

**CONTRIBUTED
PAPERS**

1B1, December 21, 2013, 11:00-12:50
Session: Indian Industry
Session Chair: Bala Krishnamoorthy

334 Mapping the Causal Texture of Indian Organizations

Veena Vohra, School of Business Management, NMIMS, veenavohra71@gmail.com

The chaotic Indian markets and recent economic crisis have highlighted the uncertainty Indian managerial leaders have to navigate to lead their organizations. Researchers such as Emery and Trist 1965 and Ansoff 1984 have proposed mapping the different types of causal textures of organizational environments and adaptive responses by organizations to study organizational effectiveness. This study captures the causal texture of the environment of 17 diverse Indian business organizations by employing multiple case study approach and analyzes the adaptive response mechanisms of the organizations studied. The study also highlights strategies to be adopted by Indian organizations found in chaotic environments.

400 Changing Trend in the Industrial Relations in NCR

D.P. Sahoo, IMT, dpsahoo@imt.edu

There is a noticeable change in the industrial relations systems in the NCR. The recent incidence in Maruti Suzuki India Ltd, projected industrial relations in the form of violence, manhandling, bloodshed, killing of executives, police action, intervention of political leaders, strikes, lockouts, arrest of employees, are definitely not an accelerator for the business growth of an industrial sector which has already registered a very high trend in its growth curve. The article analyzes the extreme cases of labour unrest in the NCR and recommends the remedy to the same. The article analyzes the causes of the above issues.

409 Financing Gap in Indian Gems & Jewellery Industry: Role of Securitization

Manipadma Datta, Teri University, manipadma.datta@teriuniversity.ac.in
Nidhi Gautam, Teri University, nidhigautam.inc@gmail.com

Indian gems and jewellery sector is one of the fastest emerging sector contributing significantly to country's growth employment and earnings. The sector has witnessed an annual average growth rate of 19 during 2009-13. However despite the high growth potential the Indian gems and jewellery sector is exposed to several challenges. Particularly financing gap is one of the major constraints impeding the growth of this sector. Further securitisation is an innovative tool to increase financial liquidity. Hence the present paper attempts to study how securitisation can be effectively utilised to bridge prevailing financing gap in the sector.

425 Foreign Direct Investment and its Impact on Retail Sector in India

Sunil Kumar Singh, Indus Business Academy, sksingh@hotmail.co.in

In December 2012 government won vote of confidence in parliament to allow foreign direct investment in the area of multi brand retailing in India. It was a one step ahead in the process of economic liberalization by allowing 51 equity stake to foreign multinational retailers in India. Earlier 100 FDI is already permitted in single brand and Cash Carry retailing. Ikea and Wal-Mart have already announced their plans to commence their retail operations and opening up of retail stores by the year 2014. This paper is aimed to understand the implications of FDI on retail sector in India.

453 E-Commerce for Tourism in the Indian Context

Bala Krishnamoorthy, NMIMS-School of Business Management, balak@nmims.edu

This paper deals with e-commerce application in tourism service. The Internet has revolutionized the distribution of tourism information and sales. The Indian small and medium-sized tourism enterprises (SMTEs) can now have "equal Internet access" to international tourism markets. This paper examines the emergence of ICT and challenges faced in the context of developing countries in the tourism industry. The paper also looks at some of the ventures, which have made headway into the internet and emerged as excellent examples for adopting new technology.

1B2, December 21, 2013, 11:00-12:50

Session: Leadership

Session Chair: Subhash Sharma

318 Towards Theory O of Consciousness: Implications for Management, Leadership & Creativity

Subhash Sharma, Indus Business Academy, re_see@rediffmail.com

Theory O views evolution of human consciousness towards Oneness (Sharma, 2013). O as circle is a symbol of harmony without hierarchy. Theory O implies achieving harmony through expansion of ones circle of consciousness starting from Shunya. Using the metaphor of full circle rainbow, Theory O can be viewed in terms of an inner rainbow represented by ROYGBIV (Red Orange Yellow Green Blue Indigo Violet). Paper examines implications of Theory O for Management, Leadership and Creativity and explores the ways in which it can be used by managers and leaders in providing Enlightened Leadership to institutions and business organizations.

363 Leadership in Modern Times: Exploring the Variables

Alokesh Banerjee, Power Management Institute- NTPC Ltd, alokeshbanerjee@gmail.com

This study investigates the relations and interdependence between the Trait Emotional Intelligence TEI among the male and female executives of the Indian Corporates and attempts to find out some revealing facts on how both genders differ in terms of Self-control Emotionality Sociability The study uses Petride and Furnham's Fifteen EI traits and Four EI factors on Indian Corporates and attempts to find out some revealing facts to add a body of knowledge about the Trait Emotional Intelligence The implications for its use would impact practitioners of OD Corporate Trainers by emotionally empowering the future leaders of both the genders.

374 Exploring Leadership Style in Public Sector Banks of India

Kanwaldeep Kaur, Hans Raj Mahila Maha Vidyalaya, kkaurhmv@yahoo.co.in

The paper makes an empirical investigation into the leadership behaviour of regional managers of public sector banks in India, using a sample of 222 managers from 10 nationalized banks operating in North India. Leadership behaviour was measured by Multifactor Leadership Questionnaire MLQ Form 5X developed by Bass and Avolio 1997. Contrary to hypothesis, the results of the study revealed higher ratings on transformational leadership behaviour than transactional leadership behaviour. Results of Hierarchical Regression Analysis supported the augmentation effect of transformational leadership behaviour of the superior on subordinates' extra effort, effectiveness and satisfaction with the leader.

450 Impact of Ethical Leadership on Organizational Commitment

Kishor Kumar, Km. Mayawati Govt. Girls Post Graduate College, dr.kumarkishor@gmail.com

Rakesh Agrawal, Indian Institute of Management Kashipur, rakesh.agrawal@iimkashipur.ac.in

Ethical leadership has started receiving significant attention in contemporary times due to a plethora of ethical scandals in corporates, business, government and other organizations. A leader's level of integrity is important for followers to accept the leader's vision and directions. This study analyses the impact of ethical leadership on commitment within organizations. An empirical analysis of data collected from 65 employees reveals that ethical leadership is positively related to affective and continuance commitment.

1B3, December 21, 2013, 11:00-12:50
Session: Supply Chain Management
Session Chair: Rameshwar Dubey

19 Impact of a Firm's Embeddedness in the Supply Network on Supply Chain Risk

Rahul Pandey, Brock University, rp12ot@brocku.ca

Dipanjan Chatterjee, Brock University, dchatterjee@brocku.ca

Drawing from literature on inter-firm networks and risk, we define three distinct elements of network embeddedness – structural, relational and positional embeddedness, and three different dimensions of SC (supply chain) risk – effect risk, response risk and behavioral risk to argue that the SC risks faced by the firm are functions of these fundamental network properties. We develop specific hypotheses linking facets of firm's supply network embeddedness to three categories of risk. This research aims to make significant contribution towards the study of SC risk by identifying firm's embeddedness in supply network as principal drivers of risk.

24 Use of IT Systems SCM

Marcelo Okano, Fatec Barueri, marcelo.okano@fatec.sp.gov.br

Fernando Marins, Feg- Unesp, fmarins@feg.unesp.br

Osmildo Sobral, Uninove/ung, osmildosbral@yahoo.com.br

This research is important because it provide a study about IT systems used to manage the supply chain To achieve the objective of this work was carried out a survey of consultants and professionals in IT and supply chain who work in large companies To collect the data needed for analysis we used the exploratory research of a qualitative nature The survey showed that all IT systems reported by Patterson et al 2003 are used by some of the companies surveyed The systems that are most commonly used by companies are those that provide greater operational benefits.

352 Supply Chain Skill Gap Modelling Using ISM and Micmac Analysis

Shivali Srivastava, Shambhunath Group of Institutions, shivali.upes@gmail.com

Rameshwar Dubey, Symbiosis Institute of Operations Management, rameshwardubey@gmail.com

The purpose of the paper is to establish the importance of organizational practices in achieving high operational efficiency in supply chain management using interpretive structural modeling (ISM) and MICMAC0020analysis. In present study, we have employed exhaustive literature survey published in reputed journals and reports to identify the variables which are used for developing the supply chain skill gap model. The study identifies top management commitment, lack of specialized curriculum and poor HR policies as the major reasons for skill gap in supply chain management which finally results into reduced productivity and customer less satisfaction.

393 Factors Affecting Sustainable Freight Logistics – India 2020

Abhishek Rai, Jindal Global Business School, 12jgbs-arai@jgu.edu.in

Saroj Koul, Jindal Global Business School, skoul@jgu.edu.in

The aim here is to identify major factors required for development of Indian logistics system as per global competition. The research, based upon available secondary data from 1991 to 2013 chooses some of the main driving factors such as the development of intermodal transport, application of ICT, infrastructure development and special transport corridors while factors including government policies, capacity of rail network and training of drivers are considered as dependent factors. It is expected that these factors useful for industries and government may help Indian logistics industry to reach to a sustainable and efficient system.

