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INTRODUCTION

The rise of India, particularly after its dismantling of the *license raj*, has led to a renewed interest not only among corporate executives but also among business scholars. Academic studies, international institutions and consultancy firms have well documented the results of these structural shifts on the Indian growth story. However, there is a paucity of studies examining the transformation of private and state-owned enterprises in India following the paradigm shift in the macroeconomic environment. Anecdotal evidence from the business press points towards the dynamism of Indian firms in terms of success in international markets, innovation models, and governance structures, among others. The objective of this conference is to develop our understanding of the strategies of firms as India emerges to become an economic superpower. Specifically, this conference aims to put the focus on theoretically novel and managerially relevant research in the areas of innovation, internationalization, entrepreneurship, organizational structures, adaptability to the global financial crisis and governance issues within the context of India.

About the Organising Institutions

Indian Institute of Management Kozhikode

Indian Institute of Management Kozhikode (IIMK) is an autonomous business school owned and financed by the Government of India. It was established in the year 1997. The school offers post graduate programmes in management, fellow programmes in management (equivalent to Ph.D.), executive MBA and industry-based programmes. It is one of the IIMs created by the Government of India for training highly talented youth in the best management techniques for creating a pool of elite managers in the country. IIMs are recognized as premier management institutions, comparable to the best in the world for teaching, research and interaction with industries.

Emerging Market Internationalization Research Group (EMIRG), University of Sydney Business School

The Emerging Market Internationalization Research Group (EMIRG) at the University of Sydney is a group devoted to the study of inward and outward FDI to and from emerging markets for research, training and outreach purposes. EMIRG's aim is to become the centre of excellence in Australia in the specialized area of Emerging Market Internationalization. EMIRG is devoted to studying the internationalization strategies of emerging market firms as well as those of western multinationals in emerging markets. EMIRG will contribute to research and practice by disentangling the unique and rather unconventional paths, processes and performances been adopted and experienced by emerging market firms in their international expansion. It will also expand knowledge on doing business in emerging markets by focusing on the unique institutional characteristics of emerging markets, the inherent diversity of institutions, and the consequent challenges and opportunities for western multinationals. EMIRG with expertise in emerging market internationalization will serve as the focal point of contact for Australian businesses currently doing business or interested in making an entry into emerging markets, as well as for emerging market firms that have an interest in the Australian marketplace.

MESSAGE FROM THE CONFERENCE CHAIRS

Welcome to Indian Institute of Management Kozhikode (IIMK) and the Conference on Global Strategies for an Emergent India.

We have witnessed a significant increase in the internationalization of major Indian companies in the last few years. Many Indian companies have entered foreign markets through foreign direct investment. Indian companies have invested in a large number of countries/regions including USA, UK, Europe, Canada, Australia, Africa, South East Asia and Middle East. Similarly the inward foreign direct investment to India has also increased tremendously. There is sufficient empirical evidence to suggest that strategies are context dependent. Strategies which are effective in the western context may not be very effective in the Indian context due to many factors including heterogeneity in the markets, inadequate infrastructure, lack of transparency, cultural differences, legal aspects and ethical frameworks. Hence it becomes necessary to discuss about strategies which are relevant to the Indian context. This conference provides an opportunity to discuss about strategies suitable for Indian firms which have internationalized their operations and strategies of multinational firms entering the Indian market.

We are pleased to inform you that we have got a very good response from academics, doctoral students and practitioners for the conference. We have received about 120 submissions in a short time frame and have accepted only one third of the total number of submissions. Selected papers presented in this conference will be considered for publication in an issue of *International Studies of Management and Organization* and a special issue of the journal published by IIM Kozhikode.

Prof. Debashis Chatterjee, Director, Indian Institute of Management Kozhikode has generously extended his support for organizing this conference. The IIMK administration has been very proactive in providing us all the infrastructural support. Our colleagues in the conference secretariat, Mr. Madhusoodan V, Ms. Shejina Srinivas, Ms. Ganga G. Nair, Ms. Aarathi K. and Ms. Mithila R. have worked tirelessly to make this conference happen. We would like to thank all those who have helped us either directly or indirectly for organizing this conference.

We sincerely hope that this conference would serve as a useful platform for the participants for exchanging research ideas and for establishing useful contacts. We hope that all of you will find the conference productive and inspiring.

Conference Chairs

Dr. Saptarshi Purkayastha

Dr. M.K. Nandakumar

Dr. Vikas Kumar

PROGRAM SCHEDULE

<u>Global Strategies for an Emergent India</u>		
DAY I: 27th December 2012		
9-00 AM to 10-00 AM	Registration	
10-00 AM to 11-00 AM	Inauguration	
<i>11-00 AM to 11-30AM –Tea Break</i>		
11-30AM to 1-00PM	Teaching Plenary Session (Profs: Madan Annavarjula, Sumit Kundu & Sumit Mitra) (RTC)	
<i>1-00PM to 2-00 PM –Lunch Break</i>		
2-00PM to 3-30 PM	Paper Session 1 (Profs: Sougata Ray & Rajesh S. Upadhyayula)	Paper Session 2 (Profs: Somnath Lahiri & Reena Kohli)
<i>3-30PM to 4-00PM- Tea Break</i>		
4-00 PM to 5-30PM	Paper Session 3 (Profs: Rajaram Veliyath & Keyoor Purani)	Paper Development Workshop 1 (Profs: Farok Contractor & Raveender Chittoor)
<i>7-00PM to 9-00 PM- Conference Dinner</i>		
DAY II : 28th December 2012		
9-30 AM to 11-00AM	Research Plenary Session (Profs: Rajaram Veliyath, Farok Contractor & Sougata Ray) (RTC)	
<i>11-00 AM to 11-30AM –Tea Break</i>		
11-30AM to 1-00PM	Paper Session 4 (Profs Rajaram Veliyath & Shubhasis Dey)	Paper Development Workshop 2 (Profs: Sumit Kundu & Somnath Lahiri)
<i>1-00PM to 2-00 PM –Lunch Break</i>		
2-00 to 3-30 PM	Paper Session 5 (Profs Raveender Chittoor & Koushik Gangopadhyay)	Paper Session 6 (Profs Somnath Lahiri & Sanjay Jharkharia)
<i>3-30 PM to 4-00 PM –Tea Break</i>		
4-00 PM to 5-30 PM	Paper Session 7 (Profs Ravinder Chittoor & T. N Krishnan)	Paper Session 8 (Profs Sumit Kundu & Krishna K Ladha)
5-45 PM-6-00 PM	Valedictory Address (Profs: Saptarshi Purkayastha & M.K. Nandakumar)	

27th December 2012, Thursday

PAPER SESSION 1

Classroom: C3

Session Chairs : Profs. Sougata Ray & Rajesh S. Upadhyayula

Session Facilitator: Jayasankar R

Time	Paper code	Title	Author
2-00 PM to 3-30 PM	IIMKSYD 26/ 2012	Financing pattern of India's Outward Foreign Direct Investment	Kavita, P.
	IIMKSYD 55/2012	Socially Responsible Investing-An emerging Strategic Alternative	Challapalli Prasad
	IIMKSYD 56/2012	Road blocks and strategies in Family owned businesses: Lessons from foreign countries	Yadiv Preeti & Singh Jeet
	IIMKSYD 63/2012	Innovation Model Strategy in Firms for Emerging India	Parandker Sachin Ramesh & Lokku Doji

