

India against Corruption

IMI Kolkata Holds a Seminar

In the recent past, India has seen a movement to eradicate corruption and bring in accountability, transparency and fairness to ensure good governance in the administrative system of India. The Right to Information Act and the recent Lokpal and Lokayuktas Act, 2013 are some steps in that direction. IMI Kolkata organized a seminar on 'India against Corruption' on February 15, 2014 in its premises, where a galaxy of speakers from different walks of life gathered to express their views on the present state of the affairs, analyze the socio-economic, historic and cultural causes of corruption, and also debate and discuss the relevance of the Lokpal and Lokayuktas Act to mitigate the problem of corruption. This was essentially a knowledge session on the Act.

Dr. Arindam Banik inaugurated the programme with a welcome speech where he elaborated on the fundamental differences between the Lokpal and the Lokayuktas Bill, 2013 and the Jan Lokpal Bill. Then, **Dr. Suman Mukherjee**, the moderator of the session, initiated the panel discussion by mentioning that corruption is not endemic in contemporary times, nor it is restricted to India. He posed a question whether we can have a law to correct corruption. He made the seminar interesting with his apt interventions.

Mr. Khaitan started by saying that in his 43 years' legal profession the Lokpal and the Right to Information Act are two such Acts which have touched his heart. Though there are other anti-corruption legislations in the country, Lokpal is somewhat different. Using other legislations people in power could not be prosecuted. Lokpal being an impartial authority allows filing of complaint before the Lokpal against a public servant, ensures investigation and prosecution, if found guilty.

However, he posed two issues to ponder over. First, a majority judgment said that the bribe giver could be prosecuted but not the bribe taker. Lokpal also provides immunity in relation to proceedings or voting procedure in Parliament, offence with bribery or anything said in the Parliament. The Lokpal will have no right to initiate prosecution. Second, there is no provision for immunity to the person who will file complaint against a public servant.

Quoting Dr. Kalam, ex-President of India, he talked about the role of parents and teachers in instilling the virtue of honesty into the child and the student and thereby eradicating corruption. He hoped that Lokpal being a good legislation will give some teeth to us.

Contd. at P.6



Panelists Prof. Tathagata Roy, President, BJP- West Bengal Unit | Mr. Kishore Bhimani, Political Journalist and Writer | Mr. Ashoke Viswanathan, Filmmaker | Mr. N.G. Khaitan, Partner at Khaitan & Co. | Prof. Saugata Roy, MP, Trinamool Congress | Dr. Kunal Sarkar, Cardiac Surgeon | Dr. Suman Mukherjee, Dean & Principal, Bharatiya Vidya Bhavan Institute of Management Science | Dr. Arindam Banik, Distinguished Professor, IMI Delhi



