

## Assessing the Barriers to Trade in Services in South Asia

*Arindam Banik\**

Service sector has played an important role in the dynamism of the South Asian region. It has emerged as the single largest sector in all the South Asian countries with over a half of South Asia's GDP and a third of its employment. Over time, the service sector's contribution to regional GDP in South Asia grew from 47.6% in 1990 to 61% in 2013. Barring Afghanistan, over half of country's production in South Asian countries comes from the service sector, ranging from lowest 44% (Afghanistan) to highest 79% (Maldives). However, this is also not to deny that South Asian countries suffer from less developed manufacturing base, whereas a strong industrial base is crucial for sustainability of the service sector in the long run.

South Asia shows high variation in growth in service sector, particularly during the period 2001 to 2010 with India witnessing the highest growth rate of 8.5% and Nepal the lowest of only 2.9%. Interestingly, while the growth of service sector in India, Pakistan, Bhutan, and Bangladesh accelerated during 2001-2010 compared to the previous decade, it seems to have slowed down in Sri Lanka, Nepal and Maldives from relatively high rates in the previous decade. The rise in the service sector's importance in South Asian economies has been accompanied by a rise in its importance for employment, although still not commensurate with its share in GDP. Evidently, service sector in Maldives contributes about half of total employment (50.2% in 2010), while in other countries it ranges between 34.6% (Bangladesh) to 38.7% (Sri Lanka). Nevertheless, the service sector in most of the South Asian countries, contributes a major portion of the employment in the organized sector.

In recent times, in line with the trend in global trade, South Asian countries have registered a considerable expansion of services trade including the intra-regional trade. The key to judging the trade potential is specialization and competitiveness. The existing pattern of service trade in the region suggests that the potential is still to be explored.

South Asian countries are having limited flow of intra-regional trade in services, of which a large part is informal, partly because the formal services trade faces a large number of barriers – implicit or otherwise. The measurement of barriers to trade in services, and the gains associated with removing such barriers, have been of keen

interest in recent years, particularly in the context of inclusion of services and investments in the South Asian Free Trade Area (SAFTA). The underlying economic rationale for policy reforms in service trade is that the removal of barriers is likely to result in lower prices, improved quality, competitiveness and a higher welfare of the region. Measuring restrictions faced by service providers can serve at least two main policy objectives: helping decision-makers to assess the impact of these barriers on the economy and facilitating bilateral and multilateral negotiations on trade in services liberalization.

### The Study

The aim of this study is to perform a qualitative and quantitative analysis of barriers to trade in services in five South Asian economies such as India, Pakistan, Nepal, Sri Lanka and Bangladesh. The analysis is focused on education, health, travel and tourism, telecom (fixed and mobile) and transport sectors (air and maritime). The five countries have started domestic reform programmes to varying degrees in these sectors. Data corresponds to information available through the end of June, 2009.

The study relies on the Service Trade Restrictiveness Index methodology (STRI) which translates qualitative information on services barriers into an aggregated quantitative score by sector. The study has gathered qualitative information through questionnaires completed by government agencies and various country reports. The qualitative information has been used to determine the values of the different components of the sectoral aggregate and modal indexes. The weight of each component has been determined through pairwise comparison. The analysis covers the evolution of the regulatory framework of service sectors as well as the implementation of these regulations and their degree of restrictiveness. From this perspective, we consider the following questions:

- Which reforms have reduced barriers to trade in services in recent years, and what lessons can be learned by other countries as well as worldwide?
- What disparities exist between regulations in principle and in practice?
- How does the government maintain control despite the implementation of liberal reforms?

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## Key Findings

In aggregate, no single country ranked most open or most restricted across all sectors or across all modes even in the same service sector. Nepal's STRI values were generally lower than those of the other countries. For other countries, however, the STRIs have revealed varying levels of openness across the different service sectors. Pakistan, for example, has relatively open mobile telephony sectors but higher restriction levels in air transport sector.

