

CHAPTER 27

MANAGEMENT STUDIES

Doctoral Theses

01. ARORA (Ashima)
Analysis and Measurement of US Financial Crisis and its Impact on Developing Economies: Lessons For India
Supervisor : Dr. Anjala Kalsie
Th 22890

Abstract
(Not Verified)

The US financial crisis of 2008/09 engulfed the financial markets, institutions and countries globally, costing USD 14-15 trillion. This widespread impact and huge cost associated with US crisis necessitates measuring and explaining the complex phenomenon, crises. The study employs 28 macroeconomic and financial variables from 2000-2013 for BRICS, US. The objective was to examine if these events hold any lessons for India. The analysis of chronology of crisis established that crisis is not a spontaneous phenomenon but follows a certain pattern that can be generalized. Subsequently, dummy variable (DV) model was used to examine the impact of crisis on variable's trend through the presence of structural break in pre-, during-, and post-crisis periods. Numerous variables exhibited a significant sharp change in their trend due to crisis in crisis-period, while some also showed a lag effect with change appearing in post-crisis period. These macro-economic and financial variables deduced from DV-Model were segregated into categories of cause and effect. Three composite indices were constructed for different categories of variables using Principal Component Analysis. Essentially, study captured and defined crisis by successfully combining discrete and continuous aspects of the crisis. The uniqueness of study lies in its inter-temporal and inter-country comparison leveraging a control country. The control country highlighted the severity of impact of crisis in affected countries with reference to relatively less affected country i.e., control. The analysis found the index of crisis was represented by exports. The index of macroeconomic (causal) variables encompassed industry value added, real effective exchange rate and consumer price inflation as prime indicators. Alternatively, FDI flows and lending interest rate dominated the composition of index of financial (causal) variables. Further, Russia followed by US and China emerged to be the most impacted economy among BRICS nations whereas India and Brazil reflected the least impact of crisis.

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1. Primer to US financial crisis of 2008 - 2009 2. Perspective on recession and financial crises 3. Review of literature 4. Analysis of the factors leading to us financial crisis 5. US financial crisis: Experience of BRICS economies (Brazil, Russian federation, China and South Africa) 6. Assessment of the impact of US financial crisis on Indian economy 7. Impact of us financial crisis on GDP of India and Brics economic bloc: An empirical analysis 8. Impact of Indian stock market during financial crisis of 2008 and 2009 9. US financial crisis of 2008 - 2009: A study of structural breaks 10. Measurement of US financial crisis impact on BRICS Nations 11. Lessons for India 12. Conclusion. References. Appendix.

02. BANSAL (Mukta)
Study of Relational Practices in Select Indian Business Organizations
Supervisor : Prof. Kavita Singh
Th 22891

Abstract
(*Verified*)

Modern Business Organizations are complicated structures of humans and systems, coinciding individual and organizational elucidations in harmony, constructing a unified whole. Therefore, In Modern Management, the emphasis hurls from individual excellence in segregation to teamwork, collaboration, co-ordination and mutual learning. In this light, there are certain practices exhibited by the employees in the organizations which may not directly come under the job specified but are practiced for effectiveness of an organization. Such Practices according to Fletcher (1998) are Relational Practices which are the strategies used as relational skills such as emotional and social intelligence to do work efficiently and accomplishing organizational goals effectively. The Present study is focused to analyse the presence of Relational Practices in Indian Business Organizations and their relationship and predictably with respect to various dimensions of Organizational Culture(OCTAPACE) and Organizational Commitment(Allen & Meyer, 1990). For the purpose, Data was collected through self-administered questionnaires. Descriptive Statistics, Inferential Statistics, Correlation Analysis, Multiple Regression Analysis, Exploratory factor Analysis, Confirmatory Factor Analysis, Structural Equation Modelling were used as tools to analyse the data. The results suggested that the employees in banking sector are exhibiting highest level of relational practices as compared to IT and Telecom sector; also, the employees earning Above 100000 per month are exhibiting highest level of relational practices as compared to other groups. The results led by Multiple Regression Analysis revealed that the final model variables namely Pro-action, Trust, and Experimentation in Organizational Culture and Affective Commitment in Organizational Commitment explains 19.3% (adj R²=0.193) of the variability in Relational Practices. The model used in the present study confirmed the factor division and proved to be reliable and robust.

