply chain. We develop a hybrid contract that can coordinate the supply chain and discuss the implications of its adoption for the parties involved

**Premkumar, P. N., Chakrabarty, J. B., & Chowdhury, S.** (2017). Key Performance Indicators for Factor Score based Ranking in ODI Cricket. *IIMK/WPS/226/QM&OM/2017/10*.

Ranking of players is an important aspect of any sport. Player rankings are of concern to sports authorities, the players and the enthusiasts and with commercialization of sports it is even more important to the investors. This paper explores the factor analysis approach to rank players in One Day International (ODI) cricket. The paper ranks batsmen and bowlers who have played during the calendar year 2015. It uses a dynamic approach of generating factor scores on a match by match basis which may be used for further analysis such as valuation of players, as the ranks can be considered as a good representation of a player's form and performance. The model uses a new set of performance indicators affecting the performance of a player (batsman/bowler), many of which are ignored by the earlier ranking systems including the most widely used ICC ranking system. The uniqueness of the paper lies in the introduction of new variables and refinement to the existing variables that helps in more accurate measurement of performance and its impact in ranking. The factor analysis approach can also be extended to the other formats of the game. It can also be used to rank all-rounders and wicket-keepers using suitable variables.

**Padhi, S. S.** (2017). Nuance of Government Procurement Ethics in India. *IIMK/WPS/228/QM&OM/2017/12*.

Procurement activities have actual impact on organizational performance, and organizations are increasingly adopting its online version to make procurement even more effective. In the last two decades, electronic procurement (e-procurement) has shown a rising trend of application in industry and government, with the government departments lagging behind their industry counterparts. Unlike procurements in a private firm, public procurements has a multitude of objectives to be achieved whereas at the same such activities has to be performed under stringent and rigid procedural framework. Researchers, worldwide, have shown great interest in (1) identifying the benefits, barriers, and critical success factors for the adoption of e-procurement in government, (2) utilizing the opportunities available in a government setup for proper bidder evaluation, and (3) eliminating the imperfections associated with government procurement in its transition to electronic form. This paper identifies issues influencing adoption of e-procurement, bid evaluation, and collusion in government organizations.

**Sarkar, A.** (2017). A conceptual framework for supply chain risk. *IIMK/WPS/237/QM&OM/2017/21*.

In an globalized business environment and highly competitive market, disruptions and glitches of supply chain can affect business survivability of an organization. Recently, supply chain risk management has emerged as an important priority area for supply chain managers and receiving attention in their decision making. Given the important the question of institutionalizing and developing a risk management system across the supply chain becomes relevant. In this paper, we have attempted to develop a conceptual framework for such a risk management system. The framework is being proposed based on the three argument of risk prevention, monitoring, and control of supply chain risks. Such a framework would benefit firms in terms of bringing an insight into the way a supply chain risk management system is to be viewed and institutionalized.

**Thangamani, G.** (2017). Risk Assessment of ERP Implementation Using Generalized Stochastic Petri Net *IIMK/WPS/239/QM&OM/2017/23*.

Risk and complete uncertainty can potentially have damaging consequences on the Enterprise Resource Planning (ERP) implementation projects. Risk management is also one of the ten knowledge areas propagated by the Project Management Institute which shows its importance. Risk management in the ERP system

implementation context is a comprehensive and systematic way of identifying, analyzing and responding to risks to achieve the project objectives. This paper presents a risk modelling method using Generalized Stochastic Petri Nets (GSPN) along with simulation for risk estimation in ERP implementation. An overall risk management framework is also developed and the same is used to explore various risks, categorize them as per their sources, assesses those risks and their variability. This approach will help key project participants such as client, contractor or developer, consultant, and supplier – to meet their commitments and minimize negative impacts on ERP project performance in relation to cost, time and quality objectives. The methodology is demonstrated using a case study of ERP implementation project.

**Thangamani, G.** (2017). Risk Analysis of Product Innovation Using Markov Process Methodology. *IIMK/WPS/242/QM&OM/2017/26*.

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

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Chowdhury, S.	Hacettepe Journal of Mathematics and Statistics	Ad-hoc Reviewer
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Padhi, S. S.	European journal of operational research	Ad-hoc Reviewer
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Sarkar, A.	OR Spektrum	Ad-hoc Reviewer
Sarkar, A.	Journal of Purchasing & Supply Management	Ad-hoc Reviewer
Sarkar, A.	Computers & Industrial Engineering	Ad-hoc Reviewer
Sarkar, A.	International Journal of Performability Engineering	Ad-hoc Reviewer

#### FELLOWSHIPS/ AWARDS/ HONOURS

AUTHOR	TITLE	YEAR
Chakrabarty, J. B. Premkumar, P. N.	Wipro Earthian 2016	Wipro Enterprises Pvt Ltd, February 2017

#### FACULTY

#### QUANTITATIVE METHODS AND OPERATIONS MANAGEMENT



Anand G.



Arqum Mateen



Ashutosh Sarkar



C. Raju



Ram Kumar P. N.