## Implications for Sectors

### Education

No single country ranked most open or most restricted in education sector in South Asia. India has relatively restrictive trade sector in mode 4 (0.62), but lower restriction levels in mode 2<sup>1</sup> (0.22) partly explained by full current account convertibility in her balance of payment account.

### Health

Trade restrictions in health sector vary across South Asian countries. For example, aggregate scores range from 0.23 (Nepal, the least restrictive) to 0.41 (Pakistan, the most restrictive). Pakistan's score is primarily attributed to consumption abroad and movement of natural person restrictions. On close investigation, it appears that Central Bank's lengthy formalities to allow foreign exchange for nationals' treatment in other countries beyond limit is the major impediment. India's aggregate score of 0.33 reflects the sector's relative openness.

### Travel and Tourism

There are wide variations of STRI in case of travel and tourism sector in South Asia. Pakistan is the most restricted economy, while Nepal is the least restricted economy. This may be due to Central Bank's intervention for carrying limited amount of foreign exchange. The study reveals that visa restrictions are the major impediments of religious tourism. This is particularly relevant in the context of both India and Pakistan.

### Telecom

Mobile telephony is more open than fixed line telephony in South Asia. Mode 2 restrictions for this index relate to call back services, a low-cost alternative to traditional international call services. While this service is prohibited by many countries worldwide, restrictions are progressively being lifted. Foreign equity limits have been liberalized dramatically in recent years by all five countries. In both the mobile and fixed markets foreign companies are allowed to establish commercial presence with a joint venture. The main issues for the telecom sectors in the region are how to improve the quality and coverage of the telecom service while lowering prices.

### Maritime and Air Transport

Maritime services are considered as an important ingredient of competitiveness in global trade. In aggregate terms, India's maritime sector is highly restrictive, whereas the least restrictive country is Sri Lanka. The air transportation sector has been dominated in this region by the national flag carriers for decades. However, the need to modernize the sector and increase its efficiency (driven mainly by the

development of the tourism sector) has led to many reforms aiming at opening the sector to internal and external competition.

## Policy Suggestions

The results suggest that there is a huge arbitrage opportunity for the local professionals and other local service providers in a particular economy due to demand and supply gap. To achieve greater economic welfare, the barriers have to be removed. The organization of a regional skills council for standardization of skills would be very important. Once these are identified, investments may be encouraged and in the process movement of natural persons without barriers such as simplified visa, favourable work permit, dual taxation among others, may be resolved. This is a kind of win-win situation in the light of economic welfare gains in the region.

The study also has other strong policy implications for services trade sector in South Asia. First, due to abundance of trained and skilled professionals especially in the IT and ITES sectors, India has advantage in mode 1<sup>2</sup> in a number of services sectors particularly, professional services, other business services, construction and related engineering services, education services, health services, financial services, telecommunication services, R&D services, computer related services. Therefore, opening up of cross-border supply of services in these sectors would strengthen services trade flows. Second, with regard to trade in services commercial presence, South Asian countries should further liberalize FDI and adopt transparent domestic regulations in the areas of education services etc. Domestic reforms and liberalization would lead to generate higher FDI in the region. Third, SAARC region is one of the most important exporters of services through the movement of natural persons. Bangladesh, India, Pakistan and Sri Lanka have large endowments of labour at all skill levels and have a comparative advantage in exporting services through this mode of supply. South Asian countries should therefore expect liberalization of movement of natural persons for professional services from developed and other developing countries. Fourth, many have argued that the level of education is below the performance required to integrate entrants to the labour force and the low productivity levels are partly explained by ineffective education. Hence there is a need to address educational issues in the region.

What emerges is that the South Asian countries have to take cautious but forward looking steps in order to remove the restrictions on services trade in general and education, health, travel and tourism, telecom and transport sectors in particular. Trade liberalization, under multilateral broad based negotiations is important because it provides an opportunity for the countries to gain visible benefits for their exporters from opening up of markets. The WTO has proven a powerful means for countries to promote economic growth and development resulting in creation of new jobs and narrowing the development gaps. This study envisages that SAARC as a regional trading bloc can also promote growth, generate employment and strengthen overall development of the region.

