



TAPMI Research Newsletter

Vol. 4 No. 1, September 2012

Inside

PEER REVIEWED JOURNAL PUBLICATIONS
OTHER JOURNALS/
CASE PUBLICATIONS/
BOOKS & BOOK CHAPTERS/
PARTICIPATION IN CONFERENCES

01	TAPMI WORKING PAPERS/ AWARDS & RECOGNITIONS/ INVITED TALKS BY TAPMI FACULTY/ RESEARCH SEMINARS HELD AT TAPMI	04
02	VISITING RESEARCHERS AT TAPMI EVENTS ORGANIZED BY TAPMI	07 08



T. A. PAI MANAGEMENT INSTITUTE

AACSB Accreditation



What is AACSB - International?

Association to Advance Collegiate Schools of Business (AACSB) is the oldest and toughest accreditation organisation in the world. Headquartered at Tampa, Florida, US, the organisation has been in existence since 1916. Initially an essentially American accreditation organisation, AACSB expanded its operations during late 20th century to both enable the spread of the best practices of management education globally and to facilitate global tie ups among business schools. (Please visit www.aacsb.edu).

The Accreditation Process

The accreditation process involves putting in place an appropriate mission, processes that reflect the school's commitment to its stated mission, documentation as evidence for those processes, consistent and high quality intellectual contribution and internalisation of the quality processes and commitment to the same among all the stakeholders of the school. AACSB facilitates the school that seeks accreditation by nominating a mentor, with whose help the school puts all these pieces together that brings out a clear picture of high quality outcome based management education.

Mentoring and Peer-Review Team

The Association deposes a team of peers, who are Deans of reputed Business Schools in the West, highly knowledgeable in management education and research, thoroughly conversant in the quality processes and are highly respected in academic circles. This team visits the campus and reviews the school's quality processes by triangulation methods of talking to various stakeholders to check the internalisation of and commitment to quality process. The team identifies areas of improvement, suggests ways of achieving them and provides a time frame within which they have to be

completed. Subsequently, the final review team assesses the school's progress and recommends to the AACSB for accreditation. The final decision rests with the initial Accreditation Committee and the Board of Directors of the AACSB.

AACSB-accredited schools have the highest quality faculty, relevant and challenging curriculum, and provide educational and career opportunities that are not found at other business schools. AACSB Accreditation represents the highest standard of achievement for business schools worldwide. Less than 5% of the world's 13,000 business programs have earned AACSB Accreditation. AACSB-accredited schools produce graduates that are highly skilled and more desirable to employers than other non-accredited schools.

Only two in India so far

World over, only about 5% of the business schools pass the muster in acquiring AACSB's accreditation. As in April 2012, there are close to 50 business schools in India that have sought AACSB's membership or accreditation. Only two have succeeded so far in getting accredited, TAPMI being one of them.

<http://www.aacsb.edu/enewsline/accreditation/newly-accredited-schools.asp>

(Please visit the alphabetical list of B-Schools accredited by AACSB International:

<https://www.aacsb.net/eweb/DynamicPage.aspx?Site=AACSB&WebKey=ED088FF2-979E-48C6-B104-33768F1DE01D>)

Research Promotion Committee

Prof. Ajith Kumar
Prof. Sivakumar A.
Prof. Sanjay C. Choudhari
Prof. Sulagna Mukherjee
Prof. Kumar Mukherjee



Peer Reviewed Journal Publications

Choudhari, S., Adil, G. K. & Ananthakumar, U. (2012) "Choices in manufacturing strategy decision areas in batch production system – Six case studies", *International Journal of Production Research*, Vol. 50, No. 14, pp 3698-3717.

The configuration of a production system can be described by the choices a firm makes in its manufacturing decision areas. Manufacturing strategy literature lacks empirical research in manufacturing decision areas. The current paper is an exploratory study using six case companies on alternative configurations that can exist in a batch production system. Choices made in decisions such as layout, shop floor control, etc., were found to be similar for all six companies that use batch process...(contact author(s) for more)

Mukherjee, S. & Mahakud, J. (2012) "Historical Market-to-Book Ratio and Corporate Capital Structure: Evidence from India", *Global Business Review*, Vol. 13, No. 2, pp 339-350.

