

## Papers In-Absentia

### **8018 The Basic Reasons for the Failure of CRM Implementation**

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Understanding the challenges and critical success factors are most important to the success of the CRM project. Organizations are this way aware of the factors under which it can be measured success, and will provide a CRM system deployed the way to satisfy all interested parties. This paper will point out that the main reasons for the failure of CRM. Many managers do not realize that the changes in its comprehensive CRM, to demand reform. The problem is more that many after making a decision about joining such a project, not based on scientific knowledge in management changes.

### **8101 Product and Market Success**

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Essentially, it is the lack of these basic abilities: The ability to secure efficiently the production based on the qualitatively reasonable organization and control of the manufacturing processes, and consequently to reach production and technical standards and time and financial parameters, supporting the reasonable strategic objectives of an enterprise. This efficiency must be manifested in elimination of basic lasting shortcomings, i.e. inability to meet time schedule of products delivery, the long time of production, the insufficient survey of their course – especially at products with long-run production cycle.

### **8102 Techniques to Achieve On-time Project Performance**

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The purpose of all projects is to organize various human and material resources in a well-designed model to meet performance parameters through a detailed schedule under specified budget. This paper examines the basic issues of project scheduling. First, it reviews the process of estimating the duration of project activities. If realistic estimates can serve as the basis of project planning and implementation the likelihood of conducting a project successfully grows dramatically. The paper discusses PERT/CPM networks as a basic scheduling techniques dominate project management practice.

### **8103 Re-engineering of B-Schools - Towards Achieving Global Competency Standards**

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At the point of writing, the world economy is still juggling with complex uncertainties- high market volatility, unemployment amounting by tens of millions, unprecedented quantitative easing, high carbon emissions, unevenly distributed global population growths, major resource shortages, geo-politicking in energy supply and an ever- increasing threats of terrorism. In this backdrop, B-Schools are sprouting - flooding global markets with incompetent business practitioners. The author examines the ecosystem of business education sector and the major processes in the production of business graduates – analyzing its current practices, curriculum and pedagogies from an industry-relevant perspective and offers solutions.

### **8104 The Informal Economy in Albania - A Challenge for Government and all Social Partners**

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This paper focuses on the informal economy in Albania. Accurate determination of its size is particularly difficult given the fact that data on informal sector activities are very limited. Therefore, to measure it used more indirect methods. According to the National Institute of Statistics in Albania, 1/3 of total economic activity in Albania is informal. Albanian governments have always adopted a philosophy that aims to formalize the economy through legal and institutional improvements, reducing taxes, fighting corruption and tax evasion; improvement in revenue collection from customs and taxes in general, improving governance and increasing efficiency of public institutions .

### **8106 Issues in Self-administered Web Questionnaire**

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With increase in internet usage, surveys through self-administered web questionnaires are becoming more and more popular. Literature on web questionnaires is still evolving and researchers are continuously finding newer ways to better implement web questionnaires. Preliminary section of this paper presents benefits of a self-administered questionnaire, followed by benefits of a web questionnaire based survey. This paper further presents a collection of key issues which influence the data quality of a web survey. The paper concludes with suggestions on key areas on which further research is necessary to improve the data quality of web questionnaires.

**8107 Omani Women Entrepreneurship and SMEs in Oman: Challenges & Opportunities**

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The purpose of the paper is to identify the challenges and opportunities attached to women's entrepreneurship related to Small and medium enterprises (SMEs) in Muscat, the Capital of Oman. In depth face to face interview explores the challenges and opportunities faced by the women in male dominant Arab society. The study shows the challenges faced by the women entrepreneurs in terms of gender issues like socio-economic problems and lack of government assistance and financial problems. The findings suggest that the government should devise appropriate strategies, programmes, to promote and motivate entrepreneurial activities undertaken by Omani Women Entrepreneur.

**8109 The Increasing Importance of Education in Global Sourcing**

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Organizations today are under increasing pressure to take their operations to the global marketplace and are defining new business policies and strategies to support that move. Global sourcing is becoming an important part of organizational strategy to deliver at a lower cost. To date, most knowledge related to global sourcing is adhoc, based on people's experiences and perceptions. There is minimal formal education in global sourcing provided to the managers of tomorrow. It is the intent of this paper to promote global sourcing education and illustrate this discussion with an example of a graduate program currently in place.

**8110 Issues & Challenges of Television Advertising: Empowering the Future Generation**

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Research on television-advertising indicates positive & negative impact on children. Harnessing inherent vulnerability of children to commercial persuasion, marketers target youngsters to influence parents' purchases and sell directly to kids. This leads to role-reversal in decision making and parent-child conflict scenarios. Failure to protect the children and compromising on values, attitudes, and behaviour may subvert the long term well-being of any society. The paper addresses the issues posed by television-advertising. It, also, explores means of empowering children through media literacy. It proposes use of education as a tool in tackling commercial-exploitation and subversion of natural process of cognitive-development in children.

**8331 Performance Perception of Mutual Funds among Potential Retail Investors**

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Mutual Funds are designed for small investors, salaried class and people intimidated by the mysteries of stock market but, like to reap the benefits of the same. Investors demand inter-temporal wealth shifting as they progress through the life cycle. This necessitates the Asset Management Companies to understand the fund/scheme selection behaviour of the investors to design suitable products. A survey was conducted among 150 potential retail investors in Agra to study the factors influencing the fund/scheme selection behaviour of Retail Investors. It is hoped to have some useful managerial implication on the AMCs for their product designing and marketing.

**8373 Communication and Monetary Policy- A Case of Reserve Bank of India**

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The maintenance of monetary stability and financial stability are the two main objectives of the central Banks and are correlated to each other. Monetary policy is accountable for sound investment and sustainable growth which in turn is conducive for financial stability. Post crisis, financial stability was globally recognized as an integral element of macroeconomic policy framework and the Reserve Bank of India issued for the very first time its Financial Stability Report in March 2010.

