

Doctoral Dissertation Abstracts

Effect of SMET Yoga Module on Emotional Dynamics of Managers

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This study deals with the effects of a module of Yoga practices designed to relieve stress and improve emotional well-being of managers in a large Indian company. The module known as Self-Management of Excessive Tension includes a set of six āsanās and the dimensions of prāṇāyāma, meditation and lectures forming the jñāna yoga aspect of the whole module.

The study is designed to evaluate one month's SMET intervention on two different variables: Emotional intelligence, and Emotional competence, and to look for correlation between these emotional dimensions with personality aspects measured by the Guna questionnaire.

The study was performed on one hundred & seventy healthy male managers aged between 25 to 50 years (mean 27.4 ± 6.5 yrs). Assessments included measures of Emotional Intelligence (EI), Emotional Competence (EC) and personality aspects by Guna Inventory before the start of SMET sessions; only EI and EC were assessed after the 30 intervention sessions.

This RCT study has clearly showed that 30 minutes of SMET practice produced highly significant improvements in Emotional Intelligence and Emotional Competence of managers compared to the control group, which used walking as the equivalent 30 minute intervention. However, small correlations were found between Sattva and two EC subscales.

Leadership in Indian Organizations: Emotional Intelligence and Appreciative Inquiry behaviors

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Exploring the leadership behaviors of senior Indian managerial leaders in a complex and chaotic context holds the promise of discovering behaviors critical to the navigation of business organizations in the fast paced Indian markets. While earlier studies have described the potential efficacy of Emotional Intelligence and Appreciative Inquiry for effective leadership, particularly, in complex environments, how Emotional Intelligence and Appreciative Inquiry may influence leadership behaviors in varying organizational environments remained unexplored.

The thesis “Leadership in Indian Organizations: Emotional Intelligence and Appreciative Inquiry behaviors” studied contextual leadership in seventeen Indian business organizations from the social phenomenology paradigm. Multiple case study design was used to capture the causal texture of the organizational environments and the leadership behaviors of the seventeen leaders.

Mixed methods in data collection and analysis, a combination of data driven and theory driven codes in the coding framework in the within case and cross case analysis were used to create a rich synthesis of patterns of leadership across contexts in an emerging markets scenario. A model of contextual leadership was developed that detailed the role played by Emotional Intelligence and Appreciative Inquiry in leadership behaviors and highlighted strategies to be adopted by leaders of Indian organizations in different types of environments.

Keywords: Leadership, Emotional Intelligence, Appreciative Inquiry, Case Study Research, Organizational Environments

Human Resource Issues and Challenges in Higher Education: A Study on Professional Institutions in India

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This study seeks to explore and examine the influence of institutional structures on Human Resource (HR) systems and practices, and influence of HR systems on various behavioral dynamics and consequent outcomes among faculty members across professional institutions in India. An attempt has been made to explore and compare HR sub-systems, HRD climate, job satisfaction, academic achievements and intention to quit behavior among faculty members in government and private professional institutions in India. Based on an extensive field work across 80 institutes in 3 states, and a survey among 972 faculty members, the findings of the study clearly show that there are variations between government and private institutions in the HR systems. The study also finds that faculty members working in private institutes generally consider HRD climate to be less positive, less satisfied in their work, less academic achievements and more intention to quit behavior as compared to their counterparts in the government institutes. The study identified recruitment of faculty members, physical working conditions, and performance evaluation of teachers in government institutes and low salary, workload pressures, faculty attrition and limited scope for research opportunities in the private institutes as key issues to be tackled. Analysis of HRD climate, job satisfaction, performance, and intention behavior across the ownership of institute confirmed or negated many propositions existing in the research literature.

Keywords: HR systems, HRD climate, Job Satisfaction, Academic Achievements, and Intention to Quit Behavior

A Study on Logistics and Supply Chain Management of Retail Formats in Kerala

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The performance of the supply chain can be improved through coordination among the stages viz., customers, retailers, wholesalers, manufacturers and suppliers. This study was conducted to analyse each stage of supply chains of corporate retailers in Kerala to reduce the uncertainty. This leads to cost reduction and improved performances and customer satisfaction. The study also analyses level of application new concepts. The study used Descriptive Research Design using primary data collected through four questionnaires. Opinions on expectations and performances on other stages were asked on 5 point attitude scales and gaps were analysed. Using pilot study, reliability was checked using Cronbach's alpha. The sample size was 586 covering all stages using multi stage sampling. The tools used for the analysis were Likert Summated Technique, Multidimensional scaling and a total of 951 tests including Analysis of Variance, Chi-Square Test, t-Test, Wilcoxon Signed Ranks Test, Fisher's Exact test and Mann-Whitney U test to test 52 composite hypotheses. The stages in the supply chain opined that, suppliers are performing well and retailers need to improve. Usage of new concepts is so poor among all stages, and wanted to implement. The recommendations were provided for each stage of supply chain separately.

Keywords: Supply Chain Management, Corporate Retailers, Likert Summated Technique, Multidimensional Scaling