



**XLRI** Jamshedpur  
School of Management

## Research Newsletter

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### From the Desk of Chairperson (FPM & Research)



**Chairperson**  
(FPM & Research)  
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It is my privilege to introduce to you the first issue of XLRI Research Newsletter, a quarterly brief on the research output of faculty and doctoral students of XLRI Jamshedpur. I am sure this will help enhance the effective sharing of research work and interests among researchers across various institutions.

The existing body of knowledge can develop and contribute to the functioning of organizations and societies most effectively when researchers build on each other's work rather than reinvent the wheel every time. The various academic conferences are perhaps designed to primarily address this objective. This newsletter is also a step in that direction. This could hopefully also be a stepping stone towards evolving such a common newsletter or journal of abstracts among a group of similar institutions together.



**FPM Officer**  
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This newsletter is part of a series of steps taken by XLRI to further its mission regarding stressing research, innovation, and knowledge creation. Besides providing financial support for research projects and funding of travel for presenting papers at conferences in India and abroad to faculty members, the institute has introduced a measure for visible recognition of publications. The doctoral (fellow) program package has also been redesigned to attract quality students, providing direct financial support of up to Rs. 9.1 lakhs per FPM student. A new executive doctoral program has been started to cater to the scholarly needs of working business executives who already have a full-time MBA and three years of work experience.



**Editor**  
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This being the first issue of the newsletter, it contains abstracts of articles/books published and papers presented by XLRI faculty and doctoral students during the entire 2005 till now. Abstracts of 27 pieces of writing of 12 faculty members and 2 doctoral students are included in this issue.



**Information Sharing through Web: Research Issues in e- Procurement**



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Over the last couple of years, e-Procurement has received tremendous attention from researchers and practitioners alike. However research on e-Procurement is still scarce and scattered. This paper looks into prior research on inter-organizational information systems, electronic data interchange and procurement to develop a research framework and identify research issues in e-Procurement. It is argued that supply market characteristics and product characteristics can explain emergence of various types of e-Procurement model. Further these e-Procurement models have different impact on inter-organizational relationship and value generated. However these impacts are moderated by adoption and implementation risks.

Agrahari, A. & Pani, A.K. 2005, "Information Sharing through Web: Research Issues in e-Procurement.", proceedings of *ISOneWorld Conference*, Las Vegas.



**On e-Market Typology: Empirical Evidences from Indian Steel Industry**



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e-Markets are assumed to hold a lot of promises for organizations across the world, still organizations have taken a very conservative approach towards e-Markets adoption. e-Market evolution has resulted in emergence of various models, which varies on the basis of ownership pattern and bidding v/s tender process. This study looks into various e-Market models that have evolved in Indian steel industry. These e-Markets differ on various product and supply market characteristics. Further we have also looked into, if these e-Markets differ in terms of their impact on inventory cost, price and order frequency.

Agrahari, A. & Pani, A.K. 2005, "On e-Market Typology: Empirical Evidences from Indian Steel Industry", proceedings of *ISOneWorld Conference*, Las Vegas.



**Evaluating The Impact of e-Markets on Inter-organizational Relationship Quality: Empirical Evidences from Indian Steel Industry**



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Research to understand the impact of inter-organizational information systems (IOIS) on inter-organizational relationship (IOR) is not new. For over a decade it has attracted attention of researchers and practitioners alike. However unlike its predecessor internet based e-Markets are much more pervasive and inexpensive, hence it is even more capable of changing the relationship structure. In this study we will use the concept of relationship quality to understand the impact of e-Markets on inter-organizational relationship. We have identified three different e-Market models in Indian steel industry. They are consortium sponsored e-Markets, internal e-Bidding and e-Negotiation. We would find how these models differ in the way and extend to which they affect inter-organizational relationship quality. Most research works in this area are based on focal firm's perspective. Suppliers' perspective has



hardly been studied. In this study we will study both buyers and suppliers perspectives. This will enable us to understand how suppliers are getting benefited from e-Markets.

