

CHAPTER 30

MANAGEMENT STUDIES

Doctoral Theses

01. APOORV DURGA
Social Media for Competitive Advantage: A Study of Select Indian Organizations.
Supervisor : Prof. M L Singla
Th 23579

Abstract
(Not Verified)

The world over, it is being recognized that the current generation of the workforce is different from the earlier generation of workers. The younger employees are more technology savvy and carry over their expectations of the social media world to their work places. However, the best way to organize and benefit from this trend is still evolving and we are learning as we go along. This usage of digital and social technologies will be very important for Indian companies going forward as India is a relatively young nation and the use of digital technology by Indian companies is increasing. Some of the scenarios for which Indian companies use social media tools are Reputation Management, Customer Service, Business Intelligence, Competitive Intelligence, Market Research and so forth. However, there is also a lot of hype that is typical of any new web phenomenon. The lack of best practices only adds to that. Effective implementation of a social media initiative includes addressing not just technology related aspects but also tackling those that relate to governance, people and processes. As part of this research, an attempt has been made to study how Indian companies currently use social media and a framework has been evolved that will provide an approach for organizations interested in using social media for their own inter-and intra-organizational processes. This approach maps different sources of competitive advantage and provides an incremental and iterative roadmap for organizations to improve their readiness and usage.

Contents

1. Introduction to the study 2. Social media landscape 3. Social media and competitive advantage 4. Social media frameworks and models 5. Research framework 6. Drivers of competitive advantage 7. Discussions and implementation roadmap 8. Conclusion and further research. Bibliography and annexures.

02. APARNA SAJEEV
Macroeconomic Effects of Crude Oil Prices in India.
Supervisor : Prof. Simrit Kaur
Th 22891

Abstract
(Not Verified)

Since the publication of Hamilton's paper titled 'Oil and Macro Economy' (1983), the link between oil prices and real economic activity has been widely discussed in literature. Since the response of 'food *biofuel* commodities' and 'food *non-biofuel* commodities' to fuel price changes can be varying, the first objective is to examine the interactions between fuel prices and food prices and thereafter, to

understand the differential impact, if any, between the food biofuel and food non-biofuel commodity groups. Fuel prices have substantial linkages with the financial and economic sectors of an economy. Therefore, second objective of the study is to examine the interrelationship primarily between fuel prices and stock market movements. There is a significant relationship between crude oil prices and current account balances. In this context, the third objective is to explore the inter-relationship between oil prices and current account deficits for India. Further, energy has always been closely associated with man's economic growth and development. However, in the process, the negative externalities associated with the usage of freely available environmental resources are not sufficiently taken care of. In this context, the fourth objective of the present study is to verify the existence of Environmental Kuznets Curve hypothesis for economies of BRICS; as well as, for India. Various econometric tests are deployed in the study. To conclude, in the present study we find significant interactions between 'fuel and food' prices; and between 'fuel and finance', as addressed through stock market movements, and current account balances. Additionally, the study also finds linkages between 'fuel and environment' as envisaged by the Environmental Kuznets Curve. In view of high and volatile fuel prices, our findings reinforce the need for sound economic development from the perspective of food security, financial stability and environmental sustainability. Finally, important policy recommendations are proposed to address these concerns.

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1. Introduction 2. Economics of fuel, food biofuel and food non-biofuel commodity prices: Econometric Evidence from India 3. Examining the fuel-finance nexus in a macroeconomic framework : Econometric evidence from India 4. Relationship between crude oil prices, current account balance and macroeconomic variables 5. Environmental pollutants, economic growth and EKC : Econometric evidence for BRICS 6. Environmental pollutants and economic growth : Examining India's EKC 7. Summary, conclusion and policy recommendations. References and annexures

03. GERA (Shikha)
Relationship of Transformational Leadership and Psychological Capital (PsyCap) with Team and Individual Performance to Face-to Face Teams.
 Supervisor: Prof. J K Mitra
Th 23574

Abstract (Not Verified)

