
Editorial

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Biographical note: Dr. Angappa Gunasekaran is a Professor and the Chairperson of the Department of Decision and Information Sciences at the Charlton College of Business, University of Massachusetts-Dartmouth, USA and Director of Business Innovation Research Center. He teaches undergraduate and graduate courses in Operations Management and Management Science. He has published 200 articles in 40 different peer-reviewed journals and presented 60 papers and published 50 articles in conferences and given a number of invited talks in more than 20 countries. He is on the editorial board of 20 journals. He has organised several international workshops and conferences in operations management and information systems. He edits journals in *Operations Management and Information Systems* areas. He has edited a number of special issues for highly reputed journals. Currently, he is interested in researching benchmarking, management information systems, e-commerce (B2B), information technology/systems evaluation, performance measures and metrics in new economy, technology management, logistics and supply chain management.

Welcome to the Inaugural Issue of IJICBM

I am pleased to introduce this inaugural issue of the *International Journal of Indian Culture and Business Management* (IJICBM). India is one of the fastest growing economies in the world. India's current economic growth is approximately 7% annually which is an impressive figure. India's vast pool of talents in disciplines such as Engineering and Information Technology (IT) attracts many developed countries to outsource their manufacturing and IT services. At the same time, India's rapidly expanding middle class represents a promising new market. India is a huge country with a population of over a billion which highlights the importance of the region not only from business process outsourcing and IT, but also from one of the most attractive emerging markets for products/services from other countries. Nevertheless, Indian economy is closely tied to western economies and this could be seen from the recent acquisitions of overseas companies by some of the major Indian companies. Moreover, many multinational companies are keen about India to take advantage of the talented pool of labour and vast market opportunities.

India is fast becoming one of the most important development centres for software, IT outsourcing, R&D, biotech, customer contact, design and other knowledge-based products and services. In the face of a global economic downturn, India has remained one of the few bright spots in the world, continuing its rapid growth and ascent to join the ranks of the world's great economic powerhouses. From pioneering the global adoption of emerging technologies to develop innovative products and services tailored to rural markets, Indian companies are having a growing influence on international business. The business friendly government and a fairly stable political environment of India are bound to contribute to the continued economic growth at a much impressive level. Multinational companies have shown tremendous interests in Indian markets and putting up their manufacturing operations and business process outsourcing in India. This necessitates an understanding of the culture as well as political and economic landscape of India. India's another advantage is a large population that can speak English and this is an added advantage for other countries to do business.

Given India's role in the world's economy and its contribution to large pool of manpower in the 21st century global enterprises, it is important to understand the Indian culture and management in order to be successful in business. To facilitate this, a journal focusing on Indian culture and business management is essential. *IJICBM* is a fully refereed journal, generally covering the new developments in Indian culture and its implications on business. *IJICBM* will act as a forum for the exchange of new developments in Indian business environments in terms of opportunity and threats, and the implications of culture and political landscape on business enterprise.

This inaugural issue of *IJICBM* contains 12 articles discussing a wide range of issues dealing with Indian culture and business management issues. While no unifying theme for the articles exists, each makes a unique contribution to the extant literature in the field. A brief overview of the 12 papers is provided below.

Despite the rhetoric of borderless transnational corporations driven by homogenising trends in globalisation, nation states and national identities continue to play an important role in structuring national managerial mentalities and dispositions. Nayak, Maclean, Harvey and Chia in their paper, 'Entrepreneurship, corporate governance and Indian business elites', examine the entrepreneurial spirit of Indian industrialists, and the emerging importance of corporate governance for globalising Indian businesses. They explore the corporate lives and careers of the directors of the SENSEX (top 30) companies from a practice perspective, and show that corporate governance and entrepreneurialism emerge as mediating symbolic forms embedding national values, institutional practices and individual dispositions. The data and arguments presented in this paper stem from a larger, ongoing study into entrepreneurship, corporate governance and Indian business elites; our preliminary analysis suggesting a complex web of connections between these social elements.

