



**The Association of Indian
Management Scholars International**

Twelfth AIMS International Conference on Management

**January 2-5, 2015
IIM, Kozhikode**

**Theme:
*Management Challenges in Uncertain Environment***



PLENARY SESSIONS

Session 1: Friday, January 2, 2015, 2:00-2:40

Session Chair:

Speaker: R. C. Natarajan

TAPMI, Manipal

Pedagogical Experiments in Education of Potential Managers to Face Uncertain Environment

Management education in India is at a point of inflection. Thanks to the magnanimity of the regulator in allowing over 2500 business schools to be started in the last decade, and the recent announcement of more IIMs, the peril of commoditization of MBA has become a reality. Barring the top-half percent of the schools, the other schools do not seem to enjoy any points of differentiation among the recruiters, forcing leading business leaders commenting that 80% of the MBAs are unemployable. There is no option for us but to sit up, take notice of this startling opinion and ponder over what ought to be done to make our education relevant to business and other organizations. It is all the more important to take cognizance of the fast changing environment that warrants an equally fast adaptive attitude among the business schools. This paper shares some thoughts on this aspect and certain experiments carried out at TAPMI, Manipal in this regard.

Changes Considered For Experiments:

We have considered the changes that happen in the market through the demand volatility. We felt, a priori, that training students in managing volatility in the market, and thus their responses, will make them ready to face changes when they take up managerial career. To this effect, we carried out two experiments, one that has been done since five years and another that has been commenced recently.

1. The first experiment that we carried out was in supply chain area through the famous simulation, The Beer Game of J.W. Forrester of MIT Sloan. We used the students of final year PGDM electing to study the course Distribution Management, for whom The Beer Game is a compulsory component to go through. We divided the class into two groups, (a) the Control Group (CG) and (b) the Free Group (FG). We made both groups play the simulation in two phases in succession. The CG was made to face a relatively smooth customer order that changes only once in the first phase and were exposed to a stochastically varying customer order in the second round. The FG was made to go through a stochastically varying customer orders (with same mean and variance, but different in quantity) in both the phases. We found that the CG manifested less efficient performance in managing the turbulence compared to the FG across the years. We can draw a simple conclusion about the relevance of this finding to Management Education is that if the students are exposed to greater turbulence and uncertainties during the two years of MBA education, they develop the attitude and the aptitude to face turbulence in real life better than if they are offered a two year smooth sail.
2. The second experiment is an entire elective course titled Student Managed Investment Fund in finance. Each student is given a cash amount of Rs.25000. The students are formed into groups of five. They pool the money together and by using the Bloomberg Finance Lab, trade in listed Indian stocks. The course runs over two terms and the students are expected to (i) make profits and graded relatively on it, and (ii) write a daily diary that is the basis for a viva voce every week for continuous grading. The former carries 30% weightage and the latter 70%. In real time, the students learn to assess the complexity of the stock market, marry it with their internal capabilities and take decisions in real time. We expect that this hands-on experience will make them competent to manage market turbulence in their career with ease. The results of this experiment will be known in March 2015.

Dr. R. C Natarajan is the full-time Director of TAPMI, Manipal. The school is ranked among the top 1/2 % of the business schools in the country. He spearheaded the AACSB accreditation efforts of TAPMI for three years before taking charge as the Director.

He is on the panel of AACSB's Peer Review Team Members. He has been chosen to the Markstrat Advisory Board by Prof. Jean Claude Laareché, the author of Markstrat.

Dr. Natarajan handles courses such as Marketing Management, Marketing Strategy and Distribution Channel Management. He has expertise in handling the renowned simulations such as Markstrat and The Beer Game over a decade. He is the fifth author of the famous text book Marketing Channels by Coughlan, Anderson, Stern and El-Ansary. He has many publications to his credit, including research articles in peer-reviewed journals and case analyses in Vikalpa of IIMA. He has a strong conviction that management-research should focus more on relevance to practice than on glorified rigour of methodology.

A doctorate in Management, Dr. Natarajan has 30 years of work experience of which 15 years were in the industry in Sales, Distribution and Marketing, and 15 years in academics in TAPMI and IIM-Indore.

Dr. Natarajan holds PGDRM from IRMA and MA in Economics from JNU New Delhi. He has won many awards in Case writing, in Innovation in Curriculum and Business School Leadership.

While a true nationalist, Dr. Natarajan believes global citizenship to be the order of future. He advocates co-operation in the place of competition to maximize social wealth and collective good.

Session 2: Saturday, January 3, 2015, 2:00-2:40

Session Chair:

Speaker: Sanal Kumar Velayudhan

IIM, Kozhikode

Accelerating Acceptance of Innovations and Inventing as Management Challenges in Uncertain Environment

The changes in an organization's environment impacts performance but some organizations have managed to not only be resilient to the changes in the external environment but managed to identify opportunities in the changing environment that enabled them to grow their business. Examining the approach used by some of these organizations reveal an effort to develop an understanding of the market needs and to creatively use technology or to invent solutions that meet the needs. These organizations have developed capabilities to not only sense needs but to reach out to potential consumers and educate them on innovative offerings tailored to meet their needs. The lessons from the approach used by these organizations suggest that the managers be proactive in developing methods relevant to their business context that would enable them to sense market opportunities, create innovative offerings to meet the needs and reach out and educate on their offerings than get overwhelmed by the uncertainty in the environment.

Sanal Kumar Velayudhan a Fellow of IIM (Ahmedabad) and Professor at IIMK started his career in 1977 as Faculty Member in the Department of Business Management, Osmania University. Worked in Industry for about eight years and then with XLRI, Jamshedpur, Centre for Management Development, Thiruvananthapuram, and ASCI before joining IIMK. He was also the Dean at IIMK.

He has handled consultancy assignments in marketing for Central and State level Public Sector Units, Public Sector Banks and also in the Cooperative Sector. Assignments were in the areas of product line decisions, product positioning, customer satisfaction and service quality studies, evaluation of new service-product, communication and diffusion of products and strategic marketing.

Published papers in the areas of rural marketing, brand management, small business marketing and strategy. Recent publications include those in Journal of Small Business Economics, Asian Case Research Journal, Energy Policy, International Journal of Retail & Distribution Management, and Asia Pacific Journal of Marketing and Logistics. He has a book on Rural Marketing from Sage. Ivey publishing has hosted a couple of his case studies.

**CONTRIBUTED
PAPERS**

3A1 January 2, Friday 11:30-12:50
Session: Quality Management
Session Chair: Sanjeev Kumar

469 Modeling the Components of Management Quality to Measure Performance of Indian Private Sector Banks
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This paper makes an attempt to identify the key components of management quality and model their interrelations to measure the performance of Indian private sector banks under CAMELS framework. Calibration of management quality are not available in literature and hence it is important to identify and measure the interrelations among those components to arrive at a few driving components among many. The paper uses Delphi embedded fuzzy interpretive structural modeling (FISM) to model the interrelationship. Further MICMAC analysis is used to cluster components into four groups according to their driving power and dependence in the system.

493 System Dynamics Modeling for Recuperating Software Quality
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Software projects endure frequent problems of cost overrun, schedule overrun and inferior quality. Customer designed changes are frequent resulting in delay and commotion to the entire software development process. Software quality has to be controlled, assured and improved in all phases of software development. A system dynamics model for software quality enhancement by incorporating attributes to identify wastages occurring in software development projects is discussed. This paper presents the system dynamics modelling and analysis to enhance the quality of software. The project managers and developers from IT companies in Technopark, Trivandrum were interviewed for the study.

502 Quality & Benchmarking for Research in Universities
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Research is one of the prime reasons of the genesis and existence of mankind and an integral part of its advancement through the ages. Quality of research work determines the pace of growth in solving the mysteries and unknown facts eventually paving the way of a better life for our next generation. The researchers in academics have different mindset and goal for doing research, conflicting in the down line with the purpose of research and personal interest. Benchmarking the quality in research work will serve as a guide to researchers and propel them towards quality research resulting in innovations.

548 Fuzzy Logic Approach Used for the Design of Six Sigma
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This paper presents a Fuzzy logic based Design for Six Sigma (FLBDFSS) incorporating the traits of artificial intelligence and statistical techniques. In the identify phase of FLBDFSS, fuzzy relation measures between Customer Attributes and Engineering Characteristics as well as fuzzy correlation measures among ECs are determined with the aid of two Fuzzy Logic Controllers. These two measures are then used to establish the cumulative impact factor for ECs. In design phase, a transfer function is developed and optimized with the simulated annealing algorithm.

3A2 January 2, Friday 11:30-12:50
Session: Indian Industries-I
Session Chair: Paramasivan S Vellala

317 Redefining Inclusive Growth for the 21st Century: Case Study of Jaipur Rugs

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Inclusive growth has become a priority not only of nations but also for firms. However, there is limited knowledge on how inclusive growth is conceptualized and executed by organizations. The main contribution of this paper is to apply Amartya Sen's Capability Approach to the organizational context, and demonstrate how the framework can be effectively used to design strategies for inclusive growth. According to us, this is the first time the Capabilities Approach is being applied to an organizational context. Through an in-depth primary study of Jaipur Rugs Company, this paper uses thick descriptions to present our perspective.

388 Infant Industry Protection or Foreign Competition: The Way Forward

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Infant Industry argument is one of the most popular arguments to protect the emerging industries. Emerging industries need protection until they develop necessary knowledge and skills to compete whereas mature industries handle the global competition of free trade with their competitive prices. Protecting the domestic firm from foreign competition generates positive learning and spillover effects. On the contrary, foreign competition increases productivity, technical efficiency and fosters innovation. We study what suits best (Protection or Free market) for an emerging industry in emerging economies.

454 Assessment of Inclusive Economic Growth in Major Indian States

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The policy initiatives of Government of India shifted the global policy debates from pro poor growth to inclusive growth This paradigm shift to inclusive growth is evident from the Approach Papers of 11th Five Year Plan of Government of India 2007-12 which focused on faster and more inclusive growth and 12th Five Year Plan 2012-17 which focused on faster sustainable and more inclusive growth This paper explores the inclusive growth outcome in major Indian states by constructing Composite Inclusive Growth Index using Principal Component Analysis and cross sectional data for 2001 and 2011 using a set of socio-economic variables.

510 Application of Different Techniques Used in Service Industries

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In current scenario measuring customer satisfaction has become an increasingly important factor for successful business operation. Problems regarding Quality in the service organizations are the result of the mismatch between prior expectation and perceived quality of the service to the customers. While accurate measurement of customer service is important to improve business operations. A number of measurement methods are obtained during literature review which includes Servqual, Servperf, Direct Investigation, Effective Market Share Method, Deming's demand, Service Performance Experiment Design, Statistical Process Control Model. Each method is discussed in brief in this article.

3A3 January 2, Friday 11:30-12:50
Session: OB-I
Session Chair: Praveen Narayan Chougale

343 A Study on Work Life Balance and Turn Over Intention among IT Professionals

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Work-life balance has emerged as a major theme during the last two decades, which witnessed a substantial intensification of work caused by economic turbulence and fast paced organisational changes. A supportive work-life culture value and support the integration of work and family lives. Present study aims to find out the relationship between work life balance, organizational support and turn over intention among IT professionals working in Kerala. Results reveal that there is a significant correlation between these three variables. Findings from the study would help organizations to implement a frame work for ensuring better work life balance for employees.

423 Understanding Organizational Culture Through Octapace : Study of the University

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Understanding organizational culture helps to increase the organizational effectiveness and development. The 40-item instrument used in this study is OCTAPACE Profile proposed by Udai k. Pareek, which gives the profile of organization's ethos in eight values. A total of 40 university employees were selected for the study. The study revealed that some of the OCTAPACE culture dimensions show value lower than the norms specified and there is variation in dimensions in the organization. Thus, the administration should work to develop the organizational culture that requires the culture of OCTAPACE.

496 Differential Association and Imitation as Moderators of Workplace Deviance

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Workplace deviance is pervasive disease in organizations through out the world. The consequences are severe and are registered through various empirical findings. However, very few researches have focused on its antecedents and even fewer are the attempts to study the social learning factors responsible for dysfunctional behavior of the employees. This study makes use of logistic regression to identify the contribution of two social learning variables i.e. differential association and imitation in deviant behavior of the employees.

535 Dharma & Karma – Indispensible Master-key To Management

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Most organizations react to uncertain times with sense of fear, hopelessness and lack of direction. This ultimately worsens the situation snowballing into a greater calamity. Western Management philosophies suggest innovation, out of box radical thinking, aggressive leadership. Vedic Management purports – 'Uncertain times are way of life with little control'. It lays emphasis on the role of Dharma & Karma to find solutions and show the path leading to profitability. The law of cause and effect, known as 'Karma' forms an integral part of Indian philosophy. Imbibing Vedic Management principles gives the right set approach to deal with uncertain times.

3A4 January 2, Friday 11:30-12:50
Session: Stock Market-I
Session Chair: Souvik Banerjee

105 Interdependencies in Price Movements: A Case of Gold and Stock Market

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Risk mitigation process is dependent on the predictive capability of models; but no model is perfectly able to capture the price structures. Gold which is one of the hedging tools has attracted less research attention compared to other asset classes. This paper examines the movements of gold price vis-a-vis stock market. A series of univariate and multivariate GARCH models applied discard the dependencies in the two markets. The impulse response validates the results obtained. Hence dynamic relationship among gold and stock market does not exist. However, gold market shows persistence of volatility.

339 Issue Size: Is There any Difference Based on IPO Grade

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Indian capital market regulator Security Exchange Board of India (SEBI), pioneered the concept of equity instrument rating. IPO Grading (the rating of IPOs), is supposed to be based on the fundamental quality of an IPO bound company. In this research paper, it is explored whether issue size differs, on the basis of IPO Grade. Non parametric statistical analysis, shows that, issue size differs significantly, on the basis of IPO Grade. This is a significant contribution to existing literature on IPO Grading.

366 Does the Futures Market Lead the Cash Market?

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Theoretically, futures market should lead the spot market in price discovery due to several factors such as transaction cost advantage, liberal entry and exit, greater liquidity etc. In this study, we examine the issue of lead-lag relationship and price discovery between the futures and spot market using intraday data. We use co-integration, Granger causality and VECM-EGARCH models for the estimation purpose. We found that in the short run there is bidirectional lead-lag relationship. However, in the long run there exists a clear unidirectional causality from futures to spot market. Therefore, futures market leads the spot market in India.

513 A Study of the Influence of Promoters' Shareholding on the Stock Returns

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What determines the stock returns of firms in the capital market is a long debated issue. A number of factors like the systematic and unsystematic factors determine the stock returns. In this paper, we investigate whether or not the stake of the promoters influence the stock returns. We use the BSE-500 index based companies as our sample. We analyse the results of top 50 companies sorted based on the R2 values. The results show that promoters' shareholding influences the stock returns of the companies.

5A1 January 2, Friday 3:00-4:40
Session: Strategy
Session Chair: Amit Shah

369 Designing Good Communication Practices

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Globalization is making business environment more complex and dynamic by creating multilateral relationship between internal and external stakeholders. Availability of Information and Communication Technology thrust upon Corporate Communication department to identify stakeholders in planning its functional strategy and to manage the competitive and cooperative interests of stakeholders. The paper illustrates how communication strategy can be best designed for managing favorable goodwill of the organization. While internal communication raises Employee Engagement (Aon Hewitt Model) external communication (Communication Quotient Matrix) communicates the Social Investment of the firm and the impact on society and outlays good practices for the practitioners.

406 Navigating Through Uncertainty: Building Resilient Organisation

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Environment in which the organisations operate today, calls for greater and unprecedented performance from human resources. Hence it is vital to put in place strategies to increase the length and breadth of offerings from human resources to ensure a resilient organisation. This creates a need for innovative strategies to mobilise talents towards being competitive. Most organizations have put performance management in place with quantifiable metrics to measure the efficiency and productivity while the present study highlights the importance of goal congruence and responsiveness as strategy to present a better result by developing a robust adaptive capacity.

