



TAPMI Research Newsletter

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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 deputes 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.

<http://www.aacsb.edu/enewline/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>)

TAPMI is the first and the only AICTE approved B-School in India to achieve this hallmark of excellence in management education.

Research Promotion Committee

Prof. Ajith Kumar

Prof. Sivakumar A.

Prof. Sanjay C. Choudhari

Prof. Sulagna Mukherjee

Prof. Kumar Mukherjee

Director's Message

Research is crucial to the development and testing of knowledge. Research pushes our thinking and knowledge in areas of expertise and this enhances what we share with our students in the classroom context. A vibrant research culture within a Business School is a sign of its strength not just as a research institution but as a centre for teaching excellence as well.

T A Pai Management Institute endeavors to publish high quality research output, which is governed by a comprehensive Research Policy. We have diverse and dynamic faculty, and this diversity and energy is evident in our impressive collective research record. Research carried out by our faculty members is diverse, deep and comprehensive. The researchers share their work through traditional scholarly publications and via new technologies. Our faculty members have also shown a strong commitment to open-access publication and sharing their research ideas and output.

It is my pleasure to present this newsletter and I look forward to diverse and exciting research contributions by TAPMI in future.

Peer Reviewed Journal Publications

1. **Choudhari, S**, Adil G.K, &Ananthakumar, U (2012) "Exploratory case studies on manufacturing decision areas in the job production system", *International Journal of Operations & Production Management*, Vol. 32, No.11, pg-1337-1361.

The purpose of this paper is to understand the configuration of a job production system with reference to manufacturing decision areas. The aim is to identify the process specific decisions for job shop and the non-process specific decisions that are influenced by other contextual factors. The findings derived from this research would facilitate practitioners in understanding both process specific and non-process specific decisions for the job production system. The observation that the job shops can also use progressive practices, the same as other shops, to gain competitive advantage in the market could be very useful for practicing managers.

2. **Bhattacharjee, S**, Chakrabarti,D (2012) "Financial Liberalization, Financing Constraint and Indian Manufacturing Sector", *Economic and Political Weekly*, Vol. 158, No. 6, pg-61-67.

The dismal performance of the manufacturing sector in India in the last two decades has been an area of concern for policymakers. This paper attempts to understand the reasons underlying such dismal performance by focusing on the role of the financing factors in manufacturing. The study argues that liberalisation measures were inimical to competition. This, along with the diminishing role of development finance institutions, risk-averse behaviour of the banks, lacklustre performance of the new issues market, concentration of stock market activity and the minuscule size of the corporate debt market have increased the effective cost of debt. Remedial measures in terms of devising suitable derivative instruments, increasing reliance on the corporate debt market, expanding the reach of the mutual funds industry and better corporate governance and accounting standards are proposed so as to instil buoyancy in the sector.

3. **Sivakumar A**, Schoormans, J (2013) "Retailers and new product acceptance in India's base of pyramid (BoP) markets - propositions for research", *International Journal of Retail & Distribution Management*, Vol.41, No.3, pg- 189-200.

Retailers' new product acceptance in base of pyramid (BoP) markets is crucial to marketers in this segment. This paper seeks to develop propositions for research on factors that affect retailers in new product introduction. The propositions also aim to make a distinction between urban and rural BoP markets. The key research propositions derived relate to exogenous and endogenous factors.

Exogenous factors relate to store trading area, competitive environment, shopper characteristics and product diversity. The endogenous factors include store atmosphere, assortment and shelf space allocation, price and promotion. The differences across rural and urban BoP markets are highlighted for each proposition. Understanding differences between rural and urban BoP retailers can help make crucial new product introduction decisions. Considering endogenous and exogenous factors that influence retailer acceptance decisions will make product introduction decisions successful.

4. **Mukherjee, S**, Mahakud, J.(2012) "Historical Market-to-Book Ratio and Corporate Capital Structure: Evidence from

India", *Global Business Review*, Vol.13, No. 2, pg-339-350

This paper tries to identify the nature of historical market-to-book ratio, that is, 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. We also find that Indian manufacturing companies do have a target capital structure and the speed of adjustment to this target capital structure has been around 40 per cent, but the historical market-to-book ratio does not have a significant impact on the speed of adjustment.