This paper tries to identify the nature of historical market to book ratio i.e., whether it can be used as a market timing proxy or growth opportunity proxy and to find out its impact on capital structure and the adjustment speed to target capital structure. Using a panel data analysis we find the evidence that the historical market-to-book ratio has been a better proxy for growth opportunity than market timing and it plays a significant role for determination of capital structure for Indian manufacturing companies...(contact author(s) for more)

Dey, K. & Maitra, D. (2012) "Dividend Announcement and Market Response in Indian Stock Market: An Event-Study Analysis", *Global Business Review*, Vol.13, No.2, pp 269-283.

Event study has remained one of the highly pursued areas of research in corporate finance. Studies reported in this realm empirically show that the economic model or the capital asset pricing model (CAPM) yields relatively better results with respect to the abnormal return of stocks preceded by dividend announcement by the dividend payers as compared to the statistical model, namely, constant return or market model approaches. Both models are incorporated in the study to triangulate the outcomes more accurately...(contact author(s) for more)

Dey, K. & D. Maitra (2012) "Portfolio Selection Revisited: Evidence from the Indian Stock Market", *The IUP Journal of Applied Finance*, Vol. 18, No.3, pp 31-47.

This paper is an attempt to examine the reliability and usefulness of ex ante measures of portfolio formulations by selecting securities from a well-defined sampling frame. Four indices are employed to achieve the objectives of the study, namely, Sharpe index, Treynor index, Jensen index and Sortino index. Incorporation of the four indices helps in understanding theoretical underpinnings of both modern and post-modern portfolio theories. The study is conducted in the Indian context with special references to S&P500CNX NIFTY index, wherein the selection of security for constructing the index is subject to three criteria: liquidity, market capitalization, and floating stocks. Using the Sharpe's algorithm, cut-off is calculated to formulate the portfolio of 26 stocks out of 50 stocks...(contact author(s) for more)

Bhattacharjee, S. (2012) "Efficiency dynamics and sustainability of the Indian IT-ITeS industry: An empirical investigation using DEA", *IIMB Management Review*. Vol. 20, pp 1-12.

Efficiency considerations of the Indian IT-ITeS industry have come to the forefront especially with slowdown in the US and other major industrialised economies. Using the DEA technique, this paper argues that the key to sustainability rests on the operational efficiency of the players. Primary data for this study has been collected from STP Kolkata for a period of 15 years. The results reveal that (technical) efficiency varies across industry segments and increases with greater global orientation of the unit. The study prescribes segment-specific policies for sustainability of the industry instead of a uniform policy that has been the usual practice...(contact author(s) for more)

Kumar, A. J. & Chakrabarti, A. (accepted for publication) "Bounded Awareness and Tacit Knowledge's Revisiting Challenger Disaster", *Journal of knowledge Management*.

Other Journals

Dey, K. (2012) "Do we need value-based management education in India?" *Business Standard*, 2 June 2012.

Management education has become a fad in a virtually connected universe. Post 2000, the acclaimed MBA programme has witnessed unprecedented heights in the form of pluralism across academics, industries and think tanks in India. Pluralism in this context talks about

the outreach of this programme among a larger section of society. In other way, it is an attempt for inclusion of MBA aspirants in the programme from a larger heterogeneous mass. Necessity of this kind of education has been primarily relied upon derived demand from industries
...(contact author(s) for more)

Case Publications

Kidiyoor, G. (2012) "Sidhu's Predicament", *Adarsh Journal of Management Research*, Vol. 5, No. 1, pp 68-71.

Kidiyoor, G. (2012) "For A Few Rupees More (Case A, B & C)", *Journal of Case Research*, Vol. 3, No. 1, pp 63-71.

Kumar, A. J. & Sivakumar, A. (accepted for publication) "Primacy: Global Design from India?", *Ivey Publishing*.