Agrahari, A. & Pani, A.K. 2005, "Evaluating The Impact of E-Markets on Inter-organizational Relationship Quality: Empirical Evidences from Indian Steel Industry", proceedings of *International Academy of e-Business Annual Conference*, San Francisco.

### Supplier Evaluation and Selection Using Fuzzy Bag Clustering



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Supplier evaluation and selection is a complex process, which involves consideration of a variety of attributes such as price, quality, delivery schedule, ease etc. It becomes more difficult in the electronic environment since number of participants become very large. Agent based negotiation support systems offer a viable solution to this problem. However these agents need to know the attributes' weight before starting the evaluation and selection process. A fuzzy bag clustering algorithm is proposed for supplier evaluation and selection, with weights decided endogenously. Hence there is no need to know the weights a priori. This algorithm can also handle attributes value derived from multiple information sources, a feature which is not available in existing multi attribute negotiation support systems. Using this algorithm an agent based negotiation support systems can be developed.

Agrahari, A.; Pani, A.K. & De, S.K. 2005, "Supplier Evaluation and Selection Using Fuzzy Bag Clustering", proceedings of *International Academy of e-Business Annual Conference*, San Francisco.

### Rhythms of Life: Antecedents and Outcomes of Work - Family Balance in Employed Parents

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This study examined antecedents and outcomes of a fourfold work-family balance in terms of the direction of influence (work-family vs. family-work) and type of effect (conflict vs. facilitation). Respondents were full-time employed parents in India. Confirmatory factor analysis results provided evidence for the discriminant validity of M. R. Frone's (2003) fourfold taxonomy of work-family balance. Results of moderated regression analysis revealed that different processes underlie the conflict and facilitation components. Furthermore, gender had only a limited moderating influence on the relationships between the antecedents and the components of work-family balance. Last, work-family facilitation was related to the work outcomes of job satisfaction and organizational commitment.

Aryee, S.; Srinivas, E. S. & Tan, H. H. 2005, "Rhythms of Life: Antecedents and Outcomes of Work - Family Balance in Employed Parents", *Journal of Applied Psychology*, vol.90, pp.132-146.



### Reverse Auctions for Relationship Marketers

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Reverse auctions in logistics and procurement have grown dramatically since the advent of widespread Internet usage in the late 1990s. A literature review indicates that scholars and practitioners are reaching a consensus around a trade-off between the value and benefits of gaining lower prices versus losing long-term relationships with suppliers. Yet at the same time, a quiet evolution has come about in the economics and management literature, opening the way for new, more relationship-friendly auction designs. Based on this new work, a series of guidelines and principles are developed which describe how managers may collect the economic pricing advantage of reverse auctions - yet retain the long-term benefits of relationship marketing.

Daly, S. & Nath, P. 2005, "Reverse Auctions for Relationship Marketers", *Industrial Marketing Management*, vol.34 (2), pp. 157-166.

### Reverse Auctions and Buyer-Seller Relationships: A Rejoinder to Emiliani and Stec's Commentary

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In response to Emiliani and Stec's commentary, we present rebuttal to their specific points and further assessment of auctions' role in relationships. We fear the commentators represent a segment of procurement managers closed to using auctions. To help overcome their apprehension, we reemphasize statements in the original article and amplify the role of auctions by referring to the wider relationship marketing literature. The bottom line is that we still believe relational auction is not an oxymoron and our proposed design amendments can create an environment of transparency, fairness, and bilateral communication which leads to further relational strengthening.

Daly, S. & Nath, P. 2005, "Reverse Auctions and Buyer-Seller Relationships: A Rejoinder to Emiliani and Stec's Commentary", *Industrial Marketing Management*, vol.34 (2), pp. 173-176.

