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TAPMI Research Newsletter

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Inside

T. A. PAI MANAGEMENT INSTITUTE

Message from Chairperson

Academic research is essentially about the new and the original. It is about identifying new problems and seeking solutions to them. It is also about looking at an old problem that has been solved and approaching it in a new manner. In sum it is about creating new knowledge. Indeed the soul of academic research is about invoking and exploiting the innate human ability to spawn the new and expand the frontiers of knowledge.

In a very pragmatic sense, good research requires a convergence of focus, time, patience, persistence and a never-say-die attitude, as much as it needs one to diverge across disciplines to develop new ideas. However, the fruits of such devotion are realized in the growth of a rich and deep academic culture where knowledge seeking is driven by inspiration. Teaching, training, consulting and all other academic activities are nourished by the culture of research. Institutions dedicated to good research realize all this and provide the necessary support for it. TAPMI is one such institution.

This issue of the TAPMI Research Newsletter presents the academic research that TAPMI's students and faculty have engaged with, in the last six months. It covers the papers published in peer-reviewed academic journals, participation in academic research conferences, ongoing research projects and seminars at TAPMI and the Research and Academic Writing workshop being jointly organized by TAPMI and the MCPH. On behalf of the RPC, I am happy to invite your suggestions, as well as your interest in collaborating with TAPMI faculty and students to further academic research.

Warm Regards,

Dr. Ajith Kumar J.
Chairperson, Research & Publications Committee
TAPMI

Articles in Journals

Natarajan, R.C., 2009. Relationship Between Trust and Monitoring-An Experimental Study of Principal-Agent Relationship. *Indore Management Journal,* 1 (3), pp. 1-3

Principal-agent relationship, which is characterized by the absence of legitimate power, necessitates monitoring and control by the principal to align the activities of the agent to the collective goals. However, complete monitoring of the agent is impossible, and expensive. Certain amount of trust is inevitable. This research postulated negative relationship between goodwill trust and control-based monitoring on the one hand and between competence trust and need-based monitoring on the other. The research work used laboratory experiment capturing data from a sample set comprising of executives as well as students of post-graduate management students, both through questionnaires and through a simulation. The study found support to the postulated negative relationships between trust and intended monitoring. However, actual monitoring manifested through allocation of time found rare support for the postulates.

The uniqueness of this research lies in its formally examining certain a priori beliefs about trust and control as well as questioning them. Importantly, it lends support to the argument that reported intended behavior and actual behavior are not the same in trust-control contexts.

Mandal, S.K., 2010. "Do undesirable output and environmental regulation matter in energy efficiency analysis? Evidence from Indian cement industry", *Energy Policy* 38, pp. 6076-6083

Energy use in the production of desirable output often results in the generation of undesirable emission with detrimental impact on the environment, and whose disposal is frequently monitored by public authorities. Previous studies, however, paid little attention to undesirable output and environmental regulation related to its disposal while estimating energy use efficiency. Analysis of energy efficiency ignoring undesirable output could result in biased estimates of efficiency. Thus the aim of this paper is to estimate energy use efficiency in the presence of energy related undesirable emission by taking Indian cement industry as a suitable context of my analysis. Depending on the presence and absence of undesirable output and environmental regulation, three measures of efficiency have been estimated at the sate level from 2000-01 to 2004-05 by applying Data Envelopment Analysis. Energy efficiency is defined as the ability of the producer to reduce the energy input to the largest extent possible, conditional on the given level of output and non-energy inputs. Empirical results reveal that energy efficiency estimates are biased if only desirable output is considered. Results also demonstrate that environmental regulation has a reinforcing effect on energy use efficiency.

Gupta, J.M., (accepted for publication). Managing Organizational Conflicts: A Communicative Approach, *AIMS International Journal*

This is an exploratory study of interpersonal conflict handling in multi-national organizations in India. The study draws from and builds on the premise that modern organizations thrive on teamwork, collaboration and interdependence; this situation necessitates more interaction and better interpersonal communication skills than before. However, close interactions and collaborative teamwork also cause conflicts that in turn affect the work environment. This paper studies the causes of conflicts, ways in which conflicts are handled, time taken to resolve a conflict and whether or not communication helps in the resolution of conflicts. The study also explores possible relationships between causes of conflict, time taken to resolve the conflict, and communication. Based on the data gathered from multi-national organizations based in India, the study shows that the "causes of conflict" are significantly related at 95% level of confidence to the variables "whether the conflict is resolved or not", "the time taken to resolve the conflict" and "usefulness of communication ability in conflict resolution". It is also observed that the resolution of the conflict is significantly dependent on the cause of conflict and that communication, although largely useful, may fail to resolve conflicts in specific contexts.