The present study utilized two different types of samples (working professionals and students) were selected: First, to examine whether leader's Self-rating for Leader Outcome is different from Other's ratings of Leader Outcome. Second, to examine the relationship between PsyCap, Leadership Styles, and Performance Outcomes in Virtual and Face-to-Face contexts among working professionals. Third, to explore whether indices change when students are required to perform in a consensus-seeking task in both Face-to-Face and Virtual Team context. Fourth, to explore whether a short video-based training intervention help develop PsyCap among students. Fifth, to document a leadership training initiative undertaken by a Japanese Multinational Corporation for enhancing Individual and Team Performance by using both modes of Face-to-Face and Virtual Teams. The researcher selected the purposive samples of 527 working professionals and 502 students located in the Delhi and National Capital Region. The researcher administered the survey instruments, always in person and in group settings. The researcher used a multi method approach and used survey, experiment, and a case study method. For the development of the case study, the researcher interviewed 45 working professionals. Some salient findings of the study are that there was a positive relationship between leader's Self-ratings of Leader Outcome and

Other's ratings of leader outcome. Surprisingly, leader's Self-ratings were found to be a little conservative in nature. The researcher also discovered a strong positive relationship between PsyCap as a core construct and Transformational Leadership Style in the contexts of Virtual and Face-to-Face Teams. The relationship between PsyCap and Leader Outcome in both the team types, were also found to be positive. However, there were no significant differences in some of the Performance Indices across two types of teams. Further, the study demonstrated that there could be a significant development in the levels of PsyCap through short video intervention.

Contents

1. Introduction 2. Leadership 3. Virtual Teams 4. Psychological capital 5. Objectives 6. Research methodology 7. Results and findings 8. Discussion. References and annexures.

04. GOYAL (Sandeep)
Decision Support Model for Celebrity Evaluation and Selection in Advertising.
 Supervisor : Prof. M L Singla
Th 23582

Abstract (Verified)

The attractiveness of celebrities as brand endorsers comes from their *power to stimulate emulative action*. It is the belief, therefore, of the common man that "*If it is good enough for them, it is good enough for me*" that drives enhanced brand recognition, awareness and purchase. Which is why over 200 brands in India today use celebrities to sell their brands, paying over Rs. 1,000 crore in annual endorsement fees to these celebrities, and spending nearly Rs. 20,000 crore in media for these glam-supported campaigns. This doctoral study helps create a decision support model for celebrity evaluation and selection in advertising. The research work covers academic literature spread across over 100 studies on the subject and correlates it to best-practices in the advertising industry. The field work for the study was spread over 3 waves of data collection (2015-17) in Delhi, Mumbai, Bangalore, Pune and Lucknow, with a sample size of 1015, males and females, 16-30 years, from SEC A1/A2/B1/B2. The study covered 36 celebrities in Wave 1, with ± 4 celebrities in each subsequent wave. The research scores each celebrity across a total of 64 image, personality and human attributes. Besides analyzing feedback on all of the data, normalizes data (different scale points) for factor analysis; identifies differentiating attributes using chi-square; uses regression to identify important image factors; creates scatter charts of differentiator scores and creates correspondence maps across attributes and celebrities. This doctoral study creates celebrity '*Janam-Patris*' of 40+ well known stars, across Bollywood, sports, TV and more, providing a single view summary of their strengths and weaknesses. The study further develops a framework for the creation of TIARA scores for celebrities based on trust, identification, attractiveness, respect and awareness. And a conceptual framework is then created factoring in brand matches, budgets, celebrity awareness and appeal, and likeability.

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1. Introduction to the study 2. Industry perspectives and studies on Human Brands 3. Review of Literature 4. Research Design and Methodology 5. Overview of research feedback 6. Analysis of the research data 7. Analysing the data : Looking beyond the

obvious 8. Data analysis : Trends and patterns 9. Conclusions and recommendations. Annexures and bibliography.