413 Evolution of Complex Headquarters Activities and Affect on Firm Dynamics

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This paper presents a conceptual understanding into the internal dynamics of firms with complex headquarters activities. The coordination and communication issues will be discussed in detail. The paper also presents areas for further research.

528 Capitalism and Morality- Twins Separated at Birth

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The Brahma of Economics, Adam Smith envisioned it as conjoined twins comprising Capitalism and Morality. Even before he came up with Wealth of Nations, he was of the firm opinion that the invisible hand of market forces will clutch the hand of morality in creating a new world order. However as in case of Siamese twins, the weaker morality was pushed to oblivion whereas the capitalism part became the driving force. Modern enterprises always carry an aura of greed, corporate gluttony and cronyism. Changing this negative perception has always been a costly affair for every business accused of misdeeds.

534 Role of Top Management Behavioral Integration in Managing Innovation Paradoxes

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Business organizations need to simultaneously pursue radical and incremental innovations for its long-term effectiveness and to sustain competitiveness in a dynamic environment Organizational ambidexterity is the ability to simultaneously pursue radical and incremental innovations In this research proposal we intend to understand the relationship of top management processes with ambidexterity and firm performance by addressing the question 1 what is the effect of the top management behavioral integration on ambidexterity and firm performance This research is expected to add to the literature on organizational ambidexterity by exploring the distinct influence of TMT processes on organizational on firm performance.

5A2 January 2, Friday 3:00-4:40
Session: Higher Education
Session Chair: Nynaru Venkatachalapathi

312 Responsibilities of Management Academicians in Designing Management Education

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In this article we try to highlight the importance and relevance of Innovative Changes in Management Education System. Innovations in management education imply several things: willingness to assess all aspects management programme and its activities and bring about creative and innovative changes in them. In this paper we would like to critically analyze different component of management education i.e. the curriculum, scheme of examinations, extracurricular activities, exposure, internships, research work, placements, on job trainings admissions criteria, cost of the course.

354 Internal Marks System Survey in Engineering Colleges – A Regression Analysis

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The objective of the study is to recommend strategies for improving the performance of results in University and Affiliated Engineering colleges. This paper deals with the pass percentage in 2 levels of engineering colleges in Tamil Nadu. Based on survey there has been a decline in pass percentage ratio in affiliated engineering colleges. This problem arises due to the allocation of internal marks. The aim of this paper is to be solved by allocating internal marks equally to university and affiliated colleges. The regression analysis implementation for internal marks found to be superior pass percentage.

407 Infusion and Diffusion in Learning Using Virtual Platform in Higher Education

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Business environment operating today offers only an infinitesimal time for decision making and to adapt oneself with this situation, swift change is required in the higher education. Moreover the necessity to understand the generation Z who is differently motivated to learn, further creates a need among the higher education institutions to embark into different ways of knowledge sharing. The paper focuses on a hybrid approach portraying the use of virtual platform to offer an asynchronous learning during the infusion and diffusion process of knowledge sharing in business schools, through pull strategy besides regular system of teaching.

750 The Challenge of Sustaining World-Class Higher Education

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In this changing and uncertain environment managing a highly appreciated quality in higher education is extremely a big management challenge for the institutions. Be it the faculty, or the students, or be it the training or the placement. Here's the challenge: coping with uncertainty that demands more than just the thoughtful analysis generated by these issues.

751 Maneuvering through Turbulence

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Every organization has seen a lot of turbulent time in last 5 to 7 years. Same is the case with the education sector too. In India we are not in that bad position because certain things are pushing. But still there are certain areas which needs right kind of focus to be dealt and coped with some of the emerging strategies.

5A3 January 2, Friday 3:00-4:40
Session: Social Media
Session Chair: Satish Krishnan

319 Business Impact of Social Learning in Organizations

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Social learning is a fundamental shift in how people work, accelerating and broadening individual and organization reach (ASTD,2011). Social learning occurs naturally in groups – conferences, class rooms, teleconferences, emails and whatsapp, blogging. Social learning does not replace training. The purpose of the study is a framework for organization to start adopting a learning management system that is enhanced to capture the social learning in all organizations to tap knowledge.

361 Resolving Uncertainties on Market Structure Using Social Media Data

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Associative memory network theory from Cognitive Psychology is increasingly being used by marketers to understand how consumers store information about brands in memory. Brands perceived as related are stored linked and activated together in memory during decision-making. In this research we use network analytic techniques on actual social media data of Indian automobile market to demonstrate how specific brands are actively considered together in a purchase decision context. We show how marketers can use this technique to resolve uncertainties on consumer perceived brand positioning competition analysis perceived complementarity substitutability and centrality of brands etc.

489 Antecedents of Virtual Social Networks Diffusion: An Empirical Investigation

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Drawing from Rogers' diffusion of innovation theory and Hofstede's typology of national-culture, and by utilizing the archival-data from 53 countries, this study finds that (1) information and communication technology (ICT) infrastructure and human-capital in a country are positively associated with its virtual social networks (VSN) diffusion; and (2) uncertainty avoidance negatively moderated the relationships of ICT infrastructure and human-capital with VSN diffusion. Findings contribute to the knowledge base of VSNs by highlighting the contingent role of uncertainty avoidance, and provide indications to practice on managing VSN diffusion in a country by leveraging the effects of its ICT infrastructure and human-capital.

490 Impact of Social Media Application on Indian Bank's Reputation: A Study among young professionals

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There has been a substantial change in the way the communication flows from the banks to their customers about their product offerings. The new way of interacting is perceived to create a better corporate reputation in the minds of its customers. The purpose of this study is to analyze the impact of social media applications used by banks for enhancing their reputation. The quality of information provided by banks through social media platforms are categorized on efficiency, outcome orientation and customer care. The impact of each of these three variables on the banks reputation recommends interesting results.

5A4 January 2, Friday 3:00-4:40
Session: Capital Market
Session Chair: T Manjunatha

372 An Examination of the Beta Stability in the Indian Capital Market

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Whether or not betas based on the market index remain stable over a period of time is a debated issue in the stock market. The portfolio manager assume in their analysis is that the betas remain stable over the holding period. We use the S&P BSE Sensex companies from the year 1995 to 2010 to examine whether the betas remain constant over time periods. Our results show that the betas vary across time periods and therefore, historical betas need to be used with caution by the portfolio managers.

375 Impact of Venture Capital Investment on Stock Prices

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In this study we examine whether the venture capital holdings in the capital structure of the companies bring any behavioural changes on the share prices. We found 7 companies from BSE 200 having venture capital investments in their capital structure. We adopt event study methodology to study the pre and post behaviour of share prices in relation to venture capital investment. We compute the abnormal return, CAAR and 't' test to know the changes in the daily stock returns for 61 days. We found that investors cannot earn abnormal returns by investing in venture capital invested firms.

523 Investors' Behaviour in the Capital Market: A Study

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Behavioral finance is emerging as the major branch of financing in the recent times. This paper attempts to analyse the investors' behaviour in the Indian capital market. A sample survey of 100 investors' was conducted in Mangalore city to know the various dimensions of the investors' behaviour. The study reveals that women save more than men while the earnings of the men are more than that of women, savings and the age are positively related. Younger investors have more the preference for equities than older investors, returns on investment is more in equity market than in real estate.

524 Do Fama and French Factors Explain Portfolio Returns in Indian Capital Market?

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The study is based on returns of stocks traded in the NSE during the period 1996-2010. Portfolios of ten stocks ranking from high to low book-to-equity are formed and their returns are regressed over the Fama and French three factor portfolios - market, size and value. The study shows that high and medium value portfolios (high and medium BE/ME) are well explained by all three factors, but the low BE/ME portfolios are explained by market factor alone.

706 An Analytical Study on the Determinants of Capital Structure in India

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This study intends to examine the relationship between various determinants or factors [Profitability (PR), Assets Tangibility (AT), Growth (GR), Size (SZ), Non Debt Tax Shield (NDTS) and Business Risk (BR)] and its impact on the capital structure (debt equity ratio of the firm) of the Indian Automobile and Pharmaceuticals Industry. At the very first step the collected information will be tested for multi co linearity and then six variables multiple regression models will be used to assess the influence of defined explanatory variables on capital structure. Finally, these results will be compared to the available evidence.

6A1 January 2, Friday 4:50-6:10
Session: IT Industry
Session Chair: Jnaneswar K

337 Exploring Talent Management in IT Industry in Kerala

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Talent management is defined as a set of inter related work force management activities concerned with identifying, attracting, developing and retaining key people. The present study intends to study the talent management system in Information Technology organizations in Kerala. Results show that both HR managers and Key employees agree that there exists a significant positive correlation between the different components of talent management system. Factor analysis indicate that the levels of influence of various factors in each of these components are not the same. The present study provides a conceptual frame work for practical implementation of TM in organizations.

396 Prisoners of Process - Rethinking Management and Change in IT Services

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IT service companies are under pressure. Projects running effectively are being asked to be more efficient, delivering the same value with lower costs; at the same time cost-efficient projects are tasked with more effective value-delivery to Business. The authors (both IT services delivery managers) look at how each of their projects are prisoners to a specific way of work (Agile, LEAN) that prioritizes effectiveness or efficiency at the cost of the other attribute. In this session we will share how we use a Double Helix model to respond to customer demands, includes structures and models for change.

409 Organizational Support and Career Self Management Behaviors: Study Among IT Employees

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The study envisages finding out relationship between perceived organizational support (POS), leader member exchange (LMX) and practice of career self management behaviors. The contemporary career environment signifies the increased role of career self management behaviors which had both positive and negative organizational outcomes. The data shows that organizational support had direct relationship with career self management behaviors. This paper is an account of the quantitative research study based on primary data derived from employees of IT parks in Kerala. The data derived through pre-tested structured instrument. The article concludes by considering the implications for future research.

491 Digital Technologies and Developing Countries: Prospects, Potential and Challenges

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Digital technology can reshape every aspect of the modern enterprise as well as human life even though the potential impact of digital technology varies widely by industry. Technological advancements are explicitly linked with globalization. The internet revolution has increased the rate of globalization, as the rapid expansion of the World Wide Web creates an irretrievably networked world. Digital technology as being a key requirement for economic growth, and that also place considerable emphasis on the need for improved and innovative technological capacity. This paper analysis the prospects, potential and challenges of digital technological innovations in developing countries.

6A2 January 2, Friday 4:50-6:10

Session: Gender Issues

Session Chair: Anindita Paul

111 Gender And Leadership Styles: A Study of Tomorrows Leaders in Chindia

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Leadership is an integral component of the success of any organization or country. The two largest countries; China and India were the focus of this study. In order to help firms and their respective countries, university students preparing to enter the workforce need to develop their leadership skills. This study sought to ascertain their leadership style via the Bolman and Deal Four Frame Model. An analysis of the leadership style and frames by country and by gender was conducted. Statistically significant differences were revealed and recommendations offered for developing the leadership potential in tomorrows leaders in these two countries.

335 Impact of Emotional Quotient in Antenatal Care of Women Employees

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532 women(254 Study & 278 control group)attending the antenatal clinic at Neel clinic in Panvel, Navi Mumbai India were enrolled between 18-28 Week of pregnancy from May 2012 to April 2014 in prospective non-randomized matched interventional study . Comprehensive antenatal care included Stress Management by enhancing their EQ through relaxation techniques , personal counselling and meditation .It helped in managing negative feelings like anger, insecurity ,worries and fear. Results -Complications such as pregnancy-induced hypertension PIH with associated IUGR $p < 0.001$ were significantly lower and thereby leading to healthy and empowered human resources of mother and baby.

447 ICT use by Indian Women: Exploring patterns of adoption and use

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Recent figures on ICT penetration suggest that ICT use in India is becoming an interesting phenomenon. Latest statistics show gender-wise differences in internet use across the world. In this study we look at women's use of ICT in Kerala using semi-structured interviews of 10 subjects. The study has implications for businesses and government that can gain by a holistic understanding of women's use of smartphone and market products as well as make services favourable to them. Indian government can also ensure higher digital inclusion, therefore addressing the challenges of the modern society through digitally based solutions.

459 Role of Advertisements in a Gender Sensitive Society

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Advertisements do play a significant role in developing gender identities. Many of the popular theories depict traditional portrayal of lead characters in advertisements as a major barrier in bringing substantial change in society. With this background, the paper intends to explore whether a non-traditional portrayal of characters in recent advertisements is a result of changed mindset or is leading us towards a broader mentality. Apart from doing a comparative Content Analysis of the old and new versions of these advertisements, the paper also brings forth the mass opinion of the Customer appeal of these versions.

6A3 January 2, Friday 4:50-6:10
Session: E-business
Session Chair: Shajahan Alam Khader

351 Preparedness for E-commerce in India

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India is witnessing the fastest and biggest business revolution i.e. E-Commerce. It's majorly utilization of internet as a platform of doing business, which starts with identification of right product or service and finally placing an order, making the payment and getting the same delivered. Preparedness for controlled growth is necessary for all the stake holders whether it's government, regulatory authorities, investors, financiers, vendors, bankers and the customers. This paper highlights the key areas of the preparedness for the opportunities and challenges of E-commerce in India.

395 E-tailing in India – Innovative Supply Chain/Logistics Infrastructure

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The rapid growth of e-commerce in India has led to the following: a) Internet penetration to remote areas. b) Tech savvy Buyers. c) Change in the shopping style / habits of buyers to obtain greater savings as well as other conveniences. This trend will revolutionise the order fulfilment and inventory management processes. In the competition between traditional retail chain model and e-tailing model, the later has a clear edge due to the utilisation of technology and tangible / intangible benefits. The paper analyses this area and need to create innovative Supply Chain Infrastructure which will be unique to India.

411 Impact of Online Banking Services on Customers Satisfaction

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The study intended to understand impact of online banking services on customer satisfaction Data base was secondary and primary Structured questionnaire was executed to 100 respondents selected on convenient basis for collection of primary data Customers are more satisfied with internet banking Gender and experience affected satisfaction level but income and education do not affect more Among all internet banking service is more popular Cost-effectiveness and user-friendliness give more satisfaction By adopting advanced technology banks are transforming from cash to cash-less system where online banking services are prominent Banks can grab this advanced business opportunity with modern ICT base.

485 Antecedents and Consequences of Social CRM Strategies Adopted by E-tailers in India During Peak Season of Demand

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Social media has redefined corporate communication in India. The unprecedented growth of smart phones and enhanced internet consumption has fuelled the growth of social media. It is inevitable for any company to neglect this sunrise media platform. Similarly, e-tail industry in India has shown remarkable progress. It has detached its nascent industry tag and forced brick and mortar companies to sit up and notice its leap jump. Their spectacular show during Dasara and deepawali festive seasons in terms of reach, awareness and sales is mind blowing. Yet, few e-tailers lost their credibility by over promising and under delivering.

6A4 January 2, Friday 4:50-6:10
Session: Cross-country Studies
Session Chair: P.A. Mathew

108 Values in Mobile Payment Using Smartphone: A Five-country Perspective

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Since its inception, mobile phones have experienced explosive growth and now have become de-facto personal trusted devices for communication, entertainment, information access and shopping. Release of the first iPhone ushered us into the smartphone era and accelerated the pace of innovation for what can be accomplished using a mobile device. Businesses are now investigating possible use of mobile for payments and financial transactions specially for markets with weak or non-existent infrastructure for handling non-cash transactions. This paper presents the value of smart-phone based payments through a comparative study of mobile payment in the U.S., Russia, Poland, Germany, and Czech-Republic.

412 Internationalization Modes of Business Group Firms: Evidence from India

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This paper is an empirical study on the internationalization modes of Indian Business Group firms. These modes are different between group affiliated and unaffiliated firms. This paper provides a few clear insights into the internationalization efforts of Indian Business Group firms. Finally, areas for further research have been suggested.