### Impact of Family Values and Gender on Transformational Leadership



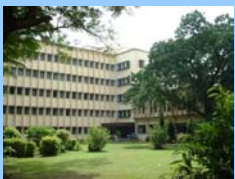
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This study looks at the relationship between family values, gender norms, and transformational leadership, using a sample of 56 manager-subordinate pairs from five organizations with headquarters in eastern India. Schwartz value survey, Bem Sex Role Inventory, and Multifactor Leadership Questionnaire were used. The findings show that managers whose parents gave importance to benevolence values would possess feminine characteristics. However, neither benevolence values nor femininity was related to transformational leadership. Nevertheless, another significant finding that emerged from this study was the positive relationship between stimulation values and transformational leadership. This indicated that parents who gave importance to stimulation values are likely to have their children becoming transformational leaders.

Ganguli, I. & Krishnan, V. R. 2005, "Impact of Family Values and Gender on Transformational Leadership", *Asia-Pacific Business Review*, 1 (1), 18-25.



### Optimum Cost Location Area Planning for Third Generation Mobiles

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In this paper, the problem of optimal cost Location Area planning with an approach useful to cellular network planners is done. The methodology adopted is quite simple and relies on certain assumptions like Random walk model of mobility pattern of mobile terminals, considering inter LA handoff to be a fair estimate of Location Update/ Registration cost. The basic scheme for LA planning with formulation of a problem for 100 cells, solution methodology invoked, simulation results and discussion on its implications are the basis of this paper. The proposal is fully compatible with existing cellular structures and requires minimal computational power.

Ghosh, K.; Sahamisra, I.; Roy, S. & Mandal, S. 2005, "Optimum Cost Location Area Planning for Third Generation Mobiles", proceedings of *IEEE International Conference on Personal Wireless Communications (ICPWC)*, pp.363-367.

### Indian Trick – Budget 2005

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As the very title of the article suggests, the author has taken certain 'tricky' issues in the Budget proposals, and has given his general views on some of them, like the economic policy, infrastructure development, direct and indirect tax proposals (including the much talked about Fringe Benefit Tax). The author then takes up for detailed discussion the proposals relevant for the SSI sector.

Gourav V. 2005, "Indian Trick – Budget 2005", *Taxman*, vol.143 part 5, pp.307-311.

### Risk Based Supervision of Banks - Framework for Risk Assessment

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With progressive deregulation and liberalization of the Indian financial sector, banks are increasingly exposed to various kinds of risk, both financial and non-financial. Efficiency of every bank depends on how effectively it is managing the risks and ensuring a competitive risk adjusted return on capital. For this, it is essential to have in place effective risk management and internal control systems, which are crucial to the conduct of banking business not only to lead the bank more profitably but also in compliance of prudential guidelines. In addition, a supervisor i.e. Reserve Bank of India (RBI) also looks upon the systems and practices in banks in assessing, managing and controlling risks through Risk Based Supervision (RBS), wherein the supervisory resources are directed towards the areas of greater risk to the supervisory objectives which aim at protecting the interest of depositors, stability of the banking system and development of banks as agents of economic growth. Under the RBS approach, the supervisory process would also seek to leverage the work done by internal auditors / inspectors in banks. In this regard, in August 2001, RBI had brought out a discussion paper on "Move Towards Risk Based Supervision of Banks" in



which five significant areas have been identified for action on the part of banks and Risk-Based Internal Audit (RBIA) system is one of them. This paper focuses discussion on RBIA.

Gourav V. 2005, "Risk Based Supervision of Banks – Framework for Risk Assessment", *The Journal of Asia Pacific Business Review*, vol.1, no.1, pp.26-33.

### Compliance Risk and Anti-Money Laundering

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Money laundering is one of the most pervasive and high-profile risks facing the banking industry today. Anti-money laundering (AML) in banking circles refers to the process by which, banks and regulators ensure that banking system is not being used for harbouring, generating, concealing or routing money used to facilitate criminal activities. AML compliance involves several complex issues and risks. What are the specific forms of risk connected to money laundering and what steps are banks taking to mitigate these risks? The answer to above questions is provided here. The key business and regulatory risk tied to money laundering is identified and some AML steps that banks can take to mitigate these risks are suggested.

Gourav V. 2005, "Compliance Risk and Anti Money Laundering", *The Chartered Accountant Today*, February 2005, pp.442-44.

