

**1C-1, Saturday, January 1, 2:30-3:50 P.M.**  
**Session: Corporate Social Responsibility**  
**Session Chair: Samant Priya**  
**Singhad Institute of Business Administration and Computer Application**

**8017 CEO Characteristics and Corporate Social Performance: Evidence from Listed Indian Companies**

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Upper echelons theory takes the perspective that demographic characteristics of top management create normative pressures that will predictably shape organizational outcomes. While this theoretical perspective has been applied to financial performance of organizations, there is a lack of research on its application to social performance. Drawing on CEOs characteristics of listed family companies in India together with corporate social performance ratings of these companies, this study provides evidence on this application of upper echelons theory. It compares the effects of age, length of experience, gender, conferred title, education level, occupational background and cross-directorships of CEOs on corporate social performance.

**8365 A Case Study on CSR of STES Pune**

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One of the most talked topics in academia and corporate is Corporate Social Responsibility. From Mahatma Gandhi's Trusteeship to 3Ps (People/Planet/Profit) concept, CSR has seen many dimensions. The STES is not even behind in practicing CSR which is reflected in her endeavors of offering free Out Patient Department and medicines, penetrating quality education in the rural areas, providing drinking water facility to villagers to name a few. This case will discuss various practices of SINHGAD Technical Education Society as regards to CSR and its impact and how are they beneficial in its core business.

**8527 Impact of Life Orientation on Motivation levels of Juvenile labor-Cause for CSR**

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Our study focuses on the association between life orientation, depression and situational motivation among unorganized juvenile labor. Results indicated that life orientation had a negative impact on depression, which in turn negatively impacted the motivation levels of youth. Contribution: The results have implications for CSR activities among corporates and NGOs, who in trying to impart education amongst such youth can focus on addressing such life orientation issues for increasing motivation levels. Since depression has been found to significantly influence motivation, the practitioners can also focus on tackling depression related issues amongst youth to better harness their potential.

**8552 Initiatives of CSR Practices: A Case of Selected Companies in Pune**

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This paper investigates how corporate social responsibility (CSR) activities are initiated in selected companies from Pune, to pursue excellence in businesses. Two types of data collected from 13 business houses from Pune. Annual reports and questionnaire were used to investigate the understanding and their perception of CSR. Findings in this study show that CSR among companies is used as a strategy in order to gain competitive advantage various areas. Study indicates marketers would learn how to effectively leverage CSR practices to improve the long-term success of organization. The paper concludes by making some recommendations and highlighting future research directions.

**1C-2, Saturday, January 1, 2:30-3:50 P.M.**  
**Session: OR/OM Models**  
**Session Chair: Mona Shah**  
**National Institute of Construction Management and Research**

**8344 Planning Annualised Hours**

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Seasonal demand for staff in service industry can be met using annualised hours (AH) labour contract. Under AH, contracted working hours are irregularly distributed per year. Such contracts are used for greater labour flexibility and enhanced efficiency for organisation. AH permits companies to adapt capacity to fluctuations in demand, thus reducing overtime, temporary workers and inventory costs. This paper presents two categories of models using Annualised Hours. Mixed Integer Linear Programming models (MILP) are in the first category and Linear Programming models (LP) in the second. A comparison of models using MILP and LP methods is also explained.

**8368 Machinery Improvements in the Life Cycle of a Textile Printing**

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One of the major problems in manufacturing is to reduce cost. To do so various activities such as Total Productive Maintenance (TPM), Total Quality Management (TQM), Industrial Engineering (IE) and Just-in-Time (JIT) are often carried out. Increased global competition has augmented the importance of total productive maintenance (TPM) in obtaining and maintaining a competitive advantage. More and more organizations are seeking proactive tools such as TPM to enhance their competitive position. The paper focuses on how machineries can be optimally utilized minimizing cost and hence reducing life cycle cost (LCC).

**8433 Specialised MBA Programmes in India &ndash; A Growing Trend in Indian Management Education in India**

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A trend observed around the world and increasingly so in India in the past decade and a half is that of the mushrooming of specialised MBA programmes. This paper aims at understanding the 'demand' side factors that affect the choice of specialised MBA programmes vis a vis general management. A sample of 175 students pursuing such courses has been surveyed and using regression analysis the most prominent factors have been identified. These are, continued focus towards a specific sector, family background, MBA degree's status value, and ease of placement.

**8565 An Efficient Algorithm for Least-Cost Scheduling for Projects**

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Time-Cost Trade-off in Projects, Least-Cost Schedule or crashing technique is double beneficiary technique for managers: decreasing project duration as well as total cost! Unit Time Method (UTM) is the powerful procedure for crashing; yields always optimum solution and is used widely for CPM networks. But much iteration is needed to get to optimum solution. We present new algorithm which works on UCM logic but requires few iterations. Algorithm can be viewed as modified Unit Time Method and yields the optimum in less iteration (10 to 30%).

**9014 Cost Estimation Based on Reusability of Product**

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To optimize resource utilization, the reusability and sharability is very important aspect for any product. This leads to think on innovative ways to design a process or product which can be reused or shared for different purposes or projects. Reusability or sharing could be technology, process, product or component of product. It becomes more important for products for which reproduction cost is negligible. This paper emphasis on estimating manufacturing cost based on possible sharing/ reusing of a product.

**1C-3, Saturday, January 1, 2:30-3:50 P.M.**  
**Session: Leadership-I**  
**Session Chair: Rajneesh Khare**  
**Managalmay Institute of Management Studies**

**8301 Academic Leadership in Private B-Schools**

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Management education faces a period of accelerating change and rapid growth in India that is driven by shifts in the complex educational, social, political and economic concerns of the society. To sustain the demand for quality education there is a need for management education to develop a cadre of academic leaders who have the ability to think strategically and add value to the corporate performance. This paper will focus on how to develop Academic (Strategic) Leadership and adopt a Strategic Planning Process in the areas of the building distinctive capabilities of the institute viz: a) People and b) External Relations.

**8315 Succession Planning in Ramcharitmanas**

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This paper aims to act as an invaluable source towards giving a new interpretation to Ramacharitmanas aimed at enlightening readers about succession plan in the epic. It brings to light that Ramcharitmanas is not only Hindu religious epic but also an eternal source of learning for modern principle of Human Resource Management. Now leading organizations are understanding that managing human capital effectively is essential for the desired results and it will happen only when the right people on the board. provide training of accountability to work effectively leads to organizational success. This is possible by understanding Ramcharitmanas.

**8380 Institution Building Amidst Leadership Crisis - A 2020 Perspective**

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In the current spate of leadership crisis within both developed and developing institutes, the fundamental process of Institution building is missing. Conventional School of thought that Institution building being a function of leadership has been challenged by this paper as it presents a systematic approach of decentralized organizational development through Institution building dimensions like Academic Excellence, Infrastructural Competence, Research Capabilities, Industry Institute Linkages and Internal Capacity Building, All these have been treated at length with complete guidelines for their enhancement in 2020. The findings are focused on management institutes, extendable to other professional education setups.

**8744 Transition from Incentives to Variable Pay Systems**

*Sangeeta Chopra, sangeeta.chopra@iilm.edu*

This article highlights the evolving focus of variable pay systems. The process of change to pay systems, that was initially triggered by growth in business competition, became a continuing process in view of support from compensation designers. The series of developments in pay-system-practice culminated in formalization, adoption and proliferation of the 'New pay'-based reward systems. Unfortunately, there is less-than-desired-clarity, concerning its conceptualization, and its prevalent industry practice. Variable pay, in its new avatar, is the key strategy adopted by 'New Pay' systems, that are aimed at achieving business outcomes, by ensuring reward strategies remain continually aligned with business strategy.

**1C-4, Saturday, January 1, 2:30-3:50 P.M.**

**Session: Management Education-I**

**Session Chair: Roma Debnath**

**Institute of Management Technology**

**8409 Management Education as Potential Source of Managerial Effectiveness**

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It is commonly believed that managers are the most important assets of nations, organizations and institutions to meet the challenges of global competition. Managerial effectiveness has been an increasingly field of study since past research shown it important to the organization as a whole. This paper address the effectiveness of the processes involved in business administration programmes for managers in India. It aims to understand the foundation of appropriate business administration for managers and to explore their view and perceptions in relation to the skills and knowledge required of them

**8425 Modeling Barriers of Management Education : An application of ISM**

*Roma Debnath, Institute of Management Technology, roma.mitra@gmail.com*

*Ravi Shankar, IIT, r.s@rediffmail.com*

It is generally accepted that management education has elements of skill and expertise, which improves the quality of life of individual. Though India is witnessing a significant growth in the field of management education, it is facing challenges in the era of modernization. The present study employs the Interpretive Structural Modeling approach to model the crucial challenges of management education. The parameters have been categorized under 'barriers'. As the foreign institutes are being allowed in India, Indian institutes are facing global competition. The identified barriers along with their relative importance would help the decision makers to improve upon those challenges.

**8506 Revamping Indian MBA**

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Truly said, "History repeats itself..." steam engine marked the industrial revolution which mobilized economic growth in the west. The pattern is unfolding again. The growth paradigm of western economies requires new fuel – knowledge workers and skilled professionals. India has distinctive demographic differentials for importing customers to India (AIMA & BCG report) against this backdrop, the paper attempts to focus on educational outsourcing. It advocates an idea of importing the practical aspects of management education from west and exporting the analytical aspects. The paper concludes with revamped Indian MBA model truly encompassing the India's very own definition of globalization 'vasudhev kutumbkum'.

**8532 Performance of University in Academic Research in Commerce and Management: A Case study of Shivaji University, Kolhapur**

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The study attempts to measure performance of university in academic research in commerce and management that leads to award Ph. D. degree. The study aims to explore research areas, its quantity and quality. Design- The study is based on secondary data. Research topic, specialisation, year of degree, name of the researcher and supervisor are the parameters. The period of investigation is 40 years from 1970 to 2010. Findings and implications- Various aspects in development of research are highlighted to facilitate researchers to get insight into the research work undertaken and the areas open for further studies.

**8568 Management Education in India in 2020 – The Stakeholders' View**

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The paper aims at identifying the stakeholders of management education in India in the year 2020 and tries to recognise the gap between the expectations of the stakeholders vis-a-vis each other in preparing for what's in store. A survey to gather views of the various stakeholders across the industry and colleges is conducted. The information gathered would be analyzed to establish the gap if any, and ways to overcome the gaps would be proposed. This information would help in filling the gap existing among the stakeholders and bring them on a common platform so that they could be well prepared.

**1C-5, Saturday, January 1, 2:30-3:50 P.M.**

**Session: Workshop - 1**

**Session Chair: Paragi Shah**

**Amrut Mody School of Management**

**8011 Incorporating Community Engagement through Academic Service Learning (ASL) in Business Courses**

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At the completion of the workshop, the participants will have: An understanding of Academic Service Learning in the context of business education, Acquire and share knowledge about how to integrate business course concepts with a service project, Gain familiarity with teaching methods and practices related to service-learning and community based education, Been assisted in designing, assessing, and implementing service-learning courses

**1C-6, Saturday, January 1, 2:30-3:50 P.M.**

**Session: Management Education in 2020 -I**

**Session Chair: Pradhumn Kumar**

**Global Institute of Management**

**8320 Online Social Media as Teaching Tool in Management Education**

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Academia is always looking for new teaching tool in order to help next generation professionals gain expertise and skills to meet future challenges in effective ways. At this backdrop, Social media has emerged as one of the most valuable tools in the hand of management educators that ensures effective as well as interesting teaching-learning process. Management teachers using various social media tools viz. Twitter, YouTube, Facebook and wikis to teach in their classes are becoming common these days. Based on secondary data, this paper will explore significance and likely usage of social media in management education of 2020.

**8498 Management Education in 2020: Issues, Challenges, and Opportunities**

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*Viresh Mathur*

Management institutions should have sustainable good practices in governance & leadership, research, teaching, learning, evaluation and recruitment to achieve academic and placement excellence. Innovative pedagogy, qualified and experienced faculty, industry-institute partnerships, industry mentors and state-of-the art fully integrated campus, have to be effectively coordinated for optimum results. There is need to professionalize management education, reinvigorate its purpose, enhance institutions accountability, re-attach theory to practice, think beyond case-studies and have niche courses. With opening of more IIM's need arises to retain and sustain its brand equity.

**8520 Vision of Management Education in 2020**

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Management education has entered a period of profound transition driven by globalization, technology, demographics and pressing social imperatives. Quality management practices business education and research have become critical factor in determining a nation competitiveness. Today there is need of high quality manager because of growing business worldwide. It should focus on globalized training skills and practical approaches. The management education should provide students with tools and technique that may influence organizational life and economy in general. It will generate greater international focus in global leadership, diverse management and cross culture.

**8564 Management Education in 2020: Issues, Challenges, and Opportunities**

*Neetu Choudhary, National Institute of Technology, neetu141@rediffmail.com*

Management education has witnessed volatile growth and MBA is now the most desirable advanced degree in the world. This paper provides a review of the current trends of management education in India as well as globally and also discusses the strategic direction pursued by educational institutions for fulfilling the vision and other objectives. Including discussions of structural changes and development of Management Education in India (curriculum, students, faculty, research, business school relations, and accreditation), followed by important concerned issues like Challenges and Future vision for management education in India.

**1C-7, Saturday, January 1, 2:30-3:50 P.M.**  
**Session: Workshop - 2**  
**Session Chair: Vipin Dewan**  
**Centre for Management Training & Research**

**8319 Workshop on Writing Effective Research Proposals**  
*Meenakshi Raman, BITS, Pilani-K.K.Birla Goa Campus, raman.mee@gmail.com*

A research proposal is a written offer to solve a problem or to undertake a project of practical or theoretical nature. In order to draft it, the writer needs to know its structure, style and layout. This workshop aims at introducing the nature, structure and style of a research proposal to the participants and also to enable them to plan, prepare and write its various elements effectively. Beginning with a brief overview on research proposals, the workshop will introduce the steps involved in writing the research proposal through team activities.

**1C-8, Saturday, January 1, 2:30-3:50 P.M.**  
**Session: Business Ethics**  
**Session Chair: Rakesh Kumar Agrawal**  
**Institute of Management Technology**

**8042 Ethics in Business Environment**  
*Zohreh Tahmasbi, Payam Noor University, zt.safa@gmail.com*  
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The article is generally pointing out the importance of professional ethics in different jobs and specifically its important role to in small businesses. By providing a definition of entrepreneurship and small business, we have tried to distinguish the border between them. finally the article ended by a conclusion and proposals in the form of taking five important steps for the promotion of professional ethical in business environments.

**8407 Ethical Climate in Indian Organizations: A Study**  
*Rakesh Kumar Agrawal, Institute of Management Technology, rakeshagrawal.dr@gmail.com*  
*Pragati Swaroop, Institute of Management & Research, pragati.swaroop@gmail.com*

In light of many corporate scandals which the business world has been witnessing, this paper examines the different types of ethical climates impacting decision-making in Indian organizations. An analysis of data collected from 418 respondents from 12 different organizations reveals the existence of seven different climate types – those governed by laws and professional codes, rules, efficiency, caring, self interest, company interest and independence. Adherence to laws and codes was the primary decision making criteria in most of the organizations, followed by a focus on efficiency.

**8428 The Management of Ethics vis-a-vis the Emerging Trends in Globalization: A Study**  
*Shailendra Pokhriyal, University of Petroleum & Energy Studies, pokhriyalsk@yahoo.com*  
*Chetana Pokhriyal, MKP (PG) College, chetanapokhriyal@yahoo.com*

Globalization promises rewarding and dramatic changes to the higher education systems of the developing countries but is taxing youth, families and education system as well all over the world. The paper aims at understanding the basic difference between micro-ethics of individual behavior and macro-ethics of large institutions and systems and also will try to answer some basic questions as to what should the next generation of moral habits encompass. The questions thus raised will help one think about the education in general and how best this education be applied to the common benefit of the humanity in the globalised world.

**8554 Investment in Education and its Effect on Society: An Ethical review**  
*Tathagata Chatterjee, Symbiosis Centre for Management Studies, smita.nair@scmsug.ac.in*

The central idea presented in this paper is to understand the current, and find effective ways of implementing education policies for society through a sound investment pattern and its subsequent effects on the society. The role of ethics is also clear. It is restricted to comprehend the investment design over time and its effects on society and the various opportunities for higher and better pupil understanding. Educational qualification is a measure of societal growth, growth inclusive in nature. Development of society also affects the investment on education. Therefore, it helps us determine a more streamlined education system for the future.

**1E-1, Saturday, January 1, 5:10-6:50 P.M.**

**Session: Globalization**

**Session Chair: Bharat Kolluri**

**University of Hartford**

**8022 Comovements of U.S. and Emerging Asian Equity Markets Some Evidence**

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*Mahmoud Wahab, University of Hartford, wahab@hartford.edu*

We examine asymmetric and time-varying associations in returns and volatilities of U.S. and nine Emerging Asian equity markets. Asian markets returns and volatilities show a clear tendency to move more with the U.S. than with Japan, on a monthly returns basis, and their co-movements with negative U.S. returns far exceed their co-movement with positive U.S. returns. Asymmetric formulation of expected returns yield better results and they are consistent across all specifications used. From a U.S. investor's viewpoint, India offers the best opportunity to enhance portfolio performance followed by Malaysia.

**8384 Indian Cities, Global Economy and Society: Choices and Survival Strategies**

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Globalization has brought new opportunities and wealth to some cities, while marginalizing others. Cities often seem to generate chaos instead of opportunities. Discussion on cities tends to lead on environmental degradation, poverty, dirt, traffic congestion and proliferation of slums rather than on the economic wealth the city generates. By and large the development in urban areas has been haphazard and unplanned. Questions arise how cities, already in a bad shape manage to tackle globalization. This study attempts to debate the choices Indian cities in confronting and prospering in the era of globalization.

**8464 India's Agricultural Exports: Challenges and Prospects**

*Anita Patil, DES Chintamanrao Institute of Management Development and Research, patilav2002@yahoo.com*

Indian Agriculture faces both opportunities and challenges with liberalization of domestic and global markets. India enjoys fairly large potential for agricultural, horticultural and marine products. World demand for higher value agricultural products has been increasing. Net foreign exchange earnings are positive in most of the agricultural exports. However there are enormous problems in the export of agricultural commodities. In this paper an attempt is made to assess the performance of agricultural export and understand the problems and prospects for India. From this we can identify potential agricultural commodities to export, and put forth suggestions to strengthen agricultural export.

**8556 Internationalization of Indian Rupee - An Empirical Study**

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Countries like Russia, Switzerland and Venezuela are withdrawing their foreign exchange reserves from US dollar and investing in Yen, Euro etc. But shifting from dollar to Yen or Euro is like jumping out of the frying pan into the fire, as they are suffering from same problems. So our rupee is much stronger. This study is to understand the position of Indian rupee in the international market and its future growth of becoming world leader after 2020. The correlation of performance of USD with selected five major currencies is considered.

**1E-2, Saturday, January 1, 5:10-6:50 P.M.**

**Session: OB-I**

**Session Chair: Jaba Gupta  
T. A. Pai Management Institute**

**8038 Empowering Investors by Demystifying Performance Measurement Communications**

*Jatin Pancholi, Middlesex University, j.pancholi@mdx.ac.uk*

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Evidences in literature suggest that educated and empowered investor will bring fundamental upward shift in the savings and investments pattern of an emerging economy like India. Knowledge and skills of ability to read and interpret annual reports should not remain hegemony of only experts and analysts but should strategically percolate down to common investors in an institutionalized inclusive economy. This paper empirically examines communications of performance measurement indicators in Annual Reports. The paper focuses on nature of lexicon, usage of data in visual formats such as tables, graphs, exhibits, photographs and such other information in these annual reports.

**8105 Determinants of Knowledge Sharing Behavior: Developing a Conceptual Framework**

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*Durga Prasad K.*

In today's 'knowledge driven economy', creating a pro knowledge sharing environment and reinforcing actual knowledge sharing behavior is central to the success of any knowledge management(KM) initiative. Universities and Higher Education Institutes have an enormous scope to apply KM to acquire, use and leverage knowledge. This paper attempts to explore the factors that encourage or inhibit knowledge sharing behavior. The various factors influencing knowledge sharing have been categorized into individual, organizational and technological factors. Understanding of these motivators and barriers would help develop organizational strategies to encourage and foster knowledge sharing.

**8304 Managing the Self: The Paradigm Shift in the Decade Ahead**

*Neha Saxena, University of Petroleum and Energy Studies, nehasaxena309@gmail.com*

Industrial civilization is entering a decisive phase today. On many fronts, the crumbling of this colossal industrial set up is becoming apparent. The application of traditional Indian spiritual concepts for the analysis and solution of management problems like leadership, teambuilding, stress management, improving standards of work life etc. has been propagated by various writers. The present paper focuses on this evolutionary process of expanding the value consciousness of business organization to be carried forward to the inner domain of managing the self.

**8323 Effect of Economic Recovery on Managing Organizational Conflicts: A Communicative Approach**

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This paper is an extension of a recently published exploratory study of interpersonal conflict handling in multinational organizations in India. The study showed that in modern organizations that thrive on teamwork, collaboration and interdependence, more interaction and better interpersonal communication skills are required than before. However, the changed environment also causes more conflicts that in turn affect the work environment. In a changed context, this paper studies the effect of economic recovery on various causes of conflicts, ways in which conflicts are handled, frequency of conflicts and whether or not communication helps in the resolution of conflicts.