475 Business and Labour Markets: Comparing the Indian and Chinese Experience

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Business in both India and China countries has been impacted to a large extent by the structural issues of labour and labour markets. Labour as a factor of productivity will have short term and long term impact on profit and thus to the survival of the firm and even industry. What has been the impact of labour use patterns to labour market outcomes in both countries? Are there significant productivity levels of both labour and wages between India and China which has had a negative/positive outcome in terms of the survival/prospering of different industries.

497 Determinants of Electronic Government Maturity: A Cross-national Analysis

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Utilizing the TOE theory, this study posits that contextual-factors in form of information-and-communication-technology-infrastructure (ICTI), human-capital (HC), and governance (GOV) has both direct and indirect relationships with e-government-maturity (EM) through mediating roles of governments-willingness-to-implement-e-participation (GWIE). Based on archival data from 181 countries, results showed that while ICTI and HC were positively associated with GWIE and EM, GOV was not associated with them. Further, while GWIE partially mediated the influences of ICTI and HC on EM, it did not mediate GOV-EM relationship. Findings contribute to the theoretical discourse on e-government by highlighting the roles of contextual-factors on GWIE and EM.

6A5 January 2, Friday 4:50-6:10
Session: Ethics
Session Chair: Rakesh Kumar Agrawal

114 Ethics Coverage in Accounting Education: Views from Hong Kong Accountants

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The ethical standards of accountants have been criticized recently. However, hardly few studies are available on ethics education and its relationship with recruitment. This study investigates the extent to which accounting practitioners regard ethics coverage in accounting curricula as important when recruiting entry-level accountants. It also examines their views on additional ethics elements required beyond the current accounting syllabi in Hong Kong. The results show that there are significant differences between perceptions of female and male accountants. Respondents suggest that broader ethics elements such as contents, teaching methods, issues relating to work place and values/virtues are required in accounting education.

318 Analysis of Corporate Frauds in India from Ethical Perspective

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Business ethics is of paramount importance as many top organizations are continued to be marred by plethora of scandals and frauds. Corporate frauds result in loss of market capitalization and brand image of the organizations. They are alarmingly prevalent across countries, and across sectors of the economy. This conceptual paper highlights some of the major corporate frauds since independence and their repercussions on social and economic fabric of India. Keeping sustainability as a fulcrum, it attempts to suggest steps that companies can and must adhere for running their businesses ethically and thereby minimizing, if not eradicating the corporate frauds.

506 Developing Ethical Behaviour Through Transformation of Consciousness

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Ethical violations in the use of Information and Communication Technologies are on the rise, in spite of having several proactive measures to create awareness and prevent potential ethical violations both at individual and organizational levels. There is an increasing gap between the awareness and action and the primary reason for this gap is the lack of inner powers to practice ethics. This paper proposes a holistic approach based on transformation of consciousness to address the ethical issues in the use of ICTs.

1B1 January 3, Saturday 9:20-10:40
Session: Banking Industry-I
Session Chair: Baba Gnanakumar Perbettan

306 Structural Adjustments of Bank Rate on Assets and Liability Management in India

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Bank rate adjustments made by RBI with the aim of reducing the rupee volatility during 2013-14 increased the gap between the relative values of assets and liabilities ALM in banks This research explores the impact of bank rate volatility in ALM Based on the RBI data for the period 2011-14 we measured the impact of bank rate on ALM by applying variance analysis We found that bank rate influence the value of liquidity flows but not the volume of cash flows Hence to reduce ALM gap the costs of cash outflows could be managed in accordance to bank rate.

316 Strategy for Profitable Growth through MSME Lending by Indian Banks

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Rising capital requirements and NPAs are impediments to large lending by Indian banks and thereby their profitability. Indian banks, therefore, need to design strategy for their profitable growth through MSME lending. For successful lending to MSME, sector specific approach is required by banks. Different approach is required for manufacturing enterprise and service enterprise. Banks need to innovate and modify the financial products which are best suitable to them, and also design risk management strategy for MSME lending. Key words: MSME, Financial products, Risk management for MSME lending.

382 An Analysis of the Risk-returns of BSE Listed Banks

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This study investigates risk- return dynamics of 42 listed banks operating in India for the period 2009 to 2013. The study uses regression model to obtain beta. The study reveals that the risk varies across banks and the risk is related to the returns. We found that the P/B, P/E, Market Capitalisation/ Enterprise value, Enterprise value/ PBDIT ratios exhibit wide variations over the years.

383 A Study on Financial Position of Public Sector Banks

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Banking system plays a major role in supporting economic activity and meeting financial needs of all the sections of the society. This study attempts to identify the Public Sector Banks compliance with Basel norms like minimum capital requirement and its relation to earning capacity. For this purpose we have use capital adequacy ratio, NPA to net advances, ROA, ROE, credit to deposit and other related ratios. We found that State Bank of India is having highest capital to risk weighted ratio as well as earning capacity compared to other Public sector Banks.

1B2 January 3, Saturday 9:20-10:40
Session: Consumer Behaviour-I
Session Chair: Deepak Ashokkumar

324 Chocolate Package Designs: Influence on Baby Boomers

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This study was conducted to examine the effects of two important packaging cues namely: 'Visual Cues' and 'Informational Cues' and how senior citizens subjectively evaluated the chocolates based on packages. The results proposed a model where two packaging cues (Visual and Informational) showed direct positive influence on consumers purchase decisions. However there were no significant differences in the opinion of the senior citizens across these cues. The results of the study emphasise the importance of chocolate package designs on consumers purchase behaviour.

480 Cognitive Dissonance: Dissonant Buying Behaviour of Consumer Towards Cell Phones

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This article explores the implications of psychological feature dissonance on varied aspects of consumer shopping behaviour. A number of the factors resulting in dissonance post purchase and prior to it are comprehensively studied in this article. It is not certain that cell phone users are fully satisfied since they are usually confused with abundant information during purchasing period. It begins with the identification of the degree of involvement in the purchase of a product which creates dissonance for a consumer. The higher the degree of purchase involvement on behalf of the patron, the lesser would be his dissonance level.

484 Decision Making Styles of Indian Youth Towards Organised Fast Food Outlets

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The present study attempts to investigate the decision making styles of Indian youth with special reference to organised fast food outlets. The study was conducted among a sample of 678 respondents in the Indian state of Maharashtra. Exploratory and Confirmatory factor analysis were used to measure the decision making styles. The study revealed the confirmation of six factors. Further, the young consumers were segmented using cluster analysis technique. The analysis revealed two segments of respondents.

1B3 January 3, Saturday 9:20-10:40

Session: Advertising

Session Chair: Arun Sen

103 Practice Transformation Model for Patient Centered Medical Home (PCMH) in US

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The current state of practice transformation for medical home in US healthcare is uncertain No solid basis exists to help transform a practice into a medical home to get NCQA's PCMH recognition In this manuscript we survey literature on practice transformation and process modeling to create a set of key standard processes called Key Process Areas KPAs essential for practice transformation We have collected retrospective verbal data from experts involved in getting Level-3 NCQA PCMH 2011 recognition for their organizations The data were transcribed and analyzed We find that KPAs are useful in explaining these practice transformations.

550 Creating Peoples' Brand for Inclusive Growth in India: Case of Vindhya Valley

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Creating Brand Equity is major corebusiness strength of profit making organizations corporate for commercial products However the concept of brand building can be effectively implemented for products made by small medium and even traditional household scale operations Though there are examples of such brand building efforts like Tribes India Vindhya Valley Chhattisgarh herbals etc however these people's brands the term used to depict the profit making objective along with social objective of enhancing income generating opportunities to the rural poor have not been able to grow beyond the threshold level to really make a mark in the consumers minds.

552 Persuasiveness of Advertising: Relationship Between Attitude and its Components

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Disparate streams of persuasion research prescribe alternative approaches to effective attitude change process. However, the answer to the question: whether a rational or emotional message is more effective in a given context remains contentious. In a quest to assess the effectiveness of advertising messages, a comprehensive conceptual framework of persuasion theories, hinging on the structural understanding of attitudes was proposed. The framework was tested for validity and implications in a set of three experimental studies & analyzed using SEM, Repeated Measures Anova. The research indicted the mediating role of attitude functions in the relationship between attitudinal components and overall attitude.

742 Effect of Neuromarketing on Advertising

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Advertisers have most of the time used science to peer into consumers' brains. Today neuromarketing has given them the power to delve into our subconscious .It is always difficult for marketer to understand their customer mind set. How customer select particular product or services where they look for information and how they look for information . To investigate how attention levels influence users, this study uses neuromarketing to measure the level of attention that results from an advertisement exposure and explores how different levels of attention influence users in conscious and unconscious ways.

1B4 January 3, Saturday 9:20-10:40

Session: Finance

Session Chair: Mallikarjunappa T

106 Microfinance and Microcredit Network of Self Made Social Servants and Fraternal Capitalist Accumulation in Rural Odisha

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This paper is an ethnographic examination of microfinance and microcredit institutions and its networks in the state of Odisha. The paper attempts to ask how self-employed NGO workers, activists and self-proclaimed social servants have moved up in the economic ladders of Odiya society with the help of their social networks. It studies microfinance/microcredit agencies and the ways in which local capital formation takes place by bridging the gap of formal financial institutions with informal ones. The notion of fraternal capital provides local sites of accumulation process with the help of social networks transformed itself into economic interactions/relations of production and consumption. In this process; it solves the internal contradictions of capital in the local level.

325 Dynamics of USD/INR Forwards in the Indian Foreign Exchange Market

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The study is an attempt to understand dynamics of USD/INR forward market through primary data (questionnaire). It is observed that forward contracts play an important role in addressing the exchange rate risk. It is noticed that qualitative attributes like market sentiments, expectations, political stability and financial news play a vital role in determination of forward premia apart from quantitative factors viz., Interest Rate Differential, Crude Price, Net Intervention of RBI, lagged values of forward premia and Turnover in the foreign exchange market. The findings of the survey have policy implications since forward premia affect all sectors of the economy.

358 P/E Effect – A Test on BSE-500 Companies

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In this study, we examine whether high P/E portfolios perform better than low PE portfolios. We use nine-year data from year 2005 to 2013 of BSE-500 stocks and apply Basu (1977) methodology. We construct 10 portfolios based on P/E ratio rankings and investigate the returns of these portfolios. The results show the superior performance of high P/E portfolios compared to low P/E portfolios in Indian stock market. Therefore, we conclude that there is high PE premium in the Indian market and this result is contrary to international evidence.

403 Impact of Mergers and Acquisitions on Corporate Financial Performance

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Mergers and Acquisitions (M&As) as a corporate restructuring strategy gives an opportunity to companies to increase its market share. The objective of the present study is to study the impact of M&A deals on the financial performance of acquiring companies in India. A total of 20 companies constitute a sample of Indian Electricity sector companies which involved in M&A deals covering a period 2000-2013. The study attempts to find the difference between pre-merger and post-merger performance of companies in terms of liquidity, profitability and solvency.

1B5 January 3, Saturday 9:20-10:40
Session: HRM-I
Session Chair: Bhushan Pardeshi

380 Managing H R Challenges in the Dynamic Business Environment

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The Great Recession, companies worldwide are responding to known and unknown external forces with caution, focus and a keen eye towards survival. Human resources is expected to play a leading role in this environment by continuing to be more engaged than ever in developing and retaining talent, containing and reducing costs, and aligning its activities with the overall business strategy. In this paper, we would be discussing the various issues and challenges that HR is facing in today's corporate environment. The study is based on the secondary data which is been collected from various research studies.

389 Competency Model for Effective Trainers

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Training and Development is an integral part of every organization. They spend a huge amount of money in creating the training opportunities for the employees; hence the effectiveness of trainers plays a very crucial role. The scope of our paper is limited to one critical factor which is competencies of a trainer that can contribute to training effectiveness. The aim of our paper is to develop a theoretical framework for Competencies of an Effective Trainer based on synthesis of exhaustive literature review and to further outline research directions which can help scholars take the research to the next level.

410 Mentoring and Affective Organisational Commitment: A Study Among Select New Generation

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This study explores the effect of mentoring on affective commitment of employees towards the organization. Past researches show that the emotional overtones of affective commitment enhance employees' likelihood to stay with the organization and behaviors that benefit the employers. Many organizations are invested in formal mentoring programs in order to improve employees affective organizational commitment (AOC). The objective of this quantitative study is to examine the relationship between mentoring and AOC in selected new generation private sector banks in Kerala. Empirical data is drawn using pretested questionnaire. Implications are discussed.

536 Broken Promises: Does Psychological Contract Breach Impact Employee Engagement?

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Psychological contract breach, a breach of promised obligations- implicit or explicit- as suggested in the psychological contract, has been related to cynicism, lower job satisfaction and other outcome variables. This paper intends to study the effects of psychological contract breach on employee engagement in its two aspects – job engagement and organization engagement. It is hypothesized that psychological contract breach would be negatively related to job engagement and organization engagement. Data collection is in process and the results will be discussed in the final paper.

2B1 January 3, Saturday 11:00-12:00
Session: Operations Management
Session Chair: Rangavajhala Venkateswarlu

311 Price Dependent Quadratic Demand Inventory Models with Variable Holding Cost and Inflation

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An attempt is made to develop an inventory model for perishable items when the demand rate is a quadratic function of price and the rate of deterioration is a linear function of time. It is also assumed that the holding cost is a linear function of time. Under instantaneous replenishment with zero lead-time, EOQ is determined for optimizing the total profit under inflation rate. The sensitive analysis is presented with numerical example at the end.

429 Hybrid Ant Colony Optimization Algorithm for Green Logistics using Smartphone

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Excessive Green House Gas emission and high fuel consumption from vehicles has become not only an environmental problem but also an economic issue. Therefore, it is important to develop an economic and eco-friendly navigation system for logistic vehicles. The rise of smartphone applications within the transport sector has created new opportunities to solve such problems. In this paper, the objective is to minimize fuel consumption and carbon emission in transportation processes for a single-source shortest path problem. An Android application using a hybrid Ant Colony Optimization algorithm is proposed to solve this problem.

564 Implementing Queuing Model on Market Research

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The study concentrates on conducting market research to determine the market potential, which in turn is incorporated with queuing model to increase the sales, decrease the dead time and dead stock and finally to increase the profit of the organization.

2B2 January 3, Saturday 11:00-12:00
Session: Mutual Funds
Session Chair: Krishna Kumar Kadambat

353 Investment Performance of Indian Equity Linked Savings Scheme Mutual Funds

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Equity Mutual Funds are one of the important means of pooling risk capital from small investors. ELSS funds are a type of Diversified Equity Funds with some distinct regulatory provisions. These regulatory provisions tend to increase the element of risk of these funds as compared with the regular Diversified Equity Funds. So do the historical analysis of the performance of ELSS Funds reflect a higher element of risk and return as compared to Diversified Equity Funds and Benchmark Indexes? This paper analyzes the risk adjusted performance of all ELSS Funds from the Year 2000-01 to 2012-13.

359 Direct Plans of Mutual Funds: A Direct Hit or a Miss?

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As a pro investor measure, SEBI introduced Direct Plans in mutual funds from 1st January 2013. It directed mutual fund companies to have a separate NAV for these plans. Direct plans eliminates the role of the distributors and thereby its costs to the funds. An investor saves between 0.50% to 1% pa, if he opts for the direct plans. Direct plans are getting popular by the day. This paper tries to analyze the inroads made by direct plans and the reasons for the same. It also discusses why these plans could miss its target objective.

367 Performance Evaluation of UTI Mutual Fund Schemes

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Investors invest in mutual funds expecting higher returns than the risk-free returns. Although investments in mutual funds is subject to market risk, a large number of investors invest their money expecting high returns. This paper investigates whether the investments in the various schemes of UTI Mutual Fund have given good returns. We use the NAV data from the year 2005 to 2013. The results reveal that although 14 of the 15 schemes have given positive returns, only one and three schemes have outperformed the Nifty and Sensex, respectively.