### Organizational Charisma and Vision across Three Countries

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Purpose – This paper aims to examine the extent leadership charisma and vision could be discriminated by followers and how they influenced follower commitment and reported performance across three countries.

Design / methodology / approach – An instrument to identify leadership charisma and vision was developed in Singapore and validated in New Zealand and India before tests on how these leadership qualities influenced followers through Lisrel path models.

Findings – Results from the Singapore sample showed that charisma and vision were made up of two charismatic factors (social sensitivity and personality traits – persuasive) and two visionary factors (expert and analytical and visionary and futuristic). Tests across three countries showed that the two visionary factors influenced reported performance and the two charismatic factors influenced subordinate commitment. Only social sensitivity predicted both performance and commitment of subordinates.

Research limitations/implications– Future studies should include a larger sample of respondents. Cross-cultural differences in vision and charismatic qualities would have to be explicitly tested with cross-cultural variables in future studies. The performance output measure should also include objective measures of follower performance, such as revenue or cost in future studies.

Practical implications– Effective leaders should strive to have both charismatic and visionary qualities. Special attention should be paid to "socially sensitive" since it influenced both commitment and reported performance.



Originality/value – This instrument was developed and tested across three countries and therefore has some cross-cultural validity. The clear discrimination between charisma and vision is also an important development that showed the role both played in leadership influence.

Hwang, A.; Khatri, N. & Srinivas, E.S. 2005, "Organizational Charisma and Vision Across Three Countries", *Management Decision*, 43, 960-974.



**Developing Leadership in Global Era: HRD Perspectives and Initiatives**



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This book is a compilation of papers submitted and edited for the round table conference, organized by Academy of HRD, Ahmedabad (November 2004) on "Developing Leadership in Global Era: HRD Perspectives and Initiatives". The twenty-four papers in this book capture the real-time knowledge in the field of Leadership Development, and document the explorations, experiences and reflections of HRD practitioners from private, public and social sector organizations in India. The articles covered in this volume cover several relevant aspects of leadership development, such as leadership competencies for the globalized environment, interventions for leadership development, leadership for high performance work places, leadership development in the social sector, etc. This is a useful compilation for the HR managers and leaders in their efforts to turn the challenges of globalization into opportunities.

Jain, U.; Pareek, U. & Shukla, M. (eds) 2005, *Developing Leadership in Global Era: HRD Perspectives and Initiatives*, McMillan India, New Delhi.



**Leader-Member Exchange, Transformational Leadership and Value System Congruence**

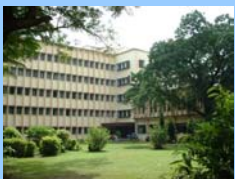


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This study looked at the relationship between leader-member exchange (LMX), transformational leadership, and terminal and instrumental value system congruence between leader and follower, and their relative impact on four outcomes, using a sample of 100 pairs of managers and subordinates from a non-profit organization in the United States. The four outcomes studied are perceived effectiveness of leader and work unit, follower satisfaction with leader, follower's motivation to put in extra effort, and follower's intention to quit the organization. Results of correlation analyses indicate that LMX is positively related to transformational leadership, which in turn is positively related to terminal value system congruence. Results of regression analyses using the forward option show that transformational leadership is a stronger predictor of effectiveness, satisfaction, and extra effort than LMX and terminal value system congruence. LMX explains significant additional variance in satisfaction and extra effort than what is already explained by transformational leadership. LMX is a stronger predictor of follower's intention to quit than transformational leadership and terminal value system congruence. LMX also mediates the relationship between transformational leadership and intention to quit. Instrumental value system congruence between leader and follower is not significantly related to any of the variables.

Krishnan, V. R. 2005, "Leader-Member Exchange, Transformational Leadership, and Value System Congruence", *Electronic Journal of Business Ethics and Organization Studies*, 10 (1), 14-21.