**8423 A Look Before We Leap: Status Check for Indian Management Education**

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If you are planning for a year, sow rice; if you are planning for a decade, plant trees; if you are planning for a lifetime, educate people, says a Chinese proverb, which completely bundles up the power of education. This noble service industry is shouldering the greatest responsibility of re-creating lives of young pillars of a nation who shape and decide the future of an economy. The slightest deviation that education impacts on their thinking will result in a wide disparity on the destination of every individual as well as the environment in which they live.

**8441 An Inter-Disciplinary Management Course in the Making: Behavioral Finance**

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Behavioral Finance is relatively new and a rapidly growing field that seeks to apply principles of human psychology to financial decision making in order to explain why investors make irrational decisions. This field tries to answer why market participants make such non systematic or random errors. It also tries to explore the impact of cognitive processes of the financial investors on the financial markets as a whole. This paper gives insights about research in Behavioral Finance and its implications, thereby investigating and highlighting what Behavioral Finance as an inter-disciplinary course in management curriculum, can offer to Management Education in 2020.

**8445 Study of the preferred styles of competency development for managers in India**

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The ways in which the work is done requires a need for upgrading workplace knowledge, skills and competencies. Little attention has been paid to the competence development issue in India. This article is aimed at examining empirically the issues pertaining to competence development with reference to the managers in India. This study analyzes the experiences of different managerial levels like junior, middle, senior and top level on the importance of managerial competency needs. Such studies could be used as a road-map by the executives who wish to develop their own course of study to maximize their professional competencies.

**8448 Strategic Management - A specialization in Management Education in 2020**

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Business strategy lies at the core of every business and its success. Role played by strategic management in corporate decision making is indispensable, especially at the Top Management level. Business Strategy takes complete essence of management principles into account and gives a holistic perspective while domain specializations only deal with one or two specific functions of management. Unfortunately, no management institute offers MBA in Strategy. With the growing trend of 'Young CEO's', MBA specialization in Strategic Management is the need of the hour. This paper gives insights about what this field of study could offer to Management education in 2020.

**8460 Education for Cultivating Human values**

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To ensure politically and environmentally sustainable societies key changes are essential in predominant human values in the upcoming generations: away from consumerism to a focus on excellence of life; away from a certain type of domineering individualism, towards more human harmony; and away from an postulation of supremacy of nature, towards a greater ecological sensitivity. The paper reviews evidence on the scale of these challenges. Second, it analyses their implications and the possibilities of change at personal, societal and global levels, with special reference to education and the respective roles and mutual entanglement of personal change and system change.

**8463 Role and Relevance of Economics in Management Education**

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The Curriculum of Economics is Not Uniform in The Universities Across the Globe. The Subject Matter of Economics in Most of The Institutions is Tuned More Towards Theoretical Aspects of Business Rather Than Their Practical Applicability. The Present Study Hence Makes An Attempt to Understand The Importance of Economics in Management Education Generally And The Student's Perception Towards It, Particularly. It May Help to Identify And Modify the Probable Changes That Are to Be Incorporated into The Curriculum of Economics So That The Objective of Management Education is Served. The Present Research is Confined to Hyderabad Management Schools'.

**8468 Managing Student Transition from School to College**

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Students experiencing transition from the school are faced with challenges of the new environment as they adjust to college. These challenges are academic as well as interpersonal. Some students get lost; while others struggle to adapt to the 'new found freedom'. They have conflicts with authority or face academic pressures. These and other negative outcomes experienced by undergraduate students during their first year in professional college as can be defined as 'transition trauma'. The paper shall aim at suggesting that how teaching emotional literacy to the students and emotional intelligence to teachers can help in achieving the desirable results

**8476 Teaching Pedagogy: A Practical Oriented Approach to Learning “ Marketing Communication**  
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Integrated Marketing Communication or more specifically Advertisement Management is a popular elective course offered in the curriculum of many B-Schools. Though the theories and concept coverage in syllabus is more or less same in all Universities, the subject Advertisement offers plenty of scope for practical learning of various concepts in and outside the class room. The topics in Advertisement can be reinforced through suitable use of practical or activity oriented exercises which makes students more motivated towards the subject and eliminate the monotony of class room lecture.

**8496 A Study of Un-ethical Practices in Busines Schools**  
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This paper is intended to highlight the Un-ethical practices of business schools and the need of the hour to save the students pursuing Management courses from the clutches of the Gigantic Corporate colleges. Students and their parents are in a state of confusion by the advertisements of the corporate colleges like 100% placements, extraordinary faculty etc. Attracted by the fake advertisements, students are going in to the clutches of these colleges. Hence it is required to study and discuss on this topic and suggest proper action to regulate.

**8501 Management Education in 2020: Issues, Challenges, and Opportunities**  
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India is growing economically and is expected to be amongst the top developed countries by 2020. The trend has begun where foreign universities are entering India, thereby setting a trend of reverse globalization. With the presentation of “Foreign Universities Bill” in Parliament, we see India to be a leader in management education globally. The biggest challenges will be “Employability” of management graduates and raising the standards of imparting knowledge. It’s the need of hour that the learning process is a combination of lectures and “working in industry” to gain practical knowledge.

**8504 Student Depression Anxiety Stress Correation Time Management Leisure Activities**  
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Depression is mood disorder, anxiety subjective state of internal discomfort and stress the wear and tear experienced by the mind and body due to changing environment The objective of this study is, using 42 item DAS scale, examine the prevalence of depression anxiety stress and correlate it to time management and leisure activities relating to students and suggest measures to improve student life quality Understanding how students perceive their ability to handle stress will be helpful in providing students assistance in healthily managing the demands and pressure of graduate school.

**8512 Mental Health among Private and Public Sector Employees – A comparative study**  
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The present study aims to find out the mental health among private and public sector employees. 100 employees were selected on the basis of using stratified random sampling method. Fifty from private and fifty from public sector were included to asses mental health. Peter Backer (1989) Trier Personality Inventory (TPI) was used.

