3.4. Research Publications and Awards

3.4.6 Number of books and chapters in edited volumes/books published and papers published in national/ international conference proceedings per teacher during last five years

This document includes scanned copies of cover pages of the following type of documents:

1. Books

2. Chapters in Books

3. Papers published in hard copy of proceedings

MANTHAN: Journal of Commerce and Management
Volume 5, Spl. Issue, pp. 63-78

A Study on Employee Perceptions on Green HRM Practices and its Impact on Organization's Environmental Performance

P. K Haridas, R. Chitra Sivasubramanian** and ***Ganesh Dash*

ABSTRACT

Green Human Resource Management is the emerging subject in the present business scenario. The aim of this empirical study was to analyse the Green HRM practices and its impacts on organizations environmental performance, with special reference to the manufacturing industries in Kerala. The total size of the sample is 200. Primary data were collected through questionnaire. In the questionnaire, the researcher used a five point Likert scale to measure the responses. The survey responses were calculated by using a variety of statistical tools like, Descriptive Statistics, simple ANOVA, t-test and Multiple Regression analysis. The result of the regression analysis suggests that, there is a positive significant relationship between Green HRM practices and organizations environmental performance in Kerala manufacturing Industries. Result also revealed that, there is a significant relationship between employee's demographic factors and Green HRM practices.

Keywords: *Green HRM Practices; demographic factors; environmental performance.*

1.0 Introduction

Human Resource Management (HRM) is an important element of a company`s strategy. In order to achieve the objectives of the organizations, human resource management undertakes different activities like manpower planning, recruitment, training and development, motivation of work force, social security and welfare of employees and favorable working environment etc.

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MANTHAN: Journal of Commerce and Management
Volume 5, Spl. Issue, pp. 157-165

Digital and Social Media Marketing: Potential to Leverage Healthcare Communication

Ajay Kumar Khatua, Jyoti Ranjan Das** and Ganesh Dash****

ABSTRACT

Social media is emerging since 2004 and a growing percentage of consumers use this technology for health related reasons. The objective of this paper is to examine how organizations capitalize on social media to leverage their healthcare marketing efforts. This study uses secondary data to investigate the role of digital marketing in healthcare communication through social media. It also conducts a systematic literature review on use of social media by healthcare providers as a marketing tool. It was found that patient lifecycle can be divided into four categories: Discovery, consultation, outpatient and hospitalization. It reveals that these phases increase reach and helps in effective communication through digital marketing. The findings provide a useful platform for the healthcare providers to rethink on the issue of effective patient engagement through digital marketing channels. This paper will equip healthcare providers/managers/marketers with the skills they need to promote their company's product and services using social media. The findings can help the marketers to develop digital strategies for effective health communication. The paper provides insights into the emerging utilization of social media in healthcare marketing. However, the use of right digital strategy will be differentiating the grain from the chaff.

Keywords: *Digital Marketing; Social Media; Healthcare; Communication; India.*

1.0 Introduction

With the advent of "Web 2.0", the strategies for health communication are also changing to match the increasingly evolving social media (Kietzmann, et al., 2011). Due to growth of digital culture in India, usage of internet has increased, so it is the right time for using social media marketing technologies (ibtimes.co.in).

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A Study of Stock Price Dynamics around Merger & Acquisition: A Case Study of Mahindra & Mahindra Acquisition of Ssangyong Motor Co. Ltd.

Kapil Arora and Ajay Kumar Pandey***

ABSTRACT

M&A has always been a dominant management strategy for an Acquirer company to consolidate their global market share. The study of Acquirer firm stock price after M&A is a significant measure to study the impact of M&A on Acquirer's stock price. The research outcome in this regard is mixed. In 50 percent of cases Acquirer company gains in stock return while in remaining 50 percent cases, it loses in stock price. However, in majority of cases, Target Company gains in stock price. Through the M&A process, Acquirer company absorbs target company, thereby, consolidating its position in global market. The stock dynamics of Acquirer company also explains synergy process between Acquirer and target company. This research paper through the case study of Mahindra and Mahindra acquisition of Ssangyong Motor Company has attempted to study the impact of M&A on the stock price dynamics of M&M through Event study analysis for one year post merger period. The outcome of this research paper explains the stock price dynamics of M&M, wherein initially for fifteen days the stock price of M&M gains while for remaining period up till one year the stock price loses compared to benchmarked market return.

***Keywords**: Acquirer Company; Target company; Synergy; Event study Methodology.*

1.0 Introduction

The merger and acquisition activity, particularly in relation to stock price gain to acquirer firms or to target firms after the merger, have over the period been extensively studied by the researchers and the conclusion suggests that it is acquirer firm in most of

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MANTHAN: Journal of Commerce and Management
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Analyzing the Factors Influencing Career Choice of Students for Higher Education

*Kirti Jainani**

ABSTRACT

While there is considerable research on employees' satisfaction, motivation and performance, there is lack of conclusive evidence on these dimensions of organisational betterment. This puzzle becomes more complex for sales-force that deals with great stress in Indian life insurance context. This paper explores the underlying factors of satisfaction and motivation separately and predicts the impact of satisfaction on motivation, and the impact of motivation on performance. To justify these objectives empirically, a structured questionnaire has been executed to life-insurance sales-force with a sample size of 345 through stratified random sampling method. The data is analysed through explorative factor analysis, which is followed by regression analysis to test the prediction of motivation by satisfaction and then prediction of performance by motivation. The findings reveal that there is significant positive impact of sales-force satisfaction on their motivation, which ultimately has a significant positive impact on performance of sales-force in the life-insurance industry.

Keywords: *Sales-force; Satisfaction; Motivation; Performance; Life-insurance industry; regression; factor analysis.*

1.0 Introduction

The right career choice plays very important role into student's life, especially, up to senior secondary education. All students are dependent upon the knowledge and exposure provided by the school or authority, but after school education many students feels directionless and the majority of students in a backward state like Rajasthan, fails into their career and never achieved as per their expectations and efforts. This is a game

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A Study on Investment Preferences and Risk Return Perceptions of Millennial Investors

*Lokanath Mishra**

ABSTRACT

The purpose of the study is to get an insight of millennial investors use of banking and financial products, e-commerce platforms and other financial service and also understand their investment choices and perception regarding various investment options on the parameters of Risk, Return, Tax-Saving, Liquidity and Procedural Understanding. The study is based on response of 97 post Graduate students of management stream and data were collected by a structured questionnaire developed through Google doc. Their perception towards various investment options on five different parameters were analyzed through the application statistical tool ANOVA. The result shows that majority of respondents are more inclined towards lower risk, moderate return and high liquid investment option and less interested in market linked investment options i.e. shares, commodities, mutual fund and bonds etc.

Keywords: *Millennial; Investment; Perception; Risk and Return.*

1.0 Introduction

Investment has been a crucial decision for individual investors in every modern generation. The advancement of banking products and services, advancement of internet and information dissemination make people more saving oriented through risk free fixed deposits, different Government saving schemes serving which provides return as well as preserve the principal with lower risk and lower return, however the modern means of investments available to the investors, such as equity, commodity, mutual funds, real estate carries high risk and higher return.

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MANTHAN: Journal of Commerce and Management
Volume 5, Spl. Issue, pp. 138-156

Is India Ready for all Electric Vehicles Fleet by 2030: A Study of Consumer Preference and Consumer Acceptance towards Electric Cars.

Punam Mishra, Ajay Chandel** and Rohit Vij****

ABSTRACT

This study examines the perception and consumer acceptance of electric vehicles by 2030. A sample including 200 respondents was collected on the streets and malls of Jalandhar (Punjab Region). The results demonstrate that consumer acceptance and perception of fully electric vehicles. Factors like perception of economic benefit, performance, Government aid and Environmental concerns were identified as the key factors influencing the adoption of full electric vehicles. Potential electric vehicle users look for numerous benefits from purchasing an electric car including economic benefits from long-term fuel savings, high energy efficiency, more service and charging stations, longer battery backup and affordable electricity with green benefits of using electric vehicles as an additional benefit. Thus, Government's efforts to promote low carbon transportation, needs scaling up of efforts to improve residents' environmental apprehensions and to establish proper pro-environmental policy as well as to provide long term economic and strategic support for electric vehicles. The study tries to peep into if India is ready for all electric vehicles fleet by 2030?

Keywords: *Electric vehicles; India; All electric fleet by 2030; Pollution; Government aid, Infrastructure; Perception of economic benefit; Performance.*

1.0 Introduction

"The mobility model we have today will not work tomorrow"-Bill Ford (Great grandson of Henry Ford and Executive Chairman of the Ford Motor Company). Transportation is a major catalyst of economic growth and social development.

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MANTHAN: Journal of Commerce and Management
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Transmuting Revolution of Digital Payments after Demonetization with Reference to Paytm

*Rakhi Arora**

ABSTRACT

Gone are the days, when people used to carry their wallets with cash. In today's scenario people are carrying digital wallet with digital cash and all the information of their bank accounts, passwords etc. is also stored digitally in this, specifically after demonetization. Technology has shown an incipient era of digitalization where you can keep your money in digital wallets and instantly transfer money wherever and whenever is needed. There are so many digital payment apps namely Paytm, Mobikwik, JioMoney, mRupee, Oxigen Wallet, ICICI pockets, BHIM and many more but we visually perceive Paytm very much in our surroundings, catching everyone' eyes "Paytm accepted here" almost at every place. Due to this, Paytm as digital payment app has created a place in the gallery of smart phone users. This study highlights the factors influencing users the use of Paytm for making digital payments and key projections of digital payments as well as Paytm in India in near future.

***Keywords**: Demonetization; Digitalization; Digital payments and Paytm.*

1.0 Introduction

Everyone knows about digital wallet, which is an electronic contrivance that sanctions an individual to make e-transactions for purchasing items on-line by linking an individual's bank account to the digital wallet. Digital transactions include all payments made by credit and debit cards, UPI, prepaid payment instruments (PPIs), Internet banking and unstructured supplementary accommodation data (USSD). After demonetization, the pace of digital transactions took place in India and when entire India was struggling to get a hand on some hard cash to cater daily needs, Paytm was there to offer solutions to go cashless and it was an immense step towards digital India.