PAPER SESSION 2

Classroom:C4

Session Chairs: Profs. Somnath Lahri & Reena Kohli

Session Facilitator: Shyam A.V

Time	Paper code	Title	Author
2-00 PM to 3-30 PM	IIMKSYD 74/2012	Impact of organization strategic orientation on satisfaction and business performance: A conceptual framework	Bhaskar S S & Kher S N
	IIMKDYD 79/2012	Eco-efficient business strategies and firm value- An empirical study of the Indian corporate sector	Sudha Srinivasa
	IIMKSYD 99/2012	Joint Ventures and Foreign Collaborations in Indian Oil and Gas Industry: Case studies of ONGC, OIL, CPCL and Cairn India Ltd.	Bhandari Ruchi
	IIMKSYD 104/2012	Innovation strategy for business sustainability in Indian firms	Nanath Krishnadas, Pillai R R

PAPER SESSION 3

Classroom:C3

Session Chairs: Profs. Rajaram Veliyath & Keyoor Purani

Session Facilitator : Mukundhan K V

Time	Paper code	Title	Author
4-00 PM to 5-30 PM	IIMSYD 113/2012	Gaining international acquisition experience	Ramya T V
	IIMKSYD 04/2012	Entrepreneurship development – An empirical research on budding/successful entrepreneurs of Mysore, Karnataka	N Archana; V Manjunath
	IIMKSYD 16/2012	The rise of the entrepreneurial era: A case of selected organizations from Pune	Munde Girish, Bhatia K R & Undale Swapnil
	IIMKSYD 51/2012	Impact of interpersonal communication on social media over customer-based brand equity : A motivation, ability and opportunity framework	Kapoor S Payal

PAPER DEVELOPMENT WORKSHOP I

Classroom:C4

Session Chair: Profs. Farok Contractor & Ravinder Chittoor

Session Facilitator: Ankita Tandon

Time	Paper code	Title	Author
4-00 PM to 5-30 PM	IIMKSYD 59/2012	Diversification strategy and capital structure decisions of manufacturing firms in India	Ranjitha Ajay & Madhumathi R.
	IIMKSYD 83/2012	Managing human and institutional resources within the changing Indian business landscape for the pharmaceutical industry in India	Munjal Surender & Pereira V E
	IIMKSYD 67/2012	Achieving competitive advantage through effective Information System strategy - A case study on a SME in the manufacturing sector in India	Kumar Ram Sandeep; Mohapatra Sanjay

28th December 2012, Friday

PAPER SESSION 4

Classroom: C3

Session Chair: Profs. Rajaram Veliyath & Shubhasis Dey

Session Facilitator : Sushmita N

Time	Paper code	Title	Author
11-30 AM to 1-00 PM	IIMKSYD 15/2012	The effect of age and length of service on employees organizational identification and intention to stay- A study of a large public sector undertaking	Geevarghese Ture R S & Manivel S
	IIMKSYD 28/2012	An Empirical Study on locus of control and organizational role stress dynamics among retail employees in an internationalized retail scenario	Jagannathan Lakshmi & Thampi Purnima
	IIMKSYD 40/2012	Analysis of industry B-school interface in emergent India	Mahajan Ritika. Nangia V K, Sharma Vinay & Dalai Sarada Prasanna
	IIMKSYD 46/2012	Bridging the skill gap: Opportunities for skills training in India's organized retail sector	Janardhanan S Nirranjan; Mehta Nimesh & Sinha Ruchi

PAPER SESSION 5

Classroom: C3

Session Chair : Profs Ravinder Chittoor & Kaushik Gangopadhyaya

Session Facilitator : Shyam A.V

Time	Paper code	Title	Author
2.00 PM to 3.30 PM	IIMKSYD 112/2012	Towards Indian Leadership in advanced concept development	Komerath M N
	IIMKSYD 12/2012	Internationalization of the emerging country multinational enterprise: Role of foreign knowledge and learning	Buckley J Peter; Forsans Nicolas Enderwick Peter; Munjal Surrender
	IIMKSYD 105/2012	E-governance Readiness: Challenges for India	K K Supriya; Sebastian M P
	IIMKSYD 85/2012	Banking sector development and economic growth in India during post independence era	Tripathy Sasikanta & Pradhan R P

PAPER SESSION 6

Classroom: C4

Session Chair : Profs D.Deo Sharma & Sanjay Jharkharia

Session Facilitator : Jayasankar R

Time	Paper code	Title	Author
2.00 PM to 3.30 PM	IIMKSYD 97/2012	An application of structural equation modeling for measuring brand equity of banking industry	Dinesh S.&.Sekar P.C
	IIMKSYD 03/2012	Mapping sponsorship-linked marketing in Indian Premier League	Gupta Anil, Yousaf A N, Arora Neelika
	IIMKSYD 09/2012	Sales force engagement model for insurance companies in India- A literature review	Thomas B J & Jenifer Clemence
	IIMKSYD 116/2012	Innovation Promotion Strategies: Meta Analysis and A Theoretical Framework	Jain Ravindra K

PAPER SESSION 7

Classroom: C3

Session Chair: Profs D. Deo Sharma & T.N. Krishnan

Session Facilitator: Ankita Tandon

Time	Paper code	Title	Author
4.00 PM to 5.30 PM	IIMKSYD 23/2012	Customer-centric service delivery as a determinant for CRM in the retail banking industry in India	Kaur Jasveen
	IIMSYD 27/2012	Experiencing the experience: Psychodynamics of customer citizenship behavior (CCB)	Kothai S & Godwin Benny J
	IIMKSYD 38/2012	Strategic marketing insights from the interaction of product life cycle and organizational life cycle	Murthy N D
	IIMKSYD 25/2012	A Comparative Study of the Impact of ISO9000 Certification on Organizations	Kartha P C

PAPER SESSION 8

Classroom: C4

Session Chair: Profs Sumit Kundu & Krishna L Ladha

Session Facilitator : Mukundhan K V

Time	Paper code	Title	Author
4.00 PM to 5.30 PM	IIMKSYD 35/2012	Pertinence of banks performance and internet website traffic: The case of Indian banks.	Marakarkandy Bijith
	IIMKSYD 114/2012	Analyzing the long run financial performance of cross border acquisitions of Indian acquiring companies and determinants thereof	Kohli Reena
	IIMKSYD 115/2012	A Comparative Study of Network-centric Innovation Models – Global Business Prospects for Emerging Economies	Balasubrahmanyam Suram
	IIMKSYD 81/2012	Impact of human resource practices and supervisor support on perceived organizational support among public sector employees	Sumathi G N, Geevarghese & Ture R S

PAPER DEVELOPMENT WORKSHOP II

Classroom:C4

Session Chair: Profs. Sumit Kundu & Somnath Lahiri

Session Facilitator: Gopalakrishnan N

Time	Paper code	Title	Author
11.30 AM to 1.00 PM	IIMKSYD 07/2012	Board characteristics, financial slack and R&D: Testing conflicting roles of board of directors	Subramanyam Ashwin
	IIMKSYD 18/2012	Person-Technology fit : The related effects of technology characteristics and individual factors among IT professionals	Tomer Gunjan
	IIMKSYD 103/2012	FDI based entry mode strategies of emerging market firms-An isomorphism perspective	Mukundhan K.V. & Nandakumar M.K.

