

RACONTEUR

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Events People Achievements Placements

Faculty Activities

• Research and Publications

Prof. Vijaya Dixit

Shishodia, A., **Dixit, V.**, & Verma, P. (2018). Project risk analysis based on project characteristics. *Benchmarking: An International Journal*, 25(3), 893-918.

<https://doi.org/10.1108/BIJ-06-2017-0151>

Abstract

Purpose - The purpose of this paper is to analyze risk profiles of projects based on project characteristics and provide key managerial insights.

Design/methodology/approach - A total of 37 project cases from engineering and construction (E&C), information system/technology (IS/IT), and new product development (NPD) sectors with detailed information on project characteristics and risks were identified from published literature. An integrated framework was developed to analyze the prominent risk categories associated with novelty, technology, complexity, and pace (NTCP) project characteristics.

Findings - Within-sector analysis revealed that schedule, resource, and scope risks are the most prominent risk categories in E&C, IS/IT, and NPD projects, respectively. Similarly, interesting key insights have been drawn from detailed cross-sector analysis, depicting different risk categories based on NTCP project characteristics.

Research limitations/implications - The findings are based on the case studies adopted from the literature that provides details of project characteristics and risk profiles.

Practical implications - Depending upon the risks associated with different project characteristics, an integrated framework developed in the study can be used for the development of highly authentic risk management plans at the onset.

Originality/value - This is one of the earliest studies to provide an integrated risk framework for projects based on their NTCP characteristics. The two contrasting perspectives of within-sector and cross-sector analyses were adopted. Overall, the study will enhance the future preparedness toward risks.

Prof. Gaurav Manohar Marathe

Prof. Shailendra Singh

Marathe, G., Singh, S., & Balasubramanian, G. (2018). Integrating business-society dichotomy through spiritual lens. *Indian Journal of Industrial Relations*, 54(2), 199-214.

<http://www.publishingindia.com/ijir/22/integrating-business-society-dichotomy-through-spiritual-lens/745/5174/>

Abstract

Responsibility of businesses towards society has been defined narrowly as 'the business of business is business' and in an all-inclusive way as 'all stakeholders have equal claim on wealth created by businesses'. Who are the stakeholders for whom business is responsible and how are the externalities caused by the business operations compensated? The authors argue that

there is a need to redefine these issues through the perspective of spirituality for addressing the dichotomy between the interest of business and the expectation of society. They propose that by applying the principles of connectedness and harmony in all business decisions, the existence of the firm could incrementally transcend towards better alignment and integration with the purpose of society.

Prof. T Sai Vijay

Vijay, T. S., Prashar, S., & Gupta, S. (2018). Intention to provide online reviews: an expectation-confirmation model with review involvement. *Pacific Asia Journal of the Association for Information Systems*, 10(2), 25-54.

<https://aisel.aisnet.org/pajais/vol10/iss2/3>

Abstract

Online reviews have become a good source of information for shoppers with increase in e-commerce activity. Although research has examined various factors behind customer online review posting behaviour, the role of online reviews in further propagating online reviews has not been given enough attention. In this study, we use the expectation-confirmation theory for examining customer review posting behaviour based on their examination of online reviews from other shoppers. The study reveals a few interesting and counter-intuitive findings that add to research and practice in understanding online review posting behaviour. The study also examines the role of review involvement and its effect on shoppers' behaviour. The results show that shoppers are more inclined to write reviews when confirmation leads to lower satisfaction. Theoretical and managerial implications based on the findings have also been presented.

Prof. Sasadhar Bera

Prof. Tanusree Dutta

Prof. Shibashish Chakraborty

Kumar, P., Bera, S., Dutta, T., & Chakraborty, S. (2018). Auxiliary flexibility in healthcare delivery system: an integrative framework and implications. *Global Journal of Flexible Systems Management*, 19(2), 173-186.