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National Youth Policy: Critical Concerns

Some reflections,
Some insights

Editor :
Shweta Gupta

Vivekanand Swadhyay Mandal

About the Book

This book contains 15 chapters on different aspects of National Youth Policy. These chapters have been written by academicians, researchers, professionals, social workers, and administrators. The chapters cover details on Swami Vivekananda and his mantras for the National Youth Policy, lessons from ancient Indian scriptures for the youth, expectation of youth contribution and outcomes, creation of knowledge-asset through micro-level profiling of Indian youth, integrated and holistic approach towards the National Youth Policy, revitalizing the structure of youth oriented programmes like National Service Scheme and Nehru Yuva Kendra, empowering the rural context through National Youth Policy, enhancing the prospects of agriculture to strengthen the process of rural development, relevant issues to be added to the document of National Youth Policy, and modifications in the education system.

The NYP is largely present-oriented instead of having a futuristic outlook. It must be depictive of the thought, culture, and character of the country. The story of the country in global perspective must be reflected through this visionary document. It must suggest and take the country on a pathway of peace and prosperity which is led by nationalist, socially sensitive, and welfare oriented youth. This book is therefore an attempt to highlight the significant concerns approaching the National Youth Policy and we hope that it would sensitize and instigate the reader to look towards the youth and the youth policy with immense possibilities and enhanced perspective.

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National Youth Policy: Critical Concerns

Some reflections, Some insights

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8.

Remodeling Education for Positive Youth Development in India: Contribution towards National Youth Policy

R. L. Raina
Vice Chancellor, JK Lakshmipat University, Jaipur

Introduction

A well informed and well-educated youth is the most precious asset any country can own. Every country considers youth education as one of its prime objective. For many of the underprivileged young generation, education becomes the only hope for living a decent life (Crivello, 2011). Hence, they need an education system that is affordable, provides opportunities for career, practical exposure, higher studies and has a social dimension to it (Mourshed, Farrell & Barton, 2012). Furthermore, a key aspect of education is its capacity to adapt according to the changing world and also prepare the youth for the forthcoming challenges and opportunities. This is important because proper education can lead to proper behavioral changes among the individuals. Hence, education which is also one of the key aspect of our National Youth Policy needs to be addressed with a comprehensive outlook.

Awareness Regarding Various Cutting-edge Domains

Education significantly influences the employment opportunities for youth in the labour market (Muller, 2005) and specialized career opportunities require specialized level of education. With the advancement of science, communication technologies, modern ways of living and globalization, the education system also need to be reformed. We need an education ecosystem system that inclusively integrates components relating to character, citizenship, social responsibility and civic sense etc. (Althof & Berkowitz, 2006). It should also be updated with the new and emerging trends of internet safety, consumerism, financial education, etc.

Youth with basic competencies in two critical components will be the ones much sought after in days of innovation. Apart from their depth of knowledge in chosen disciplines and breadth across other disciplines, they have to be good in hardware and software. Our youth have to be good at hardware based skill sets and competencies and that is what we

Business Communication Today

THIRTEENTH EDITION

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Business Communication Today

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THIRTEENTH EDITION

The history of business communication over the past couple of decades has been one of almost constant change. Mobile communication, and mobile connectivity in the larger sense, is changing the way business communicators plan, create, and distribute messages. Mobile devices are overtaking PCs as the primary digital communication tool for millions of consumers, employees, and executives, and hence, businesses that don't become mobile-friendly will fall behind.

Business Communication, 13e, carefully blends technology awareness and skills with basic communication skills and practices. The new coverage of mobile communication includes major new sections in many chapters and important updates in other places, along with a variety of new questions, activities, and cases.

New to this edition

- Coverage of emerging issues that are reshaping business communication, including ***digital information fluency*** and the ***bring your own device (BYOD)*** phenomenon
- Coverage of **linear** and **non-linear presentations**, discussing the relative strengths of slide-based presentations (linear) and Prezi-style presentations (nonlinear)
- Revised treatment of media and channels to reflect the continuing evolution of digital formats
- A new highlight box theme, *Digital + Social + Mobile: Today's Communication Environment,* addressing topics like gamification as way to engage audiences, new careers available in social media community management, and using mobile devices in the job search
- Fifty new business communication examples and figures—and the illustration portfolio for this edition includes 30 mobile communication examples and more than two dozen social media examples
- New exercises and activities that focus on mobile communication
- A selection of communication cases that challenge students to craft messages for mobile devices

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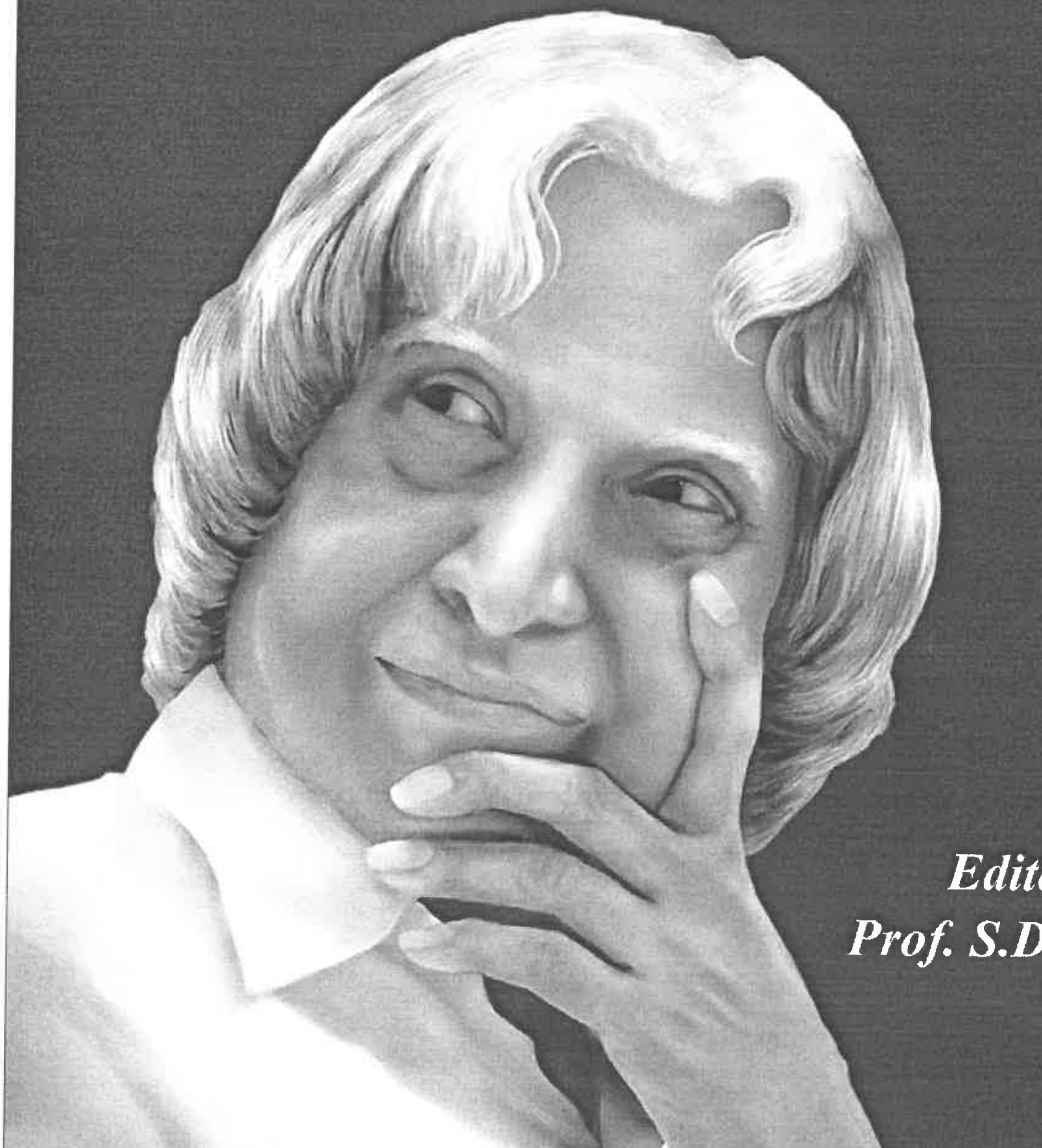

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Emerging India and Second Generation Economic Reforms Initiatives and Implications

Dr. R. L. Raina

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Dr. Sheetal Mundra

Assistant Professor, Institute of Management, JK Lakshmipat University, Jaipur

Abstract

India is an emerging global economic force to reckon with. The 25 years of reform have significantly moved Indian economy in terms of growth and income. Still the country is currently laden with so many challenges, such as low HDI, persistent poverty, regional disparity, unemployment, high illiteracy rate, towering inequality, corruption, population explosion and etc. These challenges have pushed India to Modi era for a new set ofreforms. India is currently at the implementing stage of several structural reforms aimed at sustainable development. It is in a state of transition to new forms of society-building which are growth centric as well as sustainable. In this backdrop the present paper attempts to review the second generation reforms and tries to analysis the implications and emerging challenges with due course of time. The study concludes that the key of success of these reforms lies in 3Cs: Communication for increased awareness; Capacity building of all involved; and Convergence on the approach, processes, and deliverables for all the initiatives.