**8352 Managing Workplace Stress**

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Stress refers to situations when an individual is unable to cope up with the pressures in a job. It was found that 80 million working days are lost each year due to work force stress. Organizations at large are realizing the importance of retaining the potential workforce in an organization which is more possible when Stress-Free Working conditions are developed at the work place. As prevention is better than cure, this paper is an attempt to throw light on Job stress and its negative outcomes and recommend various strategies to put a impede to Stress at workplace



**1E-3, Saturday, January 1, 5:10-6:50 P.M.**

**Session: Service Industry**

**Session Chair: A.K. Singh Suryavanshi**

**Kiet School of Management**

**8377 Impact Assessment of Service Quality Strategies in an Automobile Service Centre**

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This paper is the continuation of the authors' previous research entitled "Measurement of Service Quality of an Automobile Service Centre". In that research, satisfaction/dissatisfaction of the customers, and its reason(s) had been evaluated by applying root cause analysis. The proposed research paper attempts to assess the impact of implementation of the suggestions made earlier with reference to capacity expansion/adjustment. A considerable improvement has been observed in the service quality level. However, there are still some grey area(s) which are required to be addressed regarding which suitable suggestions have been made.

**8419 Hospitality Sector- A new catalyst for India Vision 2020**

*A K Singh Suryavanshi, Kiet School of Management, suryavanshiaks@yahoo.com*

The article traces the gap in bundling of services and products related with hospitality industry and further goes on to forecast a model that can emanate from basic needs of consumers to have wholesome service related with traveling. This is an irony that share of Asia in hospitality sector is just 29% while USA and Europe accounts for 32% and 30% respectively. This sector could be a new catalyst for 'India- Vision 2020' and focus on this sector will ensure that growth of India to developed nation by 2020 is accelerated.

**8493 Status Quo Bias towards Airline Companies Despite Service Failures**

*Preeti Krishnan, IBS, Bangalore, preeti@ibsindia.org*

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Going back to the airline company regardless of service failure(s) can be explained by the concept of status quo bias. Traditionally, loss aversion and endowment effects have been attributed to cause such a bias. More recently, goal orientation has been found to influence the choice of status quo. It is proposed that a customer's goal orientation (prevention-focus vs. promotion focus) will moderate the coping process and the preference for status quo. Two studies test whether after a service failure incident a greater proportion of prevention-focused customers return to the airline service provider vis-à-vis the proportion of promotion-focused customers.

**8533 A Comparative Study of Service Quality of Lucky Bazaar and D'Mart in Kolhapur City**

*Praveen Chougale, D. R. Mane Mahavidyalaya, Kagal, prvn\_chougale@rediffmail.com*

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The paper aspires to study and compare the service quality of two retail stores in Kolhapur City – D'Mart and Lucky Bazaar and appraise factors of priority to establish firm competitive edge. Design- 200 shoppers of both the stores are selected, considering gender, income and location as the parameters. The data was collected by using RSQS instrument. Findings- Service personnel are the key factor impacting customer's perception of service quality. Local retail stores are more favored by customers than Branded retail chain stores. Practical implications- This paper highlights the service quality determinants for retail stores especially in mini-metro cities like Kolhapur.

**1E-4, Saturday, January 1, 5:10-6:50 P.M.**

**Session: Stock Market-I**

**Session Chair: T. Mallikarjunappa  
Mangalore University**

**8350 A Tobit Model Approach towards analyzing determinants of Corporate Dividend Poli**

*Monica Singhania, Faculty of Management Studies (FMS), University of Delhi, monica@fms.edu  
Akshay Gupta*

This paper analyzes determinants of corporate dividends in India using econometric Tobit modeling. We have developed hypotheses based on the major theories on corporate dividends available in literature to examine the determinants. The firm-level panel data of National Stock Exchange (NIFTY 50) companies since 1992-1993 till 2009-2010 is taken for the study. Accuracy and validity of the results is ensured using various diagnostic tests and tested procedures are followed to arrive at the best-fitted model. We show how the results of the study can be beneficially used by investors to manage NIFTY index based portfolios.

**8361 Equity Style Rotation- Macroeconomic Factors Affecting Growth/value Spread**

*Deepak Chandela, Institute for Technology and Management, deepakchandela@gmail.com*

Equity style rotation simply means “rotation between the Equities”. This rotation can be between large and small stocks as well as value and growth stocks. The most difficult part is to understand when to shift from one style to another such as small to large or value to growth and vice-versa. This decision of rotation is based on lot of research and by taking lot of factors into consideration. The paper extends its research for the macro-economic factors to predict the growth spread for US, UK and Japanese market. The spread is calculated considering various constraints and transaction costs.

**8362 Impact of Index of Industrial Production on Stock Prices**

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Analysis show that the IIP data series exhibit seasonal patterns and seasonal adjustments are carried out using Census X12 method. The findings of the study are that both the variables are I(1). Johansen (1988), and Johansen and Juselius (1990) maximum likelihood estimation procedure establishes long- run co-integrating relation between the variables. The Granger Causality test fitted in VAR empirically proves that there is unidirectional causality i.e. changes in BSE Sensex cause the economic growth. Thus, implying that a well developed stock market could enhance the economic activity and could act as a barometer for the economic growth of the country.

**8399 A Study of the Efficiency of Indian Capital Market.**

*Mallikarjunappa T, Mangalore University, tmmallik@rediffmail.com*

Whether or not the stock market is efficient has been researched for long but the debate continues. In the light of this debate, this study focuses on the efficiency of Indian market. I investigate the semi-strong form of market efficiency by studying the market reactions to March 2008 quarterly earnings. I use event study methodology and find that this quarter's results have given negative signal to the market. The results indicate that average abnormal returns and cumulative average abnormal results are negative after the event day and the reaction continues even after 30 days.

**8400 Stock Market Returns of Companies Affected by Global Financial Crisis**

*Mallikarjunappa T, Mangalore University, tmmallik@rediffmail.com  
Manjunatha T, Babuji Academy of Management & Resaerch, tmmanju87@rediffmail.com*

The current global financial crisis has spread to the entire world although the intensity differs across the continents. Many of the companies were worst hit. This study examines the trend of stock returns from January 2000 to January 2009 of 34 global companies. The three-year moving averages of the returns show that the returns were positive from 2000 to 2006 and have turned out to be negative from 2007 onwards. The returns were also gradually decreasing from 2000 to 2007 indicating that stock market gave signal of the trouble much before the crisis triggered.

**1E-5, Saturday, January 1, 5:10-6:50 P.M.**

**Session: Finance-I**

**Session Chair: M.P. Shiva Kumar**

**Food and Agribusiness School**

**8375 Changing Focus of Venture Capitalists in India-A Study**

*M.P. Shiva Kumar, Food and Agribusiness School, shivakumar@fabs.ac.in*

Venture capital has become an increasingly important source of financing for new companies, particularly when such companies are operating on the frontier of emerging technologies and markets. VC plays a prominent role in the entrepreneurial process, financing the growth of knowledge based industries worldwide and has become instrumental for industrial development by exploiting vast and untapped potentialities. The venture capital industry as an institution is a good example that prides itself on 'nursing' companies, rather than just financing them, as money is only part of the contribution venture capitalists make to growing businesses

**8416 Bootstrap Financing for Small and Medium Enterprises - An exploratory study**

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Bootstrap financing commonly refers to financing methods other than the traditional debt from financial institutions and personal equity. The entrepreneur's ability (or their confidence in their ability) to raise capital beyond traditional sources of funds often identifies the entrepreneurial Character of the business owner. Hence a study is done to understand the bootstrap financing methods followed by the Small and Medium Enterprises in Coimbatore district. A tested questionnaire was administered to 82 sample respondents. The study profiles the respondents and identifies the latent structure present in the methods of bootstrap financing.

**8462 Convergence with the IFRS - Benefits and Challenges for Indian Stakeholders**

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Come April 1, 2011, and India will join 120 odd countries that require preparation of financial statements in accordance with the International Financial Reporting Standards (IFRSs). India has great appetite for foreign investment and convergence with the IFRSs will help in it. Study will analyze the benefits, including: Indian investor - comparability of financial statements across different legal framework; Indian Inc. - better access to international markets, improved investor confidence internationally. Study will also unravel key challenges, including: Differences between Indian GAAP and IFRS; Change in key accounting policies & procedures; Indian regulatory framework

**8594 Investors Perception towards Investment in Mutual Funds**

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The investment decision making process is a multi-faceted subject to change over a period of time. Mutual Funds have become an important portal for the small investors. The objectives of the study are to know investor's motivational factors, investment preference and problems faced by investors in Mutual Funds. The study reveals that 1) The motivational factors to invest in mutual funds are Portfolio diversification, Risk minimisation and greater tax benefits; 2) Lack of knowledge is the primary reason for not investing in mutual fund. It is concluded that the mutual fund business in Coimbatore is still in the growth phase.

**9011 Free Cash Flow and Debt Monitoring Hypothesis**

*Sheela Thiruvadi, Morgan State University, Sheela.Thiruvadi@morgan.edu*

This study investigates whether auditors are more conservative when assessing the internal control systems of low growth firms that have high free cash flows [FCF]. Managers of firms with high FCF are likely to opportunistically engage in value declining activities such as over-investments or misusing the capital (Jensen, 1986). A weak internal control system may further facilitate such activities. Given that the Sarbanes-Oxley Act, Section 404 was designed to strengthen the responsibilities of managers for maintaining adequate internal controls and of auditors in assessing those controls, it is likely that, in the post-SOX era, auditors will be more conservative in their judgment of internal control weakness (ICW) for firms with high FCF.

**1E-6, Saturday, January 1, 5:10-6:50 P.M.**

**Session: Strategy-I**

**Session Chair: Usha Manjunath**

**Institute of Health Management Research**

**8466 Analysis of Reasons for Attrition and Retention Strategies in Indian Hospitals**

*Usha Manjunath, Institute of Health Management Research, usha@ihmr.org*

*Priya Samuel, Mafai Management Consultants Ltd.*

Attrition rates of medical professionals have become a major cause of concern for many hospitals in India. This article aims to understand the major reasons for attrition of doctors, nurses and hospital administrative staff. Critical reasons for attrition were identified from literature review and inputs from industry experts, critical reasons for attrition were identified. With the help of survey and focus group methodologies, the importance of reasons for attrition and retention strategies were studied for doctors, nurses and administrative staff. The results are discussed and the focus group study led to the identification of effective retention strategies for Indian hospitals.

**8526 Contemporary Measurement of Purchasing Power**

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This research paper intends to bring to forefront, the varied qualitative and quantitative differences in the purchasing power measurement, today. The strategies that have been already employed to generate purchasing power have been used as the benchmarks to extrapolate a more futuristic outlook towards mitigating the cause of the root issue. Based on this, an index has been prepared. It will find a great relevance in both 'interregional' and 'intraregional' types of planning. The academicians, administrators and others having stake in public policy can use it as a scientific tool.

**8542 Developing a Socio-Economic Model for Dehradun City from Real Estate Perspective**

*Sachin Ghai, Graphic Era University, sir.sachin.ghai@gmail.com*

*Rameshwar Dubey, Asian Council of Logistics Management, rameshwardubey@gmail.com*

The Dehradun city is one of the fastest growing city turning rapidly into concrete jungle. Once upon a time when Dehradun was regarded a place for spending post retirement life but after year 2000 the town got converted into capital city of newly formed state Uttarakhand has witnessed drastic change in living pattern of the inhabitants in Dehradun. Here author(s) makes an effort to develop a Socio-Economic model for Dehradun City to understand the effect of rising real estate price on socio-economic variables.

**1E-7, Saturday, January 1, 5:10-6:50 P.M.**  
**Session: Supply Chain Management-I**  
**Session Chair: Rameshwar Dubey**  
**Asian Council of Logistics Management**

**8503 Impact of Point of Sale (POS) Information Sharing in Supply Chain Performance**

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Bullwhip effect in a supply chain is due to lack of customer demand information at all stages. In this paper, the performance of a four stage serial supply chain is evaluated against Point of Sale (POS) information sharing by conducting experiments similar to beer distribution game, which is not studied in the existing literature. Various performance measures used for the evaluation are fill rate, variance of orders placed by each stage, total inventory at each stage and total holding cost of the supply chain. Results show that POS information sharing improves the performance of the supply chain.

**8538 Study on Green Supply Chain Practices in India and its Impact on Firm**

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Go Green, Save Earth - is the common business mantra chanted by corporate to gain more mileage in business. In this particular paper researcher(s) focuses primarily on green supply chain practices in India and its impact on firm. Here researcher(s) has chosen firms within Uttarakhand state to study their Green Supply Chain (GSCM) Initiative using "SMART" framework and its impact till date.

**8539 Developing a Framework to Study Supply Chain Performance of Textile Firm**

*Sukhmanjit Kaur, University of Petroleum & Energy Studies, jit31288@gmail.com*  
*Rameshwar Dubey, Asian Council of Logistics Management, rameshwardubey@gmail.com*

Management is about "Plan-Do-Check-Act". The major problems particularly Indian textile firms face is lack of comprehensive framework which creates confusion among managers that "What to measure and how to measure". Until and unless one does not measure a corrective action cannot be initiated and thus world class practices initiated in these firms with huge investment becomes a failure story. Here author(s) proposes a comprehensive approach to a textile firm for evaluating the performance of Supply Chain initiatives taken by firm to improve profitability of firm.

**8540 The Role of GST in Redefining Footprint of Existing Warehouses in Uttarakhand**

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The warehouses have mushroomed irrationally all across the state in order to take local tax benefit floated by the Uttarakhand State Government to attract potential investor to set up their manufacturing units within state boundary. However with the implementation of GST entire warehouses spreaded all across the geography will reduce to few numbers which will be serving entire market based on gravity location model. Here authors will present possible locations where central depots can be created to meet entire state requirements.

**8541 Role of Information Technology on Supply Chain Performance**

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IT is backbone of Supply Chain and it has been empirically established in many research conducted by researchers all across the globe that IT has positive effect on supply chain performance. Here in this particular study researcher(s) test the hypothesis within 3PL firm in India.

**1E-8, Saturday, January 1, 5:10-6:50 P.M.**  
**Session: Management Education in 2020-II**  
**Session Chair: Darshan Desai**  
**Berkeley College**

**8044 Co-creating Learning: Management Education 2.0 through the Lenses of Complexity**  
*Darshan Desai, Berkeley College, darshudesai@gmail.com*

This paper discusses the role of learning co-creation in the context of business management education. It addresses how an educator can play a role of a facilitator of social networks and communities; why this role matters in the today's business environment; and, how the emergent learning and adaptive leadership can coexist with administrative controls. It further explores innovative ways to generate and assess adaptive leadership within a network/ community. This paper makes an important contribution to the existing literature by discussing the generation and assessment of adaptive leadership among online communities and networks.

**8440 Role of Business Schools in India in 2020**  
*Umesh Patwardhan, University of Pune, meshdhan@yahoo.com*  
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The paper aimed at envisaging the role of Indian B-Schools by 2020. The authors have discussed the evolution of management education and the changing roles of Indian B-Schools. Some of them are, 1. Creating knowledgeable, innovative and ethics driven managers. 2. Creating management consultants to business. 3. Creating management researchers and thinkers proactively guiding the businesses on changing scenario. The authors have suggested a revised 'input-process-output' model and revised curricula to enable students to effectively play the role which include case study writing, scenario building and sector wise presentations to industry etc.

**8459 Management Education 2020 for Engineering Graduates**  
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Many Engineering colleges in India have started MBA as an additional course. The kind of resources and environment expected for MBA program is missing at most of such places. We can clearly differentiate between MBA at engineering college with MBA at independent management institute. In many engineering colleges it is observed that faculties of engineering department having MBA as an additional qualification conducting MBA lectures. We speak to MBA aspirants and MBA students about their expectations and experience and presenting their views about studying MBA at an engineering college.

**8461 Challenges in Management Education in 2020 : Roadmap through Soft Skills**  
*Shalini Kalia, IMT, skalia@imt.edu*  
*Lipi Das, IMT, ldas@imt.edu*

Considering the global challenges of India emerging as an economic super power in the world economy, the paper identifies the unmet needs of management education and how each presents an opportunity to innovate and change by 2020. Although, the research in this area has been done in global as well as Indian context, our study explores the role of soft skills in bridging this gap through exploratory qualitative research. The paper gives a framework to leverage the managerial skills required in a highly competitive corporate environment.

**8467 Indian Management Education 2020: The Need for IT Focus**  
*Nilay Yajnik, Narsee Monjee Institute of Management Studies, nilayy@nmims.edu*

India is and will continue to be an Information Technology (IT) power. Engineering colleges in India have a good focus on IT in their curricula. However there are very few Business Schools in India which have a strong IT focus .As the Indian IT industry moves up the value chain it becomes essential for Business Schools in India to orient themselves to the changing requirements. This paper will bring out with suggestions the need for reorienting MBA curricula to suit the business scenario of the knowledge era.

**2A-1, Sunday, January 2, 9:20-10:40 A.M.**

**Session: Retail Management**

**Session Chair: Sanjeev Chaturvedi**

**Amity International Business School**

**8302 Emerging Trends In Indian Multi Brand Retail Market- Challenges and Strategies**

*Sanjeev Chaturvedi, Amity International Business School, chatur98@hotmail.com*

*Ila Chaturvedi, Jaipuria Institute of Management, chaturvediila@gmail.com*

FDI in Multi-Brand retailing is prohibited in India. FDI in Single-Brand Retailing was, however, permitted in 2006, to the extent of 51%. FDI inflows during the period, under the category of single brand retailing. The proposals received and approved related to retail trading of sportswear, luxury goods, apparel, fashion clothing, jewellery, hand bags, life-style products etc., covering high-end items. This segment of customers is distinctly different from one that is catered by the small retailers/ kirana shops or in other words Multi Brand. The paper would focus on challenges and strategies of Multi Brand opening in India.

**8332 Impact of English v/s Local Language Signage In Indian Retail Stores**

*Roopam Gosain, ITM Business School, roopam.gosain@gmail.com*

*Shelja Jose, ITM Business School, sheljajose@gmail.com*

The Indian landscape is, now more than ever, covered with a plethora of signages in both English and local languages. Such Signages plays both directional as well as marketing roles in retail environments. This study attempts to understand the impact of English language v/s local language in consumers attitude to retail environments. Attempt has also been made to understand whether status seeking attitude, leads to English as a preferred language for signage in stores. In order to test the hypothesis, different bivariate and multivariate techniques have been used with the help of SPSS 16.

**8359 A Study of ORS and Organizational Commitment in Organized Retail Sectors**

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*Sayeed Zafar, Innocent Hearts Group of Institutions, sayeedz@yahoo.com*

The present study aims to study the Organizational Role Stress and Organizational Commitment. 115 executives of organized retail sectors were used to find out nature and type of organizational role stress and organizational commitment. The results indicates a high level of organizational role stress with dominant stressors like Role Erosion, Inter-Role-Distance, also found that the executive are having low level of organizational commitment.

**8451 Paradigm Shift in Indian Retail- the search for most Lucrative Retail Format**

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Retailing has today become the new buzzword in India. A plethora of Indian and foreign players are making their array into the Indian retail sector in different retail formats, intensifying competition amongst the players. Choice of an appropriate retail format seems to be the key to beat the competition. This paper attempts to understand the competition prevalent amongst the Indian retailers and proposes a model for choice of retail format. In the course of research it is also found that Hypermarkets would prove to be lucrative in the years to come.

**2A-2, Sunday, January 2, 9:20-10:40 A.M.**  
**Session: Supply Chain Models**  
**Session Chair: Nilay Yajnik**  
**Narsee Monjee Institute of Management Studies**

**8341 Implementation of Genetic Algorithm Based Model for Supply Chain Inventory Optimization**

*Radhakrishnan Perumalsamy, Wisdom School of Management, sp\_radha@yahoo.com*

*M.R. Gopalan*

*V.M. Prasad*

*N. Jeyanthi*

Efficient and effective management of inventory throughout the supply chain significantly improves the ultimate service provided to the customer. Efficient inventory management throughout a supply chain is a complex process and the complexity of the problem increases when more number of players, products and lead times are involved. In this paper, a novel approach based on Genetic Algorithm has been proposed in which the most probable excess stock level and shortage level required for inventory optimization in the supply chain is distinctively determined so as to achieve minimum total supply chain cost.

**8422 Price Game in Bi-Channel Supply Chain**

*Anish Bhattacharya, Goa Institute of Management, anish.bhattacharya10@gim.ac.in*

*Ashish Verma, Goa Institute of Management, ashish.verma10@gim.ac.in*

This paper explores pricing in a bi-channel supply chain. Through a game theoretical approach to pricing problem when the product is available in two supply channels - retail store and online direct channel, we prove that direct selling helps manufacturer in reducing price double marginalization and increases negotiated share of cooperative profits. Alternately it also helps the retailer by an overall wholesale price reduction. We obtain the equilibrium solutions analytically by solving through a Nash-Bertrand game. It also shows that both manufacturer and retailer always benefit from a bi-channel profit-sharing strategy due to incremental profit gains in bi-channel supply chain.

**8427 Design and Implementation of 'Service Identity Program' at Dealership Network**

*Govind Hemrajani, Symbiosis Institute of Management Studies, gnhemrajani1@rediffmail.com*

The paper delves on the strategies adopted by a key player in two wheelers to emerge as a robust player in the industry after being ridiculed as complacent by the rivals. To maximize customer convenience, the organization undertook massive efforts with a mega project named "Service Standardization" at dealership network. The project covered the development of service standards in terms of space, layouts, elements which make the service experience for potential customers. The paper contributes towards providing the vital insights to the industry and practitioners into the design and implementation of the service standards for better planning and control.

**8447 An Approach for Supply Chain Coordination Mechanisms**

*Pradeep Behera, Indian School of Mines, pradeepbhr@gmail.com*

*Kampan Mukherjee, Indian School of Mines, kampan\_m@hotmail.com*

Supply chain coordination is an act of managing interdependencies among different entities for achieving better efficiency and effectiveness of a supply chain. Proper understanding and management of the coordination issues give rise to higher financial returns, better customer service, and judicious handling of competitiveness and uncertainty in the environment. This paper aims at exploring the characteristics of various coordination schemes leading to establishing a brief overview on SC coordination classification. A structured process for selecting appropriate SC coordination mechanism is also proposed in this paper.



