



EDITORIAL :

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It is an international norm that faculty members in postgraduate institutes spend a third of their time in teaching (pedagogy or androgogy), a third of their time in creative pursuits (research and consultancy) and a third of their time in (academic related) administration. To promote quality of deliverables in the classroom the academic is further expected to upgrade the knowledge base at all possible levels. The academic needs to be up-to-date with the changes in his or her field of specialization and keep abreast with changing paradigms of thought. This is precisely where research, be it fundamental and abstract or sponsored and action, makes a positive difference. The *Indira Management Review* is an effort that has been consciously made to promote the culture of research and publications within the academia so that healthy debates may ensue and substantial contribution to the corpus of thought in the field of management studies can be occasioned.

Papers were invited soon after the successful launch of the inaugural issue and we are proud to say that only a half of the papers received have been accepted for publication. This is because of the process of blind review that we have initiated. Unfortunately, some papers did not make the grade not because they were of a poor quality but because those chosen were better.

Lewis Carroll had aptly stated that 'the time has come to speak of many things; of shoes and ships and sealing wax; of cabbages and kings.' Management thought is also as amorphous as that quote from the illustrious mathematician-novelist, but there

is a method in all this. If not, it would easily degenerate into 'a mad tea party'. The papers that were selected after the process of blind review, can also be linked with a fine thread of logic.

This volume of the IMR contains several noteworthy contributions. The first paper by Paul Keursten of Netherlands kicks off the debate, in a manner of speaking, in respect of sustainable development by addressing the twin issues of innovation and business sustainability. When organizations are forced to thrive on the cutting edge of competition it is indubitable that sustainability is given pride of place. This sustainability comes through excellence which is another important element that every individual and organization must constantly strive towards. This constant pursuit of excellence requires a level of emotional intelligence, which the next paper co-authored by Shamira Malekar and R. P. Mohanty from ITM Navi Mumbai, addresses in a very scholarly manner. To understand any aspect of objective social reality, and business sustainability is one such, we need to at first develop a theoretical model. It is here that the inclusion of a third contribution by Anand Prakash of ISBS assumes special relevance. However, the moot question arises - how does a business sustain itself? This happens when there is a steady growth and whatever is produced is absorbed by the market. In examining the case of the pharmaceutical industry the fourth paper in the volume co-authored by P. K. Padhy and S. C. Patnaik from Behrampur addresses this issue in an indirect manner showing how successfully

marketing a product can make a positive difference to the firm and to the industry.

All industries, moreover, do not grow or perform uniformly. There is an in-built inequality between sectors, peoples and regions in any economy. In some cases it is high while in others this difference is minimal. Whatever be the case those industries that are in the doldrums need to be turned around and the fifth paper by Kajal Sharma of NICM, Gandhinagar addresses the question of turnaround while comparing two models: the DARE model and the R5 Model. The former model provides a conceptual understanding of the phenomenon while the latter model provides a pragmatic framework for its implementation.

The next (sixth) paper takes a more holistic view and examines the twin phenomena of globalization as well as glocalization using the Thomas Friedman approach in *The World is Flat* to do so. In so doing the author, Neelanjan Konwar speaks in terms of world view on one hand and the stages of development in the concept as well as the form of globalization on the other. This makes sense when we realize that turnaround takes place with a given environment and that is provided by globalization. Globalization involves trade (regulated and free) and since China is the nearest "soft" power to India it makes sense to have Sangeeta Tandon examining the question of Chinese goods in the SME sector.

Ever since David Ricardo and Piero Sraffa the economic world accepts the view that all value is created by labour and capital is man made aid to production. Sustainability, excellence and value creation are thus predicated on the relationship between capital and labour. Hence the eighth and last contribution from Susan Chirayath from SCM Institute of Management in Cochin has been included. The author examines

the case of Arvind Logistics, Bangalore pleading, as it were, for management to take a more proactively humane approach to labour in its own business interest.

In keeping with our practice the journal is divided into four sections. the lead article, research & academic papers, posers and case studies. We have taken a conscious decision not to have a lead article this time since the papers are linked by an all-embracing schema. Also most of the papers are research based so the contributions of Paul Keursten, Shamira Malekar and R. P. Mohanty, Anand Prakash and P K Padhy and S C Patnaik have been included in the section *Research and Academic Papers*. The paper by Kajal Sharma posits a comparative analysis of two models of turnaround while the paper by Neelanjan Konwar and the one by Sangeeta Tandon also raises issues that are wide ranging and so are also included in the section *Posers*. Similarly, the contribution by Susan Chirayath is logically covered under the section *Case Study*, which the paper basically is.

I take this opportunity to inform the esteemed readership that we have already started receiving papers for the next issue that is due to be published in January 2008 and are in the process of sending them for blind review. I would also to exhort my academic colleagues to put pen to paper or finger to keyboard and send us their valued academic/research contributions.