ABSTRACTS

27th December 2012, Thursday

Classroom No. C3

Paper Session 1

2-00pm to 3-30pm

IIMKSYD 26/2012: Financing Pattern of India's Outward Foreign Direct Investment

P Kavitha

As a result of the liberalization policy, the ratio of Indian FDI outflows to Indian FDI inflows has increased significantly since 2000. An increasing trend in the purchases of firms abroad is also observed since 2000. Against this background, an attempt has been made in this paper to analyse the financing pattern of India's outward foreign direct investment. Economy as a whole, the financing pattern of Indian firms' outward investment is found to be more debt and equity based and different from that in developed countries and other emerging markets. The study has also used two case studies such as Tata- Corus acquisition in 2007 and Bharti Airtel –Zain acquisition in 2010, to examine the financing pattern of Indian outward investing firms at a disaggregate level. The Results suggest that the share of debt financing has increased, whereby equity financing registered a declining trend in the recent years. A substantial portion of investment has taken place through the SPVs set up for the purpose abroad and the funding is often arranged through overseas banks backed either by shares or assets of the target company and/or guarantees by the Indian parent firm.

IIMKSYD 55/2012: Socially Responsible Investing – An Emerging Strategic Alternative

Challapalli Praseeda

Socially Responsible Investment (SRI) is the offspring of the incongruous matrimony between the profiteering instinct of business and the oft neglected social conscience of business. The instinct of making a socially responsible investment may be attributed to the latent desire of the enlightened business men who decide to play fair. The Wikipedia describes the SRI as sustainable, socially conscious, green and ethical investment. The focus of SRI is to plough back into society a part of the gains accrued from the business with a view to ensure sustainable development. SRI is widely viewed as the reiteration of the spirit of Corporate Social Responsibility (CSR) which concerns itself with a harmonious and balanced mix of garnering financial returns and requisite consideration to social responsibility.

Corporate Social Responsibility (CSR) today is an undeniable and integral part of our corporate world. Investment in CSR initiative is no longer being viewed as merely philanthropic act of a misguided entrepreneur. Social responsibility of the corporate has emerged as the watch word for all the entrepreneurs who want to be patently identified as progressive and responsible. Various dimensions like environment, women empowerment, sustainable development, poverty eradication, literacy development have been roped into the gamut of CSR. Presently the scope of CSR is being further widened by the inclusion of financial dimension called Socially Responsible Investing. The intention of SRI is to make the corporate to invest with care and caution in funds or activities that have a social bearing. The concept of Socially Responsible Investing (SRI) may have emerged as an offshoot of the overall activity of CSR, but essentially relates to conjoining the investment decisions to social or ethical considerations beside the financial one. (Gray 2011).

IIMKSYD 56/2012: Roadblocks and Strategies In Family Owned Businesses: Lessons From Foreign Countries

Yadav Preeti; Singh Jeet

India has an almost unique system of promoters who own and manage much of the corporate sector. There are the eponymous promoter groups that have been around for decades such as Tatas, Birlas, Mahindras, Bajajs, Goenkas and Godrejs. There are the relative newcomers such as the Ambanis of Reliance, the Mittals of Bharti, the Agarwals of Vedanta, the Biyanis of the Future Group, the Singhs of erstwhile Ranbaxy, etc.

The common thing between Reliance, Godrej, Bajaj, Birla, are that they are all family run businesses. Families businesses can be defined as one where owner has power to take strategic decisions, succession is based on family relation and the owner has full liberty to appoint his relatives to any position he wants. Family owned firms are “organizations where two or more extended family members influence the directions of the business through the exercise of kinship ties, management roles or ownership rights”. The family business is popularly defined in terms of three characteristics:

IIMKSYD 63/2012: Innovation Model Strategy in Firms for Emerging India

Parandker Sachin Ramesh;Lokku Doji

Indian companies, both the new and the established, in the present decade have become very conscious about establishing industry standard processes in delivering its services and products. Standardization and best practices have lead the organizations to become more matured over the years. Strategy for achieving the next level of maturity for the companies in the present decade will be very challenging as making significant improvement is inversely proportional to maturity. While the organizations gain maturity they also need to differentiate themselves from the competitors through excellent services and products. The one way to gain competition edge and be in the business is to build more flexible systems through Innovation. The systems should be agile and sensitive to the external influencing factors and adapt to the changes around it.

Innovation Model is a combination of Logic and Imagination. Imagination facilitates the creation of novel ideas whereas Logic facilitates its execution to meet customer needs. The purpose of Innovation Model in an organization is to create new business opportunities and is either achieved through new products and services or through new way of enabling functions supporting new business opportunity. Teams get novel ideas and then these ideas are converted into new business opportunities. The organizations must have special teams (R&D) to do the Imagination part and while Performance Engine [Industry Service Units (ISU) + Support Functions] does the logical part. Innovation cannot be done in isolation but instead is an interactive process between R&D and Performance engine, moving from one phase to another. Strategy for a perfect coordination between the R&D and Performance engine leads to successful generation and implementation of Innovation. This paper through a case study discusses how an Innovation Model Strategy for an imagined idea was developed and has been implemented in the Performance Engine through a coordination bridge by Business Excellence (BE) team.

Classroom No.C4

Paper Session 2

2-00pm to 3-30pm

IIMKSYD 74/2012: Impact of Organization Strategic Orientations on Satisfaction and Business performance: A Conceptual framework

Bhaskar S S; Kher S N

Customer satisfaction and employee satisfaction are extremely valuable assets to the service firm, as the customer's search motivation for competitive alternatives is reduced, he perceives high service quality and provides favourable word of mouth; and at employee's end productivity and discretionary effort increases and he delivers high service quality. A conceptual model presents the likely influence of alternate strategic orientations on the employee satisfaction and customer satisfaction linkage in a service firm. It is suggested that strong customer orientation along with employee orientation lead to sustained customer satisfaction , as service employee's satisfaction are continuously transferred to the customers. It is further suggested that adopting profitability/financial orientation after adopting customer orientation and employee orientation lead to high business performance (profitability). As in that case employees adopt profitability/financial orientation with a right attitude. To assist managers in enhancing the outcome of employee satisfaction and customer satisfaction, right strategic orientation along with the right order of adoption have been identified. These include: customer orientation, employee orientation, and profitability/financial orientation with the latter being explicitly assumed after customer orientation and employee orientation are pervasive in the service firm (customers and employees perception).

IIMKSYD 79/2012: Eco-efficient Business Strategies and Firm Value-An Empirical Study of the Indian Corporate Sector

Srinivasa Sudha

This study empirically examines the impact of eco-efficiency on the firm value in the Indian corporate context using longitudinal data of S&P 500 firms from 2005 to 2011. The study uses the basic Ohlson (1995) model that assumes that all information is value relevant if it provides information regarding future earnings of the firm. It is posited that eco-efficient business strategies of firms have a significant impact on its stock price since these strategies enhance the profitability of the firm, which in turn is reflected in the market value of the firm. Pooled regression using least squares dummy variable model has been used in this study to capture the time effects. From the empirical results it is found that eco-efficiency has a significant positive impact on the stock price and the impact during the year 2008 is highly statistically significant indicating low market capitalization in the Indian capital market due to the trickle-down effect of the global financial crisis.

IIMKSYD 99/2012: Joint Ventures and Foreign Collaborations in Indian Oil and Gas Industry: Case Studies of ONGC, OIL, CPCL and Cairn India Ltd.