Rupesh Kumar Pati



Saji Gopinath



Shovan Chowdhury



Sidhartha S. Padhi



Soumya Roy



G. Thangamani





## STRATEGIC MANAGEMENT

Strategic Management area consists of eight faculty members having doctorates from leading business schools. Almost all the area members have valuable experience of working in the responsible managerial positions in leading organizations. The faculty members have experience in teaching in leading business schools in India, USA, UK, Europe and the Middle East. The research output produced by the faculty members in the last couple of years has been significant. The faculty members have published in leading academic journals such as Journal of International Management, International Journal of Human Resources Management and presented papers during major conferences of Academy of Management, Strategic Management Society, British Academy of Management and Academy of International Business. Broadly the faculty members conduct research in areas like diversification, location choices (clusters), internationalization of emerging market firms, strategic planning, business-level strategy, entrepreneurship, corporate governance, public sector enterprises, sports, business model innovation and strategic renewal of organizations.

### REFEREED JOURNAL PUBLICATIONS

AUTHOR	TITLE	JOURNAL	YEAR
Anjana Bhagyanathan A. K. Kasthurba Santhosh G. Thampi <b>Deepak Dhayanithy</b>	Sacred groves in peri-urban areas: an opportunity for resilient urban ecosystems	<i>International Journal of Earth Sciences and Engineering</i>	2017
<b>Mukundhan K. V.</b> <b>Nandakumar M. K.</b>	Stakeholder influences in an organization's choice of FDI-based Market Entry Modes: A Conceptual Model	<i>International Studies of Management and Organization.</i>	2016
Pereira V. Munjal S. <b>Nandakumar M. K.</b>	Reverse Dependency- A longitudinal case study investigation into Headquarter-Subsidiary relationship in the context of an emerging country	<i>International Studies of Management and Organization.</i>	2016
<b>Rajesh Srinivas-Upadhyayula,</b> Karthik Dhandapani Amit Karna	The Role of Cluster Presence and Quality Certification in Internationalization and Performance of Offshore Service Providers	<i>Journal of International Management</i>	2016
Albert Tan <b>Sumit Mitra</b>	Food Malayan Berhad's Intention to Grow Its Businesses	<i>South Asian Journal of Business and Management Cases</i>	2016
<b>S. Subramanian</b>	A Comparison of Corporate Governance Practices in State-owned Enterprises and Their Private Sector Peers in India	<i>IIM Kozhikode Society &amp; Management Review</i>	2016
<b>Vidya S. Panicker</b> <b>Sumit Mitra</b> <b>Rudra Sensarma</b>	Corporate Governance Determinants of FII in Indian IT Firms	<i>Indian Journal of Corporate Governance</i>	2016



Bhagyanathan, A., Kasthurba, A. K., Thampi, S. G., & **Dhayanithy, D.** (2017). Sacred groves in peri-urban areas: an opportunity for resilient urban ecosystems. *International Journal of Earth Sciences and Engineering*, 10(1): 75-82.

This paper examines the significance of conserving sacred groves in maintaining the resilience of urban systems. Peri-urban areas that house natural or semi natural ecosystems provide supporting, provisioning, regulating and cultural ecosystem services. The resilience of these systems has an immense impact on the adjacent urban and rural areas. The landscape of India is dotted with sacred groves, large and small. These are remnants of the original forest vegetation that were conserved through cultural practices of ancient nature worshipping societies. Cultural homogenization and the demand for real estate have caused the disappearance of sacred groves at an alarming rate. Within the metropolises of India, these sacred groves remain only as shrines, with no forest vegetation cover whatsoever. Peri-urban areas and rural areas support the remaining sacred groves. This study examines the geographical location of sacred groves with respect to topography generated stream network patterns. The general curvature of the sanctum of sacred groves was calculated. Sacred groves are located in regions where stream flow originates, or in head water regions. The curvature values of these locations indicate surface flow accumulation characteristics. Significance of head water accumulation regions in maintaining the overall health of the watershed is well understood. Thus, sacred groves in peri-urban and rural areas present a unique opportunity in maintaining the resilience of these systems. Systematic conservation of sacred groves will result in a network of accumulation areas under forest cover in urban areas. This study highlights the urgent need to document and map sacred groves, and make this available to policy makers and planners to support informed ecological planning decision-making

**Mukundhan, K. V. & Nandakumar, M. K.** (2016): Stakeholder influences in an organization's choice of FDI-based Market Entry Modes: A Conceptual Model. *International Studies of Management and Organization*, 46(1): 63-74.



This article accounts for stakeholder influences on the performance of emerging market firms (EMFs) entering developed markets through foreign direct investment (FDI)-based market entry modes. Stakeholders, such as governments, regulators, customers, competitors, community/environmental interest groups, and industry associations, impose coercive and normative pressures of compliance on internationalizing firms. Firms respond to these pressures from their institutional environment by emulating the entry strategies of other firms in their environment. By conceptualizing stakeholder influences across two bases—one arising from regulatory influences and the other arising

from normative influences—we study the effects of these pressures and inducements in driving firms to internationalize through similar market entry modes. We conclude this article by proposing that, although isomorphism negatively affects firm performance in the short run, firms can benefit from high reputation, high social status, and future support for their actions from their stakeholders by adopting strategic behavior legitimated by their institutional environments.

