A Study of Impact of Quality Management Practices in Select Indian Service Companies

Kachwala Tohid Taher
Dissertation Advisor/Guide: Dr. B. A. Prajapati
Month/Year Completed: April 2006
Institution: Hemchandracharya North Gujarat University, Patan, Gujarat, India
e-mail: tkachwala@nmims.edu

Based on extensive research in Business Schools & Hotels (two service sectors), the following models (1) SQM (Service Quality Management) & (2) TQM (Total Quality Management) are postulated:

(1) The SQM identifies eight critical factors of Service Quality from Customer point of view. It is based on the popular SERVQUAL. However as against five factors identified in SERVQUAL, the present research identifies eight factors (Tangibles, Reliability, Responsiveness, Assurance, Empathy, Service Product, and Social Responsibility & Service Delivery). The research has also identified the order of importance for these eight factors, for example Service Product and Social Responsibility are identified as the most important and the least important factors respectively.

(2) The TQM identifies fourteen critical factors of Total Quality from Service provider point of view (Top Management Leadership & Commitment, Customer Focus, Organizational Culture, Employee Commitment, Continuous Improvement, Training of Personnel, Employee Satisfaction, Involvement & Empowerment of Employees, Benchmarking, Physical Environment & Facilities, Good relations with Union, Social Responsibility, Process Management, and Supplier Involvement). The research has also identified the order of importance of these fourteen factors, for example Top Management Commitment and Good relation with Union are identified as the most important and the least important factors respectively.

Keywords: Service Quality, Customer, Total Quality, Service Provider, Business Schools, Hotels
Supply Chain in Rubber Industry – A Managerial and Economic Analysis

S.G. Gopala Krishna
Dissertation Advisor/Guide: Dr. T. Mallikarjunappa
Month/Year Completed: November 2005
Institution: Department of Post Graduate Studies in Business Administration, Mangalore University, Mangalore, Karnataka, India
e-mail: sggopalakrishna@yahoo.com

Natural rubber is an important raw material for thousands of industries. During the process of the passage from the growers to the consumer, several problems creep into the supply chain. These problems are identified and a workable solution has been proposed and the salient findings of the study are as follows:

- At the growers’ level, the crop is subjected to the vagaries of monsoon, market fluctuations, diseases and pests. Farmers are not able to absorb the persisting problems relating to the market price fluctuations.
- Cost of cultivation of rubber was worked out to understand the sustainability of rubber growers in the supply chain.
- The marketing problems indicate the lack of market orientation.
- All the organizations in the rubber supply chain lack integration.
- At each intermediate phase, good relationship should be maintained to safeguard the interests of its stake holders.
- Production and inventory management is very important activity in increasing the efficiency of supply chain.
- Good knowledge management and information system is essential for attaining a good supply chain.
- Based on all these, a co-operative model was proposed to improve the effectiveness and efficiency in the supply chain.

Keywords: Supply Chain, Rubber Industry
Corporate managers now face a period where a new economic framework that better reflects value and profitability must be implemented in their companies. Accounting systems, which have been used up until today, are insufficient and will not stand the challenge from the increasingly efficient capital markets and owners. The increased efficiency at the capital markets requires that capital allocation within companies become more efficient and it is therefore not possible for companies to allocate capital indiscriminately. A new economic framework that better reflects opportunities and pitfalls is therefore necessary. Economic Value Added (EVA) is emerging as superior performance metric in order to gauge the performance of firms. This has been well accepted in Western world and lately it has been gaining importance in India also. For instance, Infosys, Hindustan Lever Ltd. Godrej Consumer Product Company Ltd. and Reddy’s Laboratories have started publishing information about EVA. Therefore, keeping the importance of EVA in view, the present work entitled “Economic Value Addition of Consumer Product Sector Companies in India” expected to yield some understanding about how the certain factors influence the EVA. Focusing on the driving factors of EVA, the Management could bring in an improvement in EVA. Accourdingly strategies, plans and programmes can be initiated and developed by the management to enhance the EVA consistently.

Keywords: Economic Value Added, Market Value Added, Shareholders Value Added, Risk, Growth and Spread
The research was carried out amongst 560 SEC A-B individuals of age 21-70 and residing in the metropolitan cities of India for three years or more. The objectives were to segment the consumers into behavioural groups and develop a classification system. A structured questionnaire modeled on AIO and VALS was used.