Transformational Leadership and Pro-environmental Behaviour

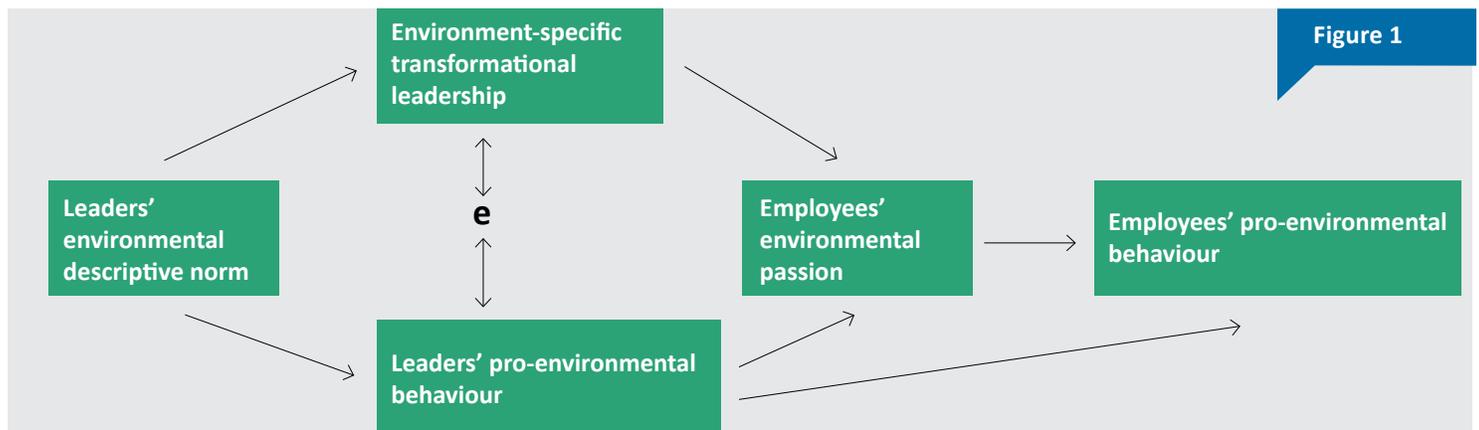
Rachana Chattopadhyay*

The importance of human behaviour modification towards more pro-environment is a well-recognized field of research. Many researchers from different fields of social science have pointed out the importance of empirical research that investigates how to promote workplace pro-environmental behaviour. Despite different researches from different disciplines, there is a dearth of research related to organizations and environmental sustainability. More specifically, there are some macro level researches that focus on organizationally relevant environmental issues; where organizations are considered as the unit of analysis. To fill the gap, recently, a very

- ii. Both transformational leadership & pro-environmental behaviour have significant influence on developing employees' passion for environment.
- iii. Both employees' passion for environment and leaders' pro-environmental behaviour determine employees' pro-environmental behaviour.

The developed model can be depicted by Figure 1 where detailed description of the model is given:

Transformational Leadership in Environmental Context



promising research was conducted by Robertson and Barling (2013). This research is mainly focusing on fostering pro-environmental behaviour within organizations by developing and testing a model that suggests organization greening activity can be achieved through leader's own pro-environmental behaviour and transformational leadership quality.

In this context, as there is no such significant research in Indian organizational set up, we have conducted a longitudinal study by applying the model developed by Robertson and Barling (2013) and got some interesting findings which may give some added value to the developed model. In this article, first of all we are going to explain the model which is developed by Robertson and Barling (2013), then we are going to discuss our Indian organizational context based longitudinal study and the findings.

Based on the following assumptions, Robertson and Barling (2013) developed and tested the model:

- i. Leaders' environmental descriptive norm has significant effect on developing environment-specific transformational leadership and pro-environmental behaviour.

Transformational leadership has become the most widely studied leadership theory in last twenty years, compared to any other leadership theory. Transformational leadership incorporates four leadership behaviours, idealized influence, inspirational motivation, intellectual stimulation and individualized consideration (Bass, 1998; Bass & Riggio, 2006), each of these variables can be applied to influencing organizational pro-environmental behaviour. By exercising idealized influence leaders become the role model by doing what is right rather than what is beneficial. Under this influence leaders are driven by a moral commitment towards environmentally sustainable planet and select the actions that are necessary for protecting the nature. In performing those actions environment-specific transformational leader serve as a role model for the employees, who then are more likely to display these actions.

Leaders' Environmental Descriptive Norm & Workplace Pro-Environmental Behaviour

Descriptive norm refers to people's perception of what most others do (Cialdini, 2007). In the environmental context, descriptive norm indicates that pro-environmental behaviour is effective and accepted

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by the people. Leaders' descriptive norm is dependent upon the environment where they interact. If the reference group of the leader is engaged in pro-environmental behaviour, leader will also promote pro-environmental behaviour in his or her workplace.

Environment-Specific Transformational Leadership, Leaders' Workplace Pro-Environmental Behaviour & Employees' Pro-Environmental Behaviour

This model assumes that leaders' environment-specific transformational leadership and their own workplace pro-environmental behaviour both have significant role in determining employees' pro-environmental behaviour. This model also assumes a significant positive correlation between environment-specific transformational leadership and pro-environmental behaviour.