**8518 Work Life Balance: A New Challenge for Shining India**  
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India got independence in 1947 and L.P.G. (Liberalization, Privatization & Globalization) in 1992. Now in 2010, what have changed, what should be changed, what we gained, what we loss. These are the questions for which every economist is worrying about. Yes, for sure, these things affect us, either inflation is rising or stock market crashes, the life of Indians got affected. But these or other changes cannot make an individual's life more composite than it's personal life and the life which it handles at work. Through globalization, MNCs (Multinational

**8525 Practical Relevance of IT in Management Education**  
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This paper suggests two interpretations of the practical relevance of IT education at the university level especially in management education, as the congruence between the skill requirements of IT experts and the skills provided by the management education, and as the congruence between practitioners’ education expectations concerning the skills to be taught and the skills provided by the education. The paper analyzes these two interpretations empirically based on an exploratory as well as questionnaire study by observing the curriculum imparted by various universities and variables such as biographical, demographical, job category and year of graduation are taken into consideration.

**8537 Role of Management Education to Social Responsibility: Exploring the Future Challenges and Opportunities**

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Present management education has no clear ethical and social responsibility goalposts. This is now imperative to analyze how to teach and inculcate among management students and professionals about business ethics and social responsibility as it is important to influence and shape their thinking. Thus helping them to become more ethically sensitive and socially responsible is an important responsibility of the present management education/institutes.

**8562 Corporate Greed leads to Economic Meltdown-A perspective**

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The whole of Corporate world perhaps always have an eternal question, should profit-making is the only goal of a business? Why on earth only market mechanism drive corporate enterprise? On what extent should corporations compensate for the manifest and hidden costs that are incurred by the society at large? These are some of the questions that have engaged specialist economists, business barons, and corporate honchos and Management gurus for decades. A consensus has emerged that corporate practices cannot bypass the fundamental demands of ethical behaviour, that administration and policies of governance have to be more transparent and publicly accountable,

**8563 Strengthening the bottom of the Pyramid: Microfinance**

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Microfinance is the provision of financial services such as loans, savings, insurance, and training to people living in poverty. Demography of India's population can be compared to a pyramid in which the tip represents rich and influential people while bottom part is represented by poor. For any nation's growth, this bottom part of the pyramid needs to be strengthened, which is the need of the hour and Microfinance addresses it. This paper highlights what Microfinance can offer to Management Education in 2020 as a subject of study or Specialization and its possible implications on the Society as a whole.

**8651 Are Management Theories still Applicable?**

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Generally all the management theories are found to be applicable where the organizations behave as a closed system. In management there are some isomorphic trends and new theoretical developments which don't hold any importance now. This paper reviews good number of old articles published in the 1983-2002 period and presents a new and fresh perspective on the topic. There is widespread applicability of western-based concepts of general management and organizational theories to developing countries but in modified and refined way. There are various reasons for this, which are highlighted in the paper.

**8652 The Impact of Media on Teenagers: A Study on Teenagers of Bangalore**

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Today's Teenagers live in a time of sweeping technological advances, culture shock and relative affluence. Consequently, their attitudes and cultural awareness exhibit a number of distinguishing characteristics. Teenagers in India are also a robust part of the economy. They have a significant income of their own to spend and also wield increasing influence on household purchases. Media appeal to teenagers who in turn strongly influence fashion and purchasing trends for the rest of the society. Bangalore being IT capital of India is a center of attraction for products and services meant for youngsters in general and teenagers in particular.

**8653 Employees at Crossroads: A Study on Personal and Professional Lives**

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Organizations view work and personal life as competing priorities in employees' lives, in which a gain in one area means a loss in the other. This conflicting demand of work and personal life has always been with us. People have always had children and elderly parents to care for; they have always pursued hobbies and devoted time to community activities at one end and the emergence of global competition led to unprecedented need for committed and high performance employees at the other end. Conflicts between work and personal priorities can be catalysts for identifying work inefficiencies.

**8654 The Future of Management Education-Vision 2020**

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Corporations, now a days, face pressures from different stakeholders of the business environment. The changes in the environment have created threats to all of today's organizations. So, the managers have to look for finding the best possible ways of striking the implications brought by the changes. Mostly, it depends on better way of educating their people to convert previous knowledge

and experience into today's competencies required for best possible strategies. This research is an attempt to understand the changing need of management expertise to face the contemporary challenges of management and the roles of business school in this concern.

**8655 A Study of Employee Engagement in NEKRTC Bellary**

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Organizations today realize that a 'satisfied' employee is not necessarily the 'best' employee in terms of loyalty and productivity. It is only an 'engaged employee' who is intellectually and emotionally bound with the organization, feels passionately about its goals and is committed towards its values. Employee engagement in the workplace is fundamental to improving and maintaining organizational effectiveness and can be achieved through leadership, structure and systems. The objective of this study is to understand the awareness of employee engagement with the Company and with their coworkers & to analyze the role of administration in promoting the employee engagement

**8656 Indian Perception Study of the Packaging form of Oral Pharmaceuticals**

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The Indian Healthcare Industry is expected to be US\$ 50 billion in 2015. It is vital to offer strategic value to the customers. In order to differentiate, understanding the local cultural preferences for the package is important. The form, especially the colors, pictures and design on the package has an impact on consumer beliefs or perceptions of the product. This paper studies the perception of the form of the oral package formulation on the doctors and patients in the Indian market. This enables manufacturers to provide a value offer with a competitive edge.

**8657 Optimization and Pricing Mechanism of "Shared Taxi" System in Suburban Mumbai**

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With growing vehicular congestion and pollution in Mumbai, attempts are being made to find new ways to reduce these problems. One of these attempts is the introduction of the "Shared Taxi" system. However, in its present form, this system has numerous inherent deficiencies. In this paper, we aim to optimize the functioning of this system by using heuristic algorithms and propose a pricing mechanism as a Linear Programming Problem (LPP). The simulated results showed a mean saving of 28 % in the distance travelled from single source to final destination.

