

CHAPTER 29

MANAGEMENT STUDIES

Doctoral Theses

01. ANISHA
Nature of Moral Disengagement of Educated Youth in India.
Supervisor : Prof. Mala Sinha
Th 25197

Abstract
(Not Verified)

The aim of this study is to examine the nature of moral disengagement of educated youth amidst rising unethical practices in the white-collar jobs in India. To explore the concept of moral disengagement mixed method research design containing both qualitative and quantitative research methods were used. The study was undertaken in three stages. In Stage I qualitative analysis was done by collecting written narratives from 65 MBA students. Stage II of the research used quantitative research methodology. The data was collected through a questionnaire from 413 students in higher education. Factor analysis was run using principal component analysis. In Stage III ANOVA was run to understand the relationship between demographic variables (such as gender, age, family profile, caste and so on) and moral disengagement of educated youth in India. The research yielded many critical findings. In Stage I students reported unethical behaviours across domains such as academic life, interpersonal relations, and social conducts. However, on the other hand, their stated values contained all positive values such as honesty, unity, friendship etc. This mismatch between stated values and stated behaviour confirmed the presence of moral disengagement amongst the participants. Stage II of the research yielded 16 distinctive techniques of moral disengagement used by youth in India. These were: *Externalising and not taking Responsibility, Pleading Scarcity and Normalisation, Safeguarding In-group Interests, Moral Dwarfism, Experimenting with Life and Self-Redemption, Victim Blaming, Rectifying Inequities, Rule In-consequentialism, Moral Warping, Rationalising through Comparisons, Societal Necessities, Moral Genteelism, Dehumanisation, Face Saving/ Moral Recovery, Tactical Conformations and Systemic Normalisation*. Stage III of the research showed that gender, academic course pursued, caste, religious and spiritual orientation impacted moral disengagement of educated youth in India and its dimensions. Females and students pursuing MBA were found to be more morally disengaged than their respective counterparts.

Contents

1. Introduction 2. Theoretical foundation: Review of literature 3. Stage I of research: Pilot field study to understand the nature of ethical/unethical conducts of educated youth in India 4. Stage II of research: Measuring the conceptual framework of moral disengagement 5. Stage III of research: Examining the relationship between moral disengagement and demographic variables 6. Discussion. References. Annexure. List of publications.

02. ANJUMAN
Role and Effectiveness of Metaphors in Branding.
Supervisor : Prof. Harsh V. Verma
Th25189

Abstract
(Not Verified)

Metaphors are proven effective devices to inform and persuade audience about brands. Like businesses, an observation of the political world reveals usage of metaphor in projecting brand image, ad campaigns, speeches, and catchy slogans. In the Indian context, there are very few studies which take up political branding from a communication perspective. Drawing on branding and rhetoric literature, this research deconstructs metaphorical election campaigns using mixed-method research approach. The research compares the political communication of two Prime Ministerial candidates, Narendra Modi and Rahul Gandhi, from a metaphoric lens. A systematic analysis of literature from 1975 to 2019 is done to get a clear picture of the existing work and its inadequacy. During election campaigns, politicians are more likely to use stronger metaphorical language, aimed at triggering emotions and persuasion. The research work analysed the text used in campaigns for Gujarat and Karnataka assembly elections, and text and videos used in the 2019 Indian general elections. The data comprised of newspaper reports, social media handles and web pages of the concerned leaders. Critical Metaphor Analysis was done incorporating different theories. Software used were NVivo, Textalyser, SPSS and SmartPLS. To analyse the relationship between latent variables (brand familiarity, attitude towards the ad, attitude towards the brand, brand image and voting intention), this research employed structural equation modelling and multivariate analysis of variance. The results reveal that Modi's metaphorical ad campaign makes a more positive significant difference than Gandhi's campaign. The factors that depict the brand image of the leaders as perceived by the sampled voters are: Capability, Integrity and Sophistication. This is the first corpus-based study on the usage of multimodal metaphor in the field of Indian politics. Together, the findings of the study show how metaphorical style campaign is useful when it comes to building brand image or voter-brand relationships.