Books & Book Chapters

Vishwanath, S. R. (2012) "Cases in Corporate Finance", Vol. II. New Delhi: Tata McGraw-Hill Pub Co.

Participation in Conferences

Dey, K. & Sivakumar, A. (2012) "Do Futures Benefit Indian Coffee Producers?", *International Conference on Banking and Finance*, Manipal, 9-11 August.

Coffee futures market needs to be efficient to benefit the producers. This paper explores whether this market provides the environment of hedging. We examine informational efficiency in the futures to justify the criteria for adequacy of hedging. The study is significant as India has over five years of experience with coffee futures market in a software-enabled trading environment. The first level analysis shows excessive basis risk with negative hedge-effectiveness. At a further level, findings seem to corroborate the results of first level analysis significantly...(contact author(s) for more)

(Full paper was published in the conference proceedings available at: <http://www.tapmi.edu.in/icbf/accepted-papers/>)

Dey, K. & Sivakumar, A. (2012) "is India's Coffee futures market informationally efficient?" *Society of Interdisciplinary Business Research*, Bangkok, Thailand, 7-9 June.

Coffee futures markets need to be efficient to benefit the various market participants. This paper explored whether

India's coffee futures market was efficient. The study is significant as India has just over five years of experience with coffee futures market in a software-enabled trading environment. While earlier studies have used several econometric techniques for analyzing coffee markets, this paper contributes to two methodological improvements. The use of modified Pantula principle in testing co-integration and performance of weak exogeneity test enable better inferences on efficiency. We found that India's coffee spot markets were efficient compared to the futures markets
...(contact author(s) for more)

(Full paper was published in the conference proceedings available at: <http://sibresearch.org/order-2012-bangkok-proceedings.html>)

Aithal, S. (2012) "Competitive price Intelligence: To reach the unreachable - An Indian Retail Industry Perspective" *International Conference on Business Intelligence, Analytics and Knowledge Management*, Hyderabad, 19-20 April.

Today Retail Industry is in news because of the potential positive impacts it can bring to all related stakeholders including customers in terms of financial returns, delivery of

new and value based products and services, business opportunities, expanded employment opportunities, infrastructure development and much more. The expansion of multi-product and multi-brand retail stores is taking place at a rapid rate in India and naturally shopping for food, clothing, footwear, luxury items and other useful items in these stores has become prevalent among high and medium income group of society...(contact author(s) for more)

Aithal, S., Vinay, S., & Sudhakara, G. (2013) "A Quantitative Approach Using Goal-Oriented Requirements Engineering Methodology and Analytic Hierarchy Process in Selecting the Best Alternative" *International Conference on Advances in Computing*, Bangalore, 4-6 July.

Decision making in Software Engineering plays an important role at different stages of Software development life cycle. In this paper we consider the case study of selecting one among the three Content Management Systems (CMS) for a university website. We use our Goal-Oriented Requirements Engineering (GORE) method to identify the soft goals which play a vital role in deciding which CMS is chosen. Analytic Hierarchy Process (AHP) is then used to prioritize the soft goals...(contact author(s) for more)

(Full paper was published in the conference proceedings available at: <http://www.springer.com/engineering/computational+intelligence+and+complexity/book/978-81-322-0739-9>)

Prasad, C. , Alapati, V., & Rao, K. S. S. (2012) "Lean and Green: A Special Reference to Banking Sector" *National Conference on Lean Operations and Systems at Christ University, Institute of Management*, Bangalore, 9 March.

Banking System in India is over two hundred years old. Up to late 1980s, Indian Banking system was working on traditional lines. Apart from adopting archaic accounting principles, risk management techniques, etc., they were adhering to the administered interest rates of RBI and directed lending to identified sectors without concern for customer care, productivity and profitability parameters. The economic reforms in India started in early nineties, but after about two decades, their outcome is visible now. Major changes took place in the functioning of Banks in India only after Liberalization, Privatization and Globalization...(contact author(s) for more)

Aithal, S. (2012) "Cloud Based National Health Information System for Public Use in India" *International Conference*

hosted by Computer Society of India, Bangalore, 26-28 July.