**8660 Talent Management**

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Talent management refers to the process of developing and fostering new workers through on boarding, developing and keeping current workers and attracting highly skilled workers to work for your company. The objective of the study is to know, how effectively Talent Management is implemented in BHEL. The study has been carried out for the executives and employees of HR and Finance departments. The methodology adopted was collection of primary data and secondary data by administering questionnaire. The questionnaire consists of attitude of senior management, strategy, scope of utilization of talent, cultural barriers, and problems etc., related to Talent Management.

**8661 Risk Management in Foreign Exchange**

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This study is focused mainly on the Risk Involved in Foreign Exchange. The study is done with reference to Centrum Direct Ltd, one of the largest established FFMC Company in India. Its operations are headquartered in Mumbai. The scope of the study also encompasses study on Forex market participants, factors affecting Forex markets. Major currencies are taken for the study. The project involved taking part in daily transactions of bulk purchases, bulk sales, retail purchases, retail sales, handling the transactions through software package, currency tallying and settlements at the end of the day.

**8662 India Vision 2020: Rethinking Management Education Sector**

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Rabindranath Tagore's VISION Where the mind is without fear and the head is held high. Where knowledge is free. Where the world has not been broken up into fragments By narrow domestic walls. Where words come out from the depth of truth. Where tireless striving stretches its arms towards perfection. Where the clear stream of reason has not lost its way Into the dreary desert sand of dead habit. Where the mind is led forward by Thee Into ever-widening thought and action. Into that heaven of freedom, my Father, let my country awake. Above poem will be India's vision 2020 to reduce the knowing-doing gap in management sector

**8663 Impact of Deficit Financing on Inflation in Indian Economy**

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This paper basically attempts to explore the relationship between deficit financing, inflation and GDP in India. Deficit financing is a major tool for removing fiscal imbalance and channelizing investments in country. But this theory is not very popular in developing economies. Results derived from this paper point out that as quantum of deficit financing increases; it also leads to rise in inflation in country. The paper brings into limelight the issue of mismanagement of funds and improper implementation of fiscal policies of government. The paper also gives some recommendations to Indian government for reduction of fiscal imbalance in country.

#### **8664 Management Education in 2020**

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Boundaries of management education are expanding. New technology is a catalyst for changing delivery constraints and educational mergers are creating large, versatile competitors. Global competition, International competition in management education is very much a reality today. IITs and IIMs, will find it increasingly difficult to attract and retain excellent faculty members in the face of attractive offers from foreign universities, research institutes, and multi-national corporations. The major challenge really is in the revenue, because there's no indication that government funding is going to increase, no matter what government is in power federally; and having a great dependence on fee-paying students.

#### **8665 A Hybrid Genetic Algorithm for the Flowshop Scheduling Problem**

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In this paper, a hybrid genetic algorithm for a new objective function is proposed for the flowshop scheduling problem. The objective function is developed using lean and value stream mapping principles and aims to minimize the sum of value stream mapped wastes. The genetic algorithm is hybridized by a local search technique based on job insertion search. Computational results for medium and large sized problems are presented and concluding remarks are given.

#### **8666 Assessment of Quality Factors in Indian Management Education**

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Assessment of Quality Factors In Indian Management Education" Quality and Management Education in India Quality is the only currency, which is accepted universally and it is also true in the case when the product is education. Every student is now quality conscious and it is also imperative that a passion for quality is developed in the international as well as national arena. This paper is an attempt to review the various quality factors in Indian Management Education such as Course curriculum, Institute Industry Linkage, Faculty Development, Placement, Infrastructure, Evaluation, Feedback, Student Centered Learning, Values and Governance.

#### **8667 Linking Satisfaction to Loyalty: A structural model for the business schools**

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Student loyalty has become an important strategic theme for the business schools. The students are the brand ambassadors who should be willing to recommend and promote their Alma matter. This study focuses on two constructs namely student satisfaction and student loyalty. The data source is a survey among students of select business schools. The relationship between student satisfaction and student loyalty is modeled using structural equation modeling (SEM). Antecedents of student satisfaction are also studied. The study provides practical insight concerning drivers of student loyalty which in turn will help the business schools to develop appropriate strategies.

#### **8668 International Trade and Foreign Exchange**

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Trade is the system by which countries exchange goods and services. Countries trade with each other to obtaining things that have better quality, are less expensive or simply different from goods and services produced at home. This study emphasizes on the International trade finance & foreign exchange of HDFC. This project would help HDFC bank in understanding the market pulse and expectations of the target customer base. The main scope of this project is in aiding HDFC to design its strategies, marketing campaigns based on the information gained through this research exercise.

#### **8669 Selling Made Easy**

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Selling is an art and sales resistance is the fact. This paper highlights about the difference in Tangible and Intangible sales, Pre-Sales Strategy, Sales Presentation Tactics and most importantly selling the sold to the implementation team using the effective leadership approach, which will convert one time customer to repeat customers. This paper will also conceptualize the common

sales objections, alternate ways of closing the sale, exponential theory of customer building customers, power of goal setting & motivation and the do's and don'ts in a sales life cycle.

#### **8670 Era of Alternate Investment**

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With inflation becoming inseparable from reality, investment has become a need than a choice not only for wealth multiplication of but also for retaining purchasing power. The traditional approach of investing in stock and bonds is no longer attractive as it does not provide enough opportunities to hedge against the unexpected changes in the market. A new era of alternate investments has incepted with potentially higher returns, reduced volatility and diversification. This paper details some of these complex alternate investment strategies like hedge funds, private equity, real estate, art, and infrastructure.

#### **8671 Threats and Opportunities to Management Education by Business Schools**

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The paper discusses about the threats and opportunities to the Business School in future. The business school in future may not be as successful as today, because there are many Business schools popping up. It might be very difficult for B schools to maintain the standards of management education and amenities at the colleges. The competition in Business does not start after management education, it starts in MBA itself. Each B-school is Striving for placement and for top Business positions and acquisitions. In future these B Schools may also be considered as business rather than referring to Business administration.