5. **Choudhari, S**, Adil, G.K & Ananthakumar, U (2012) "Configuration of manufacturing strategy decision areas in line production system: five case studies", *International Journal of Advance Manufacturing Technology*, Vol. 64, No..1-4, pg-459-474.

The objective of this research is to study the configuration of decisions in manufacturing decision areas for a line production system. A case study approach is used by analyzing the decision choices selected by five case companies that satisfy characteristics of line production system. The paper identifies decision choices specific to line shop as well as decisions that are influenced by non-process specific factors such as competitive priorities (order winner), strategic orientation of manufacturing (stages in H-W model), top management decisions, and size of the company. Findings on several decision choices are new to manufacturing literature. These research findings should be helpful to practitioners and researchers.

6. **Mukherjee, S**, Mahakud, J.(2012) "Impact of Macroeconomic Condition on Financial Leverage - Evidence from Indian Firms", *Journal of Management Research*, Vol.12, No. 3, pg-128-140.

The objective of this paper is to investigate the role of economic condition on determination of financial leverage and the adjustment speed to target leverage for the Indian manufacturing companies. Using the pooled data and the generalized method of moments estimation techniques, we find the evidence that for the Indian firms, macroeconomic condition plays an important role for determination of financial leverage, all the firms do have the target leverage ratio across macroeconomic conditions and the adjustment speed to target leverage has been pro-cyclical. We also find that financing behavior of the companies is different in good and bad economic conditions for both book and market leverage ratios.

7. **Mukherjee, S**, Mahakud, J (2012), "Are Trade-off and Pecking order Theories of Capital Structure Mutually Exclusive : Evidence from Indian Manufacturing Companies", *Journal of Management Research*, Vol.12, No. 1, pg-41-55.

The objective of the paper is to find out whether the trade-off and pecking order theories are mutually exclusive or complimentary to each other in determining the optimal capital structure of the Indian manufacturing companies during the period 1993-94 to 2007-08. We find that the trade-off and pecking order theories are complimentary to each other to

determine the capital structure and therefore, companies' financing behavior is best explained by the modified pecking order theory. We also find that Indian manufacturing companies do have target leverage ratios and the adjustment speed towards the target has been around 40 percent.

James P. S., Thomas, A. K (2012), "Surrogate Buyers in Corporate Buying of Luxury Hotel Rooms", *European Journal of Business and Management*, Vol. 4, No. 12, pg-20-24.

Hotel industry is a significant stakeholder in the Indian tourism sector. According to Knight Frank research, 2008 Indian hotel industry is currently adding about 42,022 five and four star category rooms in the major cities. Hotel demand has grown much faster than supply, but the need to market the hotels, optimally remains. The persons who handle the travel arrangements for corporate houses are not buying the hotel services for their own personal use. This is the reason why, they can be termed as surrogate buyers. An identification of the how these surrogate buyers contribute to sales of luxury hotels, is what the researchers are trying to establish through this research. A study of a stratified sample of Sales Managers of all the hotels which fall into the luxury category of hotels in the city of Kochi, Kerala is undertaken during the first quarter of 2012, using the tools like a questionnaire and personal interview of Sales managers of these hotels. Thus the observations were arrived at. Hotel managers have to recognize this fact and should try to pamper these surrogate buyers by creation of business relationships. Also we would like to argue that that out of all the room business received from corporate, almost all (up to 95%) are routed through these surrogate buyers and they are definitely a business source. Managing them can surely bring additional business for any luxury hotel.

Dey, K, Sivakumar A (2012- 13), "Do Futures Benefit Indian Coffee Producers?", *International Journal of Economic Policy in Emerging Economies*, Vol. 5, No. 4, pg-318 – 341

Coffee futures market needs to be efficient to benefit the producers. This paper explores whether this market provides the environment of hedging. In addition, 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. We use modified Pantula principle in testing co-integration and perform weak exogeneity test to draw better inferences on efficiency. 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. The paper establishes that coffee futures market does not satisfy the criteria of hedging and spot markets are efficient compared to the futures.