Advancements in Cloud Computing (CC) technology, Telecom revolution and process of assigning unique identity to all its citizens have resulted in bringing up potential opportunities in creating much needed public services in a cost effective and secure way to larger population who otherwise cannot afford them. Healthcare being a critical and most valued service can be realized as an on-demand service leveraging the technology trios suggested by carefully engineered integration...(contact author(s) for more)

Ramanacharyulu, A. V. (2012) "Rural Transformation and Developmental Perspectives", Capacity building in rural institutions – some experiences and some views presented at the *National Conference*, Manipal Institute of Management, Manipal, 22-23 January.

Development as a concept deals with the issues of improving and enhancing the livelihoods and living standards of communities, so as to bring personal, community level and country level improvement in human development standards. This process of development is handheld by various agencies starting from the global development institutions like World Bank, central and state governments to the grass root level institutions such as cooperatives and self help groups. The issues of capacity building deal with the issues of enhancing the skills and knowledge base of people involved in each of these participating institutions...(contact author(s) for more)

Bhattacharjee, S. & Chakrabarti, D. (2012) "India's Competitive Edge in IT Services: An Investigation" UGC - Sponsored National Seminar, Howrah, 2-3 March.

India's unprecedented success in a technology intensive sector like It-ItES has attracted global attention. In the overall framework of Porter's diamond model, the paper argues that technological prominence of the Indian IT-ITES sector has been achieved on account of favorable factor endowments that seem to be tailor made for this industry; burgeoning demand conditions; healthy competitive environment prevailing in the industry on account of entry of new players (including MNCs) given lower entry barriers on one hand the huge foreign exchange earning potential on the other; and supportive government policies. The interplay of these forces has catapulted India as the most favoured outsourcing destination...(contact author(s) for more)

TAPMI Working Papers

Singh, P., TAPMI WORKING PAPER SERIES NO. 2012-13/01, "Health Consequences and Buffers of Job Burnout among Indian Software Developers".

James, P. S., TAPMI WORKING PAPER SERIES NO. 2012-13/01, "Path Dependency of Innovative Organizations and the Role of Transformational Leadership".

Awards & Recognitions

Prof. Ajith Kumar & Prof. Siva Kumar won an award for a case they wrote, titled: "PRIMACY: GLOBAL DESIGN FROM INDIA?" This case won the award under the: *Innovation Management category*, which was sponsored by the Centre for Leadership, Innovation, and Change (CLIC) at ISB.



Cases covered topics like Social Entrepreneurship, Leadership, Change Management, Governance etc., in addition to regular management topics of Strategy, Marketing, and Organizational Behavior etc. International entries included B-schools like China Europe International Business School; NUS Business School; EMLYON Business School, France; Esade Business School, Spain and Sobey School of Business – Saint Mary's University, Canada. Some of the participating institutes from India included top ranked management schools like IIM (A, B, L, K, I, R), ISB-Hyderabad, IIFT- Delhi, XLRI-Jamshedpur, IMT-Ghaziabad, S.P. Jain Institute of Management and Research-Mumbai, MDI-Gurgaon, IIT-Mumbai & Delhi, TAPMI-Manipal, NMIMS-Mumbai and Institute of Rural Management-Anand.

Invited Talks by TAPMI Faculty

Prof. Kushankur Dey delivered a guest talk to BBM (1st & 2nd Year) students on "Fundamentals of Indian Financial Market: An Overview" conducted on 30th August 2012 at Manipal University, Dept. of Commerce.

