



XLRI Jamshedpur
School of Business & Human Resources

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Chairperson
(FPM & Research)
E S Srinivas
srinivas@xlri.ac.in



B Jagan Rao
bjaganrao@xlri.ac.in



Editor
Niharika Rai
p04f66@astra.xlri.ac.in

Dear Reader,

We bring you the fourth issue of XLRI Research Newsletter, a quarterly brief on the research output of faculty and doctoral students at XLRI, Jamshedpur.

The present issue has abstracts from 2 books, 9 papers/articles presentation from 9 faculty members and 1 doctoral student. Hope this effort helps the members of the research community to interact with each other in their interest areas and share and further develop the existing knowledge base.

We will appreciate the suggestions from the readers so that we can enhance the quality of the news letter to serve its purpose.

B Jagan Rao

XLRI Research Newsletter
<http://www.xlri.ac.in/research/>



Xenitis Group of Companies



Soumendra N Bagchi
s_bagchi@xlri.ac.in

Abstract: The Xenitis Group of Companies emerged as a significant player in the personal computer (PC) market in the Indian subcontinent after the introduction of its Aamar PC, priced below Rs.10,000. Starting as a trading company and then launching its own desktop, Xenitis had seen its annual turnover grow from Rs.20 million to excess of Rs.1,780 million. Buoyed by its success in the Indian market, Xenitis planned to expand in international markets, targeting an annual turnover of Rs.50,000 million by year 2010. The entry of new players, offering low-priced PCs with similar configurations, in both Indian and international markets posed a serious challenge to Xenitis. The launch of sub-Rs.15,000 PCs with credit facility offered by financing companies also posed a threat to Xenitis, as consumers could now opt for higher-end PCs from better-known manufacturers.

Key Words: Low-cost computers • strategic partnerships • organizational growth • competition.

Bagchi, S. N., 2006. "Xenitis Group of Companies", Asian Journal of Management Cases, (November) vol.3, no. 2, pp.127-151.

Students' Perception of Quality of Management Institutions: Findings from a Preliminary Survey

V. Bangyoadhyaya

A. K. Pani
akpani@xlri.ac.in



Abstract: Since 1990s, growing globalization of economy, unprecedented boom in private sector and entry of global and transactions companies has increased the job prospects of management graduates in highly paying jobs. The interest of the corporate and students have resulted in dramatic increase in the number of institutions offering postgraduate courses in management in India.

Key Words: Educational quality, exploratory research, focus group discussion, survey instrument, pilot study.

Bangyoadhyaya, V. and Pani A. K., 2006. "Students' Perception of Quality of Management Institutions: Findings from a Preliminary Survey", CJMR, July-December, pp.3-15.

The Value of Information in a Capacitated Supply Chain



Bhaswar Choudhury
bhaswar@xlri.ac.in

Abstract: The study is to understand the effect of end item demand variability, production flexibility, inventory characteristics, and the number of retailers, and the impact of information sharing between channel members in a capacitated supply chain. Discrete event simulation is carried out to determine the impact of the above mentioned factors in a supply chain under different information sharing strategies. The simulation facilitates in capturing the dynamic and stochastic complexity of the supply chain system. Two-level



supply chain with one supplier having a capacity constraint and N identical retailers experiencing stationary and stochastic demand was build on a General Purpose Simulation Software. Optimum value of decision variables for various information scenarios is determined by multiple simulation runs and the response surface methodology technique.

Key Words: Capacitated Supply Chain; Information Sharing; Simulation Analysis

Choudhury, B. 2006. "The Value of Information in a Capacitated Supply Chain", presented in the *Fourth Annual International Symposium on Supply Chain Management, Toronto, Ontario*. The conference was jointly organized by McMaster eBusiness Research Center (MeRC), Purchasing Management Association of Canada (PMAC) and Ontario Research Network in Electronic Commerce (ORNEC), October 3-6.

Stochastic Dominance and Analysis of ODI Batting Performance: The Indian Cricket Team, 1989-2005



Uday Damodaran
uday@xlri.ac.in

Abstract: Relative to other team games, the contribution of individual team members to the overall team performance is more easily quantifiable in cricket. Viewing players as securities and the team as a portfolio, cricket thus lends itself better to the use of analytical methods usually employed in the analysis of securities and portfolios. This paper demonstrates the use of stochastic dominance rules, normally used in investment management, to analyze the One Day International (ODI) batting performance of Indian cricketers. The data used span the years 1989 to 2005.