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

This paper is an attempt to examine the reliability and usefulness of ex ante measures of portfolio formulation 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 reference to S&P500 CNX NIFTY index, wherein the

selection of the 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. A comprehensive analysis of each individual stock, portfolio, and index is presented with respect to their annualized returns, annualized standard deviations, betas, residual variances or deviations. This study provides a basis for a large section of investors, especially retail investors, for analyzing, selecting, and evaluating their portfolios as an index tracker onto some specific reference point.

Aithal, S, Bhat, P. V, Sudhakara G. "Data Communication in Mobile Wireless Sensor Networks", *International Journal of Computer Applications*, Vol. 56, No. 17, pg-34-41

A Mobile Wireless Sensor Network (M-WSN) derives its name by considering either mobile sink or mobile sensor nodes within the Wireless Sensor Network (WSN). As the sensor nodes are energy constrained, energy efficiency is the main aspect to be considered in any applications. By considering mobile sensor nodes in WSN, we can have better energy efficiency, improved coverage, and enhanced target tracking in Wireless Sensor Network. Due to mobility of nodes, a mobile WSN has dynamic topology. For all data gathering applications, the topology of mobile WSN depends on either the path of mobile sink or position of mobile nodes. Hence whole WSN topology keeps on changing as either sink is mobile or sensor nodes are mobile. That is, we have dynamic topology. Depending on application scenario, we may use a mobile sink to collect information from a static WSN or a dynamic WSN. In general static WSN uses multihops for data communication from sensor node to sink. Hence sensor node closer to sink is always in use and its energy gets exhausted quickly, thereby it dies down first, breaking link to sink and whole network collapses. This is one of the serious problems to be considered. Mobile WSN is one of approach that can increase life time of network because nodes close sink keeps on changing so that no particular node will be always close to sink. It is also possible by controlled mobility of nodes, all nodes in turn can take role of being close to sink and provide necessary services. Also by providing mobility to nodes in controlled manner it also possible to reduce number of hops to sink from a node, there by errors in communication gets reduced. In this article we consider two general application areas, studying the conditions of disastrous area where in static sensor nodes are deployed in disastrous area and a mobile sink agent which is outside the boundary moves around predefined path to gather information's of disastrous area, a battle field where in two way data communication between captain and soldiers is required where both captain and soldiers may have low mobility. The networking required in both cases is mobile WSN. We propose proper architecture and data communication in these contexts.

Aithal, S, Bhat, P. V., Sudhakara G "Integrating TOPSIS and AHP into GORE Decision Support System", *International Journal of Computer Applications*, Vol. 56, No. 17, pg-46-53

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. The output of AHP is used as input to Technique for Order of Preference by

Similarity to Ideal Solution (TOPSIS) which produces a metric which decides the best alternative among the candidates.

Sivakumar A, Dey, K "Do Futures Benefit Indian Coffee Producers?", International Journal of Economic Policy in Emerging Economies, Vol. 30, No. 40, pg-1-24.

Coffee futures market needs to be efficient to benefit the producers. This paper explores whether this market provides the environment of hedging. In addition, 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. We use modified Pantula principle in testing co-integration and perform weak exogeneity test to draw better inferences on efficiency. 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. The paper establishes that coffee futures market does not satisfy the criteria of hedging and spot markets are efficient compared to the futures.

James P. S, Thomas A. K, "Responsible & Sustainable Green Business Practices: An Empirical Case Study on Successful Luxury Resort", Asia Pacific Journal of Management and Entrepreneurship, Vol 1, No. 3, pg-330-348.

Case Publications

1. **Kumar, A. J & Sivakumar A.,** (March 2013) "Primacy: Global Design from India? Ivey Publishing.
2. **Vishwanath S R** (2012) "Hindustan Unilever Ltd", Vol. 16, issue 2, 269–287 (2012), Asian Case Research Journal.
3. **Khandelwal, P** & Naqvi, S.R (2013) "Mehta Soya : A promotional Conundrum", Vikalpa, Vol 38, No.1, pg-91-99.