Bhandari Ruchi

Foreign investment has become a matter of necessity for most growing economies in the world. India is no different. India is witnessing a revolution both in the context of liberalization and globalization. The Indian oil and gas sector is one of the six core industries in India and has very significant forward linkages with the entire economy. The Indian oil and gas sector is of strategic importance and plays a predominantly pivotal role in influencing decisions in all other spheres of the economy. The paper will adopt the case study method for research as case study research excels at bringing us to an understanding of a complex issue or object and can extend experience or add strength to what is already known through previous research. The paper will include joint ventures and foreign collaborations entered by Oil and Natural Gas Corporation Limited (ONGC), Oil India Limited (OIL), Chennai Petroleum Corporation Limited (CPCL) and Cairn India Limited with various domestic and foreign partners for exploration and production, refining, transportation and sale of oil and natural gas.

The paper will tabulate the data related to joint ventures and foreign collaborations entered by selected public and private oil and gas companies in India since independence. The paper will study the life cycle of the joint ventures entered by these companies. The paper will analyze the reasons of giant oil and gas companies entering into the joint ventures. The paper will study how these Companies have adopted the joint venture strategy for their expansion into the foreign countries and how they have made an attempt to make their joint ventures as a successful strategy not only in their home country but also in foreign countries and its implications for the other industries where 100 percent FDI is not permitted.

IIMKSYD 104/2012: Innovation strategy for Business Sustainability in Indian firms

Nanath Krishnadas; Pillai R R

A large number of Indian firms do not sustain in the long run and eventually fail to leverage upon their initial success. This paper identifies continuous innovations as one of the key components for sustainable business. Firms fail to fight the dynamic environment and come with timely innovations leading to weak innovation culture. In spite of good innovation potential in India, firms are not able to come up with quality innovation hinting towards issues in implementation and culture. Therefore, this study reviews the academic literature that links innovation culture and long term survival of a firm to come with a framework that describes the continuum of innovation culture for business sustainability. The framework describes three levels- foundation, advanced and breakthrough with a focus on two dimensions- implementation climate and innovation value fit in each level. This framework provides an opportunity for firms to assess their status quo in terms of innovation culture and how they can reach the desired stage for coming up with continuous

Classroom No. C3

Paper Session 3

4-00pm to 5-30pm

IIMKSYD113/2012: Gaining International Acquisition Experience

T V Ramya

An emerging economy firm in the technology space makes its maiden international acquisition, which marks the beginning of a series of acquisitions by the company as well a trend in the specific industry. Based on a narrative-style interview with the Alignment Manager of the acquisition, I have attempted to *capture the micro-processes of how a firm gains international acquisition experience*.

IIMKSYD 04/2012: Entrepreneurship Development – An Empirical Research on Budding/Successful Entrepreneurs of Mysore, Karnataka

N Archana; V Manjunath

Entrepreneurship has become a key factor in the development of the society and an individual. Risk and return both are faced by them as a sole. This paper is making an attempt to focus on the rise in the Entrepreneurship activities among young population. An empirical research is conducted on selected Entrepreneurs about the growth and development of the societies and communities and often through the idea generation. The necessary attributes for an entrepreneur and their impact on social and economic status of young Indians is taken into consideration as a factor of socio-economic development. A well designed questionnaire is circulated among the selected entrepreneurs of Mysore. The feedback is tabulated and statistical validation is done to verify the association between:

- Entrepreneurial skill and development
- Infrastructural facilities and the vitality of EDP (Entrepreneurial development Programs)
- Micro-finance, financial inclusions and community based EDP activities

An attempt will be made to provide information about the ways to improve the thought focus about Entrepreneurial development Programs among the young generation and their views would be put forward.

IIMKSYD 16/2012: The Rise Of Entrepreneurial Era: A Case Of Selected Organizations From Pune

Mude Girish; Bhatia K R; Undale Swapnil

The article presents information on the concept of entrepreneurship and helps to understand how it has geared up at certain part of a country. Entrepreneurs create new business opportunities in all areas of industry; they support the growth and health of a country's national economy. Entrepreneurship has emerged as crucial activity for economic growth and job creation. This article explains how the entrepreneurial activities emerged, and been benefited to set platform for economic development of society and nation at a large. With case base approach, selected firms have been taken into consideration for drawing findings. Despite several challenges ahead, entrepreneurial activities have been flourishing in all over country and transforming to become economic superpower nation.

IIMKSYD 51/2012: Impact of Interpersonal Communication on Social Media over Customer-based Brand Equity: A Motivation, Ability and Opportunity Framework

Kapoor S Payal

Purpose: Social media has become a web of brand related conversations. Consumers have compelling stories to share about brand experiences, seek recommendations, exchange product information and opinions. Interpersonal communication on social media is influencing consumer consumption behaviour. Marketers with the help of technology are keenly paying attention to these brand focused consumer conversations on social media. The purpose of this research is to design a testable conceptual model to understand the impact of social media interpersonal communication on customer-based brand equity.

Approach: Firstly precursors to interpersonal communication, in the Motivation, Ability and Opportunity _framework, are brought to fore followed by propositions that test the impact of the same over customer-based brand equity.

Finding: Based on extensive review of relevant literature, a conceptual model and testable propositions are suggested.

Practical Implication: Marketers must change their approach of using social media platform from a narrow-minded top-down approach to a more participative and interactive one. Further studies on

the suggested conceptual model and propositions will allow markets to understand the characteristics and nature of the brand conversations taking place on social media.

Originality: This is first study this kind that understands brand conversations and its impact on customer-based brand equity taking place on social media

Classroom No.C4

Paper Development Workshop 1

4-00pm to 5-30pm

IIMKSYD 59/2012: Diversification strategy and capital structure decisions of manufacturing firms in India

Ajay Ranjitha, R Madhumathi

This paper examines the impact of diversification strategies on the capital structure decisions of manufacturing firms in India. Diversification strategies refer to both international market and product diversification strategy. The study reveals that multinational corporations (MNCs) and domestic corporations (DCs) differ with respect to product diversification, tangibility, size, agency cost and business risk. The firms following international market diversification shows that degree of international activity is positively related with leverage (Singh et al., 2003). Profitability is negatively related to leverage for multinational firms, indicating that these firms tend to follow pecking order theory (Myers and Majluf 1984) of financing. Tangibility shows a positive relationship with leverage in accordance with the static trade off theory (Myers 1984). There is a negative relationship between business risk and leverage ((Lewellen 1971). Hence comparison and examination of impact of international market diversification strategy on capital structure has identified that manufacturing firms in India fund their market diversification through equity.

IIMKSYD 83/2012: Managing Human and Institutional Resources within the Changing Indian Business Landscape: Opportunities for the Pharmaceutical Industry in India

Munjal Surender; Pereira V E

This paper examines the assets and capability augmentation strategies of foreign pharmaceutical multinational enterprises (MNEs) in changing institutional landscape in India. Through this paper, we introduce a novel phenomenon - "Reverse Augmentation", where an advanced country MNE undertakes augmentation strategies in an emerging economy. The Case Study approach followed in the paper highlights motivations and expectation of foreign MNEs from human resource in India from the sustainability and futuristic business strategies point of view. The paper concludes by presenting a model for future analysis of the MNE's asset and capability augmentation strategies.