The paper, 'Analysis of risk and returns: a study of Indian industrial sectors' by Misra and Misra aims at analysing risk and returns of different sectors of the Indian economy using both the market-based as well as accounting-based information. The results based on market information show that FMCG, healthcare and oil and gas sectors are the most defensive sectors of the Indian economy, whereas Metal and IT sectors are the most aggressive sectors of the Indian economy. They further show that the macroeconomic factors explain the highest percentage of total absolute risk of Metal, Auto and Capital goods sectors whereas sector specific factors explain the highest percentage of total risk of the FMCG sector. Moreover, the results indicate that the market risk for different

sectors of the Indian economy has not been stable over time. The results based on accounting information suggest that FMCG, Metal and IT sectors are having the highest business risk whereas sectors like Technology, Auto and Public Sector Units are having the least business risk. These results further prove that Consumer Durables and Metal sectors are having the highest financial risk whereas FMCG, healthcare, IT and oil and gas sectors are having the least financial risk.

Singh in his paper, 'Emotional Intelligence and organisational leadership: a gender study in Indian context' deals with two important variables of emotional intelligence and organisational leadership in Indian context in a software organisation. This study sampled 210 male and 130 female software professionals to investigate the relationships of emotional intelligence with organisational leadership as well as the impact of emotional intelligence on leadership effectiveness. The results indicate positive and significant relationships of emotional intelligence with organisational leadership for both the genders. They indicate that emotional intelligence of male and female software professionals contribute huge variance in the total variance of their leadership effectiveness. The findings of the study have significant implications for the development as well as management of leadership skills and behaviours at workplace.

Indian energy sector has been characterised by low per capita commercial energy consumption, skewed distribution of primary commercial energy sources, ballooning demand–supply gap, inadequate energy infrastructure and high import dependence mainly in the form of crude oil. Energy consumption in India is expected to be more than doubled by 2020 to propel the development aspirations. Under such circumstances, India needs to explore all the supply side and demand side energy options along with requisite infrastructure to bridge the demand–supply gap. This requires a huge investment. The paper, 'Investment opportunities in Indian energy sector' by Ghosh outlines investment opportunities and potentials in the sectors like coal, power, oil and gas, renewables, energy efficiency and through CDM route along with government's policy initiatives to foster investment. Finally, the paper identifies some bottlenecks for private investment and suggests remedies to attract private investment.

Lakshman in his article, 'The role of attributions and attributional accuracy in managing subordinate performance: the Indian context' develops and tests an attributional model of performance management in Indian business organisations. The model includes key attributional variables such as attributional accuracy, self-internal attributions, and non-susceptibility to attributional bias, among other process variables. Using a sample of employees from mostly service organisations, the article finds support for the hypotheses. Attributional accuracy, and non-susceptibility to gender, regional and cultural biases emerged as key predictors. Interactive behaviours, low feedback latency, and performance correction strategies were found to be linked to accurate attributions. These in turn are linked to key outcome variables.

The paper, 'Transformational leadership style demonstrated by Sri Rama in Valmiki Ramayana' by Balakrishnan A/L Muniapan explores the transformational leadership style demonstrated by Sri Rama in Valmiki Ramayana, which has transformed and continues to transform millions of Indians even today. Leadership occurs in one of two ways: either transactional or transformational. The transformational leadership had been long demonstrated by Sri Rama thousands of years before the introduction and the development of transformational leadership model. This paper specifically explores and explains the transformational leadership style demonstrated by Sri Rama, which consists

of four dimensions (4 Is), namely; Inspirational Motivation (IM), Idealised Influenced (II), Intellectual Stimulation (IS) and Individualised Consideration (IC). This paper is based on review of literature on transformational leadership and a qualitative research methodology called hermeneutics, which is the interpretation of an ancient or a classical literature (Valmiki Ramayana).