#### **8672 US VIX, Institutional Investors and Stock Market Volatility in India**

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Market sentiments, price trends and volatility in India are disproportionately influenced by FIIs. This paper shows that there is a positive and causal relationship between volatility in the US stock markets and the FII flow in Indian stock markets. Whereas most of the earlier literatures suggest a negative correlation between FII flow and volatility in Indian markets, the relationship with VIX or VXN indices of implied volatility can be modeled to explain behavior of FII flow in India and its mediation effect to influence volatility in Indian markets.

#### **8674 KIDFLUENCE: Bidding adieu to the diminishing innocence**

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Kids of today are growing up too quickly as they are forced to become adults much ahead of schedule. Kids are getting older younger is the concern of every parent in the current situation where the marketers today bang the gullible young minds with a multi pronged smack at the 'adultified' members of families with impressionable young minds. The proposed paper would focus on how children play a dominant role in the family's purchasing decisions and cradle-to-grave marketing tactics followed by marketers. Kidfluence in this exploding marketplace, will be the major focus.

#### **8675 Urban Infrastructure Policy- Right to Walk**

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Going for a walk in metropolis cities in India can be a perilous activity. As per survey by the RITES, 2 out of 5 roads in Delhi are without a footpath. Town planners need to focus on the problems of pedestrians, who form part of 35-40% of people using roads. Efforts need to be made for making travel without personalized transport a convenient option. The paper makes a review of problems faced by pedestrians, evaluate the existing pedestrian infrastructure policies and suggests remedies to make metros more walkable and pedestrian friendly.

#### **8676 Managing the Virtual Workforce – Issues and Challenges**

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In today's workforce, virtual teams and are a norm. Working in a virtual team environment is the reality of business today and companies that leverage the efficiency and effectiveness that can be achieved with virtual teams will achieve a key competitive advantage over companies that do not. The objective of this paper is to understand the current trends of organizations moving towards virtual teams. It presents the emergence, concept, relevance, issues and challenges of virtual organizations. It gives an overview of virtual workforce management and suggests ways for managing virtual workforces effectively.

#### **8677 Globalization: Challenges of Management Education**

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In Indian setting exploring ideas and issues related to quality of management education and curricula design has utmost important. The focus of the curricula should be learnercentred, problem-focused and designed to meet the requirements international standard and the industry in year 2020. Indian b-schools need to look in to the models of the national institute like IIM and international institutes to deal with issues such as curricula, industry-interface, pedagogy and academic research models. This article focuses the challenges; issues related to professional management education at the beginning of the twenty first century and contend that these tend to globally important.

#### **8679 Influence of Spirituality Training Drivers on Employees' Spiritual Readiness**

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During past 15-25 years, there has been an increasing amount of attention paid to spirituality training at workplace. But organizations has paid relatively little attention to the broader perspective like assessing the employee readiness, formalization of spirituality training and its evaluation which directly integrate their spirituality with the non-practice related aspects of their jobs, relationships with boss, colleagues and subordinates, their workplace attitude and behavior, and their commitment to the mission, goals and objectives of their organizations. This article summarizes the findings of a qualitative study designed to explore a process of spirituality training to integrate spirituality at workplaces.

#### **8680 Environmental Accounting and its Practice in India**

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In order to sustain mankind environmental protection is gaining importance. Every necessary step possible for protecting the environment is being undertaken. Developing Countries are facing stiff competition from the developed nations. The country has to become developed and to protect its environment. The essence of developing its corporate sector requires a balancing act for a nation between development and environment protection becomes essential. Environmental accounting is a step towards this direction. This paper is to define environmental accounting, its practice in India, liabilities undertaken, costs incurred, benefits realized, etc. and suggestions to improve it further.

#### **8681 Role of Soft Skills in Employability and Personality Development**

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Soft skills are important for an individual's employability and sustainability. Soft skills relates to a person's Emotional Intelligence quotient, personality traits, social graces, friendliness, communication skills, positive attitude that characterize relationships with people. Soft skills compliment hard skills or technical skills which are the basic occupational requirement of a job. Leaders depend on people's skills such as leading by example, good interpersonal skills, team building, problem solving and motivating. This paper highlights the role of training and developing soft skills in employability, personality development and success.

#### **8682 Stress Level of Women Employees In Private Sector – A Descriptive Study**

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Stress is a big problem in our society. One in every five working women suffer depression that can be attributed to job stress and more than one in eight or thirteen percent of the working women with depression have problems due to job stress. The present study focuses on the stress level of women employees in private sector regarding the various factors that cause stress and the personal factors with the frequency of stress. Based on the findings the private organization should provide good working environment and effective policies regarding salary structure, maintain safety and security, timing .

#### **8685 Entrepreneurship through Management Education**

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Eminent scholars have put forth many ideas for Management Education in 2020. We visualize to develop the human resource in providing them the right direction in mentoring for Entrepreneurship. The present paper is an attempt to explore the role of management education in 2020 to build a nation with the next generation entrepreneurs. We will also try to harmonize the traditional values of our country with that of the values brought to society, contributed by the advent of science and technology.

#### **8687 Management Education in India: Highly Mismatched**

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*Shubha Johri, Jaipuria Institute of Management, shubhaj@jimj.ac.in*

MBA is becoming a dirty three letter word, with proliferation of B – Schools functioning in India. Are these institutions delivering what is expected out of them, or for that matter are they satisfying the bare minimum reason of their existence? Ethics are preached to students, but actually they are bubbled in air. This paper explains fundamentals of JUGAD, which is very common practice adopted by prevalent B – Schools in India. This paper deals with seven peculiar issues of MBA that includes recruiter's preference, director's preference, infrastructure element, brand image, faculty profile, curriculum, networking, and administration.

**8688 Globalization of Management Institutes: Significance of Cross-site Knowledge Sharing**

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While we think about the globalization and the accelerating diffusion of knowledge across borders may promote the intensification of cross-site knowledge-sharing practices in many management institutes. In this paper, the authors consider this common-sense assumption and give suggestions for the cross-site knowledge-sharing practices. The authors also develop a general framework to show that the cross-site knowledge sharing in management institutes constitute both an important practice in itself and a window for gaining insight into others' knowledge management patterns more generally.