Cluster Analysis was used to segment the population into 6 segments: Well Settled (28.93%) consisting of established people, mature and working in private and public sectors. Strugglers (22.50%) consisting of people with low incomes and large family size. Enjoyers (21.79%) having the highest income and employed mostly in private sector. Conservative (8.93%) having old people with least income and large family. Self Concerned (8.03%) dominated by bachelors with high income and the smallest family size. Realist (9.82%) having sizeable presence of divorced people with fairly large incomes.

Two classification rules — The N-Rule based on DTM algorithm and the S-Rule based on C4.5 algorithm — were developed using KDD. Analysis on durable ownership, activities & interest, computer & internet usage, savings & investment pattern and media consumption habits confirmed the presence of wide diversity amongst the metropolitan consumers of India.

**Keywords:** Lifestyle, Psychographic, Segmentation, Marketing, Consumer Behaviour, Cluster Analysis
A Study of Organizational Dynamics in the Power Sector with special reference to Uttar Pradesh Power Corporation Limited

Neeraj Pandey
Dissertation Advisor/Guide: Dr. Geetika
Month/Year Completed: November, 2006
Institution: School of Management Studies, Motilal Nehru National Institute of Technology, Allahabad, Uttar Pradesh, India-211004
e-mail: neerajpandey100@rediffmail.com, npandey@tiet.ac.in

The organizational dynamics is emerging as a strategic tool for enhancing organizational performance. Its usefulness is being recognized by all the organizations in the corporate world irrespective of their forms, ownership and purpose. It follows a systems approach integrating every facet of employee-organization-environment interface. The organizational dynamics encompasses role dynamics, group dynamics, intra-organizational dynamics, power dynamics and inter-organizational dynamics. The research endeavors to clarify, refine and concretize the concept of organizational dynamics into all its major dimensions. A key infrastructure i.e. power sector has been chosen to further explain the relevance and applicability of organizational dynamics. The study takes an organization viz. Uttar Pradesh Power Corporation Limited (UPPCL) for case-based analysis of concept of organizational dynamics and uses primary data to study the organizational dynamics parameters. The UPPCL has undergone rapid transformation in terms of organizational restructuring and employee policies and procedures as per Electricity Act, 2003 guidelines. The study also suggests a model of an efficient state power utility by benchmarking UPPCL with the best state power utility, in terms of consistent profitability, productivity and employee satisfaction. The constraint viz. external environment and organizational premises, and practical applicability of this model have been given due consideration.

Keywords: Organizational Dynamics, Power Sector, Productivity, Systems Approach, Benchmarking
DOCTORAL DISSERTATION ABSTRACTS

AIMS International Journal of Management is excited to publish a section of doctoral dissertation abstracts to keep journal readers abreast with emerging research topics. It will also inform readers about doctoral students, dissertation advisors, management scholars, the degree granting institutions, and their research interests to create an informal network among management research scholars and educational institutions.

Doctoral candidates and recent doctorates are encouraged to follow the guidelines below when submitting their Doctoral Dissertation Abstracts.

**Guidelines**

1. Abstracts of doctoral dissertations that belong to any area of business and management will be considered for publication. AIMS International reserves the final right on publication decision of any submission.
2. Abstracts can be sent as soon as the candidate has passed the final defense. Abstracts with final defense date more than two years are discouraged.
3. Abstracts will be published on a first-come, first-served basis.
4. An abstract should not exceed 200 words.
5. Each submission should include the following details:

   - Dissertation Title:
   - Candidate Name:
   - Department:
   - College/University:
   - University City, State, Country:
   - Month/Year Completed:
   - AIMS International Membership Number:
   - Dissertation Advisor/Guide:
   - Keywords (maximum 6):
   - Postal Address:
   - Phone:
   - e-mail:

   **Abstract:** *(this section should be within 250 words)*

6. All submissions should include a publication fee of $30.00 (Rs. 400 if Ph.D. is granted in India). This charge will include a one-year membership of AIMS International. If the doctoral candidate is an AIMS International member or the degree granting institution is a journal sponsor, this fee will be waived.

7. All abstract and payment should be sent to:
   AIMS International, 1B Vrundavan Park
   Near Santoshi Nagar, Sama Road
   Vadodara 390 008 Gujarat, India

For further questions, please contact:
Prof. S. Venkat (svenkat@iimidr.ac.in)
AIMS Doctoral Dissertation Abstracts Editor
Indian Institute of Management
Indore, India