Pereira, V., Munjal, S., & **Nandakumar, M. K.** (2016): Reverse Dependency- A longitudinal case study investigation into Headquarter-Subsidiary relationship in the context of an emerging country. *International Studies of Management and Organization*, 46(1): 50-62.

This study provides a conceptual framework and typology to measure headquarters and subsidiary dependency on capabilities and resources. Using an in-depth longitudinal case study approach, it highlights a novel phenomenon called “reverse dependency,” which indicates that a headquarters dependency on its subsidiary is rising. This is an emerging phenomenon, probably related to increased globalization and convergence of world economies. The study offers implications for the theory of subsidiary entrepreneurship and location embeddedness.

**Upadhyayula, R. S., Dhandapani, K., & Karna, A.** (2016). The Role of Cluster Presence and Quality Certification in Internationalization and Performance of Offshore Service Providers. *Journal of International Management*, 23(1): 72-86.



Offshore Service Providers (OSPs) have been a subject of research for several years now. However, there is little known about what drives the internationalization of OSPs. In this paper, we combine insights from economic geography and institutional view to investigate cluster presence and quality certification as the drivers of OSP internationalization and their performance. We hypothesize the facilitating role these two factors play in driving the performance of internationalized firms. We test our hypotheses using data from Indian software firms between 1992 and 2002. We find a positive effect of certification on OSP internationalization. Although certification contributes negatively to OSP performance, it positively moderates the performance effect of OSP internationalization. Cluster presence was found to drive OSP's overall performance, but has no effect on internationalization. Through our findings, we contribute towards the literature on OSP internationalization.

Tan, A., & **Mitra, S.** (2016). Food Malayan Berhad's Intention to Grow Its Businesses. *South Asian Journal of Business and Management Cases*, 5(1): 72-81.

This case concerns and discusses how a company can shape its growth strategy, given the current competitive environment and increasing operating costs. The case will help students to realize the important of aligning its business objectives with its operations. The food industry is facing declining profit margins due to fierce competition internally and also from overseas competitors. It is, therefore, important to align its strategies with its operations to grow its revenue while reducing its operating costs.

**Subramanian, S.** (2016). A Comparison of Corporate Governance Practices in State-owned Enterprises and Their Private Sector Peers in India. *IIM Kozhikode Society & Management Review*, 5(2): 200-216.

In India, Corporate governance norms were prepared with the assumption that firms were controlled by private players. However, in India, there are many firms that are majority-owned by the State or the government. Literature on corporate governance has highlighted the differences in the governance practices of government- and private-owned enterprises. But the parameters on the basis of which such differences emerge have not been studied. This article attempts to fill in the research gaps by analyzing the corporate governance practices of State-owned enterprises, known as public sector undertakings (PSUs), and family-owned enterprises in the Indian context by using the case study method. Five PSUs along with five family-owned private sector enterprises were selected for the study and their board practices were compared. The findings indicate significant differences in the board structure and the director's compensation structure of PSUs and family-owned firms. These findings suggest that policy-makers need to consider the State ownership issue separately while making corporate governance norms.

**Panicker, V. S., Mitra, S., & Sensarma, R.** (2016). Corporate Governance Determinants of FII in Indian IT Firms. *Indian Journal of Corporate Governance*, 9(1): 1-18.

The objective of this study is to investigate the impact of corporate governance characteristics on foreign ownership in the Indian information technology industry. The ownership pattern of a firm and board characteristics are analysed to understand their impact on inflow of foreign institutional investors to the firms. Panel data for 9 years from 113 Indian IT firms, which are publicly listed, have been used. The results show that firms with more concentrated promoter holdings have lesser foreign investments. Apart from the total number of board members, measures of corporate governance including the number of independent members on board and an independent board chairman have been found to be insignificant. The outcomes point to the need of a strong performance before relying on international investments for fundraising.

#### OTHER/FORTHCOMING PUBLICATIONS

FORTHCOMING REFEREED JOURNAL PUBLICATIONS		
AUTHOR	TITLE	DETAILS
<b>Dhayanithy, D.</b>	Managing Intercollegiate Athletics, 2nd ed., D. Covell, S. Walker. Holcomb Hathaway, Arizona, US (2016) - Book review	<i>Sport Management Review</i>
<b>Subramanian, S.</b>	Proxy Advisory Voting Recommendations in India- An Exploratory Study	<i>Journal of Indian Business Research</i>
<b>Venugopal, A. Krishnan, T. N. Kumar, M. Upadhyayula, R. S.</b>	Strengthening organizational ambidexterity with top management team mechanisms and processes	<i>The International Journal of Human Resource Management</i>