Keywords: *Economic reforms, Economic growth, Poverty, Inequality, Make in India, Skill India, Startup, India, Digital India*

Introduction

India has been accountedfor second highest growth rate in last few decades and fastest growing large economy in 2016-17 across the globe.India is an emerging global economic force to reckon with. The IMF predicts that India would retain this status until 2020. Despite its rich natural resources, abundance of flora and fauna, youthful human resource base and favourable

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CONSUMER BEHAVIOUR & CONTEMPORARY MARKETING STRATEGY

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Ms. Tripurasundari Joshi
Dr. Jayesh P. Aagja
Dr. Sapna Parashar

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Consumer Behaviour
&
Contemporary Marketing Strategy

Editors
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Ethnocentrism and Workplace Dynamics

Indu Rao and Rajwinder Kaur
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Ph.D Scholar, Nirma University

ABSTRACT

On the one hand, ethnocentrism serves a very valuable function when central group to which one belongs is under threat; and forms the basis for patriotism and an individual's willingness to sacrifice for his/her central group (Neuliep and McCroskey,1997). On the other hand, ethnocentrism can be dangerous as it can make an individual see the things from his/her own perspective and consider it as the only right way. This can lead to negative effects which can result in prejudice, discrimination, and even ethnic cleansing. In this paper, we study the impact of ethnocentrism to organizational variables and managerial effectiveness which may affect organizational performance. This paper thus contributes to the growing body of literature on how ethnocentrism shapes managerial perceptions and the effects of ethnocentrism at workplace.

Keywords: Ethnocentrism, Workplace Dynamics, Managerial Perceptions

INTRODUCTION

Past few decades have seen a spur in the research done on ethnocentrism. On the one hand, ethnocentrism serves a very valuable function when central group to which one belongs is under threat. Ethnocentrism also forms the basis for patriotism and an individual's willingness to sacrifice for his/her central group (Neuliep and McCroskey, 1997). On the other hand, ethnocentrism can also be dangerous as it can make an individual see the things from his/her own perspective and consider it as the only right way. This can lead to negative affects which can results in prejudice, discrimination, and even ethnic cleansing.

The term ethnocentrism was introduced by Summer in 1906 to the field social sciences as "the technical name for this view of things in which one's own group is the center of everything, and all others are scaled and rated with reference to it". Neuliep & McCroskey (1997) explained ethnocentrism as an individual psychological disposition which consists of both positive and negative outcomes. From another point of view, ethnocentrism is an antecedent towards "patriotism and willingness to sacrifice for one's central group" (Neuliep & McCroskey, 1997, p. 389) and helps in building and keeping up one's cultural identity (Chen & Starosta, 2004). In this paper we have conducted extensive literature review to understand how ethnocentrism has an impact on organizational dynamics.

WHAT IS ETHNOCENTRISM?

Scholars have looked at ethnocentrism in different ways. Berry and Kalin (1995) suggest that "the synonym for general antipathy towards all out groups" (p. 303) and absence of acknowledgment of cultural diversity and narrow mindedness for out groups is perceived as Ethnocentrism. In Adorno *et al.* (1950), Levinsan suggest that ethnocentrism is based on a pervasive and rigid in group-out group distinction, it involves stereotyped, negative imagery and hostile attitudes regarding out groups, stereotyped positive imagery and submissive

Green, Growth, Globalization and Governance: Challenges and Opportunities

Editors:
Manoj Bhatia, Anupam Saxena, Upasana Singh,
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Green, Growth, Globalization and Governance (4Gs) Integration and Convergence: The Mantra

Roshan Lal Raina & Anupam Saxena**

Abstract

India is currently at the stage of implementing several structural reforms aimed at sustainable development. It is in a state of transition to new forms of society-building which are not only growth centric but also sustainable. Despite rich natural resources, youthful human resource base and favourable climatic conditions, the country is facing a number of challenges in dealing with the interface between profit making and sustainable development.

The integration of Green, Growth, Globalization and Governance (4Gs) for achieving optimum output in a sustainable manner, the convergence of 4Gs in planning and implementation issues related to the 4Gs appears as the way forward.

In order to overcome the challenge of sustainable growth, the country is following top-to-bottom approach in its decision-making. This often leaves the public disengaged and detached which in turn, results in ineffective and counterproductive policy outcomes with reference to the original intention. However, if an integrated approach where a feedback mechanism from bottom-up is developed, it will prove highly efficient and offer many options in addressing social, economic, political and environmental issues.

The present work will focus on benchmarking some global best practices applicable in such situations and develop a India specific solution.

Keywords: Sustainability, Policies, Green, Growth, Globalization, Governance, Reforms.

Introduction

India is in a rapid transition from a developing nation to a developed one. Its potential is being recognized by the world. In the past decade, India has witnessed substantial growth in terms of increased GDP and new businesses avenues. The country has grown economically over only a few decades and is expected to become one of the largest economies in the world in the nearest future. Despite this, India has the largest number of people living under the international poverty line, approximately, 224 million people i.e. thirty per cent of the population is living below the poverty line (Business Today, 2016).

* JK Lakshmipat University, Jaipur

Corporate Social Responsibility* – Dilemma for Environmental Conservation

Sugandha Shanker & Richa Mishra**

Abstract

CSR is the buzzword in today's corporate sector. The corporates are feeling that investing in activities like school education for slum kids, woman empowerment, health camps and tree plantation etc. will fulfill their responsibility and give them the competitive edge of being socially responsible as well as fulfil the legal norms of investing 2 percent of the profit for social causes. This is evident through the secondary data collected from the websites of approximately 50 multinational and national organisations.

However, deeper analysis points towards the fact that CSR is acting as an umbrella and is overshadowing the actual environmental issues like pollution of air, water, soil and detoriation of bio diversity, forests and most importantly human health which should be addressed by the companies with more rigor and be a part of the CSR mandates. The present research proposes that there is a strong need for development of separate policies within the CSR framework which should address the need for environmental problems and concerns related to specific industries and sectors.

Keywords: CSR, Environment, Policy, India.

Introduction

In our desire to grow and develop, we have somewhere forgotten our responsibility towards the environment. We take the environment for granted and believe that the environment is maintenance free. This notion is the root cause of many environmental problems existing today. Our greed has made us reach unsustainable levels since we do not have clean air, water, soil and food which form the basis for the existence of life on the planet.

Therefore, environmental concerns should be our utmost priority in today's time. We need to preserve, protect and make this environment livable for generations to come, the answer lies in formulating strategic policies and developing mechanisms for effective implementation of these policies.

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Organizational Behavior and Women Employees in Corporate India: Milestones, Issues and Challenges

Sriram Soundararajan & Upasana Singh***

Abstract

In the past 50 years difficult journey, Indian women, have come a long way. Indian women are now occupying the senior seats and leadership positions once filled by males and have silently begun challenging the conventional male ideas that had shaped the policies earlier. There was a study which compared performance of women on the board of Fortune 500 Companies, and found women to have positive effects that improve corporate performance. Catalyst (2007). What the study revealed and found was that when comparing the worst and best quartile of female representation, this had significant effects on the corporate performance. The study's resultant effects were 1. Return on Equity increased by 53%, 2. Profit Margin by 42%, and 3. Return on Invested Capital by 66%. One interesting area that the study further found was that a minimum of three women on the board gave the best results. A McKinsey (2007) study also confirms this relationship. The McKinsey study's main findings pointed out that companies with the highest gender diversity teams, as compared to the industry average, see a much higher Return on Equity (10%), a higher operating result (48%), and a stronger stock price growth (70%). It further added that having at least one woman on the board decreases bankruptcy by a full 20% (Wilson & Atlantar, 2009). Interestingly, as a result, companies with more women on their boards see better corporate governance and ethical behavior (Franke, 1997). But what remains a fact is that, even after decades of progress toward making women equal partners with men in the economy and society, the gap between them remains large. There is also a considerably significant body of research that shows for women, the subtle gender bias that persists in organizations and in society disrupts the learning cycle at the heart of becoming a leader. There were also prescriptions from the research that companies can take in order to rectify the situation. Indian corporate organizations today have some very high profile and talented women leaders since the days of male chauvinism, but are they doing enough is the question. What are the issues and challenges of women executives in India? This Case traces the careers of top Indian women executives and their journey so far.

Keywords: Organizational behavior, Corporate Women, Gender equality, Women leaders.

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Growth, Globalization & Governance

Promises & Challenges

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Devolution in Natural Resource Management: The Case of Suhelwa Wildlife Sanctuary

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Abstract

The phenomenon of resource destruction and its impact on biodiversity is immensely felt in wildlife sanctuaries and national parks that are the focal points for existence of local fauna, flora, villagers, and tribal communities. These tribals and villagers are fully dependent on the forest for fuel wood, food, and other daily needs because of no alternative source of income generation in the area leading to habitat loss, man animal conflicts and involvement of young children in criminal activities. In order to assess the causes and effects of these issues in depth, Suhelwa Wildlife Sanctuary in Uttar Pradesh was selected as a sample to analyze the problems of the community, document the available solutions from various agencies, check the gap between planning and implementation of the solutions available, and propose location specific solution.

Studies by various agencies like UNDP, BHNS, and WWF suggest that forest and other natural resources at Suhelwa are fast depleting, causing danger to endangered birds, wildlife, fauna, flora, and tribal communities. The government, NGOs, and local activists have taken several steps to deal with these problems. However, the steps cannot reach grassroot level implementation due to lack of devolution of power, information, and resources within the government agencies and with other actors. There is also no involvement of any bottomup feedback mechanism from the community, and interaction among actors is weak thereby generating a need for an alternative model. Thus research proposes a model that interlinks all actors and makes them accountable to each other by appropriate distribution of power, information, and resources.