Environment-Specific Transformational Leadership and Employee's Environmental Passion

Any effect of transformational leadership in individual behaviour is invariably indirect (Barling et al., 2010). This model is also considering the indirect role to environment-specific transformational leadership by predicting its influence on employees' workplace pro-environmental behaviour which is mediated through harmonious passion for the environment. Harmonious passion displays a positive emotion that remains under the individual control and results in motivation to engage in the task or relationship orientation which is the target of passion.

Leaders' Workplace Pro-Environmental Behaviour, Employees' Workplace Pro-Environmental Behaviour and Harmonious Passion for Environment

This model suggests that power, position and the status of organizational leaders are ideally placed to serve as role models. When leaders are displaying a consistent pattern of pro-environmental behaviour, they are giving signals to the employees that such behaviour is valued and expected in the workplace.

Employees' Harmonious Environmental Passion and Workplace Pro-Environmental Behaviour

This model indicates that employees' harmonious environmental passion will lead to workplace pro-environmental behaviour. In explaining this relationship, authors mainly pointed out the positive emotion, that is associated with environmental passion which facilitates pro-environmental behaviour.

ENVIRONMENT-SPECIFIC TRANSFORMATIONAL LEADERSHIP: A LONGITUDINAL STUDY BASED ON INDIAN CONTEXT

Considering the above described model we have conducted a longitudinal study in Indian organizational context. Aim of this study is to measure the effect of environment-specific transformational leadership in developing employees' environmental passion and pro-environmental behaviour.

The study was conducted on the basis of the pre-post design model, where data were taken twice from the employees by a gap of eight months. 66 managers (leader) of 66 branches of public sector banks of West Bengal participated in this study. Some controls were taken in selecting the employees. Employees working under a specific manager at least for 6 months were considered for this study. It has also been observed that response group remained same for pre and post conditions. Initially, responses were taken from 79 bank managers along with their associated employees. But, in the second round of the study, we did not get same set of employees (because of transfer) with the same managers, for that reason we have discarded some data. Number of employees working under each manager was 4 to 7. In this study, we got 48 male managers and 18 female managers.

For measuring the variables described in the above stated model, we used the adapted version of the same scales, used by Robertson and Barling, (2013) in their study. Psychometric properties of the all adapted versions were tested prior to applying them in this study.

This study has revealed the following features:

- There is a significant change in employees' environmental passion and pro-environmental behaviour, if their leader was having a high score in environmental descriptive norm, subsequently transformational leadership qualities and pro-environmental behaviour.
- It has also been observed that descriptive norm, transformational leadership quality and pro-environmental behaviour were higher within the leaders below the age of 45 years.
- Female leaders below the age of 45 years were more pro-active in showing transformational leadership and pro-environmental behaviour than male leaders of that age.
- There is a significant difference in terms of environmental passion and pro-environmental behaviour between the female and the male employees. Female employees below 40 years of age showed higher environmental passion and pro-environmental behaviour than male employees of the same age.

Overall, our study has supported the model of transformational leadership and pro-environmental behaviour that was developed by Robertson and Barling, 2013. Deeper analysis of the model reveals that there is a significant role of age and gender in developing the environment-specific descriptive norm of a leader, at least in India, which should be investigated further. Though the number of female leaders is less in this study, for strong foundation of this model further data is required.

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Is Public Sector Change Averse?

Devjani Chatterjee^{1,*}

Changing Environment

World today is changing at an unbelievable and unexpected rate and global competition has amplified due to rapid technological innovation, limitations on resources, privatization, liberalization of trade and deregulations. Organizations face a continuous change stimulated both externally and internally. Changes in government laws and regulations, globalization of markets, increased competition, advances in technology etc. are external stimulants, whereas, internal stimulants can be the development of a new strategy, changes in an organization's structure, changes in ownership or management and others. To stay buoyant, and compete in this liberalized economy, change is necessary. Even many traditional organizations have now accepted "that they must either change or die"^[1].