BOOKS, BOOK CHAPTERS / PUBLISHED & FORTHCOMING

AUTHOR	TITLE	CATEGORY	DETAILS	YEAR
<b>Sandeep, S.</b> Sahasranamam, S. Rose, E. L.	Internationalization of Emerging-Market Firms: The Contingent Role of Board Capability	Book Chapter	International Business Strategy, Raghunath, S, Rose, Elizabeth L, Palgrave Macmillan, 43-67	2016

CONFERENCE PAPERS, PRESENTED & FORTH COMING

AUTHOR	TITLE	DETAILS	YEAR
<b>Balasubrahmanyam, S.</b>	Flexible Product Development and Firm Performance	<i>16th Global Conference on Flexible Systems Management</i> , University of Technology, Sydney December 4-6	2016
<b>Balasubrahmanyam, S.</b>	Flexible Customer Value Proposition and Firm Performance	<i>16th Global Conference on Flexible Systems Management</i> , University of Technology, Sydney December 4-6	2016
<b>Mukherjee, S.</b> <b>Dhayanithy, D.</b>	Network Memory, Cultural Distance and the Ebb and Flow of International Resources – Evidence from 20 years of Professional Player Transfers to Big-five European Soccer Leagues	<i>International Conference on Organization and Management</i> , Abu Dhabi, UAE, November	2016
<b>Mukherjee, S.</b> <b>Dhayanithy, D.</b>	How Does Inter-organizational Network Moderate TMT-Entry Mode Choice Relationship? Board Interlocks Effects on Internationalization of Indian Firms	<i>Academy of International Business Annual Meeting</i> , Dubai, UAE, July	2017
<b>Pati, R. K.</b> <b>Nandakumar, M. K.</b>	Business Model and Firm Performance: Moderating effect of Environment	<i>Academy of Management Conference</i> , Anaheim, California, USA, August 5-9	2016
<b>Rameshan, P.</b>	Case: Board Stoops to Conquer the CEO: End of a Power Struggle	<i>North American Case Research Association (NACRA) 2016</i> , Las Vegas, USA, October 6-8	2016
<b>Sandeep, S.</b> <b>Sumod, S. D.</b>	Institutional Distance and Internationalization – Performance Relationship of Emerging Market Multinationals: The Role of Dynamic Capabilities	<i>British Academy of Management (BAM) Conference</i> , University of Warwick, September 4-10	2017
<b>Sandeep, S.</b>	Development Opportunity And Intent To Turnover: Exploring The Roles Of Job Attitudes And Managerial Support	<i>Pan IIM Conference</i> , December 13-15	2016
<b>Subramanian, S.</b>	Corporate Governance and CSR Practices of Murugappa Group – A Case Study on India's Family Owned Business Conglomerate	<i>Luiss Business school</i> , Rome	2017
<b>Upadhyayula, R. S.</b> Karthik, D. Basanth, R.	Post internationalization strategies and performance of born global firms	<i>International Conference on Organization and Management (ICOM)</i> , Abu Dhabi University, Abu Dhabi, November 20-21	2016

# NON- REFEREED PUBLICATIONS / PRESENTATIONS

AUTHOR	TITLE	CATEGORY	DETAILS	YEAR
<b>Balasubrahmanyam, S.</b>	Innovation is about the Heart, and not about the Head	Special Issue on Innovation and Indian Business	<i>DOMAIN, The Journal of Management Research</i> , Vol. 7 & 8 (1): 1-2	2016
<b>Balasubrahmanyam, S.</b>	Strategic Turning Points in the Technological Odyssey of the Healthcare Industry: From Organ Transplantation to Organ Regeneration	Non-Refereed	<i>SPANDAN, Annual Management Review</i> , Vol. 7: April 8-10	2017
Bhave, M.	Federation of Microgrids: A Moral and Business Necessity	Popular Press	<i>Renewable Energy World</i> , October	2016
Bhave, M.	Pockets of Portable Climate	Popular Press	<i>Renewable Energy World</i> , October	2016
<b>Dhayanithy D.</b> Bhagyanathan, A.	Gita as an introduction to business ethics - its pedagogical value in a business management setting	Non – Refereed	<i>Nehru School of Management Journal (NSMJ)</i> , Special issue titled 'Realm of Management in Bhagawad Gita', pp. 1-2. December	2016
<b>Nair, A. S.</b> <b>Upadhyayula, R. S.</b>	Airport public-private partnerships need to tweak some basic issues to avoid current pitfalls	Popular press	<i>Economic Times</i> February 28	2017
<b>Rameshan, P.</b>	Professional Opportunities & Career Building	Invited Talk	<i>Course Completion Ceremony</i> , Chinmaya Institute of Technology, December 17	2016
<b>Rameshan, P.</b>	Meaning of Strategic Management to Small Businesses	Invited Talk	<i>QUEST forum of Entrepreneurs</i> , JCI Puthanathani, Raviz Kadavu, August 13	2016
<b>Rameshan, P.</b>	Panel Moderator, (IPR Protection Through Geographical Indications) Raising Awareness & Strengthening Enforcement	Panel Discussion	<i>Textiles Committee (Govt. of India) National Workshop on IPR Protection of Unique Products</i> , Constitution Club of India, New Delhi, India	2017
<b>Sandeep, S.</b>	Internationalization by Emerging market multinationals	Invited Talk	<i>Ind - IB Workshop by AIB India Chapter</i> , Symbiosis, Pune, India, April	2017
<b>Subramanian, S.</b>	Corporate Governance and Internationalization – A Study of Indian Family Owned Business Groups	Workshop	<i>13th Workshop on Corporate Governance</i> , SDA Bocconi School of Management, Milan, Italy, October 27	2016