This study also presents implications for future research in the area of conflict management through communication.

Kidiyoor, G. 2010. Key Success Strategies for Marketing of High Technology Products: A Review**,** *Dristikon Management Journal,* 2 (2), pp. 25 - 41

High technology product markets seem to exhibit unique characteristics that impact both the marketer and the customer. The products seem to pose unique marketing challenges and in there has been considerable academic work suggesting different approaches in marketing elements such as segmentation, targeting, positioning, the four Ps, customer relationship management, branding and other strategies. Faster product introductions, strategic alliances, bundle pricing and integrated marketing communications are some of the strategies deemed suitable for high tech products. In addition, a different approach altogether towards strategy making has also been suggested.

Vijaya, V., 2010. A people management framework. *Indo Indian Journal of Social science researches,* 5 (1), June, pp.127 - 138

People management is a fuzzy area because it involves challenges and issues for which there is no universal right or wrong answer. However, it is important because it is a rudimentary function at the workplace. The Human Resources Department looks at formal systems and policies for the employed workforce like recruitment, reward & compensation, training and development etc among others. Beyond this, managing people by motivating them to work well and produce optimally and creating a positive environment is the responsibility of every manager and team leader. There are instances of attrition or loss in productivity due to the interpersonal atmosphere at the workplace, especially due to the strained manager-subordinate or peer-to-peer relationships. Given this context, a framework to understand people management is of considerable importance. This paper proposes one such people management framework which is both structurally and process based. It has been created from an applied organizational psychology perspective. The framework proposes five fundamental bipolar process/functional elements along which a movement is required of the concerned person. The structural units are the self and the other/s. The process elements relate to all transactional and interactional contexts involving both the self and the 'significant other' that need to be managed in the workplace. This paper tries to substantiate the framework through established theories and principles from personality and social psychology as well as the discipline of management science. This conceptual framework has practical applications in any sphere of people management; more so at the workplace in shaping the individual manager's people perspective to be conscious of objectivity in people management.

Manjunatha, K., 2009. Technology and customer expectation on academic libraries: A special reference to technical/management libraries in Karnataka, *The International Information & Library Review* 41, pp.184-195

The technology has transformed the way people live. The current day information seekers are empowered with multiple choices of information sources and libraries are no longer remaining as primary centre for information seekers. With diminishing time and geographical zones the world has become global village and the information seekers are stressed with time constraints. It is the duty of library and information professionals address these tech-savvy library users and align their services to satisfy them. Recently, the author of this paper conducted a research study on "Technology and Quality of Services of Technical and Management libraries in Karnataka" sponsored by Department of Scientific and Industrial Research (DSIR), Government of India, New Delhi. The study was approved in 2005 and final report was submitted to Govt. in 2007. This paper carries some of the results of a research study conducted by the author in Karnataka- state in Southern India.

Manjunatha, K., 2009. Key concepts and their associations in LIS Research in India: An Analysis of Doctoral Dissertations. *Information Age,* 4(2), Apr- June 2010, Pp 5-14.

Analysis of doctoral dissertations awarded by universities in the field of Library and Information Science (LIS) highlights the structure and evolution of concepts in the field of research. It also indicates the direction in which, a specific subject field is moving. The authors carefully analyze the bibliographic details of doctoral dissertations submitted and awarded by Indian universities in the field of LIS for past three decades and traced 1043 dissertations on the topic. The relevant data required for the study was obtained from various sources and a master spreadsheet containing unique records was created for the purpose of analysis and interpretation. They classified the dissertations into various categories looking at the key concepts or primary theme of the research and examined the distribution of dissertations across key concepts, universities, and research supervisors. During the process of analysis the authors found that the output of doctoral researches in LIS field is increasing since 1980 and the growth is significant from 1990s. User studies/surveys, bibliographic/ bibliometric/literature studies, historical studies, library administration, personnel management and LIS education are the popular subject areas of LIS research. During this process, they found the topic IT in library, digital library, digital resources and their preservation, Consortium/Library Networking, quality management, job satisfaction, organizational effectiveness/climate, reengineering/restructuring are some of the subjects of growing interest in LIS research in India. The other subject areas like measuring service quality from customers' perspectives, technical skills required for of LIS professionals, awareness and familiarity with open sources, level of utilization of open sources, tools and techniques of digitization, and metadata harvesting call for attention of LIS researchers/academicians. The results are presented here with a goal of broadening the perspectives of LIS researchers and academic community. The authors wish, let this paper helps to launch healthy and fruitful discussions and fuels the enhanced research in the field.

