The Effect of Pleasure and Arousal on Satisfaction and Word-of-Mouth: An Empirical Study of the Indian Banking Sector

Gopal Das

During the last decade, the Indian banking sector has shown a remarkable advancement in terms of innovation, growth, and value creation. Behind this development of the Indian banking sector, several factors like customer satisfaction and word-of-mouth (WOM) are responsible. Literature has reported that pleasure and arousal play an important role in customer satisfaction. Investigations have been carried out on the influence of pleasure and arousal on behavioural intentions including satisfaction and WOM. However, there has been no such study for the banking sector. This gap in research has motivated this study.

This paper suggests a conceptual model in which pleasure and arousal directly influence satisfaction and WOM. It also tests the impact of satisfaction on WOM. Based on prior literature, several hypotheses stating the linkages among pleasure, arousal, satisfaction, and word-of-mouth were developed. Russell’s framework for pleasure and arousal (emotion) formed the basis of the model.

For the purpose of the study, face-to-face interviews with a structured questionnaire were conducted to collect data. Participants included customers above 18 years from both public and private sector banks in three cities namely, Kolkata, Durgapur, and Haldia of West Bengal, India. Data collection was done with the use of area sampling procedure. Out of 500 questionnaires administered, about 310 questionnaires were useable for analysis. The data analysis was done with SPSS 19 and AMOS 18. Structural equation modeling (SEM) using AMOS 18 was applied to explore the links between the constructs in the conceptual model. The overall fit of the conceptual model was assessed using several indices furnished in the AMOS output. The fit index results suggested model fitness with the data.

The results of the study indicate that:

- Pleasure has significant positive and negative impacts on satisfaction and WOM respectively.
- Arousal has significant negative and positive impact on satisfaction and WOM.
- Satisfaction has positive significant impact on WOM.
The Indian banking sector has undergone several positive changes and developments through the last decade. Distinguished efforts have been made by the Reserve Bank of India, Ministry of Finance, and related government and financial sector regulatory entities to improve regulation in this sector. A few banks have outstandingly performed in areas of innovation, growth, and value creation (McKinsey, 2009). The development of Indian banking sector has brought about a common consensus that marketing and finance must be inter-connected. Benchmarking the financial contribution of customer equity is now figuring as a researcher’s focal point.

Prior studies on positive customer insights have shown a beneficial impact of customer satisfaction on cash flows (Luo & Homburg, 2008). In marketing thought and practice, customer satisfaction takes central position. In fact, customer satisfaction is a vital practical and theoretical issue for researchers (Dabholkar, 1995). The banking industry and research related to banking industry from customer perspective is no exception. According to Churchill and Surprenant (1982), customer satisfaction—a major outcome of marketing activity—plays an important role in repeat purchase and brand loyalty. Satisfaction literature reported that consumption emotions influenced customer satisfaction (Arora & Singer, 2006; Bigné, Andreu, & Gnoth, 2005; Liljander & Strandvik, 1997; Oliver, 1997). Studies also investigated the impact of consumption emotions on behavioural intentions including word-of-mouth (Hicks et al., 2005; White & Yu, 2005; Derbaix & Vanhamme, 2003; Yu & Dean, 2001; Nyer, 1997; Westbrook, 1987). In fact, word-of-mouth (WOM) plays a major role in the growth of banking; it is an important factor in the financial success of banks. Therefore, bankers should focus on keeping customers satisfied. In the present competitive and emerging markets like India, the bankers should not create any expectation which is unattainable. Satisfaction can be negatively affected by impractical expectations, leading to spread of negative WOM, which could affect the profitability. The increasing impact of WOM is being felt all the more due to the simultaneous development of online conversation and online communities (Godes & Mayzlin, 2004).

Although researchers have suggested consumption emotions as an important determinant of post-purchase behaviour, no study has investigated the conclusive findings regarding their relationship (Bigné et al., 2005). Till date, only one study has tried to investigate this relationship for movie-goers in a French Canadian city (Ladhari, 2007). The lack of study in the Indian banking context has acted as a motivation for this study. The root of this study lies in Russell’s pleasure-arousal (PA) model (Russell, Weiss & Mendelsohn, 1989; Russell, 1980; Mehrabian & Russell, 1974) from the field of environmental psychology. According to the PA model, emotion has two dimensions: pleasure and arousal. The objective of this project is to investigate the impact of pleasure and arousal on satisfaction and word-of-mouth.