2B3 January 3, Saturday 11:00-12:00
Session: Social Development
Session Chair: Pankaj Kumar Baag

379 Influence of Social and Economic Problems on the Educational Development of Fishermen

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Education is regarded not only as one of the most important human basic need but also as a means for meeting other needs .The fishermen as a whole are looked down upon by other communities with contempt and disdain. The main reason of backwardness of fishermen community is their lack of education. It is a conceptual paper which mainly focuses on the social and cultural issues associated with the fishermen community in Kerala and describes how it act as barriers to the educational development.

430 Counterintuitive Effects of Drug Price Regulation: A Systems Thinking Approach

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Drug price regulation is a subject of intense debate. While prices of drugs are regulated to ensure affordability of essential medicines, opponents of price regulation claim that it reduces a firm's ability to invest in R&D. However, there are more fundamental, counter-intuitive effects of price regulation: forced price reduction drives out manufacturers, causing drug scarcity and increased prices; reduction in quality; and evasive measures like change in composition. Using systems thinking approach, and cases from the Indian pharmaceutical industry, we demonstrate the effect of price regulation on firm decision making, and consequently, availability of the drug in the market.

444 Expanding the Financial Services Access for the Poor in India- Critical Approach

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We critically look at the factors of expanding financial services access for the poor in terms of measure, impact, policies, barriers and promotion along with actions taken in the Indian context in the past and the present. We suggest that the corrective actions to be taken in the future should be more dynamic with respect to market development along the path to an inclusive digital financial system tailor made to our interventions based around four initiatives: payment system with right scale and size; regular financial services at right scale and size; partnership with new differential players; and research and Innovation.

2B4 January 3, Saturday 11:00-12:00

Session: Stock Investment Session Chair: Mamta Gaur

370 Return Linkages Among Returns From Stock Markets

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This paper studies inter-linkages among returns from stock markets in Japan, USA, England, India and China. Daily closing levels of benchmark indices in five countries are taken for period 6th January 2003 to 21st September 2013. Augmented Dickey-Fuller unit-root test is applied to check stationary nature of the series; Regression analysis, Granger's causality model, Vector Auto Regression model, and Variance Decomposition Analysis to find out the linkages between returns. The study leads to two major findings. First, that there exist opportunities for diversification for the investors, and second is the domestic factors (macro economic variables) that influence stock markets.

507 Identifying stock with Best Investment Value – a Case Study of Brigade Enterprises

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The real estate sector in India is one of the most important sectors for India's GDP growth It contributes to around 6.3%to the total GDP.The Indian real estate market is currently one of the fastest growing markets in the world This has led to increased keenness among many foreign investors that are investing in many big projects 1 To indentify the growth prospects and find out the reasons for the profitability when Brigade Enterprises Limited is compared with other other leading real estate Company in India.There nine profitabiliity indicators have been taken in to account as independent variable.

514 Efficient Capital Structure Mix During Uncertain Economic Environment

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Uncertainty is the law of nature since every activity in the world is related to each other and the effect of one have an effect on the other. In this paper we have tried to find out what are the environmental factors that are available in uncertain environment. Since the main aim of business is to effectively utilise its resources the finance manager should always follow the principle to maximise the use of available resources through efficient capital structure mix. Here we tried to find the capital structure policy during uncertain environment and management's challenges to meet it.

2B5 January 3, Saturday 11:00-12:00
Session: Risk Management
Session Chair: Neha Chhabra Roy

373 Risk Identification and Taxonomy in Small Hydro-power Projects of Uttarakhand

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In this paper risks have been identified in small hydro power (SHP) projects using global literature review, it was noticed that there are around 37 risk variables are associated with SHP projects across the world. However, in case of Uttarakhand SHP projects all these risk variables are not applicable as was observed with the expert opinion of uttarakhand SHP projects investors, officials with average experience of 15-18 years in the form of semi structured interview. A total of 32 risk variables were found to be significant for Uttarakhand which further classified into operational & Construction stage small hydro power projects.

555 Rapid Loan Growth and its Effects on Credit Risk of Indian Banks

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We investigate whether rapid loan growth is a significant determinant of loan losses for Indian commercial banking sector using data from 50 scheduled commercial banks in India during the sample period 2004- 2013. We test the hypothesis on the relation between rapid loan growth and loan losses. The results suggest that rapid loan growth has a significant influence on the loan losses for the sample set during the sample period.

3B1 January 3, Saturday 12:10-1:10
Session: Spirituality Management
Session Chair: Radhakrishna Pillai

394 Spirit at Work & Its Relation with Individual and Organizational Valued States

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In the pursuit of achieving higher economic performance and productivity many organisations had begun to notice of a new phenomenon called as Individual Spirit at Work. The goal of this paper is to analyze Spirit at Work and to explore the nexus between spirituality, work attitudes and individual and organizational outcomes. The work attitudes studied are organizational Commitment and Job Satisfaction. The Outcomes are Subjective Vitality, In role Behaviour Individual Productivity, Organisation Based Self Esteem and Life Satisfaction. This research is significant as it highlights the dynamics of the relationship between Spirit at Work, work attitudes and Individual and Organisational Outcomes.

463 Integral Development & Change at the Level of Inner Processes

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In a world shrinking in space and time, change is accelerating. Even the best of learning and development models like competency frameworks are insufficient, as by the time a competency is developed a new one is demanded. Focusing on development from within - at the level of the inner process (mental, vital life-force, physical and deeper self) enables a more fundamental level of development, which in turns accelerates our external manifestation and adaptability to change. This paper explores one such applicable framework of inner development based on integral yoga of Sri Aurobindo that enables deeper self-awareness and integral change.

508 System Thinking and Sustainability Through Spirituality: A Case Study on Rajyoga

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Sustainable development focus on economic, social and environmental developments in a holistic manner. There is a strong inter-relationship among spirituality, systems thinking and sustainable development as spirituality develops systems thinking capabilities which are essential for sustainable development. This paper examines the development of systems thinking capabilities and sustainability through a case study on the ancient spiritual practice Rajayoga. This is done by examining the interplay among the physical power and the meta physical powers or the spiritual powers. It also identifies the leverage points and the intervention strategy used for sustainable development.

3B2 January 3, Saturday 12:10-1:10
Session: Marketing-I
Session Chair: Shilpa Bendale

408 Power of e-WOM as the Next “p” in Marketing

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Word of mouth influence has a heavy impact in marketing. This in the pre-internet era is slow and hence did not catch much attention. But today, with SMAC and speedy processes available for lower prices, has given added power to the consumer in the form of e-WOM. This study is aimed at analysing how digital media accentuates a shift in consumer power. It also analyses emerging technologies which reduces the cost of information spreading in the internet era, its implications on consumers, marketers and other stakeholders and discusses drivers responsible for e-WOM.

476 Enhancement of Marketing of Rural Crafts Through Saras Mela: An SGSY Initiatives

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During 1999-2000 to cope up with the effect of globalization and industrialization the Ministry of Rural Development MORD took an initiative under Swarnjayanti Gram Swarozgar Yojana SGSY scheme through SARAS mela to bring a revolution in the strategy of marketing of rural crafts for promoting rural products building the capabilities of swarozgaris and opening up of income opportunities of rural artisans involved in the Swarnjayanti Gram Swarozgar Yojana SGSY scheme The present paper based on the secondary information gives an overview and present situation of SARAS Mela and its importance in marketing of rural products and improving the livelihood.

529 Go To Market Strategies for Emerging Business Opportunities in E-tailing Industry

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The objective of the paper is to examine the challenges faced in formulating and implementing innovative go-to market strategies in e-commerce space. Emerging e-retailing companies have to address several challenges namely product differentiation, door-step delivery, trust of consumers, competing with offline stores, generating leads and converting them, customer engagement strategies and revenue models including pricing. A descriptive case based on in depth interviews of top management executives is used to examine the challenges faced by a leading online jewelry retailer. The contribution of the paper is to develop an understanding of these issues in practice.

3B3 January 3, Saturday 12:10-1:10
Session: Customer Relationship
Session Chair: Pradeep B. Salgaonkar

330 Antecedents of Customer Engagement in Social Media and Impact on Loyalty

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Issues like customer engagement and loyalty are gaining prominent attention among organizations involved in social media marketing. In this paper we attempt to find out the antecedents of customer engagement in electronic goods segment Total 30 variables pertaining to constructs customer engagement and customer loyalty in social media were identified and subjected to factor analysis giving us four factors which are the antecedents of customer engagement These were subjected to regression with loyalty as a dependent variable The regression results show a significant relationship.

355 Extrication of Key Accounts Amidst Existing Customers – Pivot for Effective KAM

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Bargaining power of key accounts is mounting requires special attention to satisfy their unique needs, effective KAM ensures sustainable competitive advantage Thus extricating key accounts from existing customers pivotal for long run prosperity Survey unveiled factors influencing selection of key accounts statistical tools Factor analysis Cronbach's alpha Correlation KMO Bartlett's test Scree Plots percentages Results Assessment unearthed factors affecting selection of key accounts Order stability regularity risk of bad debts credit were prominent Recommendations New initiatives suggested in areas of scientific selection of key accounts strategies for long term mutually beneficial business relationship and responding quickly to changes.

553 Empathizing Customer Experience

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Since the customer experience being measured through the measurement of its upshot element "Loyalty" in terms of trust worthiness and confidence; it is complicated to structure the regulatory rubrics for Customer experience. By incorporating emotional and perceptual distortion over time, customer experience is subjective to unpredicted static, partial dimensions. This paper aims to analytically assess the conceptual validity of customer experience as a construct and propose an integrated model which assimilates brand performance, perception and Loyalty.

3B4 January 3, Saturday 12:10-1:10
Session: Future Markets
Session Chair: Ira Bapna

345 Information Content of Implicit Spot Prices Embedded in Single Stock Future Price

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We examine the information contained in the pricing error using portfolio approach where portfolios are formed based on the relative deviation of spot prices from cost of carry-implied spot prices. We argue that if the SSFs market were the venue where informed traders place their trade then the implied prices, which are futures market assessment of equilibrium stock values, would differ from observed spot market prices. Since the spot and derivatives, markets are linked through an arbitrage relationship, the relative price differences of implied stock prices from observed stock prices could reveal information about future stock prices.

421 Does Gold Futures Architect Price Innovation in NSE Indices? A Volatility Analysis

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The present research explored Karl Pearson Correlation between Gold Futures; and NSE Indices as well as Gold Spot individually and collectively with respect to volatility clustering, Regression and Granger Causality Test for period 1st, June, 2009 to 31st, March, 2014. The volatility analysis of Gold Futures with Gold Spot and NSE Indices was done using GARCH (1, 1) Model to manage challenges in uncertain environment. It revealed that Gold Futures is an independent variable and poses no pressure of NSE Indices returns and Gold Spot but Gold Futures when studied as a dependent variable; there was least impact.

422 Crude Oil Pricing: Fantasies in Stock Futures Pricing in India

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Present paper had cross-sectional analysis of Crude Futures and Spot, and Nifty Stock Futures using GARCH (1, 1) Model and explored Karl Pearson Correlation among the variables individually and collectively with respect to volatility clustering, Regression and Granger Causality Test to manage challenges in uncertain environment. It unearthed facts that Crude Futures is independent variable and has no bonding of Nifty stock futures returns and spot prices but crude when studied as dependent variable; there was least impact. It unfolded fact that stock futures discovered their prices from crude futures for period 1st June, 2009 to 31st March, 2014.

3B5 January 3, Saturday 12:10-1:10
Session: Brand Management
Session Chair: Nilay Yajnik

314 Destination Branding and Architecture: Review and Critique

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The competitive positioning of destinations necessitates analyzing the present scenario of India as a tourism brand. The aim of this paper is to review destination branding and brand architecture literature and its relevance to promote India as a prospective destination. We also highlight some problem areas that need to be addressed in the design of destination branding strategy. In particular, this paper supports and extends the ideology of Harish (2010) to brand India with 'house of brands strategy'. This paper will meaningfully contribute to enrich the destination branding literature and will provide insights to the Indian tourism marketers.

326 Brand Awareness and Preferences Towards Fast Moving Consumer Durables

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Rural and semi-urban markets are likely to contribute maximum to the sales of consumer durables in India Rural consumer behavior and preferences are changing frequently The objectives of present study is to address the issues whether the buying behaviors of rural consumers differ based on their level of income and education rural consumer's most preferred factor of purchase of durables and to know the level brand awareness in rural market The empirical results reveal that profession does not affect significantly on possession of consumer durable but income do the level of brand awareness is increasing significantly in rural market.

525 Impact of Game Speed and Persuasion Knowledge on Brand Recall and Brand Attitude

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This experimental study explores the effect of speed of advergimes and persuasion knowledge on brand recall and brand attitude from attention and elaboration perspectives Results indicate that fast-paced advergence players report low brand recall and more favorable brand attitude than slow-paced advergence players Players with high persuasion knowledge report high brand recall but less favorable brand attitude than the players with low persuasion knowledge This research contributes to the literature of online advertising and adds to the marketing knowledge on how to place brands effectively in advergimes considering the individual characteristics of advergimes and the persuasion knowledge of gamers.

5B1 January 3, Saturday 3:00-4:40

Session: Student Issues

Session Chair: Reena Mehta

344 Students Education in Andhra Pradesh and Telengana Aegion – An Asset

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Majority of students from Andhra Pradesh and Telangana who have been studying in IIT for Degree. The states have known for its prominence on education showing off the dedicated investment to students who prepare for the entrance exam for IITs. Domination of students from these states is well known for Indian Institute of Technology. But this position has been further cemented every year having the highest number of students who qualified in the IIT JEE. The aim of this paper is to find the planned education system and guidance in Andhra and Telangana and it is found to be superior.

517 Attending Classes in a Premier Management Institution - Content or Convenience?

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Under-enrollment and falling applications even at prestigious schools highlight management education's crisis. The crux is whether management education is about content, skill and perspective (classroom); or simply a finishing school and filtering mechanism for industry to identify manpower development. It plays out, amongst students, in terms of relative priorities for "CV building" and academic experience. In this paper, we use fine grain attendance data to investigate what students' value - management content or the opportunity to build their profile for success in the job market. This paper is an evidence based step toward informing Institutions' strategy for management education.

537 Doctoral Students Information Seeking Behaviour: A Case Study

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With the increasing availability of information through multiple sources academic communities in India need to rethink measures for effective support. Studies have shown that graduate students' information behaviour is random and iterative. Adding to the challenge is the students' preferences for easy sources, quick information, access to library resources and their varying styles of ICT use. This study looks at the information behaviour of students in the fellowship program of one of the leading management schools in India through three focus group interviews. Reported findings will be a first step towards understanding the challenges of the information environment.

562 Six Sigma Methodology in Blended Learning in Educational Sector

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This study entitled SIX SIGMA METHODOLOGY IN BLENDED LEARNING IN EDUCATIONAL SECTOR is intended to examine the impact of Internet Facilities on Students performance through a Blended Learning as a medium in an Academic Institution. Another objective is Application of Six Sigma methodology improves the medium of learning i.e. Internet Connectivity. Blended Learning is defined as the approach combines the best elements of online and face-to-face learning. It is likely to emerge as the predominant model of the future and to far more common than either one alone (John Watson).

711 Student Employability Skills: Perspectives of Faculty and Employers

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The paper discusses the emerging need for continuous restructuring and reshaping of the skills-set of students, to prepare them for national / global competence. Based on an empirical study on the employability skills of engineering students, the authors present the match and mismatch between the perceptions of engineering faculty and employers of newly recruited engineers. The study reveals that customer service skills, business awareness, entrepreneurship skills and willingness to learn, are to be given special attention. The significance of core employability skills, which include personal qualities, is also highlighted.

5B2 January 3, Saturday 3:00-4:40
Session: Indian Industries-II
Session Chair: D P Sahoo

331 Life Insurance Industry in India: A Customer Value Derivation Study

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The concept of customer value is increasingly becoming a Management Challenge used in strategy and marketing literature in recent years. The concept of customer value becomes emphatically significant in a life insurance product especially in India where it is a Social Security means. The aim of the paper is to develop a theoretical framework based on synthesis of exhaustive literature review and to outline further research directions. This paper also proposes a value index concept for ranking the life insurance companies that has to be implemented in lieu of the extant ranking based on the claim settlement ratio.

