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# BUSINESS

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# Service Quality Conceptualisation, Operationalisation and Consequences: Past Researches Revisited

Sonali Jain\*  
Sanjay K Jain\*\*

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## Abstract

*Service quality has emerged as a strategic tool to survive and thrive in the present scenario of hyper competitive services market. Little wonder, It has also come up as a thrust area of research during the last two and a half decade. Considerable work has been done in respect of not only its conceptualisation and operationalisation, but also in terms of establishing its linkages with other constructs such as customer satisfaction, value and behavioural intentions. The present paper is an attempt to provide a review of past researches dealing with service quality concept, its dimensions, major measurement scales and its linkages with other constructs.*

**Keywords:** Service Quality, SERVQUAL and SERVPERF Scales, Customer Value, Customer Satisfaction, Behavioural Intentions

## Introduction

As a result of liberalisation and globalisation, the services markets have become hypercompetitive the world over. With increased competition in the market from national and international sources and availability of a large number of service brands in almost each service category, consumers have become increasingly demanding. Service quality has come to be recognised as a potent tool for the services marketers to differentiate themselves from their competitors and win customer patronage.

Little wonder, service quality has drawn considerable attention of the researchers in the past. Considerable work has been done to conceptualise and operationalise service quality construct and establish its linkages with other constructs like customer value, customer satisfaction and behavioural intentions.

The present paper is an attempt to provide a review of literature relating to the concept of

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# Integration and Devolvement of Human Resource Management: A Study of Top-Ranking Companies in India

Feza Tabassum Azmi\*

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## Abstract

*Strategic Human Resource Management (SHRM) as a subject of inquiry has received considerable research attention by Western scholars. The central theme of SHRM is 'integration' of HRM with the strategic management process. At the same time, researchers have stressed the need for 'devolution' or 'devolvement' of HR responsibilities to line managers. Although strategic integration and devolution have been thoroughly examined in the extant literature, surprisingly, there are few studies that talk about their outcomes. Also the two concepts have been examined separately by most scholars. It was felt that there was need to study both the dimensions together. At the same time, it was also felt that there is a need to develop a reliable and valid instrument for mapping integration and devolution in the Indian context.*

*The objectives of the present study were to investigate the impact of integration and devolution on status and effectiveness of HR department. Data was obtained from a sample of senior HR managers of top ranking companies in India based on single cross-sectional research design using mail methodology. The scales were subjected to a rigorous measurement analysis to*

*test for unidimensionality, reliability and validity. Structural Equation Modelling was deployed using LISREL. Mixed support was found for the hypothesized relationships proving the research model was partially supported.*

**Keywords:** *Integration, Devolvement, Strategic HR, Structural Equation Modeling, Convergent Validity, Discriminant Validity, Status, Effectiveness, HR Department.*

## Introduction

### Conceptual Background

The ever-increasing challenges of the emerging business environment have given place to the ideology that Human Resource Management (HRM) needs to be aligned to the Strategic Management (SM) process of the organization. This integration of the above two fields has been termed as Strategic Human Resource Management (SHRM). Today, HR is seen as potential contributors to the creation and realization of the organization's goals (Jackson &

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# Revival of Silk Route: An Era of Opportunities and Challenges

Saroj Rani\*  
Gurpreet Singh Tuteja\*\*

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## Abstract

*The study presents an overview of developments in the emerging new silk route and analyses the opportunities and challenges this presents. It highlights the period when India and China were sharing more than 65 percent of the world's GDP. The study examines the role of Asian Economies with high growth rates in the development of the silk route as it is expected to enhance their potential through fuller utilisation of resources. It will put stress on the role of major economies, India and China- both are endowed with large population, this is expected to aid the development of the silk route. The major finding of our study is that the trade along this route has been increasing in the last 5 years and lot of potential still remains to be exploited. This paper explores the evolution of trade relations and trade potential of India with China and other associated countries on the silk route. It includes an analysis of Kojima indices of trade intensities, revealed comparative advantage, through Trade Intensity Index.*

**Keywords:** Trade, Comparative Advantage, Development etc.

## Introduction

The silk route, the first trade route of human civilization that crossed Eurasia from the first millennium BC and linked the people and traditions of Asia and Europe, connected two very contrasting worlds that are East and West and the two distinguished cultures of Asia and Europe. The ancient Silk Route was the world's most important economic center of trade. Trade routes across the Asian continent connecting Eastern, Southern, Central, and Western Asia with the Mediterranean, including North Africa and Europe played an important role in increasing trade between two regions of Asia and Europe.

