

From the Editor

Interacting with researchers and going through research papers, my observation is that there is great enthusiasm and fascination amongst researchers to use advanced statistical tools. Some of these tools seem to be hyped and have created misconceptions about what these tools can do. It is true, today, that one does not need a formal degree in statistics to use analytical tools. But, there is no compromise for understanding the problem logic. It is possible for researchers with some statistical knowledge, basic database skills, and a keen understanding of the problem and its underlying data to create effective models.

If our goal is quality work, whether in a research or applied domain, we need tools to help us make sense of the data or of the chosen approach to a problem. In my opinion, a tool can never precede a problem.

Well defined problem with a conceptual foundation of research naturally opens doors to a variety of advanced statistical tools. The tools come handy but can be used only after examining the pros, cons, and assumptions associated with them. An analytical tool is not a silver weapon which can solve all research problems. Problem clarity is needed before putting our hand in the tool box. There is a need to spread this awareness so that research is more meaningful and throws light on truth.

Our journal is an endeavor to encourage pursuit of the right kind of research and to find more meaningful applications of research.

This issue has a mix of empirical and conceptual papers. Vanniarajan in his paper titled 'Relative Importance of Servqual Dimensions in Indian Service Sectors' finds out the paired differences of the Servqual dimensions in seven service sectors and concludes that the relative importance of these dimensions in the sectors is statistically different. Babu Thomas in his paper 'Employee Empowerment - An Empirical Analysis', compares the manufacturing sector with the service sector in terms of five dimensions of empowerment, namely, trust, self esteem, responsibility, leadership practice and decision making. The results of this study have revealed that the perceived level of empowerment is better projected in the manufacturing sector than in the service sector. Manimay Ghosh explores the possibility of applying Toyota Production System to a health care environment with a case of a mid-sized hospital in his paper titled "Toyota Production System (TPS) Design Rules to Improve Delivery of Patient Care: A Case Example".

In the conceptual papers section, 'Talent Management: An Integrated Model' by Radha A. and Jayavelu S. attempts developing a 'Talent Management Process Model' which outlines the sequence of steps in the implementation of talent management strategy. This model is developed after examining the influence of several variables on Talent Management Strategy. Another paper 'Emerging Issues in Credit Rating- A Review' by P. Srikanth and Ashok H. Chachadi provides a review of literature to bring out the use of credit rating symbols, their information content, impact and the emerging issues.

'The 3 mistakes of my life' by Chetan Bhagat, which answers the question 'can we succeed despite few mistakes?' has been reviewed by Veena A. Niranjana Daddikar provides a glimpse of the book 'The New Age of Innovation' authored by C.K. Prahalad and M.S. Krishnan describing it as a blue print for corporate growth.

I am grateful to all those reviewers and authors who are contributing in realizing the vision of our journal. I would like to express my gratitude to Rajendra Nargundkar who has laid down the vision of this journal and constantly contributing to enrich its quality.

PESBR is open to best quality research papers both empirical and conceptual. There is also a provision for perspectives, case studies and book reviews. I look forward for more contributions in the forthcoming issues. My thanks to all the team members who have been very supportive in the whole process. A hearty welcome to our readers- PESBR contents will certainly enrich you.

Manasa Nagabhushanam