**2A-3, Sunday, January 2, 9:20-10:40 A.M.**

**Session: Curriculum Issues**

**Session Chair: Subrat Sahu**

**Pandit Deendayal Petroleum University**

**8387 An Analysis of HRM Courses in Retail Management Programs**

*Himanshi Tiwari, BIMTECH, himanshi.tiwari@bimtech.ac.in*

With the surge of retail industry in India b-schools are now offering various retail management programs. Human resources skills needed for retail industry is distinct and to be well understood by b- schools offering such courses in the market. Aligning the actual need of the retail industry has been witnessed as most crucial differentiating point for such courses. This paper aims at understanding the gap between recruiter's expectations and different courses offered to students pursuing courses in retail management. This study also compares various HR courses offered by different b-schools.

**8426 An Exploratory Study of use of Extempore to Enhance Oral Communication Skills**

*Deepa Sethi, Jaipuria Institute of Management, dr.deepasethi@gmail.com*

Communication skills – written and oral enhance the soft skills of students. Various courses that employ several methods are used by b-schools to develop these. Extempore assists students in thinking on their feet and also in voicing their creative ideas with precision. This paper explores the use of extempore to enhance the oral communication skills of b-school students. It is based on an experiment conducted on 104 students pursuing PGDM from a b-school. The findings indicate that extempore can be an effective way to train them for the business scenario where articulating one's thoughts wisely and precisely is very important.

**8477 Challenges Facing the Future of Management Education in 2020**

*Gauri Prabhu, AISSMS Institute of Management, gaurip6@hotmail.com*

Management education is gaining tremendous importance and it is now becoming purposefully global. This paper discusses the importance of management education, recent developments and challenges the business schools will face. Quality in management education is going to be a crucial differentiating factor. Transparency plays a very important role in finding out the quality of management education Shortage of good faculty is another challenge. The way business is carried about is changing at a rapid pace and we must be able to predict and equip our students with the knowledge, prowess and skills to meet these industry needs.

**2A-4, Sunday, January 2, 9:20-10:40 A.M.**

**Session: Marketing-I**

**Session Chair: Sangeeta Trott**

**ITM Business School**

**8039 Pathology of Negotiation Techniques in Global Markets**

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In the present age, the ability to do international negotiations is considered as one of the most important skills in the World Trade Organization .Due to the significant growth of Globalization, its importance is intensified and is considered as an important feature in the World Class. As most commercial sales are linked with negotiation skills, in this article the pathology of negotiation techniques in global markets has been reviewed.

**8303 The Impact of Brand Personality on Brand Association and Attractiveness**

*Sangeeta Trott, ITM Business School, sangeetat@itm.edu*

Purpose-the purpose of the paper is to find the effect of brand personality dimensions on brand association and brand attractiveness taking into consideration the leading diamond brand(ORRA)Methodology -250 female respondents are chosen on the basis of random sampling.The respondents are consumers of ORRA brand and are well aware of the Diamond market and its major players.Data analysis- Data is analysed using SPSS software.The analysis brought about interesting results.

**8370 Analysis on Growth of Fruit Based Drinks in India**

*Kirti Arekar, K.J. Somaiya Institute of Mnagement Studies & Research, desh mukh\_k123@yahoo.com*

*Niyati Parekh*

*Munjal Mehta*

In the present paper, i work on the following objectives by using the primary & secondary data:1) To find different set of consumers on basis of their demographic & psychographic profiles and preference for a drink.2) Understand the factors which attract a customer to preferring fruit drinks over various other beverages.3) Identifying the set of factors or combination of attributes which a customer is looking for in a fruit drink4) Analyze the current leading brands as per the market share (secondary research) & identifying the actual satisfaction level of consumers with these brands (primary research).

**8523 Comparing Brand Personality of Parent and Extended Brand**

*Anuja Pandey, All India Management Association, apandey@aima-ind.org*

The premise that brands have anthropomorphic characteristics that ascribe specific human like personality traits is widely acknowledged in the literature A distinctive brand personality can help create a set of unique and favorable associations in consumer memory and thus build and enhance brand equity. This study aims at measuring the brand personality of parent brand and exploring the change in brand personality when the brand undergoes sequential extension.This paper uses qualitative research methodology, specifically a grounded theory framework, to discover the personality of products, and to compare these outcomes with Aaker's five-dimensional scale.

**2A-5, Sunday, January 2, 9:20-10:40 A.M.**

**Session: Stock Market-II**

**Session Chair: S. Sriram**

**Great Lakes Institute of Management**

**8401 Performance of Stock Futures in India: An Empirical Examination**

*Mallikarjunappa T, Mangalore University, tmmallik@rediffmail.com*

*Manjunatha T, Bapuji Academy of Management & Resaerch, tmmanju87@rediffmail.com*

Derivatives market plays a significant role in price discovery and volatility reduction. They act as hedging mechanisms to investors. Indian market has experienced a robust growth of stock futures. This study examines the returns and risk of stock futures in Indian market. Some of the stock futures which have yielded negative returns have high risk and those which have yielded positive returns have low risk. The first and third quartile returns are negative and positive, respectively, for all stocks. Stock futures market in India offers opportunities for investment even with low risk.

**8402 An Empirical Examination of Stock Returns of Cement Industry in India**

*Mallikarjunappa T, Mangalore University, tmmallik@rediffmail.com*

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*Manjunatha T, Bapuji Academy of Management & Resaerch, tmmanju87@rediffmail.com*

Cement industry in India experienced problems in the post liberalization period but in the recent decade demand for cement has been robust. This study examines the stock returns of companies in this industry. The overall returns are positive for most of the companies. The risk analysis indicates that companies with high returns do not necessarily have high risk. The returns of most of the companies are positively skewed and have high kurtosis values indicating high peakedness in returns distribution. Investors in this industry have earned good returns while experiencing low risk.

**8469 A Study of Market Efficiency of Stock Markets in Emerging and Developed Economies**

*Sujay Prasad Srivastava, IIT Madras, prasadsujay@gmail.com*

*Thenmozhi M, Indian Institute of Technology Madras, mtm@iitm.ac.in*

The stock markets of emerging countries have witnessed progressive transformation due to financial sector reforms and the empirical evidence on market efficiency of these markets is not conclusive. The main purpose of this study is to examine the stock market efficiency of emerging countries vs. developed markets. On examining the weak form of efficiency of these markets, it is found that the Brazilian, USA and Chinese stock markets are efficient while Indian and UK markets are not efficient in the weak form.

**8480 Public Equity**

*Dillip Sahoo, Centre for Management and Development, cmdhillip@gmail.com*

This paper of mine will provide in-depth idea regarding public equity including its meaning, types and origin. The paper would also clearly explain the history, growth and development of public equity funds, public equity firms and public equity market not only in the Indian context but also in the world wide scenario. The main objective of the paper is also to discuss the future scope of this public equity in India and the world as well.

**2A-6, Sunday, January 2, 9:20-10:40 A.M.**  
**Session: Finance-II**  
**Session Chair: Pankaj Trivedi**  
**K.J. Somaiya Institute of Management Studies and Research**

**8318 Cointegration Analysis of Tax Revenue and Macroeconomic Factors**

*Monica Singhanian, University of Delhi, monica@fms.edu*  
*Akshay Gupta*

This paper develops an econometric model for tax revenue forecasting in India. The paper uses data relating to actual collection of gross tax revenue, GDP at current market prices, inflation and external trade over period 1981-1982 to 2009-2010 to determine the gross tax revenue forecasts for financial year 2010-2011. The present paper develops model in Indian context using cointegration analysis. The paper forecasts gross tax revenue for financial year 2010-2011 using newly designed model. No major research study focusing on building econometric model for forecasting tax revenue has been carried out in India till date.

**8322 Financial Literacy: A path for inclusive growth in India**

*Pankaj Trivedi, K.J. Somaiya Institute of Management Studies and Research, trivedi@simsr.somaiya.edu*

Ever since the new economic policy is adopted by India, inclusive growth is a matter of debate. There are conflicting views about the benefits of new economic policy reaching to the bottom of the population. Financial inclusion is one of the measures taken by RBI and Government of India to achieve inclusive growth. However, simply opening of no frill account by the poor population is not enough for inclusive growth. Educating the people with financial literacy programme is the need of the hour. How financial literacy is useful for inclusive growth is discussed in detail in this paper.

**8363 Personal Investment Preferences: An empirical study**

*Shreenivasan Ananthan Kuppa, SASTRA University, shreenika@yahoo.com*  
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Researches confirm inadequate savings in inappropriate funds. Uncertain savings / investment behaviors result in unutilized financial resources. This study investigates the influence of economic / demographic factors associated with the levels of income, savings, and investments; whether the divides of gender, geographic and Wage /Non-wage influence this behavior. t & chi-square tests, regression tests were used on the financial profiles and portfolios of the 225 stratified random respondents from Vellore, Kanchipuram & Thiruvannamalai districts. The findings would help Government bodies /policy makers channelize the population in judicial saving, and in educating appropriately for optimal utilization of limited resources.

**8374 Attitudinal Behaviour of Active Market Participants in Selection of Portfolio**

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The investors' greed and sentiments are the major cause in forecasting stock prices. "Active Market Participants" denote people who trade more than twice a month. Active market participants are classified into high self-monitors, whose behavior is attuned to create impressions that gain advantage and low self-monitors, who least cares about profit or loss, in a given situation. The analysis is based upon a survey conducted with Chennai based online traders. The study aims at learning investment pattern, time taken for deciding on investment, selection of portfolio, grouping the investors based on the self-monitoring scale.

**9015 Technology Intervention for Low Cost Business Model- MICROTECH INDIA**

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Microbusiness Technology India, a U.S. based alternate payment solution providing organization, has been engaged in disbursing government payments such as social security, welfare and pension payments available to the beneficiaries through smart cards in many developing countries by eliminating cash transfer mechanism from the system. In 2008, company decided to enter in payment solution network to the Indian market. On the directive to expand business in India, his team analysed the market and financial feasibility of company to provide alternate payment solutions to the under-banked population in India.

**2A-7, Sunday, January 2, 9:20-10:40 A.M.**  
**Session: Supply Chain Management-II**  
**Session Chair: Saroj Koul**  
**OP Jindal Global Business School**

**8108 The Effect of Information Technology on the Supply Chain**

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In this paper we study the effect of considering IT on the supply chain of industrial parts based on 2digit codes in ISIC standard. So we first surveyed the main parts of Industry's supply chain that can be affected by IT. Manufacturing, inventory and forecasting, location and transportation identified as four basic parts that affected by IT in industries. Then for determining the importance of those factors based on affecting by IT in industries and achieving the decision matrix, We used the Group Analytical Hierarchy Process (Group AHP) method. This research implemented in Kurdistan:IRAN

**8313 Putting in Practice: RTI in Logistic Company**

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

The objective of this study is to investigate the effectiveness of RTI in Logistic companies. This research will find out how the management brings transparency in such organisations and up to what level? Further this study will recommend possible solutions to bring in absolute transparency in communication flow and its benefits. RTI Act would be reviewed. Based on the review, structured interviews would be conducted to assess the implementation of RTI communication in a major logistics company. The organization would be evaluated for measuring the effectiveness of its internal communications?

**8349 Does coordination always benefit a supply-chain?**

*Santanu Sinha, Tata Consultancy Services, santanu.sinha@tcs.com*  
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Does coordination always benefit a supply-chain? This research has provided some insights on the relative efficacy of supply-chain coordination and supply-chain competition in a duopoly distribution channel. Assuming two distribution channels competing for the same market through their exclusive retailers it has been shown that competition, in some cases, may serve the firms better than perfect coordination. The key managerial implication of the results is that firms must carefully consider whether to integrate their manufacturing-marketing interface to maximize profit; as the decision is exclusively dependent on product type, product differentiation, coordination level, and the number of channels in the market.

**8457 Internal and external returns flow in a closed loop supply chain**

*Rabindranath Bhattacharya, Indian Institute of Technology Madras, rabindranath.bhattacharya@gmail.com*  
*Arshinder Kaur, IIT Madras, arshinder@gmail.com*

Integration of forward and reverse supply chain is known as closed loop supply chain. Available literatures address the issue with only external returns. Internal returns are generated inside the organization at various stages of forward supply chain viz component section, sub assembly, assembly etc. This paper focuses on the design and analysis of the closed loop supply chain with external and internal returns flowing in opposite directions simultaneously. This forms individual loops inside the overall closed loop. Optimum ratio between these opposing flows in each loop, which gives maximum savings in the operation of a stage, has been found.

**2A-8, Sunday, January 2, 9:20-10:40 A.M.**  
**Session: Management Education in 2020-III**  
**Session Chair: Deepak Danak**  
**Nirma University**

**8356 Addressing Challenges of Management Education in 2020: The Four ‘S’ Framework**  
*Deepak Danak, Nirma University, danak@imnu.ac.in*

We present “Four ‘S’ Framework” that can be used by any management institute for designing its unique response strategy for identifying and occupying its desired position in the market for management education in future. The four S’s stand for (i) going for competitive positioning based on market SEGMENTATION, (ii) developing curricula to address the issue of STAKEHOLDER VALUE CREATION, (iii) focusing on developing the SPIRITUAL QUOTIENT in the students, and (iv) building the pedagogy around the core of SIMULATION EXERCISES. The framework is a result of analyzing past and present trends in management education, and extending them to the future.

**8358 The Role of Management Education in 2020: Indian Context**  
*Ashwini Purandare, Symbiosis Institute of Management Studies, ashwinip@sims.edu*

Management Education going global not only brings challenges to appreciate how the world does business but also develop and sensitize the local populace towards it. Transparent communication systems, governance, uniform reporting standards and laws, dealing with transnational resources, economies, societies and politics would be an inevitable part of learning in the new management education order. It would also throw challenges to develop and sustain world class universities by countries. The paper attempts to identify issues, challenges and opportunities for Indian business education for industries which are the thrust areas in the Indian Planning Commission report on India Vision 2020.

**8372 Management Education in 2020**  
*Mohammad Murtuja, ICFAI University Jharkhand, Ranchi, murtuja\_786@yahoo.co.in*

Vision building is a challenging exercise as it aims to construct future scenarios and link it with the present. Rapidly management courses are being changed due to corporate requirements. In the coming future areas of focus will be Environmental Management, Event Management, Hospitality and Tourism Management, Telecom Management etc. My paper will focus on environmental issues related topics like Corporate Social Responsibility, Social Responsible Investment and Carbon Trading which will be of great concern in 2020, will be a part of specialized management courses. It will also focus on innovative teaching methods; courses with exit point any time, academic flexibility.

**8410 Management Education 2020 – The Issues and Challenges**  
*Shiney Chib, Datta Meghe Institute of Management Studies, shinychib@gmail.com*

The business sector in India is highly promising in the present scenario. The impact of globalization has changed the business procedure in India in terms of psychology, methodology, technology, mindset work culture etc. With the dawn of new millennium, while there was phenomenal growth in the number of B-Schools, the benchmarks were also on the rise. Of the 1500 B- Schools India currently has, there might be around 200-250 schools, which might stand a standard test of quality. Management courses have become Academic Courses rather than Professional one. Management Institutes, barring a few exceptions, have reduced to commerce colleges.

**9013 A Utopian framework for teaching Performance Management at B-Schools**  
*Noel Machado, Tata Institute of Social Sciences, noel.machado@gmail.com*

Over the last 50 years, neo-liberalism has gained dominance as an economic ideology. Management education has been accused of lacking intellectual pluralism, not providing alternative ontologies of business performance, and even of being ‘complicit’ in the erosion of corporate values. What we teach management students about performance management will influence how businesses are run in the future. Academicians have debated implications of using theories, cases and praxis in education. This paper reviews above context and presents pedagogical innovations in the performance-management course taught to HR students (Class of 2010) at the Tata Institute of Social Sciences.

**2B-1, Sunday, January 2, 11:10-12:30 P.M.**

**Session: Consumer Behaviour**

**Session Chair: Rajyalakshmi nittala**

**Andhra University**

**8388 Customer Perception of Single Brand and Multi Brand Formats: An Empirical Evidence in India**

*Rituparna Basu, Indian Institute Of Technology, rituparnaiitkgp@gmail.com*

*Kalyan Sengupta, IBS, kalyansen2002@yahoo.co.uk*

Growing variants of retail formats makes it exceedingly important to understand their impact on a customer's store choice behavior. While store choice can be an outcome of several factors, the perception of the store format from the customer's perspective calls for attention. In the emerging market context customer's perception about organized retail formats is still in a formative phase. This paper attempts to understand the developing attitude of Indian customers towards single brand and multi brand retail formats. It aims to scrutinize such format preferences across different demographic segments of urban India to serve as a foundation for future research.

**8544 Determinants of Green Consumer Behaviour of University Teachers**

*Rajyalakshmi Nittala, Andhra University, nittalarl@yahoo.co.in*

The modern world has led consumers be increasingly concerned about the environment. This concern has begun to be displayed in their purchasing patterns, with consumers increasingly preferring to buy the so-called 'environmentally friendly products'. Level of education is an important demographic variable that has been linked by many to environmental attitudes and behaviour. This study attempts to understand the green consumer behaviour of university teachers, one of the most highly educated segments. The findings show that they are aware of the existence of environmental activism, even though their concerns are not always translated into green consumer behaviour.

**8549 Happy vs. Hopeful: Impact of Positive Emotions on Consumer Non-Decision**

*Preeti Krishnan, IBS, Bangalore, preeti@ibsindia.org*

This paper conceptualizes how positive discrete emotions would contribute to a consumer 'non-decision' (i.e., a consumer chooses to delay or not make a decision and maintains status quo). Specifically, the differential impact of positive incidental discrete emotions (hope and happiness) on task-related affect, information processing and consumer non-decision is conceptualized.

**2B-2, Sunday, January 2, 11:10-12:30 P.M.**

**Session: Social Issues**

**Session Chair: K. G. Viswanathan**

**Hofstra University**

**8006 Determinants of Commercial Banks' Profitability: A Three Country Study**

*K. G. Viswanathan, Hofstra University, finkgv@hofstra.edu*

*James Neelankavil*

*Tony Gao*

Past research on bank performance has mostly examined determinants of bank profitability in either domestic or single-region (such as Europe or Latin America) markets. A key point of departure for the current study is the explanation of performance differences among commercial banks from multiple regions (North America, Asia, and Europe). With data covering over twenty years from more than two hundred commercial banks in three large industrialized countries (U.S., Japan, and Italy), we seek to identify key firm, industry, and country drivers for bank performance as commercial banks compete on global versus domestic markets.

**8347 A Study of Employment Generation by Prime Minister Rozgar Yojana (PMRY)**

*Annasaheb Gurav, D. R. K. College of Commerce, annasahebg@yahoo.co.in*

*Ashok Kulkarni, M. G. Kanya Mahavidyalaya,*

Education and Employment generation have positive correlation in the globalized world. PMRY is the scheme for self employment and employment generation. In India there is a considerable gap between educated youth and employed youth. The Indian literacy rate, 52.21% in 1991 and 64.84% in 2001, show 12.63% growth in decade. This growth rate can be predicted up to 70% on time series basis by 2020 where generation of employment opportunity is a challenge before management educational institutes. The management education, required in all fields of business life, which has significant role in employment generation.

**8488 Stochastic Optimal Control of Various Energy Utilities**

*Satish Inamdar, Vishwakarma Institute of Technology, satish.inamdar@rediffmail.com*

*Avinash Deshmukh, Vishwakarma Institute of Technology, deshmukh.avinash38@gmail.com*

It is well established that options for energy selecting clean resources, non-conventional energy systems, and alternative fuel are needed. This clearly focuses on need for a change in curriculum of management science programs to bring awareness of various problems. Our primary objective is to keep emissions under limits based on carbon credit. This is illustrated using an example of utility system. We will see how a stochastic optimal control policy can be formed for economic usage of utility resources. Pontryagin's maximum principle with dynamic programming is used to obtain optimal control action set which can be scheduled in real time.

**8535 Stakeholder Influence on the Adoption of Proactive Environmental Management Practices in Selected Chemical Industries of Ankleshwar**

*Jinu Kurian, MPSTME, NMIMS, Mumbai, kurianjinu@yahoo.com*

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The objectives of this study were to identify the influence of stakeholders on the adoption of various environmental management strategies for selected chemical industries of Ankleshwar, Gujarat. Based on a questionnaire survey among the 73 units studied, in the chemical industrial sector of Gujarat Industrial Development Corporation, Ankleshwar, Gujarat, India, a SPOT (secondary-primary-opportunity-threat) model to evaluate the actual influence of a number of stakeholders is proposed. The results indicate that stakeholders such as regulators have a major influence on environmental initiatives.



**2B-3, Sunday, January 2, 11:10-12:30 P.M.**

**Session: Leadership-II**

**Session Chair: Craig Russell**

**University of Oklahoma**

**8015 A 10 Year Longitudinal Study of Leadership and Management Skills Development**

*Craig Russell, University of Oklahoma, cruss@ou.edu*

A 10 year longitudinal study of managerial/leadership skill development was conducted on 256 college seniors between 1997 and 2001 using in-basket, 360-degree performance survey results, and biographical information. Self-development action plans were content analyzed. Five 360-degree job performance assessments were obtained every 24 months. Interpersonal skills predicted increasing trends in performance over time. Problem solving skills predicted only initial performance levels. Interpersonal skill-orient goals yielded higher 360-degree peer/superior/subordinate ratings over time only when early feedback contained low interpersonal skill examples. Biodata measures of transformational leadership predicted performance levels and trends best.

**8408 Leader-Member Exchange and Citizenship Behaviour: An Exploratory Study**

*Rakesh Kumar Agrawal, Institute of Management Technology, rakeshagrawal.dr@gmail.com*

This study explores the quality of interactions between the supervisors and subordinates (LMX) in Indian organizations, as well as its impact on the subordinates' trust in management and organizational citizenship behaviour. Preliminary analysis of data from 351 respondents from various organizations reveals that LMX is positively related to trust in management as well as to citizenship behavior. Top level employees experience higher quality of interactions than lower level employees. Leader-member exchange is also lower for females than for males.

