

**CONTRIBUTED
PAPERS**

SB-1, Sunday, January 1, 2:20-4:00 P.M.

Session: Marketing

Session Chair: Prof. Deepak Danak

Nirma University

9013 Sharia Credit Card: Reaching the Untouchable Market

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Syariah credit card is one of efforts to respond the needs of credit card for Moslem society in Indonesia. Nevertheless, the usage of that card can arouse problems such as discrepancy among Ulama. This research was conducted upon the needs of syariah credit card in the midst society, where Moslem society more religious more preceded syariah status to obtain serenity in financial transaction. Success of DNM Syariah Bank in issuance of syariah credit card is followed with a variety of requirements from Majelis Ulama Indonesia that adequately encumbers the user applicant of credit card to obtain that syariah credit card.

9425 From Market Efficiency to Market Effectiveness

Deepak Danak, Institute of Management, Nirma University, danak@imnu.ac.in

Economic theories have established 'shareholder value creation' as the guiding principle for business enterprises under the free market model. Towards that, financial decisions are modeled by making reference to the stock market which is supposed be an efficient market in a free economy. However, the recent turmoil in the corporate sector calls for revisiting the adequacy of theory building based on the premise of market efficiency. As a remedy, this paper argues for an alternate paradigm based on market effectiveness.

9481 Role of Internal Marketing in Job Satisfaction of Employees in State Bank of India

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Internal marketing is relevant to all organizations and especially critical for a people intensive industry such as services. The study examines the relationship between satisfaction of employee with job, training and skill development activities, work environment, superior support, coworker support and recognition for the work done in State Bank of India in Visakhapatnam city. The present study uses the technique of Confirmatory factor analysis along with SEM to find out the relationship between the internal marketing dimensions and employee job satisfaction. The measurement model revealed that the internal marketing dimensions have positive and significant relationship with employee job satisfaction.

9497 Gaps in Low Budget Housing – An Empirical Survey

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The availability of affordable housing for large population residing in semi-urban and urban India needs to be addressed in a methodical manner in order to understand issues related with housing shortage and to ascertain perspectives of prospective buyers as well as construction companies. The financial support system for provision of housing for the economically weaker section of our nation is complex and difficult to articulate, both in terms, the way construction companies look at these issues and government's lack of clarity. This research paper is an empirical one.

9558 Organic Products: Consumers' Perception

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Organic products have assumed a significant position in the consumers' mind. The present study was conducted in Chandigarh to find out consumers' perception towards organic products vis-à-vis non-organic products. For this purpose, a questionnaire was prepared and administered to 80 consumers of organic products. As far as edibles and personal care products are concerned, the findings reflect that consumers have a definite inclination towards organics. However, the same cannot be said for organic clothes. The study also revealed that consumers were not very aware of the certification process, standards or agencies and believed the information given on the product labels.

SB-2, Sunday, January 1, 2:20-4:00 P.M.
Session: Operations Management
Session Chair: Prof. Vandana Sonwane
SIOM, Nashik

9001 A Penalty Cost Approach to Intermodal Transportation of Heterogeneous Freight
Manish Verma, Memorial University, mverma@mun.ca

The phenomenal growth in intermodal transportation over the past two decades has not been matched by a comparable level of academic activity especially in the context of hazmat. In this work, we present a bi-objective optimization framework to plan and manage intermodal shipments with specified delivery-times, and where lateness is penalized. To the best of our knowledge, this is the only study that presents a delivery-time based intermodal optimization model for heterogeneous freight, and where late deliveries incur a fixed penalty. Realistic size problem instances in were generated and solved to gain managerial insights.

9019 An Expected Consequence Approach to Intercontinental Transportation of Crude Oil
Manish Verma, Memorial University, mverma@mun.ca
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Maritime transportation is the major conduit of international trade. In this paper, we propose a methodology to assess risk in terms of total expected cost of accidents leading to oil spills, incurred by a tanker traveling over a specific route. A route segmentation based model is proposed which not only encapsulates the Formal Safety Assessment (FSA) guidelines proposed by the International Maritime Organization (IMO), but also uses and compares various clean-up cost models available in the literature. Probability of accident is estimated empirically using the available historical data.

9026 Deterministic Flow Shop Scheduling to Minimize WIP Costs
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We study a relatively new deterministic flow shop scheduling problem based on a value added model. The objective is to minimize the total work-in-process costs associated with value that is added during the production process. We present a simple heuristic and compare it with very recent ones in the machine scheduling literature.

9419 Traveling Salesman Problem (TSP): Critical Review
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Traveling Salesman Problem (TSP) is combinatorial optimization, NP-hard problem. No procedure for guaranteed optimal solution for large size problem (20+) is in vision. It is an interesting problem. We take basic review of TSP literature in this paper and propose a heuristic procedure to get quick near-opt solution. The procedure has operation management base. The maximum penalty approach used with Nearest Neighbour rule. We do not arrive at comparison of the heuristic to Held-Karp bound in this manuscript but it is our future continuation work.