In dealing with cricketing data the existence of 'not out' scores poses a problem while processing the data. In this paper, using a Bayesian approach, the 'not-out' scores are first replaced with a conditional average. The conditional average that is used represents an estimate of the score that the player would have gone on to score, if the 'not out' innings had been completed.

The data thus treated are then used in the stochastic dominance analysis. To use stochastic dominance rules we need to characterize the 'utility' of a batsman. The first derivative of the utility function, with respect to runs scored, of an ODI batsman can safely be assumed to be positive (more runs scored are preferred to less). However, the second derivative need not be negative (no diminishing marginal utility for runs scored). This means that we cannot clearly specify whether the value attached to an additional run scored is lesser at higher levels of scores. Because of this, only first-order stochastic dominance is used to analyze the performance of the players under consideration. While this has its limitation (specifically, we cannot arrive at a complete utility value for each batsman), the approach does well in describing player performance. Moreover, the results have intuitive appeal.

Key Words: Bayesian, Utility Function, Portfolio, Batting Average, Conditional Average, Geometric Distribution.

Damodaran, U. 2006. "Stochastic Dominance and Analysis of ODI Batting Performance: The Indian Cricket Team, 1989-2005", proceedings at The Eighth Australasian Conference on Mathematics and Computers in Sport, Coolangatta, Queensland, Australia, July 3-5, pp.73-80.



Understanding Industry Dynamics and Scenario Prediction in an Emerging Environment: Convergence of Media & Telecom

Jackson Fernandez
b05021@astra.xlri.ac.in



Ram Kumar Kakani
ram.kakani@spjain.org

Abstract: Analyzing the future path of a small uncertain industry is fraught with risk. We decided to do that. Mobile Value Added Services (VAS) is a rising star in the fast growing wireless business. The growth of this market has attracted a wide category of entities right from wireless operators to handset manufacturers to content developers to gaming enterprises. In this paper, we attempt at understanding the strategic dynamics of the evolving environment within which the Indian players are operating, the challenges and structure of the same. We also attempt to gain insights from China, which has a relatively mature VAS market. While the value chain of the industry is complicated yet one can observe the bipolar nature of bargaining powers between network operators and content aggregators. We observe the critical role of regulator in bringing the benefits of technology to the society. Though, the study is restricted to the telecom sector in India, the learning's are applicable to other similar emerging sectors and countries. We end by summing up – "The wired entertainment is dead; long live the wires, Welcome mobile entertainment".

Key Words: Business Model, China, Convergence, India, Industry Dynamics, Media, Mobile, Scenario Planning, Technology, and Telecom Sector.

Fernandez, J. and Kakani, R. K., 2006. "Understanding Industry Dynamics and Scenario Prediction in an Emerging Environment: Convergence of Media & Telecom", SSRN, December.



Accounting for Managers

S Jayapandian
jayapandian@xlri.ac.in

Abstract: The book intends to quench the thirst of professionals, academicians, managers and students involved in unraveling the mysteries of accounting information as the basis for decision-making. All managerial decisions are taken either to reduce cost or to increase benefit. Readers would be clear as to why a particular aspect is cost or benefit. Concepts are explained first from the angle why and then how to use them. As the coverage has depth and breadth, professional students could get answers to many questions that were plaguing their mind for long.

it is a reference book and could be used for postgraduation courses in management studies and in management accounting courses

Jayapandian, S. 2006 "Accounting for Managers", Anne Books India, pp.566



Modified TVA-based Performance Evaluation

Pitabas Mohanty
pitabasm@xlri.ac.in

Abstract: With the increasing popularity of value-based management systems, companies have started aligning management compensation with shareholders' wealth. A survey by Hewitt Associates shows that 85% of the companies in the West have variable pay schemes¹. The variable pay is related to the performance of the management. The Economic Value Added (EVA)-based compensation system is one of the most popular variable compensation systems being used in the corporate world. Popularized by Stern Stewart and Company during the 1980s, EVA is widely accepted as a measure of corporate performance. Though it has gained popularity only recently, as a measure of corporate performance it is centuries old. For years, economists have been arguing that a firm earns true profit only if it earns more than the investors expect. And EVA is just another name for this economic profit.

Mohanty, P., 2006. "Modified TVA-based Performance Evaluation", IIMB Management Review, vol.18, no.3 (September).



Whispers of the Devil in an Angel

K Srinivas Rao
sri.k261@gmail.com

Abstract: The general perception of a manager who initiates change is that of a "Devil" (Here the term "Devil" refers to someone who is not welcome) because every change moves us away from our comfort zones into unknown territories, which is usually not welcomed.