738 Identification of Critical Factors: Increasing Efficiency of Purchase Management

Saroj Koul, Jindal Global Business School, skoul@jgu.edu.in

Abhishek Rai, Jindal Global Business School, 12jgbs-arai@jgu.edu.in

Abhay Mehta, Jindal Global Business School, 12jgbs-abhaymehta@jgu.edu.in

Almost every manufacturing industry has approximately 55% cost involved in the purchase of materials & equipment's (Dobler, 1996). This study, based on the secondary data, aims to identify the critical success factors that are required for making purchase more efficient & economical. Some of the main driving factors are identified as IT (ERP), e-procurement/reverse auction, ethical procurement, negotiation & soft skills, buyer & supplier relationship, and the supplier selection process. These factors are also expected to help the logistics industry in India to reach to a more sustainable and efficient system.

1B4, December 21, 2013, 11:00-12:50

Session: Marketing

Session Chair: Sandeep Puri

337 Advergimes

Devika Vashisht, IBS, dev2007.d@gmail.com

The purpose of the study is to discover the nature, history, characteristics and advantages of advergimes and the questions that this recent advertising tool has raised. Advergimes are interactive online games implanted with brand messages, used by the companies, to promote their products to the customers. Issues have arisen regarding advergimes' ethics in marketing unhealthy products to children in an obscured way than other products and on the regulation of the industry.

357 Gender Issues in Rural Buying Behaviour- A Study with Special Reference to FMCG Products

Gyan Prakash, Indian School of Mines, gyanprakash2007@gmail.com

Pramod Pathak, Indian School of Mines, ppathak.ism@gmail.com

Rural market is considered to be a place where many opportunities are still required to be explored. The saturated urban markets are now facing high market competition and high risk to the marketer. On the other hand the rural markets are welcoming the big companies on their land. There are lots of factors which can change the behaviour of consumer and motivate them to buy the product. The purpose of present research is to analyze the gender issues of rural consumer's buying behaviour and to find the factors influencing buying behaviour of rural consumers towards FMCG products.

399 Power of Social Media: Stories of Sheer Successes and Devastating Disappointments

Nirankush Dutta, Birla Institute of Technology & Science, nirankush.dutta@pilani.bits-pilani.ac.in

Anil Bhat, Birla Institute of Technology & Science, anilkbhat@bits-pilani.ac.in

Social media sites have become a major tool of communication for organizations worldwide. Since people of all ages from different socio-economic backgrounds can conveniently access these sites, various organizations in different domains, ranging from education to politics and religion to business etc., are finding ways to engage with their target consumers in a profitable manner by utilizing this medium and reducing the digital divide. But not all have been able to achieve success in the desired direction and proportion. This paper critically analyzes various cases of success and failure in social media usage from all over the world.

477 Effectiveness of Integrated Marketing Communication Channels

Taniya Kukreja, BITS Pilani, taniya29.kukreja@gmail.com

Mohit Alimchandani, BITS Pilani, mohit12a@gmail.com

In India the Fast Moving Consumer Goods sector has observed a growth rate of 10% over the last decade in India. In the last few years many new players have entered this sector, therefore many organizations are trying new and innovative marketing tactics through the use of IMC, for not only enhancing their growth potential but also retaining their existing market share. In the light of such fierce and intensive competition, it becomes imperative for not only efficient use of marketing channels but also effective use of the same.

1D1, December 21, 2013, 3:10-4:30
Session: SME & Entrepreneurship
Session Chair: Fawzy Soliman

8 Use of Social Media in Small and Medium Enterprises

Lakshmi Goel, University of North Florida, lakshmi.goel@gmail.com

Although large multi-nationals have experimented and invested heavily in social media, literature would indicate a growing belief that social media may be the most beneficial to small and medium-sized enterprises (SMEs). This paper attempts to: 1) synthesize extant literature on how SMEs are using social media tools, 2) develop a framework that predicts what tools should be used by a particular type of business to meet a certain business objective and 3) provide recommendations for the resources metrics of success.

11 Re-engineering of SMEs Using Cloud Systems

Fawzy Soliman, UTS Management, fawzy.soliman@uts.edu.au

Cloud systems have emerged as a viable re-engineering tool. The paper shows there are two major trends, namely IT efficiency and business agility. By applying the lean philosophy in the re-engineering, the organization could focus on process improvement by driving inefficiencies out of repeatable processes and providing agility to reusing elements of business logic. This paper also presents a solution to the re-engineering process by incorporating a combination of cloud system features that management may desire, such as cost reduction and flexibility and responsiveness in SME processes. The underlying causes could prohibit achieving the desired goals from a cloud system.

434 Entrepreneurial Intention Models: A Literature Review

Preeti Tiwari, BITS, preeti.tiwari64@gmail.com

Anil Bhat, BITS, bhatanil@gmail.com

Jyoti Tikoria, BITS, jtikoria@gmail.com

Theoretical models of entrepreneurship suggest that an individual's intention to start an enterprise is a strong predictor of individual entrepreneurial action. Less understood are factors that influence the probability of entrepreneurial intentions. Also, it has emerged that individual entrepreneurial intent is a main factor in research on new business formation. The literature argues that entrepreneurial intentions depend on perceptions of desirability and perceptions of feasibility. This paper describes five entrepreneurship-intention models: Entrepreneurial Event Model, Theory of Planned Behaviour, Attitude Orientation Model, Entrepreneurship Potential Model, and Davidsson's Model, that have been used in recent literature to explain entrepreneurship.

482 Challenges Faced by MSMEs while Access to Finance

Sonu Garg, JECRC University, sonu.garg0612@gmail.com

Parul Agarwal, JECRC University, drpag23@gmail.com

MSMEs constitute an important segment of the Indian economy. This sector contributes significantly to the industrial production, employment, and exports of the country. However, one of the greatest obstacles to the growth and development of MSMEs in emerging economies like India is the access to formal finance. Therefore, this paper attempts to find out the financial factors which create the obstacles during access to finance for MSMEs and which affect the financing decisions of MSMEs during taking credit from formal sources of finance.

1D2, December 21, 2013, 3:10-4:30
Session: Stock Market
Session Chair: Naliniprava Tripathy

315 Empirical Analysis of Indian Volatility Index

Rohit Bansal, Rajiv Gandhi Institute of Petroleum Technology, rohitbansaliitr@gmail.com

This paper seeks to investigate the relationship between various economic indicators and schedule reports on the implied volatility index (India VIX). In this research paper, we included RBI's (Reserve Bank of India) monetary policy, Foreign exchange data, FOREX, and some other Economic indicators (GDP, MICR, Interest rates, CPI, WPI, IIP) as events dummies. The methodology is based on the autoregressive model with conditionally heteroskedastic errors (AR-GARCH). Lagrange's Multiplier (LM) test for ARCH-effect indicates significant presence of conditional heteroscedasticity in the residuals. Hence the entire regression models GARCH (1, 1) is fitted.

327 Stock Returns and the Business Cycle: Evidence from India

Geetika, National Institute of Financial Management, geetikabbe@gmail.com

A. M. Sherry, National Institute of Financial Management, aloksherry@gmail.com

The objective of this study is to present a framework and analyze relationship between stock prices and determinants of their fundamental values varying over business-cycle stages, i.e., considering a follow-up of the coincidence between movements of earnings and discount rates with the business-cycle and its various stages in the Indian context during a period May 2001 to December 2008. The results of the study are based on regression using Newey-West (1987) estimator. The results suggest that broad movements in stock returns and its determinants can be explained over varying business-cycle and expected returns are poor indicators of actual returns.

436 Necessary Reforms in Commodity Exchange: Keeping NSELFraud as Centre Point

Vaniki Joshi, SGSITS College, vanikijoshi@gmail.com

Kapil Sharma, DAVV University, kapil.mhow@gmail.com

Exchange that failed in recent times as a result of fraud and other illegal activities being carried out in collaboration with other big corporations. This paper makes an attempt to study recent systematic and premeditated fraud in the commodities market by National Spot Exchange Limited based in Mumbai and tries to bring out the remedial changes required in the system at both Government and Forward Market Commission's end so as to prevent them in future.

731 Stock Returns and Volatility: Evidence from BRIC Countries

Naliniprava Tripathy, Indian Institute of Management Shillong, nalini_prava@yahoo.co.in

This paper examines the effects of volatility of BRIC stock market by using GARCH, EGARCH, and APARCH, PGARCH model. The analysis is based on daily closing price of individual stock level of BRIC stock market over the period 3rd January 2000 to 13th May 2013. The empirical results find evidence that both recent news and past news are influencing the stock market volatility of all BRIC countries. ARCH-LM test confirms the presence of ARCH effects in all BRIC countries stock market. Further the asymmetric GARCH models find a significant evidence of asymmetry and presence of leverage effect in stock returns.