SB-3, Sunday, January 1, 2:20-4:00 P.M.

Session: Stock Markets

Session Chair: Prof. Vinay Kanetkar

University of Guelph

9005 The Effect of Price on Profitability: Comparison of BSE and Dow Index Companies

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Using economic theory about profit function (see Varian 1992), it is formulated that when firm operates in competitive environment and maximize profit, then revenue to profit ratio is an indication of impact of price on profitability. This analytical result is extended by deriving link between price elasticity (if price is changed by 1%, demand is changed by percentages) and firm's operating margin to profitability. This model is used to compare 30 companies that form Dow Industrial index and BSE 30 companies. Our research indicates that the on an average both set of companies display similar price and profit sensitivities.

9006 Momentum Returns in Tehran Stock Exchange: The Influences of Size and Liquidity

Samira Mansouri, Faculty of Management, University of Tehran, samira_mansouri@ut.ac.ir

This study illustrates whether momentum strategy is profitable in Tehran stock exchange. The time period analyzed is 2001 to 2010. Therefore, here the effects of two substantial variables including size and liquidity on profitability of this strategy have been investigated. To ensure the precision of final results we have conducted this study in two sub-periods: 2005 to 2010, and 2007 to 2010. The first one is due to the significant change in the number of stock companies after the execution privatization, and the second one is to cover the effects of global financial crisis on the economy of Iran.

9467 Is Indian Stock Market Efficient?

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Market efficiency has been a topic of interest for the researchers, investors and the regulators. Research studies have been conducted to test the weak, semi-strong and strong form of market efficiency. This paper presents an analysis of semi-strong form of market efficiency. Market reaction to quarterly earnings announcements of BSE-200 index based companies is studied. The event study methodology is extended by taking company factors apart from market factors to estimate the returns and abnormal returns. The results of the study show that the Indian stock market is not efficient in the semi-strong form.

9507 Stock Market Education of Participation Technology

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This paper considers the problem of developing an optimal stock market education system of participation technology by considering growth in a mixed (stock market) economy in the steady state with a representative agent, where stock market education and therefore participation in the stock market process is dependent endogenously on a participation technology. With such a specification the differential equation characterizing the choice of stock market education and participation technology for the intertemporal golden rule consumption problem using general concave.

SB-4, Sunday, January 1, 2:20-4:00 P.M.

Session: Strategy-I

Session Chair: Dr. S.K. Shanthi

Great Lakes Institute of Management

9017 Make Strategic Decisions Based on Executing an Integrated Plan

Pedram Radmanesh, Khaje Nasir Toosi University of Technology, ped.radmanesh@gmail.com

A new model for a supply chain is represented, which has different echelons such as: suppliers, two echelon manufacturing centers and customers. Make use of the advantages of both lean and agile paradigms into this model. Objective functions are minimizing the total shortage or accumulation of product and the maximizing profit. Results from experimental problems solved by metaheuristic methods, MOPSO and NSGA-II, indicate the efficiency of the proposed approach for making strategic decisions in order to agile coordinating the supply chain. Main parameters in the supply chain can be customized in order to achieve the desired functions.

9021 Surveying the Role of Integration between TQM and Technology Management in Determining Quality and Innovation Performance

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This study improves our understanding of the relationship between TQM and innovation based on the following two major issues. First, this study contributes to the understanding of the co-alignment between TQM and technology management along with R&D management by bridging the gap between the two areas which are often addressed in a separate fashion. Second, this study also examines the impact of the integration between TQM and technology/R&D on quality and innovation advantage. The empirical data were drawn from 60 companies manufacturing managers Located in Kermanshah Province, and analyzed using the Structural Equation Modeling technique.

9485 Review on Maintenance Strategy Selection

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Maintenance strategy selection has been studied extensively where various decision making approaches were proposed based on multiple criteria. This paper presents a review of the multi-criteria decision making approaches used in maintenance strategy selection and attempts to address which approaches were prevalently applied and which evaluating criteria were paid more attention. This work also provides evidence that the multi-criteria approach facilitate better decision making in maintenance strategy selection.

9518 Structural Reforms and Performance of Small Enterprises in Orissa

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Susmit Petro

Small and Medium Enterprises (SMEs) have emerged as an engine of growth in several developed and developing economics of the world. In India also, they have emerged as a vibrant and dynamic component of the economy by virtue of their significant contribution to GDP, exports, employment and its promotional role of improving entrepreneurial skills and technical innovation. Within SME sector, small enterprise sector serves as the green field for nurturing the entrepreneurial talents and helping the units to grow to medium and then large.

9908 Audit Committee as Corporate Governance Mechanism- Myths and Realities

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This paper endeavours to examine the audit committee as corporate governance mechanism, demystifying the myths and realities associated with it. We augment our knowledge on audit committee by to our understanding its role, responsibilities in audit, internal control and financial reporting process. We further critically the committee composition and its perceived effects to shareholders protection. In our analysis, we legitimate effort to dichotomize the responsibility and liability of auditor and audit committee in relation to audit and financial reporting to shareholders. We conclude that it is increasing accepted and extant literature confirms that audit committee is indispensable governance mechanism in recent, there is need for greater scrutiny to understand the process to make it further effective. Certain issues pertaining to audit committee to make audit committee more accountable to shareholders is still unresolved.