*Silk, satins, wool, porcelain, musk, jade, tea, wine, paper, gold, silver, rubies, diamonds, pearls, horses, lions, peacocks, elephants, camels, colored glass, dates, saffron powder, pistachio nuts, alfalfa, grapes, flax, pomegranates, walnuts and cucumbers, were just a few of the commodities transported. The most valuable commodity imported from China was silk, thus... The Silk Road. Traveling the standard route of the Silk Road took about 200 days with an average of 50 kilometers*

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# Blogs: Attitude and its Impact on Online Shopping Environment A Case of Electronic Products - Study of Indian Consumers

Anant Saxena\*  
K R Chaturvedi\*\*  
Sapna Rakesh\*\*\*  
Sourabh Bishnoi\*\*\*\*

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## Abstract

*The study explores the effectiveness of blogs as an information source of electronic products for Indian consumers. This is an empirical study based on consumers who often use blogs for getting information about electronic products before shopping. Survey data is collected from the students of management institutions situated the Delhi/NCR region, India. The study explores the impact of consumer intention to use blogs for getting information, and the relative role of blogs in the purchase decision of electronic products. Findings of this study will be relevant for the marketers as they will come to know about factors that can affect the attitude of blog users while fulfilling their information requirement, and it will also confirm the respective relationship of intention to use blogs and purchase intention towards electronic products. This study explores the importance of blogs for customers in terms of information search for electronic products.*

**Keywords:** Blogs, Empirical study, Indian Youth, Electronic products, TAM, TRA, Purchase Intention

## Introduction

Blogs! They are everywhere on the World Wide Web. When we search for information about any product or service on Google or like, a number of blog links appear on our PCs. Most of the information seekers rely on blogs as blogs give complete information about the company's products as well as the competitor's product in the same industry. Blogs act as online journals providing information about anything & everything. A research report published by Jupiter Buzzlogic (BuzzLogic, 2008) reveals that Blog readers, 'considered as consumers', use blogs because they feel that blogs are the most powerful tool for gathering information about any product. The same report also suggests that blog readers are strongly influenced by the matter, they read on blogs which affect their purchase decision during the shopping. "Retail Industry Global Report - 2010" (IMAP, 2010) claims that after recession in US, consumers were making informed purchasing decisions as they collected information about product features, prices,

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# Integrating Academia and Industry: A Review of Potentials for Integration

Nidhi Maheshwari\*

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## Abstract

To keep pace with the globally competitive markets, industries need to give timely and flexible response to customer oriented market place requirements. For the industry to stay 'alive' and remain competitive, it must innovate. In order to innovate, up-gradation of existing systems is a must and here the industry faces two options: either develop the required potential through in-house efforts or to outsource. The challenge of shorter gestation period and frequent updating of the technology has made the in-house R&D expensive in terms of money, time and scientific workforce. Therefore industries are choosing option in the third form of academia integration as means of improving innovation efficiency and thereby enhancing wealth creation.

Most of the time industry feels that the kind of investment return which is expected from the academics, in the form of commercial success is not significant and at the same time the shortage of funds does not allow the industry to go for independent R&D investment. Further to understand this patchy, limited and poorly coupled integration of Industry and academia, we have studied the situation from the

*perspective of the industry and academia. Difference in actions, perspectives and the goals have been examined in detail in our study, to understand the organizational factors which are affecting the integration of Industry and academia.*

**Keywords:** Innovation, upgrading, academia, industry, integration, investment return, organizational factors.

## Introduction

Globalization, liberalization and Privatization have opened a new era of global competition which demands restructuring of the organizations for prosperity and survival. To get the competitive advantage organizations are expected to produce innovative strategic products faster and cheaper than those of their global industry competitors to get the long-term competitive advantages (Ajitabh and Momaya, 2004). To keep pace with the globally competitive market, Industries need

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# Exploration of Leadership Style and Learning Organization in IT Sector

Rajnish Ratna\*  
Disha Maheshwari\*\*

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## Abstract

*Learning paves the way for success. Learning adds value and helps in the acquisition of new knowledge that brighten the lives of people and their work. This requires right kind of leaders heading the organization. The purpose of present study is to understand the leadership style prevailing in the organization, to measure the extent of learning organization and to determine the impact of leadership in the learning organization. Descriptive research design is used for the research. Data is collected through standardized questionnaire of leadership and learning organization from 75 professionals of different IT companies. Analysis is done with SPSS using chi-square test, regression and correlation. Research shows that in IT sector task oriented leadership style dominates, organization is a learning organization in respect of all dimensions and leadership has a significant impact in making an organization a learning organization. The study finds a positive correlation between Leadership style and Learning organisation. The study recommends a team leadership style with equal focus on tasks and people for a learning organization.*

**Keywords:** *Learning Organization, Team Leadership, Holistic Framework, Strategic Thrust, Shared Vision, Empowerment, Information Flow, Synergy.*

## Introduction

### Leadership

Leadership is an abstract quality in a human being to induce others to do whatever they are directed to do with zeal and confidence. It is a quality or ability of an individual to persuade others to seek defined objectives enthusiastically. The leader is a force of the organization that designs, executes, coordinates, and controls all the functions of an organization by inspiring; creating confidence; helping the team mates to give their maximum for the attainment of objectives. In a business organization, managers at all levels, by whatever

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## U.S. Interests in the Central Asian Energy Resources