DEFINITION OF CONSUMPTION EMOTIONS: THE PLEASURE-AROUSAL MODEL

Consumption emotion is conceptualized as “the set of emotional responses elicited specifically during product usage or consumption experiences, as described either by the distinctive categories of emotional experience and expression (e.g., joy, anger, and fear) or by the structural dimensions underlying emotional categories, such as pleasantness/unpleasantness, relaxation/activation, or calmness/excitement” (Westbrook & Oliver, 1991). Literature on emotions revealed two approaches to measure it (Ladhari, 2007). Identifying only a relatively small number of basic emotions to give rise to all emotions (Ladhari, 2007), the first study proposed that only 10 fundamental discrete emotions, viz., interest, joy, anger, disgust, contempt, shame, guilt, fear, sadness, and surprise, coexist (Izard, 1977). Another study demonstrated that emotions theory is based on adaptive functions corresponding to eight primary elements including disgust, fear, surprise, expectancy, sadness, anger, acceptance, and joy (Plutchik, 1980). “Other emotions result from various combinations of these eight categories of emotions” (Ladhari, 2007). The second approach accepted the existence of emotional states in bipolar categories (Russell et al., 1989; Russell, 1980; Mehrabian & Russell, 1974). PAD, the acronym given to this model, stands for the three constitutive dimensions of emotions, namely, pleasure-displeasure, arousal/nonarousal, and dominance-submissiveness (Ladhari, 2007).

According to the recent studies, emotion is represented only in two dimensions: pleasure and arousal (PA model) (Yüksel, 2007; Bigné et al., 2005; Chebat & Michon, 2003; Mattila & Wirtz, 2000; Wirtz & Bateson, 1999). Pleasure is described by the extent to which a person feels good,
happy, contented, or joyful in a situation (Mehrabian & Russell, 1974). On the other hand, arousal is defined as the extent to which a person feels excited, alert, stimulated, awake, or active in a situation (Mehrabian & Russell, 1974). “The role of the PA model in consumer behaviour is noteworthy” (Ladhari, 2007). Several studies revealed that a variety of responses - like utilitarian value and hedonic value (Babin et al., 2005; Yüksel, 2007), shopping satisfaction (Machleit & Mantel, 2001), time spent in the store (Sherman, Mathur, & Smith, 1997; Hui & Bateson, 1991; Donovan & Rossiter, 1982), liking the store (Sherman et al., 1997), liking the online store (Fiore, Jin, & Kim, 2005), number of items purchased in the store (Sherman et al., 1997), willingness to patronize the online store (Fiore et al., 2005), and willingness to buy (Fiore et al., 2005; Baker, Levy & Grewal, 1992) - are affected by pleasure and arousal. Though the PA model has been immensely used in consumer behaviour, it has not been widely adopted by satisfaction researchers (Ladhari, 2007). However, recent researchers have introduced PA model in satisfaction studies (Bigné et al., 2005; Wirtz & Bateson, 1999). In a laboratory simulation of PC-based home banking services, it was found that the degree of pleasure and arousal experienced in a service encounter was an increasing function of the perceived magnitude of disconfirmation of expectations (Wirtz & Bateson, 1999). The study further stated that pleasure and disconfirmation of expectations were antecedents of satisfaction. A study on the theme park experience revealed that pleasure was linked to consumer satisfaction and loyalty and was influenced by arousal, which, in turn, was evoked by disconfirmation (Bigné et al., 2005). Ladhari (2007), in his study of movie-goers, found that arousal had a weak impact on the likelihood of WOM which was partially mediated by satisfaction. In addition, satisfaction mediated this impact of arousal on word-of-mouth.

CONCEPTUAL FRAMEWORK AND HYPOTHESES DEVELOPMENT

Following the aforesaid studies of satisfaction and behavioural intentions, this paper suggests a conceptual model in which pleasure and arousal directly influence satisfaction and WOM. It also tests the impact of satisfaction on WOM. The details of the conceptual model (Figure 1) and the hypotheses are presented here.