# CASE STUDIES

AUTHOR	TITLE	YEAR
<b>Nair, A. S.</b> <b>Upadhyayula, R. S.</b>	GMR Airport Concession: Mumbai Versus Delhi	2016
<b>Dhayanithy, D.</b>	Battle of Santiago, Ken Aston MBE, Yellow, Red and Other Considerations	2017
<b>Rajeev, A.</b> <b>Sandeep, S.</b> <b>Narayanamurthy, G.</b>	Love Plastic: Ashiyana Pipe's Journey to Redefine the Positioning of Plastic	2017



**Nair, A. S., & Upadhyayula, R. S.** (2016). GMR Airport Concession: Mumbai Versus Delhi, *IVEY Publishing*, CASE Reference no. 9B16N014

In 2004, bids were invited from airport developers and operators for the development and operation of Mumbai's Chhatrapati Shivaji International Airport and Delhi's Indira Gandhi International Airport. On January 31, 2006, a consortium led by GMR Group (GMR) was selected as the only technically qualified bidder. However, in order to avoid a monopoly in Indian airport operations, GMR was asked to choose between the two airports and match the financial bid of another bidder that was not technically qualified for the work. The Delhi airport, the pride of the National Capital Region, would serve as a gateway for participants, dignitaries, and other guests arriving for the upcoming Commonwealth Games to be held in New Delhi in October 2010. However, the Mumbai airport was the gateway to business investments in India. GMR faced a difficult choice between a mission-critical airport in the National Capital Region or an airport in India's commercial capital. Which airport would give GMR an edge in the global aviation sector? Which choice was in line with GMR's vision?

**Dhayanithy, D.** (2017). Battle of Santiago, Ken Aston MBE, Yellow, Red and Other Considerations. *IIMK/CS/43/SM/2017/08*.

This case provides a platform to discuss the role of sport bodies to control unfair competition and ensure safety of all concerned. This topic assumes great significance in the light of courts historically delegating safety and fairplay in sport to the administrative body. Different sports have different forms of ensuring these, as also seeing to be in control of ensuring fairplay and safe competition. Football (soccer) has since 1970 used the cautioning (yellow card) and player dismissal (red card) system to give referees added control of the game. The case also discusses such disciplining mechanisms in other popular sports like basketball, ice-hockey, etc.

**Rajeev, A., Sandeep, S., & Narayanamurthy, G.** (2017). Love Plastic: Ashiyana Pipe's Journey to Redefine the Positioning of Plastic.

Case study details how plastic industry in Kerala faces a non-market threat and how it affects the progress of the industry by taking the case example of Ashiyana Pipe. Though plastic is a unique material by virtue of its reusability and non-perishable characteristics, it has invited a lot of criticism as there is wide spread perception regarding its detrimental impact on environment (such as choking the drains, preventing the degradation of solid waste due to its impermeability, etc.). But the reason for experiencing the detrimental impact of plastic can also be attributed to the inability of the supply chain of plastic industry to reach a closed loop status, especially in developing countries like India, as all categories of post-consumer plastic is not reaching recycling plants. Lack of awareness, lack of community participation in proper segregation and aggregation at the source, absence of incentive systems, weak regulations, and poor monitoring are discussed as the common barriers hindering the achievement of closed loop status of plastic supply chain. Detailing the barriers, case study explains the failure of informal and formal recycling markets in Kerala. Finally, case study proposes a model with involvement of all the key stakeholders to reposition the hate towards plastic into love through the recycling initiatives.