Contents

1. Introduction 2. Literature review 3. Research framework and hypothesis formulation 4. Role of metaphors 5. Campaign analysis 6. Effectiveness of metaphors 7. Discussion and conclusion. References. Appendices.

03. BHATI (Ragini)
Advocacy and Brand Building: A Study of Antecedents and Consequences.
 Supervisor: Dr. Harsh V. Verma
Th 25193

Abstract
(Not Verified)

The marketing landscape has changed. The traditional methods of marketing are no longer effective. Internet and social media revolution have made the consumer more powerful. In the present research project, three empirical studies followed a comprehensive literature review. The first empirical study was a rigorous synthesis of the CBA literature using a meta analysis. This led to the generation of a list of antecedents and outcomes of CBA. A Conceptual framework of the Antecedents and outcomes of CBA was formulated. Then, a quantitative study to explore the dimensionality of CBA was carried out. The process resulted in the formulation of a two factor 6 item instrument to measure the construct of CBA. The third part of the research project focused on the empirical testing of the conceptual CBA model.

Contents

1. An introduction 2. Literature review 3. Quantitative meta-analysis: Method 4. Quantitative meta-analysis: Results 5. Development of a short CBA Scale 6. Testing the conceptual model 7. Discussion and conclusion 8. Theoretical managerial implications 9. Directions for future research. References. Appendices.

04. GAUTAM (Deepti P.)

Evolving Gender Roles: A Study in Select Indian Business Organisation.

Supervisor : Prof. Kavita Singh

Th25192

Abstract (Not Verified)

An evolving social system is a continuous phenomenon, which also helps in evolution of the status of its members. As the societies have developed over a period of time, so are the social roles of, and the stereotypes attached to, men and women have developed. One such evolving phenomenon is the growing flexibility and changes in the gender roles of men and women. These changes in the gender roles have shifted the traditional view of male being a “breadwinner” and female being a “homemaker”. In organisational setting also these changes in the gender roles play a significant part in determining the overall functioning of the organisation. Thus, the deeply embedded culture of a workplace in turn helps in determining that how these changes are perceived in the organization with respect to the role effectiveness of an employee, Work and Family interface and overall Quality of life. In this context, present study has tried to explore the perception of the factors of Work culture which affect Role Efficacy, Work Family Enrichment and Family Work Enrichment and Quality of life with respect to Gender Roles. Findings – The findings of the study suggested that the traditional orientation of males and females irrespective of their biological sexes is evolving. The new generation employee has both the kind of attributes related to traditional ‘masculine’ and ‘feminine’, roles. These new day managers have ‘androgynous’ gender role orientation and are more flexible, creative and competent in today’s challenging work-family setting. Keywords- Gender roles, Masculine, Feminine, Androgynous, Work, Family, Enrichment, Efficacy.

Contents

1. Introduction 2. Theoretical consideration of the conceptual variables 3. Review of literature 4. Research methodology 5. Results.

05. GOEL (Neha)

Understanding Health Expenditure in India.

Supervisor : Dr. Soma Dey

Th 25196

Abstract (Verified)

India’s Gross Domestic Product growth rate was 7.56% in 2015-16 and it has the potential to grow at a faster rate. However, poverty is still pervasive in India, especially in rural areas which is home to 70% of its 1.2 billion populations. A higher economic growth can be achieved with income and social protection to the poor. The draft national health policy (2015) has proposed to make health as our fundamental right and also suggests raising government health expenditure from 1.04% of GDP (one of the lowest in the world) to 2.5% of GDP (Rs. 3,800 per capita) in the next five years. Health care expenditure in India is financed through three main options including state budget, insurance contributions and direct out-of-pocket payments by households. As per the WHO fact file, every year

more than 150 million people face catastrophic health expenditure throughout the world. In India, OOP expenditure has always been high, ranging from 60% to 70% leading to “financial catastrophe”. One of the major contributors to poverty is the increasing incidence of catastrophic expenditure due to health care costs. Expenditure on health care is leading to impoverishment and the hospitalization costs, whether public or private, results in catastrophic payments. Households in India lack financial protection which is the main aim of universal health coverage. Health insurance coverage is also low in India and people are not willing to purchase health insurance till they experience a catastrophic event. Government health spending is very low in India and government health schemes are not benefitting the poor and does not provide extensive coverage. To achieve the aim of universal health coverage in India, it is important to study the extent and source of health care expenditure, and its impact on Indian population.

