

# **SOUTH ASIAN JOURNAL OF MANAGEMENT RESEARCH (SAJMR)**

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## **CONTENTS**

### **Editorial Note**

#### **Impact of Global Financial Crisis on the Indian Economy: An Econometric Analysis**

Sai Kiran Raju B. and Raghavender Raju G.

546

#### **Value System and Ethics as Determinants of Managers' Performance in Organisations**

Nirmala R., Krishnagopal R. and Wilson Fernandes

564

#### **Nature, Elements and Process of Customer Orientation: Evidences from Service Front Line**

Nandakumar Mekoth and N. Barnabas

574

### **Case Study**

#### **L.P.G. and Chakan Auto Industry.**

Shirish Sumant

582

### **Book Review**

#### **Strategic Management - A South Asian Perspective**

Kale C. S.

589



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## Editorial Note

The world is passing through a turbulent economic times. The growth rates of the countries world over are not as per the expected speed. The increased rate of population growth is making the policy making all the more difficult. The problems are compounded with the increased level of social disturbances within and among the nations. At this juncture it becomes necessary to go to the root cause of these economic and social disturbances. Accordingly in the present issue of the journal the article on global financial crisis and its impact on India is selected for publication. The article not only identifies the reasons for the crisis but also brings of the implications for developing economies such as India. The use of statistical and econometric techniques for highlighting the implications is the strong point in the research article. The new research scholars can understand the global crisis scenario based on the review published. At the same time the art of using the advanced techniques for data analysis can also be understood.

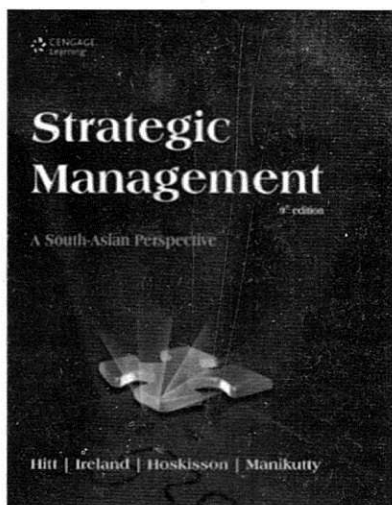
In these difficult times man has to be mentally strong at individual and organizational level to effectively overcome the situations. Accordingly the value systems and ethics become significant for all. In the present issue the research article addressing these two important issues is also covered.

As a case study the organization which has successfully implemented the turnaround strategy in the situation of global crisis is presented. The backdrop of the case and the strategy adopted by the company is discussed in detail. The published case will be useful to all the management students and for companies to understand the ways and means to overcome a crisis situation.

The book review too is on an important concept of strategic management. It mentions the features of each chapter for the learners and reviews the contribution made by the authors to simplify the concept. In view of the important management issues covered in the research articles and the case study along with the book review, it is expected that the current issue of the journal will definitely be an asset to the researchers and managers in different organizations.

**Dr. T. V. G. Sarma**  
Editor





## **Strategic Management - A South Asian Perspective**

**Micheal A. Hitt  
R. Duane Ireland  
Robert E. Hoskisson  
S. Manikutty**

Year of Publication : 2012  
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Strategic Management is an important aspect to be considered by organizations. Strategic management process is a full set of commitments, decisions, actions required for a firm to achieve strategic competitiveness. It is important to understand the current competitive landscape, globalization, technological changes, innovations, knowledge intensity to understand strategies. It requires multi disciplinary approach for understanding it.

The book is divided into 4 parts. They deal in Strategic Inputs, Formulation of Strategic Actions, Implementation of Strategic Actions and Case Studies. The entire book is presented in 13 chapters. Each chapter has an Opening Case, Summary, Key Terms and Definitions, Review questions and Experiential Exercises. Experiential exercises - is a group activity and various issues have to be discussed among group of students.

Part I deals with Strategic Management and Competitiveness, External Environment Analysis and Internal Environment Analysis. Opening cases of Bharti Airtel, Air Deccan, ITC Limited, Apple are very useful and easy to understand. Physical environment is discussed in Chapter 2 which deals with energy consumption, renewable energy efforts, environmental clearance, minimizing environment foot print etc. Large number of

companies have a goal of neutral environment foot print. The discussion about 'Green Strategy' as a part of competitive advantage is new in this book.

Part II deals with Business Level Strategy, Competitive Rivalry and Dynamics, Corporate Level Strategy, Strategic Acquisition and Restructuring, Global Strategy, Cooperative Implications for strategy. Opening cases of Bajaj Auto, Coca Cola Vs Pepsi in India; Entry of foreign firms in India and China, Suzlon case, Strategies at IBM will help the reader to understand better the concepts involved, considering the economic recession, the strategies adopted are discussed. Cross border acquisition are discussed. The increasing use of acquisition strategies by Chinese and Indian firms as a means of gaining market power is discussed. All the types of strategies are discussed in detail in a simple and lucid language.

Part III deals with Corporate Governance and Ethics, Structure and Controls with Organization, Leadership Implication for Strategy, Entrepreneurial implications for strategy. Corporate Governance in different countries, issues, challenges are discussed. Cases of Satyam and Turbulence in ITC are discussed.

Part IV deals with case studies. The cases have student appeal, teachable and are able to drill the student to use concepts in the earlier chapters. The cases deal with companies, products, people students know or can identify with. It includes Indian and foreign companies. Arun Ice-cream, G.C.C.M.F, Arvind Eye Care, ITC Ltd. are some cases worth to be mentioned here .

The main feature of the book is an up to date and engaging discussion of the core concepts. The chapters are focused on the chapter theme, clearly written and complemented with fresh examples. I am confident that this book will ignite the students' interest in the subject and translate their enthusiasm into learning achievement. It will enable the teacher to be very effective in the class. The book definitely provides the punch, update coverage, clarity of concepts. The authors of the book are distinguished academicians with international exposure. They have been internationally awarded and are reputed scholars in this subject.

This book presents an up to date explanation of strategic management process with reference

to international context. It is presented in a very easy readable style. The content is very relevant to be used in organizations and business school teaching. Examples of around the world companies are given in this book. There are more than 600 companies to describe the use of strategic management. Till date no other book gives the reader the use of strategic management in a wide range of organizations.

The language is easy to grasp. Chapter content is driven by the principles, examples, research findings, contribution to literature of strategic management and latest thinking of prominent academicians and practitioners. Web resources are available for the students and instructors. Instructor manual, test bank, and power point slides will definitely help the instructor for teaching the student.

The authors deserve appreciation for their remarkable contribution by developing and publishing this book on strategic management. The book should necessarily be a part of collection in library of Universities and Post Graduate Institutions as well as a personal reference copy for a competitive student.

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