<https://doi.org/10.1007/s40171-018-0183-y>

Abstract

The purpose of the study is to conceptualize auxiliary flexibility and identify its sources to provide varied services to the patients. The study aims to explore inter-organizational relationship from a flexibility perspective in the healthcare delivery system. This paper uses case studies based on the semi-structured interview, observation method, and informal discussions with healthcare professionals. In the present study, auxiliary flexibility is conceptualized as a new dimension of flexibility in the healthcare delivery system which provides internal strength to the healthcare organizations to reduce their service variability. Different sources for achieving auxiliary flexibility include outsourcing arrangements, networking, strategic alliances, and collaboration. An integrative framework is developed to establish the relationship of auxiliary flexibility with market-focused flexibility and patient satisfaction. The study is restricted to the findings derived from two hospitals in the Indian

healthcare setting. The sample size for the semi-structured interview is limited to senior healthcare professionals. This paper is unique in proposing auxiliary flexibility in the healthcare delivery system and offers new insights to address the gap in the literature regarding how external resources and inter-organizational relationship help in achieving auxiliary flexibility. The framework and propositions presented in the study will guide for appropriate marketing planning and future research. This study provides an overview to shape and redesign inter-organizational relationship to find the different sources of auxiliary flexibility for improved service delivery.

Prof. Amarendu Nandy

Nandy, A., Sur, A., & Kundu, S. (2018), The case for Introducing Inheritance Tax in India. *Journal of Tax Administration*, 4(1), 81-87.

<http://jota.website/article/view/166/126>

Abstract

In the post-liberalization era, while sustained economic growth in India has facilitated significant wealth creation, massive tax evasion and avoidance by the wealthy class had limited the government's capacity to distribute the fruits of growth, contributing to widening income and wealth inequality. This creates sufficient grounds for introducing inheritance tax to promote inter-generational equity. However, the government must tread with caution, weigh unintended consequences, and take a holistic approach to addressing issues of distributional inequity in the country.

Prof. Anubhav Mishra

Mishra, A., Maheswarappa, S. S., Maity, M., & Samu, S. (2018). Teenagers' eWOM intentions: a nature vs nurture perspective. *Marketing Intelligence & Planning*, 36(4), 470-483.

<http://doi.org/10.1108/MIP-09-2017-0186>

Abstract:

Purpose- The purpose of this paper is to examine the influence of parents (via family communication patterns) on teenagers' electronic word-of-mouth (eWOM) intentions, via a serial mediation by internet usage and self-esteem, along with the moderating effect of online impression.

Design/methodology/approach- A conceptual model was developed based on the nature vs nurture perspective and theory of consumer socialization. Structural equation modeling was applied to investigate the interplay among proposed variables, using a sample of 797 teenage respondents in India.

Findings- The findings indicate that family communication, internet usage, and self-esteem are significant antecedents to eWOM intents of teenagers. Also, online impression is a strong moderator which influences whether teenagers would engage in eWOM activities or not.

Research limitations/implications- This study presents actionable items for marketers interested in teenage consumers in an emerging economy. Marketers can benefit by tailoring

their online communication to influence parent's attitude toward the internet and to enhance online impression of teenagers to substantially increase eWOM dispersion.

Originality/value- This study provides original insights about how parents and individual characteristics act as antecedents and impact teenagers' eWOM intentions including the moderating effect of online impression.

Prof. Anubhav Mishra

Mishra, A., Satish, S. M., Maity, M., & Samu, S. (2018). Adolescent's eWOM intentions: an investigation into the roles of peers, the Internet and gender. *Journal of Business Research*, 86, 394-405.

<https://doi.org/10.1016/j.jbusres.2017.04.005>

Abstract

Teenagers are major contributors of online content because of continuous communication and sharing with peers using social media or instant messaging apps. They like to immediately tell the world about their purchases and consumption experiences, which leads to the generation and transmission of electronic word-of-mouth (eWOM). This study uses consumer socialization perspective to examine how age, peers and Internet usage influence teenagers' eWOM intentions. The findings suggest that normative and informative influence of peers and the Internet have significant positive association with eWOM. Moreover, these influences also mediate the direct influence of age and Internet usage on eWOM. Further, the potential eWOM behavior of male teenagers is influenced by the existing peer norms, whereas for females, their reliance and belief in the credibility of online information is more critical. The insights are valuable for marketers interested in the powerful and growing teenage consumer segment, especially in the new emerging markets.

Prof. Manish Kumar

Kumar, M., Jauhari, H., Ladha, R. S., & Shekhar, N. (2018). Gender and organizational climate: a study of two structurally different large organizations in India. *Gender in Management: An International Journal*, 33(3), 217-233.