386 Entrepreneurial Orientation and Performance of Indian Business

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Entrepreneurial Orientation (EO) is the ability of firms to transform entrepreneurial opportunities into new or renewed patterns of growth. Entrepreneurially-oriented firms find out and pursue possible avenues for achieving growth through an emphasis on innovation, risk-taking, pro-activeness, autonomy, and competitive aggressiveness within their strategic processes and behaviour. There is a general agreement as per the previous literature that EO does impact on firm performance. The study examines whether the concept of EO is applicable to Indian business firms and to measure the level of EO and the relationship with its performance.

455 Factitious Price Fluctuations of Rubber & Apprehensive State of Farmers in Kerala

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Kerala has a fascinating history of rubber plantations which has changed the fate of lakhs of people across the length and breadth of the state. This study attempted to investigate the seasonality in price variation of natural rubber in Kerala and how this variation affects the economical activities of the producers. More than the direct economical activates the supporting economical activities are also considered in this study.

482 Trade Unions are Institutionalizing Violence in the Indian Industries

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The incidence like strikes and protests leading to unrest had been common industrial relations phenomenon but, the unrests leading to violence and killing of executives in organizations are emerging as a trend. Incidences since 2008 a trend of violence have registered in organizations e.g. Maruti Suzuki India Ltd, Regal Ceramics factory, Powmex Steel, Allied Nippon, Pricol, and Graziano Transmissions India. Hypothesis: The trade unions are resorting to violence as their last resort in Indian industries. Methodology: The article is an exploratory study and captures the extreme incidences of violence from secondary source and make a cause and effect analysis.

494 Leverage Behavior of Indian Infotech of the IT Sector's Companies in India

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An important consideration in financial decisions is determining optimal level of capital structure since a right choice can maximize shareholder's value. The objective was to observe the influence of explanatory variables on the corporate debt ratio. To examine capital structure data was obtained from annual report of forty six IT companies listed Indian stock exchange during ten-year period. Six independent variables were analyzed to measure their impact on debt ratio. Additionally a macro-economic variable was also examined to evaluate the impact of GDP rate on debt. The result reveals that three variables growth, profitability and risk affect the capital structure.

5B3 January 3, Saturday 3:00-4:40

Session: OB-II

Session Chair: Gurunath Fagare

377 Psychological Ownership: Its Relationship with Interpersonal Trust and Work Outcomes

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Organisations have realized that employees are satisfied with pay checks rather they consider on the emotional connect Employees attitude and behaviour at the workplace contributes to organisational survival and long-term productivity The traditional managerial practices are now under captivity Contemporary style of management strategies are sought after The concept of psychological ownership is based on three motives efficacy and effectance self-identity and having a place to dwell Efficient management of employees has a direct impact on their effectiveness contributing towards the organisation This article attempts to build on the theory of psychological ownership and future scope.

392 Employee Engagement and Organisational Commitment Among IT Sector Employees

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Employee engagement is a measurable degree of an employee's positive or negative emotional attachment to their job, colleagues and organization that profoundly influences their willingness to learn and perform at work. Employees who are engaged in their work and committed to their organizations give companies crucial competitive advantages including higher productivity and lower employee turnover. Main purpose of this study is to determine the level of employee engagement by demographic variables and to study its relationship with organizational commitment among select IT sector employees in Kerala. The current study reinforces previous literature, followed by findings, limitations and conclusions.

522 Effects of Emotional Intelligence on Interpersonal Facilitation of Managers

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Research and discussions of EI predicted the possibility of the linkage between Emotional Intelligence skills and interpersonal facilitation. This study was conducted to examine empirically the extent to which Emotional Intelligence contributes to the interpersonal behaviours of managers and supervisors in Public Sector Enterprises in Kerala. The sample comprised of 500 respondents of which 243 were Managers and 257 were Supervisors in Public Sector Enterprises in Kerala. The data were analysed using SPSS 21 in which tools such as ANOVA, Correlation and Regression were applied. The results indicated that there is highly significant and positive relationship.

533 Self Management – An Underrated Skill

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Leadership translates vision into action; it's always the cornerstone of management. However discipline is a much greater & much more challenging leadership skill than vision. Is the symbolism of leadership overrated? Are Executives desperate for someone to tell them what to think & do or are unable to act on their own? Empowerment of executives is needed to make the entire organization as learning organization. Micro-managing learning needs can be rewarding. An individual adorned with self management skills will survive even in uncertain times. There is dire need for both management education & industry to introspect and act.

754 Professional Fatigue: An unseen peril slowly annihilating engaged employees.

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Over the past decade, and particularly in the past few years, employers and employees have faced human capital challenges and an uncertain economy. The economic downturn, global competition and ever emerging technologies have taken toll on the overall emotional and physical wellbeing of employees, resulting into burnout or professional fatigue which is affecting the otherwise highly engaged employees in not so positive manner. This paper is an attempt to bring into the notice the perils of professional fatigue which is slowly penetrating and bringing down the productivity and passion of engaged employees.

5B4 January 3, Saturday 3:00-4:40
Session: Public Systems
Session Chair: S. Arunachalam

310 Role of MIDC in the Development of the Engineering Enterprises in Navi Mumbai

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The engineering industry has been titled the 'engines of growth'. The tremendous impact and influence it has on industrialization and consequently the economy can be clearly seen from the economic scenario the world over. These units have contributed to productive capital, value added products, exports of engineering goods. Today, these units have a capacity of manufacturing heavy equipments. These units largely depend on the urban and rural demand. The units in this sector were studied based on the available data from survey with special reference to Navi-Mumbai MIDC Industrial area.

368 Assertive Aadhaar and the Financial Inclusion

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Electronic delivery for cash transfers has re-engineered governance mechanism and the potential for efficient social protection policy for the world's poor. Aadhaar of India directly transfers money in poor's savings-linked bank account, bringing forward a new relationship between social protection policy and financial inclusion. Aadhaar, based on asset theory and its vision to reduce poverty in India through cash transfer provides incentive to recipient to save for financial wellbeing and to invest in human capital development. Aim here is to explore if financial literacy would help in the effective implementation of Aadhaar and help poor graduate the poverty.

565 Maintenance Management for Buildings

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Indian standards code of practice 15183 is giving guidelines for maintenance management in buildings. Economic appraisal, performance appraisal and market value appraisal of building require maintenance management organization. Currently buildings are of vertical growth nature. The involvement of maintenance management organization is on demand from project feasibility stage till life span of the building. Nevertheless the building permit authority is not insisting for an inbuilt registered maintenance management office or organization to clear the sanctioned plan for execution. Rarely the government based organizations, e.g. Public Works Department, have maintenance management office section to involve in building planning.

753 Evaluating the Financial Health of Central Public Sector Enterprises in India through Z Score Model

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The contribution of the Central Public Sector Enterprises (CPSEs) in Indian economy is significant. The CPSEs are proclaimed towards gaining control over the commanding heights of the nation and promoting critical development in terms of the social gains, strategic value and resources. This paper is an attempt to analyze the financial performance and efficiency of selected CPSEs and also evaluate the financial health by using the Altaman's Z Score; as the CPSEs are considered as a powerful instrument of bringing about the socio-economic transformation in our country. The study shows that ONGC, BEL and RCF are in gray zone where the solvency level is medium. SAIL and NTPC are in distress zone.

5B5 January 3, Saturday 3:00-4:40
Session: Banking Industry-II
Session Chair: Amuthan Rathinam

443 Indian Bank's Performance and Policies & Principles of Financial Inclusion

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We tie the performance of Indian banks in a broad framework around the policies and principles of financial inclusion. We find that the business aspect of financial inclusion is the biggest psychological barrier in India, though Banks have only recently acknowledged that the poor are indeed bankable, and are working towards creating strong business models that will create sustained financial inclusion as well as make a strong business sense to the bank themselves. This is possible only when financial inclusion is treated as an essential part of strategic financial sector growth and development by the government and the regulators.

446 Analysis on the Merger Impact of Regional Rural Banks in India

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The objective of this paper is to investigate whether the merger/amalgamation of Regional Rural Banks in India, undertaken during 2008-09 to 2012-13 has helped improve their performance. Several committees have emphasized the need to improve the performance of these banks which play an important role in the rural credit market in India. The study is analytical in nature and makes use of secondary data. □ To study the growth and performance of RRB in India □ To assess the financial measures during pre-merger and post-merger of RRB □ To analyze the source in terms of borrowed funds and owned funds.

744 Measuring and Explaining Efficiency of Indian Banking Sector

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Considerable research has been done to measure productivity and efficiency of the banking sector. This paper intends to investigate the impact of size, capitalization and NPA provisions on the technical efficiency of a sample of Indian banks. The sample includes 50 Indian public sectors, private and new private banks for the study period 2004-2013. The cost efficiency of the banks is estimated using Stochastic Frontier Analysis (SFA) during the period 2004-2013. The empirical results reveal that bank capitalization and bank size contribute positively to bank's cost efficiency.

6B1 January 3, Saturday 4:50-6:10
Session: Health Management
Session Chair: Debmallya Chatterjee

320 Responsiveness of Staff Members: An Assessment of Patients' Viewpoint

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The promptness in willingly providing a service, i.e., the degree of responsiveness shown by the staff members is an important parameter used by a customer to judge the quality of services offered by a hospital. We often hear the patients complaining about the doctors, nurses and support staff at government hospitals being hesitant to provide timely care thus making them unhappy with the same. An examination of the patients' perception using factor analysis and regression analysis showed that majority of the patients were happy with the responsiveness of staff members at government hospitals across Kerala.

486 Analyzing the Need of Total Quality Management Practices in Healthcare Sector

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TQM practices have been widely implemented by the manufacturing organizations around the globe. Service companies also implementing TQM for improving the effectiveness of the organization. This paper is analyzing the practices of TQM and examining the need of TQM in healthcare sector especially super specialty hospitals. Secondary data from different sources is used for the study. Results show that TQM practices will improve the overall performance of the service companies and it can be treated as a competitive advantage for the organization. So this management philosophy is also beneficial for the healthcare organizations including super specialty hospitals.

6B2 January 3, Saturday 4:50-6:10
Session: Information Systems
Session Chair: Swatantra Asija

348 Investigation of Factors Underlying the Benefits of Logistic Information System

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The purpose of this paper is to identify and understand the usage of softwares and confirm the factors underlying the benefits of Logistics Information System (LIS) in Logistics Service Companies (LSC). The data were collected using a structured questionnaire from 113 LSCs and analyzed with AMOS 18.0. The analysis revealed LSCs use ERP, Logysis, EDI softwares for various departments like freight management and warehouses. Further it was found that only three factors like Organisational Impact, User satisfaction, Communication effectiveness were confirmed using confirmatory factor analysis.

442 ERP in Cloud for Small and Medium Enterprises

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Cloud computing is an emerging paradigm that dominates the attention of Industries for Business Enterprises application. MS Office, ERP, CRM, SCM, Infrastructure like Server and Platform are offered as a service through cloud. Small and Medium Enterprises (SME) need to catch up with the technology adoption for a viable solution to increase the profit by increasing the efficiency of Business. This Paper deals with the factors influencing selection of ERP in cloud and its benefits in comparison to proprietary ERP packages as a business solution.

532 Critical Success Factors for ERP Implementation: A Classification

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Information Systems Research in factors affecting ERP implementation has gained prominence not only because an ERP can contribute to augment efficiency & productivity of the company but also the quality of implementation leads to the quantity of operational cost savings. On the flip side, ERP implementation failure can have penalties ranging from non-realization of expected benefits to grave consequences like a company becoming bankrupt. Thus identification & classification of Critical Success Factors (CSF) is paramount for ERP implementation. This work classifies various CSFs identified from literature into 7 groups so as to help practitioners during ERP project deployments.

540 Sustained Organizational Effectiveness and Information Systems: A Longitudinal Study

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Achieving Sustained Organizational effectiveness has been the goal of all organizations. Several strategies and techniques have been used by managers to help the organization achieve the same. Information systems has a key role in all these strategies. Literature highlights the importance of IT and IT systems in this area. But is the impact of information systems directly seen in the organizational results? We conduct a longitudinal study on the banking industry over a period of 30 years. It is seen that the results point to a direct relationship between the implementation of IT systems and improvement of firm performance.

6B3 January 3, Saturday 4:50-6:10
Session: Investment
Session Chair: Promod Chaudhari

308 A Study on Perceived Values of Investors Towards Topnotch Branded Companies

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The public investment are based upon the reputational value created by the company. This research explores the relationship between Brand equity value and investors perception towards the company. The research was conducted among 713 investors invested in top five branded Indian companies. We employed multi-dimensional scaling technique to evaluate the attitudes of the investors. We found that there is no proportionate relationship between brand equity value and investment value however there is a marginal trend of diversity among these variables. There is an adverse and substantial cross-sectional relation between investors' perceptions and brand visibility.

481 Role of Socially Responsible Investment in Uncertain Environment

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The debate about socially responsible investment SRI has been a healthy but sometimes polarising one in the charity sector over last 20 years. This can range from an environmental organisation investing in renewable technology to endowed foundations lending money to Charity Bank where they expect a return but also see their money being used for charitable ends. While some charities have embraced SRI and MRI as an integral part of fulfilling investment and charitable objectives for some there is a clear desire to keep mission and returns separate. This paper focuses on social and mission oriented finance to fulfill investment objectives.

557 Impact of Equity Mutual Fund's Fund Manager Style Attribute on Investor Decision

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Larger than the past decade India has been catching up with the development in the global Mutual Fund Industry. This study investigates the relative importance of the attribute considered by investor in selecting mutual funds. Equity Mutual Funds Attribute Fund Manager Style-Cautious and Aggressive as a decision parameter was tested with the selected investors/respondents; the ratings offered by them indicate the intensity of the same which are recorded against their Age, Sex, Education, job Income classification. Finding indicates that all the firms selected for the study register high to very high impact of attributes in their investment.

6B4 January 3, Saturday 4:50-6:10

Session: Manufacturing Session Chair: Anil Sarode

309 A Study of Performance Appraisal System in Large Manufacturing Industries

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Performance Appraisal can be referred to as a method of evaluating your employees. Using this method, the performance of an employee is evaluated in terms of the quality, quantity, cost and time. Performance appraisal can be regarded as a part of career development. The modern approach of performance appraisal interacts between superior and subordinate, usually taking place periodically, during which the performance of the subordinate is discussed with the aim of identifying the strengths and weaknesses of the subordinate. The major objective of this paper is to study the performance appraisal system in selected large manufacturing industries in Maharashtra.

342 A Systematic Review and Framework Formulation for Sustainable Manufacturing

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Sustainable manufacturing is the need of the current era as global warming, manmade pollution and natural resource scarcity are becoming like a sword of Democles to the world. A total of twelve driving factors of sustainable manufacturing are identified through systematic literature review and a conceptual framework has been formulated which helps to understand the interrelationship and hierarchy level of these driving factors. MICMAC analysis has been used by the author to classify the driving factors. The author has further narrated the limitations of the research studies done till the day and further research directions on the topic.

511 Analysis of Barriers to World Class Manufacturing Using Graph Theory

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In the present work various barriers in the way to attain WCM has been identified through extreme literature review and discussion with the personal from industry. Some of the factors are qualitative and some are quantitative. Therefore, Graph theoretic approach (GTA) is used assess the impact of different barriers. GTA is selected because it is capable of taking in account the inheritance and inter-dependencies of barriers which may either be qualitative or quantitative. Interaction in-between barriers is represented with digraph representation. For easy processing with computer digraph is converted into matrix representation and expanded as permanent function.