Research Seminars held at TAPMI



April 19, 2012
Speaker: Prof. Ajith Kumar J.,
TAPMI

Bounded Awareness and Tacit Knowledge in Managerial Decision-making: Revisiting Challenger 1986

This conceptual work highlights the relationships between the boundedness of managers' awareness during decision-making and their tacit knowledge. Owing to bounded awareness, managers sometimes fail to 'see' critical information while making decisions, and this can result in

costly errors. I invoke details of the Challenger disaster of 1986 to complement my conceptual discussions and essentially offer three distinct propositions: (a) managers' dependence upon their existing tacit knowledge interacts with the bounds on their awareness in a cycle of positive reinforcement, (b) different decision makers in the organization can experience differing bounds on their awareness towards the same piece of information and (c) the tension between experiences of success and failure influences the development of bounded awareness in individuals. I feel that these propositions can open useful new avenues for future research on the antecedents of, and remedies for, bounds on managerial awareness during decision-making...(contact author(s) for more)



June 9, 2012
Speaker: Prof. Vrishali Bhat,
TAPMI

Voluntary Conversions of Foreign Currency Convertible Bonds Issued by Indian Firms

Housing Development Finance Corp. Ltd., an Indian housing finance company had raised USD 500 million in September 2005 through a foreign currency convertible bond (FCCB) issue. These bonds were convertible into equity shares by the investor anytime between August 2006 and July 2010, failing which the bonds were to be redeemed at maturity in September 2010. The entire issue was converted in equity on different dates by July 2010. In the instance of IVRCL Ltd which issued in December 2005 FCCBs for USD 65 million; nearly 90% of the issue was converted by January 2008 and the balance outstanding was redeemed at maturity in December 2010...*(contact author(s) for more)*



June 23, 2012
Speakers: Prof. Sivakumar A. &
Prof. Kushankur Dey, TAPMI

Is India's Coffee Futures Market Informationally Efficient? An Empirical Investigation

Research on coffee markets has been extensive for the past more than three decades. A search on recent literatures yielded more than twenty studies on coffee market. More than half of these studies focused on econometric techniques to investigate the interdependence between coffee futures and spot markets. Futures and spot market interaction is important in examining the informational efficiency of these markets. Informational efficiency enables futures prices to be an unbiased predictor of spot prices. Informational efficiency thus is at the core of establishment of futures markets...*(contact author(s) for more)*



July 7, 2012
Speaker: Prof. Jaims K. J.,
TAPMI

Experiential Branding and Customer Engagement Practices in Veegaland (Wonderla), Kochi as gleaned through the findings of the survey of its visitors

A survey was conducted in Veegaland (Wonderla) Kochi in October, 2011 on two typical weekdays (Wednesday and Friday) and two weekends (Saturday and Sunday) among 467 visitors of the theme park. They belonged to five age groups: 8-12, tweens (46), 13-19, teens (144), 20-30, youngsters (157), 31-50, Senior Youngsters (97), and >50, Elders (32). A non-disguised structured questionnaire was administered by trained research investigators to the consumers inside the park from 5 pm to 7 pm when they were through with their experiences with the various rides, and other related facilities of the adventure park...*(contact author(s) for more)*



July 14, 2012
Speaker: Prof. Animesh Bahadur,
TAPMI

Workforce Diversity and Affirmative Action: The Missing Links in the Indian Private Sector

Workforce diversity as linked directly with some level of affirmative action (AA) has been accepted in policy framework across the developed nations. With the rise of MNC work standards, human rights discourse in HR and delineation of minimum labour standards, the concept of AA (including non-discrimination and equal opportunity) is an imperative even in the emerging and transitional economies. In the Indian context AA is already enshrined in the spirit of the Constitution. While the public sector has a clear quota based affirmative action, enlightened sections of the Indian private sector have also been sensitive to the needs of diversity...*(contact author(s) for more)*



July 25, 2012
Speaker: Prof. Kumar Mukherjee,
TAPMI

Assessment of Tradeoff Made by People in their Daily Life due to Financial Stress from Medical Care in the USA

Out of pocket spending by consumers constituted a significant part of total national health expenditure in the USA. Increasing financial burden due to health care might cause families to face other serious problem such as sacrificing necessities like food or clothing, borrowing money, taking money out of savings and filing bankruptcy in worst cases. Little research was available to understand the impact of different socio-demographic and personal factors on the level of tradeoff people make due to financial burden arising from medical care in the USA...*(contact author(s) for more)*