Links of Pleasure and Arousal with Satisfaction

Satisfaction is conceptualized as “the consumer’s fulfillment response. It is a judgment that a product or service feature, or the product or service itself, provided (or is providing) a pleasurable level of consumption-related fulfillment, including levels of under- or overfulfillment” (Oliver, 1997). A considerable number of studies revealed the link between emotion and satisfaction (Arora & Singer, 2006; Westbrook, 1987; Bigné et al., 2005; Wirtz & Bateson, 1999; Liljander & Strandvik, 1997; Oliver, 1994; Oliver, 1993; Dubé-Rioux, 1990). This relationship was established for a variety of products and services such as cable television service (Westbrook, 1987), automobile (Westbrook, 1987), restaurant service (Dubé-Rioux, 1990), labour force bureau service (Liljander & Strandvik, 1997), a simulated computer system (Nyér, 1997), orange juice (Phillips & Baumgartner, 2002), theme park experience (Bigné et al., 2005), and dining experience (Arora & Singer, 2006). The previous studies found that satisfaction was significantly positively affected by consumption emotions (Ladhari, 2007; Bigné et al., 2005; Chebat & Michon, 2003; Oliver, Rust, & Varki, 1997; Oliver, 1994; Mano & Oliver, 1993). This study also expected to find a positive significant impact of pleasure and arousal on satisfaction. Thus the following hypotheses were formulated:

H1: Pleasure has positive impact on satisfaction.

H2: Arousal has positive impact on satisfaction.

Links of Pleasure and Arousal with Word-of-Mouth

By word-of-mouth is meant mean informal person-to-person communication between a perceived noncommercial communicator and a consumer about ownership, or characteristics of a product, a service, a brand, an organization, or a seller (Harrison-Walker, 2001; Buttle, 1998; Westbrook, 1987). WOM can be negative including private complaining and the relating of unpleasant experiences (Anderson, 1998) or positive including complimenting and relating pleasant and vivid experiences (Otto et al., 2005; Anderson, 1998). Several researchers have explored the effect of consumption emotions on WOM (White...
& Yu, 2005; Zeelenberg & Pieters, 2004; Derbaix & Vanhamme, 2003; Westbrook, 1987). Nyer (1997) demonstrated that positive and negative WOM intentions over and above the predictive ability of satisfaction were affected by emotional responses (anger, sadness, and joy). The study found that joy was directly related to WOM, while anger and sadness were indirectly related to WOM. Another study reported that positive and negative emotions impacted the amount of WOM (Westbrook, 1987): surprise, negative emotions, and positive emotions were all highly correlated with the likelihood of talking to others (Derbaix & Vanhamme, 2003). White and Yu (2005) established a strong positive relationship between positive emotions and positive WOM and a negative relationship between regret and positive WOM. Keeping the above literature in mind, the following hypotheses were proposed:

**H3:** Pleasure has positive impact on word-of-mouth.

**H4:** Arousal has positive impact on word-of-mouth.

### Link of Satisfaction with Word-of-Mouth

A considerable number of studies have investigated the relationship between satisfaction level and behavioural intentions like word-of-mouth, complaint behaviour, loyalty, and switching behaviour (Host & Knie-Andersen, 2004; Yu & Dean, 2001). Zeelenberg and Pieters (2004) found that customer dissatisfaction could lead to complaints or a switch-over to another product/service, or spread of negative WOM. On the other hand, satisfied customers are likely to participate in repurchase and recommendation of products/services (Yu & Dean, 2001; Athanassopoulos, Gounaris, & Stathakopoulos, 2001). Demonstration of the link between satisfaction and WOM has been shown both theoretically and empirically (Babin et al., 2005; Ranaweera & Prabhu, 2003; Athanassopoulos et al., 2001; Bitner, 1990). The study established a positive correlation between customer satisfaction with banking services and positive WOM (Athanassopoulos et al., 2001). Ranaweera and Prabhu (2003) found the same result in their study related to residential telephone services. In spite of the evidence of greater participation of satisfied consumers in WOM activities than dissatisfied consumers (Richins, 1983; Westbrook, 1987; Halstead, 2002; Ladhari, 2007), an inverse relationship (i.e., dissatisfied consumers participated more in WOM activities than satisfied consumers) was also theoretically and empirically supported (Zeelenberg & Pieters, 2004; Swan & Oliver, 1989; Holmes & Lett, 1977). Based on these mixed results of previous literature, the following hypothesis was developed:

**H5:** Satisfaction positively influences word-of-mouth.

The above-mentioned five hypotheses (H1, H2, H3, H4, and H5) are indicated in Figure 1.

### RESEARCH METHOD

#### Measures of the Study

The measures of the study were adopted from several past studies. However, each measure was validated in the study context. The details of each measure are presented as follows.