Keywords

Devolution, Habitat loss, Man animal conflict, Fuel wood dependency, Sustainable forest use

Introduction

Before the arrival of the East India Company in India, forests were owned and managed by local communities. The British took over the control of forests, primarily for revenue generation through the export of cheap wood for railway sleepers and ship building industries in England (Dhar & Gupta, 2008). The management of forests was totally under the control of the state forest department; this resulted in an unfortunate disjunction between people and forest. The contractor system was exploitative and driven by profit. Many forest areas were also taken over for crop cultivation, illegal felling, and encroachment during the British regime. The traditional rights of the community got contained, restricted, and in some cases eliminated (Dhar &

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Does the Index Future Price Predict the Index Spot Price? Evidence from the Indian Stock Market

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Abstract

Market efficiency in derivatives market has always been a cause of concern. In the commodities markets, participants will continue to make wild speculations because their only goal is to make profit. The more artificial demand they create, the more commodity prices will rise artificially away from the levels justified by the market fundamentals. Hence, the price in the futures market is not based on actual supply and demand. The futures trading in commodities only leads to suspicion among the practitioners, market participants, policy makers, economists and academicians. However, when it comes to the Index futures, efficiency is at an all-time high, due to the widely traded and reporting nature of the indexes. This paper examines the relationship between the CNX NIFTY index and its future, that is, NIFTY future employing the techniques of time series analysis and by using Panel Co-integration and Error Correction Models. Though the series were found to be co-integrated, the causality could not be proven authoritatively.

Keywords

Index Futures, Predictor, Unit Root Test, Co-integration, Error Correction Model

Introduction

Financial market deregulation along with computerisation of trading mechanisms in the 1980s have sometimes led to rapid fluctuations in interest rates, exchange rates and stock prices. High volatility and associated market risks have increased the demand for hedging instruments, designed to protect value by transferring risk from one party to another. One of the most important hedging instruments is a futures contract. A futures contract is a legally binding agreement to buy or sell a specific quantity of the underlying asset at a predetermined date in the future at a price agreed on today. To facilitate trading and clearing, futures contracts are standardized in all aspects apart from price. Stock index futures have a variety of attractive features for a trader who wishes to trade the share portfolio corresponding to the index. Traders frequently take co-incident positions in both the cash and futures markets, which motivates the body of research investigating the relationship between the two price series.

Market efficiency in derivatives market has always been a cause of concern. In the commodities markets, participants will continue to make wild speculations because their only goal is to make profit, and the more artificial demand they create, the more commodity prices will rise artificially away from the levels justified by the market fundamentals. Hence, the price in the futures market is not based on actual supply

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Environmental Narratives in Corporate Annual Report: A Study of the Indian Pharmaceutical Industry

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Abstract

Corporate houses that consider profit as the only goal of business has created extensive human and environmental misery in the world. On the other hand, companies that function more holistically take people, planet, and profit into their consideration in their decision making. Such companies tie the social and environmental impact of an organization's activities to its economic performance. Corporate houses, today, need to provide more credible information and address a larger group of stakeholders beyond the financial information and their commitments towards social and environmental issues.

In light of the above view, an exploratory study was designed to measure the depth of environmental narratives in the corporate annual report of 50 companies from the pharmaceutical industry. The association of various firms with the level of environmental disclosures was also explored. The study used the multiple regression model to examine the relationship between explanatory variables and environmental narrative disclosures. An unweighted disclosure index was constructed to measure the depth of environmental disclosure by sample companies. The result of the study shows that more than 50% of sample companies don't even have environmental policies or environmental management system. The result also shows a positive association between profit after tax (PAT), turnover, and level of environmental disclosures. However, age, total asset and total market capitalization don't have any influence over level of environmental disclosures.

Keywords

Environment, Narrative Disclosures, Annual Reports, Pharmaceutical Companies

Introduction

Businesses today are facing unprecedented scrutiny, risks and challenges and to continue with profitable growth, they must respond to a range of issues that define the world we live in now and the forces that will shape the future. Corporates today needs to look for new ways to reduce the environmental impact of their operation, products and services. There are certain serious environmental issues to be taken care of by companies, that include greenhouse gas emissions, ozone depleting substances, release of nitrogen oxides and ulphur dioxide, global warming, untreated factory effluents which are pollutants and the root cause of many health hazards. Excess and inefficient use of limited resources like land, water and natural resources are no longer acceptable for a sustainable future.

Doing business and not paying attention to environmental issues are unacceptable. Companies are, today, facing increasing demands from various stakeholders concerning

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The Bricks Behind the Clicks: A Comparative Study of E-commerce Websites

Ajay Chandel[1], Punam Mishra[2*]
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Abstract

E-commerce industry in India is still at its infancy. However, India's e-commerce industry is likely to clock a compounded annual growth rate (CAGR) of 35 percent and cross the $100-billion mark over the next five years, from $17 billion at present (ASSOCHAM, PwC study). To achieve competitive advantage by providing superior service quality, it is desirable for online service providers to uncover what attributes customers utilize in their assessment of overall service quality and satisfaction. There is an extant literature available on the e-commerce service quality. Yet, e-commerce service quality remains an elusive and indistinct construct. This paper explores the service quality literature and formulates a comparative study to identify service quality gaps of two Indian and two global e-commerce websites. The study, therefore, provides important service quality gaps in dimensions like reliability, responsiveness, ease of use, privacy, and so on to these e-commerce websites which need to be bridged in order to please the customers by providing excellent online service quality.

Keywords

E-commerce Websites, Online Service Quality, Service Quality Gap, Online Service Quality Dimensions

Introduction

E-commerce is the "Business activities conducted using electronic data transmission via the Internet and the WWW" (Schneider and Perry, 2000). E-commerce service quality was defined as "The extent to which a e-commerce web site facilitates efficient and effective shopping, purchasing, and delivery of products and services" (Zeithaml et al., 2002). This transactional quality entails the evaluation of the pre- and post-service experience.

In the early days of e-commerce, web presence and low price were believed to be the drivers of success (Zeithaml et al., 2002). However, today having a simple web presence and low prices do not guarantee success anymore; instead, the service quality issues have become crucial: issues such as consumers' inability to complete transactions, products not delivered on time or at all, non-responsiveness to e-mails, and non-accessibility to desired information. Under such circumstances, Web or e-service quality has entered the picture as a differentiating strategy. To encourage repeat purchases and build customer loyalty, companies need to shift the focus of e-business from e-commerce (the transactions) to e-service (Zeithaml et al., 2002). As such, it is desirable for online service providers to uncover what attributes consumers utilize in their assessment of overall service quality and satisfaction and which attributes are more important.

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Growth Convergence and Perpetual Disparities across the States of India

Sheetal Mundra*
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Abstract

India is a diversified country with 29 states and 7 union territories; and in such a nation, economic development is a challenge. India's economy is in the top 10 in terms of growth potential, but when it comes to quality of life, especially in health and education, the country ranks 135 among 187 nations, according to the latest Human Development Report (2014). Thus, recent growth story of Indian economy invites a critical review and inspires to study whether all states and union territories enjoyed the same rate of balanced economic growth in India. The present study assesses the distribution of this balanced growth in three major areas; education, health, and employment in Indian economy. Literacy rate, infant mortality rate (IMR), and work participation rate (WPR) are considered as the main indicators of these areas, respectively. The study explores that whether the balanced growth rate is also resulting in the trend of convergence on literacy rate, infant mortality rate and work participation rate, across the states and union territories of India. As the sigma convergence can't show the distribution dynamics, so the study also examines the trend of divergence (by using 3 sigma limits for control chart of mean) to understand whether or not the disparities are truly decreasing across all the states and union territories in India. The results indicate that there are strong evidences of divergence across the states and union territories in India at literacy rate, infant mortality rate and work participation rate. These findings further motivate to investigate the reasons of this divergence in spite of having growth convergence across the states and union territories in India.

Keywords

Convergence, Divergence, Literacy Rate, Infant Mortality Rate (IMR) and Work Participation Rate (WPR)

Introduction

India is a diversified country with 29 states and 7 union territories, and in such a nation economic development is a challenge. India's economy is in the top 10 in terms of growth potential, but when it comes to quality of life, especially in health and education, the country ranks 135 among 187 nations, according to the latest Human Development Report (2014). Nevertheless, it is not necessary that a high rate of economic growth at the national level means that all the states enjoyed equal benefits of this growth spurt. Thus, the recent growth story of Indian economy invites a critical review.

If there is a co-existence of comparatively very developed states/regions and economically backward regions/states in the country, then this condition is termed as regional imbalances or regional disparities. Regional imbalances or regional disparities

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Development of Glocal Business Talents and the Role of Indian B-schools

Swapan Kumar Majumdar*
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Abstract

This paper analyzes the roles, goals, and the outcomes of Indian B-schools toward the fulfillment of glocal (global plus local) needs of business talents. After the liberalization of Indian economy and with privatization of technical education many private players have migrated to the field of management education and the number of Indian B-schools has suddenly gone up to 3,525, which includes 19 IIMs. All these B-schools are at different stages of their learning curve. The vast majority of the new B-schools are novice, 2–3% have reached the 3–4 level of maturity and are considered as 'Learner' and only less than 1.5% have crossed level 4 and they are 5 level matured B-schools. The factors that are significantly different for each category of B-schools are: (1) 'Quality of KASH development process' and (2) 'Quality of the Entrants' of these B-schools. The maturity of KASH (Knowledge, Attitude, Skills, and Habit) development process of B-schools mainly depends on the quality and experience of talented teachers, pedagogy, curriculum, availability of industry interface, level indigence of the enrolled students, and other essential learning facilities. Quality of entrant students is determined by the level of 'g' factor of their students. The situation reveals that these factors together are producing nine 'variants' of management graduates, like 'Star', 'Achiever', 'Doer', 'Budding Star', 'Go-getter', and 'Foot Soldier' that have takers. The other three variants, like 'Unpolished Diamond', 'Unseeded Player', and 'Empty Vessel' are the produce of the 'Novice' B-schools whose process maturity is 1–2 level. If these B-schools wish to survive, they have no choice but to upgrade their KASH development process. The 'Learners', the level 3–4 B-schools have plenty of scope to improve and become value added level 5 educators and a part of the supply chain of glocal business talents.