### Change in Information Quality Due to ERP Implementation Using AHP (POMS)

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The paper highlights the change in information quality due to implementation of an ERP system. Information quality was postulated as consisting of dimensions from literature such as timeliness, accuracy, relevance etc. Structured questionnaire instrument was used to measure perceived information quality before and after ERP implementation. Weights of different dimensions of information quality as perceived by managers were estimated. AHP was used to derive a user priority vector so that one utility based number could be obtained from the data. This priority matrix was used to integrate the different dimensions of information quality, into an integrative, normalized information quality measure. This normalized number was used to compare change in information quality across two different organizations due to ERP implementation.

Kumar, S. 2005, "Change in Information Characteristics Due to ERP Implementation Using AHP", proceedings of the POMS Conference, Chicago, USA (April 2005).

### Effect of Dominant Control System on Activation of ERP Capabilities

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Paper highlights the effect of 'dominant control system' on the activation of ERP capabilities. Dominant control system influences the perception of information needs of the manager, and these perceived needs influence the ERP capabilities, related to measurement of performance and application of rules, activated during implementation. Methodology: Semi-structured interviews conducted at two companies, with diverse cultural profiles and dominant control systems. Content analysis (using themes), and across method triangulation was used with company documents and in-depth interviews with top level managers. Direct observation of information system related practices used as independent data source. The characteristics of organizations with different dominant organizational control systems identified from literature were matched with the studied organizations. The degree of activation of ERP capabilities and related effects in the organizations were studied. Information system related practices, hypothesized using established cause effect relationships, were compared with observed practices.

Kumar, S. 2005, "Effect of Dominant Control System on Activation of ERP Capabilities", proceedings of POMS Conference, Chicago, USA (April 2005).

### Strategic HRM and Firm Performance: Effect of Transformational Leadership

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Transformational leadership enhances organizational commitment amongst the employees and aligns individual goals towards common corporate level objectives. This is an empirical study where the effect of strategic HR and transformational leadership on firm performance was studied using a sample of 121 full time managers and part-time management students (112 male and 9 females) working in different business sectors with an average age of 30 years and experience ranging from 1 to 5 years. The average leader-follower relationship studied was of 2.8 years. Both strategic HR and transformational leadership are significantly positively related to firm performance.



Strategic HR is the best predictor of firm performance. Neither charisma nor intellectual stimulation explained significant amount of additional variance in firm performance.

Loshali, S. & Krishnan, V. R. 2005, "Strategic HRM and Firm Performance: Effect of Transformational Leadership". Paper presented at the annual International Conference on Management (NICOM), Institute of Management, Nirma University, Ahmedabad.



An Efficient Technique for Dynamic Channel Allocation (DCA) in Mobile Cellular Networks



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The scarcity of radio channel is the main bottleneck in the enhancement of system capacity while maintaining quality of service (QoS) in mobile cellular networks. A channel allocation scheme which can adapt the varying load of a network may help to overcome that bottleneck to some extent. Thus, dynamic channel allocation (DCA) is an important problem in the mobile cellular networks. In this paper, we have formulated the DCA problem as a state space search problem and solved it by using a heuristic search technique which is a variant of well-known depth first branch and bound (DFBB) search technique. We have compared the performance of this technique with two other existing meta-heuristic techniques, namely simulated annealing (SA), and tabu search (TS) with respect to the call blocking probability for varying load in a network. From experimental results, it is found that the proposed technique performs better than TS and SA in this problem domain.

Mandal, S. & Saha, D. 2005, "An Efficient Technique for Dynamic Channel Allocation (DCA) in Mobile Cellular Network", proceedings of IEEE International Conference on Personal Wireless Communications (ICPWC), pp 470-473.



A Neural Network Based Prediction Model for Flood in a Disaster Management System with Sensor Networks



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A disaster management strategy may be divided into two sequential phases, namely, pre-disaster management and post-disaster management. Prior to a disaster, management activities are pre-disaster planning, and disaster prediction. A good disaster prediction technique plays a crucial role in an efficient mitigation of disasters such as flood. In this paper, we have proposed a flood forecasting technique that is based on an artificial neural network (ANN) model, namely, Multi-layer Perceptron (MLP). We have shown the relative importance of different environmental parameters used to predict flood and it is found that underground water level is the most significant parameter for the prediction model. We have also shown that the proposed technique produces a statistically significant forecasting result in the test data set.