1D3, December 21, 2013, 3:10-4:30
Session: Indian Economy
Session Chair: Avinash Purandare

338 Entrepreneurial Emergence Among the Underprivileged Class in India

Shiba C Panda, University of Delhi, shibacpanda@gmail.com

Janmejoy Khuntia, University of Delhi, janmejoykhuntia@gmail.com

It is widely recognized that entrepreneurship development holds the key to all round economic development of a nation. Entrepreneurship has now become the catch word in India's economic development as well. India being a multicultural society with high incidence of inequality is divided sharply in terms of the underprivileged and the privileged. For widespread economic development, India cannot ignore the development of the underprivileged section. Data from the All India Census on MSME sector reflect that the SCs, STs and OBCs have shown growth in terms of ownership of enterprises and level of employment.

342 Performance Effects of Demergers in India

Pavak Vyas, Ahmedabad University, pavakvyas@gmail.com

This paper examines long run price reactions of spinoffs in Indian firms for long run. This study takes a duration from one and a half years prior to the spin off announcement through to three years after the execution date. The relative performance of the parent spin-off and the combined effect is analysed relative to the overall market performance. This paper establishes significant announcement effects for a select sample of Indian Spin-offs. Using daily and monthly data, the study examines the performance of spin-off firms against the benchmark of Nifty. The results show that parent firms significantly outperformed market.

343 A Comparative Analysis of Models Used for Identifying Earnings Management

Prity Kumari, prityism@gmail.com

J K Pattanayak, jkpattanayak@yahoo.co.in

This paper aims at analyzing the trend of earnings management practices in Indian service sector Industry i.e. Telecom service provider and software industry. For the purpose of quantifying earnings management practices, discretionary accrual has been used as proxy for earnings management. For the purpose of calculating discretionary accruals, a comparative study of models used for calculating discretionary accruals viz. Healy model, DeAngelo model, Jones model, Modified Jones model and Industry model has been conducted to identify the most preferred model. MS Excel Eviews 7 software and period ranging from 2007-08 to 2011-12 is used for calculating the discretionary accruals.

417 Interest Rate, Economic Growth & Inflation in India: An Empirical Investigation

Jonardan Koner, National Institute of Construction Management and Research, koner_123@yahoo.com

Avinash Purandare, National Institute of Construction Management and Research, profpurandare@yahoo.com

During last decade, the Indian economy is experiencing the fluctuating growth rate, interest rate and also inflation. The role of interest rate for the development of Indian industry is empirically established, but it is equally important to control the rate of inflation. The study aims to look the time trend pattern of all the three rates and also tries to investigate empirically the impact of interest rate on both the growth rate and inflation in India. Regression analysis is incorporated for investigating the above.

437 E-governance and Its Impact on Corruption

Pooja Chaudhary, Chitkara University, poojasingh1487@gmail.com

Ripunjaya Chauhan, Chitkara University, ripunjayachauhan@gmail.com

In this paper we propose that E-governance and ICT has reduced corruption, by enhancing the transparency in the regular working of government and by decreasing the interface between bureaucrats and the public. E-Governance enables the dissemination of information about corrupt behaviour, expose shady bureaucrats and politicians. Technology-induced governance expansion leads to a decline in publicly supplied corruption. In this paper we have used certain parameters to justify proposed hypothesis that implies the association of Technology induced governance with a decline in aggregate corruption. Corruption hampers economic growth, disproportionately burdens the poor and undermines the effectiveness of investment and aid.

1E1, December 21, 2013, 4:40-6:00
Session: Strategy-I
Session Chair: Muruga Perumal Ramaswamy

28 The Fallacy of Free Financial Markets and the Implications of the Emerging Prudential Regulatory Reforms

Muruga Perumal Ramaswamy, University of Macau, rmp@umac.mo

With the inception of the global financial crisis, much of the conventional wisdom of free market equilibrium and deregulation of financial markets was condemned as a fallacy. However, the question remains whether the market and regulatory reforms that followed the crisis indicate any fundamental paradigm shift. The paper seeks to examine the issue in the context of regulatory reforms introduced by the US and key international bodies. It examines the paradox of regulatory predicaments faced by policy makers in determining an optimal regulatory mechanism in some East-Asian markets, focusing Hong Kong in particular and identifies the implications for financial industry.

356 Strategy to Minimize Complexity in Urban Planning

Mridula Sahay, Amrita School of Business, Amrita Vishwa Vidyapeetham University, mridulasahay2001@hotmail.com

The complexity of the urban area is growing primarily due to alarming increase in urban population resulting from rural to urban migration and impact of rapid advancement in information and communication technology, which is leading to change in urban development process in almost all walks of society which keeps a incessant upgradation while city administration concentrates on tackling some of these at a time; many others do not get adequate contemporary attention. This requires understanding of integrated growth dynamics of urban requirement and adopts a balanced approach. Therefore, this paper is an attempt to suggest alternate strategies for urban planning.

370 Changing Corporate Governance Through Voluntary Compliance with Digitalization

Sandeep Goel, Management Development Institute, sandeep@mdi.ac.in

Digitalization has increased the speed and breadth of knowledge turnover extensively. It has touched upon corporate governance in a very large way on account of growing shareholders' activism. The emphasis in recent years has extended from statutory compliance to voluntary compliance to win the confidence of shareholders and help a business grow in totality. The present paper attempts to throw light on increasing voluntary financial disclosures like EVA, Human Resource Accounting and many more by corporate for better governance and building sustainable socio-economic organizations.

392 An Empirical Study on Role of Sea Port Infrastructure Development

Jonardan Koner, National Institute of Construction Management and Research, koner_123@yahoo.com

Avinah Purandare, National Institute of Construction Management and Research, prof.purandare@yahoo.com

Sea ports have assumed enormous importance in the era of globalization with a phenomenal expansion in world trade. The development of ports infrastructure in India is very crucial and indispensable for the increase of export volume through maritime trade. Export is an important and key component of gross domestic products GDP which is a base indicator for economic growth in India. Presently exports contribute 25 of the country's GDP gross domestic products and are expected to reach a level of 500 billion USD by 2020.

433 Highlighting Issues & Critical Challenges for Power Sector of India

Mohit Alimchandani, BITS Pilani, mohit12a@gmail.com

Arya Kumar, BITS, aryakum@gmail.com

Anil Bhat, BITS, bhatanil@gmail.com

India is expected to maintain a robust economic growth rate of over 8% in the coming decade. This implies substantial increase in economic activities and raises the challenge of adding the infrastructure necessary to enable this development. India has ambitious plans of adding over 180,000 MW of generation capacity as well as associated Power Systems in the 11th and 12th plans, more than the cumulative capacity addition achieved till date. In such a scenario, the lack of competent manpower to execute these projects and subsequently operate and maintain them is already being felt.

1E2, December 21, 2013, 4:40-6:00

Session: Higher Education

Session Chair: Pravin Patil

323 Technological Innovations in Management Education

Shalini Kalia, IMT, skalia@imt.edu

Nishant Puri, Deloitte Consulting US India Pvt Ltd (India), nispuri@deloitte.com

Indrani Chakraverty, IMT Ghaziabad, ic1508@gmail.com

Technological innovations significantly enhance the effectiveness of the teaching learning process at all phases of academic pursuit. This paper puts into perspective recent developments in modern tools and techniques involved in management education. It also examines the effectiveness of technological tools currently deployed in two leading B-schools in India and Mexico. As these two emerging economies bear many similarities, it presents an interesting case for comparison. Through survey responses from faculty and students across disciplines in both institutions the study analyses the accessibility, usability, relevance, effectiveness and challenges involved in using these technologies.

380 The Indian Education System: Is it at crossroads?

Pravin Patil, IBS Business School, pravin.patil@ibsindia.org

The purpose of this study is twofold. Firstly, understand contribution of Indian and Western philosophers, psychologists, educationist, academicians and professionals in education field. Secondly, identify gaps in present education system. Today's emphasis on rote learning, marks and allied drawbacks ails Indian education system. Questions are raised, whether education system is at crossroads? Does it foster mind exploration, skill set, knowledge and values to the concerned stakeholders. It's time to revisit and re-examine purpose, process and result of education. Though, study highlights pioneering efforts and innovative pedagogy, experiential learning's introduced, adopted, practiced in schools and especially at management institutes.

382 Factors Leading to Teacher's Talent Retention in Indian B-schools

Rupali Singh, Hindustan Institute of Management and Computer Studies, rupalisingh10@gmail.com

Tripti Singh, Motilal Nehru National Institute of Technology Allahabad, tripti.singh70@gmail.com

Education is the true alchemy that can bring India its next golden age. With the mushrooming of educational institutes in India and despite a significant degree of academic and practitioner interest, the topic of talent management remains under developed. Apart from other sub-systems of talent management, the issue of talent retention is widely grabbing attention which is now a global trend. There is a substantial crunch of teachers not only in India but across globe. Thus this research paper attempts to empirically explore the teacher's talent retention factors in Indian B-School through mediating regression analysis.