IIMKSYD 67/2012: Achieving Competitive Advantage through Effective Information System Strategy - A Case Study on A SME in the Manufacturing Sector in India

Ram Sandeep Kumar; Mohapatra Sanjay

Size and resource constraints generally result in entrepreneurship ventures in India having limited management capacity and insufficient capabilities to access and analyze information. The case study focuses on one such entrepreneurship venture in the SME manufacturing sector of India. SMEs have a notion that implementing Information Technology is a very costly affair. However, they fail to realize that IT implemented and used in a smart way is very cost-effective and can generate immense business benefits for them. Our focus in this case study is to showcase a sustainable technology strategy for SMEs in an emerging economy like India, which will help the SMEs to retain competitive edge in a global and open market. Information technology will help in maintaining competitive advantage through improvement in process compliance, increasing transparency and providing role based security for all transactions. Hence, a well defined information strategy will help in removing redundant processes; integrate different processes and then monitoring the progress by measuring KPTs. This approach helps in alignment of business goals with information technology investment. The case study shows the benefits of IT alignment with business goals.

Classroom No.C3

Paper Session 4

4-00pm to 5-30pm

IIMKSYD 15/2012: The Effect of Age and Length of Service on Employees' Organizational Identification and Intention to Stay – A Study of a Large Public Sector Undertaking

Geevarghese ; Ture R S; Manivel S

Human Resource Management (HRM) is concerned with the people dimension in Management. HR Department is responsible for getting right persons at the right time, training them and providing an appropriate mechanism to ensure that these employees remain loyal, effective and most productive. Managers and management researchers believe that organizational goals are unattainable without the enduring commitment of employees. The organizational objectives can best be attained by acquiring right human resources, developing their skills, motivating them for high performance and ensuring their continued commitment and loyalty towards the organization. Success of any organization depends significantly on the performance of the employees. Proper attention to people through recognition of their talents, development of their capabilities and effective utilization of their knowledge, skills and capabilities can help fetching rich dividends to the organization and make them more dynamic in the organizational activities. Top Management should encourage managers to train, develop, motivate, maintain and retain the skilled and knowledgeable employees. Further, the organizations must set policies, procedures and have well-defined principles for smooth functioning of the organization. Therefore, the employee retention and employees intention to stay have become a major concern for all organizations.

Advances in technology and resources are creating a base for comparison, causing organizations to seek unique competitive advantages in new ways, particularly through the effective management of their employees (Burke, 2008; Cawsey and Deszca, 2007; Senior, 2002). Motivated employees are more willing to exert behavior that is beneficial to the organization (Ashforth and Mael, 1989; Riketta and Nienaber, 2007). According to Barker and Tompkins (1994), organizational identification directs the attention of an individual and motivates to become a functioning member of an organization. Sow Hup Chan(2006) brought out in his paper 3 that orientation program, socializing activities, opportunities for participative decision-making, “psychological” and “religious” strategies, and a focus on the members” culture and everyday life can help to improve identification and commitment towards an organization. It is often presumed that identification processes in organizations lead to a host of beneficial organizational outcomes (Likert, 1967). Organizational identification and employees” intention to stay with the organization can affect the stability and productivity of manufacturing industries as the employees experience and commitment on the job plays a crucial role. Therefore, understanding the nature of identification

and commitment and factors that influence members identification and intention to stay with an organization is critical to assure the continued existence of the organization. In this paper we are going to check the relation of two of the important demographic variables namely age and length of service (years of experience in the present organization) with organization identification as well as employees intention to stay.

IIMKSYD 28/2012: An Empirical Study on Locus of Control and Organizational Role Stress dynamics among retail employees in an Internationalised retail scenario

Jagannathan Lakshmi;Thampi Purnima

Majority of retailers in the retail sector are operating in markets that are increasingly characterized by intense competition. In addition to the competition, various other challenges like decreased store loyalty, expanding price pressures have emerged as additional challenges which stresses the need for retailers to focus more on service quality. Role stress has been shown to have a negative impact on organizational commitment (Behrman & Perreault, 1984). This means that the existence of role stress in retail sales personnel can eventually affect the service quality provided to customers. Research reveals that personality characteristics like locus of control (LOC) moderate the adverse effects of stress (O'brien Cummins, 1988, Rahim & Psenicks, 1996). The present study was conducted on a sample of employees (Managerial/Non Managerial) working in a prominent retail firm in Bangalore. The major objective of the study was to analyze the dynamics between organizational role stress and locus of control. Further hypothesis was also set up to analyze the relationship between demographic variables like age, gender, income and designation with locus of control and organizational role stress. Empirical findings reveal that a majority of the employees in the retail firm were externally focused. It was found that there was a high negative correlation between internality and organizational role stress. Also it was found that there was a high positive correlation between external locus of control (External –others and external – chance) with organizational role stress. One way Anova test reveal that there was a significant variance between designation and organizational role stress. Also it was found that there was no significant variance between age, gender, designation and income with internal and external (Others, chance) locus of control.

IIMKSYD 40/2012: Analysis of Industry B-school Interface in Emergent India

Mahajan Ritika. Nangia V K; Sharma Vinay; Dalai Sarada Prasanna

The purpose of the paper is to explore and analyze the relationship between industry and B-schools in India and recommend strategies for industry academia collaboration. The motivation behind the paper is the widespread critique (Chaudhry, 2003; Doria et al., 2003; Ghoshal, 2005; Hasan, 1993; Khurana, 2007; Mintzberg, 2004) of the value of MBA education for business on one hand and the need of effective managers for the rapidly industrializing Indian economy on the other. The paper is based on a mix of secondary and primary research. It includes review of literature including reports of the governmental and non-governmental organizations available on the internet. Primary data was collected through semi-structured, open-ended interviews of 42 experts from industry and academia based on judgmental sampling. The paper, being a critical account of the worth of B-schools to the industry, contributes to analyze the gap between industry

and academia. It offers insights to the B-schools in strategizing their resources and training the students according to the requirements of the industrial firms. As for the industry, it is a small attempt to bring them closer to the B-school environment. It develops understanding of the strategies for Indian firms and B-schools to work in a symbiotic manner as India emerges to become an economic superpower.

IIMKSYD 46/2012: Bridging the skill gap: Opportunities for skills training in India's organized retail sector

Janardhanan S Niranjana; Mehta Nimesh; Sinha Ruchi

India's demographic dividend provides it with a strategic advantage in the midst of an ageing population the world over. This should ideally mean that India should be very well positioned to tackle its workforce requirement for several years to come. However, there seems to be a huge gap between the skills required in the industry and those provided by the education system. This leaves three fourths of the Indian population unskilled and unemployable. As Muralidharan of TMI networks writes in his blog, "Unemployability is a curse. Unemployment is not!" (Muralidharan, 2009). The World Economic Forum's Global Talent Risk report (2011) cautions that developing countries like India and Brazil will also face huge skill gaps due to low employability. Established in 2008, the National Skills Development Mission drives the daunting task of achieving 500 million skilled manpower by 2022 (NSDC, 2009a). Several path-breaking public private partnerships like the National Skills Development Corporation (NSDC) are leading significant changes by increasing the supply of training providers. There have also emerged a large number of private players who in addition to providing training, take special efforts in connecting the demand side and the supply side of the skill development equation, i.e. connecting the employers to the job aspirants. Despite these developments, there are two key challenges facing the skill development landscape in India today. First, there are several aspects of the job market that need to be understood well for the highly ambitious target to be achieved. Second, and more importantly the skill development ecosystem is still at the evolutionary stage. While the government is keen in providing the much needed drive, it is but a question of time before the key players in this space begin the quest for a sustainable model of skill development. Although there have been several reports analyzing the overall skill development scenario, the nature of the evolving retail sector demands a detailed examination of recruitment, employment and career development processes in the low-skilled sector. Our study aims to provide a thorough understanding of recruitment practices in the organized retail sector and recommend solutions to ensure comprehensive and sustainable skill development to cater to India's steady growth and sustained competitiveness in the global market.