August 1, 2012
Speaker: Prof. Sudeep Kumar S.,
TAPMI

Developing a Risk-Exposure Based Pricing Model for Motor Car Insurance

Right from the days of nationalization of General (non-life) Insurance industry in the year 1972, the PSU Companies have been following the pricing or premium-rating model proposed by the Tariff Advisory Committee (TAC) which was a Govt. body. In their model, premium rates for motor car insurance depended on just two variables, i.e. the engine cubic capacity and geographical area of usage of the vehicle. Even after the IRDA Act 1999 and subsequent opening up of the sector to private players in the year 2000, the same system continued. Thereafter a clear roadmap for de-tariffing of non-life Insurance business was drawn up so that progressively market-driven premium rates would come up for all classes of insurance...*(contact author(s) for more)*



August 22, 2012
Speaker: Prof. P. S. James,
TAPMI

Path Dependence of Innovative Organizations and the role of Transactional Leadership

Information age has seen the ascendancy of a number of new organizations such as Google, Face book, Biocon of India with rapid rise in value (market capitalization) while relative eclipse or even death of others such as Nissan, Enron, Lehman Brothers, BPL of India and transformation of yet others like GE, Citibank, Tata and Mahindra and Mahindra of India. While the failures are explained in terms of inability to change with times, the questions as to why some are able to change and prosper while others are not able to do so, is still an intrigue...*(contact author(s) for more)*



September 5, 2012
Speaker: Prof. Ramanacharyulu A. V.,
TAPMI

Whither Indian Public Sector Enterprises

The concept of public sector is not exclusive to Indian state. Across the globe, every country toyed with and utilized the idea of creating and managing of state owned and managed enterprises to meet its specific short and/or long term goals of governance.

The legacy of public sector has more or less been intertwined with the pursuits of the governments' in respective countries, in addressing the social, economic and environmental well being of those countries. Whether it is the Saudi Arabia nationalizing the oil companies and take their ownership and control into its hands, or New Zealand taking care of the power and water supply to its residents or USA investing into the operations of housing mortgage through select housing finance corporations, the role of PSUs had always been "the interests of the country" rather than business performance per se...*(contact author(s) for more)*



September 12, 2012

Speaker: Prof. V. Vijaya & Prof. Rishi Kesavaram Velure, TAPMI

Career Dynamics of Management Students

Management students aspire for a prolific and challenging career in their professional life. There is a growing demand for management education and professionals in India. Researchers have focused on personality factors, business ethics, self awareness, cross cultural skills, trust and managerial characteristics among others on management students. However, not many studies have been conducted on them from a career perspective. This Paper reviews literature in the career domain and generates a hypothetical model relating achievement motivation, career timetabling and career anchors...(contact author(s) for more)



September 20, 2012

Speaker: Prof. Shridhar Aithal, TAPMI

Making Sense of Information Technology Trends

Vastness of Information Technology Landscape - The term Information Technology (IT) has a connotation in our minds that associates everything related to the design, development and application of computers, telecommunications, networking, processing, storing, retrieving, communicating, presenting and management of vast amounts and variety of information. In each of these functions there have been innumerable innovations of new technologies, products and applications over the past few years. The IT landscape as one can see is very vast and to know it all, is an impossible task for any one individual or an organization...(contact author(s) for more)

Visiting Researchers at TAPMI

Research, Teaching and the life of an Academic - by Prof. Vinod Madhavan, TAPMI

Prof. Anandhi Bharadwaj, Associate Professor of Information Systems and Operations Management at Emory University and Prof. Sundar Bharadwaj, Coca Cola Company Chair Professor of Marketing at the University of Georgia, visited TAPMI in mid-June 2012. In their interactions with the faculty members of TAPMI, they reflected upon research, teaching and the life of an academic in American business schools.

Prof. Sundar Bharadwaj began by noting that research drives teaching in the best US business schools. To balance research and teaching, faculty members teach around three to four courses in a year and allocate the remaining time to working on research projects. Much teaching revolves around research and the total teaching load in a year does not typically exceed about 140 hours. The Bharadwajs outlined five important aspects of an academic's life in the US.