Mandal, S. K., (accepted for publication). Measuring environmental efficiency and cost of pollution abatement: An application of directional distance function to Indian cement industry, *South Asian Journal of Management.*

Production of desirable output often generates undesirable by-product which has detrimental impact on environment, and whose disposal if frequently monitored by public authorities. This paper, considering carbon dioxide as an undesirable by product of cement, aims at measuring environmental efficiency of Indian cement industry within a joint production framework of both desirable and undesirable output. Environmental efficiency is defined as the ability of a producer to simultaneously increase the desirable output and reduce the undesirable one. We use 3 digit sate level data from the Annual Survey of Industries for the years 2000-01 through 2004-05 and apply Directional Distance Function for the empirical analysis. The empirical results show that Indian cement industry, if faces environmental regulation, has the potential of expanding desirable output and contracting undesirable one from the given inputs. However, regulation has a cost in terms of lower feasible expansion of desirable output as compared to the unregulated scenario.

Vijaya, V., and B. Tiwari, 2010. Elements of cross cultural communication competence: Derivative of a case study Comparing Indian and Japanese communication, *IUP Journal of soft skills,* 4 (3), Sep 2010, pp. 22- 39

This paper is based on a case study that compares and highlights specific nuances of Indian and Japanese communication in a formal work context. The objective of the paper is to present a comparison of certain features of Indian and Japanese communication. It is a qualitative study based on participant and natural observation conducted on a small sample of Japanese and Indian managers within the context of an organization. As a synthesis, this paper proposes a framework of cross-cultural communication competence that focuses on certain individual level elements involved in the cross cultural adaptation process. The three-stage transition involves developing awareness of other styles, acceptance of other styles and finally accommodating to use a commonly acceptable style if the situation demands it. For cross-cultural inclusion and adaptation to emerge as outcomes, an individual has to go through these three stages of transition. What the employee undergoes through cross-cultural training or any other intervention is a change process. Though it seems relatively simple, cross cultural adaptation is an individually driven complex process through which one develops awareness of one's own mental models, understanding areas of dissonance with others and trying to get out of one's comfortable cultural zone and experiment new ways of doing things.

Mandal, S.K., and S. Madheswaran (accepted for publication). Productivity Growth, in Indian Cement Industry: Panel Estimation of Stochastic Production Frontier, *Journal of Developing Areas*

The economic policy reform in respect of Indian cement industry, during the early 80's, resulted in a phenomenal growth of this sector. Cement industry being highly energy intensive in nature, further development of this industry, without increasing pressure on energy demand, would require growth in productivity. Thus, aim of this paper is to estimate Total Factor Productivity (TFP) growth in Indian cement industry. A growth in TFP could ensure growth of this sector which is less dependent on inputs. Applying Stochastic Frontier Approach, the study first estimates TFP growth and then decomposes it into its components for the period 1989-90 to 2006-07. Empirical results show that the industry has experienced TFP growth during the study period and this growth is driven mainly by scale component and technical progress and not by technical efficiency change as technical efficiency has come out to be time invariant in this context. In the light of empirical results, the policy implication is that an industrial policy of exploiting the existing economies of scale is required to be implemented; and to boost the growth of this sector, priority should be given to enhance firms' capability of catching-up by adopting efficiency oriented action plan.

Mandal, S.K., S. Madheswaran. Causality between Energy Consumption and Output Growth in Indian Cement Industry: An Application of the Panel Vector Error Correction Model" [online], 38(11), pp.6560-6565, Avaliable: http://www.sciencedirect.com/ [assessed 8th October 2010]

The aim of this paper is to examine the existence and direction of the causal relationship between energy consumption and output growth in Indian cement industry during the period 1979-80 to 2004-05. The most recently developed panel unit root, heterogeneous panel co integration and panel-based error correction model has been applied in a multivariate framework including capital stock, labor, and material other than energy and output. The empirical results confirm a positive long-run co integrated relationship between output and energy consumption when heterogeneous state effect is taken into account. It is also found that there exist a long run bi-directional relationship between energy consumption and output growth in Indian cement industry during the study period, implying an increase in energy consumption directly affects growth of this sector and that growth also stimulates further energy consumption. These empirical findings imply that energy consumption and output are jointly determined and affects each other. The empirical evidence also suggests the implementation of energy conservation policies oriented toward improving energy-use efficiency to avoid any negative impact of the conservation policies on the growth of this industry.