Keywords

Quality, KASH, HOTS, Complexity, Maturity, 'g' Factor, Glocal, Talent development, Stars, Achievers, Doers

Introduction

The world of business is complex, camouflaged, and organic, where availability of resources, competitive landscape, and customers' preferences change consistently and abruptly. Technology the very enabler of modern business is also the most powerful driver of change. The new technology, specially, the Information and Communication Technology (ICT) has removed the shackles of national boundaries and globalized the world of business, a level playing field for all (small and big, near and distant) who has

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A Study on Factors Influencing Consumer Buying Motive at Organized Retail Stores in Jaipur City

Punam Mishra*

ABSTRACT: Indian retail industry has undergone a significant and fast change in the last two decades due to the growth of the young population of India. This change will enhance profitability and sustainability, only if retailers would understand the consumer buying motives over the attributes of retail stores.This study was thus, taken up to understand the consumer orientation to organized retail industry, and therefore try to identify a pattern or relationship between customer demographics and retail buying. The study was conducted in Jaipur city. Consumer buying motive was analysed, through primary data, collection from selected 5 organized retail stores of Jaipur. Retails stores were Reliance Fresh, National Handloom, Big Bazaar, Vishal Mega Mart and Easy Day. Factor analysis and One-way ANOVA were used to identify influential factors. This study provides base for further research and help in deriving the turn that the organized retail industry might take in the coming years.

Keywords: Retail Industry, Organized retail stores, Consumer buying motive, Factor analysis.

Introduction

The supply of consumer products starts with the producer and ends at the definitive consumer. Retailer links the producer and the definitive consumer for consumption through the process of retailing. Retailing is

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defined as a conclusive set of activities or steps used to se products and services to consumers for their personal c family use. It is the responsibility of manufacturer t manufacture products according to changing customer need, but the responsibility for supplying adequate products i match with customer need vest on the shoulder of th retailer. Therefore retailers play the role of the backbon for the entire distribution channel of the country, and ar referred as the middle person between consumer an industry.

Indian retail market has a great potential to grow Research states that individual retail market will reach t US $ 865 billion from the current estimate of US $ 49 billion by 2023. Indian retail industry is contributing 20% to the country's Gross Domestic Product (GDP) and aroun 8% to the employment. Indian retail industry mainl comprises of food & grocery, apparel, mobile & telecor food service, jewellery, consumer electronics and pharmacy The retail concept is experiencing exponential growth du to increased urbanization and consumerism in Tier-II an Tier –III cities along with major cities and metros.

According to A.T. Kearney's Global Retail Developmen Index (GRDI), Indian retail industry is ranked 14th in th world. The report highlights that 14-15% per year growtl is expected in the Indian retail sector by 2015. In the yea 2012, Government of India had increased the Foreign Direc Investment limit to 100% in multi-brand retailing. Tha will attract more global players in the market. Growin markets, favourable government policies and emergin technologies will give a way to Indian retail industry toward the path of growth and lead it to the next boom industry

Unorganized retail market, with 92% share, i dominating Indian retail sector and is consisting of th local kirana shops, owner-manned general stores, chemist footwear shops, apparel shops, pan &beedi shops, pavemen

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municipality of Tlajomulco de Zuniga, Jalisco. This objective intends to confirm the positive relationship there is between direct schooling-income intended to measure how variables impact and generate income variations directly in the progress of the project. So, in the initial human capital hypothesis regarding schooling in relation to income a new variable that influences positively integrates. The research is mainly empirical evidence through mathematical, statistical and economic analysis. The results confirm the theory of human capital through the impact of a higher level of education on income of individuals in their work.

Keywords: *Human Capital, Decentralization of Education, Tlajomulco de Zuniga.*

Title: A Study on Interactive Effect of Stress and Personality on Procrastination in Managers

Authors: Richa Mishra and Sonia Munjal

Abstract:

To procrastinate is to "voluntarily delay an intended course of action despite expecting to be worse off for the delay" (Steel, 2007).This behavior, despite its costs, is common in workplaces, and other life domains. By understanding why it occurs and how to prevent it, managers can optimize performance and productivity.

This research is hence an effort to add a little in the sparse knowledge base. It is an effort to throw light on the relationship of levenson's multi dimensions of locus of control and stress on procrastination of employees which have not been explored earlier. Two categories of variable are tested as the predictors of procrastination: various dimensions locus of control and occupational stress. Research results confirm Occupational Stress along with LOC dimension impacts the procrastinating behavior of the employees. One of the major findings to emerge from the current research that managers with powerful others as their LOC dimensions were least procrastinating, contradicts the previous research results that external procrastinate more than internals.

Keywords: *Procrastination, Multidimensional Locus of Control, Occupational Stress, Organization, Managers.*

Title: Exploring the Liaison between Ethical Leadership and Follower Social Innovation Tendency

Authors: Palvi Pasricha and Dr. M. K. Rao

Abstract:

There is a necessity of research that advances understanding on how innovation can be encouraged in organizations in the social economy. The extant literature has propounded leadership as a major precursor to innovation in organizations; ironically, insights communicate a paucity of studies on the association between the two in the specific context of social enterprises, which are referred to as the major hub of innovation. In an endeavor to bridge this lacuna, this article explores the liaison between ethical leadership behavior and follower social innovation tendency. Using relevant literature consisting of conceptual and empirical papers from two key domains of literature, 'leadership' and 'innovation', it is proposed that ethical leadership behavior can be of high significance for giving an

Title: Citizens' Perceptions on Benefits of E-governance Services

Authors: Dr. Kriti Priya Gupta, Preeti Bhaskar and Swati Singh

Abstract:

The main objective behind e-governance is to provide support and simplify governance for citizens. The benefits of adopting e-governance can be observed in terms of improved public service delivery, accountability, transparency, effectiveness, and citizen participation in decision making. The present study identifies the benefits realized by citizens as a result of adopting e-governance services. The paper presents a framework for categorizing the benefits of e-governance in Indian context, wherein four dimensions of benefits are proposed i.e., Economic Benefits, Quality of Service (QoS) benefits, Quality of Governance (QoG) benefits and Personal Development. To test the proposed framework, the study has selected e-governance services offered by New Delhi Municipal Council (NDMC). Primary data has been collected from 515 users of NDMC's e-governance services to study their perceptions regarding the proposed dimensions of e-governance benefits. The factor analysis technique has been used to identify the dimensions of e-governance benefits. The study also examines how the citizens' perceptions regarding the realization of e-governance benefits differ according to their demographic characteristics (gender, age, education, occupation and income). The findings of the study indicate that e-governance services are most beneficial in terms of economic benefits, followed by benefits in terms of Quality of Service (QoS) and Quality of Governance (QoG). The citizens don't find personal development to be a substantial benefit of using e-governance services.

Keywords: *E-governance, Information and Communication Technology, Economic Benefit, Quality of Service, Quality of Governance*

Title: Multi foci Trust and Positive Outcomes: Investigation of Difference across Sectors

Authors: Upasana Singh and Kailash Srivastava

Abstract:

The present study has investigated multi-foci trust within organization and related positive attitude and behaviour of employees such as organizational citizenship behaviour, affective commitment and turnover intentions. The study was undertaken to understand the significance of multiple dimension trust and its related outcome across Indian manufacturing and service sector. The Data were collected from 303 respondents from top, middle and lower managerial levels, belonging to various companies in manufacturing and service sector. The results showed that in manufacturing sector, employees showed a higher trust in supervisor, conscientiousness towards their duties, affective commitment towards the organization and lowered intention to quit, whereas employees in services sector scored higher on showing trust towards organizational trust and courtesy towards fellow employees. In view of these results, it was suggested that organizations should facilitate development of trust at multiple levels to gauge its benefits in terms of enhanced extra role behaviour, affective commitment and lowered turnover intentions.

Keywords: *Multi- foci Trust, Organizational Citizenship Behavior, Affective Commitment, Turnover Intention, Manufacturing Sector, Service Sector*

CASE METHOD
Learning from Experiences

DR UPINDER DHAR
DR SANTOSH DHAR

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CASE 2

EUREKA FORBES LIMITED: REVISITING THE DIRECT SALES MODEL*

Born with the idea of bringing the promise of a better life through lasting relationship with customers, Eureka Forbes Limited (EFL) was one of the largest direct sales companies in the world and also a pioneer and trend-setter of direct selling model in India. Established in 1982, the company was able to achieve a turnover of INR 1.35 bn by the year 2012 with a steady annual growth of around 20%. After almost 30 years of successful foray into the market, the direct sales model faced a number of challenges and some revisions were required. The case poses a question on suitability and relevance of the model in changing times and how EFL can adapt the model to adhere to its mission to build sustainable relationships with customers as their "friends for life" by satisfying their evolving health hygiene, safety and lifestyle.

INTRODUCTION

Eureka Forbes Limited (EFL) was established as a joint venture between Forbes Gokak (part of Shapoorji Pallonji Group) and Electrolux AB of Sweden. The company revolutionised the Indian market for health and hygiene products, such as Vacuum Cleaners, Water Purifiers and Air Purifiers. The company had an extensive network across 550 plus cities and worked with 10,000 employees, including 8,000 strong direct sales force in the year 2012. The company had presence in 35 countries and had largest direct sales force in Asia. EFL was the first company in the world to have three distinct distribution channels for its brands: direct, retail and institutional.

However, the direct sales division contributed maximum (approximately 60%) to revenue and growth. The company had extensive service network in the form of customer response centres to provide prompt and efficient after-sales service. There was a team of customer relations representatives to maintain regular contact with customers and keep a pulse on the market.

* This case was developed by Dr Amit Jain (JK Lakshmipat University, Jaipur), Richa Yadav (The IIS University, Jaipur), Atul Narang (Anand Engineering College, Agra) and Vaishali Varnekar (BMC Research Centre, Pune) during the Fourth National Case Writing Workshop organised by JK Lakshmipat University in association with AIMS from June 8-10, 2012.