Change requires creating a new system and then institutionalizing the new approaches^[2]. It represents a significant interruption in the already established rules, norms, culture, manufacturing processes, regulations and policies of an organization. These disruptions in the otherwise normal system, give rise to destruction and replacement of familiar social behaviour, structures and relationships^[3]. It alters the employees' work procedures and job skills, due to an unknown but perceived threat.

The principal models of change management are rooted in the work of Kurt Lewin. In the 1940's he developed the planned approach to change. Lewin's change model involves three steps or phases: unfreezing, changing and refreezing^[4].

without any change, the organization may gradually die and it is sensitive because change threatens the status quo resulting to human resistance. This resistance to change is mainly an effort to maintain the status quo and minimize the perceived threat to an employee's job, skills, power, position and behavioural patterns. Resistance can be in many forms, like voice, exit, neglect or being loyal or, can be overt, implicit, immediate and deferred^[5]. Deviant behaviour as a result of the underlying resistance is basically hostile manifestation of that resistance^[6]. Studies show that chances of failure of change initiatives are higher than its success, as shown in Fig.1.

Practice of Organizational Change in the Public Sector in India

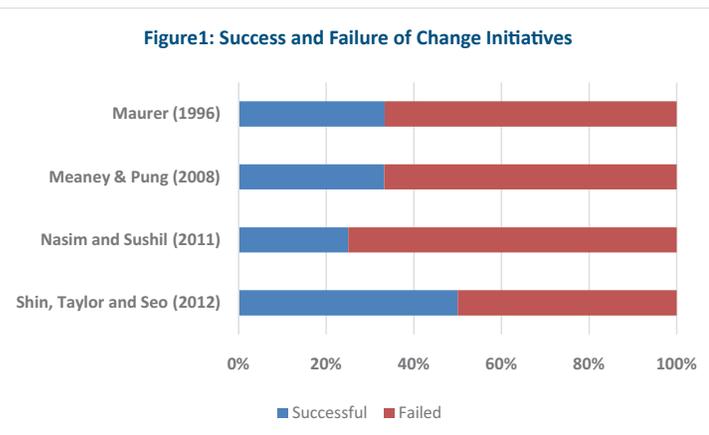
Public and private sector organizations are different in many ways, which are demonstrated through different cultural manifestations, orientation and performance. In general, government organizations are prone to have a bureaucratic culture and authoritarian communication style based on tall hierarchies, top-down communication and narrow span of control. Decision-making tends to be based more on rules and regulations and driven by procedures.

Despite environmental changes to business, many newly established organizations still have a penchant to keep to their early stage successful strategies. Reasonably, this practice would be much stronger for the more institutionalised public sector organizations. Employees generally get used to a definite, particular and systematic style of doing same jobs for a long period of time within the same public sector organization. They might not be happy, but only habituated with their current state. Moreover, they still resist the change, even if it has the potential of making life easier.

India entered into a free market economy in 1991, and reforms started to deregulate the economy. International trade increased and foreign capital flowed in^[7]. Indian companies began to be under pressure in face of extreme external competition to change technology, improve quality, reduce cost, and introduce organizational culture with flexibility and openness. The liberalized economic policies of the government have drastically changed the business scenario in India and probably the worst affected by such changes are the public sector organizations^[8]. Aggressive efforts for capturing global markets in terms of market shares started, but more so in the private than public sector in India.

Considering the changing landscape for the last twenty years, many policy makers observed that not responding adequately to a rapidly changing environment and consumer expectations might lead the

Figure1: Success and Failure of Change Initiatives



Chances of Success after Change

All changes are not successful and any kind of organizational change, which affects the already existing system in a significant way is critical but at the same time, sensitive. It is critical because

¹This is a part presentation of an ongoing research by the author in collaboration with Dr. Sabyasachi Patra of Calcutta Business School.

