

Do Indian management practices drive global research agenda?

An exploratory analysis of contemporary management literature

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Abstract

Purpose – This study aims to analyze how Indian management practices have influenced the international management research agenda. International interest in India as a business destination has been growing since the Indian policy-makers began opening up the economy in 1991. India's continuing economic development and integration with global economy has led to a reassessment of its political, social and commercial relevance by the international community.

Design/methodology/approach – The authors choose four management disciplines and examine 40 peer-reviewed international journals for research related to India over the period 1991-2014. From the sample of 217 papers, the authors identify the trends, themes and motivations, and discuss the potential for future research.

Findings – The authors find that research on India remains flat for the 1991-2000 decade, and starts growing from 2005 onwards. Organizational behavior remains non-participative in the overall growth of research. The authors find very low levels of qualitative research, and none on endogenous phenomena that have been tested for applicability in non-Indian contexts. Marketing research remains mainly peripheral to Indian contexts. Review of highly cited papers reveals that management research on India is at an early stage, and offers fairly significant opportunities for future researchers.

Research limitations/implications – Normal limitations of sample-based literature review apply. Further, the literature search is limited to a select set of highly ranked journals.

Originality/value – Studies analyzing themes related to Indian contexts in international publications are sparse. To the best of authors' knowledge, no study of this nature exists in literature. This study makes a primary contribution for future management researchers across the four areas by informing on the research trends, journal outlets, and the characteristics of the research agenda.

Keywords India, Management research, Literature review

Paper type Literature review

1. Introduction

For nearly four decades after independence in 1947, India remained an economy characterized by command-and-control policy framework and persistent poverty (Bhagwati and Panagariya, 2012, pp. 3-17). During this period, the successive central governments adhered to "license raj", restrictive laws such as the MRTP Act and FERA, and an inward-looking trade policy with severe controls on capital and technology flows, leading to stifling of investment. In this sense, India remained an almost closed economy (Alessandrini *et al.*, 2011), exhibiting low growth rates[1]. Faced with an acute balance-of-payments crisis[2] and rising inflation due to the 1991 Gulf War, the Indian policy-makers began opening up the economy by a gradual dismantling of the various



control structures (Nagaraj, 1997; Ahluwalia, 2002). Consequently, interest in India as a business destination has been growing in international circles, as evidenced by increase in the share of total world trade (Alessandrini *et al.*, 2011), rising foreign exchange reserves (Figure 1) and growing foreign direct investment (FDI) inflows (Nagaraj, 2003), (Figure 2).

Post-1991, India’s continuing development and integration with global economy has also attracted academic attention – notably from economists – generating several research articles, conference papers and books (Chandra, 1991; Bhagwati, 1993; Joshi and Little, 1996; Nagaraj, 1997, 2003; Krishna and Mitra, 1998; Datt, 1999; Ahluwalia, 2002; Goldar and Kumari, 2003; Panagariya, 2004a, 2004b; Aghion *et al.*, 2006; Kohli, 2006; Alessandrini *et al.*, 2007, 2011; Bhagwati and Panagariya, 2012). A brief scan of the economics literature dealing with the subject matter reveals three interesting insights:

- (1) The majority of journal articles come from peer-reviewed Indian outlets, with only a few appearing in international journals.
- (2) A reasonable quantum of research appears as books, or working papers with non-Indian academic entities.
- (3) the majority of the writing comes from Indian-origin authors.

As India is home to one-sixth of the world’s humanity, we expect the event of economic liberalization and the subsequent growth to create a sizable opportunity to international businesses. Given the diversity of India, we also expect such business opportunities to

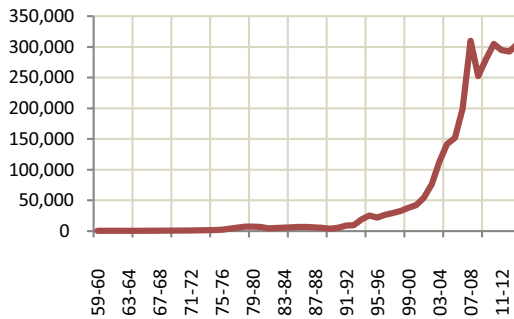


Figure 1.
India’s foreign
exchange reserves
(US\$ million)

Source: Reserve Bank of India

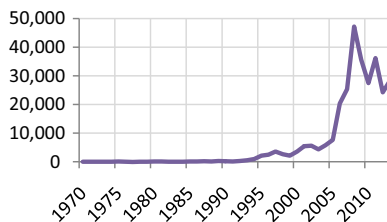


Figure 2.
India’s inbound FDI
(US\$ million)

Source: UNCTAD (2014)

be significant in terms of volume as well as variety, and this, in turn, may give rise to new phenomena of particular interest to management scholars and researchers. Thus, we expect a corresponding rise in research interest and an expansion in research agenda – especially within the business-oriented research areas. Therefore, it would be pertinent to examine whether the developments described above have attracted management scholars' attention to India, which themes or motivations have enjoyed focus and what insights such an analysis might offer to future researchers. This forms the basis of our study.

The rest of the paper is organized as follows. In Section 2, we describe the research design and methodology. We present the results and analysis in Section 3. Section 4 concludes with a discussion of results, study limitations and future research potential.