CASE 4

HT MEDIA LTD.: FORAY INTO RAJASTHAN MARKET*

HT Media Limited (HTML) with one of the most revered brand amongst English dailies in India and market leader in Delhi market was contemplating expansion plans in Rajasthan market. The recent inroads in emerging Hindi market belt including UP, Bihar and Jharkhand were successful and the company was on an expansion spree. In a short span of time, they were able to establish "Hindustan" as the second most widely read Hindi daily in the Hindi Belt. HTML realised that being in English daily only cannot give them required reach and scale of operations and thus expanded into Hindi daily. The growth path followed in UP, Bihar and Jharkhand market was difficult to replicate in Rajasthan Market. The unit head along with Top Management of the organisation was evaluating suitability of the available options, as the decision had long-term financial and strategic implications.

INTRODUCTION

Alok Tiwari, Unit Head, HT Media Ltd. (HTML) Rajasthan along with the Top Management of the organisation was evaluating his strategic options. On one side, there was a legacy of successful performance and phenomenal growth rate while on the other side they had not been able to replicate the success in Rajasthan as achieved in other states. Proximity to Delhi and being headquartered at Jaipur had its share of advantages and disadvantages. Although they were operating in one of the largest states of India in terms of geographical area but their presence vis-à-vis competitors was miniscule. "Hindustan Times" (HT) had always been one of the leading newspapers in Delhi and a dominant player in other metros. It boasts of being 2nd largest English daily in India. Their presence amongst Socio-Economic Class (SEC) A and AB gave them an edge and were considered to be the newspaper of choice for premium product advertisers. In a short span of time, they were able to establish "Hindustan" as the second most widely read Hindi daily in the Hindi Belt. HTML realised that being in English daily only cannot give them required reach and scale of operations and thus expanded into Hindi daily. In last few years, they had focused more on UP, Bihar and Jharkhand Market and were able to make strong inroads. Delhi and NCR were also considered to be a strong Hindi Market as

* This case was developed by Dr Amit Jain (JK Lakshmipat University, Jaipur), Amit Bagga (Institute of Marketing Management, New Delhi), Alok Goel (IIT, Roorkee), Rahul Agrawal (Amity University, Rajasthan) and Kepender Phogat (JK Lakshmipat University, Jaipur) during Third National Case Writing Workshop organized by JK Lakshmipat University, Jaipur in association with AIMS from December 15-17, 2011.

CASE 7

94.3 MY FM: CREATING DIFFERENTIATION "DIL SE"*

The private FM Radio market in India was going through turmoil. From a scenario of negligible competition and FM channels charging exorbitant rates to the tune of ₹ 60–80 per second for advertisements, the competition forced most of the players to reduce the rates to ₹ 10–15 per second. Though, being the pioneer amongst private FM stations in Jaipur (India) and market leader for almost four years, My FM, the radio channel owned by D B Corp, a leading media and publishing house of country, faced a situation of price cutting and freebies being offered by competitors. The channel had maintained a premium image and garnered premium rates so far. My FM justified its premium rates by differentiation strategy of quality programming and better listenership amongst the audience. The scenario now was totally different and was increasingly difficult. Maintaining the customer loyalty was a challenge and it was equally difficult to get new customers. The station head of the channel wondered how to cope up with the situation.

INTRODUCTION

Nishant Vijaivargia, the station head of My FM was worried over price war in radio industry. The last quarter of 2010 was exciting as it was able to have some good promotions and generate good revenue, sustaining the growth was difficult as the competition had slashed rates by almost 25 per cent in past few months. Although well experienced in the industry and having worked with this channel for a considerable time, he had no idea what to do and how to counter the threats due to fierce competition. Most of the market players were bent upon slashing the rates and capturing the market share. Nishant was part of Launch team of My FM, one of the pioneers amongst radio channels in Jaipur, Rajasthan (India). The financials were sound and the channel was able to break even within 3 years. My FM, the pioneer and market leader, always commanded premium rates in Jaipur market and substantiated the premium rates by better programming and listenership amongst the audience.

* This case was developed by Dr Amit Jain (JK Lakshmipat University, Jaipur), Nidhi Tak (Poornima School of Management, Jaipur), Adarsh Kumar Aggarwal (Maharaja Agrasen Institute of Management & Technology, Yamunanagar) and Shipra Singh (Delhi School of Professional Studies and Research, Delhi) during the First National Case Writing Workshop organised by JK Lakshmipat University, Jaipur, in association with AIMS from December 4-6, 2010.

CASE 1

AKSHAYA PATRA: ENABLING HUNGER-FREE EDUCATION*

The Akshaya Patra Foundation, a non-profit, Bangalore-based, secular in nature trust, evolved the free meal program in schools in 2000. As a part of its unique initiatives to eradicate hunger, the Akshaya Patra Foundation provides unlimited, nutritious hygienically cooked noon meals in the Government schools and Government-run day care centres. The foundation is proud of its technology-intensive operating model that ensures high-quality hygienic food. Akshaya Patra is an eloquent demonstration of public-private partnership as it runs with part subsidies from the Government besides financial support from corporate and individuals. The program is independently governed by a board of trustees, an advisory panel consisting of professionals from the corporate world and bureaucracy, dedicated employees and a team of volunteers. The program is audited in rigorous accounting standards by KPMG to ensure transparency and accountability to all its donors. The results of the initiative were encouraging as suggested by a study in 2006 by AC Nielsen vouching for the efficacy for the program in increasing attendance in school, improving nutritional status of the children, enhancing their learning abilities and reducing dropout rates. The given case serves as a benchmark in management of not-for-profit, non-governmental organisations and demonstrate importance of proper management and efficiency in the operations.

INTRODUCTION

In June 2000, a mid-day meal program Akshaya Patra was started in Bangalore by feeding 1500 children in 5 schools. At that time, there was no state-run school meal program in Karnataka. The overwhelming response within few weeks from teachers, who expressed the dire need of such a scheme, provided the impetus for the growth of the Akshaya Patra Foundation. The Foundation started working with the vision that "*No child in India shall be deprived of education because of hunger.*" The Supreme Court order mandating mid-day meal to be provided in government and government aided primary schools in all states in November 2001 provided further step to the initiative. Akshaya Patra started its operations in Bangalore and by 2011 was operating in 7 states. By 2011, they were serving 13 lakh students all over India and around

* This case was developed by Dr Amit Jain (JK Lakshmipat University, Jaipur), Rajesh Sharma (Udai Institute of Management Studies, Jaipur), Asha Sharma (Institute of Rural Management, Jaipur), Prashant Meel (IILM, Jaipur Campus) during the Second National Case Writing Workshop organised by JK Lakshmipat University, Jaipur from May 26-28, 2011.

CASE 8

PRATHAM SOFTWARE*

The case is about the journey of Pratham Software – from a small, home-operated outsourcing destination to a global IT services company. The issues presented in the case include opportunity identification, initial setup, operating under limited resources, development and expansion through exploration of new markets, and proactive responses to the market forces in the highly dynamic IT industry. It demonstrates how the company was able to build its core competence through capacity building, networking, leveraging people resources and following industry standard HR practices. The case focuses on the application of HR practices for talent retention in IT industry, role of strategic alliances and significance of quality assurance activities in software development.

INTRODUCTION

Puneet hailed from a business family at Bharatpur, Rajasthan (India). His father was dealing in automobiles. Having done his Graduation in Architecture in 1991 from the Regional Engineering College, Jaipur, he practiced architecture for few years. During that time, his siblings were working for software firms in US and UK. 1990s saw a boom in IT Industry world over. Lured by the attractive pay packages offered to software professionals overseas, a large number of people, even from unrelated professions, entered in the IT industry. These people trained themselves by doing some quick courses from computer institutes and got the opportunity to work overseas without much difficulty. Those were the days when there were mass recruitments due to boom in the IT sector that was complemented by huge manpower requirements for handling the Y2K problem.

Pratibha, who was Puneet's sister, was working as a principal consultant with one of the software firms in US. Her CEO was discussing the possibilities of cost reduction for its BPM (Business Process Management) software product by outsourcing the development activities to some other country. It required a dedicated team of 4-5 members. Pratibha discussed the same with Puneet in India. Coming from a business family and having an entrepreneurial bent of mind, Puneet readily identified the opportunity of establishing a software company of his own. His wife

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* This case was developed by Dr Ashwini Sharma (Institute of Management, JKLU, Jaipur), Chirag Patel (MBA Department, SP College of Engineering, Visnagar, Gujarat), Mayank Jain (Hindustan Institute of Management and Computer Studies, Farah, Mathura, UP) and Pooja Gulati (Research Scholar, The IIS University, Jaipur) in a case writing workshop organised by JK Lakshmipat University in association with AIMS from June 8-10, 2012.

CASE 2

INSTITUTION BUILDING – DESIRE TO CONVICTION: THE CASE OF A MANAGEMENT INSTITUTE*

Mulk Raj, a philanthropist and Chairman of Mulk Raj Group of Industries, was a diploma engineer. He largely attributed his professional and personal success to education and wanted to contribute towards the development of society by means of establishing educational institutes. In 1999, the Mulk Raj Education Society was registered and Mulk Raj Institute of Management was established at Nagpur (Maharashtra), India. Dr Sultan Chand, a retired professor from Nagpur University was engaged as a consultant for obtaining the necessary approvals and sanctions. The Institute started functioning from the rented premises with Dr Sultan Chand as its Founder Director. Mulk Raj sustained a severe heart attack on the day of the formal inauguration of the Institute in 2000 and was hospitalised for three weeks. However, unshaken in his determination to establish the Institute, he was soon back to work. The style of functioning of Dr Sultan Chand resulted in a number of difficult situations and the Society started looking for a replacement. Dr Shantanu Sen, a Professor from an IIM-Ahmedabad (IIMA), was contacted by the Society and was persuaded to take the cause further. Being impressed with Dr Sen in the very first meeting, the Chairman offered to extend a free hand to him in establishing the Institute. Being convinced with the conviction and sincerity of Mulk Raj, Dr Sen finally decided to resign from IIMA.