1E3, December 21, 2013, 4:40-6:00
Session: Indian Banking System
Session Chair: Narinder Kumar Bhasin

320 New Banks and Big Banks Challenges and Opportunities in Indian Banking System

Narinder Kumar Bhasin, Axis Bank Limited, dr.narinder.bhasin@gmail.com
Radhika Bhasin, Times of India, radhikabhasin5@gmail.com

Indian Banking and Financial System is on the verge of witnessing the revolutionary change with the twin challenges of Big Bank mergers and consolidations of Public Sector Banks and opportunities for the New Private Bank promises to bring more healthy competition among the bank to provide superior customer services as well as achieve the vision of Financial Vision.

328 Measuring IC Effects on Bank's Performance in India: A Comparative Study

Shweta Pathneja, HSB, GJU, shwetapathneja@gmail.com
Karam Pal Narwal, HSB, GJU, karampalhsb@gmail.com

The present study seeks to analyse the effects of intellectual capital on the performance of public and private sector banks in India. A panel of 28 public and private sector banks are selected for a period of ten years. VAIC, Correlation and Fixed and Random effect regression models are applied to achieve the objectives of the study. The overall results indicate that IC is insignificantly associated to the returns of different sector banks in India. The study is an extension to the literature as it individually analyse the IC performance in public and private sector banks in India.

346 Earnings Mangement and Corporate Governance Practice: A Study of Indian Banks

Prity Kumari, prityism@gmail.com
J K Pattanayak, jkpattanayak@yahoo.co.in

This paper investigates the presence of earnings management practices in Indian private sector and public sector commercial banks and examines the relationship between five corporate governance mechanisms (viz., board size, board independence, number of board meeting, CEO/chairman duality and audit committee independence) and amount of discretionary accruals as proxy for earnings management practice. Modified Jones Model has been used for calculating discretionary accruals. The study is based on a period of five years i.e., from 2007 to 2012 for a sample of top 12 Indian commercial banks selected on the basis of market capitalization.

475 Customers Perception on Relational Benefits in Retail Banking in Kolhapur City

Gurunath Fagare, S. B. Khade Mahavidyalaya, fagareg@yahoo.co.in
Praveen Chougale, D. R. Mane Mahavidyalaya, pravnochougale@gmail.com

The study intends to assess relational benefits of SBI retail banking in Kolhapur City. The sample was 150 selected by stratified random sampling. A structured questionnaire was used to collect primary data. Five-point-Likert scale was used to quantify customers response. The data revealed that there is no significant difference between age, gender, occupation and customers perception regarding relational benefits in retail banking. The study helps bank in understanding customers preferences, designing new products, offering services efficiently, retain customers and gain business for long time strategically. The study can be extended in health care, hospitality, education, malls, etc.

2A1, December 22, 2013, 10:00-11:00
Session: Sustainability-I
Session Chair: Vishal Khasgiwala

330 Baba's Ayurveda: Yogic Matrix to Sustainable Business Revolution!

Vishal Khasgiwala, Kum. M.H. Gardi School of Management, vishalkhasgiwala04@yahoo.com
Harish Bapat, Vindhya Institute of Management & Research, prof.harishbapat@gmail.com

Overview The present case study illustrates how we can create a business model which is based on leveraging the huge intrinsic potential any culture and society possesses In India yoga is an integral part of traditional body of knowledge which is now talk of the world Baba Ramdev who is a Yoga guru and spiritual leader has succeeded in establishing a huge swadeshi business model The case emphasizes on Ayurvedic and FMCG business establish by Baba Ramdev and his associates It mainly focuses on the marketing and business issues like personal branding mass marketing revenue model and social entrepreneurship.

397 Sustainable Business and ISO 26000: A Case from Bangladesh Apparel Industry

Shinu Vig, Teri University, shinu17@gmail.com
Manipadma Datta, Teri University, manipadma.datta@teriuniversity.ac.in

Apparel industry is a major earner in Bangladesh a country that needs labour-intensive industrial development contributing 13 of the country's GDP and 75 of its export But recent series of uncalled for accidents clubbed with labour unrest has revealed a huge gap in the country's labour welfare framework without which the country might not maintain its competitive position Particularly in view of the emerging role of sustainability in the world of business all other societal sides cannot be ignored for business sustainability This paper attempts to prove the point in the context of ISO26000 for developing nations like Bangladesh.

431 A Systemic Analysis of Organizational Sustainability through Energy Conservation

Boby Chaitanya, Indian Institute of Manament, bobycv06fpm@iimk.ac.in
Piyush Kumar, IIM, piyushk06fpm@iimk.ac.in
Radhakrishna Pillai, IIM, krishna@iimk.ac.in

The increase in energy requirements of digital age organizations is alarming In India the consumption of fossil fuel generated energy and thus the greenhouse gas emissions are substantially high posing challenges to economic and environmental sustainability We applied Systems Thinking to analyse the sustainability problems faced by organizations in this digital age We categorize energy consumption into computing lighting production services amenities domestic usage We simulate to identify scenarios with green energy interventions for reducing carbon footprints to identify cost-effective prospects for future sustainability We apply the analysis to the case of Indian academic Institutions and suggest

2A2, December 22, 2013, 10:00-11:00

Session: HR Accounting

Session Chair: Ajay Maindiratta

13 On the Interpretation and Value Relevance of Accounting Information

Ajay Maindiratta, New York University, amaindir@stern.nyu.edu

Much of the accounting literature looks at the information content and value relevance of accounting numbers as revealed by how users rely upon them - manifest in their association with stock prices/returns. Some studies admit sophisticated users who “read” the same information differently from others. The literature conflates three distinct notions – the amount of information, the meaning of that information, and the value of that information. Admitting the epistemological complexities in the notion of meaning, this paper proposes that a narrow Bayesian notion can serve to clarify what it means to “read” the same information differently in decision-making contexts.

307 Disclosure Practices and Managerial Uses of Human Resource Accounting

Hitendra Shukla, Dayalbagh Educational Institute, shukla.hitendra@gmail.com

Nidhi Sharma, Dayalbagh Educational Institute, Drnidhisharmadei@gmail.com

The purpose of study is to find out the perception of employees about HRA, for this primary survey through the questionnaire was adopted. 24 organizations that are presently disclosing HRA information in their annual report were emailed these questionnaires. From the analysis, it is revealed that Indian industries are not much using HRA and provide very limited information regarding HRA but talking about the perception of managers, they are saying HRA is the most important constitute of every company. So, every company should adopt HRA.

312 Human Resource Accounting: Its Position, Problems and Prospects in Indian Corporations

Nagendra Kumar Jha, Patna University, nkjhacommercepu@gmail.com

Evaluating the worth of human resource in a systematic manner and its proper record in financial statement of an organization by Human Resource Accounting helps the management in giving true information about financial performance and competency of an employee. However, it is not an easy job but vital for the Growth and sustainable development of an organization. This paper is an attempt to discuss the exact position of its implementation, methods of HRA, problems and prospects of HRA in the Indian corporate.

2A3, December 22, 2013, 10:00-11:00
Session: Operations Management
Session Chair: Rajiv Srivastava

335 Supply Chain Management Aspects of Maha Kumbh Mela

Rajiv Srivastava, Indian Institute of Management, rks@iiml.ac.in

Joshin John, Indian Institute of Management Lucknow, joshin.john@iiml.ac.in

M S N Pavana Prudhvi, Indian Institute of Management, pgp28267@iiml.ac.in

The Maha Kumbh Mela held in early 2013 is often cited as the world's largest religious gathering ever, with visitor numbers ranging from 40-100 million often reported. In this study we explore the Supply Chain Management challenges related to the organization and conduct of such a large congregation spread over 55 days. We first examine the logistics requirements of materials, equipment, and infrastructure. Then we study the transport requirements and arrangements for visitors and personnel. We also look at the important supply chain for managing flow of clean water in the Ganga during the festival.

345 Supplier Selection and Evaluation Using Analytic Hierarchy Model

Biswaranjita Mahapatra, ISM, biswa.cet@gmail.com

Kampan Mukherjee, ISM, kampan_m@hotmail.com

Chandan Bhar, ISM, chandanbhar@hotmail.com

This paper uses Analytic Hierarchy Model (AHM) for supplier selection and evaluation. AHM is a kind of structure evaluation derived from Analytic Hierarchy Process (AHP). The complete evaluation process undergoes using AHM model has been presented in this paper. Finally the paper presents an application of the proposed technique for supplier selection and evaluation citing suitable example. Its biggest superiority is that there is no Eigen value calculation or consistency test; it is often called BALL GAME MODEL. Future research on AHM explores different insights by applying this in different areas of supply chain management.