1. Academic Excellence and Publishing: Publishing in top academic journals is considered the path to academic excellence. The rate of acceptance in top journals is about 10 percent. For every paper that is accepted, four to five papers

are rejected. Hence it is imperative for a faculty member to build a pipeline of research papers.

To publish well, one needs to think differently. Working with other scholars also helps in publishing. Recent trends indicate that the number of papers published by scholars that are non-American centric is increasing. However, a paper has to meet the conditions of its publisher. Prof. Sundar Bharadwaj advised Indian faculty to target A and A star journals and not B and C journals. When a faculty has A ranked publications, the value of his/her lower ranked publications increases. He also advised faculty to focus on a minimum of two to three submissions every year and suggested that they build a portfolio of about 10 papers over three years. He observed that motivation was a major hurdle for researchers in developing nations. He felt that incentivizing research is one way to motivate researchers. The lifetime value of a good scholarly published article is very high.

2. Domain Expertise: Prof. Anandhi Bharadwaj stressed on

the importance of building domain expertise by faculty. It is important for faculty members to become domain experts. This helps achieve excellence in both research and teaching, and build credibility in academic circles.

3. PhD Programs and Tenure: Does a PhD program help in building a culture of research? Most of the research and publication culture in US universities is built through PhD programs, the Bharadwajs noted. All PhD students have to publish before the completion of their theses. This will provide them a foundation to move into academics. After graduating from a PhD program, the first position offered to a research scholar is 'Assistant Professor'. This is a non-tenured position. The typical time to secure a tenured position in a good business school is five to six years. S/he is also expected to teach one or two courses in the first year. The concept of tenure allows faculty to accept long term projects in research which in turn enriches teaching. On an average, one publication in a journal of repute is expected from an Assistant Professor. In the US, the PhD programs are designed to train people to be good academics both in terms of teaching and research. Doctoral programs call for

significant deployment of faculty resources. But all PhD work does not necessarily lead to successful research. The biggest hurdle is lack of experience in publishing.

4. Administration Roles in Business Schools: Administrative roles are normally referred to as 'service to the institute' in the US. Although service roles are important, they are often provided to non-researchers in business schools. In the US, service does not have as much emphasis as research. One reason is that a lot of budgetary support for business schools comes from endorsements due to research and consulting. Top US business schools have corporate supporters who sponsor research projects.

5. Life of a Researcher: A typical day is dominated by research activities. Researchers are given the choice of whether to work from office or home, but they are working on research all the time. It is a 24x7 activity. Researchers are always under pressure for time. To be enjoyable, research has to be one's passion and choice, and not an external compulsion.

Events Organized by TAPMI

Faculty Development Workshop, The Art of Case Writing for Business Education by - Prof. Aparna Bhat, TAPMI



Management is an applied discipline; theory often fails to drive home and does not get internalized. In such instances, the business cases become tools to create contexts of teaching and learning. The Case Method simulates the real life situation and results in development of skills in critical thinking, reasoning and effective communication. When the viewpoint is challenged and conflicting views surface, the student develops a greater awareness of the complexities of managerial decision making.

While we all appreciate the need for using the case method, not many of us are adept at writing a case. Development of skills in writing cases being the primary motive, TAPMI conducted a Faculty Development Workshop, The Art of



Case Writing for Business Education, on 20th and 21st July 2012. The interactive workshop was facilitated by Prof. Debapratim Purkayastha, an award-winning and best-selling author of case studies in business management. TAPMI faculty actively participated in the workshop.

Over the two days of the workshop, Prof. Purkayastha had the participants examine a case written by him, indicating the need to first learn the skill of analyzing a business case. The analysis of this case facilitated discussion about the characteristics and structure of the case. Further, the techniques for developing the cases were discussed. The identification and qualification of a case trigger was practised during the workshop. Conceptualizing the topic for the case

and presenting the scenario in the best possible way was explained. During the workshop, the participants were able to apply principles learnt to create a case, where they defined the case topic criteria, assigned objectives as well as the scope. This led to the definition of the problem situation, identification of key issues important to the case topic and development of the case content. An extensive outline was sketched, which included initial concepts for the

teaching notes. Constructive criticism while presenting the cases, developed during the workshop, facilitated in fine-tuning the case to make them relevant as a management training tool.