2. Research design and methodology

Research scope

According to Pettigrew (2001), the field of management is “a confluence of different fields of enquiry”, rather than a monolithic discipline. The practice of management requires knowledge of several disciplines such as mathematics, economics, psychology, philosophy and sociology (Bennis and O’Toole, 2005). Most management education programs include inter-disciplinary themes such as organizational behavior and strategic management, as well as functional themes such as finance and marketing (Pettigrew, 2001). As our study is motivated by the question of how Indian business themes have caught the attention of management scholars, the scope of our enquiry has an obvious geographic dimension. We argue that disciplines such as finance and accounting, economics or quantitative methods are largely context-free, whereas those such as public policy are sufficiently embedded to disallow transferability beyond their contexts. For our study, we select disciplines that show correspondence with the contexts as well as support transferability to other contexts: strategic management (STRAT), marketing (MKTG), organizational behavior (OB) and operations management (OM).

Sampling and data selection

Our sampling frame consisted of peer-reviewed and ranked international journals. As our enquiry seeks to examine how global research agenda is shaped by the developments in India, we focus on peer-reviewed and ranked international journals and exclude books, trade magazines, news articles, blogs and opinion papers, as these may not be based on rigorous research and could be based more on opinions and anecdotal evidences. For journal selection, we adopted SCImago Journal Rank Indicator (SJR)[3] developed by Consejo Superior de Investigaciones Científicas (CSIC), University of Granada, Extremadura, Carlos III (Madrid) and Alcalá de Henares. To contrast the differences across journal ranks, we divided the sampling frame into Category 1 – highly ranked journals with $SJR > 2.0$ and Category 2 – moderately ranked journals for which SJR lies between 0.5 and 2.0. For each category, we chose journals having international focus and an empirical orientation. Journals that had explicit geographical focus, e.g. *Asia Pacific Journal of Management*, or journals with analytical/non-empirical focus, e.g. *Operations Research*, were excluded from the sampling frame. Based on these criteria, we chose

35 journals as the sources for our study (Table I). While we listed *Journal of World Business* under the OB discipline, some of the papers in that journal fell in strategic management, and were classified under STRAT.

Next, consistent with the foregoing, we chose 1991-2014 as the period of the study. We acknowledge that publication delays often account for 1-2 years, and that choosing a starting year later than 1991 might have been warranted. However, we note that economic liberalization had continued through small increments – “reforms by stealth” – throughout much of the 1980’s (Panagariya, 2004a, 2004b). Given that we have opted for a long duration, aligning the period to the liberalization trigger of 1991 does not harm our study design.

Next, we searched the archives of each journal for the study period using the keyword “India” in the abstracts. The search yielded a total of 232 papers. We verified that 15 of these papers used the term “India” in their abstracts for illustrative purposes only, but their research questions, methodologies or findings did not relate to Indian business themes. Hence, these papers were dropped, yielding a sample of 217 papers. Table II lists the journal-wise counts:

Three of the journals contributed no articles during the selected period (Table II). Five journals started publication after 1991 (Table III). Of these, barring *Journal of International Management*, other journals make negligible contribution to our sample. *Journal of International Management* started in 1994, which is sufficiently close to 1991, the start year of this study. Therefore, we believe that the later starts of these five journals do not pose any harm to our study design.

Discipline	Category 1 journals	Category 2 journals
Strategic management	<i>Academy of Management Review</i> <i>Academy of Management Journal</i> <i>Strategic Management Journal</i> <i>Journal of International Business Studies</i> <i>Administrative Science Quarterly</i>	<i>Academy of Management Learning & Education</i> <i>Journal of International Management</i> <i>Journal of Economics & Management Strategy</i> <i>Journal of Small Business Management</i> <i>Management Decision</i>
Marketing	<i>Journal of Marketing</i> <i>Journal of Marketing Research</i> <i>Journal of Consumer Research</i> <i>Marketing Science</i>	<i>Journal of International Marketing</i> <i>Journal of Retailing</i> <i>Journal of Advertising</i> <i>Journal of Services Marketing</i>
Organizational behavior	<i>Journal of Organizational Behavior</i> <i>Organization Science</i> <i>Organizational Behavior & Human Decision Processes</i> <i>Journal of Occupational & Organizational Psychology</i>	<i>International Journal of Industrial Organization</i> <i>Review of International Organizations</i> <i>Human Resource Management Review</i> <i>Journal of World Business</i> <i>Human Resource Management</i> <i>International Journal of Human Resource Management</i>
Operations management	<i>Journal of Operations Management</i> <i>Production & Operations Management</i> <i>Manufacturing & Service Operations Management</i> <i>International Journal of Production Economics</i>	<i>International Journal of Operations & Production Management</i> <i>International Journal of Production Research</i> <i>Computers & Industrial Engineering</i>

Table I.
Sampling frame –
journals selected for
the study

JIBR 7,2	Journal name	Count
112	Marketing	34
	<i>Journal of Advertising</i>	1
	<i>Journal of Consumer Research</i>	5
	<i>Journal of International Marketing</i>	12
	<i>Journal of Marketing</i>	6
	<i>Journal of Marketing Research</i>	2
	<i>Journal of Retailing</i>	0
	<i>Journal of Services Marketing</i>	5
	<i>Marketing Science</i>	3
	Organizational behavior	48
	<i>Human Resource Management Review</i>	1
<i>Human Resource Management</i>	13	
<i>Journal of Occupational & Organizational Psychology</i>	2	
<i>Journal of Organizational Behavior</i>	3	
<i>Organization Science</i>	2	
<i>Organizational Behavior & Human Decision Processes</i>	3	
<i>Review of International Organizations</i>	1	
<i>International Journal of Human Resource Management</i>	11	
<i>International Journal of Industrial Organization</i>	2	
<i>Journal of World Business</i>	10	
Operations management	47	
<i>Computers & Industrial Engineering</i>	4	
<i>International Journal of Production Economics</i>	11	
<i>International Journal of Production Research</i>	18	
<i>Journal of Operations Management</i>	2	
<i>Production & Operations Management</i>	6	
<i>Manufacturing & Service Operations Management</i>	0	
<i>International Journal of Operations & Production Management</i>	6	
Strategic management	88	
<i>Academy of Management Journal</i>	2	
<i>Academy of Management Review</i>	0	
<i>Academy of Management Learning & Education</i>	2	
<i>Journal of Economics and Management Strategy</i>	2	
<i>Journal of International Business Studies</i>	17	
<i>Journal of International Management</i>	16	
<i>Journal of Small Business Management</i>	6	
<i>Management Decision</i>	22	
<i>Strategic Management Journal</i>	8	
<i>Administrative Science Quarterly</i>	3	
<i>Journal of World Business</i>	10	
Grand total of all four disciplines	217	