**8490 Leadership Education: Need of the Hour**

*Meenakshi Jain, Centre for Organization Development, Meenakshi@codhyd.org*

This paper discusses the need for reorienting the current Management Education System. The deteriorating admission criterion to the MBA courses has resulted in a quality drop of the graduates, below the levels acceptable to the industry. This paper also covers the scope of MANAGEMENT which is seemingly new and has a large room for improvisations, the author presents the view that, with so much to discover, the current phase is only transitory and in no time the focus would shift from creating managers to making of Leaders being the need of the hour.

**8495 The Impact of Leadership Style, Collectivism and LMX on Upward Influence Tactics**

*Niranjan Janardhanan, HSBC, ninja.srini@gmail.com*

Research on perception of upward influence tactics across cultures has proved that while softer influence tactics are used more often, some collectivistic cultures view harder tactics to be practical depending on the relationship with the leader. Contextual variables like target leadership style also determine the type of influence tactic used in a particular context. As collectivists exhibit higher individual-level heterogeneity, the outcome of the influence attempt depends on the target's individual level of collectivism and the LMX quality between leader and subordinate. The paper examines the impact of these different factors on the effectiveness of upward influence tactics.

**8550 Leadership Wisdom and Ethical Approach**

*Pawan Ojha, Sinhgad Institute of Management, pawanojha78@yahoo.com*

*Amit Kumar Dubey*

Leader know what they value. They recognize value of ethics and this is reflected from their leadership style. A lack of trust is a problem in many workplaces. If leaders never identified their values in these workplaces, the mistrust is understandable. People don't know what they can expect. If leaders have identified and shared their values, living the values daily, visibly will create trust. Loyalty, along with honesty, personal responsibility also plays an important role.

**2B-4, Sunday, January 2, 11:10-12:30 P.M.**

**Session: OB-II**

**Session Chair: Subhash Sharma**

**Indus Business Academy**

**8418 Institution Building: Way of Theory J**

*Subhash Sharma, Indus Business Academy, re\_see@rediffmail.com*

Is there an Indian theory of Institution Building? This paper attempts to answer this question. Institution Building is not a new phenomenon in India. Institutions are built around ideas. Around a thousand years back, Shankara established four 'maths' in four regions of India. They were built around four 'mahavakyas' with roots in four Vedas. Even today these institutions are vibrant institutions. Now new institutions are being built in response to new challenges. Theory J (Sharma, 2008) stands for the J-process of 'Join-in' wherein several people come together ( join-in) to create a great institution.

**8453 A Study of Future Organization on the Basis of Gen Y**

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This paper has objective to explore how people issues might evolve in future from perspective of GenY which represents generation that are just joining the workforce. Survey was carried out to test expectations on the future of work of post graduates from B-schools of NaviMumbai. SPSS was used to make analysis and reach to the conclusion to satisfy the research objective. This study can help organizations think differently about the future and plan for inevitable surprises. It can be served as guide for companies of all sizes to transform their workplace so they can compete more effectively in a global marketplace.

**8500 Significance of Communication Skills and Soft Skills**

*Parveen Jamadar, Nagesh Karajagi Orchid College of Engineering and Technology, parveenmehar@gmail.com*

Technical skills have little value if you have poor soft skills. Soft Skills advance your career and empower creating opportunities for personal growth. Focus is needed on essentially people skills that determine your strengths as a Leader, Listener, Negotiator, Conflict mediator; Effective Verbal Communications, Presentations, "Winner

**8555 Opportunity of Medical Tourism in Maharashtra**

*Girish Mude, MIT School of Management, girishmude@gmail.com*

*Vinita Ahire, MIT School of Management, vinitaahire@gmail.com*

The primary purpose of the study is to discuss the growth and reasons of the Maharashtra as a preferred destination for Medical/Healthcare Tourism and the importance of the healthcare tourism industry in Maharashtra. Research conducted with unstructured interviews of doctors, practitioners of various hospitals and structured questionnaire. The main reason for India emerging as a referred destination is the inherent advantage of its health care industry. Also generation of foreign exchange, creation of income, generation of employment, contribution to state revenue and its associated regional development can be cited as the major economic benefits of tourism.

**2B-5, Sunday, January 2, 11:10-12:30 P.M.**

**Session: Case Studies**

**Session Chair: Ravi Seethamraju**

**The University of Sydney**

**8014 A Case of Enterprise System's Decision Support Characteristics**

*Ravi Seethamraju, The University of Sydney, ravi.seethamraju@sydney.edu.au*

*Sadhana Ghosh, NITIE, ghoshsadhana@yahoo.co.in*

Even after a decade of widespread adoption, benefits of enterprise systems and their contribution to managerial decision making are still not fully understood. This paper based on an interpretive case study approach, investigates the impact of enterprise systems' decision support characteristics on managerial decision making. An enterprise system's characteristics support all the three dimensions - content, process and quality at the tactical and operational level, according to study findings. It is, however, constrained by the extent of software-business fit, standardization and integration of data, technology and processes achieved and the information management culture in an organization.

**8405 Process Analysis: A Case Study of Warehouse Management System in CEVA Logistics**

*Sudhakar Achath, Amrita School of Business, s\_achath@cb.amrita.edu*

This is a study of the WMS of CEVA Logistics, a 3PL services provider to NOKIA located in Chennai. The case study illustrates issues faced by 3PL service providers, and shows how basic tools in primary and secondary research can be used to provide solutions to resolving these issues. The methodologies include mapping WMS processes, analysis of standard operating procedures, process auditing involving location audit, rack validation, tag-id setting etc., and root cause analysis. Industry practice in picking, cycle counting, layout design, and material classification are ascertained to learn best-practices. Several recommendations are made for evaluation and adoption.

**8470 Awareness of Knowledge Management in IT Industry -A Case Study**

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India, a leader in IT solution provider. In previous years, escalating cost pressure and stringent policy, forced Indian firms to use Knowledge Management tools to compete against European and Americans counterparts. Prior research work in KM proves, organizations achieve superior performance. There is dearth of sufficient literature in Indian context which establishes the basic assumption that use of KM tools can help Indian IT firms to achieve superior performance. Researchers would like to identify the Critical Success Factors facilitating the implementation of KM within IT Firms, develops an econometric model to quantify the effect of CSFs on firm performance.

**8558 Case study: Leather Product Demand in Bangalore**

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As consumerism is increasing it is affecting sales of all products, but leather product's increased demand has surpassed the expectations of industry, at the same time few leather brands are incurring heavy losses, as perceived may be mainly due to their incompetent policies. Keeping in mind the above issues, one survey was done in Bangalore. With a sample size of five hundred we tried to find out consumer's expectations in terms of price, colour, availability etc. The case study tries to throw light on present happenings as well as also give some tips for leather industry's survival in Bangalore.

**2B-6, Sunday, January 2, 11:10-12:30 P.M.**

**Session: Strategy-II**

**Session Chair: Sanskritirani Desai**

**IBS**

**8357 Data Governance**

*Abiresh Abraham, Sinhgad Institute of Management, a.abiresh@gmail.com*

*Vilas Nandavadekar, Sinhgad Institute of Management, directormca\_siom@sinhgad.edu*

Data Governance is an emerging technique which has taken the corporate world by storm. Setting guidelines about where, by whom, and what data-related decisions are to be made, how to keep them consistent, and most importantly how to align them with the business need are the essence of Data Governance. Extensive review of literature during course of research has revealed that data governance directly affects decision-making, provides transparency reduces corruption and improves overall quality. Through this research the researchers have aimed to find out loopholes & benefits of this concept.

**8395 Study on Effect of Postponement Strategy on Firm Performance**

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Postponement in a literal sense means, act of putting off to a future time and for the businessmen this postponement is a business strategy that aims at maximizing possible benefits and minimizing risks by delaying further investment into a product or service until the last possible moment. Thus postponement strategy is used to reduce risks, increase company's efficiency, increase responsiveness to orders, etc. Here author(s) proposes a framework to study the impact of postponement strategy on firm performance.

**8404 e-Partnering- Success Factors – What's the Difference ? – An Analysis**

*Sanskritirani Desai, IBS, ssdesai99@yahoo.com*

E-business has become a way of life and it has spread its tentacles deep within the space of business worldwide. There are many e-business strategies and one of them is leveraging of e-Alliances. There are many success stories and we can be tempted to think that e-Alliances are the way to go. When it comes to making an Alliance successful, there are some accepted factors for success. The purpose of this discussion is to analyze various eAlliance success stories and to see if they also follow the same success factors that make strategic alliances successful.

**8434 A Study to Evaluate the Performance of IMC in Medium and Large Scale Industries**

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There is limited empirical evidence supporting the benefits of IMC outcomes, which is constraining the implementation of IMC in organizations. So, evaluation of IMC performance is imperative, in order to gain acceptance from top management to implement IMC in an organization. The main objective of the study is to explore the relationship between IMC process and brand outcomes such as brand advantage and customer satisfaction. The research data were collected from marketing managers of medium and large scale industries in Chennai listed by CII. The study reveals a positive relationship between the implementation of IMC process and brand outcomes.

**8658 Strategic Pharmaceutical Management and Agile Supply Chains**

*Krishna Mital, IILM Institute for Higher Education, krishna.mital@iilm.edu*

In recent years following growing expectation of customers for responsiveness and reliability, and globalization of operations and markets, an agile supply chain has emerged as a distinct possibility for serving customers. In fast changing environment, only such organizations survive, which stay flexible and responsive to the changing environment by incorporating new practices, management techniques and technologies. This paper deals with all strategic issues relating to pharmaceutical management, new drug development, clinical research, and supply chain management in India, with a view to serve customer more efficiently and flexibly.

**2B-7, Sunday, January 2, 11:10-12:30 P.M.**  
**Session: Management Education-II**  
**Session Chair: Surya Krishna Mantrala**  
**S.K. Patel Institute of Management**

**8001 Typology of Modern Management Method in Systematic Design of Geometric Model**  
*Ahmad Mohamadi, Educational Organization of Shahrabak, mazdai\_god@yahoo.com*  
*Khodadad Mazdai, Sirjan University, ahmademohammadi@gmail.com*

This article is to investigate and evaluate the modern management methods which through comparative-descriptive research method and multiple theories including (total quality management, change management, strategic management, goose management and disturbance management) present an analysis and a pattern for the educational management system of Iran. Regarding the special characteristics of the present model, effectiveness, utility promotion, unifying effect, harmony with changes and scientific and technological developments in the world, efficiency within the organizational principles in Iran, evaluation feedback consideration, context or situation analysis, providing geometrical reflection and innovation can be mentioned.

**8351 Branding the Business Schools Green**  
*Aasha Sharma, MET, aaasha2005@gmail.com*

Globalization has spawned drastic changes in the approach and outlook to business paving way to newer concepts in Environmental issues. Big giants like Wal Mart, General Electric and Coca-Cola are implementing new processes and striving to be projected as “environmentally responsible”. This shift in corporate theme has triggered the need of incorporating the academic inputs of “Sustainability and Environmental Entrepreneurship” in B-School curricula to enable the future managers to appreciate and address the environmental challenges. The paper deals with current status of “Environmentalism” and need for incorporating in B- School curriculum.

**8369 Study of Management Education in Maharashtra**  
*Vijay Garge, Smt S. M. Agrawal Institute of Management, vijay.garge@gmail.com*  
*Milind Bildikar, SMA Sci. College, mvsbildikar@yahoo.com*

Management institutes are flourishing in India and Maharashtra is no exception. Pune University is leading the state with maximum management institutes. The management institutes affiliated to Pune University got shock this year when more than fifty percent seats of undergraduate management courses remained vacant. MBA admissions were also no exception. Firstly institutes tried to fill the seats with government and private association CET qualified students and when still seats remain vacant, government cleared the proposal to permit any graduate for admission without requirement of entrance test. We tried to analyze various aspects of management education in Maharashtra.

**8548 Life Changing Education**  
*Neha Saxena, University of Petroleum and Energy Studies, nehasaxena309@gmail.com*  
*S.V. Singh, spiritualitynaturally@gmail.com*

Life is never changing eternal existence (sanatan tatva), which has the power to manifest in any form without acquiring the attributes of the object. Sanatan Tatva is indestructible, whereas the manifested object perishes in course of time. The modern global educational system is materialistic and therefore the cause of sorrow, misery, anxiety, and so many disorders. Modern educational system giving cognitive skills needs orientation to foster values, humanity and love. In this context, the present paper attempts to analyze the methodologies rendered by Vedas, Upanishads, Srimad Bhagavad Gita and other scriptures for understanding oneness.

**8551 Managing the Critical Education**  
*Siddharth Pareek, Centre for Organization Development, Siddharth@codhyd.org*

The management education in India has come a long way. Today India has over 2,000 business schools. This proliferation of Business Schools raises a serious question on the quality of management education. This being so, the emerging challenge for Business Schools is to produce good managers with the attributes of increased efficiency and effectiveness, ethics, knowledge, fluency to apply management concepts, theories and tools.

**2B-8, Sunday, January 2, 11:10-12:30 P.M.**

**Session: Workshop - 3**

**Session Chair: Sarla Achutan**

**B K School of Business Management**

**8439 How to develop websites for teaching classroom courses**

*Noel Machado, Tata Institute of Social Sciences, noel.machado@gmail.com*

This 90-minute workshop is meant for faculty who teach regular classroom courses; it is not about online courses or distance learning. Knowledge of programming or web-development is not required. The workshop will use Google as a platform for developing educational websites. Websites significantly reduce administrative tasks and enhance the pedagogical experience (for both student and faculty).

**2D-1, Sunday, January 2, 3:50-5:30 P.M.**

**Session: Banking**

**Session Chair: Anoop Rai**

**Hofstra University**

**8007 Lending Activities of Foreign Banks During Three US Recessions**

*Anoop Rai, Hofstra University, anoop.raai@hofstra.edu*

*Rama Seth, Indian Institute of Management, rama\_seth@iimcal.ac.in*

*Sunil Mohanty, University of St. Thomas, SKMohanty@stthomas.edu*

We examine the lending behavior of foreign banks in the US during three recessions, 1990-91, 2000-01 and 2008-09. Prior studies have shown that foreign banks help mitigate the credit crunch during the 1990-91 recession by increasing their lending relative to domestic banks. Using a sample of foreign banks paired against a control group of domestic banks, our tests provide more nuanced results. Foreign banks contribution to lending during recessions are less significant, especially in the recent recession. Among foreign banks, foreign subsidiaries played a more prominent role than foreign branches and agencies in alleviating the credit crisis.

**8329 Pushing Beyond Banking**

*Priyank Verma, Yes Bank, priyank.verma@hotmail.com*

Since the last decade of 18th century till date in India, Banking has come long way along with lots of transformations, be it in technology front, customer requirements, government or societal requirements, products or services rendered, infrastructure. With every passage of a decade, banking has outreached its efforts to support individuals, institutions and nation with different varied set of issues, challenges and opportunities. Now the question of 'what next' is to be answered, i.e. in next 5 or 10 years. Approach of Advancement and Sustainability will ultimately push the banking beyond new set of challenges and opportunities.

**8413 Examining Association of VAIC and EVA with MVA: A Study of the Indian Banks**

*Karam Pal Narwal, Haryana School of Business, karampalsingh@yahoo.com*

*Sushila Soriya, Haryana School of Business, sushilasoriya@gmail.com*

*Jasvir Sura, Department of Business Management*

The two measures of intellectual capital-VAIC and EVA developed by Pulic (2001) and Stern Steward & Co. respectively have been logically considered to assess their association with MVA in Indian Banking industry. The results, based on the data of 20 years, show that VAIC of the banks is increasing and the same is efficiently utilized by the Indian banks. Further, Multiple regressions show that there is no significant relationship between VAIC and MVA but significant association is observed between EVA and MVA. For that reason, EVA can be used as benchmark to augment the wealth of the shareholders.

**8921 Development of Technological Capabilities to Utilize e-banking Innovations**

*Naeemeh Javaheri, Islamic Azad University of Science and Research, na\_javaheri@yahoo.com*

*Hosna Panahi, Islamic Azad University of Science and Research, panahi\_h@yahoo.com*

In recent years, banking structure of Iran has changed from mass automation to a modern one. Improvement of information and communication technologies have enabled the banking society to achieve new ways of providing services, such as e-banking and mobile banking. This article explores some factors through which the banks can improve their capabilities to utilize e-banking technology. Results of the study show that transfer of technology, attraction capacity, crisis construction and dynamic learning processes are some of the main effective factors in making and developing technological capabilities in the industry.

**2D-2, Sunday, January 2, 3:50-5:30 P.M.**

**Session: HR Issues in B-schools**

**Session Chair: Ami Saran Kapur**

**B M A S Engineering College**

**8366 HRM Practices and Learned Helplessness in Self-Financed Professional Institutions**

*Vikram Thakur, Innocent Hearts Group of Institutions, VIKRAM.THAKUR84@GMAIL.COM*

*Sayeed-uz-Zafar, Innocent Hearts Group of Institutions, sayeedz@yahoo.com*

The present study aims to study the HRM practices and Learned Helplessness. 121 academicians from self financed professional institutions were used to find out the HRM Practices and Learned Helplessness. The result indicates the academicians are to some extent satisfied with HRM practices notable on the dimensions of satisfaction, hiring practices and communication practices, but the academicians are showing learned helplessness to some extent. The relationship among various dimensions of HRM practices and learned helplessness were calculated and found negatively related.

**8391 Retention of Faculty in Management Education: A Study of Selected B Schools**

*Himanshi Tiwari, BIMTECH, himanshi.tiwari@bimtech.ac.in*

*Kartik Dave, BIMTECH, kartik.dave@bimtech.ac.in*

With increased pressure from diverse stakeholders, b-schools are facing the most challenging phase specifically in the areas of delivering overall quality education and research. For a b-school to survive and stand out in such an environment, it becomes essential to differentiate them and build a distinct image. Compensation structure on one hand and paucity on another hand are making it difficult for the Indian b- schools to recruit & retain qualified teachers. Timely reward and providing congenial work environment have become pivotal for b- schools. The present study examines various key issues and practices related to retention of faculty.

**8458 Acceptability of 360 Degree Performance Appraisal System in Professional Education**

*Rupali Singh, B M A S Engineering College, rupalisingh10@gmail.com*

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360 Degree Performance Appraisal System (PAS) is the most comprehensive appraisal into which the feedback about the employee's on the job performance is analyzed through his overall performance. The study contributes in investigating acceptability of 360 Degree PAS in professional educational institutions. After 10 years of its evolution in Agra-Mathura region, the process is still under development and needs unanimous acceptance among the teaching staff. With mushroom growth of the educational institutions quality of less experience teaching staff can be attended by implementation of the 360 Degree PAS.

**8502 Attracting and Retaining Faculty in B-Schools**

*Maria Ahmed, Amrapali Institute, mariaahmed19@gmail.com*

*Ashutosh Awasthi, Amrapali Institute, priyaashu@gmail.com*

Inspiring, satisfying and retaining talent in b-schools is the primary requirement these days. In the current scenario and in the years to come, the prominent challenge faced by technical educational institutions in India is the acute shortage of qualified and competent faculties. Even the top b-schools like IIMs are not able to fulfill their faculty requirements. Recently IIMs have proposed to have the salary of IIM faculty members up to 50 lakhs per annum. This paper offers some possible solutions those may be taken as tools to attract and retain institutions can adopt to attract & retain good talent.

**8524 Performance Appraisal Practices in Indian B-Schools**

*Prashant Gupta, Sanghvi Institute of Management and Science, prashant.gupta@sims-indore.com*

*Rishu Roy, Sanghvi Institute of Management and Science, rishu.roy@sims-indore.com*

In this competitive milieu, performance is the key factor which tops priority list of any organization. Success of an organization is dependent on the competencies possessed by its employees and the appraisal system adopted. Performance appraisal is a critical HRD mechanism for enhancing performance in educational institutions also. Performance appraisal system cannot be implemented successfully unless faculty members are aware about the significance of the factors which constitute appraisal system. It is proposed to carry out an exploratory study of appraisal systems adopted by Indian B - Schools to find out their effectiveness in improving performance.

**2D-3, Sunday, January 2, 3:50-5:30 P.M.**

**Session: Information System**

**Session Chair: Krishna Mital**

**IILM Institute for Higher Education**

**8306 Cheque Truncation System- An Image Based Electronic Clearing Payment System**

*Narinder Bhasin, Axis Bank Limited, narinder.bhasin@axisbank.com*

Cheque Truncation System (CTS) is a new electronic image based clearing payment system introduced as a pilot project in New Delhi and NCR. CTS main advantages its speed, accuracy and risk free settlement of clearing payment systems without the physical movement of cheques from the collecting bank to the paying bank. CTS has reduced courier costs, encoding costs and settlement is done on the basis of images. Chennai is the next destination for CTS implementation and within 5 years PAN India CTS will be achieved.

**8307 Evolution of Indian Electronic Payment Systems and its Current Scenario**

*Narinder Bhasin, Axis Bank Limited, narinder.bhasin@axisbank.com*

Indian banking and payment system is on the verge of technical revolution as the traditional face of Indian banking has changed with innovation in electronic payment systems. Reserve bank of India payment system vision 2008-2010 focus on the safety, security, transparency, accountability and the finality of settlement of electronic transactions. RTGS, CTS and mobile banking are the few examples of technical innovation in current scenario.

**8308 Monetizing User Generated Content in Emerging Interactive Media**

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Technology has created a new and ever-changing marketing and media economy. Millions of users spend hours every day engaged in media behaviors. Most of the websites are available to the public for free usage. With each new user, the company incurs an additional cost. One critical question that needs to be answered is how is it monetized? This paper, first explains and explores the interactive media sector and analyzes some innovative revenue models.

**8424 Innovative IT: Green IT**

*Vilas Nandavadekar, Sinhgad Institute of Management, directormca\_siom@sinhgad.edu*

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Technological advancement and usage of IT have created alarming situation for Agricultural, Environmental and Occupational Health. This research gives insight on conservation of Nature on Green IT front. Developing innovative IT practices gives tangible and intangible benefits. It is on Hazard Identification (HI) and Risk Assessment (RA) with Aspect and Impact evaluation of IT peripherals for business and environment concern and suggests control measures for engineering and administrative way to analyze global competitive environment. A study focuses process change for energy, resources, waste for Green IT strategy and plan to become a Green IT Innovator.