**Pleasure and Arousal** *(Mehrabian & Russell, 1974)*

- **Pleasure:** This variable has five indicators, each measured by using five-point scales of agreement, where 1 stands for strongly disagree and 5 stands for strongly agree.
  - Happy (P1)
  - Contented (P2)
  - Pleasant (P3)
  - Hopeful (P4)
  - Relax (P5)
- **Arousal:** This variable has five indicators, each measured by using five-point scales of agreement, where 1 stands for strongly disagree and 5 stands for strongly agree.
  - Stimulated (A1)
  - Excited (A2)
  - Frenzied (A3)
  - Waken (A4)
  - Jittery (A5)

**Satisfaction** *(Oliver, 1980)*

This variable has three indicators, each measured by using five-point scales of agreement, where 1 stands for strongly disagree and 5 stands for strongly agree.

- Feeling (S1)
- Right choice (S2)
- Service (S3)
Word-of-Mouth (Ladhari, 2007)

This variable has two indicators, each measured by using five-point scales of agreement, where 1 stands for strongly disagree and 5 stands for strongly agree.

- Encourage (R1)
- Recommendation (R2)

Population and Sample

The present study is exploratory cum causal in nature. The target respondents of the study were public and private bank customers in India aged 18 years and above. Face-to-face interviews with structured questionnaire were conducted to collect data. The questionnaire started with a brief description of the project followed by the measures and ended with demographic parameters. The data collection was done based on three cities namely, Kolkata, Durgapur, and Haldia of West Bengal, India. Equal number of households (125) was visited in each of these cities for questionnaire administration. The data collection was done with the use of area sampling procedure. Out of 500 questionnaires administered, about 310 questionnaires were useable for analysis. The data analysis was done with SPSS 19 and AMOS 18.

DATA ANALYSIS AND RESULTS

The Sample

The sample statistics reveals that 52 percent of the respondents were male. The age of the respondents was between 18-70 years, out of which, 30 percent were younger than 35 while 52 percent were aged between 35 and 65; 37 percent of the respondents were post-graduates and 47 percent were graduates, the rest belonging to the ‘others’ category. The mean monthly household income of the respondents was ₹43,000.

Reliability Test of the Measures

Before running the structural model, the items measuring the latent variables were evaluated based on two criteria: Cronbach’s alpha and factor loadings – Cronbach’s alpha value of 0.70 and above (Nunnally & Bernstein, 1994) and factor loadings of 0.60 and above (Nunnally, 1978) were considered. However, after a series of experiments of dropping different items and reconsidering the Cronbach’s alpha and factor loadings, the usable items were identified (as represented in Table 1). The four factors resulted in almost 63 percent of cumulative variance.

After conducting the factor analysis and reliability tests, the study reduced the scale items from 5 to 2 for both “Pleasure” and “Arousal” variables (Table 1). Such a significant drop in the number of items could limit the applicability of these constructs for this study. However, face validity and pre-test reliability check before the final use of these constructs did not suggest inapplicability for this study context. In addition, since, this study was conducted for the first time for the Indian banking sector, marketing theory may fail to explain the phenomena of significant drops in the number of items of the constructs unless the results are generalized.

Table 1: Reliability of the Constructs

<table>
<thead>
<tr>
<th>Variable</th>
<th>Items</th>
<th>Cronbach’s alpha</th>
<th>Factor Loadings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pleasure</td>
<td>P2 &amp; P5</td>
<td>0.72</td>
<td>0.61 &amp; 0.67</td>
</tr>
<tr>
<td>Arousal</td>
<td>A1 &amp; A2</td>
<td>0.71</td>
<td>0.72 &amp; 0.59</td>
</tr>
<tr>
<td>Satisfaction</td>
<td>S1, S2 &amp; S3</td>
<td>0.73</td>
<td>0.839, 0.757 &amp; 0.747</td>
</tr>
<tr>
<td>WOM</td>
<td>R1 &amp; R2</td>
<td>0.78</td>
<td>0.844 &amp; 0.837</td>
</tr>
</tbody>
</table>