Contents

1. Introduction and research methodology 2. Review of literature 3. Indian health care system 4. Trends and patterns in health care expenditure in Delhi and Odisha 5. Various health care models across countries 6. Health insurance in India 7. Health expenditure analysis and customers, perception regarding health insurance 8 Main findings, conclusions and suggestions. Bibliography. Appendices. List of publication and conference presentations.

06. HOODA (Apeksha)
Reengineering as a Strategic Stance for E-Governance in India.
 Supervisor : Prof. M. L. Singla
Th 25190

Abstract *(Not Verified)*

The study empirically investigates how to strategically reengineer the government processes in E-Governance to ensure the implementation of future oriented and sustainable E-Governance across developing countries. The study has utilized learning from the Theory of Strategic Intent, which proposed that to ensure the future oriented and sustainable performance of any organization, need is to develop the core-competencies. The present study has been conducted in India using the exploratory sequential mixed method research. The findings of the exploratory study, supported by the extant literature on reengineering, core-competencies and E-Governance success, forms the basis for the proposed research framework which is empirically tested with 359 respondents from the two government departments in India using Structured Equation Modelling (SEM) technique. The findings of the study suggested that it is required to reengineer the government processes with a view to develop the core-competencies to ensure the long-term success of E-Governance implementation in terms of future orientation and sustainability. The reengineering transformations are found to have significant positive effect on the core-competencies development, which in turn, has positive effect on the success of E-Governance. The significant core-competencies explored are Process Management, Employee Engagement, Internal Service Quality, External Service Quality, Citizen Satisfaction, Leadership, Culture and Technology.

Contents

1. Introduction to the study 2. E-Governance and BPR 3. BPR and core-competencies 4. Research methodology 5. Measurement model validation 6. BPR as a strategic stance for e-governance 7. Conclusion, limitations and future research. References. Bibliography. Annexures.

07. KAUSHAL KUMAR

Study of Location Optimization Models in Public Health Care Systems.

Supervisor : Prof. Amit Kumar Bardhan

Th 25187*Abstract**(Verified)*

Locations of facilities are an important determinant for their usage and effectiveness. In a developing country, location decisions need to be strategic, policies should be centred around optimal use of resources and prioritization of goals. Primary care facilities provide basic medical care to patients. They also offer preventive services, therefore they should be set up and managed in a way such that the population seeking basic medical care should prefer them over costly and life endangering alternatives. This is possible only if population preferences are considered while locating these facilities. In this thesis, new optimization models have been proposed, which include not only access related factors but also the factors related to behaviour/choice of target population. There is a huge scope of improvement in the standard of services which are being provided at a public facility. Quantitative models are as good as their underlying assumptions. In the domain of analytical marketing, well developed theory of consumer behaviour helps the fecundity of models. Research on medical care seeking behaviour of individuals is scattered but growing. Every new finding in the area is an opportunity for improving decisions through new optimization models. The models discussed in the chapters of the thesis are motivated by emerging scenarios. These models are simple, yet useful and implementable. The proposed location models were implemented on real-life data sets. Extensive numerical experiments were conducted, for demonstrating the functioning of the models. The implications and suggestions drawn from them could be used by the decision-makers for devising better policies. The thesis has six chapters. The first chapter gives an introduction and describes the motivation for the work. In the remaining five chapters health care facility location problems, new location-allocation optimization models and results from model implementation are discussed.