05. GUPTA (Amit)
Challenges and Prospects of Implementing the International financial Reporting Standards (IFRS) in Indian Corporate Sector with Special Reference to Indian Banking Sector.
 Supervisors : Prof. Raj S. Dhankar and Prof. Barnali Chaklader
Th 23581

Abstract
 (Not Verified)

The research was aimed at understanding the role of various factors on the perceived impact and challenge of implementation of IFRS accounting norms in India. The various hypotheses tested in the current research have been presented in detailed manner in the methodology chapter while the statistical testing of these hypotheses has been done in the chapter of data analysis and presentation. A scale was created to measure the level of awareness, perceived impact, solution and challenge of implementation of IFRS accounting norms and the scale was found to be reliable after item analysis. Based on the findings, it can be said that the conceptual constructs are popular in IFRS literature, like challenge and impact are multidimensional constructs and while implementing any such measure, the relevant dimensions shall be taken into account. The three major challenges identified in the present research based on exploratory factor analysis related to the implementation of International Financial Reporting Standards in India were institutional challenge, human resource challenge, and financial challenges. But along with the challenges it has opened certain prospects and opportunities as well which can be harnessed in many ways. As one major challenge is availability of technically competent human resource to deal with the issue which also brings the opportunity of creating new jobs of specialists in this area. Implementation of International Financial Reporting Standards will also bring the opportunity of indigenous sector repositioning itself as per global accounting norms and aligning its financial practices so as to be more methodologically sound and globally competitive. Apart from increasing easier global comparability and competitiveness it will bring better access to the global capital market along with improving the quality of financial reporting and eliminating any possibility of ambiguous or multiple reporting. This will bring reliability and confidence in the entire financial reporting process and its ensuing outcomes..

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1. Introduction 2. Literature review 3. Comparison of Indian gaap, IFRS and Ind AS 4. Challenges and Opportunities of Implementing IFRS in India 5. Research methodology 6. Data analysis and presentation 7. Conclusions and limitations. References and appendix.

06. JAIDEEP
Spirit Centric Leadership Styles for Corporate Social Responsibility : A Study of Indian PSUs.
 Supervisor: Prof. Sunita Singh Sengupta
Th 23583

Abstract
 (Not Verified)

The ethical failures of many organizations have increased public awareness about the subtle inner workings of business organizations and had surfaced the corporate social responsibility issues to the business world. There is considerable need for elevated levels of corporate social responsibility (CSR) in the rapidly changing global economy, where business executives are constantly eyeing on

new ways of cost cutting and increasing profit levels. The present research is an attempt to understand corporate social responsibility through spirit centric leadership styles in order to create virtue based management practices, which coupled with servant leadership, is expected to create a felicitating environment for the implementation of CSR so that the expectations of various stakeholders will be fulfilled. The study sought to examine the dissemination of manager's leadership style according to the integral leadership and servant leadership style in the Indian business context. Therefore, through its findings this study established a more concrete understanding of the effectiveness of ethics and values in leadership and in organization. A simple correlational research design was adopted out during this study. The data were collected from different public sector organizations operating in the fields of oil & gas, manufacturing, finance, consulting and electrical power. Questionnaire survey method was used to collect the responses that consisted of five parts. The questionnaire mainly consisted of structured questions, which used Likert type scale. Three rounds of statistical analyses were done on the obtained data i.e. descriptive analysis, correlation and regression. The findings of the study suggested the inter-connectedness of integral leadership, servant leadership and virtue based management practices with corporate social responsibility. The findings revealed the importance of integral and servant leadership style in promoting Virtues Based Management Practices, which facilitates CSR. The study provides input for policy makers and organization development specialists for meaningful social initiatives by the corporations.

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1. Introduction 2. Literature review 3. Aims, objectives and hypotheses 4. Research methodology 5. Results 6. Discussion and conclusions. Summary, references and annexure.

07. KHANUM (Firdous)

Positive Organisational Behaviour in the work place : Exploring the Relationship of Psychological Capital, Authentic Leadership and Performance.