<https://doi.org/10.1108/GM-11-2015-0092>

Abstract:

Purpose- This paper aims to study gender differences on six organizational climate variables. Employees' views on their identification level, clarity of goals, perceived equity, welfare measures and outward focus of the organization were solicited in two different studies, while supervisors' views on subordinates' deviant behavior was explored in one of the studies.

Design/methodology/approach- The research design incorporated getting data using a questionnaire from two large organizations in India: a government utility and a private sector company. In all, 545 responses from government utility and 8,853 responses from the private company were analyzed, which formed the basis for this study.

Findings- The paper demonstrates that gender differences in employee perceptions are not only socially determined for some variables but in fact may also depend on the organizational

structural contexts in presence of explicit supporting policies. Gender differences in identification level and goal clarity were determined by larger social context in the absence of any structural arrangement in both organizations. However, gender differences regarding perceived climate of welfare measures, outward focus of the organization and fairness were contingent on the structural context of the two organizations on account of differing arrangements in both the organizations. Also, women participants were perceived by their supervisors to indulge less in deviant behavior as compared to male participants in one of the study.

Research limitations/implications- Although this research includes only two organizations and the findings may, thus, not be generalizable, a key finding that emerges is that to balance the needs of both genders, managers may need to be cognizant of both organizational and social contexts.

Originality/value- To the best of the authors' knowledge, this study is first to consider a detailed analysis of organizational climate with respect to gender perception particularly in the Indian context. The context of the study in two structurally different large organizations further adds to the value of this research.

Prof. Amarendy Nandy

Sur, A., & **Nandy, A.** (2018). FDI, technical efficiency and spillovers: evidence from Indian automobile industry. *Cogent Economics & Finance*, 6(1).
<https://doi.org/10.1080/23322039.2018.1460026>

Abstract

Most emerging market economies intend to attract foreign direct investment (FDI), expecting that efficiency spillovers from FDI positively influence the productivity of domestic firms. The Indian automobile industry has been a key beneficiary of FDI, ever since the economy opened up since the early 1990s. Employing a stochastic frontier analysis (SFA), this paper first compares the technical efficiency of foreign firms (FFs) vis-à-vis domestic firms (DFs) in the Indian automobile industry for the period 2001–2014. Second, the paper identifies the key determinants, which explain the differences in technical efficiency between FFs and DFs. Finally, the paper analyses the transmission of spillovers from FFs to DFs in terms of competition, demonstration, and information effects. The results reveal higher technical efficiency (TE) of foreign firms over the domestic firms; that younger firms, both domestic and foreign, were relatively more efficient; and domestic automobile firms did not benefit from exporting activities, mainly due to their inward-orientation. The analysis in this paper suggests that the spillover effects is prominent only through demonstration effect. The competition and information effects are not significant channels for transmission of spillovers from foreign to domestic firms in the Indian automobile industry.

Prof. Swarup Kuar Dutta

Snehvrat, S., Kumar, A., Kumar, R., & **Dutta, S. K.** (2018). The state of ambidexterity research: a data mining approach. *International Journal of Organizational Analysis*, 26(2), 343-367.
<https://doi.org/10.1108/IJOA-06-2017-1182>

Abstract:

Purpose- The academic discipline of ambidexterity is recognized as an established field within strategic management and organization theory. Extant works in the field recognize the recent burgeoning academic emphasis on ambidexterity and suggest either an impending focus or a decline of the field. Although there have been attempts to review the field of ambidexterity, most of these reviews have not followed a systematic and scientific approach for extricating the key themes emerging within. The purpose of the study is to inductively and systematically capture the main elements constituting the current boundary of the field.

Design/methodology/approach- To achieve the stated purpose, this study uses data/text mining to analyze abstracts of scholarly ambidexterity papers published over the past two decades (1997-2016) in academic journals. Using text-mining, lexical analysis is performed to compute the frequency distribution of words. The frequently occurring words are studied in detail and their association with ambidexterity is also studied by means of co-relation. This analysis (used for generation of first order themes) is then complemented by a manual analysis of each first order theme to come up with trends and sub-themes lying within.

