

CHAPTER 27

MANAGEMENT STUDIES

Doctoral Theses

01. AGGARWAL (Nikunj)
Wealth Management for Women in India: A Paradigm Shift.
Supervisor: Prof. Madhu Vij
Th 26139

Abstract

Today in a growing number of Indian households, women are earning more money and are actively involved in handling finances. They have become economic powerhouses and have made incredible strides, both professionally and personally specifically in the last decade. As compared to the past, they have been becoming increasingly confident and are exhibiting tremendous professional qualities. The reason for this unprecedented confidence seems to be their higher level of education, good employment opportunities, increase in income, business and property ownership. Consequently, they are likely to control a major share of wealth. This enhanced their financial confidence and has made them financially independent to take care of their wealth effectively and efficiently. Therefore, they have been successful in creating a significant wealth pool for self and family. This pool of wealth created by women will become deeper in the coming years. To navigate this momentum, women need to have well equipped and financially literate for maintaining and maximising its value. Women are competent and comfortable enough to deal with their daily financial decisions. However, when it comes to wealth management and taking financial decision independently, they become weak and seek the assistance of others. But thanks to financial awareness and initiatives taken by investment companies, they are becoming more active and moving towards becoming self-reliant for financial matters pertaining to self and family members. Now not only in metros but in Tier-II and III cities, women have been found increasingly interested in investing and wealth management. But what has been felt that they are not able to get adequate assistance to fulfil their investment needs. Therefore, they have been upgrading their financial literacy, financial knowledge, and depicting sound financial attitude and behaviour. With the aim of capitalising upon the unprecedented increase in the economic power of women, it becomes inevitable to understand the level of financial knowledge, financial attitude and financial behaviour of them resulting in enhanced wealth and financial wellbeing. Hence, they need to be more extrovert for creating financial awareness, financial knowledge for self and others.

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02. BAGAI (Shabani)
Innovative Value Creation Strategies in E-Learning.
Supervisor: Prof. Vivek Suneja
Th 26141

Abstract

Online education has revolutionized the concept of traditional education by re-jigging an earlier complex, expensive and less accessible model to a simpler, more affordable and accessible one for its requisite stakeholders- students, faculty, parents and management. This disruptive innovation will enable those countries to become power houses that harness the power of multimedia communications for education and training in the twenty first century (Bates, 1995). Despite the technical constraints and lack of preparedness of teachers and students in COVID times, the education system has acclimatized itself to the virtual world in order to maximize the value for their students. The Ed-tech sector was the second most funded sector in the first half of year 2020 and it was the K-12 segment that amassed greatest traction from investors. This indicates that the major shortcomings facing the existing schooling system in India such as skewed demand-supply gap, infrastructural limitations, low pupil-teacher ratio, teacher training and quality of teaching have been circumvented by a meteoric rise in E-tutoring models catering to the K-12 segment. The increased internet penetration, cheap mobile data charges and massive surge in smart phone usage has led to greater acceptability of E-tutoring models in India. E-tutoring refers to individualized support from a tutor to a single or a small group of students that uses the Internet as its medium of communication (Flowers, 2007) (Johnson, 2009) in either synchronous or asynchronous formats. It is flexible, consistent, and repeatable with minimal travel costs (Schooley, 2009). The potential benefits of E-tutoring are its affordability, accessibility and inclusiveness of the large youth population as it's a highly scalable model. With one of the largest education systems in the world, India may have nearly achieved its millennium development goal of universal access to education where enrolments are at 97% in 2016 at primary level but concerns on imparting quality education needs to be plugged. Thus, this study seeks to understand the multi-varied strategies adopted by E-tutoring companies to enhance its value creation for the stakeholders i.e., management, students and the tutors.