The Art of Case Writing for Business Education workshop was a significant initiative towards inspiring the faculty to reflect on developing their own cases for business education.

International Conference on Banking and Finance - by Prof. Sulagna Mukherjee, TAPMI



TAPMI - Manipal, organized a 3-day International Conference on Banking and Finance held at Hotel Atria, Bangalore from 9th to 11th August 2012. It was organized by the Centre for Banking and Finance (CRBF) headed by Prof. S. R. Vishwanath. The centre is funded by AICTE, country's regulator for management education. The Chair and the co-Chair of the conference were Prof S.R Vishwanath and Prof Sulagna Mukherjee, faculty members in the area of Economics and Finance. The Conference was attended by Student representatives from Finance Forum, Faculty Members of Finance and Economics Area, Scholars and Academicians from various Indian and Foreign Universities as also Management Institutes, Officials from Reserve Bank of India and top functionaries from the industry.

The programme committee of the Conference included eminent academicians like Prof. P. Raghavendra Rau from Cambridge, Prof. Shantaram P. Hegde of University of Connecticut, Prof. Anand Srinivasan, of National University of Singapore, Prof. Latha Shanker of Concordia University, Canada and Prof. Vijaya Marisetty (RMIT). Several papers from different corners of the world were received by the Committee. After a rigorous review process, 19 papers were finally selected for the Conference. Out of these, 13 of them were from scholars who are working in reputed Universities in US, Canada, Australia, France and Singapore. The topics for presentation in the Conference included Corporate Governance, Banking, Asset Pricing, IPOs, Futures Markets, and Venture Capital, to name a few. The keynote address for the Conference was delivered on day one, by Prof. Jay

Ritter. He is Cordell Eminent Scholar, Warrington College of Business, University of Florida, USA. He spoke in general about the relation between stock market investment and the economic growth of the country. In this context, he tried to bring in a cross country perspective to the discussion.

In the next two days, eminent scholars presented their work before the audience and there were discussions and suggestions given to each one of them by the discussants and the audience. Prof. Vijaya Marisetty from RMIT, did present four papers (the highest) which he co-authored with scholars from different universities. Two of the faculty members from TAPMI namely Prof S R Vishwanath and Prof. Kushankur Dey also presented their work in the conference. Their papers were titled as "The value of unaffiliated analyst recommendations before the IPO: Evidence from Indian IPOs" and "Investigation of informational efficiency of India's coffee futures" respectively. Two research scholars working in the finance area from IIM Bangalore and IIT Kharagpur also presented their paper. Their papers were quite well received and they were given suggestions to improve their research work.

The three day conference concluded on 11th August 2012 with the valedictory and awards ceremony. There were three categories of awards, one given to the best paper in regular category, one to the doctoral scholar who presented their work and the best reviewer award. There were two recipients in the first category. Prof. Raghavendra Rau from Cambridge University won the award for his paper titled "Initial Public Debt Offerings" and Prof Vijaya Marisetty won for " Private Placements to Owner Managers: Theory and Evidence". The best paper in the doctoral student category went to Mr. Narahari Hansoge from IIM Bangalore for the paper titled "Economic transition and the value of Business group affiliation: Evidence from Indian market". The best reviewer award went to Prof. Shantaram P. Hegde from University of Connecticut. The programme committee members were also presented with mementos as a token of appreciation. All the awards and mementos were given away by Dr RC Natarajan, Director of TAPMI.



Research Promotion Committee

E-mail ID: rpc@tapmi.edu.in



T. A. PAI MANAGEMENT INSTITUTE

Manipal - 576 104, Karnataka, India
Phone: 91 820 2701000 Fax: 91 820 2570699
Website: www.tapmi.edu.in