Outsourcing as a form of trade in services can be considered as another aspect of the global integration of economies, beneficial to trading nations based on the principles of comparative advantages of trade. However, as offshore outsourcing becomes a fundamental armament in the arsenal of business strategies as organisations continue to try to stay competitive; the consequent loss of white-collar jobs in increasingly knowledge intensive activities has yet to be properly understood. In the paper, 'Gazelle in elephant's clothing: an integrated model of outsourcing', Sarkar presents a new framework in understanding outsourcing, distinguishing in two important aspects. First, it answers the twin questions of: 'what' can be outsourced and 'why' outsourcing may or not be a value proposition. The 'what' of an activity is described in his framework by two important variables, the dislocation facilitation and the knowledge intensity of the activity. The second important aspect of his model the integration of three important variables (that describe the 'what' and the 'why') in order to permit a complete understanding of outsourced activities and explain the likelihood and evolution of international outsourcing and the implications via dynamic analyses. The integrated framework permits not only an understanding of outsourcing along these three dimensions, but also how changes in any parameter affects the activity along all the dimensions, thus, how the repercussions work their way through the entire model.

Economic integration across countries has created a global market for different types of products and services. It has given companies an access to the world's best resources – cheap but talented labour, largest markets in terms of size, vast capital market, most advanced technologies and lowest-cost suppliers of inputs. Global companies find their origin not only in developed countries, but also in emerging markets. In particular, emerging markets provide an invaluable springboard to companies to achieve global standards of competitiveness in their core activities at home, which are then leveraged internationally. This trend has been observed in India as well, which necessitated a study to review the key strategies of Indian companies, with a view to analyse their success in establishing a global footprint. The paper, 'The emergence of Indian multinationals in the new global order' by Das tries to highlight some major strategies employed by Indian companies in going abroad, particularly, the pharmaceutical and auto companies, the need for creating a powerful brand India, Inc. and suggest an innovative roadmap for all aspiring multinationals of South Asia.

The ageing India combined with a declining joint family system faces a crisis in social security for elderly. The government pension system has been converted from a defined benefit system to a defined contribution one. The Mandatory schemes like Employees' Provident Funds Schemes cover a relatively small segment of the total work force. In all, more than 80% of the work force is not covered by any mandatory retirement/social security schemes. It is required for India to think of innovative products and systems to deal with the issues. Reverse mortgage on housing stock and converting huge stock of Gold held by households by single premium pension products may help to some extent. But, it is equally important to stress on family values and savings based life style to face the long-term implications of the emerging crisis in the social security scene. The paper, 'Declining joint family and emerging crisis in old age security' by

Vaidyanathan discusses the demographic issues with reference to the existing schemes of social security, role of households in savings and investments. Later, the paper focuses on the structure of social capital and provides a brief comparison to other societies and suggests how to strengthen the social capital. It also deals with the necessity of introducing innovative products to meet the requirements of the self-employed the largest segment of the economy.

In order to analyse the strategic issues with regard to the South African Platinum Group of Minerals (PGM) industry, Garg, van Tonder and Joubert in their paper, 'Platinum Group of Minerals: a strategic assessment of the South African industry' report the results of a risk analysis and an assessment of the competitiveness of the industry. The analysis of risk related to market conditions indicates a relatively low risk rating driven by increased demand for jewellery and autocatalysts, while the industry is exposed to moderate risk for raw materials and supporting services, which is expected to remain moderate in future. The results of industry risk analysis indicate that the PGM industry is currently exposed to moderate risk. The paper also discusses the development potential of South Africa in line with the exploitation of PGM.

On the basis of meta-review of organisational research (particularly in the area of organisational behaviour) in last several decades, the paper, 'Call for developing indigenous organisational theories in India: setting agenda for future' by Panda and Gupta, analyses the reason, why theory-building researches are not thriving in India to a desired extent and suggests some ways out of it. Academic scholars, academic institutions and corporate world can play significant and meaningful roles in creating a new breed of researchers focusing on exploring the indigenous understanding of organisations in India and management thereof. They have delineated their roles from that perspective. This paper also discusses about the possibilities of upgrading the quality of research in India, and the theoretical, methodological and situational challenges that researchers in India face while conducting organisationally relevant indigenous researches.