**8519 Data Communication over INFINIBAND**

*Subramanian Kasiviswanathan, Global School of Business, omsubbu@gmail.com*

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Infinite bandwidth is a dream for all who wish to send and receive bulk data over the network to more users with high reliability, speed and high availability. InfiniBand is unified, simplified and consolidated I/O fabric which represents switch based bidirectional serial links that could operate within server connectivity or external system interconnectivity like server-to-storage and storage-to-storage connectivity. InfiniBand aims to provide the levels of reliability, availability, performance and scalability for connection of processors with high – speed peripheral devices. This paper aims to discuss architectural features of InfiniBand, its evolution, and various components of the same.

**8659 Medical Information System and Strategic Operations Management for Hospitals**

*Krishna Mital, IILM Institute for Higher Education, krishna.mital@iilm.edu*

Medical Information System (MIS) opens new channels of communication between internal hospital departments and external agencies. Hospital operations cover diverse services which forms core of its daily activities for which it primarily exists - outpatient services, inpatient services, emergency services and diagnostic services; and several related activities such as hospital pharmacy, vendor managed and co-managed inventory control, supply chain management, vehicle fleet management, warehouse management, etc which also need to be carried out efficiently for supporting core activities. The paper reviews role of medical information system as a vital tool for strategic decision making for hospital operations management.

**2D-4, Sunday, January 2, 3:50-5:30 P.M.**



**Session: Inventory Models**  
**Session Chair: Ravi Gor**  
**University of New Brunswick**

**8333 Rebate to Capture Lost Sales and its Sensitivity to Demand Errors**  
*Ravi Gor, University of New Brunswick, Canada, ravigor@hotmail.com*  
*Francisco Arcelus, Universidad Publica de Navarra, arcelus@unb.ca*  
*Gopalan Srinivasan, University of New Brunswick, srini@unb.ca*

In this paper we model a retailer's effort in a newsvendor framework to recapture some of the lost sales by offering a rebate to the customers. The rebate has to be announced ahead of time along with the regular price. The retailer's decision includes selling price, order quantity and the rebate that will maximize its expected profit. A rebate response model determines the proportion of lost sales recaptured. The sensitivity of optimal rebate to different type of demand uncertainties where in the forecasting errors follow a uniform, normal or beta distribution is analyzed through extensive numerical examples.

**8381 Integrated optimal ordering strategy for supplier-buyer deteriorating inventory system when demand is quadratic**  
*Chetan Jhaveri, SLIM, chetan\_jhaveri@rediffmail.com*  
*Nita Shah, Gujarat University, nitahshah@gmail.com*

Integrated deteriorating inventory model is developed for a single-buyer single-supplier supply chain system considering the inspection cost, the cost of less flexibility etc. Demand of a product is assumed to be quadratic function of time. Algorithm is developed to derive the number of inspection and deliveries, the optimal cycle time of deliveries, and the delivery size for the replenishment policy of the integrated buyer-supplier inventory model.

**8382 Economic Replenishment Model for Integrated Supply Chain with ROI Linked to Stock Return Policy**  
*Bhavin Shah, Gujarat University, drbhavinshah@gmail.com*  
*Nita Shah, Gujarat University, nitahshah@gmail.com*

An integrated supply chain deteriorating inventory model is developed when return on investment is linked to stock return policy. End demand is assumed to be very sensitive to selling price of the item and is taken to be dependent of selling price. Proposed model seeks to maximize profit for the chain and optimal strategies for both players. Finally, a numerical example is given to illustrate theoretical results followed by sensitivity analysis of various parameters to support the proposed model.

**8446 An Iterative Procedure for Group Technology Economic Lot Scheduling Problem**  
*Vinay Shirodkar, Padre Conceicao College of Engineering, vinayshirodkar@gmail.com*  
*R. Sridharan*  
*Madhusudanan Pillai*

This paper addresses the deterministic version of group technology economic lot scheduling problem wherein the products classified into groups, compete for the use of a single facility. The objective is to minimize the sum of average inventory holding and setup costs over the infinite planning horizon. We show that the previous research on this class of problem has produced infeasible schedules and propose a heuristic that is impelled as much for improvement in the cycle cost as for restoring feasibility. We recode existing heuristics with feasibility-corrections, and perform extensive experimentation to show that our heuristic outperforms the existing heuristics.

**2D-5, Sunday, January 2, 3:50-5:30 P.M.**  
**Session: Quality of Management Education**  
**Session Chair: Prasanna Kumari Banafar**  
**Auras Business School**

**8342 Role of Accreditation for Management Education Institutions**

*Vikram Parekh, SIES College of Management Studies, mailto:vikram@yahoo.com*

Management Education in India is in a critical stage of its development. Existing management education institutions are facing tough competition from the emergence of modern day management education institutions. The role of The Foreign Educational Institution (Regulation of Entry and Operation) Bill, 2010 will further aggregate the scenario of management education in India and will lead to the survival of the best. This paper attempts to highlight the role of accreditation for management education institution to gain competitive advantage from all the perspective i.e., National Accreditation, Regional & International Accreditation.

**8360 Quality of Management Education in India – Current Scenario**

*Ravi Paturi, Auroras Business school, ravi@absi.edu.in*

*Prasanna Kumari Banafar, Auroras Business School, prasannakumarib@absi.edu.in*

This Research paper is with the objective of understanding and analyzing various factors affecting Management education in India. A detailed questionnaire consisting of various challenges relating quality of management education was administered among the management, faculty and students. The study concludes that the regulatory framework and implementation have been unable to link the entrepreneurial initiatives to performance in terms of quality of education. It has a control perspective focusing on inputs such as land, faculty and other infrastructure rather than on the outcomes such as quality of education, research, access, cost effectiveness or relevance.

**8431 Six Sigma Framework for Management Education in India**

*Monika Srivastava, GHSIMR, reachmonika@hotmail.com*

*Abhishek Srivastava, Dayananad Dinanath College of Management, sriabhimon72@rediffmail.com*

Six Sigma is a set of methodologies used by businesses to achieve extremely low failure rates in the process. Similarly, it can be used to achieve overall excellence in the field of education. In the wake of internationalization, cross cultural ventures, partnerships & strategic alliances in management education as well, Six Sigma, standardization in every process, stabilize the process and eliminating variations. The uniform method of input variables & transformation process will give new direction and mission to policy makers. Thus, the paper aims to develop & prepare broader guidelines for implementing Six Sigma applications in the management education.

**8449 Quality of Management Education in Nagarjuna University Area**

*Karunakara Runjala, Nalanda Group of Institutions, karunakararao@hotmail.com*

Previous research on quality of education considered many factors like quality of admission procedure, pedagogy, strength of faculty, infrastructure etc. This study aims to present perceptions of M.B.A students regarding the quality of management education with reference to Learning and Teaching resources. Data were collected from the 300 students from 30 colleges in the Nagarjuna University, and its affiliated colleges through a pre-designed questionnaire with 30 statements. The major finding of the study is the quality of Management education in the Nagarjuna University area is low quality due to inadequate learning and teaching resources.

**8472 An Evaluation of Business School Surveys in India**

*Kulandai Swamy, St. Joseph's PG College, vkswamy1953@rediffmail.com*

*Anita Bodla, St. Joseph's PG College, anita\_bodla@yahoo.co.in*

India is one of the forerunners in the world offering Management Education. B-School Rankings are keenly awaited by students, parents, corporate recruiters and B-Schools themselves. Though various agencies conduct B-School surveys, each agency differs in its criteria/parameters of quality and their weightage attached. No two surveys agree with the same list. Why there is difference? What is lacking in these surveys? Therefore this paper evaluates the ranking of various B-Schools Surveys in India and suggests a robust model for ranking the Institutions with inclusive principles and aims at addressing various issues of 'education to employability\life' parameters of B schools.

**2D-6, Sunday, January 2, 3:50-5:30 P.M.**  
**Session: Strategies in Management Education**  
**Session Chair: Dipti Sethi**  
**Christ Institute of Management**

**8020 Issues and Strategies in Management Education: A South African Perspective**

*Neha Purushottam, Graduate School of Business Leadership, University of South Africa, purusn@unisa.ac.za*  
*P.M. D. Rwelamila, Graduate School of Business Leadership, University of South Africa, rwelapmd@unisa.ac.za*

This paper covers the impact of changing business environment on the functioning and offerings of management education in the South African context. International research studies in this field of enquiry identify dynamic technological environment and growing globalization as major drivers. These studies also indicate that in order to cope with the challenges of changing business environment, business schools are carefully selecting markets, products, their positions and strategic partnerships. This paper discusses management education in South Africa and identifies challenges and opportunities faced by business schools in South Africa. It also explores their strategic responses.

**8398 Synergising Dimensions in Management Institute towards Excellence**

*Dipti Sethi, Christ Institute of Management, diptisethi@gmail.com*

Coming decade is potentially getting swamped by umpteen institutes offering management education. Expectations of the industry from MBAs is shifting: from needing specific managers to requiring effective leaders. Redefining the process of management education delivery, has become imperative especially in an upcoming management institute, with an evolving academic culture & in a developing geographic region, to ensure transferring such competence in its students.

**8492 Reclaiming Management Education in Average B-Schools in India**

*Narendra Bohra, Graphic Era University, thakur\_bohra@rediffmail.com*  
*Dependra Singh Khati, Graphic Era University, khati.dependra@gmail.com*

India witnessed a tremendous growth owed to the globalisation and liberalisation which took place in 1991. The fast expansion of business operations led to increase in the demand for managers to handle the diverse operations. The students fascinated by the corporate sector started seeking MBA degree to penetrate the job market. However being less in numbers the B-schools were not able to meet the requirement. Many private players enthralled by opportunity to make money due to huge demand of corporate, stepped in to create an elite cadre of managers, versed in the latest management thinking.

**8499 Producing Quality Demographic Dividend: Challenges for Indian Management Education**

*Prerna Jain, Jaipuria Institute of Management, prernajain@jimj.ac.in*  
*Pragati Jain, pragati2004\_j@rediffmail.com*

In the globalized era of ever increasing competition the role of management education has become most crucial. There has been explosion in Indian Management Education which has created volume not value. The present paper is an attempt to explore the future challenges and opportunities as regards to management education in India. The methodology adopted is to review the existing situation of B-schools and draw inferences for the future. The paper draws its conclusion that the scope of management education in 2020 shall widen up but of course it will revolve around the traditional business school model.

**8589 Marketing the military- evaluating the motivational appeal of recruitment slogan**

*Rajani Suresh, AIMIT, rajani@staloyus.ac.in*  
*Preeti Krishnan, IBS, Bangalore, preeti@ibsindia.org*

Military services in India are facing a dire shortage of personnel. The recruitment issue has thus become an urgent priority. Exodus of talent to the lucrative private sector has left the military with poor pickings. Most of those applying are not the right material. Experts feel that the deficiencies should not be met by lowering the quality standards. Each branch of the armed forces relies on slogans to attract recruits. It is keeping this backdrop in mind that this study attempts to evaluate the motivational appeal of military recruitment slogans on talented young Indians

**2D-7, Sunday, January 2, 3:50-5:30 P.M.**  
**Session: Technology in B-schools**  
**Session Chair: Rahul Kulkarni**  
**Smt. S. M. Agrawal Institute of Management**

**8310 ERP Implementation in Educational Institutions: Challenges and Opportunities**

*Shruti Maheshwari, IIPS, shrutifabs@gmail.com*  
*Preeti Singh, IIPS, purnima4@rediffmail.com*

For quite some time, the goal of technology leaders has been to integrate the information systems applications in their organizations. Many organizations have looked to enterprise resource planning (ERP), frequently with costs exceeding crores of rupees, as a means to achieve inter-departmental integration and cross-functional integration of processes. A typical ERP system includes a complete set of applications including student management, accounts management, recruitment and admissions, management. The replacement of an old system with a new system has its own special problems. There are always pressures on implementation deadlines and shortcuts, not all of which are feasible or desirable

**8316 ERP in Educational Institutions: SWOT Analysis**

*Shruti Maheshwari, IIPS, shrutifabs@gmail.com*  
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With the rapid commercialization of education, institutions need to counter the five forces including rivalry, the threat of substitutes, buyer power, supplier power, and barriers to entry more efficiently than ever before. And in order to achieve the same, the institutions are streamlining their core and the support functions through an integrated and agile information system, an ERP. Traditionally, ERPs have shown a positive total economic impact for leading institutions globally. However, an unsuccessful ERP implementation has its own challenges. The SWOT presented here on the usage of ERP in the education system will unearth the real life business implications

**8327 Framework for E-Readiness Assessment of Colleges for Educational E-governance**

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E-readiness of colleges is critical factor in the success of educational e-governance. The colleges must be "e-ready" in terms of infrastructure, the accessibility of ICT to the population at large etc. If we conduct e-readiness assessment of colleges before planning for e-governance, we can clearly know the digital divide. The efforts can be made to bridge the digital divide and have effective e-governance. Assessment of e-readiness has many proven techniques. In this paper we propose framework for assessment of e-readiness of colleges intended for educational e-governance.

**8385 Impact of Enterprise Resource Planning Tools & Techniques in Management Education**

*Bharat Kantharia, IBS, bharaat\_kantharia@hotmail.com*

Historically, management education is fragmented with different bodies of knowledge taught by functional specialists. Although students become specialists in their area, they often miss the complete picture where interdependencies and interconnectedness among various business processes create efficient synergies in achieving business targets. It is observed that majority of ERP implementations are failure. Management educators need to design syllabi & take initiatives to meet current requirements of & challenges faced by different business sectors. As per author, out of almost 2000 management education institutes in India, only small number of management institutes has included ERP based courses in curricula.

**8396 Variables Affecting Gap between ERP Systems and End-users in a B-School**

*Kalpana Kumaran, ITM Business School, kalpanas@itm.edu*

Though educational institutions implement enterprise resource planning systems, it remains underutilized. Therefore, there is a need to find the gap between enterprise resource planning systems and end users. This study investigates the variables affecting the gap between enterprise resource planning systems and end users in a Business School. To test the hypothesis, Bivariate and Multivariate techniques were used with the aid of SPSS 12.0. The results indicate that there is a gap between the enterprise resource planning systems and the end users due to lack of end-user involvement, lack of business process re-engineering, insufficient training and improper technical support.

**2D-8, Sunday, January 2, 3:50-5:30 P.M.**  
**Session: HRM-I**  
**Session Chair: Saraswathi Singi Reddy**  
**Chaitanya Bharathi Institute of Technology**

**8438 Spearheading the New Pension Scheme for Unorganised Sector using Micropension**  
*Geethanjali Chandrasekar, PSG Institute of Management, julygeethanjali@gmail.com*  
*Uthira D, M.O.P.Vaishnav College for Women, uthirad@yahoo.com*

In India, unorganised sector workers constitute 92% of the total workforce. So it is imperative to focus all pension reforms towards the unorganized sector. The main objective of the study is to propose amendments in NPS to make it more effective for the unorganised sector. Suggestions are framed on the basis of ADB report on Pension reforms. From this study we found that Micropension scheme can be effectively utilised to overcome the shortfalls in the pension schemes for the unorganised sector.

**8505 Building Sustainable Development through CSR - With Reference to Management Education**  
*Saraswathi Singi Reddy, Chaitanya Bharathi Institute of Technology, singisaraswathi@yahoo.co.uk*

Study is aimed to know how university impacts: an individual in terms of education, research, and values in preparing a student towards a responsible citizen for a sustainable development; an organization in terms of delivering a valuable asset needed by the organization; the supporters in terms of making use of the aid particularly finance provided by them with an object to build the student; and society at large in terms of bringing a change and innovation for the development of individuals, groups, organizations and society at large to build sustainable value. A conceptual framework and model has been developed.

**8507 Human Resource Shortage and Public Health Prospective India**  
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Human resource comprised of workforce of an organization .Adequate number of people and suitable skills are the requirement of an organization and a system to run efficiently and correctly .More importance is the case if it is related to the public health systems of India. Paper aimed at describing the key issues of shortage both qualitative and quantitative aspect of human resource in Indian system by analyzing world health reports, Bulletin of Rural Health Statistics (GOI) and MOHFW .key issues are highlighted and adequate recommendations are made by emphasizing on medical education for combating the situation.

**8530 Why do People Exit an Organization? - A Study on Software Organizations**  
*Saraswathi Singi Reddy, Chaitanya Bharathi Institute of Technology (CBIT), singisaraswathi@yahoo.co.uk*

Recently highest employee mobility in India posed some challenges to the organizations to develop the strategies. Software industry is one among the top high employee turnover ratio. This study is aimed to know why employees in software are most ambitious to move to another organization. Questionnaire was administered to 100 employees of the software organizations. It is found that, unfair pay level and increments; lack of freedom to do experimentation; and lack of career progression are the key factors for people to leave the organization and least impact factors are family circumstances/personal health and lack of co-operation.

**3A-1, Monday, January 3, 9:20-11:00 A.M.**

**Session: Student Issues**

**Session Chair: Annasaheb Gurav**

**D. R. K. College of Commerce**

**8328 Needs, Aspirations and Performance of MBA Students from Rural Background**

*Narayan Kayarkatte, MSNM Besant Institute of PG Studies., knarayanb@gmail.com*

In spite of continued Governmental endeavors, palpable rural and urban disparity in facilities, economy, education and cultural environment continues in India. The students from rural background exhibit different characteristics in their needs aspirations and performance during the MBA Program. The study makes a comparison of students from rural background with their urban counterparts on their needs, aspirations and achievements in their MBA. The Study explores the need for better financial academic and soft skill supports to them. However they showed marked improvement in academics in each semester and were more focused and steady in their placement performance

**8330 Student Services Management with University Website: A diagnostic study**

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University website is effective medium of interaction for its stake holders. The student services like course details, admission procedure, syllabus, examination schedule, result etc. can be effectively managed with the university website. University website should be effective one catering most of the requirements of university stakeholders and should be updated on regular basis. But unfortunately many of Indian university websites are either lacking in contents or static in nature or both. We tried to do diagnostic study of North Maharashtra University website and presenting its results in this paper.

**8378 A Study of Students' Personal Expenditure with Special Reference to Colleges in Kolhapur**

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*Ashok Kulkarni, M. G. Kanya Mahavidyalaya, annasahebg@yahoo.co.in*

The Kolhapur city in Maharashtra has 10 under graduate colleges with 12,850 students in three faculties. The researchers have collected 5% responses with 30 variables. It is found that father's occupation has affected on pocket money expenditure. It is found 82% students are getting pocket money and 52% students are spending rupees 100 – 500 for petrol although the distance between college and residence is not far away. It means that college students are unnecessary spending money for petrol. At the same time attendance of the students is about 40%. It means there is correlation between petrol expenses and attendance.

**8444 Studying MBA at Engineering College: Students perspective**

*Pravin Pathak, K.K. Wagh Polytechnic, pravin\_pathakrr@rediff.com*

*Mandar Kulkarni, S.B.College, mandarkulkarni1989@gmail.com*

Most of the engineering graduates are preferring management post graduation over engineering post graduation. The opportunities after MBA attract them. But many of them get confuse while selecting their specialization. And results in wrong selection of specialization. The working engineering graduates interested in executive MBA are comparatively clear about their choice of specialization. The general management program or specialized management program is a matter of debate. In future we may have some practical alternatives to this and similar problems. We discussed the future management education from engineer's point of view.

**3A-2, Monday, January 3, 9:20-11:00 A.M.**  
**Session: Challenges to Management Education**  
**Session Chair: Sumi Jha**  
**National Institute of Industrial Engineering**

**8012 Management Education at a Cross Road - Trials and Tribulations**

*Ravi Seethamraju, The University of Sydney, ravi.seethamraju@sydney.edu.au*

Though extensive research on antecedents, processes and consequences of service orientation, globalization, IT-enabled innovations and integration was carried out, very little attention was paid to the same issues as they relate to business schools and management education. This paper analyzes the trials and tribulations of business schools in addressing these challenges. In particular, it discusses the challenges of embedding the skills of integration and other soft skills into the curriculum and pedagogy. Recognizing that managerial ability has to be learned rather than taught, this paper recommends creation of learning environment that is learner-centered, collaborative and intersperses learning with doing.

**8421 Management Education: Challenges & Remedies**

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*Anuj Agarwal, Shanti Niketan Group of Institutions, anuj.yash@gmail.com*

Management education claims to be best, but not up to the mark. It is important to realise that management institutes vary widely in terms of the quality of faculty, curriculum, infrastructure, and placement record. Against this backdrop, the immediate challenges for management education are to improve the academic standards of management education it is important to have trained and quality teachers. Most of the Indian B-schools fail to attract good faculty & those who teach don't have any industry experience. At the same time most of them don't make any efforts to overcome this drawback through keeping themselves updated.

**8454 Management Education 2020: Standardization through Accreditation**

*Sumi Jha, National Institute of Industrial Engineering, sumijha05@gmail.com*

Management education is facing various challenges to attract quality students, faculty members and staffs. Because of plethora of management institution management education programs have been subject to assessment, scrutiny, evaluation, accreditation and standardization. Assessments have been carried out by professional associations and the media also by states, expert groups, international organizations and many others. Assessments are done both at the initiative of those being assessed (management education institutions) and those performing the assessment (professional organizations, the media, etc.). This paper describes the development of two salient Indian regulatory activities of management education.

**8479 Threats for Management Education in India**

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Indian economy is creating a serious demand for high quality managers oversee the nation's growing business makes pursuing MBA value added and ensure youngster fast ROI. Paper is based on desk research and expert opinion. Fewer opportunities for rural area candidates and interest of the candidate diverted towards getting degree and placement; not in knowledge that is either only for getting promotion. It is seen faculties take less interest upgrading their knowledge. Corporate world expected dynamic output from Management institute but management institute of India base on rigid structure. This degradation of Management education could be threat for Vision 2020.