567 Training Evaluation in Large Manufacturing Industries

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In recent paper, Sorad Sadri (2014) analyse the 'Kirkpatrick's training evaluation' in organizations published over the past 40 to 50 years isolating the four propositions which they encapsulate in 'implementing Kirkpatrick's four level training evaluation model'. The Four Levels'. Now Kirkpatrick's four-level model considered as an industry standard across the HR and training communities (Raju Ganesh and Sorad Sadri, 2014). This study reports a comparison between Kirkpatrick's analysis and the extant of literature and current training evaluation practices as revealed by the HR practitioners of large manufacturing companies.

6B5 January 3, Saturday 4:50-6:10
Session: Tourism
Session Chair: Sathanarayana Shivananjiah

315 Tourists' Propensity for WOM and e-WOM across Selective Destinations of India

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This paper seeks to explore the consumers' propensity for WOM and e-WOM in Indian settings which (despite its vast potential) is under researched. Further, it attempts to discern the impact of socio-demographic variables on the same. Based on an empirical investigation of 853 respondents across five selected tourists destinations; the study reports that the domestic tourists have a high propensity for both WOM and e-WOM, albeit with a limited impact of socio-demographic variables. Eventually, the implications that follow provide a pragmatic approach for Indian tourism marketers.

404 Rank Correlation Study on Tourism Websites

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This study aims to evaluate Kerala tourism websites on certain criteria as found in literature based on earlier research and rank them. The ranking thus got is compared with ranking given by established website ranking agencies like Alexa.com, which ranks sites mainly by popularity of the site. The study is conducted on ranks of top ten tourism websites in the Kerala state. The ranking by both these methods are compared using rank correlation test to establish the adequacy of the identified factors which should naturally lead to the popularity of the website.

474 Medical Tourism and Market Feasibility in Emerging Economy

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India is one of the emerging medical tourist destinations in the world. The objective of this literature review is to determine the flow of medical tourists to India and their health seeking behavior. The findings indicates most of the medical tourists are coming for surgical and wellness treatment. The critical literature review highlights the flow of medical tourists from western countries to India and their health seeking behavior. This paper suggests how the policy makers of a developing country can strengthen their economy by promoting medical tourism, National health policy and market development in healthcare organizations.

1C1 January 4, Sunday 9:20-10:20
Session: Entrepreneurship
Session Chair: Hansraj Thorat

364 Cloud Computing Adoption in SMEs: A Literature Review

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This paper presents a detailed literature review with descriptive classification for Cloud Computing research. This includes 296 referred journal articles published between 2010 and 2014. The articles are classified into 4 main categories: Technology Adoption, SMEs, Risk Analysis, and conceptualizing Cloud Computing. The critical findings show that the research area of Risk Analysis in adoption of Cloud Computing in Small and Medium scale Enterprises needs more attention. This review provides a reference to guide future research and facilitate knowledge accumulation and creation concerning the adoption of Cloud Computing in Indian Small and Medium scale Enterprises.

456 Impact of Socio-cultural & Skill Related Factors for Success of Microentrepreneurs

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Microenterprise plays a crucial role in the economic development of any economy. The present study measures micro-entrepreneurial success in terms of socio-cultural and skill related factors of Indian micro-entrepreneurs. A set of four determinants like- education, prior experience, communication and leadership skills of micro-entrepreneurs, is identified from prior research works. A survey is used to collect data of all four determinants following its degree of influence of these determinants on micro-entrepreneurial success in Jharkhand state. Finally, a multiple regression analysis is carried out to examine the relationship between these four determinants and micro-entrepreneurial success.

509 Entrepreneurial Orientation and Firm Performance – A Critical Examination

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Entrepreneurship Orientation has been identified in previous studies, conceptually and empirically, as influencing firm performance. From many reviews in the field of research in entrepreneurial orientation and its relation with firm performance, it can be concluded that the development as a cumulative body of knowledge has been limited and slow because there is lack of agreement on the magnitude of relationship between Entrepreneurial Orientation and Performance. This paper provides a review of literature on developments in entrepreneurship theory and to evaluate the cumulative knowledge on the differential relationship between Entrepreneurial Orientation and business performance.

1C2 January 4, Sunday 9:20-10:40
Session: Consumer Behaviour-II
Session Chair: Pankaj Trivedi

327 Evaluation of Factors Influencing Buyer Behavior for Passenger Cars

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Today car has become more a necessity than a luxury. The Globalization has paved for stiff competition among the variety of car manufacturers focusing attention in capturing the Indian market. A proper understanding of the likes and dislikes of the car users will help the car marketers to plan and design their product in such a way that it provides maximum level of satisfaction to the end users. This study tends to flash some light upon the factors that influence the buying decision of the customers for passenger cars based on a study conducted in Tirur taluk in Kerala.

328 Buyer Behaviour Towards Fast Food with Reference To Chicking Restaurant

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The fast food industry is a multi-billion dollar global industry with multiple and diverse players. Most of these players are highly vertically-integrated franchises with very strong integrated operations and strategic planning systems. Despite of the general consciousness about the side effects of fast foods and their role in generating lifestyle diseases, their sales volume and expansion pace shows no sign of abating. This study tends to analyse the behavioral pattern of Indian consumers towards fast foods with special reference to Chicking Fried Chicken Restuarant based on a study conducted in Malappuram district of Kerala.

556 Conceptual Model Elucidating the Organic Consumption Behavior

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A lot of research deals with consumers behavioral aspects towards organic food The focus of this study is on organic cotton apparels. The existing research has apparently touched on the different models in consumer behavior that explains the consumers behavior towards organic products. The existing body of literature revolves around different models in domain area of consumer behavior. The purpose of this study is to understand various aspects of psychology and sociology in understanding the organic consumption behavior of consumers. The article focuses on developing a conceptual model which would elucidate the consumer behavior towards organic consumption behavior.

1C3 January 4, Sunday 9:20-10:40

Session: HRM-II

Session Chair: Sunita Kumar

378 Employee Benefits from Training and Organisational Commitment of Hotel Employees

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Organizational commitment has clearly emerged as the most researched construct of the employee's attachment or loyalty to the organization. Training makes a very important contribution to the development of the organization's human resources. The objective of this study is to investigate the relationship between employee benefits from training and organizational commitment. To meet this purpose, empirical analysis was done to find the relationship between training benefits and organizational commitment of selected hotel employees in Kerala. The variables in the study are Employee benefits from training (personal, career, job-related benefits) and Organizational commitment (affective commitment, normative commitment, continuance commitment).

425 Resistance to Surveillance in KIO: A Conceptual Framework

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In the age of post-modern organizations and technological advancement, traditional control forms are changing to subtle, unobtrusive and hidden forms. With the dawn of digital technology, surveillance processes in the organization have become pervasive and intense, crossing the work boundaries and invading the private space of employees. In a Knowledge Intensive Organization (KIO), where work is uncertain and ambiguous, knowledge workers are subtly controlled by regulating their identities through various surveillance forms. Paper presents a process-oriented conceptual framework elaborating resistance process by employees to surveillance in the KIO context.

499 Employee Benefits from Training and Organisational Commitment

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Organizational commitment has clearly emerged as the most recognized and researched construct of the employee's attachment or loyalty to the organization. Training makes a very important contribution to the development of the organization's human resources. The objective of this study is to investigate the relationship between employee benefits from training and organizational commitment. To meet this purpose, extensive literature review was done to find the relationship between training benefits and organizational commitment. The variables identified are Employee benefits from training (personal, career, job-related benefits) and Organisational commitment (affective commitment, normative commitment, continuance commitment).

2C1 January 4, Sunday 11:00-12:20
Session: Scheduling
Session Chair: Srividya Raghavan

387 Multi- Objective Assembly Job Shop Scheduling Problem: A Mixed Integer Model

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This paper presents a MILP model for scheduling an assembly job shop in a multi objective environment. The objective of this work is to minimize makespan and total tardiness simultaneously. This work analyses the computational aspects with changes with different input parameters like number of products, number of machines etc. The problem size analyses in this study vary from three products and four machines to ten products and fifteen machines. The result shows the exact solution for each problem instance considered in this study and the range of problem level variation for which exact solution can be obtained.

427 A Greedy Approach for Tail Assignment Problem with Fixed Maintenance Schedule

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Tail assignment problem is a pertinent issue affecting the global airline industry. A major constraint is the issue of maintenance scheduling. In this paper the case of fixed maintenance schedules is considered. A greedy heuristic is proposed to obtain an optimized schedule that would satisfy the maintenance schedule and increase the utilization of aircraft. Based on this algorithm, one aircraft out of a fleet of six aircraft is allocated considerably lower number of flights. This results in an improved availability of that aircraft which could be used to carry out additional flights or for disruption recovery.

436 Mixed Model Production Sequencing in an Automobile Industry: A Case Study

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Mixed Model Production (MMP) is a Just-In-Time (JIT) tool to achieve level production in a multi-product environment. Products are sequenced to achieve organizational goals in MMP systems. Researchers consider Production Rates Variation (PRV) as a criterion to evaluate MMP sequences in JIT-centric systems. This paper analyses the existing production sequence in an automobile manufacturing industry in India. We use a heuristic approach to solve the production sequencing problem with the objective of minimising PRV. The paper proposes a production sequence that has a small PRV value as compared to the existing sequence, which helps to achieve the JIT objectives.

438 A Constructive Heuristics for Makespan Minimization of Flowshop Scheduling

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This paper considers the permutation flow shop scheduling problem with minimizing the makespan Here a constructive heuristic approach is proposed Our approach is a modification of the well-known NEH heuristic The proposed heuristics named NEH-SD uses two parameters the mean and standard deviation of processing times for sorting of the jobs in order to have the initial sequence of jobs The heuristics is tested against two well-known heuristics from the open literature namely NEH and CDS The computational experiments are carried out with 120 benchmark problem data sets proposed by Taillard 1993 The computational experiment shows better results.

2C2 January 4, Sunday 11:00-12:20
Session: Network Models
Session Chair: Manmohan Yadav

393 Tail Assignment with Multiple Maintenance Locations Using Network Model

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Tail assignment is the problem of allocating individual aircraft to different flight legs with the consideration of maintenance schedule for each aircraft. The primary aim of tail assignment is making assignments in such way that all maintenance constraints are satisfied. The tail assignment is traditionally solved manually with the manager's intuitive skills and thus the solution will vary from person to person, providing sub-optimal solution. This paper intends to provide a network model for tail assignment of aircraft which would yield in a superior solution.

435 Modelling and Analysis of a Green Vehicle Routing Problem

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The classical vehicle routing problems are designed for distance or cost reduction. The routes generated by the model will be insensitive towards the environmental impact. In this work a green vehicle routing problem is addressed. A meta-heuristic algorithm combining an Ant Colony Optimization algorithm with a Variable Neighbourhood Search algorithm is developed to solve the problem. The hybrid heuristic will search the solution space for the routing strategy that minimizes the total supply chain cost which comprises of economic as well as emission cost. For consistency of solutions and solution convergence the algorithm is tested on randomly generated problem instances.

439 Comparison of Neural Network Architectures in Makespan Minimization of Flowshop

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Scheduling is an important task in manufacturing as well as service industry. Permutation flowshop scheduling is a much researched topic of research. This paper deals with a comparative study of the performance of different architectures of neural network in predicting the best sequence for permutation flowshop scheduling with makespan minimization. In this work an artificial neural network based approach is developed. The performance of different types of architectures of neural networks are compared. It is found that the feed forward back propagation neural network outperforms.

512 Site Selection for a Power Plant Using Graph Theory And Matrix Method

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With ever increasing energy demand no site for setting up power plant can be left unharnessed. Therefore, in the present work a methodology based upon the combination of graph theory and matrix method is developed so that a site may be evaluated in terms of best suitability for setting up a power plant. Factors responsible for best operational performance of a power plant are identified and evaluated in accordance to the site available. The result is represented in the form of index called as site suitability index. High value of suitability index for a plant favors that plant.

2C3 January 4, Sunday 11:00-12:20

Session: Leadership

Session Chair: Subhash Sharma

347 Youthful Leadership is What We Need

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Being youthful is not to be young, it's being dynamic and thinking with time. In the fast changing business environments, a leader shall be successful not how much he is experienced, but by how much he can explore. For leaders at all levels of the organisation, have to characterize themselves as youthful leaders, irrespective of the age bracket they belong to. And this is the challenge and need of the uncertainties existing with tremendous opportunities to justify their existence.

445 Time's Running Out: An Empirical Analysis of Reduction in CEOs Tenure

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CEO turnover is a natural reaction from the board of directors if performance of the company is consistently poor under his leadership. Firing CEOs however has increased over the years. Kaplan Minton 2006, Khurana 2002, Murphy Zabonjick 2004, Jensen et al 2004, reducing the average tenure of CEOs over time. Reduction of CEOs tenure indicates performance oriented firing. Our study has the objective of finding out the tenure of CEOs in different governance environment which would have a considerable impact on the policy related decision making of the CEOs. Two underlying theories i.e Agency and Stewardship theory are tested.

487 Learning Management and Leadership Lessons from Corporate Rhymes

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Models, mantras and metaphors with roots in rationality, creativity and wisdom, represent three broad approaches to development of management theories, concepts and insights. Corporate rhymes being poetic, are rich in metaphors and wisdom. Sharma (2010) in his book, *Shyunya Poems: My Experiments with Corporate Rhymes* and other writings, provides his several corporate rhymes that he has tested in MDPs and MBA classes. These include his well-known songs viz. Step by Step, Light in my Heart and Matter & Anti-matter. Paper shares experience of this innovative poetic methodology to learn management and leadership concepts and ideas.

569 Managing in Uncertain Times: Innovation and the CIO

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Uncertain times require new ideas and ways of addressing complex business problems. Rapid developments in information and communication technology can enable major innovations in business. The Chief Information Officer in an organization therefore becomes a pivot for change and innovation in organizations today. This paper brings out the changing role of the Chief Information Officer in the rapidly changing business environment of today. The paper also offers suggestions, through several examples, on how Chief Information Officers of Indian organizations could drive business innovation in their companies.

3C1 January 4, Sunday 12:30-1:50
Session: Stock Market-II
Session Chair: Takeshi Yamamoto

101 IPO Underpricing in the Japanese Stock Market

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In this paper I measured IPO underpricing which represents the ratio of the initial offering price to the immediate price after listing. I broke the Japanese companies that conducted IPOs in Japan into those which were more interested in the maximization of the offering price and those which are more interested in the success of future offers at market price. I hypothesized that many of the former companies seek lower costs and higher post-offering liquidity, while many of the latter companies seek markets that represent smaller underpricing even at a higher cost.

112 Divergence of Opinion, Short-sales Constraints and Stock Returns: Evidence from

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The unique characteristics of the Japanese SEO process permit a clean test of Millers 1977 divergence of opinion hypothesis Japanese SEOs include stocks both with and without short-sales constraints We find that SEOs of short-sale constrained stocks are associated with market underreaction We also show that our divergence of opinion proxy especially for short-sale constrained stocks is negatively related to stock returns both at SEO announcement and on the issue day These results indicate that the demand curve for short-sale constrained firms common stock steepens as divergence of opinion for the stock increases These findings are consistent with Millers.

371 Do Capital Structure Decisions in Turbulent Environment Affect Value of Firm?

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Financing mix of firms varies over time and across firms. This paper analyzes the differences in Indian firms choice of capital structure during the period 1997-2013. It is a panel data study which examines the effect of the firms choice of capital on the value of firms during recession. The results show that a significant difference exists in the values of those firms which have raised equity in the period of recession with respect to those which have not raised equity during recession. It also discusses the possible actions the managers could undertake while raising finance in post recession.

376 A Study on the Performance of Venture Capital Invested Companies

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This study examines the performance of companies with and without venture capital investments. We adopt ratio analysis to compare the performance of companies. Our sample companies are taken from BSE-200 listed firms. In this list only 5 non-financial companies have venture capital investments. We use another 5 companies without venture capital for comparison purpose. The results show that the venture capital based companies have higher liquidity, debt-equity and price earnings ratios compared to other companies. We found that both group of companies are performing well in terms of profitability.