Table II.
Journal-wise counts
of papers in the
study sample

Data preparation

After reading the abstracts and browsing the papers in the sample, we devised the following dimensions for the study of the sample:

- (1) *Research perspective* is the preferred lens with which the researcher looks at the phenomenon. We consider six possible research perspectives concerning India:
 - both the phenomenon and the data are exogenous to India;
 - the phenomenon is context-free or exogenous to India, but the data originates from emerging countries including India;
 - the phenomenon is context-free or exogenous to India, but the data originates solely from India;
 - the phenomenon and the data are endogenous to emerging countries including India;
 - the phenomenon and the data are endogenous to India, and have some applicability outside India; and
 - the phenomenon is endogenous to India, but research studies its applicability via data exogenous to India. [Table IV](#) and [Figure 3](#) illustrate the six perspectives. Perspective 1 above does not form part of our study.
- (2) *Country domain of research* lists the countries involved in the research. Along with the country domain, we also note the author(s) country affiliation.
- (3) *Research outcome* is the intended outcome of the research. We posit the following possible outcomes: models and frameworks, variables and relationships, theories and propositions and reviews.
- (4) *Research paradigm* is either positivistic or qualitative.
- (5) *Research context transferability* refers to the generalizability of research outcomes. These are coded as grounded (not transferable), to emerging countries, and to any country.
- (6) *Research question* relates to the main line of enquiry. We systematize the research questions to allow a typological assessment of the research themes.

Journal name	Start year	No. of papers
<i>Manufacturing & Service Operations Management</i>	1999	0
<i>Academy of Management - Learning & Education</i>	2002	3
<i>Journal of International Management</i>	1994	17
<i>Journal of Economics & Management Strategy</i>	1992	2
<i>Review of International Organizations</i>	2006	2

Table III.
Journals starting later than 1991 and their contributions to study sample

Phenomenon observed in	India only	Applicability is demonstrated in Developing world and India	Global
Exogenous (developed world)	3	2	1
Exogenous (developing world)		4	
India	5	6	6

Table IV.
Classification of research perspectives within the sample

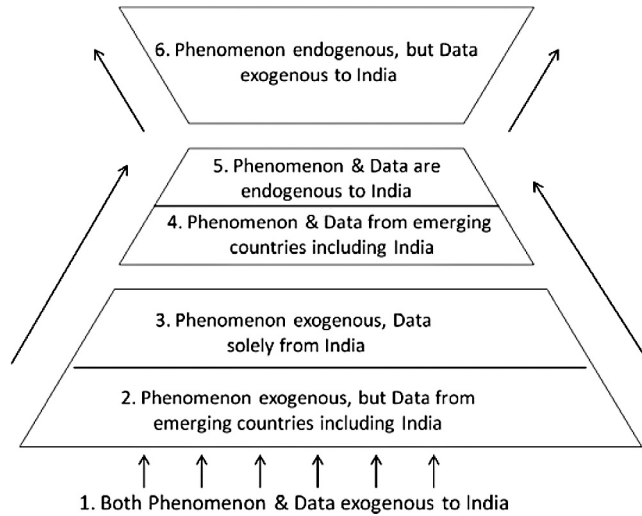


Figure 3.
Classification of
research perspectives
within the sample

3. Results and analysis

Appendix 1 lists the papers selected in our study. While the overall research still remains somewhat sparse, the sample shows a steady growth in the quantum of research articles over the study period (Figure 4).

The growth shows acceleration after 2006, and appears to be consistent even after discounting for the special issue on India by *Management Decision* in 2008. The dip in 2009 and 2011 could possibly be due to a shift of attention to issues in developed countries consequent upon the sub-prime crisis. We observe that for almost 10 years after 1991, there was a notable lack of research interest from management scholars about India or Indian themes. We offer three conjectures for the lull between 1991 and 2000, and spurt from 2006 onwards. First, international research attention would be proportional to business significance that a country holds for the global community. We have noted earlier that the 1991 liberalization was only a gradual one (Ahluwalia, 2002); hence, it was probably necessary for some time to pass before the pace of economic