Contents

1. Introduction 2. Emerging public health concerns in developing countries 3. Optimal location for two types of primary health centers 4. Overload of primary care on tertiary hospitals 5. Primary health care and out-of-pocket expenditure 6. Public-private partnership in primary care network. Bibliography.

08. MALIK (Sakshi)

Enabling Public-Private Partnerships for Financing Infrastructure Deficits: India from an Asian Perspective.

Supervisor : Prof. Simrit Kaur

Th 25191*Abstract**(Not Verified)*

Rising infrastructure deficits accompanied by financially constrained governments has necessitated exploring alternate infrastructure financing arrangements such as Public-Private Partnerships (PPPs). To create a PPP enabling environment, the present study analyses the macroeconomic determinants of PPPs, the PPP readiness of Indian States, and the challenges associated with the procurement and implementation of PPPs. Since the Asian countries, specifically India, are global PPP leaders, the first and second objectives are to analyse the macroeconomic determinants of PPPs (both in terms of the *Value of PPP investments* and *Number of PPP projects*) in Asia and several States of India. Using system Generalized Method of Moments and Negative Binomial Regression, results for the latest ten years, in general, indicate that *institutional quality, regulatory framework, political and*

macroeconomic stability, fiscal constraints, existing level of infrastructure, financial development, past PPP experience, and market size play a pivotal role in enabling PPPs. Despite being a global PPP leader, inter-State PPP divides exist in India in terms of the *Value of PPP investments* and *Number of PPP projects*. The third objective is to construct a 'PPP Readiness index' for the Indian States to assess their readiness for providing an enabling PPP environment. Using Principal Component Analysis, results indicate that while States such as Tamil Nadu and Gujarat are PPP *Leaders*, Bihar and Jharkhand are PPP *Laggards*. Finally, the fourth objective is to analyse the key challenges attributing to the failure of PPP projects. Based on thirteen PPP case studies, findings reveal that challenges specific to PPPs occur in *three* phases: *Project development phase, Construction phase, and Operational phase*. Based on the findings of the doctoral thesis, important implications for enabling a PPP conducive environment are provided. **Keywords:** Infrastructure, Infrastructure deficits, Public-Private Partnerships (PPPs), Asia, India, Generalized Method of Moments, Negative Binomial Regression, Principal Component Analysis.

Contents

1. Introduction 2. Review of literature 3. Correlates of public-private partnerships: Empirical evidence from Asia 4. Correlates of public-private partnerships: A state-level empirical analysis of India 5. Multi-dimensional public-private partnership readiness index: A sub-national analysis of India 6. Challenges of financing infrastructure deficits through PPPs: Lessons from global experience 7. Summary, Conclusion, and policy implications. References. Appendices.

09. MANGLA (Namita)

Assessment of the Relationship of Cultural Intelligence with Change Management and Learning Organization.

Supervisor : Prof. Kavita Singh

Th25194

Abstract (Not Verified)

Cultural intelligence is a compelling ability in today's business scenario where engagements between different countries and organizations are numerous. Innovation, creativity and learning can be enhanced in the organization by leveraging cultural intelligence. The study is set to find the relationship of cultural intelligence with change management and learning organization among organizations in India. The research also investigates the difference in cultural intelligence level of employees with respect to demographic factors i.e. gender, age and work experience. Data was collected through the questionnaires and personal interviews. Qualitative analysis was performed on the interviews to draw results from the interviews. The mean value of cultural intelligence is found to be greater for male employees as compared to female employees but is not significant. Findings of the research indicates that cultural intelligence of employees with greater experience is significantly higher as compared to employees with lesser experience. Cultural intelligence is observed to increase with age. A significant difference in cultural intelligence among the four sectors i.e. Hospitality, Power, Banking and Consulting is observed. Employees in the Banking sector has the highest mean values of cultural intelligence closely followed by Hospitality and Power. The study has led to the conclusion that cultural intelligence is positively correlated to change management and learning organization. Consulting sector has the strongest correlation between cultural intelligence and learning organization. The final model is acceptable as it satisfies all the SEM assumptions and the relationship is found between the three latent variables namely cultural intelligence, change management and learning organizations. The relationship between cultural intelligence and change management is not observed in case of Banking and Consulting sectors. The organizations and its management can formulate their training programs based on the sector wise models derived in the study.