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<sup>1</sup> Mode 4 corresponds to movement of natural persons while mode 2 relates to consumption abroad under General Agreement on Trade in Services (GATS)

<sup>2</sup> Mode 1 refers to cross-border supply under GATS





## Culture Redefined in Today's Gastronomic Multicultural Market

Himadri Roy Chaudhuri\* and Nilanjana Sinha\*\*

Consumption today is viewed as a constructive process of meaning creation with consumers being both producer and consumer of symbols and experiences. Socio-cultural context views everyday guiding themes of life largely as sites for expression of cultural symbolism. And with the biggest part about culture being food, contemporary culinary scenario is reviewed in current literature studies on the basis of metaphors associated with it. From phenomenological standpoint, food consumption is a rich and sophisticated postmodern experience carrying multiple cultural, social, psychological and symbolic meanings. Symbols attached are not restricted to food object, but also apparent in their preparation methods and eating patterns.

As boundaries between cultures are becoming increasingly porous, new cultural dynamics are emerging. Globalization and with it cultural liberalization have brought in a drastic change in the contours of lifestyle and consumption pattern. It has reshaped many domains of life including food culture. Not only has eating out become a trend of modern times, the consumption basket also reveals diversity and widening in taste and food choices with a strong fondness for appraising global/multicultural cuisines. At the same time gastronomic perspectives also exhibit high degree of cultural integration and its associated local bindings are much stronger and difficult to detach from self. So a postmodern consumer who is in continual search for identity through consumption, although anchored to global structures, equally exhibits conservative consumption perspective with strong local preference.

The existing and increasing diversity in the Indian culinary landscape speaks about the expanding expectation of culinary cosmopolitans. The last decade has witnessed expressions of the same through the flowering of didactic restaurant culture all across the country. Beyond the traditional favourites, consumers are eager in embracing new domestic cosmopolitanism. On the other side they are equally enthusiastic in exploring authenticity of alien and exotic imported cuisines that form part of the dominant culture of global cosmopolitanism. New self-awareness has phased in with respect to new subcultures of food, developing new economy of public and private dining and new status equations among culinary traditions. Apart from the two extremes - strengthening of local identities along with existence of global mass market capitalism, culture is being redefined and reproduced in multifarious innovative manner. While some wrap local culinary in westernized package with new representations of time and place to ensue cultural multiplicity or

hybridity, others engage object with the dominating social structure making them culturally diverse, while still others refashion self in the image of popular culture attesting pluralism. Excerpts of such bidirectional flow of cultural products are evident in the case of Indian curry which has been adapted and adopted to become rather fashionable in Britain. This parallel coexistence of multiple facets has transformed the cultural status and gastronomic connotations.

The discourse centering on food and culture is an interesting theme with high potential and having both practice and academic orientation. The new global commercial integration has expanded the market of ethnic dining to more than \$800 billion. Marketers are falling short in understanding the phenomena taking place in these multicultural marketplaces. The challenge faced by them every day in tailoring strategies to the changing market characteristics is today a hot topic in management literature. Researchers are also challenging idiosyncratic ideas as laid down by previous research. There are many unresolved areas and issues in the gastronomic field on which scholars are calling on for more research. A stream of marketing literature has begun to consider these cultural and market transformations, trying to rediscover cultural authenticity in the midst of increasing product hybridization, changing idea of authenticity as it freezes the boundaries of ethnicity, materialization of fast food as a new genre with some cuisines having an edge over others, cultural crystallization of cuisines going global, re-visioning ethnic food as synecdoche for culture. Food viewed from multicultural domain thus undoubtedly is a very expressive and pervasive tool which has opened new direction for consumer behaviour researchers to address in future studies.

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# Adoption of International Food Handling Practices by Indian Retailers

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With many public failures and strong media focus on supply chain integrity, adoption of safe food handling practices has become an increasingly important issue among consumers. Consumer associations and many NGOs are actively campaigning for safe food (free from pesticides and genetically modified ingredients, prepared in safe and hygienic conditions and maintained in safe temperatures etc.) at a fair price. This puts pressure on the retailers to maintain a balance between quality and cost.