Kumar, A. J., and L.S. Ganesh (accepted for publication), "Balancing Knowledge Strategy: Codification and Personalization during Product Development", *Journal of Knowledge Management*

The purpose of this study was to understand the knowledge strategies followed by product development (PD) units in Indian manufacturing firms. Following literature, knowledge strategy was characterized in terms of 'codification' and 'personalization'. 284 employees across 19 different PD units spread across India were surveyed to understand the knowledge strategies followed. Using SPSS, various statistical tests and analyses were conducted. Personalization was consistently the preferred strategy across the PD units, however the balance of personalization and codification was not quite in the 80-20 ratio (one strategy practiced predominantly with the other in a supporting role) as suggested by some strands of previous research, and this did not have any strikingly visible negative influences on product development performance. Further, organizations do not differ as much from each other on levels of codification, as they do on personalization. In contexts such as product development, it may be important to adopt pursue knowledge strategies in greater equanimity as compared to other contexts that previous research has highlighted. The study not only bears implications for the formulation and implementation of knowledge strategies during product development, but also for the body of enquiry into managing knowledge in organizations. The research contributes to a relatively less researched area in knowledge management and suggests directions for future work in the area.

Student-Faculty Research Collaboration

Anusha John and V. Vijaya, "Human Capital Valuation"

In today's knowledge economy human capital is the source of wealth. Human capital is defined as "human capital is the embodiment of productive capacity within people. It is the sum of people's skills, knowledge, attributes, motivations, and fortitude. It can be given or rented to others, but only on a temporary basis; its ownership is non-transferable." Assessing the value and effectiveness of human capital is generally difficult; let alone trying to attach a monetary value to it. In today's rapidly changing economy, where layoffs have become the norm, it has become even more important to know what exactly an employee is worth, to determine whom to hire or fire. In order to manage human capital effectively, it first needs to be measured.The objective of the study is to analyze the pros and cons of the models of human capital valuation currently in existence. The study concentrates on the challenges in human capital valuation with a focus on the intangible aspects.

Krishnakanth, A. N., Mohan, M. N., and Ajith Kumar, J., "Dimensions of SCF and their Impact on Cost and Responsiveness"

In the '90s firms realized their success was not independent but in fact was dependent on the success of their partners (both upstream and downstream). This changed their focus from internal management of businesses to managing across enterprises which gave rise to the concept of supply chain management. These companies now are moving towards building a supply chain that incurs low cost, delivers high quality and improved responsiveness to the ever changing customer demand. In our paper we aim to study the recent trends and industry best practices in the area of supply chain management. In particular, our study would focus on various characteristics of supply chain flexibility (SCF) and its effects on cost-responsiveness barrier.

Neelam Sathe and Vrishali Bhat, "Business Models Of Social Enterprises"

Firms enable the creation and capture of value for themselves and their eco-system. Even though there is a continuing debate on what social entrepreneurship means, the essence of social entrepreneurship can be considered to be, creation and capture of social value. Firms create and capture value through an arrangement of interaction with their internal and external environment, which can be called business model. Currently, every social enterprise has its own unique business model. Can these enterprises be classified on the basis of their business models? Can each of these categories be characterized? Is there any relation between a particular category of business models and the domain of activity of the social enterprise? Further, can there be a framework to recommend a business model for a new social entrepreneur? The study broadly aims at categorizing the business models of social entrepreneurs and establishing a fit between a particular category of business models and the domain of activity of the social enterprise.

Radhika Tharol and Sudeep Kumar, "Penetration of General Insurance in India"

Despite the fact that general insurance business has been growing at a healthy rate of 16% annually from 2004-05 to 2008-09, its penetration level is just 0.60% of India's GDP against world average of 2.14%. According to the Joint Research Paper on Indian Insurance Industry brought out by CRISIL and ASSOCHAM, India ranks 136th in terms of penetration.

After Detariffing, there has been a shift in the insurance market from corporate business to retail. The PSU company's coverage is limited because they are encumbered by legacy systems and fragmented databases, and have not leveraged their past claim experiences for pricing in the de-tariff environment. The private companies hence far had concentrated on the highly lucrative marine business for large corporate companies. However this market has become highly saturated.

Hence post 2007, there has been a shift of focus from the corporate accounts to retail. Here the focus would be to increase the penetration levels.

According to the Joint Research Paper, the penetration of general insurance in India remains low on account of low consumer preference, largely untapped rural markets and constrained distribution channels.