**8689 Impact of FDI on GDP Growth Rate of India and China**

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Foreign Direct Investment (FDI) is important since it brings in much needed capital and facilitates the process of economic growth and development for host countries. Research also shows that FDI improves the global competitiveness of domestic companies. For several years now, China has been experiencing a much higher volume of growth of FDI compared to India. This research sets out to investigate the impact of FDI on the GDP growth of both India and China. A granger causality test has been conducted to find the causality relationship. The findings have implications on existing research and focus on FDI in India.

**8690 Developing a Conceptual Model for Customer Relationship Management Effectiveness**

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While numerous studies have yielded important outcome metrics of customer relationship management effectiveness (CRME), the studies are inconsistent due to the lack of a common and collective metrics. Thus, to move beyond a cohesive body of knowledge on this topic which is of growing interest and importance, this paper develops a conceptual model based on the outcome indicators of CRME and offers propositions. This paper investigates the potential impact of CRME on customer satisfaction, customer retention, customer loyalty and word of mouth. This is the first study to develop a conceptual model for CMRE in an Asian context.

**8691 Holistic Management Education for Nation Building and Global Competency**

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In the context of the degrading value systems alongside globalization and advancements, Management Education system has the onerous task of bringing about the necessary 'course correction' so as to turn the youths into responsible and responsive human beings. Quality and excellence is the quintessence of the teaching fraternity so as to produce men of quality and competence. Management Education has to therefore respond to the new growth drivers of the global economy. It should impart knowledge and instill good moral values in students throughout their scholastic life. Eventually these should result in convergence with human values.

**8692 Management Education in 2020: Caught in Technology Crunch**

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Management education is a critical issue. Teachers are facing greater challenges in teaching in the present management educational system. Unfortunately, management teaching as a profession was never given place it deserved that resulted in teachers providing mundane routine activities then passion filled one. Hence, can e-learning become a substitute for teacher in this techno-savvy world? Information & communication technology has given rise to many modes of management education like e-learning, virtual class-rooms, video-conferencing etc. that reaches every learner. Active experimentation is the need of time. Modules like Make Them Read-Refer-Prepare-Interact-Report-Present can be used to make students independent self-learners.

**8693 Green Business: A View of Retail Sector in India**

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Green business practices, Environment Protection and greening of Management are gaining the importance that was never before. The green business practices help reduce waste, cut costs increase profits and efficiency. The awareness of the current green business practices is increasing. Retail sector is traditionally known to be a mere distributor of the products. But now the forward and backward integration of their business practices with the other green businesses is becoming the trend as observed world wide in the retail sector. This paper intends to study the practices followed by Indian retail companies towards the environment friendly practices.

**8694 Redefining Need & Importance of Management Education: Vision 2020**

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Since the beginning of 1970s, countries of the world passed through process of structural change from industrial economy to 'Learning economy' of creation, diffusion & optimum utilization. Knowledge has become basal factor, human resources and professional abilities playing more important role in redefining the facet and purpose of management education. The shift is in the objective, to develop not only managers but indispensable entrepreneurs. The challenges are more complex in a world of virtual leadership. A new movement of production and knowledge dissemination needs to be initiated. The enabling conditions like requisite variety, autonomy redundancy needs to be worked upon.

#### **8695 Performance Assessment of E-Commerce in Education Sector in India**

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Many institutes have quickly included e-commerce in their promotional activity and as a communication tool and customer satisfaction and using it as a cost effective medium with instant reach. It has been observed that the impact of e-commerce substantially depending upon the degree of market maturity. In this Paper we have touched upon the several aspects related to electronic commerce in Indian context in education sector. E-Commerce plays a significant role in determining the competitiveness of the national as well as international market. We have done value chain analysis for performance assessment of electronic-commerce in education sector.

#### **8696 Challenges in Management Education- An Indian Context**

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This paper brings out the research work done at business school to study the techniques and methods adopted by bschools to sustain in top position providing best management education. Also, the paper gives a clear idea on the challenges in management education in the upcoming future. Questionnaire method is used to study some of the determinants to improve business standard, to face challenges in Management Education. The determinants studied in this paper are Admissions Quality, Accreditation, Faculty, Rankings, Pedagogy, Industrial exposure, placements. The study is specifically towards the Management education in Indian Context.

#### **8697 Management Education 2020: Issues Challenges and Opportunities**

*Jyoti Gogte, Trinity Institute of Management and Research, jyotigogte@rediffmail.com*

Management education as a discipline comprises the interlocking functions of formulating corporate policy and organizing, planning, controlling, and directing the firm's resources to achieve the policy's objectives in business. There is a ever-increasing demand for managers at the national and global level. In every decade different challenges emerge in business. Similarly knowledge & skill sets are concerned, management education will have to cope up with emerging challenges & trends. The time has come for a new revolution. We need golden standard & best practices of academic management education to cater the demands of 2020.

#### **8698 Data Envelopment Analysis Approach to Measure E-Commerce Efficiency in India**

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Electronic-Commerce plays a significant role in determining the competitiveness of products and services on the national as well as international market. We have provided a whole shoal model for calculating the electronic-commerce efficiency by considering an illustrative example of top ten E-commerce companies in India and also provided the results on the sources of input and output inefficiencies. The model includes not only the financial and operational measures but also electronic commerce specific measures. We proposed DEA model for evaluating the relative efficiency of E-commerce firms and identifying their potential inefficient operations. Management can therefore take the right remedial actions.

#### **8700 Islamic Banking: An innovative future banking**

*Rajesh Arora, Pravish Rajnam - Center for Management Studies, pravish123@rediffmail.com*

The tempo and the pace with which number of Islamic Banks are coming up across the world have astonished many banking experts. Many international banks like Citi Bank, HSBC Bank, Standard Chartered Bank, etc. have already opened Islamic Banking divisions across the world. All this has eventually made it worthwhile to study the reasons for this. Through this an attempt has been made to find out reasons for their growth and development and to find out their outstanding features.