INTRODUCTION

Mulk Raj, an eminent philanthropist, a technocrat by education and Chairman of Mulk Raj Group of Industries, which was a conglomerate of ₹ 600 crore turnover and engaged in the core business of fruit products, had settled in Nagpur after having migrated from Lahore, Pakistan in 1947. His father Vishwanath was a dealer of one of the major fruit juice brands in Lahore, who had to leave behind his property at the time of migration. Since at that time Nagpur was

* This case was developed by Dr Upinder Dhar and Dr Ashwani Sharma (JK Lakshmipat University, Jaipur) for class discussion.

CASE 16

PINK PEPPER: THE ROAD AHEAD*

Amir joined the Jodhpur station of Pink Pepper, a leading FM radio channel of the country as a station head. With FM radio market growing at an average of 15 to 20 per cent, Pink Pepper was struggling to maintain a growth rate of 5 per cent. The station had witnessed a changed leadership for four times in the last four years. Employees did not find internal environment at the station conducive. Employees were dissatisfied; there was lack of proper planning and coordination among and within different teams, which was resulting in loss of clients and revenues as well. Amir started interacting with station staff and took a number of steps to improve the situation at Pink Pepper. The result was dramatic improvement in the growth rate from 5 per cent to 60 per cent but the channel had suffered on the listenership front. According to latest IRS survey, the channel had slipped to second position in terms of listenership. Amir was faced with a tough challenge of sustaining the revenue growth while improving the listenership.

INTRODUCTION

Amir, a young management graduate, got a campus placement offer from one of the leading paint manufacturing companies of the country in their sales department. He had a passion for sales function and always wanted to work for a company that offered him a lot of challenges. This company was a market leader in its respective industry and soon Amir realised that there was not much challenge in working there. After a short stint of three years with the company, he switched to a telecom company, which was relatively a new entrant in the sector. Amir felt that as the company was new, he would have more opportunities to test and improve upon his skills and abilities. After performing to the satisfaction of all for three years in this company, in 2006, he switched to Pink Pepper, one of the leading FM radio channels of the country for better growth prospects. By nature, he loved novelty and challenges. He was even open to taking calculated risks. Before moving to his present location, he had served the Hyderabad station of the channel for four years in the sales function. Identifying the leader within him, the management promoted him as a station head for the Jodhpur station of the channel.

Jodhpur station of Pink Pepper was established in April 2006. In spite of being the first FM radio channel of the city, Pink Pepper could not enjoy the monopoly status or an early entrant

* The case was developed by Dr Ashwini Sharma (JK Lakshmipat University, Jaipur), Pranav Saraswat (Asia Pacific Institute of Management, New Delhi), Shabnam Siddiqui (Udai Institute of Management Studies, Jaipur) and Akansha Bhargava (Biff and Bright College of Technical Education, Jaipur) in Second National Case Writing Workshop organised by JK Lakshmipat University, Jaipur from May 26-28, 2011.

CASE 10

TURNING ADVERSITIES INTO OPPORTUNITIES – A CASE OF AIRCEL'S RAJASTHAN LAUNCH*

Aircel was one of the national players in Indian telecom industry with its presence in 23 telecom circles. The company was enjoying the position of market leader in a number of states of India. This case is about the launch of Aircel in the state of Rajasthan, India. The case highlights the initiatives taken by the company to deal with the challenges faced during and after the launch. It demonstrates the creative ideas and intervention strategies implemented by HR and sales department to tackle the issues and challenges of internal as well as external stakeholders.

INTRODUCTION

Aircel Group was a result of alliance between Maxis Communications Berhad, Malaysia (74 per cent equity) and Sindya Securities and Investments Private Limited, India (26 per cent equity). Maxis Communications was a leading mobile communications service provider in Malaysia. Its vision was to provide superior communication services to its customers. The company was developing simple and personalised solutions for its customers efficiently and creatively harnessing the leading edge technology. Aircel commenced its operations in 1999 in terms of offering affordable and quality mobile services to its subscribers in India. The group started its operations from southern part of the country and soon grabbed a foothold in 10 telecom circles of the country. It was enjoying a leadership position in the state of Tamil Nadu and also managed to emerge as the market leader in Assam and other northeastern states within 18 months of its operations. Embarking upon a dynamic expansion plan, the group was swiftly rolling out its services in new circles and was on the track of realising its dream of becoming a

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* This case was developed by Dr Ashwini Sharma (Institute of Management, JK Lakshmipat University, Jaipur), Amit Seth (Manav Rachna College of Engineering, Faridabad), Noopur Anand (R.A. Podar Institute of Management, Jaipur), Mayank Bhatia (Research Scholar, JK Lakshmipat University, Jaipur) and Sunil Pathak (Research Scholar, JK Lakshmipat University, Jaipur) during the Third National Case Writing Workshop organized by JK Lakshmipat University, Jaipur in association with AIMS from December 15-17, 2011.

CASE 4

SARAL AT CROSSROADS*

Jodhpur Dairy was established in 1981 as a part of the cooperative movement in dairy sector at Jodhpur district in the state of Rajasthan in India. Encouraged by the success of Amul's 3-tier cooperative model, Jodhpur Dairy operated on the same lines. The dairy procured milk from village level societies and after processing, marketed it under the brand name of Saral. Apart from meeting the social agenda of developing the impecunious lot of rural dairy farmers in Rajasthan, the Dairy was successful in meeting its commercial objectives. Times were changing and sustenance surfaced as a major issue. With onslaught of local and national competitors and ageing workforce, the dairy saw itself at crossroads.

INTRODUCTION

India has largely been an agriculture-based economy. With more than two-third of its population living in villages, agriculture and allied activities such as cattle rearing, animal husbandry and dairy farming have been the primary occupations of the people. Apart from being the primary source of income for a major part of the Indian population for decades, farming has also extended ground support for establishing other allied industries. Even the country's social structure, which was characterised by large and joint families, was conducive to these farm-based activities. While helping their male counterparts on the farms, the household women were also taking care of these cattle at home. The cattle in these households mostly comprised domestic milking animals such as cows, buffaloes and bullocks. These animals helped the farmers on their farms, consumed the crop residuals, satisfied the nutritional requirements and fuel needs of the family and also served as a mode of transport. For long, the farmers milked these animals and sold the produce locally, thereby engaging themselves in the most primitive form of dairy farming. It always remained a secondary source of earning for these families.

With uncertainty always looming over a monsoon dependent Indian agriculture sector, the farmers were often at the receiving end during hard times. During natural adversities such as draught and flood, the country used to witness a frequent exodus of villagers. Moreover, with commercialisation of agriculture sector, large farmers continued to be the major beneficiaries of the green revolution, with small and marginal farmers left with no other option than to

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* This case was developed by Dr Ashwini Sharma (JK Lakshmipat University, Jaipur), Dr Madhu Jasola (HIT Business School, New Delhi), Farida Khan (National Power Training Institute, Faridabad), Shweta Jain (Shastri Institute of Learning, Jaipur), Ashok Kumawat (Government Engineering College, Ajmer) during the First National Case Writing Workshop organised by JK Lakshmipat University, Jaipur from December 4-6, 2010.

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A Study on Impact of Pester Power on Family Buying Behaviour

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***Abstract:** The present nuclear family structure, increase in number of working women, and changing consumption pattern in India have given more leverage to the Indian kids to act as customer as well as consumer. This has enhanced the role of Indian children in family buying behavior. Today's Indian children have more autonomy and vocal power for their purchase decision as compare to their antecedents (Gupta & Verma, 2000). They try to convince their parents through nagging, pestering, or beleaguering for the products/ brands their parents would not buy usually or can not afford. This persuasion strategy is known as pester power. Major objective of the study is to understand various tactics children are using to pursue their parents for buying a product, of their own choice, and how these factors have an impact on family buying decision. The study is also taken up to identify a pattern or relationship between children demographics and pester power tactics. This study was conducted on 250 respondents with the help of a structured questionnaire. High use of persuasion tactics was found by the respondents. Result of multiple regression analysis reveals that kids pester power tactics have a positive significant impact on family buying decision. The results of one-way ANOVA indicate that there is a significant difference in using persuasion tactics between the various age group ranging from age 6 years to 14 years, and there is a significant difference in using persuasion tactics among the male and female child. This study shall provide base for further research and help in deriving the turn that the pester power as a marketing strategy might take in the coming years.*

***Keywords:** Children, pester power, family buying behavior, marketing strategy*

1. INTRODUCTION

Recent family structure, duel income concept, shift in consumption pattern, and high tech communication media have changed the role of Indian children from mere consumer to high influencer in the family buying decision. . Despite the lack of disposable income consumerism is increasing in today's kids and they are more brand- aware because they are more techno-savvy and have more exposure to TV commercials and internet promotion. With their increase exposure to promotion media, they are not only playing major role as a buyer of the product of their own consumption, like candy, chocolates, toys, games or books, but also as a major influencer for the products they do not directly consumer like mobiles, laptops, cars etc. (McNeal 1992).

Today's Indian children have more autonomy and vocal power for their purchase decision as compare to their antecedents (Gupta & Verma, 2000). They try to convince their parents through nagging, pestering, or beleaguering for the products/ brands their parents would not buy usually or can not afford. This persuasion strategy is known as pester power. It is somehow difficult for the parents to deny the choice or unnecessary wants of their children all the time because of many social and emotional factors, that's why use of pester power is increasing on a large scale as a consumer strategy by Indian kids in the present cultural shift scenario. The use and type of pester power tactics are differ with respect to the degree of buyer involvement and the degree of differences among brands along with the demographic characteristics of the children.

Marketers are aware that kids are using pester power as an influencing purchase factor and have realized important place of present day children in a consumption-driven economy. They have understood that kids are not only creating primary and influencing market but also future market. Marketers are offering a variety of product categories especially for kids in the field of nutrition, health and hygiene, child care, toys, games, entertainment, and many more. Some industries like banking and finance, automobile, and truism are treating them as potential consumers. Marketers try to influence the choice of kids with marketing strategies like attractive packaging, freebees and gifts, toys and cartoon characteristics endorsement with cards etc. which also increase the pester power appeal.