Omer Farooq Zain\*  
Sajjid Mehmood Awan\*\*  
Tayyaba Latif\*\*\*

### Abstract

*Today, energy security has emerged as one of the most significant factors in the states' relations with each other. Energy security is directly related to the national security and nations are ready to make every possible effort to ensure flow of energy resources for their economies. The Central Asian region appears to be an important backdrop in this context; it has emerged as the potential area of supply. The major energy consuming states have shown immense interest in securing energy provisions from Central Asia. United States is a leading affiliate in this regard. This study attempts to examine the energy security outlook of United States and its interests in the Central Asian energy resources.*

**Keywords:** Energy Security, Central Asia, Hydrocarbon Recourses, New Great Game.

### Introduction

With the end of Cold War, the international political scenario has changed considerably. Not just the states but even the non-state actors have started giving significant importance to economics and resources associated with economic development. All actors are looking at energy, for, not just economic clout in the world affairs but for sustainable economic clout. This thrust for sustainable economic monopoly has become the cause of conflicts over the control of global oil and gas. This is likely to grow further as the global energy demand rises, environmental conditions deteriorate, availability of oil and gas decrease and the prices begin to rise. The possession of huge military arsenals and an extended alliance system will no longer be a guarantee of survival of states. To a certain extent, the survival of states and societies depends on economic dynamism, the cultivation of technological innovation and getting secure access to raw material inputs required for both. (Amineh, 2003) The common term that is used in the contemporary literature to define the above

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## Book Review

# Winners Dream: A Journey from Corner Store to Corner Office

Authors: Bill McDermott\* with Joanne Gordon\*\*

Publisher: Simon & Schuster UK Ltd, (2014) 324 pages

Reviewer: **Niraj Pant\*\*\***

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When I was requested to review the book 'Winners Dream: A journey from Corner Store to Corner Office' I had looked forward to the (winning) journey of a successful corporate executive and the nuggets of information that form the basis of the journey. I was not disappointed. I was struck by how personal this book is, and how much his experiences in life are reflected in his leadership style. This is a saga of never-give-up and never-say-die optimism, and indomitable spirit of learning, imbibing basics from good coaches or mentors. The author highlights creative ways of discovering higher goals, and then desiring them more; empathy from peers; willingness and ability to listen and learn; to nurturing great ambition to achieve the goals set for himself, and achieving success.

This is the life story of Bill McDermott, born into a lower middle class family. He moved from various apartments into a small home in Amityville. He is an entrepreneur, who started out as a paper delivery boy. This he followed by becoming a stock boy for a grocer. Traits such as

willingness to take risks and his keenness to keep proper accounts helped him achieve success.

An interesting incident occurred on parents night when his elementary school teacher told his father that he should not expect too much from his six years old. He would either be 'a mechanic or a truck driver'. Obviously, she was not impressed either by his ability to learn or his intelligence.

After attending a local college, he got into an entry-level sales job at Xerox. He led Xerox in sales for the next two years, travelling on his sales calls, coming up with innovative ways to motivate but without breeding competition. He set up the winning process and stuck to the script. He constantly focused on team work. Once one employee has hit his sales target and earned his vacation/bonus, McDermott assigned that employee to work with another unit till everyone had hit their targets.

McDermott then gets asked to look at the Puerto Rico/Virgin Islands branch, which was the 64th

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## Book Review

# Dancing Elephants and Leaping Jaguars: How to Excel, Innovate, and Transform Your Organization the Tata Way

Authors: Sunil Mithas\*

Publisher: Finerplanet, North Potomac (2014) 275 pages

Reviewer: **Natalie West Kharkongor (IIM, Shillong)\*\***

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Most Books dealing with Corporate Transformation seem to use "Elephants" as a common reference. In 2003, former IBM CEO Louis V. Gerstner wrote *Who Says Elephants Can't Dance* about IBM's turnaround. This book is not a sequel to Gerstner's, but Mithas has obviously been heavily influenced by it in picking the catchy title of his book. However the similarities end here.

This book documents the transformational Journey of India's Largest Business Conglomerate the TATA group in the aftermath of 1991- a period of significant changes in political, organizational leadership, technologies and customer expectations as India began its economic liberalization. The Tata group-today a large Indian conglomerate whose many well-known brands include Jaguar Land Rover, Taj Hotels, Tetley, and Eight O'Clock Coffee-transformed itself from a \$4 billion domestic company in 1991 to a \$103 billion global enterprise by 2014, with an untiring focus on business excellence-a transformation based on the Baldrige

performance excellence program. Tata's have been using the Baldrige Criteria since the early 1990s, customizing and renaming it the TBEM (Tata Business Excellence Model) in 1998.

The book describes through examples the role of persistence and consistency in TATA's transformation journey using the Tata Business Excellence Model (TBEM). The leadership at Tata's institutionalized the TBEM and integrating it with Brand Equity and Business Promotion. This encouraged and ensured more holistic focus on all the stakeholders rather than shareholders or a few charismatic leaders/companies of the group. Some of the specific values TBEM emphasized on were visionary leadership, customer driven excellence, innovation, social responsibility through steps such as enhancement of human, technological and social capital to give the enterprise an enduring future and serve a greater purpose.

Sunil Sinha the longest serving CEO of (TQMS) Tata Quality Management Services and Chief of

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