

Vol 28 No. 4 (January - March 2011)

LONGITUDINAL THINKING : AN ACTION PERSPECTIVE

As is being increasingly recognised in the design of policy formulation, strategic thinking or management interventions, the present is a result of the past state and the future state would be the result of the present state, not to overlook the choices made today. This phenomena is known as 'longitudinal thinking'. It helps to see the roots and antecedents of the present state of affairs and thereby strengthen the search for better solutions and better forms. In research terms it is a phenomena which covers repeated observation of the same items over long periods. The paper astutely takes the discussion forward and talks of the legacy that can be selectively decomposed into those elements which retard growth and those which accelerate growth. This helps in the scientific design of management interventions. Key words : Legacy, growth, development, adaptive organisation, fusion

Vinayshil Gautam
(Founder Director IIM-K,
First Head-Management
Department, IIT-D)
A AI_Sager Chair Professor,
Department of Management Studies,
Indian Institute of Technology,
New Delhi.

KNOWLEDGE MANAGEMENT ACROSS VARIOUS HIERARCHICAL LEVELS IN INDIAN ORGANIZATIONS - A COMPARATIVE STUDY

For effective Knowledge Management (KM) implementation, an organizational structure that facilitates knowledge creation and sharing is crucial. In a typical organization, the structure is divided into three levels, i.e., top, middle and lower level. Each level has defined roles, responsibilities and decisions to make. Often it is observed that employees at different levels in an organization perceive KM differently. The paper attempts to understand the differences in KM implementation at top and middle level employees by studying dimensions as given by Knowledge Management Assessment Tool (KMAT), viz., Process, Leadership, Culture, Technology and Metrics. This comparison is done for two organization types, Public and private sector. A sample of 57 top and middle level executives of 16 private and public sector companies from India participated in the study. The results show that top level private sector mean scores are statistically higher on all dimensions as compared to top level public sector. Further, on comparing the mean scores of top and middle level employees of private sector, no significant difference is found. Similar results are found while comparing top and middle level of public sector. For the last combination, middle level private sector and middle level public sector employees, the former fares statistically better on all dimensions. The findings of the study can serve as input to both public and private sector organizations in India to develop best practices as part of a coherent KM strategy across hierarchies.

Keywords: Knowledge Management, Top Level, Middle Level, Hierarchy, Public, Private.

Deepak Chawla

Professor,
International Management Institute,
New Delhi.
Himanshu Joshi
Senior Lecturer,
International Management Institute,
New Delhi.

STUDY OF CAPITAL STRUCTURE AND PECKING ORDER DIMENSION AND SHAREHOLDERS' INTEREST IN MEDIA INDUSTRY - A COMPARATIVE STUDY OF ZEE TV AND NDTV

Media industry in India has undergone an experiential phase during the last decade. The changes were evident in their financing pattern as well. The present article is an attempt to analyze the financing structure of two leading units in the sector, viz. Zee TV and NDTV with regard to pecking order dimension. Also, Shareholders' Wealth Maximization aspect of ROE maximization and market performance have been discussed in detail using Du Pont Analysis and Beta analysis respectively. It is found that Zee is going for the pecking order dimension in its capital structure, whereas pecking order analysis fails in case of NDTV. The impact of financial leverage on shareholders' return is more in case of NDTV, verified by high risk-high return, than in Zee TV.

Key words: Shareholders, Financial Leverage, Capital structure, Pecking Order, Return on Equity.

Sandeep Goel
Assistant Professor,
Management Development Institute,
Gurgaon.

GENERATIONAL DIFFERENCES IN WORK COMMITMENT OF SOFTWARE PROFESSIONALS: MYTH OR REALITY?

The paper explores the generational diversity inherent in the modern organizations. It examines the generational differences between Generation-X (born between 1960-1980) and Generation-Y (born between 1980-2000) professionals working in the software industry. The study attempts to explore whether there are generational differences in work commitment between the two age cohorts or it's only a myth. A total of 250 respondents belonging to Software industries were administered a questionnaire. 125 respondents were typically X Generation and 125 were Y- Generation employees. 50 percent of the respondents in both the cases were males and 50 percent of the respondents were females. The study examined generational differences for the five types of work commitment -work involvement, job involvement, work group commitment, organizational commitment and professional commitment. Organizational commitment and professional commitment in turn had three components each- affective commitment, continuance commitment and normative commitment. Thus, a total of nine factors were examined for the study. The data was analyzed using two-tailed t-tests (pooled variances method). The results reveal that the two generations differed significantly only on three of the nine factors examined. Thus, the generations are more homogenous than heterogeneous in their work values and beliefs. This finding has serious implications for research and practice. It provides the HR managers a useful insight that the observed differences are attributable to other factors (career and stage of life) instead of being an exclusive and true 'generational divide'.

Keywords: Generation-X, Generation-Y, Software Professionals, Work Commitment, Generational Difference, Age cohort.

Swati Soni
Assistant Professor
Jaipuria Institute of Management,
Jaipur.

Makarand Upadhyaya
Associate Professor
JK Padampat Singhania Institute of
Management and Technology,
Gurgaon.
Pradeep Kautish
Senior Lecturer,
Jaipuria Institute of Management,
Jaipur.

AN INVESTIGATION INTO IMPULSE BUYING BEHAVIOR AMONG INDIAN URBAN
ADOLESCENTS
Rajesh Sharma

This research is an attempt to find the effect of gender, age, income and idolatry behavior on impulse buying in Indian adolescent consumers. In India, young population is one of the most attractive segments. These youth have some personality traits, likings and dislikings, beliefs, attitudes, based on their early age experience. These traits are the valuable tools for marketers to harness this growing segment. This study involved the collection of primary data of about 104 high school respondents, aged between 14 to 18 years. The findings indicate that there are significant difference in Impulsive buying tendencies between male and female adolescents. However no significant differences were found in Impulsive buying tendencies based on age, income and idolatry behavior.

Key words: *Impulse buying, idolatry, demographics, consumer behaviour, Indian urban adolescents.*

Associate Professor,
NIILM Centre for Management
Studies, Greater Noida, UP.

AN EVALUATION OF THE SIZE IN THE MANAGEMENT OF INVENTORY IN TAMILNADU CEMENT INDUSTRY

The effective management of the inventory is crucial to the performance of many organisations. Inventory is one of the key determinants of the productivity of cement industry. Inventory management plays an important role in the cement industry both in production of new assets and operational maintenance of existing assets. Therefore, the continuous availability of inventory is a prime requirement for the uninterrupted working and better capacity utilization. The purpose of this paper is to examine the efficiency of inventory management in the select five cement manufacturing companies in Tamilnadu. The study also highlights the correlation between the size of inventory and sales and output of cement manufacturing units of the state.

Keywords: Inventory management, Size of Inventory, Cement Industry, Inventory to Current assets ratio.

N. Ashok Kumar
Associate Professor,
V.H.N.S.N.College,
Virudhunagar.

V, Manohar
Assistant Professor,
V.H.N.S.N. College,
Virudhunagar.