Classroom No.C3

Paper Session 5

2-00pm to 3-30pm

IIMKSYD112/2012: Towards Indian Leadership in Advanced Concept Development

Komerath M N

This paper aims to encourage discussion on the steps needed, particularly in institutions of higher learning, to develop Indian leadership in developing revolutionary global architectures. Where ambitious global solutions are much more critical to India than to developed nations, the option of waiting to import and adapt demonstrated systems through technology transfer does not exist. The existence of such problems is first summarized, followed by anecdotal evidence of Indian leadership in technology innovation. Four cases of global-scale architectures with revolutionary impact, are then presented, each requiring technological advances with moderate risk in the medium term. Examples of larger projects completed in India are listed. The role of public and private sectors, and education, in initiating, investing, sustaining and scaling up architectures is considered with examples. A specific example of how learners are introduced to advanced concept development is presented as a template. Suggestions for debate and exploration are listed

IIMKSYD 12/2012: Internationalization of the Emerging Country Multinational Enterprise: Role of Foreign Knowledge and Learning

Buckley J Peter;Forsans Nicolas Enderwick Peter;Munjal Surender

The extant literature in Strategy and International Business (IB) area emphasizes importance of networks in the growth of firm. The IB literature in particular accentuates the role of foreign networks in the international growth of the firm. In this respect, Mathews (2006) propounded “Linkage-Leverage-Learning framework”, the LLL framework, to explain the rise of East Asian MNEs. According to him, emerging country multinational firms (EMNEs) can expand internationally by learning from, and accessing resources of, their foreign affiliate.

Using pooled OLS regression on a sample of 623 foreign acquisitions made by 315 Indian firms during 2000-2007, this study provides empirical evidences on the role of foreign network resources and experiential learning acquired from foreign networks in the international growth of Indian MNEs. This paper presents a compelling case of study, as Indian MNEs have expanded internationally by making some very popular acquisitions in the recent past. The study finds an interesting contrast between foreign affiliate’s role in the Indian firm’s internationalization.

IIMKSYD 105/2012: E-governance Readiness: Challenges for India

K K Supriya; Sebastian M P

Governments and public sector organizations around the globe are relying on information and communication technologies (ICTs) to reform the functioning of the system and to provide better service delivery mechanisms for its citizen. E-Governance is the effective use of ICTs, particularly Web-based Internet applications, for better governance and service delivery. Indian government, like their global counterparts, is using ICT and E-Governance as part of their broader government modernization programs. This paper presents an overview of the E- Governance scenario in India. It evaluates the readiness, capability and willingness of the government to provide E-Services in terms of the factors like telecommunication infrastructure, human capital and web presence. Based on the assessment, the factors which hinder the E-Initiatives development and the barriers and challenges for the effective implementation are identified. A strategy for improving the E-Governance readiness in India is proposed.

IIMKSYD 85/2012: Banking Sector Development and Economic Growth in India during Post Independence Era

Tripathy sasikanta;Pradhan R P

The increasing importance of Financial Markets across the world has reinforced the general conviction that 'Finance' is an important element of economic growth. Although different economists attach different degrees of importance to financial intermediation, its role in economic growth can be theoretically postulated and has been supported by more and more empirical evidence. They viewed Financial development as the combination of Stock Market development, Banking Sector development and Macro Economic Development. The relationship between Financial development and Economic growth (Zhang, 2012; Kar et al., 2011) has attracted a lot of attention among economists for a long time, particularly since the emergence of the new theories of endogenous economic growth.

The key objective of banking and financial market development is to aid economic growth and development, with stability and equity across sections of society, so that the gains of development are shared equally (or at least less unequally) such that social and political stability is maintained on a sustainable basis. A bank, as a financial institution, connects customers having capital deficits to customers with capital surpluses within the financial system and the economy, for the ultimate objective of Economic Growth. Researchers find that much of the information about future economic growth contained in bank excess stock returns is captured by country-specific and institutional characteristics, i.e., the positive link between bank excess returns and future economic growth is strengthened significantly by the enforcement of insider trading law, banking crises, bank disclosure standards and financial development, but undermined by government ownership of banks (Moshirian and Wu, 2012, Chang et at., 2010; Cole et al.,2008).

This paper applies Unit root test to check the stationarity of data, Co-integration test to find out the long run relationship between Banking sector development and Economic growth. In addition, this paper examines the Causality test feasibility by applying Granger Causality in time series analysis.

Classroom No. C4

Paper Session: 6

2-00pm to 3-30pm

IIMKSYD 97/2012: An Application of Structural Equation Modeling for Measuring Brand Equity of Banking Industry

S.Dinesh; Dr.P.C.Sekar

This research paper aims to measure the factors which influencing the brand equity of banking services brands. Literature review suggested that brand influence, brand image, consumer satisfaction, service qualities and other properties are the components of brand equity of this proposed models of different sectors of banks. Three top ranking banks were selected for collecting information from its customers. Questionnaire is used to collect primary data. Further testing revealed this to be a valid and reliable measure. The measure represents an easily administered tool for managers and researchers to assess brand equity amongst banking brands and its strategic applications are considered.

IIMKSYD 03/2012: Mapping Sponsorship-Linked Marketing in Indian Premier League

Gupta Anil, Yousaf A N, Arora Neelika

The rise of Indian Premier League (IPL) as an exciting T20 cricket tournament in an emerging economy like India has brought to the notion of marketing executives that IPL can also be used here on a bigger platform for introducing new products/services, building brand image, brand awareness and finally enhancing brand-equity. One such strategy which is being commonly used by marketers for the first time in Indian history is the extensive use of sponsorship-linked marketing in IPL. A simple glance at the current sponsorship scenario in IPL would force academicians think about it as an emerging strategic tool in the field of integrated marketing communications as the number of sponsors has already grown to staggering 119 in numbers within a short span of just five years with every team having an average of more than 10 sponsors, thus, increasing the competition between the sponsors also. In Europe and USA, sponsorship-linked marketing has been subjected to lot of researches but since it is just in the growth stage in India literature still lacks sponsorship researches (Naik and Gupta, 2012). Cultural and behavioral differences among consumers of these different countries raise a question mark whether professional executives can effectively apply sponsorship theories valid in western countries to eastern countries which are being considered as virgin in terms of sponsorship research. We argue that IPL provides the best legitimate source to study sponsorships scenario not in India but also in Asia as it is the only cricket tournament greatly acknowledged by ICC, BCCI, fans, celebrity

players, bollywood celebrities as well as corporate houses and the area needs further digging for exploring the possibilities of additional improvements into previous sponsorship theories, if any, for making them suitable to be used in Indian context. The event is already being labeled as “the hottest sporting event” by Forbes magazine with a brand value worth \$3 Billion in 2011.