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public organizations to a serious state leading to struggle for existence in near future. Air India is a live example which shows that disability to introduce fast change within organization due to the bureaucracies has led the company to run in loss in the last couple of years, and also losing its market share to other private players. According to the latest available statements of profit and loss of Air India, loss has been increasing every year for the company. Loss for the year 2009-10 was ₹ 54,890.9 million which increased to ₹ 68,651.7 million in the year 2010-11 and to ₹ 75,597.4 million in the year 2011-12².

It is observed that the 'one-size-fits-all' attitude, which was once the pillar of establishment of government and public sector organizations, has only archaic value with respect to the current consumer and environmental demand. An urgent need to introduce change by the large organizations is the rising importance of consumers, which has also catapulted the need to change according to customer demands. In effect, environmental and competitive pressures have however started to affect public sector attitudes and sentiments, where they are gradually realizing the need of flexibility and openness and the 'made-to-order' responses. Another key reason to change in the public sector, is to minimize costs and maximize efficiency both in public services and in the way the public sector operates.

Organizational Resistance: the India Perspective

In India, studies show that the primary cause of organizational resistance is leadership problems, whereas, problems with employee involvement stand second. Leadership problems are generally related to top-managers' inability to hand over power and not being able to give up control, low commitment levels, personal gains focussed more than company's goals, struggle between managers regarding unclear definition of responsibilities and other problems with human resource management^[8].

Generally it has also been observed that increased communication is considered as the main tool to reduce resistance which includes, increasing employee involvement, providing training to employees, and also using seldom punishment. Increased communication mainly means explaining and convincing the people about the change. However, in very few companies steps are taken to reduce the negative factors about change, if they appear. A study^[9] involving the innovation process of 162 projects in the petroleum sector in India, has shown poor handling of change management as one of the constraints against innovation and change. Moreover, in many organizations it is not a practice to examine the reasons for any failure to prevent its occurrence again in the future.

Recognition of the urgency to change in the public sector in India is rising, but a formative and constructive change management process is yet to be in practice.

A Possible Solution: Quantifying Change

Considering the imminent resistance to organizational change, and poorly developed modes to address them, the need of the hour is to focus on a modality which is more rational, quantitative and robust to evaluate the process of change. An analytic decision making process can help to understand in a rationalistic way the needs to change and also predict the possible resistance to change. Thus, citing the deep-rooted disabilities of large public sector organizations in India to popularize and commercialize innovations and introduce change, it is extremely essential for such organizations to develop a purposeful strategy for change and innovation and align it with their corporate strategy. In order to create such alignment, change management skills are necessary for the public sector organizations. Thus, in the Indian context, we need to additionally give a little more emphasis on the same.

Therefore, a robust mechanism required for identification and quantification of the impact of outcomes of change has been developed by us. The model is ready for application in large public sector organizations and also others, for verifying its accuracy in estimating the aggregate impact of the outcomes of any organizational change, based on which the decision to change can be implemented.

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²<http://www.airindia.com/AnnualReport.htm?14>



India against Corruption (Contd. from P.1)

Prof. Tathagata Roy spoke on academic and political corruption, the mental state that follows and the sequence of corruption. He raised a point whether a foul act like corruption can be prevented by legislation. He categorically stated that legislation is a necessary step but it is far from being sufficient. Emphasizing on the importance of understanding the anatomy of corruption he identified two factors instrumental in engendering corruption: *discretionary control* and *legislations directly encouraging corruption*. The License Permit Raj was cited as an example for the former source of corruption and legislations like the Income Tax Act, with marginal tax rate of 97.5% once upon a time, as the second source leading to unethical practices to flourish. The consequence was generation of black money. The delay in the criminal proceedings and the discretionary power bestowed upon the police officers are other factors that engender corruption. Many a times political corruption is more rampant than financial corruption, he asserted.