#### **8702 TAM in Using Web 2.0 as a Means of Learning in Management Education**

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The use of Blogs, Wikipedia and Social Networking sites, commonly known as Web 2.0 technology, has been growing and widely accepted as a mode of knowledge sharing. This study examines students' attitude towards Web 2.0 technology, intentions to use it for education, and explores factors associated with their intentions for its adoption and acceptability. The research has

been done on primary data using the famous construct of technology acceptance i.e. TAM on the management students of various B-Schools in and around Lucknow, the capital city of Uttar Pradesh.

#### **8703 An Empirical Study on Problems and Prospects Of Poultry In Tamilnadu**

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India is the world's second largest emerging economy and with it has a large and rapidly expanding poultry sector. The structure of India's poultry market is witnessing a sharp change. In particular, Integration of poultry production in a vertical manner includes contract farming and marketing methodology has lowered costs of production, marketing margins, and consumer prices of poultry meat. The present study has been taken up to examine some of the entrepreneurial aspects of poultry farmers and analyze their problems and prospects of poultry farming business under contract farming in Tamilnadu.

#### **8705 Behavioural Skills for Sustainable Employability, Success and Happiness**

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Knowledge has always been an aid to learn, grow, and meet life objectives. However, even with best of academic achievements and subject knowledge, graduates often are disappointed in terms of employment opportunities; and if they secure a job, they often fail to sustain it or are underemployed without ample career growth opportunities. An in-depth analysis is needed to find what behavioural skills the graduates' today lack that prevents them from attaining their career objectives. This paper attempts to research and identify skill sets and their right mix needed to secure and retain employment, while attaining holistic success and happiness

#### **8706 Building the Nest or Breaking the Glass Ceiling?**

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In a country like ours great challenges lay ahead but somehow our economic future is at stake since organizations are unable to compete in a global environment without utilizing the potential women workforce properly in top level positions. It is often assumed that bigger groups which are more globalised and better managed, provide a better work life balance for their employees specially females. However, it is not the absolute truth in today's technologically sound world. The article attempts to highlight the glass ceiling concept and the role of HR in order to achieve organizational efficiency and growth.

#### **8707 The Recasting of B-Schools' Programmes to Meet Requirements of 2020**

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The triumph of capitalism in 1980s was followed by an increasing awareness of the need to regulate the capitalistic order in terms of greater accountability to stakeholders, stricter norms for management of waste and pollutants, safety for workmen and others affected by the company's operations. There is an increased need for data security together with the imperative of making relevant data available across the globe. Globalisation is driving the need for effective cross cultural communications.

#### **8709 Consumer Delight through Operational Efficiency in Retail Stores**

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The Retail store influences the perception, that's way it becomes a critical asset of the retail business, and it is imperative that the operations are to be managed well to achieve customer satisfaction. Store operations requires integration among various functions within the store, then only the store can run smoothly achieving customer satisfaction. Reliance is aiming to achieve operational efficiency by providing products of high quality with great service to its customers. By this gaining customer loyalty and delight with synchronized use of its operational efficiencies, achieved by managing store operation tasks in time.

#### **8710 Management Education In India : A Historical Development**

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Management education is the latest academic discipline to arrive in the world of academia, hardly 100 years in the world; it has been for less than 50 years on Indian scene. Management education has emerged a vibrant field of professional education. It is today the most preferred choice of higher education among men and women of the county, and hence its quantitative growth needs serious attention. This paper focuses on the evolution of management education in India and also to foresee the future of management education in India.

#### **8713 Development and Preferences for Managerial Competency Needs**

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Competency movement is gaining momentum and popularity in Indian organizations. There is a lack of clarity as to what is meant by the term competence. Managing an organisation requires to invoke adaptive responses to both the job tasks and the technological and socioeconomic changes. The purpose of this paper is to identify the importance of managerial competencies across the different managerial levels in India and to test the scale reliability for confirming the impact of those factors. This study

analyzes the influence of managerial levels like junior, middle, senior and top level on the importance of managerial competency needs.

**8715 Changing Role of Management Education in Future**

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The changes in the environment have created threats to today's organizations. So, the managers have to look for finding the best possible ways of dealing with the implications brought by the changes. This research is an attempt to understand the changing need of management education to face the contemporary challenges of management and the roles of business school in this concern. The emerging trends in the business arena have asked to review the curriculum of B-schools, enabling them to adequately equip candidates for effectively dealing with the emerging challenges of business.

**8716 FDI Inflows in India and Services Export-An Empirical Study**

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The paper studies the link among FDI inflows and services export of India for the period 1990:91 - 2007-08 by using cointegration approach, VECM analysis. Regression analysis is used to study whether FDI inflows in services subsectors influences services export for the time period 1991 to 2008. The services sector is expanding rapidly and has an important role to play in the national economies. This study has tried to narrow the gap that exists in the research literature in this field.

**8717 "Precision" An outcome of Innovative Leadership**

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This research paper represents the success of 'Precision' located at Solapur, under the innovative leadership of Mr. Yatin Shah that has created history in the camshaft industry. It also highlights the practical implementation of leadership theories by Mr. Shah to manage the workforce efficiently for implementing technological change and upgrading them to accept international standards and motivate the employees with exclusive leadership attributes. The researcher believes that the leadership style adopted by Mr. Shah resembles the Level 5 leadership theory proposed by management guru Jim Collins in his book 'Good to Great'. This paper highlights techniques for innovative leadership.

**8718 Sharing of Management Education in 2020**

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This research paper represents the success of 'Precision' located at Solapur, under the innovative leadership of Mr. Yatin Shah that has created history in the camshaft industry. It also highlights the practical implementation of leadership theories by Mr. Shah to manage the workforce efficiently for implementing technological change and upgrading them to accept international standards and motivate the employees with exclusive leadership attributes. The researcher believes that the leadership style adopted by Mr. Shah resembles the Level 5 leadership theory proposed by management guru Jim Collins in his book 'Good to Great'. This paper highlights techniques for innovative leadership.