**8483 Issues and Challenges of Management Education in India**

*Karam Malla Reddy, St. Joseph's PG College, kmreddy20@yahoo.com*

Human Resource Development in India is growing at faster space particularly in the higher Education. The professional Education i.e Management Education is not an exception. Today the Management Education delivers through regular and Distance mode of Education by many Universities - open, Foreign franchises disregarding the quality of Management Education. The Ministry of Human Resource Development and AICTE for Technical Education is not able to regulate and monitor the Professional Education. This paper will try to highlight issues and challenges of Management Education which includes the need for Entrepreneurship Development and start ups as part of Management curriculum and updating.

**8528 Quality Human Capital – A Challenge to Management Education in India**

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Western management thoughts, concepts, principles and practices have mammoth impact on the Indian Management Education System. The outcome of western management education revolves around two objectives viz. stakeholders and society. Hence, to bridge the gap between the expectations and actual deliverable, management education need to focus on the major areas like: appropriately designed curriculum, synchronized faculties, industry – institute relations and minimum required infrastructure. This research paper attempts to find out the reasons behind not having Quality Human Recourses.

**3A-3, Monday, January 3, 9:20-11:00 A.M.**

**Session: Corporate Strategies**  
**Session Chair: Jomon Lonappan**  
**S.D.M. College of Business Management & Research Centre**

**8420 Sustainable Business Models in the Public Interest: A Path Dependence Perspective**  
*Suresh Dasari, Indian School of Business, suresh\_dasari@isb.edu*

Initial conditions, contingencies, self reinforcing mechanisms and lock-in are extensively used dimensions in the path dependence approach. The main objective of the paper is to study the existing literature on social entrepreneurship and analyzing it using path dependence approach. Using path dependence approach to study the existing business models can aid in minimizing potential threats – to firm sustainability - in the future. The paper theoretically contributes to the literature on building sustainable business models in public interest to address social and environmental challenges more proactively.

**8452 Corporate Performance- Ownership Structure and Competition**  
*Jomon Lonappan, S.D.M. College of Business Management & Research Centre, jomonlonappan@yahoo.co.in*  
*Devara, S.D.M. College of Business Management & Research Centre,*

This paper investigates the relation between the ownership structure, competition and the performance of corporations if ownership is made multidimensional and also is treated as an endogenous variable. We find no statistically significant relation between ownership structure and firm performance. This finding is consistent with the views that diffuse ownership, while it may exacerbate some agency problems; also yields compensating advantages that generally offset such problems. Consequently, for data that reflect market-mediated ownership structures, no systematic relation between ownership structure and firm performance is to be expected.

**8471 Revisiting Corporate Strategies in Transitional Policy Environments**  
*Suresh Dasari, Indian School of Business, suresh\_dasari@isb.edu*  
*Priti Khaitan, University of Virginia, pk4tb@virginia.edu*

Extensive research has been done on corporate strategies of firms in competitive market. But, the emphasis on research from the transitional policy environment point of view is minimal. At the basic level, this paper reviews the literature on corporate strategy. In the context of transitional policy environments, this paper aims to discuss the applicability of learning from the literature on corporations in present scenario. This argument opens new dimensions of research on “the effect of changes in policy environment on the corporate strategies adopted by firms” for further study. Case examples from India are included for clarity on some aspects.



**3A-4, Monday, January 3, 9:20-11:00 A.M.**  
**Session: Quality Management**  
**Session Chair: Vijita Aggarwal**  
**GGG IP University**

**8325 Role of TQM, Lean and SCM on Firm Performance-An Empirical Investigation**

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It has been observed in Indian manufacturing firms where TQM, Lean and SCM are gaining importance individually and even there are lot of research papers are published in Indian context where TQM, Lean and SCM has been studied separately to study their impact on firm performance. Here researchers want to capture the resultant impact on firm performance among small, midsize and large firm when all these practices are functioning together.

**8326 Study of Impact of TQM Soft Dimensions on Cement Firm-A Case Study**

*Rameshwar Dubey, Asian Council of Logistics Management, rameshwardubey@gmail.com*  
*Tripti Singh, MNNIT, tripti@mnnit.ac.in*

Total Quality Management (TQM) is one of the philosophy which has gained immense popularity in 1990's all over the world and Indian manufacturing firms were not far behind in implementing TQM philosophy to compete with so called world class manufacturing firms. However it has been observed particularly in Indian manufacturing firm that TQM implementation had not made that impact which it had made in Japan and other developing nations. Here researchers will try to understand how TQM soft dimensions can create difference in cement manufacturing firms using a case study approach of one of the leading cement producer in India.

**8343 Maintaining Quality - A Revamping Evaluation**

*Atul V, Indira Gandhi National Open University, atul.at.net@gmail.com*  
*Saroj Koul, OP Jindal Global Business School, skoul@jgu.edu.in*

The demand of increasing capacity at minimum cost has lead organizations to revamp old equipment instead of building new ones. In a steel industry, with the aim of optimizing time and budget, a Slab-Caster revamping was executed. Components were identified under "revamp" and "replace" categories to ensure necessary replacements for meeting current technical standards. After commissioning in 2007, the Slab-Caster is producing @ 800,000 tonnes per year quality slabs. As the next step of improvement, operational data was analyzed for increasing the casting speed from 0.8 to 1.0 m/min hence, increasing the plant capacity.

**8570 The Quality of Healthcare and Patient Satisfaction in India**

*Khyati Jagani, ICFAI Business School, khyati.jagani@gmail.com*  
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The purpose of this paper is to identify the health locus of control of the patients' in India and knowing the patients' perspective towards the services provided by doctor, nursing staff, administration staff, other support facilities and their overall experience at the hospital. A survey to obtain opinions and insights of indoor & outdoor patients across hospitals is conducted. The feedback collected would be analyzed to obtain patient insights regarding the quality of healthcare received by them. The information would help the health service providers to evaluate their performance and improve to maintain high levels of patient satisfaction.

**8587 Cultural Context and Best Practices for Quality Assurance**

*Vijita Aggarwal, GGS IP University, vijitaagarwal@yahoo.com*

The culture of quality is contextual to the development of modern society the world over. In education this reflects in large-scale restructuring and transformation of education systems. This paper explores the applicability of quality culture as articulated by European University Association to Indian Higher Education and its quality assurance agencies like NAAC. Grass root acceptance of quality, cultural and societal value constructs are some dimensions explored in the paper. The paper concludes that quality may be seen in a dynamic context. To meet the demands of future decade it must occur as a basic 'frame of mind' to all stakeholders.

**3A-5, Monday, January 3, 9:20-11:00 A.M.**

**Session: HRM-II**

**Session Chair: Ranjana Mittal**

**NTPC**

**8312 Role of Training & Development on Employees Efficiency**

*Randhir Singh, Dr. Gaur Hari Singhania Institute of Management & Research, randhirmba@gmail.com*

The research paper focuses on the benefit, problem and role of Training and Development at Threads India Limited, Kanpur. The research paper focuses on the training and development at various hierarchy levels. It includes the programmes for executives, managers, supervisors, technicians and other cadre of employees. The programme includes conceptual, human, technical and soft skills. The research methodology used is descriptive in nature. The instrument used for collecting the primary data is questionnaire. The research paper concludes that training and development have a significant role in increasing the efficiency of an organization.

**8340 Training Practices: A cross-cultural comparative study**

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

*Disha Awasthi, NTPC, dishaten@rediffmail.com*

This research paper tries to analyse training from a different, a bird's eye view, with the intention of finding answers to a question which were hardly ask like this before: Are there differences existing between companies from the public and the private sector? Which role does the cultural background of a company play when it comes to planning, conducting and evaluating of training? The given findings will be of interest for organizations, which are constantly building up and developing their training facilities. It'll provide a basis on which progress in the field of industrial training might be accelerated.

**8364 Mentoring and Mentor–Mentee Relationship – An empirical study**

*Reena Roy, SASTRA University, reenabiswasroy@rediffmail.com*

*Vaijyanthi Panchanathan, SASTRA University, panchanathanvaijyanthi@gmail.com*

Best practices in Mentoring involve the development of rapport between a knowledgeable Mentor and a less knowledgeable Mentee and researches confirm that the role played by the Mentor with respect to Counseling, Coaching, Role model, Career tasks are crucial for the effectiveness of the process. The effectiveness of the program has been found to be measured in the form of benefits to the Organization, Mentor and Mentee. This study was conducted in one of Navaratana's using validated instruments from 75 mentors and 150 mentees, to examine both the effectiveness of the mentor's role and the effectiveness of the relationship.

**8397 HR Practices and Its Impact on Employee Attitudinal and Behavioural Outcomes**

*Sivasubramanian Jayaraman, J.J. School of Business Management, sivasu\_75@yahoo.co.in*

*Umasevi Murugiah, Majan College, umasevia@yahoo.co.in*

This paper is based on an empirical study of 20 ITES companies in Chennai. The data was collected from employees' who have more than 1 year and less than 4 years of experience through a structured questionnaire. The present research focused on examining HR practices and its impact on employee attitudinal and behavioural outcome – Role of POS. The results of the study partially support the prediction. HR practices has significant relationship on POS and determines the affective commitment, organizational citizenship behaviour. It also partially determine the performance. The implications of these results are discussed.

**8414 Retirement Plan: Ways and Means**

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Common man is worried about what will be the income source after retirement? One may say why to think so much, there are so many pension plans and Unit Linked Insurance plans (ULIPs) which will give regular income as advertised by insurance companies. People are unaware about the charges included in such plans and also about pure term plans and systematic investment plan (SIP) in mutual funds which can be one more alternative. Focus of this article is to find which option is good as a retirement plan: Pension Plan or ULIP or Term plan with SIP in mutual funds.

**3A-6, Monday, January 3, 9:20-11:00 A.M.**

**Session: Indian Industries**

**Session Chair: V. Nagadevara**

**IIM Bangalore**

**8324 Redesigning of Distribution Network using Hub and Spoke Model - An Indian Perspective**

*Neha Grover, University of Petroleum & Energy Studies, neha.grover10@gmail.com*

*Akhil Goyal, University of Petroleum & Energy studies, akhilgoyal2102@gmail.com*

This paper discusses a model of distribution pioneered by FedEx, namely Hub & Spoke. In this model, a strategically located Logistics Centre i.e. HUB, receive products from various origins. These products are consolidated as per the customer's demand and then are shipped through various nodes to the end customer. This model exploits economies of scale and scope which reduces transportation cost, inventory cost and improves the cycle time. Due to lack of infrastructural facilities in India, companies exploit regional Hubs rather than Central hub to achieve efficiency in cost and service.

**8339 Spill Over Synergies of Indian IT Companies' Acquisitions**

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The research explored the impact of acquisition on acquiring company with the aid of spill over effect created by them in the form of market capitalization. Four major acquisitions in IT sector were analyzed to discover the transformation of systematic risk and pay back effect. Johansen tests are used to find out the co-integration and VECM model is used identify the price dependencies. The output of the research contended that the spill over synergies created by the client acquisition will leverage the market capitalization by 40% and increase the market spread of the acquiring company within one year of acquisition.

**8383 Does Firm Size Influence Profitability: Evidence from Indian firms**

*Prashant Kulkarni, Indus Business Academy, prashantkulkarni@rediffmail.com*

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Conventional wisdom suggests economies of scale influence profitability and equity returns. However past studies have indicated mixed results in various sectors. Our study examines the linkages between economies of scale and firm profitability and equity returns in Indian context. The financial data of Indian firms is analyzed using multiple regression models incorporating various firm level variables to test the relationships. We hypothesize firm size influence profitability and equity returns and hence larger firms have an advantage.

**8456 Corporate Governance Compliance – An Empirical Study of Indian Corporate Sector**

*Mehul Raithatha, S J Mehta SOM, IIT Bombay, mehular83@gmail.com*

*Varadraj Bapat, S J Mehta SOM, IIT Bombay*

The Paper studies compliance of Corporate Governance Requirements by Indian Companies. A Model is developed to calculate the Corporate Governance Score of Companies and then it is related to Company Attributes like Size, Profitability, Leverage, foreign Ownership etc. Various companies representing the various Industries are considered. Regression and Welch's test is conducted to test for the hypothesis. The model developed in this paper could be used by stakeholders to understand the status of Indian companies with respect to Corporate Governance Compliance. The paper also gives comparative analysis of International corporate Governance structure.

**8894 Use of the Mobile Phones for Business Activities by MSME sector in India: An Experiment**

*Kala Seal, Loyola Marymount University, kseal@lmu.edu*

The mobile phone has revolutionized the communication methods all across the globe. Its effect is very pronounced in developing economies that lacked alternate communications methods. Such revolution in communication is bound to affect all aspects of business in all sectors of an economy. In this study, we explore the extent and nature of the use of mobile phones by the micro, small and medium enterprises (MSME) in India for conducting their business activities.

**3A-7, Monday, January 3, 9:20-11:00 A.M.**  
**Session: OB-III**  
**Session Chair: Shabnam Priyadarshini**  
**Centre for Management Training & Research**

**8543 Journey towards Excellence -Innovative Atmosphere leading to Success of Managers**  
*Sachin Ghai, Graphic Era University, sir.sachin.ghai@gmail.com*  
*Rameshwar Dubey, Asian Council of Logistics Management, rameshwardubey@gmail.com*

In this study the relationship between the role of innovative intermediaries in a conversion leadership style and innovative behavior of managers and staff is investigated. Research findings confirm the relations between innovative intermediaries and intellectual arousal, motivation inspiration, thoughtful individual with innovative behavior ( $01 / 0 > p$ ), but the relation between the role of innovative intermediaries and creative ideals and the influence of systematic problem solving style on innovative behavior ( $01 / 0 > p$ ) was not confirmed.

**8546 Organisational Learning & Employee Attitude towards Change: An empirical study**  
*Vaijyanthi Panchanathan, SASTRA University, panchanathanvaijyanthi@gmail.com*

Change is a major issue, affecting individuals, groups, and organizations. Organizations have invested in multifarious interventions in an attempt to implement successfully change initiatives. Research confirms "Learning Organizations" to be change conducive. Most of the existing studies empirically relate learning to the capacity for change. Very few studies examine empirically the relationship between Learning in organizations and Organizational readiness for change. This quantitative study examines empirically the relationship between Learning and Organizational readiness for change. Validated Instruments of Watkins & Marsick, and Dunham et al. were respectively used. The research was conducted using 175 sample participants from 7 organizations.

**8557 Dimensions of Power Motivation: An Empirical Investigation**  
*Amandeep Sandhu, Centre for Management Training and Research, amandeepsandhu@gmail.com*  
*Jagat Jerath, Centre for Management Training and Research, jmjerath@gmail.com*

The objectives of this study were: (1) to identify the dimensions of power motivation in Indian adults, and (2) to observe if different demographic groups showed differences on these dimensions. Factor analysis on a range of power-related statements yielded six independent dimensions of the power motivation, viz., Personalized Power, Socialized Power, Authoritative Power, Power through Directing and Advising others, Popularity, and Manipulative Power. Differences among groups based on profession, work experience, age, and gender were found on these dimensions. It was concluded that power motivation could be more meaningfully employed in training and research as a multi-dimensional construct.

**8899 Mental Health Perspectives in Organizations: Issues and Challenges**  
*Sarvesh Satija, Birla Institute of Technology & Science, sarveshsatija@gmail.com*

Recent years have evinced growing concern about the mental health which is an integral part of health. In a positive sense, it is the foundation for well-being and effective functioning of an individual and a community. Mental Health, as a discipline, doesn't finds its virtual presence in organizational behaviour and thus lacks significant attention in organizations. This paper tries to offer a comprehensive view on the mental health perspectives in organizational context. Moreover, it highlights the need for mental health policies and programmes in organizations for the comprehensive welfare of the employees.

**8900 Managerial Gender Role Stereotyping: A Universal Phenomena**  
*Shabnam Priyadarshini, Centre for Management Training & Research, shabnamp@gmail.com*

Studies in various countries have shown that managers are perceived to possess characteristics, attitudes and temperaments more commonly ascribed to men than to women in general. With an aim to determine the relationship between gender stereotypes and managerial characteristics, Schein Descriptive Index was administered to 520 postgraduate management students in Chandigarh. As in the earlier studies, the analysis was carried out using intra-class correlations. The results are very similar to the ones reported in earlier studies in USA, UK, Canada, Germany, Japan, New Zealand, and China.

**3A-8, Monday, January 3, 9:20-11:00 A.M.**

**Session: Supply Chain Management-III**

**Session Chair: S. K. Agrawal**

**Babaria Institute of Technology**

**8590 Supply Chain Flexibility: A Strategy to be more Responsive and Agile**

*Hemant Goyal, University of Petroleum and Energy Studies, hemant\_goyal1990@yahoo.com*

Flexibility in simple words is the quality of being adaptable or variable. When a Supply chain is variable enough to perform in changing environment, it is called as Flexible Supply Chain. The terms like Agility and Responsiveness which are the strategies to gain competitive advantage, needs flexibility to perform. But at which point and how much, a particular company needs to be flexible depends upon the nature of the company, its products and its present supply chain. Here comes the concept of a supply chain competing with another supply chain not an entity with another entity.

**8592 Mitigating Supply Risk by Sharing Information on Quantity Shipment**

*Padmapriya Pugazhendhi, IIT Madras, priyapugazh@yahoo.com*

*Arshinder Kaur, IIT Madras, arshinder@gmail.com*

Risk /uncertainty have always been an important issue in supply chain management. Supply chain risks refer to the supply and demand uncertainty which results in poor supply chain performance. An attempt has been made in this paper to model the supply side risk that arises due to uncertain quantity delivery by the supplier in the presence of uncertain customer demand in a single-supplier-single-retailer supply chain. The proposed Mixed-Integer-Linear-Programming (MILP) model evaluates the benefit of sharing delivery information of shipment quantity by the supplier to mitigate the risk. The performance indicators considered are fill rate and total supply chain cost.

**8905 Power And Incentive Distribution In Supply Chains**

*Hanuv Mann, Carleton University, hmann@connect.carleton.ca*

*Inder Jit Singh Mann, Carleton University, ijsmann@connect.carleton.ca*

It is generally assumed in existing literature on supply chain management that the members of the supply chain have a unity of purpose and that the incentives are distributed equitably. In real life this does not appear to be so. The supply chain partners independently try to maximize their profits. This paper looks at supply chain management gains and how the power play in the supply chain affects the incentive distribution. A number of propositions have been put forward. This paper provides a new perspective on looking at incentive distribution in supply chains.

**3A-9, Monday, January 3, 9:20-11:00 A.M.**

**Session: Intellectual Capital**

**Session Chair: Ahmad Dibavar**

**Industrial Management Institution**

**8023 Relationship between Organizational Intelligence and Organizational Agility**

*Majid Bagherzadeh, Azad University, Dr.bagherzadeh@yahoo.com*

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*Sajedeh Pourrezazadeh, Industrial Management Institute of Tabriz, sajedeh\_mba@yahoo.com*

The present studies measured organizational Intelligence and review its relationship with organizational agility in service organizations and government. The study was a correlation and the statistical community including all staff and managers is the organization. The results indicate that the significant positive relationship was between organizational intelligence and organizational agility. Also, the results indicate that the significant positive relationship was between some dimension intelligence organizations, including the common fate, the desire for change, unity and consensus, spirit, knowledge and knowledge and performance pressure with organizational agility .But the significant relationship not found between organizational agility and strategic vision.

**8026 Intellectual Capital Measurement in Organization: A case study**

*Ahmad Dibavar, Industrial Management Institution, ahmaddibavar@gmail.com*

*Majid Bagherzadeh, Azad University, Dr.bagherzadeh@yahoo.com*

*Zohreh Tahmasbi, Payam Noor University, zt.safa@gmail.com*

This research has been carried out in order to investigate the identification of elements and the component intellectual capital in organization. In order to examine the intellectual capital in Heritage and truism Organization in Tabriz. The needed data were collected by using an intellectual capital questionnaire. The face validity of the questionnaire has been assessed by using factor analysis. The result obtained are suggestive of the fact the elements and components of the intellectual capital in organization. Have been supported of, course, among these components the ability one has had a higher mean, in comparison with the other components.

**8036 Intellectual Capital, Vigilant Leadership, Entrepreneurship, Value Creation**

*Zohreh Tahmasbi, Payam Noor University, zt.safa@gmail.com*

In our competitive world, organizations are concerned with the growth of their of market position. Several factors influence this growth; one of which is the increasing organization capitals. This paper argues that changing the approach to the organization from the functional to the process reinforces the social capital.

**3C-1, Monday, January 3, 1:30-3:10 P.M.**

**Session: Emotional Intelligence**

**Session Chair: Bindu Gupta**

**Institute of Management Technology**

**8028 Investigating Relationship between Intellectual Capital and Indices Performance**

*Mahsa Keranian, Alghadir University in Tabriz, mkermanian82@gmail.com*

*Majid Bagherzadeh, Azad University, Dr.bagherzadeh@yahoo.com*

*Ahmad Dibavar, Industrial Management Institution, ahmaddibavar@gmail.com*

The present research is investigating the relationship between intellectual capital and indices performance assessment of companies in Tehran Stock Exchange. According to the results of statistical examination, there is a significant relationship between intellectual capital with earning before tax, operating cash flows and value added in all studied companies at confidence level up to 90%. On the other hand, among depended variables, earning before tax has more correlation with intellectual capital.

**8309 Emotional Intelligence: Attribute for Leadership in Organization**

*Randhir Singh, Dr. Gaur Hari Singhania Institute of Management & Research, randhirmba@gmail.com*

The act of emotional intelligence provides a major edge of competitiveness in an organization. The research paper reveals that there is a close relationship among emotional intelligence and leadership quality of an individual in an organization. The research paper contributes in the development of quality of leadership in managers which increases managerial effectiveness and ultimately increases the efficiency of an organization. During the whole research process, descriptive research methodology is used. The source of data collection is primary. The questionnaire is structured in nature. The data is analyzed and conclusion is drawn.