Dr. Kunal Sarkar stated that India doesn't want ethically efficient doctors. He believes that there is tremendous pressure on doctors today to be medically clever but ethically corrupt. Maneuvering various kinds of manipulations and paying hefty sum of money one can get not only a medical degree but also a specialty degree in cardiology and neurology. Several universities in India offer such degrees. Moreover, the government has the ambition of increasing the number of doctors in the country by four-folds. But the per capita hospital beds in India have not increased since the year 1989. We still have the lowest number of hospital beds per capita, far below Pakistan, Iran, and much below Sri Lanka and Bangladesh. 74% of doctors must have paid anything between ₹50 lakhs to ₹1 crore as a capitation amount to get themselves educated. But, the doctors are not getting the return on investment on education. In that sense the government of India has dictated that every doctor be morally and ethically bankrupt. He puts forth a strong argument against the requirement of legislation like Lokpal and believes that India required governance before India required profane levels of legislation.

Prof. Saugata Roy opined that corruption basically stems from the mismatch between demand and supply and it may exist anywhere. He focused on political corruption and reiterated that there are general laws in the country, as mentioned by Mr. Khaitan, such as Indian Penal Code, which deals with all criminal activities; Prevention of Corruption Act, 1988, which deals with corruption at different levels. But Lokpal was necessary to have a body which will look into political corruption. For the first time Lokpal gives a handle to the common people to lodge complaint against the highest functionary of the country covering Prime Minister, any

Union Minister, MPs and there is no restriction on the number of complaints that can be filed.

The Act says that the Lokpal shall consist of a Chairperson and eight Members. The Lokpal will have an investigation wing and a prosecution wing. Lokpal will also set up special courts so that if somebody complains about a minister and Lokpal finds there is prima facie case, the Lokpal can direct the special court to take up the complaint.

The only major flaw in the legislation, according to Prof. Roy, relates to CBI. CBI, despite all its faults, acquired some expertise in looking into corruption and it should have been put under Lokpal, which did not happen. He concluded that hopefully the Lokpal Act will instill the fear of God in politicians.

Moving on to corruption in the world of sports the moderator invited Mr. Kishore Bhimani to speak. **Mr. Kishore Bhimani** mentioned that we can find many instances of corruption in the *Mahabharata*. According to him, the first instance of recorded corruption was the one when Lord Krishna tried to persuade Karna to fight for Pandavas instead of Kauravas by reminding him with the privilege of spending one year with Draupadi if he fights for them. Regarding sports, he commented, "You can call it cricket, but I call it circus, not cricket – IPL, the colourful staff"! And regarding corruption in general, he mentioned that from Lord Krishna till today, corruption is not coming down and the mindset is not changing. The need of the hour is order. To fight corruption which is institutionalized in this country, the violent solutions are needed.

Mr. Ashoke Viswanathan, acknowledging the multivariate dimension that the panel discussion assumed, emphasized on the requirement of documentation of such a meaningful discourse. He summed up very briefly. He agreed with Mr. Khaitan's view about Lokpal not providing immunity to someone they should provide immunity to and providing immunity to someone they shouldn't provide immunity to. In this context he mentioned the Jessica Lal case where the prime witness Shayan Munshi turned hostile possibly due to bribe or the fear of Lord! Mr. Viswanathan, however, differed from Mr. Bhimani by saying that though something radical needs to be done, we are still not in a position to take these violent steps. He agreed with Prof. Saugata Roy that Lokpal is at least a step in the right direction. Mentioning Prof. Tathagata Roy, he opined that unfortunately in our country the way the Parliament, the judicial and executive systems exist, it engenders corruption. But, all said and done, he thinks that the Lokpal Act is extremely important and needs to be taken forward. Indians need to be fearless, speak their mind. And that is the only way India can be against corruption.