Mandal, S.; Saha, D. & Banerjee, T. 2005, "A Neural Network Based Prediction Model for Flood in a Disaster Management System with Sensor Networks", proceedings of IEEE International Conference on Intelligent Sensing and Information Processing (ICISIP).





### Impact of Svadharma - Orientation on Transformational Leadership and Followers' Trust in Leader

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A scale was developed to measure Svadharma-orientation (following one's own Dharma or duty), which is a core element of Indian culture, and its effects on five transformational leadership factors--attributed charisma, idealized influence, inspirational leadership, intellectual stimulation, and individualized consideration--and follower's trust were studied using a sample of 80 manager-subordinate pairs from three organizations in India.

Results show a positive relationship between Svadharma-orientation and transformational leadership, and a negative relationship between Svadharma-orientation and trust. Transformational leadership is however not related to trust.

Mehra, P. & Krishnan, V. R. 2005, "Impact of Svadharma - Orientation on Transformational Leadership and Followers' Trust in Leader", *Journal of Indian Psychology*, 23 (1), 1-11.

### Sources of Size Effect

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Mohanty (2002) documents the evidence of size effect in India. In the sample period, it is found that the small firms have generated an annual excess return of 70% over the large firms. There can be two possible interpretations of the above findings. Size may be a proxy for some unexplained risk factor. The market may also be inefficient. Using the Fama and French (1993) multi-factor model, it is found that size indeed is a proxy for risk. However, the high excess return generated by the small firms is simply too high and it cannot be explained by their factor risk loadings. Using the method adopted by Lakonishok, Shleifer, and Vishny (1994), the hypothesis that the market is inefficient could not be rejected.

Mohanty, P. 2005, "Sources of Size Effect", *The Journal of Asia Pacific Business Review*, vol.1, no.1, pp.34-51.

### An Empirical Assessment of Comparative Approaches to Service Quality Measurement: A Methodological Note

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Purpose – The purpose of this paper is to propose and empirically assess three comparative approaches to measuring service quality: modified gapmodel, TOPSIS and loss function. Aims to argue for the use of TOPSIS from decision sciences, and Loss function from operations research and engineering, as alternative approaches to the gap model Design / methodology / approach – --The empirical evidence is provided by large sample consumer data on the service quality for leading Indian commercial banks. The service quality evaluations obtained from these three distinct methods are compared and tested for their mutual agreement.

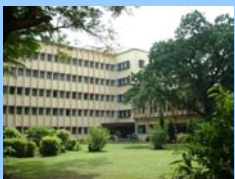
Findings – Findings show that the rankings obtained from different methods are statistically in agreement, suggesting that the alternative approaches can provide equally good measurement of service quality. But they should not be used in an interchangeable manner.



Research/limitations/implications – Research shows that a single measure of overall service quality based on gap model is over-simplistic. It would be more useful to explore a richer profile of customer service quality provided by different measurement approaches. Each methodology has its own advantages and disadvantages, and should be used based on its suitability for a particular application.



Practical implications – This research offers profound practical implications. It offers managers with a framework of service quality improvement that measures service quality gaps, selects an optimal combination of attribute levels to deliver customer satisfaction, and focuses on reducing the future loss caused by poor quality.



Originality/value – Extant marketing literature is replete with gap model applications for measuring service quality. Drawing from interdisciplinary literature, alternatives are provided to the traditional gap model, which show equally good measurement with greater suitability of application under certain conditions.

Mukherjee, A. & Nath, P. 2005, "An Empirical Assessment of Comparative Approaches to Service Quality Measurement: A Methodological Note", *Journal of Services Marketing*, Vol.19 (3), pp. 174-184.