Supervisor: Prof. Preetam Khandelwal

Th 23576

Abstract (Not Verified)

Drawing from positive psychology and positive organisational behavior, this study explores the relationship between psychological capital (PsyCap), authentic leadership (AL) and performance. The data was collected from two chemical companies. The sample included 360 respondents (90 leaders and 270 followers). Leaders reported their self perception of AL, PsyCap and their followers performance (general performance and creative performance). The followers reported their PsyCap and their leaders AL. The data was nested in teams, therefore, multilevel analysis was conducted using hierarchical linear modeling (HLM) statistical technique. The results of this study indicates that PsyCap of followers predict their performance (including creative performance). AL was found to be a predictor of general performance but not creative performance of followers. The PsyCap of followers partially mediates the relationship between AL and performance. However, AL self perception was not found to be related to either PsyCap, performance or creative performance of followers. The component level analysis of PsyCap and AL demonstrate that overall PsyCap of followers is a better predictor of performance and creativity of followers than its individual components. Besides, overall AL was also found to be a better predictor of performance of followers than its individual components. With respect to leaders a key finding was that the PsyCap of leader is an antecedent of AL and AL (self perception). PsyCap of leader predicted performance and creative performance of followers as well. A significant difference in PsyCap was found with respect to age, education, total work experience and experience with current organisation. The study could be considered significant by virtue of being the first to study the PsyCap, AL, Performance (including creative performance) together from a multilevel perspective in the Indian context. The research offers various theoretical and practical implications as AL and PsyCap are developable skills that can be cultivated, learned and applied at the workplace.

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1. Introduction 2. Review of literature 3. Methodology 4. Results 5. Discussion 6. Conclusions and implications. References and annexures.

08. LAHERI (Vishal Kumar)

Study on Consumer Behavior towards Adoption of Green Products in India.

Supervisors : Dr. Anupama Vohara and Dr. Hamendra Dangi

Th 23586

Abstract
(Not Verified)

Sustainability has become a global buzzword. Earlier it was believed that companies resort to green marketing because of government pressure and legislation. However, with citizens across the globe increasingly becoming concerned about the environment, they are appreciating and promoting the green initiatives taken by businesses and corporations. People prefer environment-friendly products and are often able to use such products at lower prices. The present research identified that there is a dearth of research that has taken environmental related factors such as environmental knowledge, environmental values, and environmental concern together to present a model which will influence the attitude of Indian consumers for green products. In this research, this important gap is filled by introducing a new model. The Theory of Planned Behavior model of Ajzen (1991) is being used to understand the buying behavior of Indian consumer for the purchase of different categories of green product i.e. Organic food products, Organic personal care products, and Energy-efficient products. To understand the basic research problems, an exploratory research method was used. At the initial stage, interviews from the manufacturers of different categories of green products were conducted to understand the fundamental research problems. At the secondary stage, the data have been collected data from 506 respondents to quantitatively test the various models and hypotheses Analysis of variance, Multivariate analysis of variance, and Structural Equation Modelling was used to analyze the collected data. The results of the model can be helpful for the marketers in understanding the antecedents of purchase intention of consumers for green products. It can be helpful for them to identify which antecedent (attitude, subjective norm, perceived behavioral control) is strongly influencing the purchase intention of consumers. The relationship between the constructs of the model can be helpful for the marketers in formulating successful strategies for the company.

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1. Introduction 2. Review of literature 3. Research methodology 4. Findings and discussions 5. Conclusion. Bibliography and appendix.

09. MITTAL (Shikha)

Corporate Governance and its Impact on Firm Performance : An Analysis of Indian Companies.

Supervisors : Dr. S K Tuteja and Dr. Anjala Kalsie

Th 23584

Abstract
(Not Verified)

The concept of Corporate Governance had emerged in Indian scenario in the last two decades. Though, India has become one of the fastest developing nations to have aligned itself with the international principles and trends in corporate governance. Still, Indian