“For the first time Lokpal gives a handle to the common people to lodge complaint against the highest functionary of the country covering Prime Minister, any Union Minister, MPs and there is no restriction on the number of complaints that can be filed. The Lokpal Act will instill the fear of God in politicians.” - **Prof. Saugata Roy**



Rev. Fr. Dr. Felix Raj S. J., Principal of St. Xavier's College Kolkata

was invited to deliver a curtain raiser session for the newly introduced **Entrepreneurship** elective on February 18, 2014. Rev. Father kept the students enthralled with his discourse on Entrepreneurship and the larger spiritual aspects of life and leadership. His words "we don't realize that transforming the world starts with transforming ourselves" awakened the consciousness of the management students as they realized the fundamental importance of managing their own self prior to taking up management responsibilities or facing the larger entrepreneurial challenges. The session filled with anecdotes of life, leadership and more set the right motion for a positive entrepreneurial mindset amongst the young enthusiastic minds.



Mr. Ashoke Viswanathan, noted film maker and producer took a session on "Managing Cinema as a Product" for the final year **Product Management** and **Entrepreneurship** elective students at the IMI Kolkata campus. In his session on February 28, 2014 the ace film maker discussed about the subtle differences in the idea of making a cinema, or a film, or a movie. His deliberation included a clear idea around the roles of the various stakeholders involved in the film making process, starting from the director, producer to the spot boy. Live clips on producing and marketing a movie had something for the students of product management as well as those of entrepreneurship who might be looking at the idea of venturing into the business of making films.



Mr. Jimmy Tangree, Station Head of Red FM Kolkata visited the IMI Kolkata campus on February 21, 2014 to deliver a session for the students of **Product Management** elective. The session was titled "Managing Radio as a Product". Mr. Tangree,

the popular voice of radio in Kolkata spoke from his rich media experience and shared his take on radio programming as a product and the idea of presenting the inimitable radio offer for its listeners. The students appreciated the idea of getting acquainted with a whole new dimension to product management. The inside views on creating and managing the radio product and the new age approach to create integrated media and marketing solutions for the clients were discussed with live pointers and exhibits.

Dr. Soumya Kanti Ghosh, Chief Economic Adviser, SBI visited IMI Kolkata during 5th and 6th March, 2014 and delivered a few lectures on contemporary processes of risk management practiced by the banking sector in India. A doctorate from Jawaharlal Nehru University and having served as Senior Fellow, ICRIER, India's leading think tank and also Chief Economist, FICCI, his expertise enriched the sessions. IMI final year PGDM students from finance specialization having elective as **Financial Econometrics**, had sessions ranging from an overview of the current developments in Indian financial system and the banking sector to risk management models like COSO, Standard & Poor's Enterprise Risk Management framework, AARSH framework etc. and their applications in the Indian context. During his lecture, he covered credit risk as well as operational risk.



STUDENT ACHIEVEMENTS

IMI-K Student Wins StockMind Contest

Deepak Bokaria, 2013-15 batch PGDM student of IMI Kolkata, won the College Round of ICICI StockMind contest held in IMI Kolkata. StockMind, a nationwide contest on stock market, is an initiative of ICICI Direct Centre for Financial Learning. It is a unique competition designed to teach the nuances of investing in the stock market by using virtual money, thereby eliminating any monetary risk involved. The prize distribution took place on February 18, 2014.

The event took place over a period of 10 days from November 25, 2013 onwards, where participants tried to maximize the portfolio

value over the trading period by investing the given amount of virtual money in a virtual trading platform. Deepak has invested 70% in cyclical stocks and 30% in defensive stocks and in order to mitigate the risks involved with cyclical stocks, he chose stocks with opposite betas. Moreover, in spite of investing the entire amount once on the same day, he invested the money every day. This was his winning strategy. He has also participated in the national round against participants of other colleges and is awaiting the results.



FACULTY ACHIEVEMENTS

Dr. Himadri Roy Chaudhuri authored a chapter titled “From Local Taste to Luxury Experience: Insights into Culinary Distinction for the Indian Middle Class” in a forthcoming Palgrave book on *Luxury Brands in Emerging Markets*. This book is edited by Glyn Atwal and Douglas Bryson, co-authored with Nilanjana Sinha, who is a Doctoral Candidate at the University of Calcutta. He has also reviewed the book *Selling Today: Partnering to Create Value* by Manning, Ahreane, and Reece, 13 ed.