#### WORKING PAPERS

AUTHOR	TITLE	YEAR
<b>Panicker, V. S. Mitra, S. Upadhyayula, R. S.</b>	Institutional Investment and Internationalization: Ownership and Board Characteristics as Moderators	2016
<b>Panicker, V. S. Mitra, S. Upadhyayula, R. S.</b>	Heterogeneity of Institutional Investors and their influence on Internationalization in emerging economy firms	2016
<b>Balasubrahmanyam, S.</b>	Flexible Product Development and Firm Performance	2017
<b>Balasubrahmanyam, S.</b>	Flexible Customer Value Proposition and Firm Performance	2017
<b>Mukherjee, S. Dhayanithy, D.</b>	Network Memory, Cultural Distance and the Ebb and Flow of International Resources – Evidence from 20 years of Professional Player Transfers to Big-five European Soccer Leagues	2017

<b>Mukherjee, S. Dhayanithy, D.</b>	Effect of Inter-organizational Network on TMT – Entry Mode Choice relationship	2017
<b>Subramanian, S.</b>	Corporate Governance and CSR Practices of Murugappa Group – A Case Study on India's Family Owned Business Conglomerate	2017
<b>Subramanian, S.</b>	Corporate Governance and Internationalization – A Study of Indian Family Owned Business Groups	2017
<b>Subramanian, S.</b>	Proxy Advisory Voting Recommendations in India - An Exploratory Study	2017

**Panicker, V. S., Mitra, S., & Upadhyayula, R. S. (2016).** Institutional Investment and Internationalization: Ownership and Board Characteristics as Moderators. *IIMK/WPS/209/SM/2016/21*.

Even while studies have explored the influence of institutional investors on strategic decisions of a firm, the interaction between a firm's ownership and board has not been sufficiently explored in the literature. We argue that owing to the unique institutional context of an emerging economy, corporate governance characteristics of a firm such as promoter ownership and board characteristics would influence the interest of institutional investors on strategic decisions of a firm. We employ a large sample study to evaluate the influence of institutional investors on a single firm strategy- internationalization. We find that promoter ownership and the presence of an institutional nominee member on board of directors positively moderate the relation between institutional investors and internationalization whereas board independence is insignificant as a moderator. Our findings emphasize the influence of ownership and certain board characteristics on the preferences of institutional investors.

**Panicker, V. S., Mitra, S., & Upadhyayula, R. S. (2016).** Heterogeneity of Institutional Investors and their influence on Internationalization in emerging economy firms. *IIMK/WPS/210/SM/2016/22*.

Extant literature highlights the active role played by institutional investors in the strategic decision making of the firms. While studies have examined the impact of different categories of institutional investors on strategic decisions of firms in developed markets (e.g., internationalization), we argue that the impact of different categories of institutional investors on internationalization of emerging economy firms would be different. We develop theoretical arguments by combining insights from institutional theory with agency perspective to highlight the differential impact of institutional investors in an emerging economy. Based on a large sample of Indian firms, we find that foreign institutional investors due to their excellent information advantage select potentially good performing emerging economy firms and support their internationalization endeavours, whereas pressure-sensitive (banks, insurance companies and lending institutions) institutional investors actively dissuade the internationalization of emerging economy firms. We also find that pressure-resistant institutional investors such as mutual funds are also increasingly playing an active role in strategic decisions of portfolio firms.

**Balasubrahmanyam, S. (2017).** Flexible Product Development and Firm Performance. *IIMK/WPS/248/SM/2017/32*.

While new product development is considered critical for profitable growth of firms, there are several risks of cannibalization, if not outright disruption of the new product by those of rival firms much before the former comes up with the next generation product. Even otherwise, smart firms tend to prolong the product lifecycle by means of strategies that achieve product variety in terms of aesthetics or incremental innovations or modular variety or variety of customer value propositions in the form of parallel business models. Though there are studies on flexible product development at both intra-firm and inter-firm levels in a spirit of collaboration between partner firms, there is paucity of literature on flexible product development in the context of co-opetition at an industry level. The current study attempts to synthesize various stand-alone perspectives into an integrated framework which can aid the optimal decision-making of firms w.r.t flexible product development initiatives. This is a developmental paper and many of its suggestions require rigorous testing through studies in a wider array of settings. The paper provides a snapshot of various related corporate practices of strategic flexibility in the form of flexible product development adopted by firms across industries and the respective success/failure stories, the lessons of which when learnt properly can go a long way in the strategic self-renewal of many an organization.

**Balasubrahmanyam, S.** (2017). Flexible Customer Value Proposition and Firm Performance. *IIMK/WPS/249/SM/2017/33*.

The global business history is replete with firms whose high-technology products have bitten market dust notwithstanding the technological splendor of those products. On the other hand, there have been firms that could translate their products though with little or no technology into commercial successes. More than such success and failure stories of business that a single product entails, there have been few smart firms that could float two or more parallel business models for the same product targeting different customer segments of the market with unique needs and constraints. However, there have been few other firms which could not pursue a second business model in light of the constraints or traps associated with the legacy business model. Altogether, the purchase decision of customers in various markets is dependent on the value proposition that a firm brings out in comparison to that of the competition. The paper takes the form of a theoretical discussion on few major practices of strategic flexibility in terms of spatially and temporally dynamic portfolio of business models in a spirit of discovery-driven planning that a firm can choose to exercise in its attempts to bring about strategic self-renewal on a sustained basis. This is a developmental paper and many of its suggestions require rigorous testing through studies in a wider array of settings.

**Mukherjee, S., & Dhayanithy, D.** (2017). Network Memory, Cultural Distance and the Ebb and Flow of International Resources – Evidence from 20 years of Professional Player Transfers to Big-five European Soccer Leagues. *IIMK/WPS/245/SM/2017/29*.