Companies have a long way to go to match the corporate governance practices and the standards of the developed markets to access newer and larger markets around the world and to acquire new businesses. The study analyzed the impact of Corporate Governance Mechanisms - Board Parameters and Ownership Structure parameters on the Firm Performance (Market Based and Accounting Based Measures) of 178 non-financial companies NSE CNX Listed Companies from 15 different industries for a period of 8 years from 2008-2015. Econometric Analysis is performed using Panel Data -Fixed Effect Models (with-in and LSDV), Random effect Model and Feasible Generalized Least Square (FGLS) Model. In addition, regression problems, including multicollinearity, heteroskedasticity and serial correlation are diagnosed and rectified with standard statistical tools. The results implied that Corporate Governance reforms in India should be focused on enhancing the effectiveness of boards, especially the effectiveness of Independent Directors, Board Meetings and Board Committees. More broadly, Companies should focus on developing sound internal mechanisms of Corporate Governance and also the roles of Institutional Investors should be enhanced. A Corporate Governance Disclosure Index (CGDI) is also constructed consisting of 52 mandatory and non-mandatory parameters divided into eleven main dimensions based on the SEBI's Clause 49 of the listing agreement. The results showed an upward trend in the governance practices followed by 38 non-financial NSE Nifty 50 companies for the period of 5 years from 2008-12. The results of regression analysis concluded that CGDI has a positive impact on firm performance measures.

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10. RASHMI
Customer-based Retailer Brand Equity : A study of Select Multi-Brand Chain Stores in India.

Supervisor : Dr. Hamendra K Dangi

Th 23577

Abstract (Not Verified)

The study begins by gaining an insight into the current practice employed by Indian hypermarket and supermarket chains towards their branding. The research then attempted to understand whether retailer brand names are actually influencing shopper decisions. This was investigated by substituting retailers' private-label brands as proxies for their overall retailer brand and examining the relative importance of extrinsic and intrinsic cues in determining shopper perception of retailer brands. The study then sought to develop a measure of retailer brand equity (RBE Index). Subsequently, the study validated a structural framework relating retail-mix elements, retailer equity and customer-behavior elements. It is beneficial for retail chains to know how the different drivers and outcomes of RBE hold varying importance for different target segments. Therefore, the study compared shopper perception of Customer-based Retailer Brand Equity, its drivers and its outcomes across shopper demographics and retail-formats. The experimental study conducted to gauge the relative importance of extrinsic and intrinsic cues in determining shoppers perception of retailer brands was based on four

product categories - sugar, mango drink, breakfast cereal and detergent. 93 shoppers participated in the experiment; 744 sensory evaluations were conducted. Three descriptive studies 1) designed an RBE index; 2) obtained sources and outcomes of RBE, and 3) analyzed customers' perception about RBE sources and outcomes demographically and format-wise. The descriptive studies utilized a sample of 705 respondents. Data was analyzed using IBM AMOS, SmartPLS and SPSS software. Eight hypotheses were tested for the experimental study. For RBE index, 30 formative indicators were refined to obtain a set of fifteen indicators which can be used by retailers to measure their equity. For the estimation and validation of the structural model of RBE and its antecedents and consequents, structural equation modeling was conducted. All the proposed relationships were found to be in the expected direction.

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11. SEHGAL (Sanjeevani)
Service Innovation : Concept and Measurement.
 Supervisor : Dr. Garima Gupta
Th 23584

Abstract (Not Verified)

The service concept is recognized as an integral part of service marketing literature that deserves greater attention from academics (Droege et al., 2009), but the notion of service innovation remains an under-developed and under-researched phenomenon. In line with this, the broad objective of the study is to understand the relevance of innovation in selected service sector. Using survey method and questionnaire design, primary data for the study was collected from key personnel of firms/ companies in four service sectors namely, healthcare, hospitality, information technology and banking. The follow-up mails, phone calls and regular personal visits provided the final response set from 353 service firms, yielding a response rate of 33 percent. The primary constructs examined in the study include market orientation, resource orientation, organisation structure, coproduction, and service innovation and organisation performance. The two-stage analysis of the present study assessed the measurement model using confirmatory factor analysis (CFA) and examined the hypothesized relationships of the proposed research model using path analysis to provide component-wise linkages between market orientation, service innovation, and organisation performance. The important managerial implications of the study are organisations should adopt an adjusted approach towards the development of new services, whether radical or incremental. It is important to have a clear understanding of customers' latent needs may enable the firms to deliver value through service innovations. Firms should not restrict themselves with their existing resources only, but need to collaborate with other resource partners outside the firm's arena. The proposed model can be elaborated by including other dimensions and factors impacting innovations, for example research and development efforts of service companies. In all, the current study highlights various findings and managerial implications by providing useful insights about the two types of service innovation- radical and incremental service innovation along with the synthesized marketing strategy.