In the last few decades, the world has witnessed the emergence of three strategies, namely, quality, innovation and agile manufacturing. Vinodh, Sundarraj, Devadasan, Rajanayagam and Murugesh in their paper, 'Agile innovative total quality function deployment and its financial accountability in an Indian company' report a research work, which was carried out to tap the synergic powers of these strategies. To begin with, a model by name agile Innovative Total Quality Function Deployment (agile ITQFD) was designed. A financial accounting system was also designed in order to depict the performance of agile ITQFD using financial values. As experimentation, the working of agile ITQFD and its financial accounting system were studied in an Indian electronics switches manufacturing company.

Invitation to IJICBM

IJICBM is a fully refereed journal, generally covering Indian culture and their implications on business. Given India's role in the world economy, it is important to understand the Indian culture and management in order to be successful in business. IJICBM will act as a forum for exchange of ideas about Indian business environments from the perspectives of culture and political landscape.

Objectives

The main objective of the journal is to promote research and application of Indian culture and business management. IJICBM aims to help professionals working in the field of international business, academic educators, industry consultants, and practitioners to contribute, to disseminate and to learn from each other's work. International business dimension and the implications of culture are emphasised in developing appropriate strategies, tactics and operational policies for being successful in India. IJICBM aims to act as a forum for exchanging new ideas and sharing practical experiences in managing and doing business in India. This journal will also

- 1 raise the awareness about India's current business climate
- 2 provide insights regarding India's future growth opportunities
- 3 offer a networking forum for academics, professionals and entrepreneurs.

Readership

IJICBM is a forum to help professionals, chief executive officers, corporate heads of firms, managing directors, senior general managers, board directors, academics and researchers in culture and international business, IT directors, quality managers, human resource directors and managers of information centres. This journal will enable academics and practitioners working in the field of Indian culture and management, to discuss important ideas and concepts, and disseminate information for mutual learning and assessment.

Content

The journal publishes original papers, review papers, conceptual framework, news, case studies, empirical research, viewpoints and book reviews. Special Issues devoted to important topics in Indian culture and management and their implications on global business are welcome. Articles that deal with the Indian culture and business issues in various discipline such as accounting and finance, marketing, management information systems, organisational management, operations, supply chain, logistics, government, entrepreneurship, sustainable technology development, business infrastructure development, ethical and environmental laws and standards, health services, international business, manufacturing, education, energy, mining, sports and transportation are encouraged for IJICBM.

Subject coverage

IJICBM is a refereed journal that acts as a forum and source of information in the field of Indian culture, business and management. IJICBM proposes and fosters discussion on Indian culture and business management and their implications on the global economy

and competitiveness. The following are the list of topics (but not limited to) that would be considered for publication in IJICBM:

- Indian business, culture and management
- economy of India
- culture and economic role in science, engineering and technology
- entrepreneurship issues in India
- relationship between India and other western countries
- foreign investment and foreign trade
- research and development in Indian companies
- market opportunities in India
- evaluating the risks and rewards of doing business in India
- the regulatory environment in India
- best practices for managing communications with Indian counterparts
- current economic drivers in India
- the political landscape of India and its effects on business
- key Indian values: common denominators in a diverse nation
- protecting intellectual property
- building effective multi-cultural work team
- common communication pitfalls for Westerners in India
- government support for economic growth
- India business and culture
- social issues in India
- IT in India
- private equity and real estate investing in India
- Indian management philosophy
- building Indian global brand
- outsourcing of business process
- cross-cultural management
- knowledge management and learning in emerging economies
- management of creativity and innovation
- making a deal in India
- corporate governance in India

- paradigm of entrepreneurship and globalisation
- corporate social reporting in India
- psychological empowerment among Indian managers
- behavioural analysis of Indian consumers
- ethical stances in Indian management culture
- social structure and managerial agency in India.

Academics and practitioners are invited to forward their contributions in the Indian culture and business management areas for possible publication in IJICBM. The journal also encourages papers on business experience or on the development and implementation of Indian business strategies and tactics. Potential editors are welcome for guest editing special issues in emerging areas of Indian culture and business management. Please direct all your communication to the Editor-in-Chief (agunasekaran@umassd.edu).

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