389 TQM Implementation Factors and Relationship with Operational Performance

Mukulesh Barua, GIMT, mbarua@sify.com

Total Quality Management (TQM) has found acceptance as an improvement strategy for a significant length of time amongst the industries of Assam. It has been seen that quite a few organizations of the state have started to derive the benefits of adopting TQM. This study attempts to find out TQM implementation dimensions based on specific constructs and identify barriers encountered by the practicing organizations. The study identifies the impact of TPM on industrial practice and operational performance.

402 Measuring Uncertainty in Aviation Fuel with Special Reference to Indian Oil

Saikat Ghosh Roy, IMT, sgr6714@gmail.com

Amit Kundu, West Bengal University of Technology, amit.kundu74@gmail.com

Parijat Upadhyay, Institute of Management Technology, parijat.upadhyay@gmail.com

In this paper, attempt has been made to determine the degree of uncertainty in the International and Domestic market of aviation fuel considering special reference to Indian Oil Corporation. Based on the time series data on the relevant variables, sales data of International and Domestic Market, the degree of uncertainty has been measured for each of these two markets. Standard error of the estimate in regression analysis, while regressing each of above variables on time is used to indicate the market volatility. Based on the results some policy prescriptions for aviation fuel industry is also done.

2B1, December 22, 2013, 11:30-12:50

Session: Case Studies

Session Chair: D. P. Sahoo

305 Winning Employee Engagement Practices at Forbes Marshall Ltd: A Case Study

Parveen Prasad, MU College of Commerce, parvin_prasad@hotmail.com

Forbes Marshall a Pimpri Chinchwad based boiler manufacturing organization has been consistently ranked as a great place to work for by the Great Place To Work for Organization since the last seven years this ranking bears significance as previous rankings commonly lists service based organizations As a manufacturing organization with a total workforce crossing 2000, Forbes Marshall has been known to be a forerunner in initiating a slew of employee centric practices encouraging an atmosphere for enabling mistakes and taking risks, flexible timings continuous learning at all levels family wellness socially responsible activities engaged employees women security measures flat hierarchies.

316 Mining, Sustainable Development and CSR-A Case Study Of Uranium Corporation Of India Ltd, Jaduguda

Daizy Jassal, Indian School of Mines, jassal1986@ymail.com

Niladri Das, ISM, niladri_pnu2003@yahoo.co.in

In comparison to other industries, mining tends to leave a strong negative impact on environment and society. This paper analyzes the critical issues related to the Sustainable Development and Corporate Social Responsibility (CSR) in Uranium Corporation of India Ltd (UCIL) with content analysis technique. The study have found that company discloses information on CSR and Sustainable Development but this disclosure not as per GRI guidelines and only few spaces are devoted towards non-financial performances. The present study will provide suitable insight regarding various issues relating to CSR and Sustainable Development in UCIL.

387 CSR Practices vis-a-vis Company Performance- A Study of a Coal Mining Company

Binoti Patro, Indian School of Mines, binotipatro@gmail.com

J K Pattanayak, jkpattanayak@yahoo.co.in

Mining sector is obligated to perform CSR practices within the limit of 2% of its total profit. The objective of this paper is to investigate whether there exist any relationship between investment towards society and the performance of the company as reflected in the market. Mining companies are estimated to utilize that amount in CSR to ascertain the influence of firm's performance and its impact in the society. We have used event study methodology in analysing the performance of Coal India Ltd (CIL) and its relationship with dimensions of CSR which helps the coal company gaining credibility among its stakeholders.

401 Strategic Collective Bargaining of the Air India Pilots: A Case Study

D.P. Sahoo, IMT, dpsahoo@imt.edu

The 58 day strike was full of moves and counter moves both from the pilots and the management The decision taken by the Air India management on the Boeing 787 Dreamliner is viewed as another example of mismanagement and political interference involved in running of this government-backed carrier This critical decision taken by the airline management triggered off the pilots strike. The employees of Air India went on strike on May 8 2012 as protest against the decision made by the management The case study analyzes the strategy and tracts of negotiations followed by the management and the Union.

427 Working Capital Management in SAIL- A Case Study

Shipra Saxena, IMS, Bundelkhand University, shipansh@gmail.com

Working capital plays a crucial role in the survival of any business as it directly affects the liquidity and profitability of the company. While on one hand 'sufficient' working capital is required to maintain liquidity, 'idle' funds could adversely affect the profitability of any business. The paper tries to throw light on the concept of working capital and its management and the factors influencing its day-to-day requirement. The analysis of the financial statements of Steel Authority of India Limited (SAIL) has been undertaken to bring out the best practices and policies for achieving an efficient working capital management.

2B2, December 22, 2013, 11:30-12:50
Session: Organizational Performance
Session Chair: Manish Kacker

16 Assessment of Organizational Performance in Franchise Systems

Manish Kacker, McMaster University, mkacker@mcmaster.ca

The use of franchising in retailing is widespread in developed economies and rapidly growing in emerging ones. The focus of this research is to provide an integrative assessment of different subjective and objective approaches to measuring organizational performance in the franchising context and to present an agenda for future research. The goal is to identify inconsistencies and differences across these measures and identify superior mechanisms for measuring and evaluating the performance of a franchisor and its interorganizational strategies. The research makes contributions to franchising, retailing, marketing, interorganizational strategy and organizational performance assessment literatures.

325 Knowledge Management and its Impact on Innovation and Organisational Performance

Nagendra Kumar Jha, Patna University, nkjhacommercepu@gmail.com

Parimal Priyaranjan, Amity University, akhileshkumar_j@yahoo.com

Knowledge is the most important elements in business administration which creates innovative thoughts. Challenge faced by high – tech industry in the digital age of knowledge economy is how to grasp and use knowledge. Innovation shall be essential principles for growth and sustainable development of an organization. Characteristic of knowledge is the influential extraneous variable between organizational learning and knowledge management to explore the effect that of on knowledge management and organizational performance. This paper investigates the impact of knowledge management on organizational innovation and performance.

366 TPM Implementation Challenges and Relationship with Organizational Performance

Mukulesh Barua, GIMT, mbarua@sify.com

Total Quality Management has found acceptance as an improvement strategy for a significant length of time amongst the industries of Assam. In the recent past the focus has shifted to maintenance function as well, leading to acceptance of TPM as another improvement strategy. This study attempts to find out key implementation issues and identify barriers encountered by the practicing organizations. The reasons for resistance to change of work culture have been identified. Also, the relationship regarding this resistance and the age of employees has been explored. The study identifies the impact of TPM on industrial practice and operational performance.

440 Applying Nonlinear Dynamics to Human Behaviour in Organizations

Rakesh Agrawal, Indian Institute of Management Kashipur, rakesh.agrawal@iimkashipur.ac.in

Most social scientists currently work with the assumptions that linearized mathematical models and statistical techniques are appropriate for analyzing social phenomena in organizational life. However, many systems in nature are not inherently linear and often exhibit chaos and complexity. This paper deliberates upon the endeavours, prospects and challenges of comprehending social phenomena in organizational settings by applying nonlinear dynamics, especially in relation to human behaviour and people management.

2B3, December 22, 2013, 11:30-12:50

Session: Globalization
Session Chair: Kala Seal

22 Mobile Brand Interaction in Southeast Asia: A Comparative Study

Kala Seal, Loyola Marymount University, kseal@lmu.edu
Marc Hatfield, Loyola Marymount University, marchatfield@gmail.com
Patrick Biggerstaff, Loyola Marymount University, pjbigg@gmail.com
Kris Woods, Loyola Marymount University, kriswoods5@gmail.com
Daniel Yerelian, Loyola Marymount University, dyerelian@gmail.com

The rapid adoption of mobile technology in Southeast Asia has provided local and international brands with new opportunities to engage with consumers. Like the US Southeast Asians are now constantly connected through mobile and are internet-savvy. Brands now have to understand mobile technology and how it impacts their marketing strategy. In this study we look at how brands in Thailand Vietnam Malaysia and Singapore can go beyond traditional advertising and deeply engage with consumers via mobile to generate a better brand loyalty. Study finds that mobile cannot be used in isolation and should be part of an overall campaign.

314 Comparative Financial Study between Indian & US Oil Companies: After Crisis

Rohit Bansal, Rajiv Gandhi Institute of Petroleum Technology, rohitbansaliitr@gmail.com
Sanjay Kar, Rajiv Gandhi Institute of Petroleum Technology, karsanjay1@gmail.com
Saroj Mishra, Rajiv Gandhi Institute of Petroleum Technology, ersaroj@gmail.com

This paper is a case study of two major independent Indian U.S companies and how they reacted to a boom-and-bust environment It compares the strategic financial decisions made for survival One company managed to implement the steps required for survival the other chose to respond differently resulting in its ultimate demise. Conventional financing of existing reserves frees working capital for exploration activities and reserve acquisitions Recent declines in oil and gas prices coupled with excess gas deliver ability have prices coupled with excess gas deliver ability have reduced companies cash flow from operations and consequently reduced the present value.