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12. SHARMA (Sakshi)

Market Valuation, Risk Assessment, Profitability and Efficiency of Indian Banks and Their Challenges Under Basel Norms : An Empirical Study.

Supervisor : Prof. Pankaj Sinha

Th 23580

Abstract (Not Verified)

Risk Management in banks encompasses the entire set of processes; models which allow banks to implement risk-based policies and adopt a risk-based framework. If the bank's strategies, business models, planning and operations and risk management are weak, obsolete or outdated or not in tune with the broader macro-economic environment, the income flow may become low and banks may end up in distress. Numerous banking studies have focused upon investigating performance and stability of the banking industry from an industry point of view. They often rely on time series models, which may limit the understanding about various underlying factors, which govern bank's decisions along with characteristic features, which affect them. Using bank-specific information an attempt is made to substantiate the existing theories, clarify ambiguous findings as well as use appropriate techniques, while pursuing the objectives. The study presents a synoptic view of banks utilizing bank-specific information, to finally ensure policy effectiveness across various dimensions. This study also develops an algorithm in Matlab to evaluate two non-linear equations used in Black-Scholes-Merton option valuation approach for calculation of the market value and volatility of bank's assets. Furthermore, the phased implementation of Basel III framework started in April 2013. At the outset ICRA estimated the capital infusion to the tune of approximately USD 50-70 billion. BCBS under the aegis of Basel III announced changes in regulatory capital framework to be implemented by January 2019. Against these backdrop, challenges of Indian Banks in adhering to Basel III norms are studied in detail pointing that there is no detrimental impact of the norms on the system. Additionally, an impact assessment of the proposed operational risk revised framework is done which points that the estimated impact on Tier I capital will be minimal.

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13. VOHRA (Aasta Verma)

Study on Consumers' Predisposition Towards Foreign Brands.

Supervisor : Dr. Garima Gupta

Th 23578

Abstract
(Not Verified)

Globalization is prevalent in our everyday lives in many different ways and consequently is the subject of a respectable amount of academic research. Consumer Acculturation, Materialism, Impulse buying and Conspicuous consumption are the important aspects of consumer behavior and their thorough understanding can be capitalized by the marketers to benefit their respective businesses. Their collaborative effect with the changing lifestyle and culture of Indian consumers due to entry of foreign brands could lead to more sales turnover hence benefiting the marketers and retailers. In such a scenario, establishing a relationship and assessing the impact of PTFB on the above mentioned behavioral traits produces interesting and much needed insights for global corporate managers to develop more focused strategies for catering to consumers. Thus the conceptual model of the present research is to test the impact of PTFB on the buyer behaviour traits and also how this varies across demographics. The research study used appropriate statistical methods like Structural equation Modelling, Independent sample T- test and ANOVA. The present study has highlighted an important variable Predisposition towards foreign brands (PTFB) and globalization as an antecedent of PTFB. PTFB has emerged as an important consumer attitude influencing the buying behaviour. The study has measured PTFB for Indian consumers as well as established its link with a set of variables called "buyer behaviour traits". A multidimensional robust research instrument for measuring PTFB was also developed. Based upon the results obtained, the study provides useful recommendations in the context of the current political, social, economic and business environment of the country. The research implications discussed are Suggestive Segmentation, Targeting and Positioning (STP) Strategies for International Marketers, Planning an appropriate entry strategy, Democratization of Luxury, Design the Marketing Communication Strategy that Triggers Materialism.

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1. Introduction 2. Literature review 3. Research design and methodology 4. Data analysis 5. Findings and discussion 6. Managerial implications and conclusion. References and appendices.