546 An Investment Strategy to Beat the Nifty Index Returns: A Cognitive Bi Approach

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We present an investment strategy based on the Cognitive Business Intelligence framework that models human decision making The returns from this strategy consistently beats the index returns without taking on too much risk The approach uses an artificial neural network based prediction of share prices based on previous data After the predictions we use a Genetic Algorithm GA to allocate the proportions to be invested in the different companies This strategy was tested by using the actual stock prices and the actual NIFTY values For the period considered we found that our strategy outperforms theNIFTY in all the weeks.

3C2 January 4, Sunday 12:30-1:50
Session: R&D and Innovation
Session Chair: Pulidindi Venugopal

384 Parameters for Innovation Capability Measurement

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This paper presents an overview of significant parameters for measurement of innovation capability of an organization in the business environment. The study adopts review of extant literature and appreciative inquiry approach to identify critical success factors for innovation. We focus on innovation capability and build upon identifying significant parameters for innovation measurement based on past research. We also outline future research directions. Using this study, organizations can focus on these parameters to measure innovation and leverage metrics to assess their innovation progress.

460 Conquering Configuration Management Conundrum

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Configuration management (CM) which is a product data management tool has evolved from a passive data management system to an active component of product management. The initial application of CM is seen in the complex military projects and aerospace programs followed by the evolution of standards and application of CM in other projects too. The CM application in R&D projects needs better understanding to resolve complex issues related to continuous changes in requirements, technology, environment or relevance. Such a problem is ideal for optimisation using Multi-Criteria Decision Making (MCDM). Challenges, possible solutions and constraints are discussed here.

526 Fail Safe

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Business world is more competitive with innovation taking Center stage; companies should not punish employees for pursuing innovation and failing. A generic shift in companies' perception towards employees who fail in critical projects is witnessed across sectors. Sending out a clear message that it is okay to fail is one of the most important things an organization needs to do. With innovation at the core of every modern business, employees have to know that it is safe to experiment and fail. Management has to recognize failure as a necessary evil when talking about innovation.

530 Does Business Group Affiliation Encourage R&D Activities? Evidence from India

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We empirically investigate relationship between business group (BG) affiliation and R&D activities of Indian firms. Using the panel Probit and Tobit models, we observe that BG affiliation has significant positive influence on the sample firms' R&D activities. Related industry diversification of BGs is observed to be strengthening the group-innovation relationship, whereas unrelated industry diversification is found to be weakening the same. Complementing the earlier findings, we report that capital market participation doesn't influence the group – innovation relationship. Further, we report that the influence of BG affiliation on firms' R&D activities declines as the efficiency of institutional infrastructure.

539 Corporate Social Innovation-challenges Vis-a-vis Opportunities

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In today's turbulent times Companies must innovate to stay ahead in business. The new driver of innovation is found in pursuit to do good, which enthralls the Companies to enter into the era of Corporate Social Innovation. For social good, the epic acts of philanthropy or charity need to be overshadowed by companies' innovative corporate strategies with sustainable activities. This paper is an attempt to showcase, the perspective of companies towards the emerging discipline of Corporate Social Innovation with new models and new tools for addressing the global challenges while they simultaneously remain profitable.

3C3 January 4, Sunday 12:30-1:50

Session: Marketing-II

Session Chair: Preeti Agarwal

397 Seeking for a Goldmine through TQM and Market Surveys

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Quality gurus are expertise in various methodologies for business success. These practices have a positive impact on business performance in manufacturing and service sectors. This paper attempts to identify the TQM practices in two different sectors and examines the difference between them by analyzing their commonalities with respect to their implementation. This paper deals with how to manage a level of commitment that must be maintained throughout the industrial or communal sector so as to find the chances to enhance in every aspect with that of our competitors and it is to found be good results aiming to implement TQM.

450 A Comparative Study of the Importance of Luxury Value Perceptions in Cross-nation

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The market for luxury goods continues to grow substantially globally. In recent times, however, consumers demand in Western developed markets appears to be buckling under pressure of recessionary trend (Gapper, 2009). On the other hand, the appetite for luxury goods is growing substantially in emerging economies such as BRICS countries. The economic expansion in these emerging markets is increasing the craving for luxury among consumers, leading to a substantial growth in their overall luxury consumption. Against the backdrop of this dynamic growth in the global luxury market fuelled by the rise of emerging markets, understanding the reasons why?

464 Impact of Festivals and Occasion Based Marketing on Consumer Behaviour

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Festival seasons contributes almost 45-50% of the consumer durable industry sales in India and marketing strategies are mainly revolving around occasion based promotional strategies of manufacturers and retailers in Consumer durable segment. Festivals are occasions which customers are highly receptive to the promotions along with the high rate of conversions to sale. The study is focusing on the buying motives of customers during festivals and the overall impact of Occasion Based Marketing on buyer behaviour of consumer durables goods. Confirmatory factor analysis (CFA) is used to identify the factors which are influencing the buying behaviour during festival season.

566 Bear and Bull Market Strategies- A Case Study and Solution

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This paper deals with the bear and bull market trends prevailing in the present economic system Bear and Bull market trends are a phenomenon that occurs in market rather than a trend The paper describes clearly about what the Bear and Bull markets are and their differences This paper also recommends a course of action when faced by a bull market based on the risk and the returns of the past market stock patterns indexed by Dow Jones and discusses about pricing a portfolio based on CAPM.

743 Neuromarketing: How Neuroscience Can Inform Marketing

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In the overlapping areas of neuroscience, psychology and marketing, neuromarketing exists. From the literature surveys on these domains, a conceptual model is developed to elucidate the neuroscientific and psychological intersection of consumer behavior. Classic experiments where brain mapping technologies are used to interpret the brain science behind consumers' response to various marketing stimuli are reviewed. This young science enables precise understanding of consumer mindset thereby maximizing returns on marketing investments. Evidence from this paper facilitates comprehensive understanding and empirical studies on neural and psychological correlates of marketing activities.

Absentia Papers

91 The Budgetary Deficit and the Public Debt in Albania

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The financial global crisis, although beginning as a crisis of the financial markets and institutions, actually has become a crisis of public finances management. The deepening of the budgetary deficit and the growth beyond allowed limits of the public debt on most of the European Countries, impacts directly or indirectly even on the Albanian public finances' performance. The misbalance on the public finances is maybe the most serious internal thread of the Albanian economy. This approach aims at analyzing the status of the budgetary deficit and the public debt in Albania for a period of 13 years.

92 New Public Management

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Public administration reform is global trend. Every society tries to reform its administrative system so that it is more efficient, productive, transparent and responsive to the needs of citizens. Improved performance and capacity of each public institution is critical to any political administration, which seeks to increase the performance of the government as a whole. There was always a debate whether the concepts that apply in the private sector can also be transferred to the public in full. Purpose of this paper is to identify problems facing public administration in Albania and the importance of public management reform.

109 Dissecting Client-based Projects in an Academic Setting: Modalities, Outcomes

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This paper examines the elements of undertaking client-based projects within a course. Theoretical moorings in from the 1968 Critical Pedagogy Thesis (Paulo, 2006) are discussed, along with course setting, implementation, Moodle platform integration, and enhancing the project value beyond the classroom. Further, pedagogical perspectives are presented, along with issues faced, and directions for future projects.

304 Performance of Monthly Income Schemes in Indian Mutual Fund Industry

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Performance of monthly income schemes in Indian Mutual Fund Industry to invest the investment in the field and return high profit with low risk in every monthly income. Budget has provisions to exempt securitization Trusts from taxes Sebi recently changed rules to encourage the mutual fund industry To analyse the monthly income scheme performance net asset value ratio analysis and high return and low risk factor To evaluate the growth of monthly Income in Mutual Fund in India 2. To examine the risk and return from Mutual Funds 3 To examine the regulatory frame work methodology include the size design.

341 Professional Students Perception on Effectiveness of Entrepreneurship Development

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The entrepreneur as a person brings in overall change through innovation for the maximum social goal. The objectives of this study are to identify professional student's perception towards entrepreneurship and development program and the factor influence to initiate the entrepreneurship in the present scenario. The survey is to gain insight and knowledge as how the professional student's perception towards effectiveness of entrepreneurship development programmes and satisfaction. The primary data was collected through a structured questionnaire and convenience sampling technique was adapted. The SEM was used to propose a model that may be followed by student's perception about the entrepreneurship.

349 Managing Demand for Products in India: Role of Financial Literacy

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Meaningful Inclusive Growth is today's buzzword. This can be achieved through investments by all including lower part of the pyramid into sectors like agriculture, health, education and housing. Such investment requires knowledge about different financial

products available. Supply side talks about access, availability, affordability and transparency of such financial products. However the demand side talks about behavioral change required to access such products and thus highlights the importance of Financial Literacy. Aim of the paper is to develop theoretical model based on exhaustive literature review to investigate the role of Financial Literacy in managing the demand for financial products.

400 Reexamining the Politico- Economic Fabric of South Asia in a New Light

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This paper attempts to study the political economic situation in the south Asian region. While it is a universally accepted fact that there is a nuclear arms race between two neighbors known to be perennially hostile and yet share a common history, culture and a host of other similarities including social and economic problems and yet views each other with mutual distrust and a source of their problems. This paper is an attempt to understand the similarities between the regions and map them towards building a peaceful south Asia working on Economic cooperation rather than conflict.

418 Economic Growth and Human Development: A Theoretical Comparison of Select Countries

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Human development in the era of globalised and glocalised world has adopted the center stage role and has been advanced as the ultimate objective of human activity in place of economic growth. The intellectual antecedents may be traced to the earlier basic needs approach of the ILO and the World Bank, as well as the concept of capabilities. Human development refers to the enlargement of the portfolio of choices for people or enlargement of people's choices in a way, which enables and empowers them to lead longer, healthier and fuller lives.

440 Workplace Spirituality: Rekindling the Humanitarian Climate to Improve Organizational Outcomes

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The purpose of the study is to investigate the relationship between Workplace Spiritually variables include meaningful work, having a sense of community and alignment with the organizations values and mission and two work-related outcomes that is intention to leave, and quality of care among medical professionals working in the government and private hospitals of India. The study was conducted on a sample of 253 medical professionals from a large public hospital (N=127) and a large private hospital (N=126) in north India using questionnaire method. The workplace spirituality was measured with Ashmos- Duchon Spirituality Scale. While quality of patient.

465 Sustainability Reporting Practices in India: Challenges and Prospects

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Sustainability reporting is now a mainstream activity among large global corporations Although India lags behind, a growing consciousness has been put towards the betterment of the situation so that societal governance and environmental performances are integrated with the traditional economic and financial reporting. This paper will try to focus on the state of sustainability reporting practices in India It will also try to analyze in brief the factors that caused slow pace on this front and will try to understand how to increase the depth and scale of the commitment of Indian Companies towards Sustainability Reporting in the years to come.

467 Corporate Social Responsibility: A Check on Indian Banks for Responsible Investment

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CSR and its strategic values in policy formulation for an industry may differ from another industry and this is the reason that one industry feel more responsible for environmental issues while other industry feel like to invest in social issues. The purpose of this paper is to study the significance of CSR in Indian banking industry; content analysis was done to achieve this objective. Annual reports of top 10 banks were collected from official websites and it seems that banks feels more responsible for social issues and financial inclusion is central part for this while environmental issues mostly remain unaddressed.

483 Effect of Stamp duty & Transfer of Development Rights (TDR) factor in EIRR and Feasibility of Infrastructure Projects

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The road infrastructure projects increase the personal mobility and quality of life. The transportation investment also boosts productivity and the economy. Land is a premium asset, which is a major source of revenue to the Government in the form of sale of land; lease/ground rent and conversion charges and infrastructure development. Hence for calculation of Economic Internal Rate of Return (EIRR) of Road Infrastructure project the factor of increased revenue to the State/Municipal Corporation by way of Stamp Duty and transfer of development rights (TDR) is not directly or completely taken into account. This leads to an erroneous EIRR projection.

515 Challenges and Opportunities faced by Organized Retail Players in Nagpur

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The Indian retail industry has got ample opportunities to flourish upon though there are number of challenge factors which they need to overcome This study revolves around the opportunities and challenges faced by organized retail players in Nagpur The biggest challenge that the organized retailers face are the stiff competition from the unorganized players and also competition between organized players The opportunities which organized retail players see in Nagpur is the growing upper middle class and upcoming big projects. The study shows mitigation of challenges and leveraging on opportunities to have a win win situation for all.

544 Analysis of Performance Measures for Total Quality Management (TQM) in Manufacturing Industries

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Performance Measurement is very essential, and valuable for control, and also improvement. Performance Measures (PMs) have to be relevant, balanced, and comprehensive. The focus of this paper is on PMs used in manufacturing industries having implemented, or are implementing, TQM. Apart from reviewing the literature, the paper attempts to examine two aspects: First, whether the PMs have undergone changes so as to adapt with the changing, uncertain business environment. Second, to find if the PMs used in Indian context differ from those used in other countries or regions.

545 Emotional Intelligence: A Critical Dimension of Learning Organisations

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Dynamism is the secret for survival of the fittest in this high tech millennium. Macro-environmental transitions are compelling businesses to transform and re-invent themselves for sustainable development of the global economy. These radical new off springs have delivered learning organizations to the global corporate world. Emotional intelligence ie, the ability to perceive, control and predict emotions of self and others, has been found to be an important variable in learning organizations as Organizational performance and learning are more effective if enacted by emotionally intelligent employees. This research dwells in this relationship that exists between emotional intelligence and learning organizations.

560 Customer Satisfaction and Organised Retail Profitability: Complement or Contrast

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This paper is based on the empirical research in seventeen outlets of four Organised Retailers in Pune India. The profitability indicators of four Organized Retailers are compared with the national benchmark of retail profitability. The Customer Satisfaction Index of these outlets is then compared with the profitability indicators. The analysis of the data is used to formulate the Marketing Strategies to balance the customer satisfaction against retail profitability. Suggestions related to rationalization of certain profitability indicators such as Lease Rentals, Foot Falls, Conversions, Ticket size etc. are given to complement the Marketing Strategies for better Customer Satisfaction Index.

705 Gen Y Women in the Information Technology Sector

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India is today considered as one of the youngest nations in the world. With the entry of the Gen Y/millennials in the workforce, IT sector provides plethora of employment opportunities for these young Indians. While a lot of research has focused on the Gen Y context, there is dearth of investigation related to the female employees of Gen Y who composite a major part of the workforce. The main aim of this paper is to develop a conceptual framework to understand the expectation and experience of the Gen Y women at their workplace and provide further research directions.

707 Makeready Downtime Reduction in Printing And Packaging Production Sector

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The purpose of this project is to reduce the Downtime in Production and majorly concentrating in the makeready department. Downtime is the time from the first equipment breakdown to full running production. Clearly if at any time production is not producing quality prints, profits are lost. Reducing machine down time has an instant beneficial effect on manufacturing production efficiency and output. On the basis of platemaking time reduction, ink consumption reduction, and pre-makeready time reduction segments issues concerning were analysed and daily reports were collected so that each and every issue is monitored and respective modified actions be generated.

708 Study on Work Life Balance of Marketing Professionals of Pharmaceutical Industry

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Work life balance WLB is the current distinct issue of pharmaceutical industry This is a very competitive field which often includes tight deadlines travel working in the public eye physical demand and danger keeps stress at high-levels. Due to this work pressure it becomes exceedingly difficult for a marketing professional to maintain work family life The study endeavors to explore the challenges associated with managing professional and personal life of Pharma marketing professionals This is also to study the determinants of Work Life Balance WLB policies and strategies of the organization and the effect of WLB on Organizational Effectiveness.

709 Need for Mentoring in Educational Institutions

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Mentoring is all about understanding the KSA (Knowledge Skill and Ability) of Mentee and guiding him / her to enrich his / her strengths and curb or eliminate the weaknesses The concept of Mentoring has found a place in corporate world however Educational Institutions are alien to the concept of Mentoring. A new lecturer needs to have a strategy to attract and retain students attention. Mentoring can prove to be an effective tool in improving the capabilities of the teaching faculty. The need for mentoring will be studied through opinion survey of teaching faculty in Bhandarkars' College Kundapur, Karnataka, India.