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 Supervisor: Prof. Amit Kumar Bardhan
Th 26520

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04. DHAMIJA (Jyoti)
Dilemma of Foreign Flows: Origin of Crises or Economic Stability: A Study on Bric Nations.
 Supervisor: Dr. Anjala Kalsie
Th 26130

Abstract

Incredible changes have been witnessed in the past four decades in the international financial system and the movement of capital flows around the globe has increased rapidly since 1990. Economic and financial crises in the last decade of 20th century and the Great Recession of 2007-08 has rekindled

interest among scholars and policy-makers in the economic consequences of global financial integration. Hence, the objective of the present study is to find out if the inflow of foreign flows sow the seeds of economic and financial crises or bring economic stability in the nations. The study also performs Meta-analysis to analyze the existing literature on foreign flows and crises and find out if there exists publication bias in the extant literature. The economies of BRIC nations are globally integrated economies and recipient of huge foreign capital, any economic instability in these nations not only have an impact on these countries alone but on the world economy altogether. Hence the present study conducts the analysis on BRIC nations to find out as to how the inflow of foreign capital impacts the economies of these nations. In order to achieve the stated objectives firstly, logit analysis is performed to find out if the inflow of foreign capital leads to the outbreak of currency crisis and banking crisis. Secondly, to find out the impact of foreign flows on the economic stability of the BRIC nations, Economic Stability Index is constructed using PCA and then the impact of inflow of foreign flows on the economic stability of BRIC nations is studied using the econometric model of Panel-corrected standard error.

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05. GAUR (Monika)

Estimation, Determinants, and Impact of Socio-Economic Inequality: India from a South Asian Perspective.

Supervisor: Prof. Simrit Kaur

Th 26136

Abstract

Rising inequalities have led to marginalization of few, which have aggravated with conflicts and climate change. To ensure egalitarian development, the present study analyses the determinants of income inequality, and its impact on ‘access to sanitation.’ Additionally, the impact of ‘conflict’ and ‘climate change’ on consumption distribution is also analyzed. Since, under-nutrition, poverty and inequality prevail across South-Asian Nation (SANs), our **First Two** objectives pertain to analysing the cross-country determinants of ‘Inequality’ and ‘Open Defecation’ for SANs. Using Generalized Methods of Moments, our findings indicate that *Income Inequality* can be addressed through *redistribution (taxes, transfers and subsidies), government expenditure and financial development*. The prevalence of *Open Defecation* is fostered by *rising inequalities* in distribution of resources. The **Third** objective of the study is to estimate the inequality in consumption for India at state-level using NSSO 50th Round and 68th Round. Since, the social and religious splinters are rooted in Indian social milieu, such inequities are also estimated. The study concludes that inequality have risen post-1993, with SCs, STs and Muslims being most marginalized. Further, the existence of conflicts and climate change have exacerbated these inequalities. The **Fourth** objective analyses the impact and severity of conflicts (state-based, non-state based, and one-sided), and climate change on consumption quantiles. Findings suggest that present and lagged conflicts, and also its severity causes destitution. Climate change too, as proxied by rainfall deviations adversely impacts consumption quantiles. Finally, the **Fifth** objective analyses the impact of land, consumption, education inequity, and environmental scarcity on conflicts with specific reference to North-Eastern Region (NER) and border-states. The study employs Negative Binomial Regression and Instrument Variable Tobit Regression. Findings suggest that all three inequalities exacerbate conflicts in NER, whereas land and education inequalities are conflictual in Border-States. The study concludes from policy perspective.

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06. GROVER (Naina)

Bank Liquidity Creation; an Empirical Study on Indian Banking Industry.

Supervisor: Prof. Pankaj Sinha

Th 26125

Abstract

This work is a first-hand study that provides a comprehensive understanding of liquidity creation by Indian banks. The study highlights how traditional measures such as total assets and total lending are incomplete bank output measures. This study elucidates the concept of liquidity creation and demonstrates how liquidity creation is a superior measure of banks' output. Based on the seminal work of Berger and Bouwman (2009), two liquidity creation measures are constructed to quantify banks' output, the broad measure and the narrow measure. The broad measure consists of on and off-balance-sheet doings, whereas the narrow measure comprises on-balance sheet liquidity creation. It showcases that the large asset base of a bank does not guarantee a larger output. This study addresses the literature gap by estimating the notional liquidity created by banks operating in India in the years 2005-2019. The focus of this study is the scheduled commercial banks operating in the country. These banks are further classified into six different categories depending on the nature of the operation and ownership patterns, namely: (i) Public Banks, (ii) Private Banks, (iii) Foreign Banks, (iv) Small Finance Banks, (v) Payment Banks, and (vi) Regional Rural Banks. Payment and regional rural banks are excluded due to data availability issues. For FY 18-19, We find nationalized banks are the largest contributors to total liquidity creation. It is seen that foreign banks do not pay attention to traditional functions like accepting deposits and granting loans. Despite the increase in foreign banks from 31 in 2005 to 45 in 2019, a diminishing trend is found in foreign banks' liquidity creation. This study also highlights their volatile nature in their off-balance-sheet doings. Foreign banks are currently exposed to higher risks as they hold considerable positions in contingent liabilities (especially derivatives markets). This raises concern regarding their functioning and their contribution to the Indian economy. In terms of size, large banks contributed around 92 per cent as per the broad measure for FY 18-19. As a next step, this study determines the factors affecting liquidity creation in a dynamic framework. It aims to understand the impact of micro and macro factors on liquidity creation using the system GMM. To uncover the value implications of liquidity creation, it determines the correlation between market value and a bank's liquidity creation. It is found that investors positively perceive a bank when it creates more liquidity. A high degree of persistence is observed in liquidity creation based on both measures. The Global Financial crisis had a negative effect on liquidity creation (as per both measures). The severity of the impact was more for the broad measure than the narrow measure. Contrary to the common belief that the crisis had impacted advanced economies only, this study demonstrates that the ripple effects were spread to developing countries such as India as well.