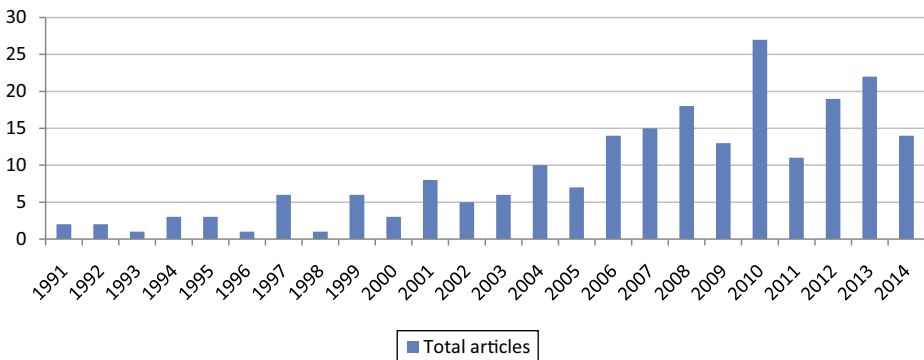


Figure 4.
Year-wise count of
articles in the sample

activities built up sufficiently to warrant such attention. Second, it is possible that the change of government in India in 2004 and the installation of Manmohan Singh as the Prime Minister kindled people’s attention, as Singh was widely regarded as the architect of the 1991 liberalization. Third, a 2001 Goldman Sachs paper authored by Jim O’Neill had coined the term BRIC to describe Brazil, Russia, India and China as the fast-rising economies of the world (O’Neill, 2001). The report gained much attention from industry, bureaucracies and academia. Its follow-up report in 2005 was more emphatic about the prospects of BRIC (O’Neill *et al.*, 2005), and was equally well-received. It may be that these reports played a role in India receiving more attention from academia. While there could be other explanations, these conjectures imply that the themes pursued by researchers prior to 2005 would differ from those pursued after 2005. This is indeed so, as we study the thematic contrast between the two periods described later in this paper.

Next, we look at how the research has grown across the four disciplines. We find the growth to be uneven (Figure 5). While STRAT shows appreciable growth, the other disciplines show only moderate growth. This is surprising and runs counter to our expectation that business interest in a country and its cultural context would motivate strong enquiry into organizational forms and marketing phenomena. We argue that neither of these disciplines (OB and MKTG) is context-free, and that international management research generally tracks context-driven events or trends. For example, the ascendancy of Japanese manufacturing in the 1970s and 1980s sparked research attention on Japanese management practices, including manufacturing practices, quality management and organizational forms/processes[4]. Thus, it appears that MKTG, OB and OM offer strong potential for research on phenomena grounded in the Indian context. It is worthwhile to explore whether there are indigenous Indian practices, like that of Japan, that contributed to growth of Indian business, which can bring new insights on Indian thought and practice and results in a new stream of Indian business research.

Looking at trend over the two decadal periods 1991-2000 and 2005-2014, we find that STRAT grew faster – approximately nine times – whereas growth in MKTG, OB and OM was 4, 5 and 5.5 times, respectively (Table V). The growth in research appears to be

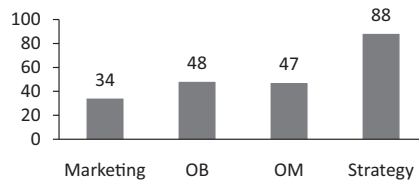


Figure 5.
Pattern of research
across the chosen
disciplines

Discipline	1991-2000			2005-2014		
	Category 1	Category 2	Total	Category 1	Category 2	Total
Marketing	2	4	6	13	10	23
OB	2	5	7	3	31	34
OM	2	4	6	13	20	33
Strategy	3	6	9	21	49	70
Total	9	19	28	50	110	160

Table V.
Research trend
across journal
categories over 1991-
2000 and 2005-2014

evenly spread across the two journal categories except OB, where most of the growth is carried in Category 2 journals.

Starting from a very low base, we would expect that a spurt in research interest would be dominated by a qualitative research paradigm. Therefore, it is surprising that we find no significant increase in the proportion of qualitative research papers over the two decades (Table VI) for STRAT, MKTG and OM. Qualitative research in OB has grown faster than positivist research. Given that this research is at an emergent stage, we expect qualitative research enquiry in OB to continue in future.

An analysis of research by outcomes reveals that research in STRAT, MKTG and OB seeks new variables and relationships (Table VII), whereas OM is focused on models, frameworks or methods. Research to build propositions is well-engaged by STRAT scholars, and only weakly engaged by OB and MKTG researchers. Arguing that proposition-building is necessary to elicit valid variables and relationships, we believe that stronger effort toward grounding propositions would be necessary for OB and MKTG.

Analyzing the research perspectives, we find that much of the research in MKTG concerns India only peripherally (Figure 6). Eighteen of the 34 papers examine phenomena that are exogenous to India, utilizing data from multiple countries including India, whereas only nine papers examine India-centric phenomena and use data solely from Indian contexts. Most of the research in STRAT and OM appears to be evenly divided between endogenous and exogenous phenomena using data solely from Indian contexts. Given the volume of research in the India-endogenous phenomena, we would expect to find expansion of research agenda to non-Indian contexts. Again, it is surprising to find no research under Perspective 6. India being an important emerging market, we would expect research outcomes from India-endogenous themes to find correspondence in other emerging markets. To verify this possibility, we conduct another search of select regional journals (Table VIII) and found 15 papers matching the same search criteria. A review of these papers fails to find any evidence of Perspective 6,

Table VI.
Paradigmatic view of
the research trend

Discipline	1991-2000			2005-2014		
	Positivist	Qualitative	Total	Positivist	Qualitative	Total
Marketing	4	2	6	15	8	23
OB	6	1	7	22	12	34
OM	5	1	6	29	4	33
Strategy	6	3	9	49	21	70
Total	21	7	28	115	45	160