710 Culturally Intelligent Organizations: Towards Success in Global Business World

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Business in the global context calls for an understanding of diversity and cross-cultural concerns and issues that need to be carefully addressed to ensure that organizations function effectively Culturally Intelligent organizations are those that completely realize cultural differences and reflect upon ways in which they may be able to function effectively across international boundaries The present paper aims to deliberate upon the recent developments in the domain of Cultural Intelligence critically analyzing the challenges faced by such organizations in training their employees in becoming culturally intelligent while incorporating trust engagement, influence, authenticity and positive intent variables towards culturally synergistic solutions.

713 Service Quality: A Study of Private Banks in NCR

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This study deals with the assessment of service quality in the banking industry The 22 items SERVQUAL scale was used for analyzing the gaps A sample size of 100 was taken using quota sampling Gap analysis and t test were applied using SPSS to find the difference between male and female perception and expectation in the private banks of NCR The highest gaps were found regarding reliability and empathy dimensions Moreover it was found that even though males and females had similar perception regarding most of the attributes of the service quality they perceived few attributes in different manner.

716 Indian Firms and Double Exit Strategy: An Empirical Analysis

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Using a large database of firms across all sectors (Manufacturing , Mining , I.T , Hotel ,Utility), we analyse the determinants of IPOs getting merged in the first 5 years of going public .We understand the likelihood of getting merged with respect to Company Size , Age , Leverage , performance characteristics , sector , Industry concentration (HHI) using Sequential Logit model. Promoters of the firm take the firm to public first and then set it up for acquisition resulting in double exit/premium (IPO and Acquisition premium) and serving as an innovative financial model especially in an uncertain environment.

718 A Study on Financial Performance and Valuation Metrics: Application of EVA, MVA, CVA and TSR Techniques

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The study aims at understanding the company practices to measure financial performance and valuation by using various emerging techniques like EVA, CVA, MVA and TSR. These metrics rate a firm's true intrinsic value by examining a series of metrics that reflect its ability to enhance shareholder's wealth, and compares the intrinsic value to the firm's actual market valuation as expressed through a family of MVA multiples. All the models are designed to help investors objectively assess whether what they are buying is really worth it and rates the overall score of the portfolio.

719 Human Resource Development Scenario - A Study of Manufacturing Sector of Punjab

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Human Resource Development (HRD) has assumed significance in recent past for all types of businesses. Managers around the globe prefer using HRD mechanisms for incorporating changes in organizations. Further, these interventions aim at changing the behaviour of employees, improvement in skills and competencies and enhancing performance. Present study has been carried out in dominant manufacturing industries of Punjab to analyse the extent of implementation of HRD interventions besides identifying the factors affecting them. The results of the study will facilitate managers to develop robust HRD systems in order to face challenges emerging in the changing business environment.

721 Business Process Reengineering in Dialysis Unit

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Hospitals in present scenario have to explore new management tools to provide patient satisfaction & quality treatment. There is high patient demand, manpower shortage and financial pressure in the present healthcare setup which can be surmount by applying tools like Business process reengineering (BPR). Application of BPR will help to bring innovations in work processes of dialysis unit to make renal replacement therapy available to general population. The present study was conducted at a Dialysis center located in the city of Hyderabad. By implementing BPR the quality of the processes in Dialysis unit was enhanced.

722 An Empirical Study on Employee Turnover Intent and Outcome in the BPO Industry

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Employee turnover is a critical issue and pretty high in the BPO industry. Managers are interested in reducing employee turnover in the organization in such a way that it will contribute to the maximum effectiveness, growth and progress of the organization. The objectives of this study was to know the reasons for attrition, factors that dissatisfy employees and their satisfaction level. Chi square, weighted average, correlation coefficient, Kolmogorov-Simonov, Mann-Whitney U test and ANOVA were used. Lack of recognition, work environment, schedule and better opportunities were the major reasons identified for attrition.

723 Green HRM: An Innovative Approach to Environmental Sustainability

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In recent times business organizations have become more conscious about the growing importance of integration of environmental Management and Human Resource Management i.e Green HRM Practices. Green HRM is the use of HRM policies to promote the sustainable use of resources within business organizations and more generally promotes the cause of environmental sustainability. The objective of this paper is to detail a process model of the HR processes involved in green HRM. The paper also examines the nature and extent of Green HRM initiatives undertaken by HCL Technologies as a case study.

727 A Case Study on Employee Attrition

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Employee's of Amara Raja Batteries Limited were kept under probation for two years to evaluate their performance but unfortunately employee's are leaving the organization without any intimation within the probation period. This has turned in to challenge and burning issue for HR personnel at Amara Raja Batteries Limited. Hence a study has been conducted on employee attrition in Amara Raja Batteries Ltd to find out the reasons why the employees are leaving the organization without any intimation. Primary data was

collected from both personal interview method by structured questionnaire to the automotive battery division employee's with sample size 100.

729 Management Challenges in Uncertain Environment

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The final phase of last century has witnessed dramatic and drastic changes in the spheres of business around the globe. The advancement in science and technology has conquered the space, time & distance, thus transforming the world into a global village. Change is the operating lever of the 21st Century business. The present business is driven by technology and business is knowledge based. The twin forces of globalization & technology revolution has orchestrated a whole new wave of changes across economies, societies thereby radically impacting the way we lead our businesses. Excellent businesses across the world have a Heart Beat!

730 Empirical investigation of intrinsic attributes in IT Company in uncertain times

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The role of intrinsic attributes becomes manifold as these are important building blocks for skill development for performing organizations .To focus on attributes such as the feedback mechanism, career and development, communication systems becomes significant as the management is undergoing change .Measuring employees' pulse wherein the management has invested substantial resources in recruiting educated professionals from the campus and groomed them assumes strategic importance. The study is exploratory in nature; the data has been collected from IT organizations and analysed to obtain an insight into the factors that are important for skill development in the coming future.

732 Entrepreneurship Education: The Challenge for Small Scale Enterprises

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Small-scale enterprises play a very important role in increasing the base of entrepreneurship. This paper is fully literature review based .The objective of the study is to discuss various problems of entrepreneurial education of small-scale enterprises. Small-scale enterprises are providing large scale employment with low investments and prove to be a second largest manpower employer after agriculture. Problems arise in small-scale enterprises give rise to industrial sickness. Study concludes that industrial sickness is more severe in a mixed economy like India that affects the performance of the small-scale sector & has direct impact on the growth of the economy.

733 Emerging Role Conflicts Among Female Faculty Members in Institutes

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The aim of the paper is to focus on the conflicts in role among working women.The working women are required to perform multiple conflictory roles The paper highlights the problems a woman has to face due to role conflict The study is conducted through primary data by survey method among female faculty members and has come up to assess the sources of role conflict with socio-demographic characteristics My existing study has supported to come up with a descriptive statistic and ranking of sources of role conflicts among working women and their consequenceses which is a major issue of concern.

736 Five Cs Strategy of Supply Chain Management in PPL: A Case Study

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Industrialization is an important means of modernization in supply chain management. The increased swiftness of it has given rise to a number of managerial problems in decision space. Among them, the problem of SCM is significant to take optimum decision. Paradeep Phosphate Limited captures 5Cs of the supply chain from the suppliers to the dealers. It covers the operational details of supply chain, which are required to clearly define the optimization problem. It captures details of different supply chain nodes and the business processes relevant to this study.

737 Impact of Mental State of Purchasing Professionals to Play Their Role in SCM

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In history of Supply Chain literature, various perspectives of Finance, Operations & Marketing have been addressed so well, however very little research was carried out from the view point of Human Resources. This research is an endeavor to address this small gap. The objective is to understand the various states of mind of purchasing professionals, the key area of the SCM, with particular interest in how collaboration demands, innovation, technological changes, etc. are influencing emotional aspects in the purchasing management. It will also examine whether these sophisticated facilitation concepts & tools have created ease or further demands on human performance.

738 Long Term Performance of Equity Based Mutual Funds

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This study focuses on the problem of mutual fund selection by investing the secret 'striking it rich' and high potential return funds among equity based mutual funds SIP (large cap, small & mid cap, diversified equity, thematic-infra, ELSS etc.) , choice of fund based on performance & reputation of funds remains to be probed. Hypothetical assumption is that the Systematic Investment Plan is the best way to build up capital over a period of time for those who don't have lump sum amount to invest as the risk will be reduced in to investing long term equity based mutual funds SIP.

740 Performance and Challenges of Newspapers in India

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Newspapers has shown steep decline of circulation and advertising revenue in the west Online advertising is taking away the majority of advertising revenue from print Increasing printing costs also a major concern for the decline of profits of newspapers Asian countries like Japan China India is not seeing any immediate threat for daily newspapers as these countries are dominated by vernacular dailies compared to English language dailies This paper will highlight the performance and challenges of English and vernacular daily newspapers in India It will also highlight the impact of technology of daily newspapers in India.

741 Entrepreneurial Characteristics and Strategic Choices of New Venture Firms

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This study tries to understand how entrepreneurial characteristics affect strategic choices of new venture firms at three areas; resource acquisition and allocation, broad or niche strategy and choice of strategic alliances. It also explains how these strategic choices affect the performance of new ventures in terms of survival and growth. Two case studies were done on two new ventures funded by Center of Innovation, Incubation and Entrepreneurship in IIMA, and after analysis it was found that, entrepreneurial characteristics influence the strategic choices related to resources, strategy formulation and strategic alliances and these choices affect the performance of the new ventures.

746 Pre-Joining Engagement Activity for GETs at Hindalco Industries Ltd.

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According to David Macleod, "Employee engagement is about how we create the conditions in which employees offer more of their capability and potential." An engaged employee experiences a blend of job satisfaction, organizational commitment, job involvement and feelings of empowerment. Hindalco hires engineers every year under its Young Talent Acquisition program from eminent Engineering and Technology institutes. The company initiates pre engagement activity to make employees committed and involved to their job. The paper focuses on the pre-engagement activities for Graduate Engineer Trainees initiated at Hindalco.

747 A Study on Data Analytics at SREI Infrastructure Finance Ltd.

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The paper focuses on a study of the data management practices followed at SREI Infrastructure Finance Ltd. Based on the study of various documents and the interactions with various employees at SREI Finance Ltd., the researcher has identified how data is processed and converted into meaningful information. Accordingly analysis has been done and inferences have been drawn which ultimately lead to conclusions and recommendations.

748 A Case Study on the Fly Ash Brick Manufacturing Plant for uplifting the deprived Human Resource of the society by TATA Power: A Step toward Sustainable business

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With 'Leadership with Care' being TATA Power's guiding principle or more than nine decades, the company has endeavored to positively uplift the lives of communities around its areas of operation. In line with the Tata Group belief that addressing the social needs of traditionally disadvantaged groups is the 'right thing to do' and as part of nation building endeavor, Tata Power has carved out a focused approach for the upliftment of these communities through Affirmative Action. The paper focuses on the initiatives taken by TATA for the upliftment of the less privileged class. Data has been collected from primary and secondary sources.

755 A Strategic Approach on Managing Climate Risks in the Himalayan Region

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Himalayan region is known for its natural beauty and pilgrims have been attracted to the region for many centuries. The physical characteristic of the himalayan region combined with tourism has induced climate change which has rendered the region highly vulnerable. This study aims at devising effective management strategies to asses' risks and their impacts. Also, to implement Community-Based disaster risk management system and Finally, Networking and Advocate Policy Formulation Process Efforts to share information on climate change in order to promote coordination between governmental agencies and civil society organizations on climate research and practice of Climate Risk Management.

Doctoral Papers

336 An Investigation of Spot and Futures Market Spread in Indian Stock Market

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The nature of bid-ask spread signifies the transaction cost, liquidity, and volatility etc. In India, the study on the spread is very less. Therefore, we investigate the nature of the bid-ask spread of stock and futures market. We use high frequency data of September 2013 and adopt Roll spread estimator (1984) and High-Low Spread Estimator (HLSE) to estimate the spread. The results show that HLSE estimates lower spread compared to Roll estimator and the found high correlation between the results. The results prove that the spot and future market spread has high positive relationship and spread is informationally inefficient.

357 Risk Assessment and Distribution in Small Hydro Power Projects: A Fuzzy Approach

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The paper identifies and assesses investment related risk of small hydro power project in Uttarakhand state of India using Fuzzy Logic approach. The result of this research is displaying various investment related risk factors their relative importance and risk index for small hydro power projects in operation stage. An optimum risk distribution for investors is developed using optimum portfolio theory. Apart from stochastic variables, there are some external variables that are not stochastic by nature also influence on investment decision. Such variables are identified based on literature reviews, expert interviews, and relative importance of these factors are evaluated and ranked.

360 Stock Price Reactions to Earnings Announcements in Indian Stock Market

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The investors' expectation on the extent of excess return that they would make from trading in the stock market is based on several factors and one of them is quarterly earnings announcement news. We examine whether there is any significant relationship between stock returns and quarterly earnings announcement. For this purpose, we employ event study methodology. We use student t test for statistical significance and Runs and Sign test for testing the hypotheses. Cohen et al. (1983 a) methodology is also used to see the price adjustment process during the quarterly earnings announcement.

363 Factors Impacting Implementation/non-implementation of Strategies

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Successful implementation of organizational strategy is very critical to the success and sustainability of any organization. The current research intends to understand the factors that may impact the implementation/non-implementation of strategy in an organization. The methodology adopted uses a mix of methods including in-depth interviews with managers working at different levels in the organization and an exhaustive survey of literature. An overview of the interviews conducted is presented and discussed along with a suggested framework for better implementation of organizational strategy. The results can be divided into two parts. The first being the primacy of leadership.

365 Derivatives and Price Risk Management: A Study of Nifty

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Price risk management is the primary function of derivatives. Several price risk management techniques have been evolved over the years and their applicability is still debatable. This study deals with constant and dynamic hedging models using intraday data from spot and derivatives market of National Stock Exchange of India Ltd. (NSE) Nifty index. The OLS, VECM and D-VECH models are used for estimation of constant and dynamic hedge ratios. We compare the performance of these hedge ratios. This study found that dynamic hedge ratios are preferred as they provide highest hedging effectiveness.

390 Internal Brand Alignment: The Symbiosis Between Internal and External Branding

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Internal Brand Alignment is the process by which an organisation ensures that its functional and operational groups are aligned to create and maintain a symbiotic relationship between its internal and external stakeholders, so as to consciously and consistently deliver the brand promise. This paper attempts to categorise and analyse select literature to arrive at - the influencing factors that govern its effectiveness and the cross-functional tools that enable its success - through a proposed theoretical framework. It also emphasises on the need for developing a measurement and review mechanism that can quantify the extent of internal brand alignment in organisations.

538 Driving Business Analytics Through Machine Learning and Big Data

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Outlier detection is one of the most studied datamining techniques Insights from outliers could be of significance in many domains like business-intelligence fraud-analytics etc Recently SVDD approaches are shown as having good predictive accuracy Big Data as input enhances the inferential power of algorithms but it challenges even state-of-the-art methods Here we propose three approaches based on SVDD to make efficient outlier detection possible using Big Data Experiments conducted to assess feasibility of the approach shows that it has an order-of-magnitude advantage in terms of running time We have also demonstrated its use using a real world business application.

543 Impact of Stock Market Liberalization on Returns Volatility and Economic Growth

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The present study tries to quantify the dynamics persistence among and impact of, stock market liberalization on returns volatility in 14 Asian emerging economies through modelling the GARCH and TGARCH model of volatility. The impact is witnessed by categorizing the study period into three phases, namely pre-, during, and post-liberalization periods. Successively, the second phase of the study tries to assess the impact of stock market liberalization on industrial growth in the Indian economy. The third phase of the study tries to examine the impact of financial stock market liberalization on the economic growth in emerging Asian economies owing to different course of liberalization, after controlling the macro-economic factors.