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Banks 9. Conclusion and Recommendations. References. Appendix and List of Publications.

07. GUPTA (Niharika)
Role of Justice in Service Failures and Service Recovery: A Study of Third Party Perspective.
 Supervisor: Prof. Harsh V. Verma
Th 26131

Abstract

Theoretical and empirical research in the service recovery domain has primarily focused on the victim's perspective; the third party's perspective has not received much attention. With an aim to bridge this gap, the main objective of this research is to understand the concept of third party justice in the context of service recovery and to investigate its impact on customers' emotional and behavioural outcomes. This research also investigates the motives behind third party reactions to service recovery. It also investigates the unexplored moderating role of moral identity and affective commitment on the inter-relationship between third party justice perception, emotions and future behaviour. This study uses a mixed method research approach. Specifically, the study was conducted in two phases. In the first phase, an exploratory qualitative study was conducted. Purposive sampling was used to collect data from 30 individuals through semi-structured face-to-face interviews. The data was analysed using thematic analysis. In the second phase, a quantitative study was conducted using a survey approach. A structured online questionnaire was used to collect data from 471 respondents who had previously witnessed a service recovery encounter of other customer(s) in the shared service environment. The data was then analysed using the partial least square structural equation modeling (PLS-SEM). The present study elaborates that customers assess the fairness of the witnessed service recovery efforts based on the justice principles. The customers justice perceptions are driven by all the three dimensions of justice: distributive, procedural, and interactional justice. Violation of any of the three dimensions of justice during service recovery can negatively impact the observers' overall justice perception. This is similar to the way by which victims of the service failure make their fairness judgments. The study also successfully extricated the indicators of each of the justice dimensions from the codification of the qualitative data. The study revealed that compensation and equality are two important indicators of distributive justice. The study also suggests that timing/speed of service recovery, employee flexibility in handling the service failure, employee process knowledge and her/his ability to take up responsibility, are important indicators of procedural justice. The study further postulates that employee's politeness, empathy, effort, honesty and information sharing (explanation) are important indicators of interactional justice for the observing customers.

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08. KAHMEI (Guangpuanang)
Role of Integral Leadership, Mindfulness, and Spirituality in Creating the Learning Organization.
 Supervisor: Prof. Sunita Singh Sengupta
Th 26133

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1. Introduction 2. Literature Review 3. Theoretical Foundation 4. Research Methodology 5. Analysis of Data and Presentation 6. Discussion and summarization of the Findings 7. Conclusion and Recommendation.

09. MALHOTRA (Priya)
Mutual Funds in India: Alternative Measures of Performance Evaluation, Emerging Issues & Dynamic Role of Financial Intermediation.
 Supervisor: Prof. Pankaj Sinha
Th 26138