Food safety issues are a primary concern for consumers and the same should be applicable for retailers and manufacturers. Worldwide concerns in food trade are safety in food handling, unfair trade practices in quality, quantity, presentation of food and handling of wastage, improvement of food quality and nutritional status. All retailers dealing with food are anxious to ensure the quality and safety of the food they produce and sell. This has a direct impact on the retailers' reputation and brand image.

## **CODEX Standards**

Food control legislation is a major concern in many countries and hence there is a need to take advantage of the Codex Code of Ethics in international trade in food, with the aim for developing confidence in trading between countries. The main objective of Codex is to protect consumer health and ensure fair practices in food trade. The principle here is "Safe Food To All" and "Food Shall Not Be Adulterated".

The specific requirements of Codex are to establish national food standards, sound food hygiene practices, accurate and adequate labeling, criteria for the use of food additives, limit for pesticides residues, decrease in microbiological contaminants, control over irradiated food, control over food for infants, children and other vulnerable groups and particularly nutritional aspects concerning vulnerable groups and regions where malnutrition exists<sup>1</sup>. The primary focus of Codex has been food export, but most of the international and organized retailers globally use the same standards for their local operations.

## **India's Current Food Control System**

The 'food control system' means the national, state and municipal organizations involved in either the regulation, inspection or analysis of food and agricultural products, together with their supporting legislation, rules and compliance activities.

In India, the Ministry of Health and Family Welfare (MOH&FW) is the nodal ministry for ensuring the quality and safety of food

marketed in the country. There are several legislations related to this, viz. Prevention of Food Adulteration (PFA) Act (1954), Essential Commodities Act (1955), Standards of Weights and Measures Act (1976), Agricultural Produce (Grading and Making) Act (1986), Bureau of Indian Standards (BIS) Act (1986), Export (Quality Control and Inspection) Act (1963).

While it can be said that all these above acts are relatively modern, it has been observed that some of the provisions are not up to date. For example, the PFA Act overemphasizes the parameters of finished products by testing end products only, rather than ensuring the adoption of the principles of the Hazard Analysis and Critical Control Point (HACCP) throughout the whole food chain to assure the quality and safety of food from farm-to-table.

Imported food is subject to the same mandatory requirements as in case of food products sold in the domestic market. This policy is in line with the SPS Agreement of the WTO and with Codex guidelines for food import inspection. As the pressures from the WTO and other international organizations increase due to emerging food safety hazards, the MOH&FW, the nodal agency for the implementation of the Program of Food Quality and Safety, has initiated action to change the existing food laws incorporating the Codex General Principles of Food Hygiene and the HACCP, as well as harmonizing national food standards with Codex standards. To cater to the contemporary aspects of food quality and safety, the MOH&FW has also been taking steps to implement the principles of the HACCP and food hygiene.

In addition to the legal thrust to strengthen food safety and standards within the industry, the voluntary standards in India also have a significant impact on strengthening food safety management systems. Different sectors of industry are simultaneously being encouraged to adopt the HACCP system of quality control to build quality assurance right from the stage of raw material to the final product and to minimize the chances of the rejection of end-products for failure to meet the prescribed standards of quality and safety.

## **Discussion on Food Handling Practices Adopted by Retailers Worldwide**

According to the POPAI Institute (POPAI, 1998), the main aspects of importance to shoppers are a clean environment and good service, which are appreciated more than value or excitement. However, Van Ossel (1998) claims that the three basic elements that matter to consumers are price, convenience and fun. American consumers seem

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<sup>1</sup> Food and Agriculture Organization of the United Nations, 2004





to seek more and more healthy and fresh products while paying a lot of attention to taste or flavour, appearance or condition, and nutritional value (Keh and Park, 1997), a trend that can also be witnessed in Europe and Australia. One cannot ignore the global trend having its effect on Indian food market too. Indian consumers are also aware and want the best quality food.