The paper titled “Exploring Management Control Systems and Hofstede’s Cultural Dimensions for Innovators and Low-innovators: An Empirical Study” authored by **Dr. Devjani Chatterjee** has been accepted for publication in the forthcoming July–September, 2014 issue of *Global Business Review*, a Sage publication.

A paper titled “Role of Children in Family Purchase across Indian Parental Clusters” authored by **Dr. Rituparna Basu** of IMI Kolkata and Dr. Neena Sondhi of IMI Delhi has been accepted for publication in the *Young Consumers: Insight and Ideas for Responsible Marketers*, an Emerald journal.

The paper explores the evolving status of children as active consumers in the emerging Indian market by assessing their impact on family buying practices across distinct parental clusters. The study uses a dataset collected from parents in Kolkata and Delhi to understand their attitudes towards parenting and the consequent

empowerment of their children for actively participating in family purchase decisions around varied children’s product categories. The empirical evidences presented in the paper hint at the growing role of children in family purchases and their transformation into active consumers in an evolving market. Thus it adds to the existing under-represented family consumption literature with more market specific insights.

A paper titled “Do Apparel Store Formats Matter to Indian Shoppers?” authored by **Dr. Rituparna Basu** has been accepted for publication in the much noted *International Journal of Retail and Distribution Management*, an Emerald publication.

The article explores store choice behaviour of Indian apparel shoppers and analyses the factors influencing their choice of retail formats from an emerging market perspective. The research draws on a dataset of 336 structured questionnaires with adult urban Indian respondents to understand their perceptions about organised and unorganised apparel store formats. The exploratory study uses a comprehensive list of demographics, shopping situations and format stimuli parameters along with two established psychographic scales to assess the extent of their effect on the store choice of apparel shoppers. Thus the paper attempts to enumerate befitting analyses of factors that influence the store choice behaviour of apparel shoppers by using apt format classifications that are specific to the emerging retail market scenario in India.



IMI EVENTS

Creating Winning Branch

Two consecutive in-company MDPs were organized for UCO Bank (i) from January 30 to January 31, 2014 and (ii) from February 28 to March 1, 2014. The programme was tailor-made considering the specific needs of UCO Bank for their Middle level Executives and Branch Managers from different zones across West Bengal. The contents were designed to unleash the potential of the executives, developing self and strategizing for GOAL ATTAINMENT, with clear understanding of competitive challenges.

Sri N. Sambasiva Rao, Circle Head and General Manager, and his team from UCO bank, who were closely monitoring the programme came for the inauguration of both the programmes and have expressed their satisfaction based on excellent feedback of the participants.

Programme Directors: Dr. Sarojakshya Chatterjee and Dr. Nandita Mishra

Resource Persons: Dr. Sarojakshya Chatterjee, Dr. Nandita Mishra and Dr. Rachana Chattopadhyay

Building and Leading High Performance Team

The three day training programme from February 5 to February 7, 2014 was designed for employees of CESC, who have completed one year with the organization. It was designed to develop knowledge, skills and awareness to fulfil future needs of the organization.

This was a residential programme where participants worked, enjoyed and explored in a team. The participants were taken through sessions on understanding of macroeconomic scenario and economic strategy, finance for energy sector and statistical tools to understand the competitive world.

More emphasis was given on Positive Work Attitude, Role Efficacy, Leadership and Decision Making, Developing Interpersonal Skills and Interpersonal Communication. It was an overall initiative for knowing self, exploring others and working in teams.

Programme Director – Dr. Nandita Mishra

Resource Persons – Dr. Rachana Chattopadhyay, Prof. Surendra Poddar, Dr. Rituparna Basu, Dr. Shweta Dixit and Dr. Nandita Mishra



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