In order to increase the penetration level, it is important for the Insurance companies to estimate the awareness level of the population about Non Life Insurance Policies. It is also important for the companies to identify the factors leading to the purchase of insurance policies also important will be identification of factors deterring people from purchasing insurance policies . Lastly the insurance companies will be interested in knowing the segmentation of the population which purchases insurance policies so that they can target this section of the population.

Ramya Ramachandran and Simon George, "Study of Product Launch Events and to develop a framework for its analysis"

The primary objectives of study was the product launch events of technology products and develop a framework to analyze such events in future. The study would involve deep understanding of product launch process of a technology product. Any product launch involves the following stages:
Pre-Launch Stage - the weeks and months leading up to the Grand Opening or Launch Event
Launch Stage - the main launch event and Grand Opening for your product, site and business

Post-Launch Stage - the weeks and months after the launch event

The study would involve 3 phases, firstly it would involve understanding what goes behind a product launch and undertake a particular technology product launch event as the reference for the study. Secondly it would involve identifying the target segment for the product and understanding the strategy used for product launch. The last phase would involve evaluation of the launch event. From the study, a reference model will be developed for analysis of any launch event for technology products.

Varun Narula and Ajith Kumar, "Volkswagen's Strategy in India"

Volkswagen AG (VW) is an interesting firm to study in the Indian automobile space. VW is one of the biggest automobile manufacturers in the world with a number of brands under its umbrella which have produced best-selling products throughout its existence and across the globe. The Indian automobile market poses a perfect challenge to such a firm which is attempting to gain a foothold in the country's automobile market which has evolved and grown immensely over the past decade with the consumers' preferences and buying behavior changing alongside.

If one was to observe this industry and VW's actions in it, a lot of questions come up. Why did VW decline a Joint Venture with Maruti when it was approached by the Indian government way back in the early 1980s? The JV ultimately went to Suzuki and the rest as we know is history with Maruti-Suzuki India Ltd. now holding about 50% market share in the small car segment in India. Why did VW decide to enter the Indian market two decades later with a Czech brand which was unheard of in this part of the sub-continent and in the face of competition from established brands from Japanese and Korean manufacturers? Also, VW ensures that the commonalities and the relationship between its various brands are downplayed in every market. So despite sharing manufacturing and engineering synergies, almost all its brands have their own unique identities in the mind of the consumer. Why does the company allow this even at the cost of cannibalization? Also, VW tested the Indian waters with its Skoda brand before deciding to launch a full onslaught with its other brands. It now has a presence in almost every segment in the passenger car industry in India with most brands competing for the same pie. These dimensions of the operations and strategy of the company in India make Volkswagen a curious case and invokes an interest for a detailed study.

Books & Book Chapters

Manjunatha, K. and Shivalingaiah, 2010. Has jointly contributed a chapter on "Current Trends in IT and its application in Academic Libraries" *published in Book titled Dynamic in Digital Information Systems* published by Ess Ess Publications, New Delhi, pp324-340

O'Rourke, J.S., Gupta, J.M., 2010. Management Communication: A Case analysis Approach. 4th ed: Published by Pearson Education India, Sept. 2010

Presentations in Conferences and Seminars

Ajith Kumar J., A.Pal and A.Biswas, 2010. Challenges to e-Governance Projects in Public Healthcare in India. In: *7th International Conference on e-Government,* April 22-24, IIM Bangalore

Ajith Kumar J., 2010. Forking, Leadership Control and Social Capital in Open Innovation. In: *5th IEEE International Conference on the Management of Innovation and Technology,* June 2-5, 2010, Singapore

Srivasta, H.S., 2010. Does Lifestyle influence retail banking product selection? An exploratory study in India. In: *International Academy of Business and Economics conference,* June 4-6, 2010, Thailand

Sivakumar, A., 2010. Sustainable design by habit - the case of bop market designers. In: *ERSCP-EMSU 2010 Conference* on 25-29 October 2010

Srivasta, H.S., 2010. Paper entitled "Does Lifestyle influence retail banking channel selection? - Evidence from India" has been accepted for presentation at *3rd EuroMed Conference of the EuroMed Academy of Business,* Nicosia, Cyprus , Nov 04-05, 2010

Sivakumar, A., 2010. Evolution of Sustainable Design -An Analysis of Sustainable Design Awards. In: *LeNS Conference - Sustainability in Design - Challenges and Opportunities for Design Research, Education and Practice in the XXI Century.* Sep 29-Oct 1, 2010

Vijaya, V., 2010. Life skills education and emotional intelligence. In: *International Conference on Education for peace, religious harmony and cultural diversity,* Mother Teresa University, Aug 30-31st, 2010