Food safety is often mentioned as the industry's most important challenge. As stated by Labuza (2000) there are six components that can be used to measure the performance of a particular retailer in case of handling of food or food related item. The author has talked about target temperatures, temperature checks, store sanitation audits, dating information, inventory practices and training. The six components as described by the author are as follows:

1. Target Temperatures: conformity with recommended target temperatures for self-service meat, dairy products, self-service deli and frozen foods.
2. Temperature Checks: conformity with recommended frequency of temperature checks for self-service meat, dairy products, self-service deli and frozen foods.
3. Store Sanitation Audits: conformation with recommended frequency for self-audits and third party audits of store sanitation practices.
4. Dating Information: use of "sell by" or "use by" dates for poultry, red meat, seafood and deli products.
5. Inventory Practices: conformity with recommended inventory rotation practices for meat, dairy, self-service deli, and frozen foods.
6. Training: provision of food safety and handling training for the deli manager, deli employees and meat department employees.

## Observations on Indian Retailers

With above mentioned facts some observations on the Indian retailers can be listed down. The observations are based on interview and discussions carried out with various retailers across four metros in the country. When asked about the target temperatures, retailers both organized as well as unorganized were not aware of the exact recommended temperature, but emphasized on the fact that they had good refrigerators to store frozen food, dairy products and deli. The unorganized retailers stocked ice-creams with frozen vegetables, considering that the refrigerator should be set to minimum possible temperature for all items requiring refrigeration. The same did not stand true for the larger grocery retail chains in the organized segment. They had proper refrigeration systems installed. The second aspect on temperature checks, was critical, both organized as well as unorganized did not go for a temperature check periodically, the temperature check was run only if there was an emergency or in case of any doubt.

Most of the retailers were not aware of the fact that they should

have a self audit on store sanitation. The fact that there should be a sanitation audit is viewed as a hindrance in the general operation of the retail outlet.

Dating information and its significance was one aspect about which most of the retailers were aware of. The consumers have become very conscious of this information and would not buy something that expires within the range of one month to fifteen days where the use by date is 3 months. So it can be said here that this particular practice owes its success to literate Indian consumers. Similar to the above the retailers are forced to adopt the rotation in inventory and follow the inventory practices. The reason here also is the same that consumers will not buy any item beyond a certain date mentioned on the package, but the same practices did not stand true for the non-packaged items and items taken from small time manufacturers.

The last component training is one of the most ignored aspects by the retailers. The fact that the employees should be trained in handling food items do not get acceptance among the organized as well as unorganized retailers.

## Conclusion

The exploration reveal that a very high percentage of Indian retailers who deal with food are not aware of the basics of food safety and food handling practices, like the need to keep high risk food at the right temperature, to protect food from contamination, to clean and sanitize food preparation equipment properly, and to follow personal hygiene and illness management procedures. There is a stark difference between the attitude of the organized retailer and unorganized retailer, where the latter believes that the practices cause obstructions and affect its overall profitability, while the former believe that their reputations depend on "brand image" and the value they offer to their customers and adoption of such practices will enhance their reputation and brand image.

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# Is Organic Food a High or a Low Involvement Product?

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India is a country of farmers and food consumption is responsible for a substantial part of a household's total environmental impact. Around fifty percent of the pesticides used in India possess carcinogenic chemicals, contaminating water and affecting the health of farmers and local population (Indian Council of Medical Research, 2005). The residual pesticides present in conventional food can also lead to serious health disorders among consumers (Johansson, 2014). An increasing interest in organic agriculture is seen throughout the world and a key reason for this interest is the assumption that organic food consumption is beneficial to public health. Although an increasing interest in organic food production for better health and environmental sustainability is seen at many parts of the world, India is still in its embryonic stage. It is important to develop knowledge among consumers through effective communication by identifying the level of product involvement of organic food among the consumers.