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1. Introduction 2. Theoretical pererspective of conceptual variables 3. Review of literature 4. Research methodology 5. Data analysis and findings 6. Discussion 7. Summary, conclusion and recommendations. References. Annexure

03. BHOWAL (Mahuwa)
Collective Pride and Enlightened Citizenship Behaviour in the Creation of Workplace Harmony.
 Supervisor: Prof. Sunita Singh Sengupta
Th 23109

Abstract
(*Not Verified*)

The genesis of the topic is inspired by the life of the scholar's mentor, Dr. Daisaku Ikeda, his writings and commentaries on the Buddhism of the Lotus Sutra based on the principle of 'many in body, one in mind' meaning harmonious coexistence amidst diversity. The scholar came across Swami Ranganathananda's writings focussing on the ancient Indian perspective on the law of balance or samanvaya ka siddhant and was able to relate Swami Ranganathananda's works and the Lotus Sutra's teachings and these together led to this research. There was no direct academic literature around the main variables of the study, viz., collective pride and enlightened citizenship behaviour. Negligible literature was found in organizational pride and the ones in collective pride were in the area of psychology pertaining to sports and politics (which is characterized by heightened sense of emotions but is momentary), collective shame and collective hubris; and in the philosophical discourses of epistemology, logic and ethics. These studies and a few others in organizational pride, collective self-esteem and organizational citizenship behaviour don't fully address the issue of collective pride and enlightened citizenship behaviour at workplace. Therefore, the scholar has engaged in an interdisciplinary research, deducing mainly from the seminal works of (Swami Ranganathananda, 1991, 1995, 1997, 2006), ancient Buddhist scripture of the Lotus Sutra, Maslow's (1965, 1971) writings on Enlightened Management and drawing from the organizational perspective of the historical account of Athenian democracy by (Manville & Ober, 2003), in order to conceptualize and operationalize collective pride and enlightened citizenship behaviour at workplace. The study proceeded through a 3-tier approach of construct development – i.e., an exploratory qualitative preliminary investigation, a pilot study and final study. The relevance of this research is in exploring the role of collective pride and enlightened citizenship behaviour in the creation of workplace harmony.

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1 Literature Review . 2. Aims, objectives and hypotheses. 3. Research methodology. 4. Results, data analysis and interpretation. 5. Discussion: knitting the threads. 6. Summary. 7. Research contribution an policy implications. References , annexure and appendices.

04. Channa (Megha)
Influence of Expatriate Assignment on Carrer Advancement and Retention of Managers in it Multinational Corporations
 Supervisor : Dr. Tanuja Agarwala
Th 22892

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1. Introduction: Rationale and objectives of the study 2. Theoretical foundations 3. Literature review 4. Research methodology 5. Results and discussion 6. Conclusion. References. Appendix

05. GOSWAMI (Meghna)
Impact of Employee Social Intelligence and Collective Efficacy on Managing Organizational Change: A Study of Select Indian Business Organizations
 Supervisor : Prof. Kavita Singh
Th 22893

*Abstract
(Verified)*

In contemporary business environment organisations are faced with the challenge to remain competitive and successful. In order to achieve this they are compelled to reevaluate their policies, structures and processes. Thus, change is an ever present feature of every organisation. Managing organisational change is a dynamic phenomenon which is affected by numerous internal as well as external factors. But managing human resources of an organisation during change is the biggest challenge of all, as human beings are the ones who drive the change into an organisation. This doctoral study aims at understanding how employee related factors of managing organisational change (appropriateness, fearlessness of change, change valence, change preparedness and management support) are affected by two independent variables – social intelligence and collective efficacy. This study has been conducted across three industries – IT, BFSI and hospitality. The study began with a systematic review of literature followed by development of a conceptual model and hypotheses to be tested. Data has been collected from employees across the three industries using a survey questionnaire. Data has been analysed using the quantitative techniques - correlation, stepwise regression and path analysis. Results showed that the two independent variables – social intelligence and collective efficacy are positively and significantly related to managing of organisational change across IT and BFSI industry. However, in hospitality industry only social intelligence is related to managing of organisational change. Path analysis revealed that both social intelligence and collective efficacy have a causal effect on managing of change in an organisation. This study is likely to contribute to literature on social intelligence and change management, as there are few studies relating the two concepts. Furthermore, this study also has practical implications for managers, as they can train their subordinates in social intelligence as this would facilitate in managing of organisational change.

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1. Introduction 2. Theoretical description of conceptual variables 3. Literature review and conceptual framework 4. Research methodology 5. Data analysis 6. Results, discussion and conclusion 7. Suggestions, implications and limitations. References Annexures.