As kid's demographics change, their taste and preference also change and the way they respond and behave for marketing practices also change along with the change in pester power tactics, therefore there is a strong need to understand the future consumers. Although many research on pester power have been conducted across the globe, especially in US, but little academic research on pester power and purchase behaviour has been carried out in Asian region, especially in India. This paper is an attempt to understand the pattern or relationship between children demographics and pester power tactics and to identify the preference of Indian kids about the influential factor affecting the choice of product/ service that they want.

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Work Procrastination: A Causative Analysis in Organization

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Abstract: ***In this increasingly hectic and competitive climate, employees are expected to manage the resources available to them to perform their work. However, many are wasting the most precious and scarce resource at their disposal, time, by procrastinating on tasks and thereby costing themselves and their organizations As timely performance is a requirement of most jobs, procrastination is particularly problematic in the workplace. Evidence suggests that procrastination and poor performance go hand-in-hand, as procrastinators miss more deadlines than non-procrastinators (Van Eerde, 2003 a) and make more errors and work at a slower speed than non-procrastinators when performing timed tasks (Ferrari, 2001).***

This research is hence an effort to add a little in the sparse knowledge base. It is an effort to throw light on the relationship of levenson's multi dimensions of locus of control and also an effort to identify if it is one of the cause and of employees procrastination which have not been explored earlier. The study also explores the effect and relationship of multidimensional locus of control and various levels of stress on procrastination. The results of the research have ascertained that there is significant impact of LOC dimensions on the procrastinating behavior of the employees. One of the major findings to emerge from the current research that managers with powerful others as their LOC dimensions were least procrastinating, contradicts the previous research results that external procrastinate more than internals.

Keywords: ***Multidimensional Locus of Control, workplace procrastination, employee behavior, manufacturing industry.***

1. INTRODUCTION

Over a period of time, Organizations have been assuming dynamic forms to meet the challenges of global developments. The main drive, in many a case, has been to expand and grow with speed through joint ventures, mergers, acquisitions, etc. These have resulted due to paradigm shifts in government policies, competitive and growth strategies of Organizations, economic liberalization, newer technological developments, increasing market shares, unpredictable price structures, changing market conditions, etc. Through the process of responding to these, organizations have acquired varied organizational experiences and the thrust has been to becoming big in the shortest possible time, becoming a global player, and achieving the highest levels of self-esteem. Organizations, therefore, have no choice but to become more dynamic, more competitive and high performing. Continuous organization development through excellence is becoming the goal of all Organizations, whether in the public or in the private sector.

Effective utilization of Human Resources is one of the most important factors for the efficient and profitable functioning of an organization. It has special significance in the management of public sector enterprises. Both public and private sector employs a large workforce in different disciplines and the successful operations of these enterprises very much depend on the skills and capabilities of the workforce. Human Resource is one of the most complex and challenging fields of management, as it deals with the people dimension in business management. The biggest challenge now being faced by the organizations is HR as it plays a strategic role in the growth of an organization and thereby maximizing returns on investment.

In this era, where probably even nano second counts, procrastination can make one nonexistent. The fact is that human resource is more vital than plant and machinery as they are the ones who control and operate plant and machinery, hence efficiency and productivity of organization largely depend on sound and committed workforce.

A study indicates that at least 95% of us procrastinate at least occasionally and 15-20% of us do it consistently and problematically. Unfortunately, very little is understood about why we put off doing until later we think we should actually be doing right now. People who procrastinate tend to underperform.

2. LITERATURE REVIEW

Rotter (1954) suggested that personality is a learned behavior, as compared to Jungian philosophy that considers personality a heritable characteristic. Change in locus of control orientation is therefore expected. One aspect of an individual's personality is the equilibrium between the individual's drives for autonomy, control, and social acceptance. This equilibrium contributes to the individual's locus of control orientation.

Social learning theory suggests that locus of control orientation can change as a result of changes in reinforcement, the value of the reinforcement, or the situation

CASE 2

AKSHAYA PATRA: NOURISHING SOULS AND FEEDING MINDS*

The establishment of Akshaya Patra Foundation was done by Madhu Pandit Dasa in the year 2000 in Bangalore. The motive behind this organisation was to propel children to the school with food as a driving force. This cause was supported by the government through the Mid-Day Meal Scheme. Expanding the horizons of its operations, Akshaya Patra also took up other social initiatives, such as Anganwadi program, Akshaya Kalewa and Aap Ki Rasoi. Akshaya Patra adopted a Public-Private Partnership (PPP) model to put into operation its Mid-Day Meal Program. In this PPP, 50–60% was funded by the Government and 40–50% was raised from the corporate, voluntary donations, social funding, public funding, etc.

This case focuses on the Jaipur operations of Akshaya Patra. Akshaya Patra was started in Jaipur in the year 2004 with 5000 children. With the passage of time this number gradually increased. In the year 2013, Akshaya Patra was providing food to 1,50,000 students in about 1450 schools in Jaipur. Despite the successful implementation, there were certain challenges and issues which need to be discussed through the given case.

INTRODUCTION

Way back in the year 2000, poor children in Bangalore flocked in the premises of the ISKON Temple for the *'Prasadam'* i.e. the food offered to Lord Krishna. The basic purpose for their presence was not guided by religious motives but to fulfil their basic need of food. They even skipped their schools and thronged in the temple in their uniforms just to have the *prasadam* which appeared to them more lucrative than attending the school. With each passing day, the numbers were increasing. This observation seemed enough for Madhu Pandit Dasa to start an inspiring revolution which had the power of changing lives. The increasing numbers turning up in their school uniforms made him realise that students were missing the schools and neglecting studies, as, their basic need for food was overshadowing their urge for education. This moved

* This case was developed by Dr Punam Mishra (JK Lakshmipat University, Jaipur), Swati Jain, Savita Panwar, Swati Jha (Poornima School of Management, Jaipur) and Ashish Nagar (Poornima University, Jaipur) during the Faculty Development Program organised by Department of Management Studies, Poornima Group of Colleges, Jaipur in 2013.

CASE 1

CONVICTION TO SURVIVE*

The origin of Blue Pottery goes back to 17th century, when Jaipur was established. The making of Blue Pottery has come a long way since then and earned a distinction of being one of the prominent crafts of Jaipur. This art reached the verge of dying because of lowering of quality, non-modernisation of designs, poor interest in the development of art by master craftsmen, poor market acceptability of available designs, limited product range and low income of artisan. Machine-made pottery was a challenge for handmade Blue Pottery and it had become a threat for the survival of this ancient craft. Leela Bordia while working for social upliftment in rural landscape with artisans identified a big opportunity of uplifting the artisans' living conditions through revival of this art. Gaining the faith and confidence of artisans and working with them were crucial steps in exploiting the potential of art. Leela Bordia was determined to revive and re-energise the ancient handicraft and give it back the place of pride as distinct ancient handmade Indian art globally.

BLUE POTTERY: ORIGIN, HISTORY AND EVOLUTION

Blue Pottery, Turko-Persian in origin is said to have been introduced to India in 1727 AD when Jaipur was founded and craftsmen from all over India were invited to settle in the city. Making of Blue Pottery has come a long way and earned a distinction of being one of the prominent crafts of Jaipur. Initially, master potters refused to share their trade secrets with their fellow craftsmen. So, there was an eventual lowering of standards and a gradual dying out of the craft. Over the years, the craft was kept alive by erstwhile royal family of Jaipur, which widely promoted Blue Pottery. The craft received a much needed boost in 1960s as internationally renowned artist, Kripal Singh Shekhawat entered the field of Blue Pottery and raised the bar. His presence brought a new excitement to the craft as his designs began selling very well. However, even then the use of Blue Pottery was very limited.

The product range consisted of a few large items, such as bowls, plates and vases thus the market declined. Many craftsmen had no option, but to leave their villages and go to the cities in search of work. With the dwindling number of potters, Blue Pottery faced near extinction as there was little hope in sight. The efforts started by Kamla Devi Chattopadhyay and Gayatri Devi of the royal family of Jaipur to revive this art were taken forward by Leela Bordia.

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* This case was developed by Dr Sheetal Mundra and Dr Upinder Dhar (JK Lakshmipat University, Jaipur) for class discussion.

CASE 10

TiE: FOSTERING ENTREPRENEURSHIP*

TiE, an organisation that fosters entrepreneurs was established in 1992 in Silicon Valley by a group of successful entrepreneurs, corporate executives, and senior professionals with roots in the Indus region. With a focus on generating and nurturing next generation of entrepreneurs in India, TiE launched its Rajasthan chapter named as 'TiE Rajasthan'. The journey of TiE Rajasthan is a story that was initiated under many threats of financial survival to its existence. This case covers the innovative strategy and dedication of their leadership to make this chapter self-sustainable. This case also describes the organisation structure of TiE, as this structure is designed as a part of the organisation strategy. The case traces the growth and evolution of TiE and its Rajasthan Chapter. The case also outlines the strategy of TiE Rajasthan to achieve its objective to provide substantial assistance to aspiring entrepreneurs from planning to implementation along with few achievements to validate this strategy. The challenges in promoting entrepreneurship such as mindset of society towards entrepreneurship, and gap between industries and institutes in designing the curriculum have been discussed in the case.

INTRODUCTION

Atul Kapoor, the President of TiE Rajasthan Chapter, which is a non-profit organisation, had a strong zeal to inculcate *Josh* in the people of Jaipur city for entrepreneurship. Through networking and mentoring sessions, TiE Rajasthan Chapter helped the upcoming entrepreneurs and promote entrepreneurship. The organisation had provided financial and operational functions through the Charter member who were highly successful entrepreneurs and high achievers in their respective fields, and now aimed to contribute to the society. These members organise events, dinners and get together whereby they focus on discussions on various topics and story sessions which were inspirational in nature. The Chapter was more focused on innovation and believed in open minded thought-sharing process. It promoted new and creative ideas to make business plans viable and sustainable in the market.

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