IIMKSYD 09/2012: Sales Force Engagement Model for Insurance Companies In India - A Literature Review

Thomas B J; Jenifer Clemence

Researchers state that employee engagement is the best tool in the company’s efforts to gain competitive advantages and stay competitive (Rashid et al., 2011). Therefore, the construct of employee engagement has been an area of interest among many researchers and consultancy firms, and received its recognition in the management literature and among practitioners (Ologbo and Saudah, 2011). Employee engagement is a wide topic which is very essential for the success of any organization.

IIMKSYD 116/2012: Innovation Promotion Strategies: Meta Analysis and A Theoretical Framework

Jain Ravindra K

This article is an attempt to carry out a meta-analysis of earlier research so as to propose hypothesized propositions and develop an integrated framework of innovation promotion strategies. While developing the theoretical framework, a broad multi-dimensional view of innovation strategy has been kept in view. The proposed framework suggests that (i) the process of innovation can be systematized and managed by pursuing well thought out, articulated and widely shared strategies; (ii) the organization’s innovation promotion capability is an integrated capability; and hence in order to manage innovation process in an organization effectively, it is essential to integrate a set of innovation promotion strategies for various aspects like organizational learning, knowledge management & human resource management, technology management, customer orientation, social capital management, transformational leadership & employees’ empowerment, team climate development, and employees’ talent development; (iii) such strategies in some combination if pursued simultaneously, they are likely to have positive impact on one another; and (iv) an organization is expected to be competent enough to integrate such a set of strategies and apply them successfully to stimulate innovation; if the organization does it effectively, it will likely to have enhanced level of organizational performance.

The proposed framework of innovation promotion strategies suggests that organizations should pursue multiple strategic levers simultaneously but they may find it difficult to assess the likely effects of simultaneously pursuing various strategies on innovation effectiveness. Top & senior level executives, therefore, must be able not only to weigh the strengths and weaknesses of each specific strategy but also to understand and predict how various strategies are likely to interact when applied to some combination. Profiling innovation orientation will go a long way to determine which behaviors to emphasize with respect to the desired strategy positioning and external challenges faced

by the organization; the choice of which capabilities / behavior to nurture and which investment commitments to make must be guided by a shared understanding of the competitive context, the needs of the customers, the current organizational culture, managerial values, the competitive positioning sought, any trends that may be occurring or upcoming, and the organization's ability to support and sustain change. The synthesizing of the earlier research outcomes in synchronized way, research oriented discussion, and posited propositions as presented in this article is expected to make a significant contribution to the existing body of knowledge surrounding various aspects of innovation promotion strategies in organizational setting. Such a contribution may provide a concrete base for future research on one hand and for setting up an appropriate agenda for formulating more integrated, pragmatic and fruitful innovation promotion strategies for organizations to pursue on the other hand

Classroom No. C3

Paper Session 7

4-00pm to 5-30pm

IIMKSYD 23/2012: Customer-Centric Service Delivery as a Determinant for CRM in the Retail Banking Industry in India

Kaur Jasveen

In the ever changing business environment, everything seems to be going for a spin. This includes customers, who are forever being offered new and attractive packages by the marketers. Marketing in the new millennium lays thrust on the customer needs so much that 'customer-driven marketing' has become synonymous with marketing. The emphasis, today, is on understanding and fulfilling consumer needs to an extent so that it strikes a balance between customer value-delivered and company profitability. Satisfaction of customer's needs provides the rationale for an organization's existence. Markets, worldwide, have become highly competitive and companies are desperately looking for ways and means to differentiate their offerings from their competitors (Kotler, 2008).

'Relationship Marketing' seems to have emerged as a 'strategic management tool' which is being adopted by most companies to retain customers, lest they should shift their loyalties to another company. Modern marketing calls for more than just developing a product, pricing it, promoting it and making it accessible to the target customers. It demands building trust, a binding force and value-added relationship to win the customer (Rosenberg & Czepiel, 1984).

IIMKSYD 27/2012: Experiencing the Experience: Psychodynamics of Customer Citizenship Behavior (CCB)

Kothai S; Godwin Benny J

This article explores the role of psychodynamic factors: conscious, preconscious, and unconscious mind towards Customer Citizenship Behavior (CCB) emphasizing the motives and desires of

particular product or service at shopping malls. All these empirical phenomena are regurgitated by developing a conceptual model. The proposed model is shown to be consistent with influential multi-attribute Fishbein model (Smith, Terry, Manstead, & Louis, 2008). The survey yielded 64 completed and valid questionnaires. Furthermore, this study explores the consumer attitude formation at conscious mind as a predisposition to behave in a consistently favorable composite of a customer's beliefs, feelings, and behavioral intentions towards product or service within the context of marketing. The empirical results also determine the cross cultural dimensions in preconscious mind, which exert a positive influence on psychological motivations toward a product or service. Implications for practitioners and researchers are also addressed in this study, and suggestions made for future research.

IIMKSYD 38/2012: Strategic Marketing Insights from the Interaction of Product Life Cycle and Organizational Life Cycle

Murthy N D

Within the context of strategic marketing, this paper presents a theoretical framework for examining the patterns of interrelationships that exist between changing industry characteristics across the stages of product life cycle (PLC) and changing corporate characteristics across the stages of organization life cycle (OLC).

In this study, a 4 by 4 matrix framework with OLC and PLC phases on two axes is used to define different marketing situations. This is followed by in-depth consultative dialogues with senior executives to understand the strategic orientations of companies that find themselves in one of the resulting categories. Evidence from the qualitative data obtained suggests that each of the phases of PLC and OLC mutually interact to generate unique blends of marketing situations that, in turn, distinctly influence the strategic orientation of companies in predictable ways.

IIMKSYD 25/2012: A Comparative Study of the Impact of ISO9000 Certification on Organizations

Kartha P C

The paper presents the results of a research project focusing on the advantages associated with ISO 9000 certification. In particular, this study compares the impact of ISO 9000 certification based on samples from US and Indian companies. Surveys involving both ISO 9000 certified and non-certified companies from US and India were conducted and the results are presented. The impact of certification on the organizational effectiveness of companies with and without certification is compared based on a number of factors such as customer satisfaction, profitability and productivity.

Classroom No. C3

Paper Session 8

4-00pm to 5-30pm

IIMKSYD35/2012: Pertinence Of Banks Performance And Internet Website Traffic: The Case Of Indian Banks.

Marakarkandy Bijith

Banks do not report the revenues and expenses related to internet banking as this information is not a mandatory requirement, this study uses an alternative approach to find whether the banks which attract high internet traffic on their websites have high performance. The study hypothesizes that higher the web site traffic better the performance of the bank. The study proposes and empirically tests six hypothesis using financial performance measures of 25 public sector banks, 6 New private sector banks, 10 old private sector banks and 4 foreign banks operating in India from their yearly audited results for the year ending March 2011 and web site traffic statistics from Alexa (a web traffic reporting company) . Results indicate that the association between web traffic and performance of the bank is partially supported and there is no conclusive evidence across all categories of banks indicating an association between web traffic and bank performance. The study has empirical evidence to show that the new private sector banks have utilized internet banking channel optimally and therefore all the plausible hypothesis is supported for this category of banks. It is expected that when the internet banking in India matures the relationship between the web traffic rank and operating profit will be more evident across all categories of banks but this can happen only if banks formulate strategies to achieve the right levels and skills while recruiting staff, decrease bank branches, promote internet banking, assign additional roles to bank tellers as the branch bank may have less foot falls due to this new channel of banking.