06. GUPTA (Monika) nee Monika Mittal
Shares Buy Back-Motivation, Practices and Price Effects: A Study of Indian Corporate Sector.

Supervisor: Prof. Madhu Vij
Th 23111

Abstract
(Not Verified)

Buyback of shares is considered as an important tool of financial restructuring. The present study is an attempt to find out the impact of buyback of shares on the market performance as well as on the operating and financial efficiency. The present thesis also tries to estimate the significant variables that may differentiate the buyback companies from the non buyback companies. An extensive primary survey is also done where in a comparison is made between the views of the officials of the buyback and non buyback companies. The data has been collected through secondary and primary sources both. Relevant statistical measures are used to achieve the objectives of the study. The share price analysis is based on standard event study methodology. Multiple regression analysis is done to find the possible determinants of abnormal returns. Discriminant analysis is applied to find the significant variables to discriminate the buyback and non buyback firms. For analyzing the responses of the primary study various statistical techniques e.g. t test, Mann-Whitney U test and Kendall's W test have been applied. After analyzing the data on various aspects it has been observed that the buyback of shares provides significant abnormal returns but for a short period of time. It has been found that Control, Size of the company and Tobin q ratio are the most significant factors for the announcement returns. The most influencing discriminators are found to be the proprietary ratio and debt equity ratio. After analyzing the responses of the questionnaires it has been found that the most preferred motivation is same for both buyback and non buyback companies i.e. the management felt that shares are undervalued. The findings of the study may be useful for the shareholders, management of the companies as well as the policy makers.

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1. Introduction 2. Conceptual and legal framework 3. Literature review 4. Research methodology 5. Effect of buyback announcements on share prices and performance of the companies 6. Discrimination between buyback and non-buyback firms and survey results 7. Summary and conclusions. Bibliography and appendices.

07. MANMEET KAUR
Corporate Governance Practices and Performance: Empirical Evidence from Indian Banking.

Supervisor: Prof. Madhu Vij
Th 23110

Abstract
(Not Verified)

The corporate governance mechanism plays an important role in banks due to its critical nature. The literature review has revealed that due to limited empirical studies on corporate governance practices of banks in India, this research has developed a multidimensional framework for evaluating governance practices and advanced the body of knowledge of this kind of area. The main aim of the study is to understand the existing governance structure in Indian Banking Sector and undertake an investigation into its effectiveness in the backdrop of contemporary environment in India. The study empirically evaluates the corporate governance practices of the banking industry in India by evaluating the Impact of board structure on performance of banks, nature and level of compliance with corporate governance best practices, impact of board effectiveness on performance of banks. The empirical investigation of the determinants of corporate governance practices includes both primary and secondary data. The primary data has been collected through a questionnaire to obtain the perceptions of top management towards corporate governance practices followed in the banking industry in India. A Corporate Governance Index (CGI), based on strict and conservative standards of Reserve Bank of India (RBI),

Clause 49 of Listing Agreement and Basel Principles for banking Industry is constructed. The result reveals that banks with small boards and boards with female members tend to be more efficient and subsequently have a positive impact on performance of banks. The study concludes that time has come to constitute accountable bank boards with the required autonomy for their independent functioning. It is essential to populate bank board with experienced and competent women who could meaningfully contribute to board performance.

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1. Introduction. 2. Review of literature. 3. Theoretical framework for corporate governance. 4. Research methodology. 5. Empirical result-I. 6. Empirical result – II. 7. Conclusions and recommendations. Appendices.

08. MITTAL (Shuchi Priya)
Impact of Emotional Intelligence on Organizational Climate: A Study of Select Indian Business Organizations
 Supervisor : Prof. Kavita Singh
Th 22894

*Abstract
(Verified)*

The concept of emotional intelligence has gained much attention in the management literature as a factor useful in predicting individual performance at work and it has become necessary to understand and leverage it so as to gain sustainable competitive advantage by creating emotionally intelligent environment which will enable creation and maintenance of a positive supportive organizational climate by incorporating emotional intelligence competencies like self-awareness, commitment, optimism, interpersonal connectivity and personal integrity among employees. Today business organizations are realizing to focus at its human side and deal with the emotional dimension of human resource, to use it as a powerful tool to ensure organizational effectiveness and success in this ever changing and increasingly demanding business environment. Recently, some of the Indian business organizations have started concentrating on emotional dimension of human resource which deals with those non-cognitive human competencies and potentialities which have a significant impact on the various aspects of organizational climate and effectiveness. This thesis sets out to examine the relationship between organizational climate in Indian service organizations and emotional intelligence. The result suggests that core components of organizational climate, namely, leadership effectiveness, communication, stress management and trust levels among employees are significantly related with emotional intelligence of employees and further, dimensions of emotional intelligence, namely, self awareness, optimism, interpersonal connectivity, personal integrity and emotional regulation have a predictive relationship with leadership effectiveness, communication, stress management and trust levels among organizational members.