Table VII.
Distribution of
research by outcomes

Discipline	Model	Propositions	Review	Variables and relationships	Total
Marketing	5	11	0	<u>18</u>	34
OB	4	10	4	<u>30</u>	48
OM	<u>31</u>	4	2	10	47
Strategy	8	21	5	<u>54</u>	88
Total	48	46	11	112	217

Note: Significance of bold & underlined numbers is they are Largest number in the row

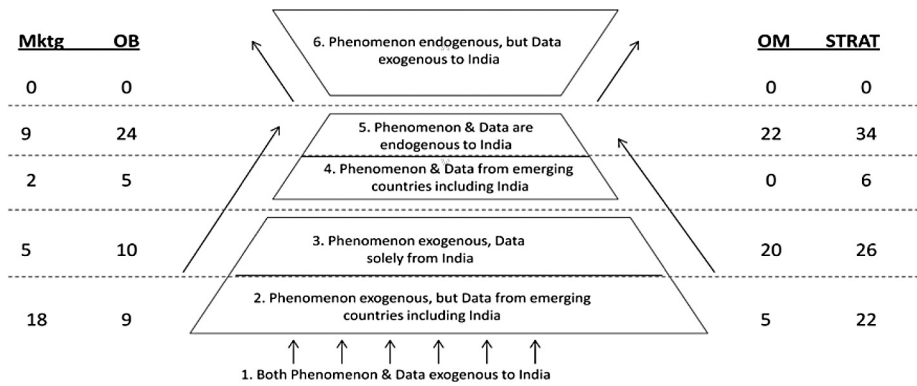


Figure 6. Analysis of research perspectives

Journal name (region)	Start year	No. of papers
<i>Australasian Marketing Journal</i> (Australia)	1996	2
<i>Australian Journal of Management</i> (Australia)	1998	0
<i>Asia Pacific Journal of Human Resources</i> (Australia)	1997	1
<i>European Journal of Marketing</i> (Europe)	1967	9
<i>European Journal of Work & Organizational Psychology</i> (Europe)	1991	3

Table VIII. Regional journals featuring research within the scope of this study

i.e. findings from Indian contexts being tested in non-Indian contexts. Thus, Perspective 6, i.e. “exporting research” holds possibilities for future researchers.

Analysis of research outcomes in terms of their generalizability to other contexts shows that much of the research has remained somewhat grounded (Table IX). We observe that a large proportion of OM research consists of analytical or conceptual models that are basically context-free, and thus generalizable to any country. However, as the models have been illustrated or validated using Indian contexts, we retain these papers within the study sample. Majority of themes examined by research in MKTG and OB do not suggest extensibility to other country contexts, whereas research in STRAT shows only a moderate attempt toward such extensibility. This indicates that future scope exists in these disciplines for selecting research questions that go beyond the Indian context.

Study of research themes and motivations over the two periods 1991-2004 and 2005-2014 (Appendix 2) reveals that the pre-2004 research is characterized by

Discipline	Generalizability of research findings		
	None	Anywhere	To emerging countries
Marketing	25	3	6
OB	36	4	8
OM	26	20	1
Strategic	61	12	15
Total	148	39	30

Table IX. Generalizability of research outcomes

non-contextual themes such as advertising responses, corporate culture and market orientation, testing models for fair allocation, just-in-time model for purchasing, creating entrepreneurship and growth of small and medium enterprises, with only a small fraction of research explicitly involving international or country contexts. Post-2005 research shows a much larger proportion of contextual research: entry by multinational corporations into emerging markets, forays of domestic firms into international markets, consumer behavior variables related to foreign brands, national culture, etc. Review of highly cited papers[5] shows growing interest in emerging market phenomena (Table X). Pre-2004 research is largely context-free, whereas post-2005 research themes examine several aspects of emerging markets seen through the perspective of international investors.

4. Discussion, study limitations and future potential

Studies analyzing themes related to Indian contexts in international publications are sparse. To the best of our knowledge, no study of this nature exists in literature. Our study makes a primary contribution on the topic for future management researchers across the four areas by informing on the research trends, journal outlets and the characteristics of the research agenda.

Our motivation for this study comes from the economic liberalization in 1991 by the Indian policy-makers and the consequent spate of economics literature, books and business media reports. As India is home to a very large part of the humanity, its economic rise presents significant opportunities to the international businesses – a phenomenon that should be of interest to management researchers. Accordingly, our study examines the patterns and trends in management research concomitant with the 1991 liberalization. We include those disciplines in management research that bear moderate correspondence to the country context, and exclude those which are highly context-grounded or those which are context-free. We find that research on India remains more or less flat for the 1991-2000 decade, and starts growing from 2005 onward. Research in marketing and organizational behavior remains understated in the overall growth. Equally surprisingly, we find very low extent of qualitative research, and no example of research on endogenous phenomena that have been tested for applicability in non-Indian contexts. Another finding is that much of the research in marketing remains peripheral to Indian contexts – this is surprising given the reported growth in purchasing power of the Indian middle class and its appetite for foreign brands. A review of highly cited papers reveals that management research on India and Indian themes is at an early stage, and offers fairly significant opportunities for both endogenous research as well as for “globalizing Indian thought and research outcomes”. We believe that study of research trends on other emerging country contexts would offer useful correlations with our findings and may bring further insights that could guide research agenda in future.