Although the psychological and inter-personal dynamics of boundary spanners leading to ebb and flow of network exchanges as well as its deleterious effects on firm profitability has been established, little is known about how organizations could moderate this ebb and flow. We develop a network memory and international cultural distances based approach to solving this conundrum. We argue that organizations' prior network properties of trust and status moderate ebb and flow of resources. This moderation fades when source and target organization's or target manager's cultural distances are large. We find robust empirical support for our hypotheses and discuss implications for theory and practice.

**Mukherjee, S., & Dhayanithy, D.** (2017). Effect of Inter-organizational Network on TMT – Entry Mode Choice relationship. *IIMK/WPS/246/SM/2017/30*.

In this paper, we undertake an extensive literature review on full control or shared control entry mode where foreign market entry mode choice is treated as the international strategic decision of interest. There are three reasons behind selecting entry mode to discuss the impact of interorganizational network on the decision making process by TMT. Firstly, entry mode decisions depend on resources provided by the firm's network. Secondly, existing studies have considered only the microfoundational perspectives of the TMT in implementation of macro level decisions of the firm. This study aims to bridge the gap between micro and macro level of analysis. Finally, interorganizational network has largely been ignored in the entry mode study, but effective formulation and implementation of strategy by the TMT is contingent on the interaction between internal and external environment, through networks. Followed by taking stock of literature we proposed a conceptual model with probable moderation effects of network variables on the relationship between TMT characteristics and entry mode choice. Network variables include size of the network of each firm, density of ties in the network, and centrality of each firm in the firm.

**Subramanian, S.** (2017). Corporate Governance and CSR Practices of Murugappa Group – A Case Study on India's Family Owned Business Conglomerate

We analyse the Corporate Governance and Corporate Social Responsibility practices of one of India's most respected family owned business group. Murugappa Group is a hundred-year-old business group, known for their ethical practices and currently managed by the fourth generation family members, without undergoing any split. Group had 28 companies including eleven listed ones as on March 2017. We analyse the changes in the corporate governance practices of the group firms as India moved from closed economy to market-based economy since the 1990s. We focus on the governance structure of the group, its succession planning practices and the ownership structure. The analysis indicates that the group remarkably adapted itself to the changes in the external economic environment, in such a way that it creates value for the shareholders. We find that most of the changes for shareholder value creation were voluntarily adopted by Murugappa group, rather than imposed by the regulatory environment. Then we study their CSR practices and try to understand to what extent they are aligned with the strategic goal of the business of the firm. We find that Murugappa group still treats CSR activities as corporate philanthropy, which is separate from business activities



**Subramanian, S. (2017).** Corporate Governance and Internationalization – A Study of Indian Family Owned Business Groups

The analysis of relationship between firm level corporate governance practices and Internationalization in the literature provided inconclusive results. In our empirical paper, we study the above said relationship in the context of family owned business groups in India. We adapt a dual stage approach for our study. In the first stage we use case study method to analyze the corporate governance practices and internationalization in four well known Indian family owned business groups, using case-study research method. We consider four Indian family owned business groups namely, Tata Group, Reliance Industries Group, A.V.Birla Group and Mahindra Group for the study. The analysis indicate that the good corporate governance practices like board independence and professional management helps in internationalization efforts of the family owned businesses.

**Subramanian, S. (2017).** Proxy Advisory Voting Recommendations in India - An Exploratory Study

This paper explores the voting recommendations made by proxy advisory industry in India, by descriptively analysing the 'Vote Against' recommendations made by two proxy advisory firms for shareholder resolutions by the listed Indian firms. It also empirically tests the relationship between the proportion of 'Vote Against' recommendations and the parameters which are proved to be influencing corporate governance practices of a firm.

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

<b>Rameshan, P.</b>	NACRA Conference 2016	Ad-hoc reviewer
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## IIMK RESEARCH SEMINARS