Research Seminars held at TAPMI

March 24, 2010

Speaker: **Prof. Mohan Kumar,**
TAPMI, Manipal

ICT and Education: Deploying information and communication technologies to make secondary level education more effective

While education and literacy are two closely interrelated concepts the two are often confused with each other. A higher level of literacy does not necessarily mean / imply a higher level of education. A case in point is the state of Kerala. Although the state has, since several decades, been leading the country in social literacy levels, its performance in the education field is far from impressive. In the areas of professional courses and university education, the quality of output leaves much to be desired. One must seek the roots of this sad state of affairs in school education itself. Hence the present study focuses on high school education. The methodology followed is the following:

First, we try and understand what we mean by education. An initial literature survey led to reading up of a number of thinkers and writers in the field (Gandhi, Dewey, et al), and studying of relevant contemporary documents (NCF-2005; IT in Education - Vision 2010, etc.). On the basis of undertaking this study the content, process, and desired outcomes of education are defined. Next an attempt is made to see how far the reality measures up to the desirable state. In this regard we have chosen Kerala for doing an empirical study. The educational reforms at the school level, under way in the state for more than a decade now, provided the apt backdrop. Introduction of IT as a tool to improve quality of education had been taken up since 2000, after carrying out the above reforms for a number of years. A key distinction made and maintained throughout the study is between viewing IT, or ICT to be more precise, as an additional subject of study in the school curriculum vis-à-vis looking at and using ICT as a tool of teaching [and learning] of various [as well as varied] subjects of school study. Certainly, viewing and using ICT as a tool [for enhancing quality of education] is what is of crucial interest for this study. It must be put on record here that the IT@School project in Kerala, started around 2003, has taken exactly this specific stance throughout. Both secondary and primary data collection had done up till now points to the potential of a fruitful study and learning of the following questions / issues:

1. How far can ICT go and contribute in the enhancement of education quality?
2. How much can ICT help to make high school education more effective?

April 07, 2010

Speakers : **Prof. Devi Prasad Bedari** and **Prof. B. Sasidhar,**
TAPMI, Manipal

A study of efficiency differences between Chinese and Indian textile and clothing firms

No sooner had the abolishment of quota system of Multifibre Arrangement (MFA) followed on January 1, 2005 than China emerged as a dominant player in textile and clothing production, and exports on the international market. Then China was exporting around 20% of worldwide textile and 25% of apparel exports whereas India's share stagnated at 3-4%. China is said to have acquired low cost of production, high productivity and profitability. India has lagged behind remarkably despite having a more than one-hundred years' of history on exports of textiles. The study proposes to measure the cost and profit efficiency of Chinese and Indian textile and clothing firms by using stochastic frontier analysis on recent five years' of panel data spanning a number of firms between the two countries. It also intends to investigate the dynamics of efficiency change across firms between the two countries

June 08, 2010

Speaker : **Dr. Arijit Chatterjee,**
ESSEC Business School, Paris-Singapore.

Entrepreneurship as Protest: Evidence from Colonial India

Scholarly research on entrepreneurship includes a plethora of approaches locational, psychological, social, cultural, and economic to understand the founding of new organizations. Missing in these approaches, however, is the fundamental mechanism that urges individuals to change the status quo and build something new. In this paper, I offer a fresh perspective by developing a theory of entrepreneurship as a form of protest. I use historical data from late nineteenth century colonial India (18761892) to explore the reasons for the birth of three new organizations: the Indian National Congress, Indian Association for the Cultivation of Science, and Bengal Chemicals and Pharmaceutical Works. Comparing and contrasting these three responses to discrimination, I generate a new theoretical perspective and contribute new evidence regarding the antecedents of entrepreneurship.

June 23, 2010

Speaker : **Prof. Arun Elias,**
Victoria Management School, New Zealand

Systems Thinking and Modelling Methodology: Lessons from New Zealand Cases

In this research project, systems approaches and systems methodologies are reviewed and a research gap is identified. Systems Thinking and Modelling methodology (Maani and Cavana, 2007) is then introduced as an alternative with its five phases, namely problem structuring, causal loop modelling, dynamic modeling, scenario planning and modeling and organizational learning. It is argued that this methodology incorporates both hard and soft approaches to systems thinking. A few New Zealand applications of this methodology are then illustrated and methodological lessons are highlighted.

Aug 4, 2010

Speaker : **Prof. Saji Mathew**
TAPMI, Manipal.