**8335 A Study of Emotional Intelligence as a Predictor of Job Satisfaction**

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*David Jawahar, Pandian, Bharathidasan Institute of Management, dj@bim.edu*

Emotional Intelligence at work has a gross influence on the level of job satisfaction and in turn on work performance. This study aims at determining and establishing a relationship between strategic emotional intelligence and job satisfaction among faculty in institutions. The study has employed the Mayer, Salovey and Caruso's Emotional Intelligence Test (MSCEIT) and Wong's Job Satisfaction inventories to quantify the Emotional Intelligence and Job satisfaction levels respectively. Samples from 98 faculty members in Tamil Nadu, India were used to obtain the empirical base for the study. Various statistical tools were used to interpret the data.

**8353 Fostering Creativity Through Emotional Intelligence**

*Bindu Gupta, Institute of Management Technology, bgupta@imt.edu*

Organizational creativity is an important element of organizational innovation. Creativity is considered to be a function of the creativity of the individual, groups and organizational factors. The current research investigated the role of emotional intelligence on employees' behavior. Respondents (N= 138) from 6 organisations completed emotional intelligence, creative behaviour and creative style preference questionnaire. The results of the study indicated that employees with high emotional intelligence are more involved in creative behavior, compared to employees with low emotional intelligence. Further, emotional intelligence significantly moderate the relationship between creative style preference and creative behavior.

**8491 The Balancing Act: An admitted philosophy**

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The recent global economic meltdown has brought into sharp relief the completely unbalanced focus of our attention and priorities in life. Professionals were jolted into reflecting upon the meaning of work and more importantly its basic purpose within our lives. Beyond layoff people felt they have been running behind a mirage. Post recession, this has brought back interest to the concept of work life balance in the corporate world and how to accomplish it in an era of heightened expectations. The study is focused to understand the significance of work life balance, during and post recession.

**8508 Emotional Intelligence in Management Education and its Relationship to Workplace**

*Seema Gupta, Babu Banarasi Das National Institute of Technology and Management, sm.gpt4@yahoo.com*

The purpose of this article is to review the content of existing social –emotional learning (SEL) programs in management education and its relationship with the workplace. The contents of SEL programs were studied and compared to critical emotional intelligence skills for the workplace. Literatures of both were reviewed and compared to identify the gaps so that administrators of management education should think seriously for the inclusion of the social –emotional learning programs in the management course curriculum. The study will also help the practitioners of HRD in designing the training program by focusing on the important areas of Emotional Intelligence.

**3C-2, Monday, January 3, 1:30-3:10 P.M.**

**Session: Indian Approach to Management Education**  
**Session Chair: Mohan Kotwal**  
**INDSEARCH**

**8334 The Panch Tatva or Five Principles Approach to Management Education in 2020**  
*Mohan Kotwal, INDSEARCH, mohan.kotwal@rediffmail.com*

Visualizing Management Education Circa 2020 is a challenging task for all serious management educationists, pedagogists, and business scientists. Pancha Tatva approach is an exercise in evolving one such model based on the sound wisdom of the ancient Indian philosophy of 'sa vidya ya vimuktaye' or 'education that liberates'. This model integrates the five essential elements necessary in creating business leaders who are humanists in their core but equally adept in being aware of the dynamic nature of doing business aimed not just at profits but in value addition to all stake holders.

**8355 Developing Karma-Yoga: An Indian Approach to Moral Development**  
*Zubin Mulla, Tata Institute of Social Sciences, zubinmulla@yahoo.co.in*  
*Venkat Krishnan, Great Lakes Institute of Management, venkatkrishnan@ymail.com*

Business school education must include models for ethics and moral development rooted in the culture. We propose Karma-Yoga, the technique of intelligent action discussed in the Bhagawad Gita as an Indian model for moral development. Karma-Yoga is conceptualized as made up of three dimensions viz. duty-orientation, indifference to rewards, and equanimity. Based on survey results from 459 respondents from two large Indian organizations, we show that the dimensions of Karma-Yoga are related to moral sensitivity, moral motivation, and moral character.

**8411 Management: Vis-a-Vis Temporal & Spatial Global Development Holistically**  
*Vikas Arya, Institute of Management and Development, secretary\_dbst@yahoo.in*  
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Management Education should make available Innovative, Lifelong Programs for livelihood improvement, Socially relevant education provision and established a Global Simulated Education Pattern for high-quality assurance by employing appropriate technologies to achieve Absolute Economy Transformation and Composite Global Development. Global Political Management (GPM): Green Politics with the Pace of Positive Global Change. Generation Management Tax: To make the Equal-Distribution of Flow of Money for Socio-Balance. Ethological management: Best Resources of Man, Power and energy. Space Management, Heritage Tax, Culture Management will be the Global Issues and Challenges for Future Management Education.

**8429 Moving beyond Spirituality and Exploring Religious Roots in Management Education**  
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*K. Nagaraja Rao, Entrepreneurship Development Institute of India, nagaraja@ediindia.org>*  
*Kumari Ruchi, Indian Institute of Management, kruchi@iimahd.ernet.in*

The present study attempts to highlight the necessity of integrating the religious values without its dogmas to the management educational stream for making it more vibrant and holistic. It advocates the necessity of considering exemplary case studies of noble religious characters and incidents with lessons from various religions as teaching tools and drawing inferences for the present business problems. Without advocating any religious study it is possible to integrate the subjects of religion in the spiritual quotient for making a manager 'Sthitha Pragna' (one 'standing' (sthitha) in 'wisdom' (prajna); a man of steadiness and calm, firm in judgement, contented).

**8484 Holistic Management Education - An Alternative Paradigm to Address Employability issue**  
*Suhas Chavan, Shri J.J.T. University, suhas\_subal@yahoo.co.in*

While on one side the management education sector is working towards improving their curriculum and placement section to provide various job opportunities for their students, simultaneously they are also facing a new challenge of supplying quality talent to corporate. To cope up with this new challenge, this paper will explore a "Holistic Management Education" based on contemporary pedagogy used in Management education integrated with valuable know-how from ancient wisdom. This alternative paradigm will address the cause of employability and provide insights to develop student's mindset in order to improve their performance in the wake of emerging challenges across corporate sector.



**3C-3, Monday, January 3, 1:30-3:10 P.M.**

**Session: Teaching Business**

**Session Chair: Deepa Sethi**

**Jaipuria Institute of Management**

**8337 Role of Management Games in Management Education**

*Karuna Kodavatiganti, Aurora's Degree and PG College, karunak@adc.edu.in*

*Viswanadham Bulusu, Aurora's Degree and PG College, viswanadhambulusu@adc.edu.in*

The main purpose of this paper is to assess the role of management games in mapping students 'preferable learning styles to acquire knowledge..Present use of management games as a teaching device are surveyed and evaluated. Learning effectiveness in education was analyzed by evaluating data obtained through student questionnaire surveys. The mean score obtained by the students who have participated in the game are active (79%), sensing (76%),and visual (81%) learners who believe that the game enhanced their capability and efficiency. The management games provides an effective means to teach students the complexities and dynamics of interpersonal relationships in management education.

**8338 Quality of Teaching in Management Education**

*Viswanadham Bulusu, Aurora's Degree and PG College, viswanadhambulusu@adc.edu.in*

It is seen that management educational institutions can expect to find growing numbers of capable students, but Many believe that qualified faculty have become too scarce to find, too expensive to hire, and too difficult to retain. The collected data was analyzed with the help of simple percentage method apart from data validity tests like standard deviation, variance and other tools as applicable. This indicates rising concerns about increasing variance in the quality of management education. Accreditation and other forms of quality assurance have played an important role in ensuring the quality of management education.

**8415 Teaching Oral Communication Skills to Management Students: A Live Case of Activity-based Approach**

*Deepa Sethi, Jaipuria Institute of Management, dr.deepasethi@gmail.com*

This paper describes the applications of the activity-based approach to designing a syllabus for an oral communication skills course in a B-school. It discusses the objectives of the course within the institutional contexts, delineates the principles of activity-based design, describes and classifies the activities, and provides a descriptive account of the organization and sequencing of the activities in the course schedule. It argues that such an approach has much potential in business communication curriculum development in alignment with corporate needs.

**8430 Pedagogical Innovations in Teaching Entrepreneurship**

*Jomon Lonappan, S.D.M. College of Business Management & Research Centre, jomonlonappan@yahoo.co.in*

*Devaraj, S.D.M. College of Business Management & Research Centre,*

The field of Entrepreneurship education has emerged as the most potent economic force over the last two decades. The development in the curriculum and programs devoted to entrepreneurship and new venture creation has been remarkable. In the midst of this huge expansion remains the challenge of complete academic legitimacy for entrepreneurship. Entrepreneurial education has a tremendous impact on social progress in fuelling innovation, employment generation and inclusive growth. An entrepreneurial individual whether a student, employee or employer is the pillar of exponential growth in any economy.

**3C-4, Monday, January 3, 1:30-3:10 P.M.**  
**Session: Technology in Management Education**  
**Session Chair: Vipin Agrawal**  
**Integrated Academy of Management and Technology**

**8529 Emerging Dimensions of Management Education in 2020 : A Study of Management Program in Patna**  
*Umesh Mishra, Patna University, umishra.pu@gmail.com*

At present various Universities and other institutions are engaged in imparting management education through various management programmes in the city of Patna. This paper is intended to study whether these Management Programmes are capable of meeting the future corporate and societal expectations and to critically examine the quality of management education particularly in Patna on the basis of various parameters, such as, quality, profile and diversity of students, curriculum, faculty, pedagogy, students' involvement, accreditation, value, placement, management, infrastructure, corporate integration etc. The study is proposed to be conducted on the basis of following hypotheses emerged from the preliminary investigations.

**8547 A Critical Study of Network Security Products and Technologies in Education**  
*Vilas Nandavadekar, Sinhgad Institute of Management, directormca\_siom@sinhgad.edu*  
*Abiresh Abraham, Sinhgad Institute of Management, a.abiresh@gmail.com*  
*Balkrushna Potdar*

Securing digital data and IT infrastructure of an educational organization is critical area of study because certain institute's network was in past found to be used in terrorist activities in India. Our study is limited to educational institutions in India and is focused to find out what network security techniques they are using along with the budgetary spending in this field. Researchers have suggested network security techniques and have evaluated results against it. Careful analysis of earlier studies available show that not many studies have been done in this sector especially in India and this has been study's driving force.

**8584 Impact of Technology use in Classroom on Management Students' Learning – An Empirical Study**  
*Vipin Agrawal, Integrated Academy of Management and Technology, vashu2005@gmail.com*

This study focuses on the impact of technology in management education classroom on students learning. Technology adaptability (TE) is investigated as a tool of faculty use of technology and students use and expectations of technology use. For measuring the technology adaptability and a testing tool has been applied to see the response of the stakeholders. The tools were administered over the sample faculty and students from the management institutes in the National Capital Region (NCR). The study has reveal that the students expect for the use of maximum technological tools from the faculty in management education.

**8585 E Learning Systems: Automating Data Mining Processes**  
*Omprakash Mandge, MET ICS, olm.deep@gmail.com*

The advent of communication technology has led to the widespread use of interactive, personalized and web enabled learning environments in various educational organizations. The E Learning Systems can accumulate a large amount of information which can be useful to analyze student's behavior using Data mining techniques. It is observed that these systems collect similar data, though their objectives may differ. This means that the models extracted may differ, but the data mining processes are same. This paper studies on implementing a tool in such a way that it provides a more generic approach towards the mining process in E Learning Systems.

**9012 Scale of Technology: A Key Concept for Management Education**  
*K A Rao, Bloomsburg University of Pennsylvania, karao2009@gmail.com*

The concept of appropriate technology was popularized in the late 1960s and 1970s in a number of developing countries, but has since fallen out of favor as globalization became the Mantra of economic development throughout the world. In this paper, the author sketches out the limitations of large-scale technology and their potential impact on system stability. Drawing on the concept of Normal Accidents by Perrow, the notions of Technology advocated by E.F. Schmacher, and the Law of Requisite Variety proposed by Ashby, the author argues the case for a prominent role for Intermediate Technology in Management Education in the future.

**3C-5, Monday, January 3, 1:30-3:10 P.M.**

**Session: Web-based Networking**

**Session Chair: Pamila Dembla**

**Kennesaw State University**

**8021 Web 2.0 and Distributed Creation and Management of Inter-firm Knowledge Base**

*Pamila Dembla, Kennesaw State University, pdembla@kennesaw.edu*

*Tridib bandyopadhyay, Kennesaw State University, tbandyop@kennesaw.edu*

Web 2.0 promises a new paradigm of inter-firm collaboration. Micro blogging and wiki technologies open vistas for distributed creation and management of knowledge, which can now extend beyond organizational boundaries. Such knowledge bases bring great value, but do not come without attendant barriers. We attempt to identify the opportunities, values and barriers of distributed knowledge creation and management using Web 2.0 social networking technologies. This research contributes to the general literature of knowledge management. Our research outcomes are valuable for the managers of tomorrow, whose formal education must include learning to harness the power of Web 2.0 in organizational settings.

**8314 Social Networks Categorizing on the Internet**

*Hari Krishna Maram, Y-Gen, drmaram@in.com*

*Ganga Bhavani Maram, Imperial College Of Business Studies, bhavani@imperialcollegeindia.com*

The purpose of this paper is to create a broad framework for categorizing social networks existing over the web which can be further used for creating a deep understanding of the existing social networking sites. Methodology: Research based on the different typologies already defined by a number of existing reserchers and the various blogs discussing social networks.

**8336 Use of Social Networking Sites among Indian Teenagers**

*Sita Mishra, Institute of Management Technology, smishra@imt.edu*

*Geetanjali Negi, Institute of Management Technology*

*Rahul Kumar, Institute of Management Technology*

Across the globe, the latest virtual trend which seems to be completely revolutionizing and changing the basic thread of human communications is Social Networking. Studies have shown that there is rapid adoption of social network sites by teenagers in the United States and in many other countries around the world. For growing number of teenagers in urban India, being active in virtual world has become a daily need. In this paper attempt is made to explore the usage patterns of teenagers and to determine their objectives behind the usage of these sites.

**8489 Exploring Antecedents of Wireless Web Adoption**

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Last two decades have witnessed a rapid advancement in technology and innovation including that of mobile phones, personal digital assistants (PDAs), and other handheld devices. Wireless web adoption involves services where people can access the web using their cell phones. The rapid development in wireless technology coupled with increasingly high penetration rate of internet is playing a major role in promoting mobile commerce as a significant application for enterprises and consumers both. This paper intends to explore some of the antecedents of wireless web adoption and bring out issues that affect adoption of various transactions conducted over wireless communication devices.

**8588 Cloud Computing for Corporate and Enterprise Business**

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*Arin Ghosh, IBS, arin4u@gmail.com*

We do Cloud Computing when we access our mails from Gmail, Hotmail, typing a document and save it in Google Docs. Cloud Computing is "Everything Online" or "Everything as service". In another way, hardware is provided as a service, software is provided as a service. This latest buzzword has revolutionized the world of Business Enterprises and services. The Organizations with sufficient infrastructure have started offering their underutilized capacities using the cloud. The enterprises striving to reduce computing cost started seeking solutions from the service providers. In view of this, the purpose is "Is Cloud Computing ready for the Enterprises in India".

**3C-6, Monday, January 3, 1:30-3:10 P.M.**

**Session: Service Quality**

**Session Chair: Vijay Pandey**

**Symbiosis International University**

**8354 Service Quality and Customer Satisfaction in State Bank of India**

*Rajyalakshmi Nittala, Andhra University, nittalarl@yahoo.co.in*

*Vijaya Kameswari Allada, Andhra University, allada.vijaya@gmail.com*

Service quality and customer satisfaction are the two core concepts that form the crux of the marketing theory and practice. In today's world of intense competition, the key to sustainable competitive advantage lies in delivering high quality service that will in turn result in satisfied customers. Banking is a customer oriented service industry, therefore, the customer is the focus and customer service is the differentiating factor. The present paper aims to distinguish between the satisfied customers from not satisfied customers in terms of service quality (responsiveness, assurance, and empathy) variables. The SERVQUAL model is used as the underlying theoretical framework.

**8473 A Study of Post Recovery Satisfaction - Its Antecedents and Consequences**

*Aditya Tripathi, ITM Universe, aditya.tripathi.mba@itmuniverse.in*

This paper contributes to the growing body of knowledge on service recovery. Study tested a theoretical model of service recovery. The model consists of variables like Justice, Post Recovery Satisfaction, Trust, Commitment, Overall Satisfaction and Behavioural Intentions. Then the study tried to find out the effects of two variables namely Level of involvement (HIPs and LIPs) and Customer Perception of company control over the failure (High and Low), on the relationship that form the model. Appropriate analytical tools has been used. Among many findings study showed that service recovery strategies should be directed towards the behavioral intentions of customers.

**8478 Management of Health Services through E-governance**

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Integrated graphical information and data has been incorporated to make a geographical information system. Spatial epidemiology is gaining vast momentum these days to prevent spread of epidemic and source of the disease by spatial mapping of area and the source of pathogen. Paper is aimed at relieving the possible implementation and management public health services by stating the success stories of pilot studies and already existing model in India and abroad. Management of health services through better operations by implemented IT systems in health care are discussed in the paper.

**8920 Impact of Selected Antecedents on Service Quality**

*Vijay Pandey, Symbiosis International University, vijaykumarpandey47@gmail.com*

*Yogesh Upadhya, Management Studies, ITM Universe, yogesh400@gmail.com*

*Shiv Kumar Singh, Institute of Commerce and Management Jiwaji University, shivkumar67@gmail.com*

This study proposes a model of student faculty management that examines organizational citizenship behaviours as critical link between discretionary treatment, perceived organisational support, core transformational leadership behaviour, contingent reward leadership behaviour, job autonomy, organisational commitment and student perception of service quality. The hypothesized model is tested with the help of structural equation modeling and result partially support. The major finding of the study suggests that there is positive direct relationship between organizational citizenship behavior and service quality. The study explores theoretical and managerial implications in management education for filling the quality gap between industry demand and supply by management institutions.

**3C-7, Monday, January 3, 1:30-3:10 P.M.**

**Session: Strategy-III**

**Session Chair: Ajay Maindiratta**

**Stern School of Business**

**8002 Effect of Corporate Governance on Social and Environmental Reporting**

*Dinithi Ranasinghe, University of Kelaniya, dinithi.ranasinghe@yahoo.com*

Environmental and social reporting practices have derived the attention today than ever before. Some countries have mandatory requirements in publishing these reports where as others have voluntary disclosure practices. This study tries to find out the effect of corporate governance on the extent of environment and social reporting practices. The board size and duality were taken to represent corporate governance and a content analysis of annual reports was carried out to ascertain the extent of environmental and social reporting. Adoption of robust statistical techniques corroborated that board size has a significant impact on the environmental and social reporting practices.

**8009 Identity, Legitimation, and Success: Lessons from Software Startups**

*Shaila Miranda, University of Oklahoma, shailamiranda@ou.edu*

I investigate how identity coherence and pluralism influence legitimation and success of software startups and how startups' operational and market scope mitigate these relationships. Startup identity is operationalized as the knowledge base underlying startups' patenting activities and legitimation as technological endorsements via patent citations. Success is operationalized based on the return on capital invested in the startup, benchmarked against the stock market. Operational and market scope are operationalized as patenting intensity and intensity of local competition respectively.

**8013 Resource planning under uncertainty, economies of scope, and product costing biases**

*Ajay Maindiratta, Stern School of Business, ajay.maindiratta@stern.nyu.edu*

This paper explores how scope economies and idle capacity arise in multi-segment settings wherein resource commitments have to be made under demand uncertainty. The gains accrue either from the ability to hedge demand for the resource and/or from the option to prioritize service. In contrast, both Activity Based and Conventional profitability statements are segment-wise separable representations, which thus misstate incremental profit contributions. This paper provides evidence that the misstatement is economically significant in the setting at hand. The paper also establishes diminishing returns to increasing the number of segments. However, average idle capacity remains non-zero in the limit.

**8025 Comparative Study on Monitoring Privatization**

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In the past 15 years, Privatization of the most important elements of structural reform programs in developed countries has been developing. Nowadays, Difficulty can be found a country is not a program for the transfer of all or part of public companies to private sector. In this paper we want first discussed Privatization Definitions, Objectives and the need for its implementation in the countries Then monitor how the privatization deal in other countries and Privatization to impose a single model can be offered for all countries or not.

**8030 The Big Picture: Exploring the Performance Impact of Being at the Technological Frontier**

*Madhu Viswanathan, University of Minnesota, Viswa022@umn.edu*

*Prokriti Mukherji, University of Minnesota*

*Om Narasimhan, University of Minnesota*

*Rajesh Chandy, London Business School*

We seek to answer two questions in this research, both in the context of firms in technologically complex environments. First, what is the benefit to a firm of being on the technological frontier? Second, to what extent does in-house production influence the ability of a firm to operate on the technological frontier within an industry? To answer these questions, we have assembled a panel dataset in the flat panel television industry that includes unique details about the products offered by all major manufacturers in the industry across major markets in the world.

**3C-8, Monday, January 3, 1:30-3:10 P.M.**  
**Session: Management Education-III**  
**Session Chair: Vidhi Agrawal**  
**Ajay Kumar Garg Institute of Management**

**8482 Engineering Education A Student's Self Management Perspective**

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Engineering Education has become a challenging in this current global scenario in sense that getting admission is easier than completing the course. Engineering students have to toil during their stream of education and have to struggle by competing with their fellow students both inside and outside institutions. As their day to day activities are tightly scheduled, they have to balance their professional and personal activities and must be emotionally stable. Hence, they have to cope with emotional stress. Our paper studies various stress causing elements to the engineering students and also suggests basic scientific methods for effective stress management.