Structural Equation Modeling

Structural equation modeling (SEM) using AMOS 18 was applied to explore the links between the constructs as mentioned in the conceptual model. Before selecting the estimation procedure, the normality of the data was tested. Generally, the multivariate normality is assessed using Mardia’s coefficient (Mardia, 1970). As a rule of thumb, the coefficient should be within the range of even +/- 2.0 (Schumacker & Lomax, 1996). However, Mardia’s coefficient suggested moderate multivariate non-normality (Mardia’s coefficient = 42.26; critical ratio = 25.337). The presence of outliers also led to deviation from normality in the data; however, removal of outliers did not significantly affect the normality of the data. The potential problems arising from failure to achieve multivariate normality in structural equation modeling were mitigated by the use of maximum likelihood estimation which is claimed to be robust to non-normality (Joreskog & Sorbom, 1993). Power analysis is also an important consideration in SEM analysis as power can influence values of the test statistics and modification indices (MacCallum, Brown, & Hazuki, 1996; Browne & Cudeck, 1993). However, calculation of power is complicated because it varies with several factors such as magnitude of error variances, reliability of variables, number of manifest indicators per construct, magnitude of the covariances among variables, and the
estimation method used (MacCallum et al., 1996). As a simple rule of thumb, Barrett (2007) therefore suggested that a sample size of 150-200 would give adequate power in the sample. Therefore, power in the sample was deemed to be adequate for the analysis.

Model Fit Results

Before checking the regression coefficient of the conceptual model, the model fit results were evaluated. The overall fit of the conceptual model was assessed using several indices furnished in the AMOS output (Byrne, 1994). The chi-square goodness-of-fit statistic, the most popular way to evaluate the absolute model fit (Hu & Bentler, 1999) provides an indication of the magnitude of differences between the predicted and actual data matrix (Hayes, 1999). However, the sensitivity of chi-square test to the sample size makes it less preferable in many cases, and studies seldom use it for evaluating model fit (Hu & Bentler, 1999). Therefore, relative chi-square (\(\chi^2/\text{degree of freedom}\)) value was considered. The value of relative chi-square test below 5 indicates reasonable fit of the model (Marsh & Hocevar, 1985). Two other commonly used absolute fit indices are the Goodness of Fit index (GFI) and Adjusted Goodness of Fit Index (AGFI). These indices do not depend on the sample size explicitly and measure how much better a specified model fits compared to no model at all (Joreskog & Sorbom, 1993). Values of at least 0.90 for GFI and AGFI have been suggested as indicating acceptable model fit (Bagozzi & Yi, 1988). Another absolute fit measure as recommended by Hu and Bentler (1999) include root mean square error of approximation (RMSEA). RMSEA value ranging between 0.05 and 0.08 (Brown & Cudeck, 1993) indicates acceptable model fit. The results of all fit indexes are as follows: Chi-square = 39.02, with 22 degree of freedom, \(P\) value <0.01 (\(\chi^2/\text{degree of freedom} = 1.77\)), GFI (0.972), AGFI (0.943), NFI (0.923), IFI (0.965), CFI (0.964), and RMSEA (0.052). The above mentioned results of fit index suggest model fitness with the data. The convergent validity of the model was also tested. Since the average variance extracted was greater than 0.5 for all constructs (0.57 for pleasure, 0.52 for arousal, 0.73 for satisfaction, and 0.67 for WOM), convergent validity was established (Fornell & Larcker, 1981).

### Hypotheses Testing

The standardized path coefficient towards hypotheses testing is represented in Table 2.

<table>
<thead>
<tr>
<th>Hypotheses</th>
<th>Beta Value</th>
<th>t-Value</th>
<th>Decision</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1</td>
<td>0.269</td>
<td>-3.07*</td>
<td>Accept</td>
</tr>
<tr>
<td>H2</td>
<td>-0.056</td>
<td>-2.94*</td>
<td>Reject</td>
</tr>
<tr>
<td>H3</td>
<td>-0.257</td>
<td>20.20*</td>
<td>Reject</td>
</tr>
<tr>
<td>H4</td>
<td>0.054</td>
<td>23.74*</td>
<td>Accept</td>
</tr>
<tr>
<td>H5</td>
<td>0.208</td>
<td>26.23*</td>
<td>Accept</td>
</tr>
</tbody>
</table>

*significant at 1% level.

DISCUSSIONS

The objective of the study was to explore the effect of pleasure and arousal on satisfaction and WOM. Russell’s framework for pleasure and arousal (emotion) (Russell et al., 1989; Russell, 1980; Mehrabian & Russell, 1974) formed the basis of the model. The positive and significant result of beta value from Table 2 leads to accept hypothesis H1. It signifies that pleasure positively influences satisfaction. On the other hand, the negative significant impact leads to rejection of H2, indicating the negative significant impact of arousal on satisfaction. While H1 is supported by many previous researches that recognized the link between satisfaction and emotional responses (Bigné et al., 2005; Westbrook & Oliver, 1991; Westbrook, 1987), H2 contradicts their results.