Student Evaluation of Teaching: Towards an Improved Instrument

Student Evaluation of Teaching (SET) debate in higher education has generated two dominant views: (i) feedback at program level useful for inter-Institutional comparison (ii) feedback at course level useful to Faculty for diagnostics and also to Administration for performance evaluation. Institutions of higher education following the second view has predominantly adapted Student Evaluations of Educational Quality (SEEQ) instrument for SET which measures nine dimensions of learning value, enthusiasm, organization, group interaction, rapport, breadth, examination, assignment and workload. Prior research has reported the established factor structure, reliability and validity of this instrument. In this study the Author analyses the SET Instrument used by a Premier Management Institute in Southern India engaged in Post Graduate Education in Management. Based on a small sample intended for preliminary study,

The factor structure of the existing instrument for SET is analyzed. Improvements to the Instrument are proposed based on a suggested adaptation of the SEEQ Instrument. Once implemented, this study has to further establish the validity and reliability of the instrument through a confirmatory factor analysis.

Aug 12, 2010

Speaker : **Prof. Sankaran,**
University of Strathclyde Business School, UK.

Entrepreneurship: Causality vs. Effectuation

Aug 18, 2010

Speaker: **Prof. R C Natarajan**
TAPMI, Manipal.

Role of Task-Context in the Relationship between Competence Trust and Need-based Monitoring in a Sales Executive-Distributor Relationship

The relationship between a principal and his agent involves monitoring by the former (a) to avert

the latter's opportunismdefined as self-seeking with guile (Williamson, 1975)and (b) to align his activities to the collective goals. Monitoring is needed both to control the agent known as control-based monitoringand to facilitate his work in alignment with the organization's goalsknown as need-based monitoring. Principal-agent relationship is predominantly existent in contexts of boundary personnel and distributor relationship, especially in administered distribution channels. In such channels, strict documentation governing the expected norms of behavior and the code of monitoring cannot be comprehensive in the form of any contractual agreement and obligations. In addition, complete monitoring of the agent is impossible and expensive. These two facts compel that certain trust in the relationship is inevitable. Trust is regarded as the principal's affective as well as his manifest willingness to allow freedom to the agent in an area where there is scope for the agent's opportunism that is detrimental to the former and beneficial to the latter. Trust has been classified in extant literature into goodwill trust and competence trust. Whereas suboptimal monitoring can be detrimental to the principal, supra optimal monitoring is superfluous, and hence costly. Hence studies have been carried out in the past to test the relationship between the principal's trust in his agent and his control/monitoring of the agent. Previous research works have found negative relationship between trust and control/monitoring (Andaleeb 1995 & 1996, McAllister 1995, Natarajan 2010). Relationship between trust and control/monitoring continue to attract scholars' attention in recent years (de Jong & Elfring, 2010; Bijlsma, de Jong & de Bunt, 2008; Hernández- Espellardo & Arcas-Lario, 2008 to cite a few). A recent study that focused exclusively on trust and monitoring found mixed results in the relationshipthough with predominant support for the hypothesized negative relationshipbetween the two phenomena (Natarajan, 2010). Such a mixed finding engenders further interest in the relationship as it opens up the possibility of other mediating/moderating variables that work on the relationship whose study can enrich the understanding of the relationship. The proposed work is in such a direction. The proposed study specifically focuses on the negative relationship between competence trust and need-based monitoring. Though earlier studies have shown the presence of negative relationship between these two phenomena, the degree of such a relationship has not been clearly established in literature yet. Careful reasoning and a cursory look at scholarly work in recent times brings out the possibility that the relationship is influenced by some more factors. Essentially, it is argued that (a) the presence and (b) the degree of such relationship will vary depending on the task-context, which is includes, inter alia, (i) the task-criticality (ii) the task complexity as perceived by the principal and the principal's perception of the agent's inherent task motivation [to complete the task].

The study aims to examine the influence of the task-context and task-motivation on the relationship between competence trust and need-based monitoring. It is posited that (1) principal's competence trust is positively influenced by his perception of agent's inherent motivation about the task to be completed; (2) principal's competence trust is negatively influenced by his perceived criticality of the task; and (3) principal's competence trust is negatively influenced by his perceived complexity of the task. The model uses task context, task motivation, competence trust and need-based monitoring as the major constructs and examines the possible moderating role of task-context and task-motivation in the relationship between trust and monitoring. The proposed study is exploratory and will consider a combination of MBA students and working executives as respondents in data-collection, which will be through an experiment.

Sep 15, 2010

Speaker
Prof. Anuradha .R,
TAPMI, Manipal.