Abstract

Mutual funds have emerged as a dominant force in the investment world, demonstrating resilience in the face of pandemic-driven crises and emerging stronger than ever before, with assets totalling \$103 trillion, 41 percent of which is contributed by retail portfolios and 59 percent by institutional investors. The expanding assets have also piqued the interest of industry, academia, and the research community. The pace of research in professionally managed assets has increased at an exponential rate, encompassing multiple dimensions of evaluating fund performance. While the skill of fund managers has been measured using both quantifiable and non-quantifiable parameters in developed countries, alternative measures of performance have remained an unexplored area in Indian studies thus far. This study provides an in-depth examination of alternative performance measures for fund managers, as well as emerging issues in the domain of professionally managed assets and the evolving role of financial intermediation. The study demonstrates how traditional measures of a fund manager's ability to pick stocks and time the market are insufficient in today's evolving capital markets. The importance of these alternative measures of fund manager skill was reaffirmed during the COVID-19-driven financial and economic crisis, when industries such as pharmaceuticals, consumer non-durables, chemicals, and abrasives delivered stellar returns while certain sectors of the economy continued to decline, necessitating fund managers' ability to manage downside risk in order to contain panic-driven redemptions. This study addresses the literature gap by estimating the economic significance of sector allocations and market timing decision of the fund manager. Additionally, it demonstrates how to employ various forecasting approaches, such as time series analysis, to estimate the flows in equities mutual funds, which have a significant impact on a fund manager's ability to generate alpha. Due to economic integration and growing interdependence as a result of foreign inflows, a crisis affecting one financial sector has a major impact on another financial market. Similarly, one segment of the financial market has a substantial influence on another segment. The onset of a pandemic and the subsequent global dislocation of asset prices are textbook examples of the interplay of 2 market forces and spill overs. This study examines the effect that balanced funds, a unique asset class carrying both equity and debt assets in their portfolios, have on a variety of representative market indices. Passive investment has gained prominence as investor preferences have shifted. The study examines all performance characteristics of ETFs and the effect of COVID on performance across all of these barometers. The study begins with an overview of the mutual fund industry in India, including several types of mutual funds, AUM under various schemes, geographical distribution of AUM, and other characteristics. It describes the current state of research in the field of mutual fund performance, providing insights into existing gaps and aiding in the formulation of research objectives. Previous research has not shed light on the qualities that distinguish high-performers from low-performers, or on whether the performance of funds in the lower-performing category can be more accurately approximated using suggested determinants than that of high-performing funds. This chapter fills this need by doing a tiered analysis on robust data set. In the first tier, we use the conditional formulation of Carhart-Four Factor Model to determine the excess returns (alpha) of schemes under the sample. In the second tier, we run classify funds into specific deciles with Carhart-alpha value as the sorting criteria. The sensitivity of fund flows plays a pivotal role in defining the ability of fund manager to generate expected future returns. Mutual fund flows exhibit time series characteristics, the dynamics of fund flows in Indian equity mutual funds are investigated using time series regression modelling framework to forecast the fund flows for next 60 months along with testing of the information-response and feedback trading hypothesis.

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10. MANCHANDA (Arpita)
Study of Workplace Challenges and Support for Employees with Chronic Illness.

Supervisor: Dr. Mahima Thakur

Th 26140

Abstract

Prevalence of chronic illnesses among working age population is manifesting an ever-increasing and alarming trend in the Indian as well as global population. Chronic illnesses are a distinct diversity group as they are characterised by permanence, unpredictability over time, day-to day and person-to-person variability, and often invisibility. The needs of patients of chronic illnesses are often unrecognised in the workplace settings because they remain hidden among the ‘normal’ employees, and their membership to the diversity group keeps fluctuating based on the onset of illness flares (Beatty and Joffe, 2006). Illnesses like cardiovascular diseases, chronic kidney diseases, cancers, diabetes, musculoskeletal disorders, pulmonary disorders, migraines, epilepsy, and many others are taking the toll on the health of populations across all age groups. The challenges caused by chronic illnesses affect the lives of the individual as well as other members in the community, including family members and co-workers. Different aspects of lives are adversely impacted for the individuals with chronic illness, including their work lives. The challenges faced by these individuals in the workplace often become the reason for their complete exit from workforce. To avoid hampered performance and eventually leakage of this talent pool, research needs to be done to study the challenges and appropriate organisational support that can be provided. This would not only help the employees but also the organisation and the nation. There is a dearth of reported literature on workplace challenges and support for employees suffering from chronic illness in the Indian context. Thus this doctoral study is an attempt to understand the workplace context of the employees with various chronic illnesses facing the work disability. The study examines the impact of workplace challenges and workplace support (workplace accommodations) on wellbeing of employees with chronic illness. The main objectives of the present empirical investigation are to understand the workplace challenges and accommodations for employees with chronic illness and examine their impact on the workplace wellbeing of these employees. Additionally, the role of psychological empowerment mediating the relationship between employee perception of workplace accommodations and perceived workplace wellbeing of employees with chronic illness was also studied. The difference in the reported levels of workplace wellbeing among employees with chronic illness based on various organisational demographical variables was also studied.