411 Organisational Issues and Training Needs Assessment in Changing Global Business

Neelima Rashmi Lakra, Tata Institute of Social Sciences, neelimalakra@gmail.com

Organisations today face a lot of competition. They are in need to find solutions for sustaining in present business scenario. New practices are being consistently developed under the broad theme of training and development. This plays a key role focusing both on new entrants and experienced workforce. Employee and the organisation are its targeted beneficiaries. This is an attempt to enhance the issues of the organisation focusing on training needs assessment as an intervention with a plea for more empirical research. It is based on content analysis where the arguments and counter arguments were collected from secondary data sources.

474 Role of Agile Software Development in the Global Healthcare Industry

Badri N Srinivasan, Galgotias University, thirumangaiazhar@gmail.com

Healthcare industry in the world (US, Europe, Asia Pacific, India and other countries) requires the usage of automated systems that process healthcare claims and other processes. Agile software development methodologies have become popular as they ensure quick response to changing customer requirements. This paper reviews the research contribution in the field of agile software development as applicable to the global healthcare industry in general and tries to find the appropriate mix of agile methods that can lead to the robust development of automated systems that can contribute to improving the healthcare experience for the customer.

2D1, December 22, 2013, 3:45-4:55
Session: Organisation Behaviour
Session Chair: Vipin Dewan

415 Understanding Job Satisfaction Through Role Ambiguity, Job Interdependence, Trust and Horizontal-flexible Design

Sangeeta Sahu, VBS Purvanchal University, f13sangeetas@iimahd.ernet.in

Avinash D. Pathardikar, VBS Purvanchal University, avinashphrd@gmail.com

Different theoretical work and empirical research has shown that job satisfaction is affected by good working conditions. The purpose of this paper is to study the effect of role ambiguity, job interdependence, trust and horizontal-flexible design on job satisfaction. Data obtained from full-time employees of a private manufacturing organization in India were used to test the work attitude. The results reveal the relation of these variables with job satisfaction. Literature on human resource management and organization behavior highlight that attrition among the employees is affected by satisfaction of employee with the working conditions.

423 Challenges in Software Project Deploying Virtual Teams – A Critical Analysis

Nidhi Natrajan, nidhi.natarajan@gmail.com

Debarshi Mukherjee, mukherjeeassociates@gmail.com

The effect of globalization and technological advancements has changed the nature of teams deployed in software projects. Perennially communication, coordination, transmission and the perfect engagement model within the team have remained critical to the project's success. Managing an on-site team has a serious cost disadvantage particularly for overseas projects. A team at the home location can provide all support online to the clients with a minimal on-site presence. However virtual team has its own challenges. This paper attempts to bring out a comprehensive understanding of the challenges through extensive literature review addressing which would help in achieving software project success.

465 Empirical Analysis Of Employee Engagement In Higher Educational Institutions

Praveen Chougale, D.R.Mane Mahavidyalaya, Kagal, prvnchougale@gmail.com

This study aims to give empirical analysis of employee engagement in HE institutions in Kolhapur district. Perceptual Data were collected from 60 teachers from different HEI's through twelve-question survey that identifies strong feelings of employee engagement and the steps which shows how to drive an engaged employee. It was found that the degree of employee engagement was significantly low in overall HEI's in Kolhapur district. Motivating and engaging staff in HEI's is a pre-condition for staff development and improving their productivity.

466 Head Versus Heart: Management Decision Making

Shabnam Priyadarshini, Institute of Managment Techinology, shabnamp@imthyderabad.edu.in

Vipin Dewan, Centre for Management Training & Research, Kharar, vipin.dewan@gmail.com

To strike the right balance between 'Head' (rational and logical) and 'Heart' (emotional and ethical) is the ultimate goal of a decision maker. In the past two decades phenomenal advances in the Information and Communication Technology (ICT) has significantly enhanced the capability of Management Information Systems (MIS) providing accurate, reliable and timely information appear to have tilted the balance in favour of 'Head'. Has the role of 'Heart' diminished? Will it continue to diminish? This paper attempts to examine the issue in the light of relentless, remorseless and ruthless competition.

2D2, December 22, 2013, 3:45-4:55

Session: Communication

Session Chair: Kavita Srivastava

322 Perceptual Mapping of English Newspapers Dailies

Kavita Srivastava, Rajiv Gandhi Institute of Petroleum Technology, srivastava.kavita@gmail.com

The present study aims to investigate the image that readers has about English newspapers The consumer perception of six English newspaper brands was measured namely Hindustan Times Times of India The Hindu Economics Times Business Standards and Indian Express Data was collected from those who read English newspapers The multidimensional scaling was conducted to analyze the images consumers have of different English newspapers A perceptual map was drawn on the basis of two underlying dimensions namely entertainment and business news coverage Results suggest that Times of India is more balanced in both the dimensions as compared to other brands.

353 A Critical View on Conceptualizing Spiritual Quotient Dimensional Model for Alleviating Oral Communication Apprehension

Shalini Upadhyay, BITS Pilani K K Birla Goa Campus, shaliniu@goa.bits-pilani.ac.in

Prateek Parashar, BITS Pilani K K Birla Goa Campus, f2011587@goa.bits-pilani.ac.in

This paper is a critical view on conceptualizing Spiritual Quotient (SQ) dimensional model for alleviating oral communication apprehension an aspect of Public Speaking. More specifically, the paper attempts to systematically conceptualize and develop different dimensions of SQ that affect and alleviate oral communication apprehension with a focus on public speaking. The critical view shows that spiritual quotient dimensional model plays a major role in alleviating oral communication apprehension. It is argued here that the presence of high SQ dimensional aspects helps in alleviating public speaking anxiety thus one can be good at encouraging, explaining, motivating and articulating goals.

405 Organizational Usage of Computer-mediated Communication Technology

Rahul Shukla, Indian Institute of Management Ahmedabad, rahulshukla1182@gmail.com

Sudhir Pandey, Indian Institute of Management, sudhirp@iimahd.ernet.in

The present paper tries to explore and examines the new typology of computer-mediated communication(CMC) media, and tries to validate the usage by considering the aspect of media use context in addition to the features and potential of the media themselves. It tries to understand the usage of Adaptive Structuration Theory (AST) in conceptualizing CMC technologies, and the aspect of CMC usage in organizational context group goals processes and outcomes and decision making processes. AST's major attributes are to identify the situational and socially constructed influences on technology use, and to avoid attempts to separate the user from the technology.

442 A Systemic Analysis of the Factors Influencing Digital Media Piracy

Piyush Kumar, IIM, piyushk06fpm@iimk.ac.in

Boby Chaitanya, Indian Institute of Manament, bobycv06fpm@iimk.ac.in

Radhakrishna Pillai Pillai, IIM, krishna@iimk.ac.in

The increase in media piracy in this digital age is an alarming concern for managing digital media firms. The increase in popularity of digital file sharing mechanisms augmented digital media piracy. We applied Systems Thinking to analyze the factors encouraging piracy in digital media. We simulate to identify scenarios dealing with consequences of digital piracy on the national economies and plausible interventions through policies for the prevention and control of digital piracy. We then identify solutions on technical and ethical fronts to reduce digital piracy and also analyse the sensitivity of policies to cultural subtleties. Data Supported by Literature.

2D3, December 22, 2013, 3:45-4:55

Session: Finance

Session Chair: Baba Gnanakumar

319 Need of a Superregulator for Indian Financial Market

Narinder Kumar Bhasin, Axis Bank Limited, dr.narinder.bhasin@gmail.com

Radhika Bhasin, Times of India, radhikabhasin5@gmail.com

The financial sector has witnessed significant changes world wide in recent decades following globalisation , deregulation and technological advances. Merging of SEBI , IRDA , PFRDA ,FMC into single agency raised the important question is superregulator required for Indian Financial market .These changes will alter the indian landscape from eight financial regulatory agencies into seven which to rewrite the legislative effecting the financial markets in India.

351 Effect of Contingent Liability in Market Capitalisation

Baba Gnanakumar, Sri Krishna Arts and Science College, gnanakumar12000@yahoo.com

Dhanush R, Sri Krishna Institutions, ddhanush13@yahoo.com

Gaurav S Patnaik, patnaikgaurav71@gmail.com

The accounting treatment of contingent liability is based on the probability of the contingency occurring The court decisions on Eicher Motors vs CIT Rotork Controls vs CIT and CIT vs Whirlpool declared that the accounting for such liability must be scientific This research explores the relationship between the contingent liability and its effect in share market The results from thirty automobile firms indicate that the contingent liabilities influence the market capitalization However it is not in a proportional manner The scientific method of accounting for contingent liabilities includes risk adjusted beta values of converting contingent liabilities in to provisions.

