



Institute of
Management Technology
Ghaziabad

July 2017, Issue-46

Library & Information Services

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₹ 300/-

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Vol. XIV No. 2

June 2017

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BRIDGING DISCIPLINES TO ADVANCE KNOWLEDGE OF ORGANIZATIONS

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Perspectives

- Competition and Intellectual Property Policies in the Indian Pharmaceutical Sector
Shamim S. Mondal and Viswanath Pingali

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The article provides a perspective of the Indian pharmaceutical sector from two important public policy aspects: competition policy and intellectual property. We discuss the emergence and uniqueness of Indian pharmaceutical sector, and analyze some recent cases involving competition law. Next, we discuss economic arguments pertaining to intellectual property laws in India. We conclude by discussing some important questions that need to be addressed in this sector from a policy point of view.

Research

- Healing a Broken Spirit: Role of Servant Leadership
Ravinder Jit, C. S. Sharma and Mona Kawatra

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The aim of the present study was to have an in-depth understanding of the approach adopted by servant leaders to manage the emotional turmoil of their employees. Qualitative methods and techniques were used from different qualitative methodologies for data collection and analysis. Our results suggest that the servant leaders adopt a compassionate approach to manage employees' emotional turmoil. All three parts of the process of compassion, described by Clark (1997) and Kanov et al (2004) are clearly visible in the statements of our respondents. Their inherent characteristics of empathy and compassion automatically orient the servant leaders toward immediate awareness of followers' suffering. This awareness leads to felt /experienced empathic concern and compassion that trigger in them an urge to take some action to relieve the suffering of the followers. This action, also termed as compassionate responding, manifests itself in a set of three step-wise behaviors- (1) patient listening and discussion; (2) empathetic handling that includes comforting and calming as well as guiding and counseling the suffering employee; and (3) taking personal responsibility and providing support (emotional, social, financial and administrative). A conceptual model has been developed to represent our findings.

Notes and Commentaries

- Determinants of Analytics Process Adoption in Emerging Economies: Perspectives from the Marketing Domain in India
Arindam Banerjee and Tanushri Banerjee

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This paper proposes a conceptual model of adoption of knowledge processes (analytics) in Indian organizations based on an exploratory study conducted using in-depth interviews with business executives and observational studies at organizations from different sectors. A causal model has been developed based on these qualitative findings, although it is not validated in this paper. The authors find that the top management advocacy and awareness about process are the major drivers of adoption of knowledge processes such as analytics in organizations. Market forces such as competitiveness moderate the rate at which the adoption takes place.

Management Case

Immediate Survival or Long-term Growth? The Case of an Indian Organization
Atri Sengupta and Esrafil Ali

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The case describes how a state government owned enterprise in India deteriorated from glory to survival-at-stake. The company, a monopoly market leader once, faced stiff competition in the post-globalisation era. Mismanagement, unhealthy work culture, disruptive union activities, outdated product and technology, and a strong inertia towards change resulted in exorbitant loss leading to questions on its sustainability. A crisis team was set up by the Government to revive the company. The team faced a dilemma about whether to focus on short-term survival strategies or on long-term growth due to scarcity of fund in designing the turnaround blueprint.

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