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Dynamics of Corporate Leverage in BRICS Nations. An Analysis of Nature, Causes and Impact
 Supervisor: Dr. Anjala Kalsie
Th 26126

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12. PRAVEEN KUMAR
Impact of Big Data Analytics on Business Strategy: A Study of Select Indian ICT Organisations.
 Supervisor: Prof. M. L. Singla
Th 26137

Abstract

Modernization by means of innovative technologies for the resources of an organisation and its business processes are essential and critical requirements to remain in the competition. The interlinked complex business processes have further increased the demand for shared business data across the business sphere. There is a demand for interoperability of business processes due to the dynamic business environment and regulatory compliance from unanticipated threats and needs. Therefore, real-time business data sharing has become the highest priority with business objectives of knowledge creation and collaborative innovation. This business data has complexity in terms of its variety, size and currency, which leads to a multi-structured data repository establishment. The processing and analysis tools used to perform analytics must possess the capabilities to match the dimensions of these data repositories. In this research, the role of Big Data Analytics (BDA) technology in handling multistructured data repositories and analytical tools were studied. The BDA technology has evolved from various other ICT technologies and is marked as an emerging and disruptive innovation. Its implementation in an organisation involves commitment from all the stakeholders even though it holds the failure risk in terms of time, resources, finance and emotions. The Indian ICT enterprises are the torchbearer of innovation and have played a major role in ICT-based automation across the globe. The developed capabilities of BDA technology impact on the business domain and its core competency was studied for ICT companies. This study further helped in the identification of their readiness for the BDA technology implementation. It was intended to explore the influence of capabilities that such implementation has created in an organisation, especially in the area of business strategy (BS) and strategic decision making (SDM) capabilities. It also helped to develop data-driven decision-making (DDDM) culture in the organisation. Due to the adoption of digital technologies, these organisations have moved towards machine-driven processes, which further results in automated data-driven establishments. Multiple examples and use cases of implementation of BDA technology were cited to validate its presence across industries. Also, the BDA applications were discussed based on their popularity and their impact on the business processes. A total of ten (10) BDA applications were discussed with use-cases from the election campaign, production forecasting, production quality, intelligent advertisement services, healthcare image analytics, investigation management with regulatory compliance, credit scoring and fraud management.

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13. SETHI (Seep)
Holistic Development and Well-Being of People in the context of work Organizations.
 Supervisor: Prof. Mala Sinha
Th 26129

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14. SHAH (Rohit)
Nature of Power Relationships for Creating Collective Pride and Harmony at Workplace.
 Supervisor: Prof. Sunita Singh Sengupta
Th 26132

Abstract

Like leadership, power is one of the oldest concerns of human beings. Philosophers and scholars from ancient times have been deliberating over it. Their views may have often been sketchy, but they nevertheless provided material to help us understand power's complex nature. In the third century B.C., Kautilya's *Arthashastra* (Shamasastri 1956) in India and *Han Fei Tsu* (Creel 1960) in China recommended using power effectively. Much later, in 1513, Machiavelli's (1965) *The Prince* appeared in Italy. All three conceived power tactics as art, skill, or craft that must be cultivated and perfected. They regarded people as undependable, gullible, and fit for being subjected to a ruler's ruthless use of power. Marry Parker Follett's management theory (Fox 1968) talks about *Power With*, i.e., instead of establishing a strict hierarchy and delegating power to specific individuals over others, Follett believed that workers should practice co-active power. Powering with their team is better than power over them; this way, each member feels just as valued as the next. In the present scenario, organizations and individuals do not refrain from engaging in unethical practices. This is the result of a weak and feeble mind which is easily attracted towards the material benefits. Not everyone who indulges in such practices is needy. Sometimes, the right and ethical path seem too challenging to follow, giving rise to scandalous situations. With such practices, organizations can't sustain for a longer duration and are likely to indulge in unethical practices which give rise to scams and scandals. Power in the present research is built on the principles of inclusion (involving all). Inclusion is a state of the heart; hence the research focuses on realizing power within oneself to connect with others for organizational excellence and employee wellbeing. Gaining control over senses gives the power to awaken the self. The body should learn to control the mind. It is all about the purification of the body, mind, and soul that leads to self-realization. Discipline and asceticism or self-control are the most crucial initiators for self-realization. A calm mind can direct the senses and harness the energy. Control of the mind and senses is significant because desires persist, and the mind does not get fixed without control. The mind can be disciplined through practice. By 2 disciplining the mind, the individual becomes free from all desires, wishes, anger, fear, and even thoughts leading to self-realization (Teotia-2012). Indian philosophies show us the path to spiritual realization. Adi Shankaracharya in *Advaita Vedanta* talks about non-dualism. Adi Shankara, in his famous poem Vivekchudamani, expounds on the *Advaita* philosophy and directs an individual to the path of discovering true self or self-realization. The ultimate goal of *Advaita*