Other Published Articles

1. **Dey, K** (2012) "Does corporate governance cramp banking sector?", UPKRAM, Vol. 10, Issue 38, P 41-43.
2. **Ramanacharyulu A.V.** "Where are our PSU's headed?", UPKRAM, Vol. 10, Issue 38, P 41-43,.
3. **Sarma S.K,** Review of the book- "The Institutional Logic Perspective: A New Approach to Culture, Structure and Process, Organization Studies", Vol. 34, Issue 1, p 133-136.
4. **Velure, R.K** (2012) Review of the book- "I too Had a Dream, The Network : Dr. V Kurien, Commemorative Issue", 12/1/2012
5. **Parameswaran, S.K** " Pros and Cons of investing through indirect intermediaries", The Financial Express, 02 November 2012
6. **Parameswaran, S.K,** "What would happen if we didn't have secondary markets", The Financial Express, 05 October 2012
7. **Parameswaran, S.K** " Why eurobonds are so popular across the world", The Financial Express, 06 November 2012
8. **Parameswaran, S.K** "Brokerage deregulation and illusory savings", The Financial Express, 07 August 2012
9. **Parameswaran, S. K** " All you wanted to know about buy-side and sell-side traders" The Indian Express, 07 September 2012
10. **Parameswaran, S.K** "How risk perception, interest rates affect option premium", The Financial Express, 08 March 2013

Traditionally, when anyone from the business community talks "Green", all the ears receive attention. Maybe this is because of the 'fad' value or maybe people think that, they are hearing something which they do not hear usually. Most often, for the sake of corporate social responsibility (CSR), cheap public relations or publicity and due to 'fad' factor, hospitality service providers, in Kerala, talk "Green". They do not do much practically. This study searches for green practices adopted by resorts, which are run by big corporate houses and whose resorts are classified as luxury hotels in Kumarakom, Kerala. The study follows a case study approach, where each resort is appraised, on the best practices, they claim to follow. The observations after this careful study are captured. The researchers have undertaken on site visits and studies of all the 5 resorts, that fall the category of luxury resorts and an attempt is made to collate the best practices of these resorts. The questions that were kept in mind in the interactions with the managers were based on the best environmental practices they claim to do. An audit was done on these practices, that they described added significant value to their customers. The researcher believes that if such practices can be adopted, the guests would recommend these resorts to their friends and relatives, who would travel to Kumarakom. This would definitely work in favor of bettering the revenues of these resorts.

Awards and Recognition

Vishwanath S R has been appointed as editor of Emerald Emerging Markets Case Studies, UK