IIMKSYD114/2012: Analyzing the long run financial performance of cross border acquisitions of Indian acquiring companies and determinants thereof

Kohli Reena

Extensive research has been conducted on assessing the impact of mergers and acquisitions on the operating/financial performance of the acquiring companies. *A priori* research highlights two issues being explored by the researchers. Firstly, researchers (Altunbas and Ibanez, 2004; Delong, 2003; Fowler and Schmidt, 1986; Freund et al., 2007; Healy et al., 1990; Healy et al., 1997; King et al., 2004; Martynova et al., 2006; Ramaswamy and Waagelein, 2003; Zhu and Malhotra, 2008) have evaluated the impact of mergers and acquisitions on the financial performance of the acquiring companies and have compared various financial performance parameters with those of industry averages. Secondly, researchers (Altunbas and Ibanez, 2004; Andre et al., 2004; Aw and Chatterjee, 2004; Changqi and Ningling, 2010; Fowler and Schmidt, 1989; Francoeur, 2006-07; Franks et al., 1991; Hazelkorn et al., 2004; Healy et al., 1997; King et al., 2004; Kusewitt, 1985; Morck et al., 1990; Rau and Vermaelen, 1998; Ramaswamy and Waagelein, 2003) have evaluated

the strategic bid specific and company specific factors that affect the ex-post financial performance of the acquiring companies.

IIMKSYD115/2012: A Comparative Study of Network-Centric Innovation Models – Global Business Prospects for Emerging Economies

Balasubrahmanyam Suram

Firms across the globe, in their pursuit of profitable growth, tend to be on a constant lookout for innovative ideas and technologies from all over the world. In this endeavor, they have started realizing the importance of reaching out to customers, partners, suppliers, amateur inventors, academic researchers, scientists, innovation brokers, and a host of other external entities that together constitute the collective global brain, the vast creative potential that lies beyond the boundaries of any firm. Though the literature is replete with related terms like communities of creation, innovation networks, open market innovation, and co-creation / crowd-sourcing, not much has been studied in terms of developing a practical roadmap to innovate faster and smarter in a networked world. This paper attempts to plug this gap by developing a modus operandi that helps firms in choosing between various models of network-centric innovation. By adopting the roadmap suggested, firms stand to gain in their strategic evaluation of different business opportunities to tap into the global brain and identify the most appropriate role to play. With due support from real-time corporate examples, four models of network-centric innovation viz., orchestra model, creative bazaar model, jam central model and modification station model are compared and contrasted to help organizations in matching the model to the context of the company's market and environment. In this process, the prospects of positioning a firm in the network-centric innovation landscape were analyzed particularly keeping in mind the emerging economies viz., China and India against each of the four models of network-centric innovation. With almost 40% of the world's population living in China and India, these economies are poised to emerge as central players in creating global networks of innovation in coming years, as they enjoy certain key advantages on the dual fronts of demand and supply. On the demand side, these countries are swiftly becoming the important markets in the world for a wide range of products and services. On the supply side, they have already become the most important source for technical and scientific talent. A judicious choice of network centric innovation models by each of these two emerging economies has significant implications for global commerce. Smart firms adopt a discovery-driven planning approach in their journey of network-centric innovation by thinking big, starting small in a spirit of iterative learning and eventually scaling fast when the time is opportune. The paper takes the form of a theoretical discussion focusing on few cases / examples of network-centric innovation based on which a conceptual framework is proposed. The study emphasizes on few takeaways for organizations in their attempts to achieve profitable global growth through experimenting with different business models in a spirit of a portfolio approach towards various models of network-centric innovation. It is based on few case examples and as such its implications may be further developed or refined through studies in a wider array of settings. The paper offers interesting conceptual insights into the different roles of innovation to play for firms, accompanied by appropriate positioning strategies in light of the capabilities and resources they can mobilize, in their journey of network-centric innovation strategies while navigating their global innovation competition landscape.

IIMKSYD 81/2012: Impact of Human Resource Practices and Supervisor Support on Perceived Organizational Support among Public Sector Employees

Sumathi G N, Geevarghese & Ture R S

The aim of this paper is to investigate the relationship of human resource practices, and supervisory support with perceived organizational support. A cross sectional survey research was conducted in a large public sector undertaking. 437 useful responses were obtained from low and middle level engineers and managers working in different divisions of this organization. Results showed that both human resource practices and supervisor support are found to have positive relationship with perceived organizational support.

Classroom No.C3

Paper Development Workshop II

4-00pm to 5-30pm

IIMKSYD 07/2012: Board Characteristics, Financial Slack And R&D: Testing Conflicting Roles of Board of Directors

Subramanyam Ashwin

Management literature has ascribed two different and sometimes conflicting roles to the board of directors of a firm. Proponents of the agency theory argue that the primary responsibility of the board of directors is to monitor the management of the firm from acting against the interests of the shareholders. However, according to the resource dependence theory, board of directors provides a mechanism through which firms can obtain necessary resources from the environment. In this paper, we examine the monitoring and resource provisioning role of board of directors in the context of R&D investments. We examine how board characteristics like independent director ratio, board size and number of interlocks influence investment of slack resources by a firm into R&D. Both agency theory and resource dependence theory argue for a positive influence of independent director ratio on this relationship. However in the case of board size and number of interlocks, resource dependence theory argues for a positive moderating effect on financial slack - R&D relationship while agency theory predicts a negative effect. We test out hypotheses on a seven year panel data of 172 firms in the Indian pharmaceutical industry. We find that independent director ratio positively moderates financial slack – R&D investment relationship. Similar effect is observed in the case of board size, supporting the resource dependence view.

IIMKSYD 18/2012: Person-Technology Fit: The related effects of technology characteristics and individual factors among IT professionals.

Tomer Gunjan

With growing IT industry and demand for IT professionals, ample amount of research is ensued to explain behaviour of IT professionals with respect to various constructs like their motivation, job

satisfaction and turnover intentions. The IT industry exhibits higher attrition rate in comparison to other industries (Joseph et al., 2007) thus conferring focus to study behaviour of IT professionals in order to explain the higher levels of attrition and lower job satisfaction. It has become essential to understand the intrinsic factors that lead to work-outcome variables. Ginzberg and Baroudi (1988) indicated that most studies of IS personnel have centred on external factors. The concept of fit or congruence between individual attributes and the characteristics of a situation has long been an important explanation for differences in individual performance and satisfaction at work (Weiss et al., 1967). This study thus focuses on micro or individual level factors (Igbaria *et al*, 1991) and their interaction with situation related factors to provide a better understanding of IT professional's behaviour.

IIMKSYD 103/2012: FDI-based Entry Mode Strategies of Emerging Market Firms – An Isomorphism Perspective

K.V. Mukundhan; M.K. Nandakumar

Research on international market entry modes has relied extensively on Transaction Cost theory and Dunning's Ownership-Location-Internalization framework. The present study contributes to the market entry mode literature by projecting organizational isomorphism as an alternative theoretical explanation. This paper explains the onset of mimetic behaviour in Emerging Market Firms (EMFs) involving more complex observable patterns across different industries. Since there are several reference groups whose behaviour could be imitated, this study addresses the question of whom to imitate and how to imitate (i.e. different entry mode choices). Particularly, the study addresses the influence of reference groups in the choice the market entry modes. Finally, we conclude by pointing out that EMFs can improve their financial performance and enhance their chances of success by imitating reference groups from within their own country.

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