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1. Introduction 2. Theoretical consideration of conceptual variables 3. Review of literature 4. Research methodology 5. Results and findings 6. Discussion 7. Conclusion, recommendations and directions for future research. Bibliography. Annexure.

09. ROHELLA (Vikas)
Strategic Issues in High Value Public Procurement.
 Supervisor : Dr. Vivek Suneja
Th 22895

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1. Introduction 2. Review of literature 3. Research methodology 4. Case studies and interviews 5. Questionnaire study 6. Summary of research findings. 7. Conclusion: Managerial implications and policy recommendations. Appendices. Bibliography.

10. SANSANWAL (Monika)
Leadership Styles: Personality Characteristics and Motivation of Social Entrepreneurs: An Exploratory Study.
 Supervisor : Prof. Preetam Khandelwal
Th 22897

Abstract
(Not Verified)

Social entrepreneurship, as a scholarly field of research is still at a nascent stage. The research in the past two decades has been primarily on the development of theory and empirical articles in the field are scant. The present study is thus, an attempt to fill this research gap in the area of social entrepreneurship. The objective of this study was to explore the leadership styles, personality characteristics and motivation of social entrepreneurs which has been largely neglected in the field. The sample comprises of 181 founders of various social ventures in India, along with 6 semi-structured interviews conducted in Delhi/ NCR. Both quantitative and qualitative analysis has been employed. Results revealed that social entrepreneurs have various personality factors, including core self evaluations (self esteem, generalized self efficacy, locus of control and neuroticism), perseverance, commitment and empathy. Extension motivation is found to be a predominant motivation in social entrepreneurs. Both transformational and transactional leadership styles are found in them, however, transformational style being predominant. Social and network support are found to be critical to social entrepreneurs, including support from families. The findings further reveal that personality (CSE) and extension motivation are significant predictors of life satisfaction and personality is a mediating factor . The results also indicate that extension motivation, commitment and drive to realise social entrepreneurial goal (one of the factor of perceived measures of motivation), were found to be significant predictors of work involvement. Extension motivation is a mediating predictor of work involvement. Further, transformational leadership style is found to be a significant predictor of satisfaction with the leader. The study has attempted to bridge the research gap especially in the Indian context in SE which would further enhance the knowledge required for the theoretical development in this emerging field. Keywords: Social entrepreneurship, personality, extension motivation, transformational leadership

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1. Introduction 2. Review of literature 3. Research methodology 4. Qualitative findings and discussion 5. Quantitative findings and discussion 6. Conclusion and implications. References.

11. SAINI (Damini)
Leading Beyond Self: A Study of Integral and Energy Based Leadership Styles.
 Supervisor : Prof. Sunita Singh Sengupta
Th 22896

Abstract
(Not Verified)

This research proposes an integral leadership model or a schema for presenting the transcendence of mind along with transcendence of energy and intends to lay the foundation for an individual to explore the potential that self provides for abundant growth in the area of leadership. The major drive of this study was to address the possibility of increasing the efficacy of leadership by the use of Integral leadership style and energy psychology, specifically chakra balancing and to examine the relationship of perception of Integral leadership style, energy based leadership, level of virtue based management in the Indian context. We attempt to do this by, interpreting, and synthesizing two models, one based on the integral philosophy of Sri Aurobindo Ghosh and the second model is based on chakra symbolism of the kundalini yoga tradition of ancient India. These paradigms are in consultations with the raising the level of mind and energy of an individual and workplaces. The data were collected from employees in nine companies in the field of financial institutions and telecom companies, for increasing the generalizability we added some responses from a vehicle manufacturing company. Collected data were analyzed by using SPSS 17.0. Results showed that the integral leadership style had validity in the Indian organization context and it enhances partially the virtue based management practices in the

organizations. Furthermore, virtue based management practices positively and significantly lead to organizational performance in the organization as a model, as hypothesized in research question two. The energy based leadership moderately enhances the energy at workplace, and each dimension of energy based leadership had different effect over the dimensions of workplace energy, which induces the organizational performance. However, interestingly, some of the sub variables of the both models had no statistically significant relationship in the hypothesized model in the Indian business context.