SPEAKER	TITLE	DATE	YEAR
<b>Janakiraman, G.</b> Professor, Jindal School of Management University of Texas, Dallas, US	Analysis of Tailored Base-Surge Policies in Dual Sourcing Inventory Systems	July 4	2016
<b>Sreekumar , M.G.</b> Chief Librarian & Information Officer IIM Kozhikode	In Pursuit of Academic Excellence: Maximizing the Impact of Your Research	July 7	2016
<b>Dhanorkar, S.</b> Assistant Professor, Supply Chain Management Penn State University, USA	Promoting Change from the Outside: Externally Managing Environmental Improvement Projects	July 14	2016
<b>Viswanathan, R.</b> Former Ambassador of India to Latin America	Doing Business in Latin America: Opportunities & Challenges for Emerging Markets	July 28	2016
<b>Munshi , S.</b> Associate Professor, Department of Linguistics and Technical Communication University of North Texas (USA)	Language, Religion and Identity Politics in Kashmir	August 2	2016
<b>Datar, A. P.</b> Senior Advocate, Supreme Court of India.	Corporate Fraud - Penalizing the honest & rewarding the guilty	August 13	2016
<b>Nainar, S. M. K.</b> Professor, Accounting and Financial Management Services, McMaster University, USA.	C-suite Inequality and Firm Performance	August 18	2016
<b>Amblee , N.</b> Assistant Professor, Marketing Management, IIM Kozhikode	The development of managerial competencies in MBA programs: An empirical study of the curriculum of IIM Kozhikode and leading American programs	October 27	2016
<b>Mondal, D.</b> Assistant Professor, Economics IIT, Delhi	Private provision of public good and endogenous income inequality	November 17	2016
<b>Frenz, M.</b> Historian.	Doing Well but also Doing Good? East African Indian Merchants and Their Charitable Work	December 1	2016
<b>Bhave, M.</b> Visiting Professor, Strategic Management, IIM Kozhikode	The Microgrid Revolution: Business Strategies for Next-Generation Electricity	December 15	2016
<b>Gaur, A.</b> Associate Professor, Strategic Management and International Business, Rutgers Business School.	Overcoming Institutional Voids: The Complementary Advantages of Business Groups and Multinationals	December 20	2016
<b>Roy, R.</b> Assistant Professor, Decision Sciences and Information Systems, IIM Bangalore	Extreme values of log correlated Gaussian fields"	January 25	2017
<b>Krishnan, R.</b> Research Professor at the School of Business Administration, University of Miami.	Consumer choice, de-consumption and business innovations – a research dialogue	March 13	2017
<b>Krishnan, S.</b> Assistant Professor, Information Technology and Systems, IIM Kozhikode	Electronic Warfare: A Sleep and Self-Control Model of Cyber Incivility	March 27	2017
<b>Das, A.</b> Assistant Professor, Humanities & Liberal Arts in Management, IIM Kozhikode.	Impact of Social Media on the lives of the Women of the Kantha Embroidery Industry	March 27	2017











**Sensarma, R.** Role of private remittances in the socio-economic scenario of Kerala, June 25, 2016

The one day seminar organized by IIM Kozhikode in association with RBI Thiruvananthapuram featured a number of distinguished speakers who shared their views on the state's current and future socio-economic situation and the role of remittances therein. The speakers provided insights on how remittances are getting affected due to recent global developments and through which channels they flow into the state economy. They discussed about how remittances can be better channelized for improving socio-economic development of the state and the country..

**Viswanath V.** Pre-Conference workshop on International Conference on Marketing, Technology and Society, September 26-28, 2016

Indian Institute of Management, Kozhikode conducted a Pre-Conference workshop during September 26-28, 2017 for Faculty members and Fellow program in Management students. The session was conducted by Dr. Viswanth Venkatesh, Distinguished Professor and billingsley chair at University of Arkansas.

**Unnithan, A. B., & Krishnan, S.** International Conference on Marketing, Technology and Society, September 29-October 01, 2016

IIM Kozhikode hosted International Conference on Marketing, Technology and Society during September 29 – October 1, 2016. The conference witnessed the participation of over 150 delegates. A special issue of accepted papers of Marketing conference is due to come up in IIM Kozhikode Society & Management Review.

**Upadhyayula, R. S.** Research workshop for Academy of International Business (AIB) India, December 19-21, 2016

Indian Institute of Management Kozhikode (IIMK) conducted AIB In-D workshop in IIM Kozhikode campus during December 19-21, 2016 which was attended by more than 30 delegates comprising Faculty of colleges and universities & Doctoral students. The sessions were conducted by Prof Sumit Kundu – Florida International University, AIB Vice president, Prof. Elizabeth Rose – University of Octago, New Zealand, Prof S Raghunath – IIM Bangalore, AIB India chapter chair, Prof Ajai Gaur – Rutgers business school & Prof Rajesh Srinivas Upadhyayula – IIM Kozhikode.

**Nair, S.R. & Sensarma, R.** One-day Seminar (funded by NITI Aayog) on 'Kerala State Finances: Problems and Prospects', February 18, 2017

Indian Institute of Management Kozhikode (IIMK), in association with NITI Aayog conducted a Seminar on 'Kerala state finances' in its Kozhikode campus. The day-long seminar was attended by academicians, researchers, delegates from think-tanks and government who shared their views on the problems and future prospects of the state government finances. Apart from the coordinators, the list of speakers included Ajay Kumar Nema, Director – Niti Aayog, S Lakshmanan, Research Associate – NITI Aayog, B A Prakash, Chairman – Fifth State Finance Commission, Pinaki Chakraborty, Professor – National Institute of Public Finance and Policy, K Pushpangadan, Former Chairman – Public Expenditure Review Committee, K R Shanmugam, Professor – Institute for Financial Management and Research, Jose Sebastian, Associate Professor – Gulati Institute of Finance and Taxation and P Brijesh, Economist – Reserve Bank of India.





## *Thought Pad*







## *Thought Pad*







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.



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