Findings- The analysis extracts eight distinct themes that indicate the current boundary of ambidexterity research. The findings highlight the potential areas for future academic attention such as networks, business models, leadership, dynamic capability and their inter-linkages with the field of ambidexterity. Overall, the field of ambidexterity is receiving heightened academic interest coupled with a dynamic proliferation across a host of related management fields. Apart from the required future consolidation, the field also needs new insights to enhance its explanatory power.

Research limitations/implications- This study analyzes abstracts of 504 works on ambidexterity (in the last two decades) to inductively indicate the current boundaries of the field using a data/text mining approach. Papers that do not explicitly mention ambidexterity in their abstracts, title or keywords are not included in the analysis.

Practical implications- The insights of the analysis will not only help researchers but also offer practitioners a good view point about the myriad of paths (not restricted to contextual, structural and temporal) through which ambidexterity can be promoted within and at the organization level.

Originality/value- The three-fold contribution of this study is a systematic and scientific approach adopted to define the current boundary of the field of ambidexterity, followed by an exploration of a set of eight distinct themes and finally the identification of ongoing debates, research gaps and future research questions in light of the analysis performed.

Prof. Anand

Sharma, S., & **Anand** (2018). A study of determinants of predictive accuracy of analysts? Estimates of earnings in Indian markets. *Asian Economic and Financial Review*, 8(4). 525-536.
<http://www.aessweb.com/journals/April2018/5002/4090>

Abstract

Researchers in the past have tried to explain the predictive accuracy of analysts' estimates of earnings (EPS) by analyzing variables like size, age, disclosures and number of analysts following the firm. In this study, we examine 54 variables from three broad categories: financial, ownership and demographic, with an objective to explain the predictive accuracy of analysts' estimates of earnings. To achieve this objective, we use a regression model with percentage in prediction error as the dependent variable and the categorized variables as the explanatory variables. The initial sample for this study consist of analysts' estimates of quarterly earnings for firms listed in CNX 200 Index (NSE India) for quarterly results arriving during 2008-15 (28 quarters). The final sample comprises of 1148 firm quarters over the stated period. Results suggest that out of the three broad categories, variables belonging to the Financial and Ownership category have a significant impact on the predictive accuracy of analysts' estimates. A significant implication of the study is that by giving more importance to the variables in the Financial and Ownership categories analysts are likely to improve the predictive accuracy of their estimates. Our results may further improve the market efficiency by limiting the market surprises at the time of the announcement of EPS estimates.

• Conference Presentation

Prof. Vijaya Dixit

Shishodia, A., Dixit, V., & Verma, P. (2018, May 4-7). *Supplier resilience assessment of Project-driven Supply chains*. Paper presented at the Annual Production and Operations management conference, Houston, Texas.

Management Development Programme

Sl. No	Name of the Company	Programme Directors	Title	Period
1	Jharpark	Prof. Shailendra Singh Prof. Sankalpa Bhattacharjee	Preparing of Panel of Agencies for Preparing DPRs and its Execution Regarding Existing and New parks at various places of Jharkhand	April 2018- June 2018

Institute Events

• Final Placement

Final Placements for the 2016-18 Batch

Indian Institute of Management Ranchi takes immense pride in announcing the completion of its final placement for the PGDM and PGDHRM batches of 2016-18. A total of 26 PPOs are offered to the batch of 134 students from the PGDM and 51 from PGDHRM programmes, which is a manifestation the confidence shown by the industry on the talent pool at IIM Ranchi.

For the PGDM 2016-18 batch, 89 companies, including 52 first time recruiters, participated for the final placement. The average CTC stands at Rs.15.09 LPA, an increase of 5.16% over last year. Over 19% of the batch received offers greater than Rs.18 LPA. The Highest international and domestic CTC received is Rs. 57 LPA and Rs. 30 LPA respectively. The average CTC of the top 25% and top 50% of the offers made stands at Rs.23.62 LPA and Rs.19.54 LPA respectively.

For the PGDHRM 2016-18 batch, 52 companies, including 34 first time recruiters, participated and offered an average CTC of Rs.14.67 LPA, an increase of 6.54% over last year. The Highest domestic CTC received is Rs.21 LPA. The average CTC of the top 25% and top 50% of the offers made stands at Rs. 20.52 LPA and Rs.17.48 LPA respectively.