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12. SETHI (Raunica)
Study of Marketing Strategy of Entrepreneurial Firms in Thier Start-up Phase.
 Supervisor : Dr. Garima Gupta
Th 22899

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1. Introduction 2. Literature review 3. Research methodology 4. Results 5. Discussion 6. Recommendations, limitations, scope and conclusion. References. Appendices.

13. SEHGAL (Aakanksha)
Women Entrepreneurship: An Examination of Key Psycho-Social Factors and Perception of Success.
 Supervisor : Prof. Preetam Khandelwal
Th 22898

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1. Introduction 2. Conceptual foundation 3. Review of literature 4. Research methodology 5. Qualitative findings and discussion 6. Quantitative analysis and discussion 7. Conclusion and implications. References.

14. SHARMA (Navneet Kumar)
It Enabled Supply Chain Management: A Case Study of Indian Railways.
 Supervisors : Prof. M. L. Singla and Prof. A. S. Narag
Th 23152

*Abstract
(Verified)*

Objectives: 1. To identify the barriers to implementing IT enabled supply chain management in Indian Railways. 2. To establish contextual relationships among the identified barriers. 3. To prioritize and classify the identified barriers. 4. To prepare and suggest a framework for implementation of IT enabled SCM in Indian Railways. Research Design: Primarily exploratory and descriptive in nature. On the basis of literature review done, it is found that there is paucity of literature in this field. Research Methodology : ISM supported by case study method is found to be most appropriate for the present study. Based on literature and interviews with experts, eleven barriers were identified. The ISM technique and MICMAC analysis are used to establish the contextual relationships among the identified barriers, modelling, prioritizing the barriers and to classify the barriers. Recommendations: 1.IT vision for supply chain management needs to be developed and adequately defined. 2. Financial resources should be arranged through budgetary support and extra budgetary resources. 3. Indian Railways needs to be restructured on bussiness lines instead of being organised around functional specialization. 4. To facilitate implementation of IT enabled supply chain management, the number of maintenance units and stocking depots should be

optimized. 5. IT applications, viz. MMIS, IREPS, should be upgraded to include post contract management and should be integrated with each other and with Finance module and with vendors. This study will go a long way to contribute to the existing literature. The study has managerial as well as academic contributions. Limitations: This study is specific to Indian Railways and can not be generalized and made applicable to other organizations. It is a study of macro level issues in implementation of IT enabled supply chain management in Indian Railways and does not take into account several other related issues.

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15. SHREYA SINGH
Indian Insights on Dynamics of Engagement at Workplace.
 Supervisor : Prof. Sunita Singh Sengupta
Th 22900

Abstract
(Not Verified)

Employee engagement is considered as the most important element for creating successful and sustainable organizations. But if the organizations are not being able to engage their employees, they happen to lose them to their competitors. Western theories mostly emphasize on gratification of needs. Maslow talked about different levels of needs which should be satisfied first. Only when an individual has been able to satisfy his lower order needs is he able to move up towards self-actualization where the work becomes effortless. But they mostly rely on extrinsic factors and gratification of needs to become more mature human being and be self-actualized. As described in western theories, the path to self-actualization being extrinsic in nature, is difficult to control. Eastern philosophies, on the other hand, have always emphasized on the inside out approach. Ancient Indian wisdom talks about inner virtues of human beings which must be brought to use for controlling one's behavior. They support adopting of virtuous practices which are only possible when our mind and senses are in control. To be able to achieve such a state where mind is completely free from disturbances and works towards achieving goals, discipline of senses is very important and mind should be in control of the individual. Through this research the scholar has empirically developed and analyzed how Indian wisdom traditions can help an individual in controlling mind and disciplining senses and thereby, leads to heightened engagement levels. Finally the inter-connectedness of Virtues Based Management Practices, Purpose Driven Approach towards Work and Spirituality at Workplace and their effect on employee engagement are discussed. The role and importance of Resilience in promoting Virtues Based Management Practices at workplace was observed, and the positive relationship of Integral Leadership and Virtues Based Management Practices has also been observed through this research.

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16. TANEJA (Anjali) nee Monga
Work-Life Balance Practices and Their Role in Employer Branding.
 Supervisor : Prof. Tanuja Agarwala
Th 23153

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1. Introduction 2. Conceptual background 3. Literature review 4. Pilot Investigation
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implications 8. Limitations and suggestions for future research. Bibliography.
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