422 Land Acquisition and Development Model for Real Estate

V K Gupta, IMT, vkgupta@imt.edu

Sandeep Puri, IMT, spuri@imt.edu

Abhinav Gupta, IMT, abhinavgupta24@gmail.com

Real estate business has become challenging due to volatile, uncertain, complex and ambiguous environment. Investments need to be evaluated thoroughly before committing funds. Due to long term nature of the investment, the cost of wrong decision can be disastrous for real estate businesses. This paper presents a land acquisition and development model based on discounted cash flow approach which provides a real estate developer with a strategic framework to evaluate all investment options. The model can be applied universally across different classes of real estate including residential and commercial real estate in India and is applicable globally.

472 Sectoral Determinates of Foreign Direct Investment: Evidence from BRIC

Pravin Jadhav, University of Petroleum and Energy Studies, pravinqed@gmail.com

Vijaya Katti, Indian Institute of Foreign Trade, vckatti@yahoo.com

Anshuman Gupta, University of Petroleum and Energy Studies, anshumang@ddn.upes.ac.in

This paper explores the sectoral determinates of foreign direct investment in BRIC and the comparative weightage of these factors in attracting FDI in particular sector This study will use panel data for a period of ten years 2000-2010 in order to examine the significant determinants of FDI in BRICS from a holistic approach Analysis will be done using panel unit-root test and multiple regressions This study takes into account Economic, Political and Institutional determinants of Sectoral FDI.

479 The Challenges of Microfinance for Commercial Banks in India

Bhavika Salat, JECRC University, bhavika.salat@gmail.com

Parul Agarwal, JECRC University, drpag23@gmail.com

This paper will study the challenges of microfinance for commercial banks in India. It will identify key issues like commitment, organizational structure, financial methodology, human resources, cost-effectiveness, regulation and supervision. It will take up microfinance experiences of Small Industries Development Bank of India (SIDBI), National Bank for Agriculture and Rural Development (NABARD) and Microfinance Institutions. Though commercial banks are large in number in India but this study will take only selected private and public sector commercial banks which have various advantages over non-bank, micro-lending NGO's.

3A1, December 23, 2013, 10:00-11:00

Session: Strategy-II

Session Chair: V K Gupta

18 Geographic Signatures: Firm Proximities and Performance

Varghese George, University of Massachusetts Boston, vpgeorge@gmail.com

Akbar Zaheer, University of Minnesota, azaheer@csom.umn.edu

We compute a geographic signature for firms based on the unique physical presence of each firm relative to itself and others. The study covers firms in the US pharmaceutical and biotechnology industries due to their knowledge intensity. We define the two 'ego' industries as 'alter' to each other. We find that higher firm level performance is associated with greater scattering of a firm's sub-units. We also find surprising adverse effects of proximity to firms in the 'alter' industry, but and no effect of proximity to directly competing firms in the 'ego' industry.

385 Strategic Sales Training (SST): Creating Value for Sales Force and Organization

Komal Das, Hindustan Institute of Technology and Management, SKD1316@GMAIL.COM

Ashwani Upadhyay, Symbiosis Institute of Media & Communication, ashwani.upadhyay@sla.ac.in

The 21st Century sales training demands return to the artful and dynamic process of communicating and bonding with people, using real world scenarios. The foci of strategic sales training (SST) are extensive and vast, built on multifaceted, multidisciplinary research. Paper examines progressing body of sales management research, in particular, contributions of strategic management and sales training to SST. Based on a couple of previous models, we develop a three-stage holistic model to extend our understanding of SST constructs. The multilevel outcomes perhaps motivate sales organizations to keep sales training as sustainable trend for value creation not just a management fashion.

420 Flexible Strategic Framework for managing forces of continuity and change

V K Gupta, IMT, vkgupta@imt.edu

Abhinav Gupta, IMT, abhinavgupta24@gmail.com

IT-ITES sector poses unique challenges as services are intangible, cannot be inventoried and involves customers in delivery process. Flexibility, continuity and change have become areas of interest for researcher on how to manage high uncertainty in the service sector. Managing IT-ITES service operations pose great challenges. This paper focuses on study of service operations of IT-ITES industry in India and understanding how they are coping up with the forces of continuity and change. The aim is to develop a strategic framework for managing forces of continuity and change in IT-ITES industry and validate through primary research.

3A2, December 23, 2013, 10:00-11:00

Session: Sustainability-II

Session Chair: Parul Agarwal

10 Could Sustainability Drive Innovation?

Fawzy Soliman, UTS Management, fawzy.soliman@uts.edu.au

The rise of sustainability has created opportunities and has also presented challenges to most organisations. Some of the opportunities may be considered innovation opportunities. This paper presents strategies for pursuing the innovation opportunities that could be created during the transition into a sustainable enterprise. A model for transition into becoming a sustainable organisation may be divided into a five stages model. However during the above five stages opportunities are shown to be created and in particular opportunities for innovation. Some of these Innovation opportunities could be: • Introducing new compliance rules. • Innovative ways for using recycled and returned products etc.

480 Corporate Social Responsibility Initiatives: An Extension to Education Sector

Devika Sharma, JECRC University, devikasharma13aug@gmail.com

Parul Agarwal, JECRC University, drpag23@gmail.com

Social Responsibility is an ethical ideology or theory that an entity, be it an organization or individual, has an obligation to act to benefit society at large. It is becoming one of the highly preferred practices by higher education institutions for gaining goodwill and reputation in society. This paper aims to explore the contribution and involvement of universities in development of the community by covering two main dimensions i.e. Service to Society and Service to Environment.

481 Women Empowerment- Milestone to be Achieved in 21st Century

Pallavi Mathur, JECRC University, mathurpallavi67@gmail.com

Parul Agarwal, JECRC University, drpag23@gmail.com

Empowerment means just not being economically independent but is a process whereby women can also take self-decision in all the spheres of life. The 21st century has been called both 'the Asian Century' in regard to economic development and 'the Women's Century' from a standpoint of women's empowerment. What does this mean for India? How can these two concepts be reconciled, in a region that is lowly ranked for gender equality? This paper highlights all factors which would make women empowerment effective in the real sense.

3A3, December 23, 2013, 10:00-11:00
Session: Business Process
Session Chair: Ravichandran Appavoo

15 Measuring the Impact of IT in SCM Through Indicators: An Exploratory Study

Marcelo Okano, Fatec Barueri, marcelo.okano@fatec.sp.gov.br

Fernando Marins, Feg- Unesp, marins@feg.unesp.br

The objective is to measure the impact of IT in SCM through performance indicators developed based on the models proposed by Gunasekaran et al. (2004), Supply Chain Operations Reference Model (SCOR) and the Global Supply Chain Forum. The methodological procedures were exploratory research, type qualitative, with 14 Brazilian companies and confrontation with the theoretical references already cited. In the five areas surveyed (customers, suppliers, delivery, manufacturing and planning), the most impacted area by IT is planning with 61% of positive responses and the less impacted area is suppliers under 30%.

317 A Framework for Continuous Assessment of IT Investment on Business Processes

Rajesh Sharma, Indian Institute of Management, f12rajeshs@iimdr.ac.in

Rajhans Mishra, Indian Institute of Management, rajhansm@iimdr.ac.in

Organizations make substantial investments in IT with the objective of improving their business processes, which in turn enhances their efficiency and competitiveness. Macro level business parameters such as profitability, return on investment, employee turnover are used to measure improvement in business processes, which comes with delay. However organizations might be interested to measure it without such time lag. With this objective, we have proposed a framework to measure the improvements in business processes on dimensions of standardization, informatization, automation, and empowerment of employees after the IT investment. It will help organizations to continuously assess improvement in business processes.

478 Business Process Outsourcing BPO Sector in India: A Critical Discussion

Taniya Kukreja, BITS Pilani, taniya29.kukreja@gmail.com

Mohit Alimchandani, BITS Pilani, mohit12a@gmail.com

In this study, an attempt has been made to critically discuss various issues pertaining to the BPO sector in India by carrying interviews with number of employees of BPO in New Delhi. Contribution of BPO sector to economic growth of our country is enormous creating employment opportunities and bringing in foreign exchange reserves & managerial expertise. BPO sector suffers from number of problems as employee wellbeing & environment. Firms don't comply with Indian labour standard, work culture. Government of India has failed to come up with legislations to stop above mentioned problems.

