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Perspectives
Decline in Rural Female Labour Force Participation in India: A Relook into the Causes
Sunita Sanghi, A Srija, and Shirke Srinivas Vijay

Labour force participation rate for both rural and urban females in India has been declining over the years. This paper analyses the NSSO data on the rural female labour force participation over the period from 1993-94 to 2011-12 to ascertain the reasons for the decline. While the earlier studies have attributed it to education and income effect, the findings of this study reveal that lack of sufficient non-farm jobs in rural areas have additionally forced women to stay out of the labour market. The solution lies in enhancement of their skillsets and creation of suitable job opportunities.

Research
Health Care in US: A Combined Simulation Methodology to Assess the Effectiveness of Home-Monitoring Programmes
Srinivasan Radhakrishnan, Arjun Duvuru, and Sagar Kamarthi

The US primary healthcare system is beset with operational inefficiencies due to a shortage of primary care physicians and increasing patient load. Home-bound patient monitoring or tele-health monitoring programmes offer a promising solution to these problems. This paper presents a multi-resolution simulation method to assess the effectiveness of such programmes in terms of patient satisfaction and system efficiency. The results show increased patient absorption, reduced patient waiting time, and overall improved system efficiency.

Work Engagement and Job Crafting of Service Employees Influencing Customer Outcomes
Mushtaq A Siddiqi

The study examines the relation of service employees' work engagement and job crafting attitudes with the desired customer outcomes. Using path analysis, the study indicates that both customer satisfaction and loyalty are significantly influenced by the work engagement level and job crafting attitudes as exhibited by service employees in the retail banking setting. The findings also report the indirect positive effects of job crafting of service employees via their engagement on the selected customer outcomes, thus also highlighting the mediating role of work engagement.

Impact of Mergers and Acquisitions on Shareholders’ Wealth in Short-Run: An Event Study Approach
Neelam Rani, Surendra S Yadav, and P K Jain

The paper evaluates the impact of M&A on the returns in short-run using detailed event study methodology. The notable findings are that market starts reacting prior to the announcement and the stock price jumps high, providing positive abnormal returns. Further, value creation is higher for cross-border acquisitions vis-a-vis domestic acquisitions. The acquisitions financed with cash experience higher returns than the acquisitions financed with stock. The acquirer of unlisted target firms experience higher return than those of listed target firms.
Notes and Commentaries

The Exploration-Exploitation Dilemma: A Review in the Context of Managing Growth of New Ventures
Sabyasachi Sinha

This paper reviews the challenge of managing ambidexterity – balancing exploration and exploitation – in the growth phase of start-up firms. While exploitation addresses the survival needs of the firm, exploration addresses the sustainable growth needs of the firm. The paper studies the basic mechanisms of managing the conflicting demands of exploration and exploitation activities and highlights how the top management characteristics and behaviour may influence the balancing of this duality and the firm’s performance.

Colloquium

Inclusive Workplaces: Lessons from Theory and Practice
Neharika Vohra and Vijayalakshmi Chari (Coordinators), Putul Mathur, Priyanka Sudarshan, Nisha Verma, Nihar Mathur, Poonam Thakur, Tarika Chopra, Yuvaraj Srivastava, Shikha Gupta, Vir Dasmahapatra, Sharda Fonia, and Harish K Gandhi

This colloquium explores the meaning of diversity and inclusion (D&I) and the issues revolving around them: What influences diversity and inclusion? What are the fault lines in managing the various issues? What role does leadership and organizational climate play in shaping inclusive organizations? It includes voices from industry, the D&I heads of organizations to share their journey towards creating inclusive organizations. From the discussion, certain common characteristics emerge of how inclusive workplaces would look like.

Management Case

Havells India Limited: Transition from an Industrial Brand to a Consumer Brand
Meenakshi Nagarajan and Arun Kumar

The case describes the process of transition of Havells India Ltd. from an industrial brand to a consumer brand. It discusses how the company manages a diversified portfolio of industrial and consumer products, while maintaining a single, unified corporate brand image. The case explores the key resources and capabilities of Havells, including distribution, branding, and manufacturing that helped the company in building and sustaining competitive advantage.

Diagnoses

This Diagnoses pertains to the Management Case titled, Havells India Limited: Transition from an Industrial Brand to a Consumer Brand published in the current issue of Vikalpa.

Case Analysis I
Neeraj Pandey

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The Dynamics of Spectrum Management: Legacy, Technology, and Economics
Debashis Saha

Mergers and Acquisitions: India under Globalization
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