**8560 Success Mantra for Management Education- Proportionate Fusion of Accountability and Standards**

*Preeti Kasliwal, Chamelidevi School of Management, kasliwal\_preeti@yahoo.co.in*

Education is universally recognised as an important investment in building human capital. The growing number of private institution insists on customer focus, involvement of staff members and continuous quality improvement. The governance of Management Education calls for fusion of standards and accountability with current industry requirement. Data was collected from 75 teachers of Management Education Institution randomly selected across Indore. Opinions were taken on Likert Scale and mean scores and pooled aggregative scores were calculated. The findings indicated that success rests on the premise that outcome of education and course organisation is competencies development.

**8583 Impact of International Trade on Higher Education Services**

*Vidhi Agrawal, Ajay Kumar Garg Institute of Management, dr.vidhiagrwal@gmail.com*

The role of higher education in fostering economic growth is accepted internationally. The globalization has increasingly made the acceptability of internationalization of higher education with the international trade. The domestic education policies are influenced and have impact of global requirement of higher education. The international trade in educational materials like books, journals etc. have seen the evidence of growth. This study suppose to discover the factors which are associated with a nations trade policy in education and determining whether education trade policies are consistent with general trade practices.

**8586 Competencies Desired in a Business Administration Graduate**

*Vijita Aggarwal, GGS IP University, vijitaaggarwal@yahoo.com*

This paper analyses framework of generic and specific competencies (pertaining to business administration) as developed by the TUNING project for European Higher Education Area (EHEA), in the Indian context. Tuning project elucidates that the degrees should be expressed in generic and subject related "competences" and "learning outcomes". This empirical paper attempts to rank the competences according to "how important" and "how achievable" they are considered to be by the four stakeholder groups of academicians, graduates, employers, and students. The correlations and variances between the rankings according to each of the four member populations of the sample are analysed and reasoned.

**3C-9, Monday, January 3, 1:30-3:10 P.M.**

**Session: Creativity**

**Session Chair: Jaideep Naidu**

**Philadelphia University**

**8024 Management Learning Organizations Create Knowledge based Enamel**

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Topic learning management has been development at organizational business's literature in the contemporary. Today, organizations are more successful earlier, faster and better than competitors learn to produce new knowledge and most importantly be capable to manage for applying new knowledge and producing. In this article, the organization learner's subject explained, despite factors such as shared ideal in the organization, tendency to change the structures, lack of satisfaction with traditional management, increased customer demands and increased levels of competition in global markets of the important issues that impact the development. Learn to manage the process will be discussed in detail.

**8027 An Intuitive Analysis and Comparison of Algorithms for the One Machine Tardiness**

*Jaideep Naidu, Philadelphia University, naiduj@philau.edu*

The single machine tardiness problem continues to interest researchers in the area of job shop scheduling and sequencing. The most recent and exhaustive review of this problem was done by Koulamas (2010). In our study, we explore the famous decomposition algorithm of Potts and Van Wassenhove. We present a selective swap and insertion based heuristic algorithm and also present some dominance properties based on the concept of reducible tardiness. In addition, we compare the proposed algorithm with several leading heuristics in literature. Our computational comparison indicates that our proposed algorithm outperforms the other existing rules.

**8029 Machine Scheduling Problems with a Learning Effect**

*Jaideep Naidu, Philadelphia University, naiduj@philau.edu*

The traditional machine scheduling problems assume that the processing time of a job is independent of its position in the production sequence. However, in numerous practical situations, the processing time of a given product is shorter if it is sequenced later, rather than earlier in a sequence. This phenomenon is known as "learning effect". Thus, unit costs decrease as firms produce more of a product and enhance their knowledge and experience. Study on the effect of learning in machine scheduling problems is a new but growing field. We survey the work done in this area and present some properties.

**8034 Creative and Innovative Organizations**

*Solmaz Salami, Drugs and Foot Institute - Esfahan, solmazsalami@gmail.com*

*Ahmad Dibavar, Industrial Management Institution, ahmaddibavar@gmail.com*

The purpose of this article is to emphasize the position of management in training for building creative and innovative organization, resulting in developing organizational investment, called "Organizational Intelligence". The training, Using cooperative and participative methods, will flourish creative and innovative talent of staff in producing proper knowledge to adapt with the global changes and development.

**8035 Study of relationship between employees creativity with organizational effectiveness**

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Experts and researchers believe that effectiveness is the main subject in all the organizational analysis so that imagining an organization without effectiveness is very difficult. On the other hand, development and speed of changes all over the world has given creativity a greater importance than the past. In this research, we have dealt with the evaluation of the relationship between on organization staff's creativity with organizational effectiveness. The results of this research shows that bank staff's creativity has a meaningful relationship with organizational effectiveness and bank staff's creativity is of main factors in reaching organizational effectiveness.

**8581 A Study of Relationship between Creativity and Leadership in the Management Study**

*Vidhi Agrawal, Ajay Kumar Garg Institute of Management, dr.vidhiagrawal@gmail.com*

The present study is an attempt to find out the relationship between the creativity and leadership qualities among the management students. The study was conducted through an assessment of the aspects of the traits like behavior and skills. The study found that creative leadership was a form of leadership that released the creative energy of both the leader and the people being led. The study was an empirical one and used correlation analysis of data collected and computes the coefficient to find the result.

**3D-1, Monday, January 3, 3:35-4:55 P.M.**

**Session: Advertising**  
**Session Chair: Ruchika Sharma**  
**Birla Institute of Technology and Science**

**8345 Developing a Framework to Study Impact of Logistics and Advertising on Firm**

*Anvesha Sharma, Amity School of Communication, anveshaprakash@gmail.com*

*Rameshwar Dubey, Asian Council of Logistics Management, rameshwardubey@gmail.com*

*Saurabh Tiwari, University of Petroleum & Energy Studies, tiwarisaurabh@gmail.com*

If advertising can pull customers then Logistics can retain the customer. However in India it is observed among firms in the past that logistics was always given second treatment to advertising. However during recession Logistics emerged to be cost saving tool by cutting advertising expenses to improve profitability. Here researchers present a framework in which researchers will propose that how effective synergy between logistics and advertising can be created to improve performance of Indian manufacturing firms.

**8346 The Role of Advertising in Firm Performance- A review paper**

*Anvesha Sharma, Amity School of Communication, anveshaprakash@gmail.com*

*Rameshwar Dubey, Asian Council of Logistics Management, rameshwardubey@gmail.com*

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It is very important in present business scenario to understand, how advertising can influence the performance of Firm. Here researchers have made an effort to present a framework on the basis of secondary literature survey and primary survey which will be tested in Indian 3 PL firm. The outcome of the study has managerial implications.

**8392 Portrayal of Women in Advertisements: Is It Really Offensive?**

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*Sangeeta Sharma, Birla Institute of Technology and Science, 38.sangeeta@gmail.com*

*Alok Soni, Birla Institute of Technology and Science, Pilani, alokdrsoni@gmail.com*

Previous researches suggest that women are offended by the way they are negatively portrayed in advertisements. The theoretical base for understanding the offense caused by an advertisement lies on one's ethical judgment or moral philosophy. This paper is an empirical attempt to find a broad range of individual behaviors and cognitions, and the degree of offense felt by young women in advertisements of all sorts. The article also aims at relating this degree of offense to the existing theories of social comparison, skepticism and offence, and acceptance of advertising.



**3D-2, Monday, January 3, 3:35-4:55 P.M.**

**Session: Entrepreneurship**

**Session Chair: Chitra K.**

**Sri Ramakrishna Engineering College**

**8348 A Study on the Entrepreneurship Intent in MBA students in India.**

*Veni Nair, ITM Business School, veninair@itm.edu*

*Shelja Kuruvilla, ITM Business School, sheljaj@itm.edu*

This study tries to find out the Entrepreneurship Intent in MBA students, in India. There is a dearth of literature addressing the subject of entrepreneurship in India. This research uses the Entrepreneurship intention model based on the Theory of Planned Behavior by Ajzen to conceptualize a causal model between attitude, subjective norms, perceived behavior control and entrepreneurship intent. To test the hypothesis Bivariate and multivariate techniques were used with the aid of SPSS 16.0. The results indicate that while all three factors show a positive effect on the entrepreneurship intent, Perceived behavior control seems to have the highest influence.

**8379 Promoting Youth Acuity for Entrepreneurship in India: Role of Education**

*Ruchika Sharma, BITS, ruchika.sharma363@gmail.com*

There has been change in the facets of entrepreneurship in India from its very inception. Entrepreneurship is getting the attention not only from customer's side and unemployed youth but also from the paucity of resources and skills. There have been galore opportunities in corporate world but are being driven away by the indifferent youth not opting for entrepreneurship. This paper discusses the nuances of youth entrepreneurship and a case study by focusing on the role of education and the challenges to be faced by academicians to promote youth's acuity in entrepreneurship in India.

**8510 Raising Venture Capital for Serious Entrepreneurs**

*Geetha Chokka Venkata, SR Engineering College, cvgeetha6@yahoo.in*

This article provides the basic principles of the venture capital methods, strategies for raising capital and proven techniques for negotiating the deal. It has emerged an important intermediary in financial markets, providing capital to young high-technology firms that might have otherwise gone unfunded. Process of venture capital consists of creating a winning business plan, in previous studies entrepreneurs are born not made. But recent studies have proved that entrepreneurial activities can be planned and developed in an individual through creation of opportunities, extended facilities allowing incentives etc.

**8515 Antecedents of Entrepreneurial Skills among Rural Women Entrepreneurs: A Study**

*Chitra K, Sri Ramakrishna Engineering College, sangisubramanian@gmail.com*

*Sangeetha S., Kumaraguru College of Technology, sangisubramanian@gmail.com*

India with the total population of 1.1 billion holds 117th position in the unemployment list with a rate of 10.7% (2010). The total labour force in India is about 467 million. In recent days women have deployed their contribution to Indian economy's current growth. They constitute nearly 40% in the agricultural workforce and also a huge sum in the unorganized sector. One mainstream earnings for women are formation of SHGs which lays platform to their entrepreneurial flair. This study explores insight on the antecedents of entrepreneurial skill-set among rural women entrepreneurs and the impact of microfinance programme on it.

**3D-3, Monday, January 3, 3:35-4:55 P.M.**  
**Session: Future of Management Education**  
**Session Chair: Subhash Wadekar**  
**M.S.G. College of Arts, Science & Commerce**

**8436 Think Beyond the Present**

*Rupali Tripathi, IBS Hyderabad, rupali\_09@yahoo.com*  
*Aditya Jawlia, IBS(IFHE University), ajawalia@yahoo.com*

Paper focuses on the “Rethink” strategy required on the part of B-schools to make their offerings more relevant to the global dynamic environment. They face biggest Challenge of producing technically-sound socially-responsible managers who have long term perspective and mesh with the global and national economy, environment and development Process. They need to seize an opportunity and reshape the essence of management education, reorient it beyond the just knowledge gains, and invest in growing leadership through lifelong learning. The emphasis has to be on constant upgradation of curricula to include courses in social responsibility, ethical thinking and sustainability.

**8437 Great Leap Forward**

*Aditya Jawlia, IBS(IFHE University), ajawalia@yahoo.com*  
*Rupali Tripathi, IBS Hyderabad, rupali\_09@yahoo.com*

Paper focuses on the ‘Think Forward & Think Beyond’ strategy which forms the basis of new management education model. It emphasizes on future opportunities that links corporate performance to the technically and socially responsible managers. Challenges with B-Schools is to produce a talent pool that can withstand any unusual situation by restructuring the curriculum of management education, inclusion of various long term courses, emphasis on ethics & corporate governance and an inclination towards entrepreneurial programs. An effective methodology to incorporate following changes can be done through interviews & expert comments in consortium with management institutes and corporate.

**8497 Restructuring Management Education today for Better Tomorrow**

*Neelam Sheoliha, Accurate Institute of Management and Technology, neelamsheoliha@rediffmail.com*  
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Intense Global competition has catapulted management education into playing a pivotal role in the success of the Business & corporations. Given the fact that the changing face of Global Business has created a greater need for Management Executives to deal with rapidly changing equations of trade and commerce. Management Education is available to all & sundry through Management Institutions, with all of them churning out Graduates at an amazing rate. But the bigger question is how far & which Institutes are training the students to implement their academic knowledge to find practical solutions to real life situations – A Big Gap.

**8728 Challenges for Future Management Education – Prospects and Expectations**

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*Swati Wadekar, SSBT College of Engineering & Technology, swati.wadekar30@gmail.com*  
*Suryakant Patil, K. B. H. Institute of Management & Research*

In the growing need for quality management service at the corporate & social levels has thrown many challenges for management education in India. The reason for same is simple the non-ethical, value less management adopted by the short term greedy corporate, non-governance controls. But the consequences have left a non-erasable mark on mankind leading to loss of confidence in corporate management. According to survey made by GHRDC, only 8 to 10% of students make it to MNCs with a salary above Rs.10 lakh /annum. The Business education in India should focus confidence building approach, more experimental and strong attitudes.

**3D-4, Monday, January 3, 3:35-4:55 P.M.**  
**Session: Trends in Management Education**  
**Session Chair: Kaushik Dutta**  
**ICFAI University**

**8394 Management Education in 2020: Issues, Challenges, and Opportunities**

*Jyotika Kukrety, Dr Gaur Hari Singhania Institute of Management and Research, jyotika.kukrety@ghsimr.org*

Management Education by 2020 would see a new development model for education –a deregulated educational system remodelled after free market to prepare the next generation of workers for amorphous job market. We are leading to strong convergent developments in management education. ‘Glocal’ along with global’ has been added. We should focus on:•Providing greater flexibility in educational provision•Equipping students to handle uncertain markets•Equity, ethical and real world issues•Critical, innovative, integrated thinking•Broadening abilities with specialist’s perspective•Re-examining mindsets with regard to competition and risks•Indigenising pedagogic structures

**8481 Shaping the Future of Next Generation through Modern Management Education**

*Kaushik Dutta, ICFAI University, kaushikdutta64@gmail.com*

Management education in India is developing fast due to liberalization and globalization . All nations will develop their core competencies for stronger nation. Focusing on the next generation of management education, the biggest question is to produce, shape good quality managers for the future, ethics, fluency to apply management tools into reality, entrepreneurship, leadership skills with modern knowledge. Developing network of prosperous villages through various connectivitys, leading to minimize the rural- urban divide. Identify both unaddressed problems and unrealized potentials by which India can emerge as a far stronger and prosperous nation by 2020.

**8534 Management Education a Great Dilemma**

*Sunita Bhole, JSPM, sunita\_bhole@yahoo.co.in*  
*Yashavant Vaishampayan, JSPM, yashogeeta@gmail.com*

Last two decades have witnessed the mushrooming of management institutes/ B-schools across India. It is shifted from ‘class’ to ‘mass’ education. A few business magazines have tried to gauge the standards and quality of the B-schools in India. But, their methodology has raised a few controversial issues. We focus, in this research paper, on the aspects related to evaluation and assessment of the performance of students in management education. It is a qualitative and phenomenological research based on secondary data. We conclude that lack of knowledge about various evaluation and assessment techniques results into poor standards and glorified evaluation results.

**8582 Globalization and Knowledge Economy as Driving Trends in Higher Education- Impact**

*Vipin Agrawal, Integrated Academy of Management and Technology, vashu2005@gmail.com*

The modern experience of globalization and knowledge economy is widely making the impact over higher education especially in Indian context. Policies of deregulation, liberalization, marketisation, privatization and commercialization are shown to apply largely negative influence on universities and by extension on other higher educational institutions. The study recommends the emergent concept of interculturalism which should complement internationalization as part of national and institutional response strategies. The study further argues about the encouragement of the internationalization of Indian higher education which is just liberalized and open to the global higher educational institutions.

**3D-5, Monday, January 3, 3:35-4:55 P.M.**

**Session: Women Professionals**

**Session Chair: Anupma Sahai**

**Birla Institute of Management**

**8040 Women as Managers & their Barriers**

*Katayoon Bavandpour, Kermanshah University of Medical Sciences, rt.int.affairs@kums.ac.ir*

The Indian landscape is, now more than ever, covered with a plethora of signages in both English and local languages. Such Signages plays both directional as well as marketing roles in retail environments. This study attempts to understand the impact of English language v/s local language in consumers attitude to retail environments. Attempt has also been made to understand whether status seeking attitude, leads to English as a preferred language for signage in stores. In order to test the hypothesis, different bivariate and multivariate techniques have been used with the help of SPSS 16.

**8041 Women and their Problems in Governmental Organizations**

*Katayoon Bavandpour, Kermanshah University of Medical Sciences, rt.int.affairs@kums.ac.ir*

*Seyed Mehdi Feiz Javadian, Kermanshah University of Medical Sciences*

In order to reach to a balance & remove gender discrimination in organizations & the society & to have a stable development in the country, it is necessary to share women, as a half of human resources, in decision making. In Iran 2.8% of management posts are appointed to women, whereas 23% of governmental employees are women. About 3000 women have been appointed to management posts but they can hardly promote to higher positions. Some researchers have concluded that the most important barrier in this process is the Glass Ceiling.

**8509 Women Entrepreneurship in India: Issues and Challenges**

*M.Rajya laxmi, SR Engineering College, laxmi.gunna@gmail.com*

Women entrepreneurship development is an essential part of human resource development. But invariably even few years back women power was not so welcome to hold & glorify the top positions of different corporate houses. Several myths were there & so women employees used to face barriers while climbing up the corporate ladder. Entrepreneurship amongst women has been a recent concern. This paper focuses on women entrepreneurship in India. The paper also talks about the status of women entrepreneurs and the problems faced by them when they ventured out to carve their own niche in the competitive world of business environment.

**8575 Exploring the Career Experiences of Fast Track Women Professionals in Jharkhand**

*Anupma Sahai, Birla Institute of Management, anupmasahai9@yahoo.com*

This study intends to deeply explore and investigate the experiences of women professionals of Jharkhand. Thus creating a favorable atmosphere, so, that, young/women can starts aspiring from their formative career stage to not only become professionals but of repute across the globe. This study is divided into 3 steps, viz. Pilot Study, Focus Group Discussions & Survey. Convenience and judgmental sampling is used to select target group for pilot survey and FGDs. A recorder-cum-transcriber is used to facilitate the interviews and the transcribing processes.

**3D-6, Monday, January 3, 3:35-4:55 P.M.**

**Session: Marketing-II**

**Session Chair: Kala Seal**

**Loyola Marymount University**

**8566 Disaster Managements and Mitigation Methodologies**

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One of the most frightening and destructive phenomena of nature is severe Disasters and its terrible impacts. India is highly susceptible to natural disasters. The trend during the last three decades shows an increase in the number of Natural hazards and affected population. Hence we are in a critical situation to strengthen our technologies to rehabilitate from future disasters ... To rescue ourselves from these disasters some DISASTER MANAGERMENTS AND MITIGATION METHODOLOGIES to be adopted throughout the country. This paper mainly deals with, the concept of disaster management and mitigation methods, along with the technologies adopted for rehabilitation

**8596 Strategies for Building Sustainable Indian Brands**

*L. Vijay, S.A Engineering College, drlvijay@gmail.com*

*Jayachitra B., Vels Srinvasa Engineering College*

India is the fastest growing free market democracy in the world. India has the largest knowledge workforce in the world and with more and more people moving to the higher income strata, India is a market that the world cannot ignore. The opening up of the Indian economy has given a level playing field for foreign brands against Indian brands. Several multinational companies have begun to focus their attention on Indian markets. Global brands are threatening the existence of several Indian brands. These brands have strong presence in the minds of the customers globally and have performed consistently for a long time.

**8597 A Study on the Necessity of Commodity Market for the Indian Economy**

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*Ajay V.K., S.A Engineering College, vkajaynair@yahoo.co.in*

This study intends to demonstrate that a developed commodity market is of utmost importance for an agrarian economy like India. They provide a platform that is necessary for this population to get the maximum benefit. Here the authors intend to document the evolution, benefits, limitations and regulation of commodity markets which makes it a necessity for a developing Indian economy. The study may not require primary data and only secondary data was employed based on descriptive research. This study is to analyze the future prospects of commodity market as the Indian Commodity markets and futures trading in the commodity exchanges have a great potential to develop as one of the fastest growing business centers in the world.

**8897 The Critical Success Factors for Marketing with Downloadable Applications: Less**

*Kala Seal, Loyola Marymount University, kseal@lmu.edu*

*Jacob Arriola, Loyola Marymount University*

The revolution in smartphone started by iPhone has created innovative opportunities for marketers to reach consumers via mobile applications. As consumer usage patterns shift toward increased engagement with mobile applications, companies are faced with the challenge of deciding how best to leverage this new technology to reach and engage consumers. The evolution from basic Short Message Service (SMS) advertising to more sophisticated downloadable application marketing has allowed brands the opportunity to create campaigns that provide actual utility to consumers rather than simply creating brand awareness.

**3D-7, Monday, January 3, 3:35-4:55 P.M.**

**Session: Workshop - 4**

**Session Chair: M. Mallikarjun**

**Nirma University**

**8003 Learning by Traveling – Incorporating Overseas Trips in Global Business Courses**

*Sunder Narayanan, New York University, [sunder.narayanan@stern.nyu.edu](mailto:sunder.narayanan@stern.nyu.edu)*

This is a workshop to discuss the value of incorporating international travel in International Business courses. The presenter will share his experiences in implementing such a program over the last 9 years at the Stern School of Business. The pedagogical and implementation issues in such programs will be explored in an interactive workshop setting.

**3D-8, Monday, January 3, 3:35-4:55 P.M.**

**Session: Workshop - 5**

**Session Chair: Shantanu Mehta**

**St. Kabir Inst. Of Professional Studies**

**8376 Workshop on Structural Equation Modeling using AMOS**

*Harmeen Soch, Guru Nanak Dev University, [meenu\\_soch@yahoo.com](mailto:meenu_soch@yahoo.com)*

Structural Equation Modeling (SEM) is a powerful and sophisticated technique used for specifying and estimating models of linear relationships. This SEM workshop is primarily focused on the application, analysis and interpretation of structural equations with latent variables. The workshop intends to give a basic understanding of the principles and practices of SEM and also provide some working knowledge of SEM using AMOS.