Involvement is a causal or motivating variable with a number of consequences on the consumer's purchase and communication behaviour. Depending on their level of involvement, consumers will differ greatly in the extensiveness of their purchase decision process. Communication strategy differs from high involvement to low involvement product category. In 1980, Richard Vaughn explored and developed a comprehensive communication model. The model was based on traditional consumer response theories (Kotler, 1965) and the Hierarchy of Effects Model and its variants (Lavidge and Steiner, 1961; Robertson, 1971). This new model combined high-low involvement and left (thinking)–right (feeling) brain specialization.

This planning model comprises of four quadrants identified in the FCB (Foote, Cone & Belding) Grid (Vaughn, 1980) which delineates four primary advertising planning strategies – “informative”, “affective”, “habitual” and “satisfaction” with their most appropriate traditional and variant Hierarchy of Effects Models.

Food being a necessary item, falls under “low involvement – habitual purchase” category in the FCB Grid (Vaughn, 1980). However, it has been seen that consumers' attitude affecting organic food purchase is related to its deeper value system (Tarkiainen and Sundqvist, 2009). So does organic food falls under the same FCB Grid as conventional food?

A study was conducted to test the proposed conceptual model to find the relationship between knowledge, attitude and purchase behaviour pertaining to organic food and examine the level of involvement. A survey was conducted based on an interview schedule among 1044 households in Kolkata. The data was analyzed through Exploratory Factor Analysis followed by Structural Equation Modeling.

The study indicates that organic food purchase behaviour is extremely low even among the consumers belonging to A1, A2 and A3 Socio Economic Classes. There is a linear relationship between “knowledge about organic food → attitude towards organic food → organic food purchase behaviour” which matches with the “Learn → Feel → Do”

Model. As this “Learn → Feel → Do” Hierarchy of Effects Model holds true for high involvement product category, organic food can be classified as a high involvement product where consumers give importance to rational thinking. This study suggests that marketers must increase the level of communication to enhance relevant knowledge about organic food among consumers which can lead to positive attitude among consumers and result in the purchase behaviour of organic food.

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## MDP on Effective Vigilance



A three day residential workshop on Effective Vigilance jointly conducted by IMI Kolkata and the Vigilance Study Circle (VSC), Kolkata was held from July 24 to July 26, 2014 for middle level executives in vigilance and procurement division. The workshop received huge response and was attended by more than 50 CVOs and senior executives from both public and private sector organisations across the country.

The workshop was inaugurated by Sri Rakesh Sethi, Chairman & Managing Director, Allahabad Bank with an insightful deliberation on effective vigilance with emphasis on punitive vigilance.

Dr. Arindam Banik, Director IMI Kolkata welcomed the dignitaries and addressed the issue of vigilance in emerging economies. Dr. Banik spoke about rampant frauds in credit cards and

commodity exchanges and mentioned that it is a huge challenge managing growth with prudence. The role of vigilance is more of compliance than prevention. The areas covered during the workshop were the role of CBI, the role and functions of vigilance administration, red flag and issues on public procurement, financial frauds and forensic audit with live case studies. The workshop ended with more demand for similar workshops.

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Dr. Sarojakshya Chatterjee, e-mail: sa.chatterjee@imi-k.edu.in

Dr. Nandita Mishra, e-mail: n.mishra@imi-k.edu.in

**Resource Persons:** Faculty members, senior and experienced personnel from Central Vigilance Commission (CVC) and Central Bureau of Investigation (CBI)



## GUEST LECTURES

- **Industry Guest :** Mr. Anamitra Chatterjee, Associate at Ashridge UK and Visiting Faculty at IIM Kashipur  
**Lecture on :** *Conflicts and Negotiations*
- **Industry Guest :** Mr. Arindam Sengupta, Senior Executive, ITC Limited  
**Lecture on :** *Mix Element Testing*
- **Industry Guest :** Ms. Chandrani Sen, Vice President - Human Resources, HSBC Technology and Services - Service Delivery  
**Lecture on :** *Industry Application of Performance Management*
- **Industry Guest :** Dr. Debashish Biswas, Senior Manager, Deloitte  
**Lecture on :** *Bidding Strategies*
- **Industry Guest :** Mr. Dev Narayan Sarkar, Vice President, PepsiCo.  
**Lecture on :** *Variants of Distribution Channel in Indian context*
- **Industry Guest :** Dr. Kalyan Sengupta, Professor, IISWBM  
**Lecture on :** *Tools and Techniques of Marketing Research with Social Science Software Packages*