Contents

1. Introduction 2. Theoretical perspective of conceptual variables 3. Literature review 4. Research Methodology 5. Results and findings 6. Discussion 7. Summary and Conclusion. 8. References 9. Annexures.

10. MANISH KUMAR

Earnings Management and Corporate Performance.

Supervisor : Prof. Madhu Vij

Th 25188

Abstract (Not Verified)

Earnings management (EM) has become more pervasive among firms in emerging economies that have weak legal and corporate governance system. The scams in Indian corporates like Satyam Computers, Kingfisher Airlines and the most recent Jet Airways make it imperative to explore various EM practices prevalent in Indian companies and examine its impact on their future performance. The present study takes up (1) accrual management (AM), and (2) real earnings management (REM). It empirically investigates EM behaviour of Indian listed firms amid the Global Financial Crisis (GFC) of 2008; the impact of EM on the future performance of Indian companies; and the role of better management in refraining from REM in firms. The empirical findings of the study indicate decline in AM in Indian listed firms during the GFC period. Further, income-increasing AM is found to be more profound than income-decreasing AM in Indian listed firms. On the relationship between EM and future firm performance, the study finds negative impact of AM on future return on assets (ROA) and return on equity (ROE) of the firm but positive impact on price-earnings ratio (PE). However, REM has negative impact on all three measures of performance used in the study. The study also finds that firms with high ability managers engage less in REM. These findings are relevant to various stakeholders of the firm. The investors must understand that financial reports are less prone to managerial manipulations during economic downswing than during upswing. The regulators should be wary of firms that report small positive earnings or exceptionally high earnings consistently as these firms are more likely to be engaged in EM. In view of the finding that high ability managers engage less in REM, the board of directors should consider persons with high managerial calibre for appointment at the top-level management.

Contents

1. Introduction 2. Review of literature 3. Theoretical framework 4. Research methodology 5. Empirical findings – I 6. Empirical findings – II 7. Summary and conclusion. References. Annexure.

11. SARGAM (Shruti)

Effect of Enterprise Social Networking Communication on Organization Climate: A Study of Select Organizations in the India IT Sector.

Supervisor : Prof. A. Venkat Raman

Th 25195

Abstract (Verified)

The objective of this study was to identify various usage dimensions of ESN platforms by the employees of IT organisations in India, effect of such usage on organisation climate as perceived by the employees. ESN platforms usage was measured on six dimensions namely, information sharing, organisation updates, organisational sensemaking, connectedness, utility and employee voice. Organizational climate was measured on five aspects namely, cohesiveness, openness, participation,

recognition and organizational identification. The study was conducted in two phases, exploratory and descriptive. Exploratory study approach was used to validate the ESN usage and organizational climate dimensions identified from literature in the present context. Descriptive study was conducted to validate the effect of ESM usage on employee's perception of the organizational climate. Data were collected from 387 employees working at the lower and middle level in the select IT sector organisations in India. All but organizational sensemaking dimensions of ESN usage were found to have positive significant effect on organizational climate perception of employees. In addition, influence of employee demographics (gender, age, and experience in the usage of ESN) and the extent to which organizations encourage the usage of ESN platform were also examined. Age, experience and organizational encouragement were found to be significantly influencing employee's usage of ESN however the influence of gender on pattern of usage of ESN was partially accepted. The study makes valuable to the limited academic research literature in this area by giving a framework to explain the relationship between organizational, individual and technological interface in organizational communication and its effect on managing people. Fourth, could be considered as one of the first studies on ESN usage and its influence on human dynamics in organizations in Indian context.

Contents

1. Introduction 2. Review of literature 3. Research methodology 4. Discussion 6. Summary and conclusion. References. Annexure.