Vedanta is liberation through self-knowledge. Such liberation is supposed to have a positive relationship with collective pride and harmony at the workplace.

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15. SHRIVASTAVA (Shweta)

Study of Workplace Deviance in Select Business Organizations in India.

Supervisor: Prof. Kavita Singh

Th 26134

Abstract

Workplace deviance has been deemed to be one of the most important areas of organizational behaviour. Over the years, it has been realised that it is a pertinent topic to be studied in India and has now started to gain attention from researchers. The current study aimed to explore workplace deviance comprehensively and to examine its antecedents in the Indian work settings. It achieved its goals by viewing workplace deviance from negative as well as positive perspective and by studying the impact of positive and negative antecedents. Given the complexity of human behaviour and a significant difference in work culture of India and the west, this study has led to some different, yet interesting insights. The study found that a positive perception of work environment leads to a reduction in constructive deviance and that there is a lesser engagement of younger workers in deviance in comparison to older workers. Both these findings contrast with previous research studies, most of which were conducted in the west. This emphasizes the need to conduct more research in Indian settings to corroborate certain accepted theoretical frameworks in the Indian context. Also, the study suggests that the perspectives, ideologies, and values of workforce in India are different from that of the west and are not always comparable to those of workforce out of India. By illustrating how personality affects organizational behaviour in combination with external cues, the study also addressed the ongoing debate in the domain about the contribution of personality towards driving employee behaviour. In doing so, it not only contributes to the growing body of literature on deviant behaviours globally but furthers the research agenda in India. The results reported by the study open avenues for further research in India.

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16. SINGH (Neha)

Analysis of Synergies in Mergers & Acquisitions for Indian Corporates.

Supervisor: Dr. Anjala Kalsie

Th 26128

Abstract

Most popular means of corporate restructuring is *Mergers & Acquisitions* (M&As) and is primarily a strategy of inorganic growth. The concept that the value and performance of two companies' combined will be greater than the sum of the separate individual parts is the main driver behind the M&As. The broad objective of this study is to examine whether the synergy has been generated by the Indian

corporates undergoing the process of Merger & Acquisition. An attempt has been made to identify various deal characteristics, study their consequences and the relationship between the various factors that affect Synergy. The goal is also to analytically scrutinize the existing views and literature about Synergy to empirically verify the opinion, views and finally to draw appropriate conclusions for the Indian corporates. The first chapter of the thesis pertains to the objective to analytically scrutinize the existing views and literature about generation of the Synergy in the post-M&A scenario (via MRA). The purpose is to conduct an empirical literature review (Meta Regression Analysis) in order to find parameters that contribute to Synergies in Mergers and Acquisitions and identify publication bias and investigate heterogeneity in the extant studies. Meta-Analysis is based on 375 t-stat reported in 38 empirical papers. The results of FAT-PET test indicate absence of publication bias in the literature. The Revenue Ratio, Leverage, Asset Size and Q ratio have a significance in explaining the impact on Synergy. Liquidity of acquirer is also significant in amplifying the Synergy. Most of the regulatory variables have no impact on Synergy. Characteristics like the type of payment method used to settle the deal is imperative in explaining the Synergies realized. From the analysis it's evident that past studies were widely based on Relatedness of Industry, type of target, and type of acquisition type (i.e. Hostile or Friendly). Probit analysis, Two stage least square or three stage least square and simple OLS regression are widely used methods of methodology. The studies also involve use of Dummy and Control Variables. In the second chapter, we try to analyse the factors impacting method of payment and relatedness of industry in the deal. The main objective was to assess which accounting variable have an impact on choice of mode of payment in the deal and relatedness of the industry using two stage least square probit methodology. Current market cap, Net income, Net debt, Goodwill to Assets, Operating Cash flows, Market Capitalization to book value were found to be the main determinants which impact method of payment. Operating income, Total Capital, Asset Turnover play a significant role in determining relatedness of industry. The results also suggested an increase in borrowing post-merger for the combined firm. Operating cash flow return on asset, working capital, cash and cash equivalent and quick ratio is statistically significant and positive when the payment is made in cash. This indicates that the combined firm has higher liquidity for Indian Mergers & Acquisitions. Our results also indicate that leverage has a positive relationship with equity mode of payment.