## GUEST LECTURES

- **Industry Guest** : Mr. Pradip Bandyopadhyay, HR Manager, Berger Paints India Ltd  
**Lecture on** : *Conflicts and Negotiations*
- **Industry Guest** : Mr. Pratim Bose, Senior Executive, Hindu Business Line  
**Lecture on** : *Print Media Challenges*
- **Industry Guest** : Ms. Rituparna Ghosh, Associate Vice President, Wipro  
**Lecture on** : *Performance Management*
- **Industry Guest** : Mr. Subhendu Bhattacharjee, Associate Vice President, Vodafone  
**Lecture on** : *Sales & Distribution in Telecom industry*
- **Industry Guest** : Mr. Swastayan Roy, General Manager – Corporate Communications, RP-Sanjiv Goenka Group.  
**Lecture on** : *Marketing Communication*
- **Industry Guest** : Mr. Toposmito Sengupta, Lead Manager - Analytics & Decision Science, HSBC Kolkata.  
**Lecture on** : *Banking Analytics*



## FACULTY ACHIEVEMENTS

### Leadership in Innovators and Defenders

The paper “Leadership in Innovators and Defenders: The Role of Cognitive Personality Styles in Shaping Them” by **Dr. Devjani Chatterjee** was published in *Industry and Innovation*, Volume 21 (5), 2014, a Taylor and Francis group journal.

The research paper is based on a mixed strategic typology combining innovators and defenders. Leadership model having six underlying constructs, group-cohesion, intellectual-flexibility, leader-cognitive style, leadership-styles and leadership-roles are identified and studied. Important findings suggest that innovators have intuitive-feeling leaders; defenders have sensing-thinking leaders. Innovators are higher in the degree of intellectual adjustment and in the idea generation/nurturant phase, leaders exhibit intuitive-feeling personality style. These findings may be used in organizations for leadership building, finding out best job-fit and organization-fit while recruitment and for training and development of the leaders.

### Child Socialization Practices

A paper titled “Child socialization practices: Implications for retailers in emerging markets” authored by **Dr. Rituparna Basu** of IMI Kolkata and **Dr. Neena Sondhi** of IMI Delhi has been published in the much reputed *Journal of Retailing and Consumer Services* (Elsevier), Volume 21, Issue 5, September 2014, Pages 797–803.

The paper highlights the growing potential of child consumers

in emerging retail market of India. The exploratory study uses a quota sample of 136 urban Indian parents to assess their attitude towards parenting and child socialization along with their preferences for retail formats while buying across select children's product categories. The empirical evidences of the research established the active and positive role of the urban Indian parents in the child's consumer socialization process and acknowledge the growing status of a child as an influencer and independent buyer with respect to select product categories in the market. The study reiterates on the positive correlation between the child's age and the strength of his influence on family purchase decisions. The paper significantly contributes with its insights on contemporary consumers to aid retailers with relevant marketing knowledge pertaining to the market of children and their parents in emerging India.

### Rethinking Urbanisation and Equity in Asia

**Dr. Tirthankar Nag** and **Indranil De's** joint papers were presented at the conference on 'Rethinking Urbanisation and Equity in Asia' held between 9-10 June 2014 at the University of Sussex, UK. The conference was jointly organized by UNICEF and Institute of Development Studies (IDS), an institute for international development research based at the University of Sussex, UK. The papers were titled 'Dangers of Decentralisation in Urban Slums: A Comparative Study on Water Supply and Drainage: Service Delivery in Kolkata, India' and 'Slum Development Approaches in India: Governance and Public Policy Options'.