We acknowledge a few limitations of this study. First, our selection of management disciplines is based on removing context-free areas such as finance/accounting or operations research and highly context-grounded areas such as humanities or culture studies. Second, the selection of sampling frame is strictly based on SJR indicators from SCImago. We acknowledge that a rival journal index scheme could deliver a different sampling frame and probably a different sample. We argue that the journals selected by us are universally considered as leading journals and, hence, we do not expect a great

Main research themes and motivations 1991-2000	Author(s)
<i>Marketing</i>	
Consumer behavior – personal identity	Mehta and Belk (1991)
Consumer behavior – constructs and models	Durvasula <i>et al.</i> (1993)
Corporate culture and market orientation	Deshpande and Farley (1999)
Market entry – New product diffusion	Talukdar <i>et al.</i> (2002)
<i>Organizational behavior</i>	
Workplace behavior – trust	Aryee <i>et al.</i> (2002)
Comparison of human resource management (HRM) in public and private sectors	Budhwar and Boyne (2004)
Fairness and employee performance	Aryee <i>et al.</i> (2004)
Transformational leadership and work outcomes	Walumbwa <i>et al.</i> (2004)
<i>Strategic management</i>	
Conflict management styles: cross-national issues	Morris <i>et al.</i> (1998)
Evolution of business groups	Khanna and Palepu (1999)
FDI and technology spillover	Feinberg and Majumdar (2001)
Business groups and performance	Khanna and Rivkin (2001)
Corporate governance and globalization	Khanna and Palepu (2004)
Main research themes and motivations 2001-2014	Author(s)
<i>Marketing</i>	
Consumer behavior – choice making	Erdem <i>et al.</i> (2006)
Market entry – success factors	Johnson and Tellis (2008)
Consumer behavior – counterfeit brands	Commuri (2009)
Consumer behavior – National identity	Varman and Belk (2009)
Consumer behavior – subsistence consumer – merchants	Viswanathan <i>et al.</i> (2010)
<i>Organizational behavior</i>	
Workplace behavior – status dynamics	Metiu (2006)
HRM in developing countries	Budhwar <i>et al.</i> (2006)
<i>Operations management</i>	
Project evaluation technique	Dey (2006)
Balanced score card for supply chain management	Bhagwat and Sharma (2007)
Analysis of closed loop supply chain using GA and particle swarm	Kannan and Haq (2007)
Multi-objective reliability redundancy allocation	Garg and Sharma (2013)
<i>Strategic management</i>	
Business groups and performance persistence	Chacar and Vissa (2005)
Retail franchising in emerging markets	Welsh <i>et al.</i> (2006)
Linkage between international expansion and performance for emerging market firms	Contractor <i>et al.</i> (2007)
Building capabilities for international markets	Elango and Pattnaik (2007)
Social responsibility and business success	Karnani (2007)
CSR and linkage to EVA	Mittal <i>et al.</i> (2008)
International strategy in emerging markets	Peng <i>et al.</i> (2008)
Market entry – co-location issues	Zaheer <i>et al.</i> (2009)
Market entry – role of institutions and resources	Meyer <i>et al.</i> (2009)
cross-border social networks and entrepreneurship	Nanda and Khanna (2010)
International acquisitions	Gubbi <i>et al.</i> (2010)
Ownership patterns and outward FDI	Bhaumik <i>et al.</i> (2010)
Consumer behavior – choice-making	Sharma (2011)
Temporal diversity and team performance	Mohammed and Nadkarni (2011)
Market entry – catch-up strategies of domestic firms to MNCs	Kumaraswamy <i>et al.</i> (2012)
Socialization of newcomers	Cable <i>et al.</i> (2013)

Table X.
Highly cited papers
from 1991-2004 and
2005-2014

deal of bias in this sampling frame. Third, the papers in the sample have been coded based on structured content analysis. While we have applied the requisite due diligence including limited and non-rigorous inter-coder reliability checks, errors may have crept in. As our analysis mostly deals with aggregates, we believe such errors, if any to be small, and do not expect our findings to be materially affected.

In summary, our study finds that management research on India and Indian themes are at an early stage, and offers significant opportunities for elicitation of new variables/factors, propositions and relationships. It also affords great deal of paradigmatic and methodological diversity. Specific opportunities in the disciplines of organizational behavior and marketing have been noted, as are the opportunities for qualitative research employing grounded theory or field interview methods, and the scope for research enquiries that allow generalization to other contexts.

Notes

1. Indian economy maintained a low growth pattern over 1960-1980, resisting the various attempts to stimulate and thus inviting the pejorative “Hindu rate of growth” – a term coined by the economist Raj Krishna.
2. This forced the minority Chandra Shekhar Government to sell gold reserves, which shocked the Indian public, as selling gold is associated with extreme financial distress in the Indian psyche. The government fell soon thereafter.
3. Journal ranks for 2013 taken from www.scimagojr.com/journalrank.php accessed on 15 December 2014.
4. An exhaustive comment on management research on Japanese contexts is out of scope of this paper. We refer to several well-cited research papers on Japanese organizational themes: (Wilkins and Ouchi, 1983; Ouchi and Wilkins, 1985; Ishida, 1986; Nonaka, 1988).
5. A paper is considered highly cited if it has a rate of more than 10 citations per year. Citation counts taken from Google Scholar and calculated as: citation rate = citation counts/ (2015 – publication year + 0.5).