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17. SINGHVI (Sneha)

Workforce Diversity and Inclusiveness in the Indian Financial Sector with special Reference to Persons with Differential Ability.

Supervisor: Prof. Madhu Vij

Th 26142

Abstract

Man's imagination and ingenuity have made him reach the moon and have brought about unprecedented development in all aspects of human life. However, inspite of the infinite progress made by the human race, a section of it continues to remain bound by centuries of segregation and stigmatization that has kept them away from the myriad benefits of development. This deprecated and impoverished section is referred to as Persons with Differential Ability (PwDA) and their story continues to be a tragic saga of discrimination, and deprivation, as they continue to remain excluded from the mainstream of all activities that are paramount for leading a dignified life. This research aims

at studying PwDAs as a natural extension of the definition of workforce diversity just as other social constructs like gender, race, etc. Moreover, the research aims at ascertaining the level of inclusion of PwDAs in the Indian Financial Sector and comparing current level of inclusion in public-private context within the financial sector. The study has used a descriptive, exploratory, and participatory research design and has used both quantitative and qualitative data collection and analysis tools. Attitude and perception of the abled employees towards their PwDA colleagues in the financial sector was considered as a key indicator of PwDA inclusion and was assessed through a questionnaire-based survey that revealed a higher rate of PwDA representation in the Public Sector due to its mandatory reservation policy, the private sector too showed positive indicators like sensitization drives, level of trust, degree of indispensability, etc. Many gaps in policy implications were identified and recommendations for future research were presented. The acute dearth of research in the area of Differential Ability Inclusion makes the study unique and significant and paves the way for future research and exploration.

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1. Introduction 2. Review of Literature-Definitions of Disability and Disability Models
 2. Review of Literature-Disability Laws: a Comparative Analysis 3. Review of Literature- Disability Laws: A Comparative Analysis 4. Research Methodology 5. Data Collection 6. Assessment of Attitude and Perception towards persons with Differential Ability 7. Case Studies and Expert Interviews 8. Discussion and Conclusions. References and Appendices.

18. TRIVEDI (Vaishali)

Relationship of Workplace Bullying with Select Variables: A Mixed Method Approach.

Supervisor: Prof. Tanuja Agarwala

Th 26127

Abstract

The present study aimed to identify the antecedents, consequences, and coping mechanisms in relation to workplace bullying and determine the role of HR personnel in managing the prevalence of bullying in the organization. The study also identified the rate of prevalence of workplace bullying and its impact on organisational citizenship behaviour, work alienation and turnover intention. The role of organisational culture as a mediator and perceived organisational support as a moderator was also examined. A mixed method approach was used in present study. Qualitative analysis was conducted based on in-depth interviews of HR personnel and victims of bullying to understand the antecedents, consequences, coping mechanisms of victims of bullying and the role of behaviour, work alienation, and turnover intention. The mediating effect was largest in case of turnover intention, but for organisational citizenship behaviour, it was relatively small. Furthermore, POS moderated the direct relationship of workplace bullying with organisational HR personnel in managing the prevalence of workplace bullying. The quantitative analysis was employed to understand the direct impact of workplace bullying on organisational citizenship behaviour, work alienation and turnover intention, and mediating and moderating role of OC and POS by using SEM analysis. As part of qualitative study, thematic analysis was used to analyse the interviews of victims of bullying and HR personnel. Six themes were identified for the victims of bullying and similarly, five themes were recognised for the HR personnel. The themes for the victims of bullying were ‘_Antecedents of Bullying’, ‘_Episodes of Bullying’, ‘_Apathetic response to issues’, ‘_Coping Strategies’, ‘_ Organisational Deficiencies’, and ‘_The consequences’; for HR personnel, themes were ‘_Denial of the Existence of Bullying’, ‘_Antecedents of Bullying’, ‘_Remedies and Interventions for preventing Bullying’, ‘_Bullying Free Culture of the organisations’ and ‘_Potential Consequences of Workplace Bullying’. The quantitative analysis revealed that workplace bullying had a negative impact on organisational citizenship behaviour and positive impact on work alienation, and turnover intention. The highest impact was on work alienation Similarly, organization culture mediated the relationship of workplace bullying on organisational citizenship citizenship behaviour, work alienation, and turnover intention in a mediated model. The moderating