It may be noted that in the banking industry, arousal does not play any significant positive role in satisfaction opinion. On the other hand, pleasure can be viewed as an important antecedent of satisfaction in banking service. So, the bankers should focus on customers’ pleasure as a strategy in order to sustain in the competitive and growing market. The negative significant coefficient of H3 leads to reject it, thus suggesting that pleasure has significant negative impact on WOM. On the other hand, the positive significant result of H4 supports it. Both the results of H3 and H4 contradict Ladhari’s (2007) findings. In her study, while pleasure influenced (significant positive) WOM, arousal had a significant negative impact on WOM for movie-goers. The differences in results could be because of difference in the two types of service providers: banking (present study) and movie. However, the results of H4 find support in Derbaix and Vanhamme’s (2003) study. Their study reported that surprise had high positive and significant correlation with WOM. Finally, the study finds that satisfaction has a significant positive impact on WOM communication and thus hypothesis H5 is accepted, which suggests that a satisfied customer spreads more positive word-of-mouth than a dissatisfied customer.
References


Pollay, R.W. (Eds.), Advances in consumer research, Provo, UT: Association for Consumer Research.


102


Gopal Das is Assistant Professor of Marketing at International Management Institute, Kolkata, India. He has conducted several management development programmes on research methodology and data analytics using statistical packages like SPSS, AMOS, SAS, and R. His research papers have appeared in leading journals of several publishers like Westburn, Emerald, Sage. He has also contributed in reputed international conferences organized by AMA, INFORMS, ANZMAC among others. He is on the editorial/review board of a number of leading journals published by Emerald, Routledge – Taylor & Francis Group, etc. A few Ph.D students are currently working under his supervision.

e-mail: gd.iitkgp@gmail.com
Vikalpa: The Journal for Decision Makers

Call for Papers

Vikalpa: The Journal for Decision Makers, a quarterly publication of the Indian Institute of Management, Ahmedabad, India, primarily addresses people engaged in the practice of management. It seeks to communicate management knowledge generated by academic thinking and reflection to practitioners and policy makers in the private, public, governmental and civil society sectors. We invite contributions that serve this purpose by presenting new concepts, fresh conclusions from research, lessons from practice, and insights into management excellence. Vikalpa’s scope extends to all areas of management such as general management, marketing, finance, organizational behaviour, and human resources, operations, etc. Vikalpa features articles on various sectors like industry, agriculture, banking, international trade, urban and rural development, public systems, and information systems.

Please refer to the Guidelines for Authors, presented elsewhere in this issue, for details of the features under which articles can be submitted: PERSPECTIVES, RESEARCH, INTERFACES, NOTES AND COMMENTARIES.

Vikalpa also invites contributions to its MANAGEMENT CASE feature.

Every issue of Vikalpa carries a management case, and its analyses. A case is a description of a real-life situation, that may (a) include problems, solutions attempted, results and conclusions (research cases) or (b) conclude with a decision-point or dilemma faced by the organization or some of its members. Management cases that are based on information directly collected by the writer from the organization are preferred; however, cases based largely on secondary data that is publicly available, may also be considered. In the latter kind of cases, particular attention must be paid to adequate and appropriate citing of sources, and the norms of correct academic writing must be followed. A case submitted to Vikalpa must be well-researched and documented and must present a faithful view of the organization’s problems, actions and decisions. Its quality will be evaluated on the basis of the following:

- Identification of significant problems/situations/issues/processes
- Adequacy and quality of information and data
- Realism and effectiveness
- Completeness, complexity, and focus
- Potential to illustrate ideas, concepts or processes
- Citation of secondary sources
- Organization, readability, and style of presentation

A management case submitted to Vikalpa must be accompanied by a Teaching Note, which is in the nature of an ‘instructor’s manual’ that facilitates the use of the case in a classroom situation. The length of the case, excluding any exhibits or appendices, should be about 3,000 words.

Please send your submissions to:
Editor, Vikalpa
Indian Institute of Management, Vastrapur, Ahmedabad 380 015, India

You may also send your submissions at: vikalpa@iimahd.ernet.in