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Discipline	Category 1 journals	Category 2 journals
Marketing	Mehta and Belk (1991); Durvasula <i>et al.</i> (1993); Talukdar <i>et al.</i> (2002); Erdem <i>et al.</i> (2006); Johnson and Tellis (2008); Commuri (2009); Van der Lans <i>et al.</i> (2009); Varman and Belk (2009); Viswanathan <i>et al.</i> (2010); Janakiraman <i>et al.</i> (2011); Gaurav <i>et al.</i> (2011); Cayla and Penalzoa (2012); Kumar <i>et al.</i> (2013); Samaha <i>et al.</i> (2014); Tu and Soman (2014)	Andrews <i>et al.</i> (1991); Bandyopadhyay <i>et al.</i> (1994); Deshpande and Farley (1999); Karande <i>et al.</i> (1999); Griffith <i>et al.</i> (2003); Deshpande <i>et al.</i> (2004); Keillor <i>et al.</i> (2004); Piercy <i>et al.</i> (2004a, 2004b); Eckhardt (2005); Paul <i>et al.</i> (2006); Sharma <i>et al.</i> (2006); Keillor <i>et al.</i> (2007); Budhwar <i>et al.</i> (2009); Patwardhan <i>et al.</i> (2009); Agarwal <i>et al.</i> (2010); Khavul <i>et al.</i> (2010a, 2010b); Durvasula <i>et al.</i> (2011); Sekhon <i>et al.</i> (2013)
Organizational behavior	Singh (1996, 1997); Aryee <i>et al.</i> (2002); Perlow and Weeks (2002); Aryee <i>et al.</i> (2004); Walumbwa <i>et al.</i> (2004); Metiu (2006); Khazanchi and Masterson (2011); Wang <i>et al.</i> (2011)	Amba-Rao (1994); Lawler <i>et al.</i> (1995); Sparrow and Budhwar (1997); Budhwar and Sparrow (1997); Kunreuther and Bowman (1997); Budhwar and Khatri (2001); Budhwar and Boyne (2004); Mellahi and Guermat (2004); Varma <i>et al.</i> (2005); Combs and Nadkarni (2005); Woldu <i>et al.</i> (2006); udhwar <i>et al.</i> (2006); Varma <i>et al.</i> (2006); Antkiewicz and Whalley (2006); Pio (2007); Vishwasrao (2007); Bjorkman <i>et al.</i> (2008); Kulkarni <i>et al.</i> (2010); Cooke and Saini (2010a, 2010b); Holtbrugge <i>et al.</i> (2010); Khavul <i>et al.</i> (2010a, 2010b); Ramaswami and Dreher (2010); Stumpf <i>et al.</i> (2010); Combs <i>et al.</i> (2010); Som (2010); Krishnan and Singh (2010); Kumar Mishra and Bhatnagar (2010); Kulkarni <i>et al.</i> (2011); Budhwar (2012); Pichler <i>et al.</i> (2012); Rao (2012); Pereira and Anderson (2012); Mishra <i>et al.</i> (2012); Demirbag <i>et al.</i> (2012); Mathur and Sinitsyn (2013); Baum and Kabst (2013); Thite <i>et al.</i> (2014); Cooke <i>et al.</i> (2014)
Operations management	Mohanty and Deshmukh (1997); Roy and Guin (1999); Mohanty and Deshmukh (2001); Singhal (2001); jha and Srinivasan (2001); Swaminathan (2001); Dey (2006); Avittathur and Swamidass (2007); Dutta <i>et al.</i> (2007); Sharma and Jana (2009); Venkatesh <i>et al.</i> (2010); Narayanan <i>et al.</i> (2011); Chen <i>et al.</i> (2013); Huh and Lall (2013); Joshi <i>et al.</i> (2013); Jayaraman <i>et al.</i> (2013); Jayaram <i>et al.</i> (2014); Kortmann <i>et al.</i> (2014); Jayaram and Avittathur (2014)	Sateesh and Ray (1992); Rao and Deshmukh (1994); Krishna Sundar and Acharya (1995); Joseph <i>et al.</i> (1999); Chaudhari and Mukhopadhyay (2003); Mukhopadhyay and Barua (2003); Roy <i>et al.</i> (2003); Dey (2004); Noorul Haq and Kannan (2006); Bhagwat and Sharma (2007); Bhattacharya <i>et al.</i> (2007); Kannan and Haq (2007); Kannan <i>et al.</i> (2009); Subramanian <i>et al.</i> (2008); Vinodh <i>et al.</i> (2008, 2010); Flores <i>et al.</i> (2009); Kathuria <i>et al.</i> (2010); Khavul <i>et al.</i> (2012); Jayaraman <i>et al.</i> (2012); Vinodh <i>et al.</i> (2012); Vinodh and Joy (2012); Garg and Sharma (2013); Pandian and Ponnusamy (2013); Mitra and Datta (2014); Upadhyay and Bolia (2014)

(continued)