• Summer Placement

Summer Placements for the 2017-19 Batch

IIM Ranchi has concluded yet another successful Summer Placement Season for its flagship PGDM programme and the PGDHRM programme. Over 90 companies participated in the placement process this year, including over 50 first time recruiters, for the largest batch in history of the Institute, of 245 students. Each and every student of the batch has obtained internships with stipends.

The average stipend stands at INR 86.72 K for the PGDM batch and INR 86.45 K for the PGDHRM batch, with the highest stipend being INR 3,55,492 and INR 2,08,500 for the PGDM and PGDHRM batch respectively.

PGDM students were offered roles across various domains of their preference with the highest number of offers being made in Sales & Marketing (42%) followed by Finance (20%), General Management & Operations (14%), Strategy & Consulting (12%) and IT & Analytics (12%).

The industry also reinforced its trust in the PGDHRM programme and offered diverse roles across the domains such as HR Generalist, Industrial Relations, Learning and development, CSR and Talent Acquisition, etc.

- **International Yoga Day Celebrations**



International Yoga Day was observed on 21st June, 2018 at IIM Ranchi where the students along with Dr. Shailendra Singh, Director - IIM Ranchi, actively practiced various asanas

Yoga is not just repetition of few postures - it is the exploration and discovery of the subtle energies of life. International Day of Yoga, or commonly referred to as Yoga Day, is celebrated annually on 21 June since its inception in 2015. An international day for yoga was declared unanimously by the United Nations General Assembly (UNGA). The theme highlights the fact that yoga can contribute in a holistic way to achieve an equilibrium between mind and body. It is believed that this approach to health and wellbeing contributes to humankind's quest to achieve sustainable development and lifestyles that are in harmony with nature.

As an effort to forward such ideals, IIM Ranchi conducted a Yoga Training Workshop on the 19th and 20th of June 2018, along with a Yoga Talk and Yoga Quiz on the occasion of International Yoga day. Over 200 people participated as Mr. Dharmendra Singh and his team of trainers from the Yoga Mitra Mandal, an affiliated center for Bihar School of Yoga, stressed upon a systematic, step-by-step approach to yoga, with the aim to integrate all aspects of our being. The Yoga Gurus managed to enlighten the audience about traditional yoga and meditation, explaining the concept and benefits of corporate yoga.



On the occasion of International Yoga day, Prof. Alok Kumar of IIM Ranchi enlightened the students about Yoga in his talk “Know thy Yoga - Back to Basics”. A yoga quiz was also conducted by QR Code- the quiz club of IIM Ranchi. Over a 100 students enthusiastically participated in the event, with Tanya Agarwal of PGDM 2018-20 winning the competition. Debmalya Mallick from PGDM 2018-20 came out to be the first runner up, followed by Writuparna Nath of PGDHRM 2018-20.



- **Induction Programme 2018-20**



Every year, the new batch of IIM Ranchi commences their MBA journey with a unique and indigenously designed induction program meant to harmonize the new students with the values and culture of the institute. The Yoga Day celebrations are incorporated in this induction program to inculcate a well-balanced and healthy lifestyle, and promote a stress-free routine among the students.

The Induction Programme stretched over ten days with the objective of enabling the fresh batch to get acquainted with the MBA life and the life at IIM Ranchi. It focussed on developing their necessary skills as well as helping them have an memorable experience right at the start so that they could leave their homesickness aside and gear up for the time ahead.



As the students braced themselves for the journey ahead, they were addressed by the Minister of State for Civil Aviation, Mr Jayant Sinha, who not only provided them with some eye-opening insights regarding their duty towards their nation, but also challenged their intellect, suggesting meaningful literature. The programme was graced by some other eminent personalities as well including Major General P K Sehgal, Shri Shekhar Saran, Chairman of the Board of Central Mine Planning & Design. Institute Limited and Prof. Shailendra Singh, Director, IIM Ranchi who enlightened the students with their valuable thoughts and suggestions.

In the ten-day programme students were given lessons on Excel and were introduced to the case study method of teaching which is a vital part of the MBA curriculum. In addition to this they were also informed about the different clubs, committees and SIGs of the college. To help them get comfortable with each other and familiarise themselves with the seniors as well the college and hostel several fun activities were also conducted like treasure hunt, singing and dancing competition, plays and a plethora of sports activities. The programme ended with awards being distributed to the winners of different events followed by the commencement of the usual curriculum.



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