effect of POS was large in case of effect of workplace bullying on organisational citizenship behaviour, but the effect was weak for the relationship of workplace bullying with work alienation.

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1. Workplace Bullying: Conceptual Background 2. Conceptual Background: Mediating, Moderating and Dependent Variables 3. Review of Literature 4. Research Methodology 5. Part-I Results and Findings of Qualitative Data 6. Part-II Result and Finding of Quantitative Data 7. Discussion 8. Conclusion, Managerial Implications and Theoretical Contribution 9. Future Research and Limitations. References and Appendices.

19. VIKAS KUMAR

Carbon Footprint Management in Green Supply Chain.

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Abstract

Climate regulations as well as efforts of all stakeholders are proving insufficient for what is necessary to avert catastrophic consequences of climate change. About half of global emissions is contributed by the businesses, while maximum opportunities to reduce them lie in their supply chains. However, sufficient research is yet to be made for greening the supply chains. In this thesis, the economic, environmental, and service level performance of the supply chain is analysed by focusing on the cost and carbon footprints of majorly contributing supply chain activities, viz. warehousing and transportation. Supply chain uncertainties and the bullwhip effect adversely affect the supply chain's performance by increasing ineffective consumption of the resources, and the same is not well researched. Therefore, we aim to determine how supply chain cost, emission, and bullwhip effect are affected by demand variability, production variability and service level. For this, we integrate important decisions and stochastic inputs of a supply chain into a quantitative framework for calculating supply chain performance metrics. Numerical experiments were carried out through simulation to address this research question. The findings of our first set of experiments prompted us to further venture into the cost-emission- service relationships of the supply chains. Literature also indicates a dearth of studies considering service level while simultaneously balancing economic and environmental objectives. Therefore in our second set of experiments, we aim to determine which supply chain scenario maximizes service level for green consumers, and minimizes total supply chain cost and emission, by focusing on the replenishment schedule and modal split distribution. For this, we formulate and optimize MILPs for a two-stage supply chain under green consumer behaviour, service level constraints, and carbon policies. Results of numerical experiments show that demand and supply uncertainties and, the bullwhip effect in a supply chain adversely affect its economic and environmental performance. Direct relations were revealed between supply chain uncertainties, costs, and carbon emissions of the supply chain. Service level was also found to have a direct association with the total supply chain cost and emission. With the increase of demand uncertainties, while the total supply chain cost and carbon footprints showed a saturating trend, they showed an exponential trend with the increase in service level. The production variability, under the make-to-stock policy, did not significantly affect the total supply chain cost, emission, and bullwhip effect. Bullwhip ratios (information flow and material flow) exhibited complex trends with demand uncertainties and service level. The rates of change of bullwhip ratios, instead of their magnitude, can provide useful insights for handling supply chain uncertainties and improving the economic and emission performance of the supply chain. Further experiments prove the existence of a service level that can be targeted by the supply chain players to keep the emissions minimal while ensuring sufficient customer satisfaction. Green consumer behaviour in terms of low backordering cost/stock-out penalty allows retailers to employ slower (and hence greener) modes of transportation and fulfil demand on scheduled dates while also maintaining lowest inventory levels, thereby improving the economic and environmental performance of the supply chain. The emission-optimal supply chain proves to be most conducive for

incorporating such kind of green consumer behaviour. The results also emphasize the importance of sensitizing consumers about pre-ordering, and inspiring supply chain players to develop systems to enable consumers to register their demand well in advance for realizing the full benefits of their green behaviour.

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1. Introduction 2. Literature Review 3. A Compendium of the Global Climate Policies
4. Carbon Footprint of Supply Chain Uncertainties 5. Determination of an Emission-
Optimal Service Level of a Green Supply Chain 6. Conclusion. References