Table AI.
List of papers in the study sample



Discipline	Category 1 journals	Category 2 journals
Strategic management	Vachani (1995); Morris <i>et al.</i> (1998); Neelankavil <i>et al.</i> (2000); Feinberg and Majumdar (2001); Khanna and Rivkin (2001); Ramaswamy (2001); Ramaswamy <i>et al.</i> (2002); Khanna and Palepu (2004); Chacar and Vissa (2005); Banga (2006); Karnani (2007); Elango and Pattnaik (2007); Peng <i>et al.</i> (2008); Tiwana (2008); Meyer <i>et al.</i> (2009); Zaheer <i>et al.</i> (2009); Bhaumik <i>et al.</i> (2010); Gubbi <i>et al.</i> (2010); Mohammed and Nadkarni (2011); Sharma (2011); Kozhikode and Li (2012); Kumaraswamy <i>et al.</i> (2012); Luo <i>et al.</i> (2012); Rao and Dutta (2012); Cable <i>et al.</i> (2013); Ferguson and Hasan (2013); Lamin and Livanis (2013); Boussebaa <i>et al.</i> (2014); Choudhury and Khanna (2014); Singla <i>et al.</i> (2014)	Neelamegam (1992); das (1997); Khanna and Palepu (1999); Mitra and Pingali (1999); Dana (2000); Mitra (2000); Dey (2001); Gupta <i>et al.</i> (2002); Ramamurti (2003); Piercy <i>et al.</i> (2004a 2004b); Hwang <i>et al.</i> (2005); Kidd and Stumm (2005); Westerman and Vanka (2005); Baliga and Santalainen (2006); Minocha and Stonehouse (2006); Welsh <i>et al.</i> (2006); Garg and Delios (2007); Grote and Taube (2007); Richards and Yang (2007); Shankar (2007); Contractor <i>et al.</i> (2007); Bunyaratavej <i>et al.</i> (2008); Chittoor <i>et al.</i> (2008); Kazmi (2008); Khan and Pillania (2008); Kumar and Bansal (2008); Lorenzen and Taube (2008); Mittal <i>et al.</i> (2008); Pillania (2008a, 2008b); Sharma and Srinivasan (2008); Shepherd <i>et al.</i> (2008); Wu and Lin (2008); Kshetri and Dholakia (2009); Lahiri and Kedia (2009); Goel <i>et al.</i> (2010); Lapoule (2010); Nair and Vohra (2010); Nanda and Khanna (2010); Prabhakar (2010); Tolentino (2010); Vijayvargiya and Dey (2010); Luo <i>et al.</i> (2011); Wood <i>et al.</i> (2011); Li <i>et al.</i> (2012); Bangara <i>et al.</i> (2012); Chand and Katou (2012); Jensen (2012); Luo <i>et al.</i> (2013); Bhatt and Altinay (2013); Chari (2013); Orberg Jensen and Petersen (2013); Kothari <i>et al.</i> (2013); Raman <i>et al.</i> (2013); Singh <i>et al.</i> (2013); Son <i>et al.</i> (2013); Bader and Schuster (2014); Lahiri <i>et al.</i> (2014)

Table AI.

Appendix 2: Main research themes and motivations

Main research themes & motivations 1991-2004

- (1) Marketing:
 - Advertising responses;
 - Consumer behavior - constructs & models, personal identity;
 - Corporate culture and market orientation;
 - Cross-cultural communication; and
 - Market entry by MNCs - selling to local managers, new product diffusion.
- (2) Organizational behavior:
 - Organizational decision making;
 - Fairness in allocation;
 - Trust-based workplace behavior, employee performance;
 - Transformational leadership and work outcomes; and
 - Moderating variables in fairness in allocation.
- (3) Operations management:
 - Decision support system for human resource planning;
 - Framework to implement flexible manufacturing;

- JIT model for purchasing;
- Production scheduling for open cast mine;
- Scale development for TQM; and
- Vehicle routing problem.

(4) Strategic management:

- competitive pressures on SMEs;
- Growth stages of SMEs;
- Creating entrepreneurship;
- Business groups - evolution of, firm performance, performance persistence;
- Conflict management styles: cross-national issues;
- Managerial performance across cultures;
- Market entry by MNCs - defense by domestic firms;
- Obsolescing bargain;
- Review of venture capital industry;
- Corporate governance and globalization; and
- FDI and technology spillover.

Main research themes & motivations 2005-2014

(1) Marketing:

- Call center employee turnover;
- commitment in international relationships;
- Consumer behavior - Choice making, Counterfeit brands, Subsistence consumer-merchants, National identity;
- Global market segmentation;
- Market entry - success factors;
- Personal values in service attributes; and
- Social media marketing.

(2) Organizational behavior:

- Creativity - role of fairness;
- Emergence of non WTO structures;
- Pricing of technology transfer;
- Workplace behavior - status dynamics;
- Experience of expatriates;
- Strategic HRM to support innovation-oriented business strategies;
- Hiring and retention of employees in India;
- Diversity management in HR in Indian firms under different ownership structures;
- Intention to quit and action outcomes;
- HRM in developing countries; and
- Talent management: HRM practices.

- (3) Operations management:
 - Analysis of closed loop supply chain using GA & particle swarm;
 - Balanced score card for supply chain management;
 - Competing strategic priorities and consensus formation;
 - Manufacturing strategy for international network;
 - Matching plant and supplier flexibility;
 - Multi-criteria selection - supply chain;
 - Multi-objective reliability redundancy allocation;
 - Outsourcing projects - performance and customer satisfaction;
 - Project evaluation technique;
 - SEM for lean manufacturing; and
 - Supplier selection and multi-echelon inventory model in MTO industry.
- (4) Strategic management:
 - Business groups and performance persistence;
 - cross-border social networks and entrepreneurship;
 - CSR and linkage to Economic Value Added;
 - FDI and export diversification;
 - Internal resources and partnership quality on firm performance;
 - International acquisitions;
 - International strategy in emerging markets;
 - M&A impact on corporate performance;
 - Market entry - Catch-up strategies of domestic firms to MNCs;
 - Market entry - Co-location issues, Role of institutions;
 - Microfinance costs;
 - Outsourcing - Knowledge sharing, Issues in, Location attractiveness;
 - Ownership patterns and outward FDI;
 - Retail franchising in emerging markets;
 - Social responsibility and business success;
 - Strategic response to institutional changes;
 - Temporal diversity and team performance;
 - Work alienation of knowledge workers;
 - Socialization of newcomers;
 - Building capability for international markets;
 - Resource building in client firms in offshore outsourcing; and
 - Linkage between international expansion and performance for emerging market firms.

About the authors

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