### Janshala in Jharkhand: An Experiment with Community Involvement in Education



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Education has been identified as one of the primary agents of transformation towards development. However, low level of literacy and education is one of the major challenges facing most of the underdeveloped countries. Active community involvement and participation has emerged as an effective mechanism in improving the sustainable level of education in many of these countries. This paper analyses the crucial aspects of community participation in education and supports its importance by reviewing the basic framework and outcome of Janshala - a Government of India-UN program in Jharkand, India. Though community participation is not a panacea for addressing all barriers, the Janshala experience in Jharkhand and cross country experiences involving community in educational programs indicate that the active involvement of the community has facilitated in identifying community specific education issues and formulating effective strategies to address those barriers by mobilising resources within the community.



Pailwar, V. K. & Mahajan, V. 2005, "Janshala in Jharkhand: An Experiment with Community Involvement in Education", *International Education Journal*, Vol.6, No.3, pp.373-385.



### Measuring Organisational Culture Through Peer-Induced Cognitive Pressure: An Empirical Study



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Organisational culture can be conceived and deciphered in various ways. The authors have conceptualized organizational culture from a cognitive perspective. The strength of a culture has been measured on the basis of 'peer-induced cognitive pressure', elicited through subjective-interpretive attribution process by administering a questionnaire in a high-tech Indo-American joint venture located in India. Statistical analysis of the responses made it possible to assess the strength of organizational culture by measuring the degree of peer - induced cognitive pressure (PICP) on eight cores organizational values identified in this study. Further, paired t-tests helped in understanding the differential pressure





experienced by organizational members with respect to these organizational values. On the basis of the findings related to PICP, the authors have found that PICP is high with respect to organisational values that are congruent with the prevailing socio-cultural values compared to organisational values that are not.

Panda, A. & Gupta, R. K. 2005, "Measuring Organisational Culture Through Peer-Induced Cognitive Pressure: An Empirical Study", *Indian Journal of Industrial Relations*, vol. 41, no.1, pp.1-28.



### Transformational Leadership and Follower's Career Advancement: Role of Pygmalion Effect

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This study looked at the relationships between transformational leadership, leader's expectation from follower (Pygmalion effect), and follower's readiness for promotion using a sample of 101 managers from two organizations in India—a public sector engineering consultant and a private sector bank. Results indicate that leader's expectation is significantly positively related to follower's readiness for promotion. Readiness for promotion is positively related to only three factors of transformational leadership—idealized influence, inspirational motivation, and intellectual stimulation, and is not related to the fourth factor - individualized consideration. However, leader's expectation from follower is significantly positively related to all the four transformational leadership factors. Results also show that leader's expectation mediates the relationship between transformational leadership and follower's readiness for promotion. Implications of the findings for handling promotions in organizations are discussed.

Priyabhashini, A. & Krishnan, V. R. 2005, "Transformational Leadership and Follower's Career Advancement: Role of Pygmalion Effect", *Indian Journal of Industrial Relations*, 40 (4), 482-499.



### Towards Understanding Transformational Leadership in India: A Grounded Theory Approach

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An important factor that contributes to successful organizational transformation is leadership. Transformational leaders shape such changes and help their organizations stay competitive. The core of transformational leadership is universal; however, its behavioral manifestations differ across cultures. This paper attempts to take a preliminary look at the behavioral manifestations of transformational leadership that are unique to Indian culture, most of which have been drawn from Singh and Bhandarkar's (1988) model. After using the grounded theory method for data generation, 1617 response sets obtained from 250 working managers were content analyzed. Results show that universal dimension of transformational leadership constitutes 44% of the responses, while culture-specific dimensions constitute the rest. The 56% Indian cultural dimensions have been operationalized through seven sub-dimensions--Nurturant (20%), Personal Touch (13%), Expertise (7%), Simple-Living-High-Thinking (7%), Loyalty (4%), Self-Sacrifice (3%), and Giving-Model-of-Motivation (2%). The paper concludes by discussing the importance of recognizing culture-specific manifestations for leading change.

Singh, N. & Krishnan, V. R. 2005, "Towards Understanding Transformational Leadership in India: A Grounded Theory Approach", *Vision: The Journal of Business Perspective*, 9 (2), 5-17.