Conference Presentations

1. Kumar, A. J, (2012), "Staff scheduling for Service Support: A Simulation - Based Study", 16th Annual Conference of the Society of Operations Management, IIT Delhi.
2. Chatterjee, D (2013), "Identifying Research gap using morphology: a study on MCDM involving AHP", 10th AIMS International Conference on Management, IIM Bangalore.
3. Chatterjee, D, P. S. James (2012), "Calibrating Managerial effectiveness: an empirical study", FOBE 2012, IMT Gaziabad.
4. Kidiyoor, G.H, Srivatsa H. S., (2012), "Using TAM to study adoption of adult diapers", NASMEI Conference, Great Lakes Institute of Management ,Chennai
5. James P.S,(2012) Path Dependence of Innovative Organisations and the role of Transformational leadership, 12th International HRM Conference, MDI
6. James P.S., Kunnath,F, (2013) Leadership challenge of Jose - Case, SDSB-AJMC 2nd International case Conference, Lahore University, Lahore
7. Subramanian, K, (2013) Use of social media technology in developing employee innovation networks in knowledge industries - A conceptual View, International Research Conference -2013, Jamnalal Bajaj Institute of Mgmt Studies
8. Dey, K, Sivakumar A, Maitra, D,(2012) Is India's Rubber Futures Efficient and Dependent on Asian Markets? India Finance Conference 2012, IIM Calcutta
9. Shah, V.R,(2012) Conversion of plastic waste into more useful products- Need for a direct tax support policy in India, International Conference on Inclusive and Sustainable Growth (BAIF Conference), IMT Nagpur
10. Shah, R.V,(2012), Income tax incentives and plastic waste-to-energy converters, Yale-Great Lakes Research Conference, Great Lakes Institute of Management, Chennai
11. Velure, R.K,(2013) Relationship between Customer Contact and Process design in Healthcare, 10th AIMS International Conference on Management, IIM Bangalore
12. Srikanth P,(2013) Awareness of Credit Rating among Indian Investors, 10th AIMS International Conference on Management, Ja 6 - 9, 2013 at IIM Bangalore
13. Kumar,S, Mukherjee,S, (2012), A Logistic Conundrum, International Case Study Conference (ICSC) 2012, IBS Hyderabad, India
14. Rao, V.A.S. (2012), Opportunity Recognition and venture selection: A study of small Enterprises in Karnataka, ELLTA Conference 2012, Langkawi, Malaysia
15. Madhavan, V, Nair, U, (2013) Bookmarking the Doctor: Social Media Usage amongst Doctors & Consumers for Health Care, IIM Bangalore
16. Madhavan, V,(2012), The Unethical in Marketing Practice: Perceptions of Post Graduate Students in India, NASMEI Conference, Great Lakes Institute of Management
17. Vishwanath S. R, Singh,K, Haldipur, R (2012) Financing Strategy at Tata Steel, North American Case Research Association Annual Meeting, Boston, USA
18. Bhat,V.N, Biswal,P, (2012) Voluntary conversions of FCCBS, International Conference on Banking and Finance (ICBF) , IMI, Delhi
19. Bhat,V.N, Biswal,P (2012) What Ails conversions of Indian FCCBS? 7th International Research Conference, Great Lakes Institute of Management
20. Vijaya V, Velure,R.K, Singh,P, (2012) Career Timetabling - A Relevant Concept in Career Development, XXII Annual Convention of the National Academy of Psychology (NAOP) India 2012 ,Christ University, Bangalore
21. Vishwanath S. R. (2012), "The Value of unaffiliated Analyst Recommendations before the IPO: Evidence from Indian IPOs", International Conference on Banking and Finance (ICBF), T. A. Pai Management Institute, Manipal

Working Papers and Cases

1. Chatterjee, D TAPMI WORKING PAPER SERIES NO.2012-13-03, "A study on the evaluation of technical institutions using AHP".
2. Chatterjee, D & James P.S. TAPMI WORKING PAPER SERIES NO.2012-13-04, "Calibrating Managerial Effectiveness - an Empirical Study".
3. Mukherjee, K, TAPMI WORKING PAPER SERIES NO.2012-13-05, "Assessment of Impact of Socio-demographic and Personal Factors on Tradeoff Made by People Due to Financial Stress from Medical Care in the USA"
4. Shah,V.R, TAPMI WORKING PAPER SERIES NO.2012-13-06, "Direct tax support and Plastic waste-to-energy converters".
5. Mukherjee, S, Kumar S, Durga Prasad, M , TAPMI WORKING CASE SERIES NO.2012-13-01, "A Logistics Conundrum"

Research Seminars

1. **Prof. Rajiv V Shah** "Exploring the need for tax policy support for plastic waste-to-fuel converters in India" on 17 October 2012
2. **Prof. Rishi Kesavaram Velure** "How Customer Contact influences process design: an Empirical Study "on 31 October 2012
3. **Prof. Vishwanath S. R.** "Financing Strategy at Tata Steel" on 07 November 2012
4. **Prof. Vijaya.V,** C.S. Mahind & Mamatha Srirama "Knowledge networks at work" on 14 November 2012
5. **Prof. Siva Kumar A,** presented a research seminar titled "Writing Anxiety & Business School Admission" on 21 November 2012
6. **Prof. Sulagna Mukherjee,** Prof Sudeep Kumar S, Prof. M. Durga Prasad "A Logistic Conundrum - Working case" on 28 November 2012
7. **Prof. Sanjay C. Choudhari,** "Optimization of Logistics Plan for Road Construction Project" on 05 December 2012
8. **Prof. Ramanacharyulu A.V.,** "Kudremukh Iron Ore Corporation Ltd (KIOCL) - Do Enterprises have an Afterlife?" on 12 December 2012