3B1, December 23, 2013, 11:30-12:50

Session: HRM

Session Chair: Ranjana Mittal

358 Study of Employee Engagement in a Leading PSU

Ranjana Mittal, NTPC, ranjana.mittal@gmail.com

Employee engagement is a key driver for many business outcomes like productivity, customer satisfaction and many more. The concept finds linkages with employee satisfaction, commitment & psychological contract. More organisations are, therefore, proactively finding out extent of employee engagement for them. But Employee engagement is a complex concept and is impacted by many factors such as aspirations of employees (culture & age sensitive), type of work (industry), org culture etc. For today's competitive organisation, it is imperative to have high Employee Engagement. NTPC is a Maharatana PSU known for its performance & employee friendly culture.

359 HRD Climate and Job Satisfaction in Higher Educational Institutions in India

Ravichandran Appavoo, Satyawati College (Evening), University of Delhi, raviappavoo@yahoo.com

Venkat Raman, Faculty of Management Studies, University of Delhi, venkatfms@yahoo.co.in

This paper seeks to explore and compare the HRD climate perception and job satisfaction level among faculty members in government and private professional institutions in India. Results indicate that faculty members in private institutes generally consider HRD climate to be less positive and less satisfied in their job as compared to their counterparts in the government institutes. Analysis of HRD climate and job satisfaction confirmed or negated many propositions existing in the research literature. The results also indicate that demographic and professional attributes of faculty members are significantly related with their HRD climate perception and job satisfaction level.

361 Employees Commitment: A Comparative Study of Different Generations

Bindu Gupta, IMT, bgupta@imt.edu

Ajay Singh, IIM Lucknow, Noida Campus, asingh@iiml.ac.in

The present study examines employees' commitment for different dimensions of commitment: organizational commitment, professional commitment, team commitment and job commitment. Data were collected from 477 full-time employees of 13 organizations. The findings of the study indicated significant differences for these dimensions of commitment. Further differences were observed among generation Y, generation X, liberals and socialist with respect to these dimensions of commitment. Generation Y was found high in professional commitment. The organizations can be benefited with findings to have different retention strategies for different generations.

390 Decision Support System and Human Resource Management

Richa Das, ISM, rich.a.mantra@gmail.com

Chandan Bhar, ISM, chandanbhar@hotmail.com

There are different activities in HRM which involves a lot of unstructured processes such as staffing, training, motivation and maintenance (DeCenzo & Robbins, 2005). Besides that, decision making for unstructured processes in HRM usually depends on human judgement and preferences. Computer applications as decision support tool can be used to provide fair and consistent decisions. But the increased usage of computer based DSS is perceived as transferring decision authority to software programs. This paper tries to find the effectiveness of the strategic role of HR with the help of DSS.

460 Effectiveness of Employees in Public Sector Units of India

Mohit Alimchandani, BITS Pilani, mohit12a@gmail.com

Arya Kumar, BITS, aryakum@gmail.com

Anil Bhat, BITS, bhatanil@gmail.com

The study focuses on evaluating the effectiveness & efficiency of employees in PSU's of India. It has been observed that several organizations claim to have adopted some of the leading Human Resource (HR) practices, which has resulted in achieving better efficiency in terms of productivity, team bonding & moral boosting. Although these practices have helped in improving efficiency, but is it effective in organizational growth is still uncertain. This study tries to weave in a framework in understanding the relation between, efficiency and effectiveness from a view point of an organizations.

3B2, December 23, 2013, 11:30-12:50

Session: Workplace

Session Chair: Surinder Batra

329 Issue and Challenges of Work-life Balance for Women Employee

Anuradha , Indian School of Mines, anu28.ismjrf@gmail.com

Mrinalini Pandey, Indian School of Mines, mrinal_nalini@yahoo.co.in

Work life balance can be understood as the balancing point on the see saw one side of which is work life and on the other side is domestic and personal life. Women are more likely than men to face high levels of role overload and caregiver strain. It is imperative to understand how women employee maintains work life balance The objective of paper is to understand the factors issues challenges and strategies of work life balance concerned with women employees. The study has implications for working women organizations policy makers and government to enlighten the subject.

367 Being Political at Work: Nasty or Nice

Akanksha Dubey, ISM, akanksha19dubey@gmail.com

Mrinalini Pandey, Indian School of Mines, mrinal_nalini@yahoo.co.in

Organizational Politics has always existed where groups of people have decided to work Politics here involve activities which are not part of one's formal role but these acts influence or attempts to influence others decision. Many people in the world comprehend organizational politics negatively and rarely anyone likes to be called as a Political animal. This paper tries to deal with the issue whether organizational politics is in real such a filthy thing or is it just a fallacy In doing so it takes into account of the literature on political activities at the workplace Findings of this work are mentioned.

379 An Exploratory study on workplace incivility: Its antecedents and consequences

Akanksha Dubey, ISM, akanksha19dubey@gmail.com

Richa Das, ISM, rich.a.mantra@gmail.com

Workplace is any setting structured in space where people work for themselves or for organization On the account of the fast paced high tech work place interactions and throat cutting competition the necessity for civil interactions have increased We often have to face rude or uncivil behavior in organizations Anderson and Pearson, 1999 defined this uncivil behavior or workplace incivility as low intensity deviant behavior with ambiguous intent to harm the target This research work appreciates literature available on incivility and gives an insight on this uncivil behavior Findings of research work and its future implications are mentioned in paper

381 Assertiveness at Workplaces

Richa Das, ISM, rich.a.mantra@gmail.com

Akanksha Dubey, ISM, akanksha19dubey@gmail.com

The issue of assertiveness has become a global concern raised by organizations as well as academicians as to whether being assertive at workplace is good for the employee as well as organization itself. Organizations across the globe are finding it difficult to sustain their competitive advantages because of stiff competition, turmoil in the global economy and other allied problems. It's imperative for the Organizational decision makers to assure to the stakeholders that viability is sustained against all odds which, in turn calls for having an assertive approach in one's life. This paper deals with assertiveness at workplaces.

3B3, December 23, 2013, 11:30-12:50
Session: Banking Industry
Session Chair: Sireesha Nanduri

349 Knowledge and Perceptions of Commercial Banks' Practitioners on Derivatives

Mosses Mwizarubi, Galgotias University, mmwizarubi@yahoo.co.uk

Harjit Singh, Galgotias University, harjit.singh@galgotiasuniversity.edu.in

This study explores current facts about knowledge and perceptions of Tanzanian commercial banks practitioners on financial derivatives. All the respondents were found knowledgeable on derivatives but in different extents, and higher education and professional bodies were the major sources of knowledge. Further derivatives were perceived to be complex and risk, not expensive, not only meant for large MNCs banks or organizations in the developed economies, need smart people in their transactions, and Tanzania financial sector was perceived as mature enough for derivatives usage. Generally the respondents had enough knowledge and right perception, implying their readiness to use derivatives.

350 Derivatives Usage in Tanzanian Commercial Banks: A Milestone

Mosses Mwizarubi, Galgotias University, mmwizarubi@yahoo.co.uk

Harjit Singh, Galgotias University, harjit.singh@galgotiasuniversity.edu.in

This paper analyzes the status of derivatives usage in Tanzanian commercial banks. The findings show that currency and interest rate derivatives are most used, Forward Contracts and Swaps are the most preferred derivatives, international banks are ahead of local banks in derivatives usage, and derivatives usage has more of positive impacts. Knowledge on derivatives, top management policies, riskiness and complexity of derivatives, and shortage of derivatives technical experts are found to affect derivatives usage; while the absence of derivatives exchange in Tanzania has no significant effect. Basing on these findings, recommendations are made on reforms for better derivatives usage.

375 Green Banking: Banking on Green

Sireesha Nanduri, Sikkim Manipal University, sirivirja2020@gmail.com

Commercial banks are referred as 'Departmental stores of finance' as they provide a wide variety of financial services. Banks can play a proactive role as purveyors of Green Banking. This paper explores the concept and origin of Green Banking and the initiatives taken by Indian Banks and Foreign banks in India. The paper also studies the awareness among customers in selected banks at Bangalore being the 3rd largest banking center in India in providing green banking products and services and thus provides an overview of how banks are banking on adopting green banking strategies and the managerial implications thereof.

463 Consumer Behavior in Adopting Mobile Banking Services

Kakumani Venkata Rao, Reachout Business Analytics Services, venkat@robaservices.com

Anjali Rai, Abes Engineering College, anjali.abes@gmail.com

Nusrath Fathima Syed, GE Capital, nusraths9@gmail.com

Raghu Ram R. Lakkireddy, University of Missouri, raghuram.lakkireddy@gmail.com

Mobile banking services provide time independence, convenience and promptness to customers. The use of mobile banking can make financial services more accessible to low-income people, minimizing time and distance. The main objective of this study is to investigate, is there any significant difference on Compatibility, Perceived Usefulness, Credibility, Necessity and Motivation towards Consumer Behavior, is there any significant difference on Mobile Banking Utilization with Compatibility, Perceived Usefulness, Credibility, Necessity and Motivation, and is there any association between Infra Services Providers towards Mobile Banking Services. The research was carried out on selected 500 customer using mobile banking applications in India.