Gradually during the change exercise, we realize how critical and important it was to change and without the same our very existence would have been in question. At this juncture we start crediting the "Devil" (change manager) for the good work and the perception alters to that of an "Angel".

"Whispers of the Devil in an Angel" walks you through the Challenges & Complexities of Change Management and Merger Integration. This book provides a working definition of the various strategies, tools and processes which any manager responsible for change management / merger integration can easily use to derive desired results with minimum chaos and damage.

Rao, K. S., 2006. "Whispers of the Devil in an Angel", B S Publications, Hyderabad, pp.460.



Niti Singh
niti.singh@gmail.com

Impact of Leader Self-Sacrifice and Altruism on Transformational Leadership, Collective Identity and Performance

Venkat R Krishnan
venkat@xlri.ac.in



Abstract: This paper attempts to arrive at the roots of process variables that give rise to perceptions of transformational leadership by distinguishing between self-sacrifice and altruism, and shows how they differentially affect transformational leadership. Results from a cross-sectional survey involving working managers (n = 127) and a scenario experiment (n = 161) done with business students, yielded consistent evidence that altruism is a better predictor of transformational leadership than self-sacrifice. The hypothesis that self-sacrifice would enhance the effect of altruism on transformational leadership did not obtain support. Findings also showed that transformational leadership leads to followers' enhanced perception of collective identity and performance. Implications of the results are discussed and future directions for research are proposed.

Singh, N., & Krishnan, V. R. (2006, August). "Impact of Leader Self-Sacrifice and Altruism on Transformational Leadership, Collective Identity and Performance." Paper presented at the annual meeting of the Academy of Management, Atlanta, U.S.A.



Exploring Relationship of Positive Psychology Variables with Employee Performance in India: A Preliminary Report

E S Srinivas
srinivas@xlri.ac.in

Abstract: This paper reports the preliminary findings of two studies designed to empirically test whether positive psychology constructs can be used to predict employee performance, attitudes and OCB. This paper is a preliminary report of a larger study. The paper examined the correlates of positive psychology dispositions based on data obtained from employees working in organizations located in India. Study 1 (n=94) revealed that hope and optimism were negatively related to intention to quit, resistance to change, and organizational cynicism; and positively related to affective commitment, job satisfaction, perceived organizational support, and boss ratings of task performance. Study 2 replicated and extended these findings in a larger and more diverse sample (n=286) and included citizenship behavior ratings by boss, and self ratings of gratitude, resilience, and subjective well being. All the positive psychology constructs were positively related to affective commitment, job satisfaction, and boss ratings of task performance, organizational citizenship behavior (OCB-I and OCB-O). Results are discussed and limitations of the study identified.

Srinivas, E. S., 2006, "Exploring Relationship of Positive Psychology Variables with Employee Performance in India: A Preliminary Report", paper presented at the Gallup Leadership Institute Summit 2006, Washington D.C. (USA), October 7-9.



An Examination of Transformational and Transactional Leadership: A Study of Dimensions and Outcomes in Indian Context

E. S. Srinivas
srinivas@xlri.ac.in

G. A. Kumar

E. Vikramaditya

Abstract: This study examined outcomes of transformational and transactional leadership in the Indian context. Using data from a sample of 285 managers from a large private sector organization, the study examined: (i) the dimensionality of transformational and transactional leadership; (ii) the role of these leadership variables in explaining the select outcome variables in the Indian context. Transformational leadership and the five dimensions of it were positively related to extra effort of the follower, effectiveness of leader rated by follower, follower satisfaction with leader, organizational commitment of the follower, and negative relationship with turnover intention (intention to quit) of follower. The results of the study supported the hypotheses generated based on review of literature. Results of hierarchical regression analysis revealed that when the transformational leadership was added as predictor to the transactional leadership, significant proportions of additional variance was accounted for in three outcome variables. The study also examined the dimensionality of transformational and transactional leadership scales; the results suggest that the two-factor Active-Passive model may be more suitable. This study provides an empirical support to the transformational and transactional leadership model in the Indian context.

Srinivas, E. S., Kumar, G. A., and Vikramaditya, E., 2006. "An Examination of Transformational and Transactional Leadership: A Study of Dimensions and Outcomes in Indian Context", Management and Labour Studies, XLRI Jamshedpur, vol.31, no.3, pp.208-227.