9. **Prof. Vinod Madhavan**, "The Unethical in Marketing Practice: Perceptions of Postgraduate Students in India" on 19 December 2012
10. **Prof. James P.S. and Prof. Debmallya Chatterjee** "Calibrating managerial effectiveness - an empirical study" on 26 December 2012
11. **Prof. Madhu Veeraraghavan** "National Culture and Corporate Cash Holdings around the World" on 02 January 2013
12. **Prof. Vijaya Bhaskar Marisetty** "Market Imperfections and Regulatory Intervention: the Case of Insider Trading Regulation in the Indian Stock Market" on 09 January 2013
13. **Prof. Animesh Bahadur** "Contemporary Masculinities in India: Review of Existing Literature" on 16 January 2013
14. **Prof. Kushankur Dey** "Price Discovery in India's Commodity Futures Market" on 23 January 2013
15. **Prof. Srivatsa H.S & Prof. Gururaj H. Kidiyoor** "Using TAM to study adoption of adult diapers", on 30 January 2013
16. **Prof. Mohan Kumar** "Alcohol Dependence and De-addiction initiatives: a study using Grounded Theory Method" on 06 February 2013
17. **Prof. Ajith Kumar J** "Personnel scheduling in a service center with flexible demand having multiple priorities" on 13 February 2013
18. **Mr. Raspal Singh and Mr. Sidharth Panigrahi** "Managing Talent Mobility: A study of perspective of Indian Employees" on 15 February 2013.
19. **Prof. Kedareshwaran Subramanian** "Use of social media technology in developing employee innovation networks in knowledge industries: A conceptual view" on 20 February 2013
20. **Prof. H S Srivatsa** "Popular Tiffin Rooms" on 06 March 2013
21. **Prof. Sulagna Mukherjee** "Impact of Macro-economic Condition on Financial Leverage - Evidence from Indian Firms", on 27 March 2013

Events organized by TAPMI

RESEARCH METHODOLOGY IN MANAGEMENT: AN INTRODUCTION

Jan 17- 19, 2013

The FDP on "Research Methodology in Management: An Introduction" was organised in the TAPMI campus from 17-19th January 2013 by TAPMI's Research Promotion Committee. The workshop covered various topics ranging from definition of research, literature review and research



design. It was primarily meant for early stage researchers, including those who have just started their doctoral work or are planning to do the same. The sessions of the FDP were conducted by various faculty members of TAPMI excepting one session which was conducted by Prof. Sundar Sarukkai from Manipal University. This session was on the art of writing and publishing. The FDP was coordinated jointly by Prof. Sanjay Choudhari and Prof. Sulagna Mukherjee.

The topics covered on the first day were Introduction to Research by Prof. Ajith Kumar, Literature Review by Prof. Animesh Bahadur and Prof. Sanjay Choudhari. The last session of the day was on Research Design taken by Prof. Sulagna Mukherjee and Prof. Sushanta Sarma. The second day began with a session on Psychometry and Scale Development by Prof. Vijaya. The second session of the day was taken by Prof. Kumar Mukherjee who discussed about Sampling. The first session in the post lunch was taken up by Prof. Animesh Bahadur. He discussed the topic of Interview method with the participants. The last session of the day was on case study method. Prof. Sanjay Choudhari handled the same. The third day started with

Prof. Sundar Sarukkai session followed by a session on Sampling again by Prof. Kumar Mukherjee. The first session post lunch was taken by Prof. Siva Kumar. He discussed with the participants about the method which should be adopted in order to develop a formal research proposal. The

last session of the workshop was devoted to the participant's presentation. Four participants presented their research ideas and received feedback from the audience. The concluding session of the workshop was valedictory and the feedback collection from the participants. Prof. Ajith distributed the certificates to all the participants. The overall feedback was very good and the participants were very happy in the way the workshop was organised. They requested the organising team to have more such FDPs in future.

In all there were 20 participants from various parts of Karnataka and Hyderabad which included faculty members, research scholars, industry person and students. In addition to these, there were four faculty members from TAPMI, namely Prof. Aparna Bhat, Prof. Kedareshwaran S, Prof. Sudeep Kumar and Prof. Vinod Mahadevan who also participated in the workshop as participants. There were some faculty members who were only present for some sessions. Lunch and tea was provided during the three days of the session. Apart from this the study material which comprised of the articles given by various faculty members were also given to the participants.



Research Promotion Committee

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