**8719 Streamlining Corporate Education as per Corporate Standards: A myth or reality?**

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The present paper focuses on certain bottlenecks in corporate education especially in India. The amount and magnitude of these bottlenecks are the fetters for the growth of corporate education. The study made it attempts to touch certain key areas like professionalism, knowledge energies and learning process etc. Finally, the paper stressed the need of globalization of corporate education for the success or survival of corporates.

**8720 Effect of Economic Variables of India and USA on the Movement of Indian Capital Market: An Empirical Study**

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Economic variables like FII, exchange rate, gold price, fiscal deficit, IIP & inflation are the important factor which affects the Indian capital market. In addition to the Indian economic variable, the USA economic variables like interest rate, inflation and GDP also affect the Indian capital market. There is also a linkage between USA capital market movement and it's affect on the Indian capital market. The monthly data between 1994 to 2010 has been taken to find that the Nifty 50 index is significantly affected by US GDP, S&P index, gold prices, Indian WPI, its fiscal deficit, IPI and exchange rate.

**8721 Bridging the Gap Linking Industry-Institute Towards Sustenance**

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Every institute talks and thinks about implementation of Industry institute interaction. Affiliating bodies mention students has to undergo certain subjects in their curriculum to earn credits. Industries mention fresh graduates are not ready to cope with industrial environment, which makes a gap. Bridging this gap with novel ideas like hands on training, practical involvement in live projects, developing technical concepts in to entrepreneurial activities by students where they can nurture and develop towards self sustenance. Attempts are made to mention how each stream can involve in the activity positively.

#### **8725 Emerging Issues in Management Education in India**

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India is likely to become the third largest economy of the world in a couple of decades from now as per a study by Goldman Sachs. But the higher education scene of the country is of concern. Fortunately, management education in our country has been attracting attention and is poised to play a stellar role in shaping the economic destiny of the country. The largest network of B-schools we have today need to produce not just managers but those who are capable of meeting any business challenge in a globally competitive environment.

#### **8726 Index of Services Production**

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The Index of Industrial Production (IIP), which covers many sectors in the manufacturing space, is popularly used as a barometer of the Indian economy. Currently, manufacturing accounts for less than 25% of the Indian GDP, while the Services sector contributes more than 50%. Therefore, it is desirable to define an Index of Services Production to track the various sectors in the services space. This Paper discusses the formulation of such an index. It also highlights the progress made in this direction by some developed countries that have a high share of services in their respective economies.

#### **8729 Impact of Technology on Management Education**

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The information technology (IT) has changed many sectors with its drastic entry. Management education is no exception for that impact. It has gained wide popularity among the academic community with its modern approach backed by technology. Management education has molded itself from class room lectures to e-learning. New areas are now emerging and developing. Traditional specializations are also experiencing fundamental changes in applications. The present paper makes an attempt to track the developments of management education supported by IT. It also discusses the challenges of usage of IT in enhancing the standards of management education.

#### **8731 Business Schools, Corporate and Society Interplay**

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Every academic program should be designed to contribute to the growth and development of the society. Policies related to educational, industrial and social development must be in tune for techno-economic and social wellbeing of a nation. There is a need to stress upon the business schools-corporate and society partnership. The relationship in the trio is essential, ever growing and unbroken. The paper stresses upon strengthening the interplay in the trio to guarantee that business schools are competent enough to create professionally sound and socially responsible business leaders.

#### **8741 Study of Performance Appraisal System in Different Indian Organisations**

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Effective management calls for a continuous assessment, and The tool that is ubiquitous in HRM is performance appraisal. The study revealed that professionally managed companies with a forward-looking management have processes that aid their human resource planning and development strategies. However in the public sector the performance appraisal system still languishes in the darkness of at the confidentiality and a closed culture. In this study we have tried to review the performance appraisal processes of companies across different industries. We have analyzed the process many organizations in Madhya Pradesh and Maharashtra.

#### **8892 Modelling the Measures of Customer Experience in Banks**

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The aim of this paper is to model the structural relationship among the measures of customer experience in context to banking sector and to investigate their impact on the customer satisfaction. In this paper, an interpretative structural modeling (ISM) methodology has been applied, in order to identify the mutual relationship among the measures of customer experience in banking sector along with their influence on the satisfaction of the customer. The banking management have to rigorously consider the technological aspect, customer service, discounting aspect, quality, demographic variables and lifestyle of the customer.

**8893 An Analysis of Management Education Using Ten Steps for Preparing MBA Learners**  
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The goal of the business and management educational program is to prepare learners for business and management. The focus of the paper was to analyze the graduate business programs using the ten steps developed by Ahmed (2010) to determine whether the business schools are preparing learners for business and management. A sample of 100 MBA students was used to analyze whether business schools are using the ten steps to prepare graduate business students. Also, the study includes an analysis of the graduate program, delivery method, and course syllabus.

**8896 Strategies to Enrich the Present Scenario of Higher Education System in India**  
*Shikha Gupta, Motilal Nehru National Institute of Technology, shikhagupta.gp@gmail.com*

India has emerged as a global leader and a strong nation at the turn of this century. Education is the key to the task of nation building as well as to provide requisite knowledge and skills required for sustained growth of the economy and to ensure overall progress. Social and economic progress can be achieved through knowledge and its application and higher education is a most powerful tool for the creation of that knowledge and hence the knowledge based society. The focus of the paper is towards present scenario of higher education and its contribution in nation development.

**8944 Red Oceans Strategies of Selected Cellular Service Providers in Nanded City**  
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Cellular service providers have become an integral part of the growth, success and efficiency of any business. Due to advancement in technology, now communication has become easy and faster. The dream of the shrinking world where the entire world is a global village is not far off. Personal communication requirements are changing rapidly as our society becomes more and more mobile. The customer does not want to miss any of his calls. Hence tremendous demand of cellular service providers exists in developing country like India. But customers are not aware of these plans with fair and full capacity.