Dying Clan of Pyramid Makers: Dismantling Bureaucracy

Group of people working together towards a common goal, need to operate through a form design. Structure as an element influencing high performance, enabling to achieve results is a historical factor. For nearing three decades, across the globe, churning process in recreating the business enterprises to align with the external changes led to new forms. The infancy stage of the alternate structures and the immense potential of the traditional design such as bureaucracy makes one to ponder "which design assures high performance in formal organizations?" This paper infers from reservoir of knowledge of researchers, experience through field research and consultancy work of the author in formal organizations and with support of printed viewpoints from pool of design experts.

Conferences / Workshops Organized by TAPMI

Sep. 3 - Dec. 4, 2010.

Research and Academic Writing Workshop

TAPMI, Manipal.

This workshop is being jointly organized by TAPMI and the Manipal Center for Philosophy and Humanities (MCPH), and is primarily for faculty members of colleges in and around Manipal. It was inspired by the general realization that the academic research output of the country, both in terms of the quality and the quantity of papers published in academic journals and books, lags that of several other countries. The workshop is intended to assist faculty members improve their skills in conducting and publishing academic research.

The workshop is being conducted in three batches: one each for faculty belonging to (a) the management and social sciences, (b) the medical sciences and (c) the engineering and basic sciences. Each batch involves 4 meetings of 4 hours each, spread over a month. Two consecutive meetings have been deliberately spaced about a week or ten days apart, in order to provide time to reflect on the discussions of a previous meeting and prepare for the next one. The workshop brings to fore the role of creativity and originality in doing academic research. The key themes include how to read (study) an academic paper and analyze it, how to understand its arguments and overall message, how to articulate one's ideas and construct an academic paper and how to write for and publish in top academic journals. The chief resource person for the workshop is Dr. Sundar Sarukkai, an eminent academician in the country. Dr. Sarukkai, who holds a doctorate in Theoretical Particle Physics from Purdue University, is currently the Director of the MCPH, Manipal and was formerly the Head of the Center for Philosophy at the National Institute of Advanced Studies, Bangalore. He has authored several research-based books on science and philosophy and published prolifically in reputed journals such as Current Science and the Economic and Political weekly. One of his books currently under preparation, titled What is Science?, will be published by the National Book Trust in several different Indian languages.

The first batch of the workshop (for management and social science faculty) was completed in September and was attended by 40 faculty from TAPMI and various colleges of the Manipal University. Apart from the regular sessions by Dr. Sarukkai, three eminent speakers delivered lectures related to research, writing and publishing. On the 13th of September, Ms. Omita Goyal, Commissioning Editor for the reputed publishing house, Taylor and Francis (T&F) in India, spoke on how to write and publish a book with Routledge India, which is a part of T&F. Dr. Rammanohar Reddy, the Editor of the Economic and Political Weekly (EPW) addressed the participants on how the review process happens at EPW and what editors expect from authors. His talk was on the 18th. Subsequently on the 25th, Dr. Mahadevan, the current Dean, Administration at IIM Bangalore and formerly, the editor of the IIMB Management Review spoke on how to write good original papers and publish them in reputed journals. All through the workshop, insights were offered into how to read a paper critically, the importance of originality to research, how to generate new and original ideas, and how to write a publishable piece of academic work. Originality, persistence, hard work and adhering strictly to guidelines prescribed by journals, emerged as some of the main pillars of successful academic publishing.

At the time of this writing, two meetings of the second batch of the workshop for Medical faculty have also been completed. More details of this and the subsequent batch will be reported in the next issue.

About TAPMI

The T. A. Pai Management Institute (TAPMI) located in the international university town of Manipal (Karnataka), is among the leading management institutes in India, and is reputed for its academic rigor and faculty-student interaction. Founded by the visionary, Late Shri T. A. Pai, TAPMI's mission is to provide much needed impetus to the task of building professional management capability in the country. In the process, it has also played a role in strengthening the existing educational and health infrastructure of Manipal.

Since its founding in 1984, TAPMI received recognition and respect amongst the well-known industrial houses and academic institutions in India for the quality of its education. In early 2009, its 25th year running, TAPMI took a landmark step in its history by shifting its operations to a new scenic 42-acre residential campus in Manipal.

TAPMI has the unique distinction of launching India's first Post Graduate Programme for e-Governance in April 2009 in association with NISG, Hyderabad supported by Department of Information Technology, Government of India, New Delhi.

TAPMI is also engaged in:

- Executive Education Programmes (EEP)
- Faculty Development Programmes
- Programmes for SMEs
- Research, Training and Consultancy

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