SD-1, Sunday, January 1, 5:40-6:55 P.M.
Session: B-school Branding
Session Chair: Dr. Monika Srivastava
Dr. Gaur Hari Singhania Institute of Management & Research

9457 Management School Emerging Need: Brand Building through Innovation

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This paper deals with evolution in curriculum design, teaching pedagogy and process in management education. Globalization and market dynamics has posed newer challenges to the management education system across the developed and developing countries. Expectation of stakeholders in the process i.e. promoters, academicians, students, recruiters, government regulators and society at large has undergone sea change. The primary focus of this study is how B-Schools are innovating, keeping key stakeholder i.e. student as a focal point and a major beneficiary. These innovations in turn would create image of the institute as a proactive one and benefit in its brand building.

9463 How B-schools present themselves: An Indian B-schools' Experience

Tejash Pujara, Tolani Institute of Management Studies, tejashpujara@gmail.com

Purpose - To understand the various attributes of the institute being emphasized by the Indian b-schools to build the school image and thereby attracting the potential students. Method – Data are collected through content analysis of the advertisement / websites of b-schools. Findings – ‘Placement’, ‘infrastructure’ and ‘library facility’ are top three attributes emphasized by the b-schools. Regional differences were found on the emphasis of attributes. Contribution –The school’s responses to market forces have received less attention in the literature. Present study attempts to fill this gap by providing empirical evidence of how b-schools market themselves to the students.

SD-2, Sunday, January 1, 5:40-6:55 P.M.

Session: Management Education

Session Chair: Dr. Subhash Sharma

Indus Business Academy

9416 From Indus (India in Us) to Indus (India in US): A New Age of India's Soft Power

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Indus is an evocative word invoking in our mind the idea of Indus Valley Civilization and the entire Indic tradition. This paper presents a new perspective of Indian history in terms of Vedika, Hindika and Indika periods representing soft power of India during ancient, medieval and modern times. Soft flow of Indian history is now spreading across the globe through emergence of Indiapur. In US this flow is represented by Spiritual force of YMCC (Yoga, Meditation, Cultural Connectivity), Social force of non-violence advocated by Gandhi and Talent force of Knowledge workers.

9487 Impact of WOMC on Management Education

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Management education is a service characterized experience qualities. The choice criteria may be consumer-based, provider-based or information-based. Most evidence indicates that personal sources of information like WOMC are more effective in initiating the purchase. WOMC is “informal, person-to-person communication between a perceived noncommercial communicator and a receiver. The conventional WOM refers to spoken words exchanged face-to-face. However, technology-facilitated written personal opinions and experiences shared among acquaintances / strangers have come to typify computer-mediated WOM. The purpose of the study is to identify the factors that impact student with specific reference to management education. The study is exploratory in nature.

9529 Knowledge Management in Professional Education

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Educational institution in management have not given due recognition to the importance of experiential learning as an alternative methodology of teaching – learning on campus. B Schools have over-focused on dissemination of received knowledge and neglected the process of generating valid and relevant knowledge in a context. Hence there is no real contribution to industry and society in terms of knowledge. The author presents three examples from his experience on campus to suggest the possibility of applying experiential learning methodology.

SD-3, Sunday, January 1, 5:40-6:55 P.M.
Session: OB-I
Session Chair: Prof. Radhakrishna Pillai
Indian Institute of Management Kozhikode

9002 What is NOT Management ? A Proscriptive Approach to Management

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Main purpose of this article has been to study the pathology of management manners in organizations. Pathology of personnel, pathology of missionary and methods which is the subject of this study. The comparison of the effects of proscriptive (negative) management versus prescriptive management indicate that negative management leads to improve of self government and self control among organization personnel. As a result what a manager should not do is more important than what should do. Key words: Negative proscriptive proscriptive.

9491 Holistic Managerial Decision Making based on the Ancient Wisdom

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Recently there is a great deal of re-thinking on management education across the world. The changing scenario demands for holistic managerial decision making in challenging situations. In the case method, the case has to be seen only as a snapshot of the eternal drama of events and any decision making will be accurate only when we understand the secrets of the Eternal Drama of events of which case is only a snapshot. This paper explores the application of ancient wisdom of the eternal word drama of events in holistic decision making.

9521 Examining Role Stress through the Gunas Framework: An Exploratory Study

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While stress and role stress in Indian organizations have been examined earlier, no attempts have been made to relate stress to traditional Indian constructs like gunas (and karma). This exploratory study attempts to examine the nature of role stresses experienced by employees through the lens of 'gunas' framework, a framework for appreciating worldly dynamics. Data collected from 85 managers of a large Indian public sector unit indicate that sattva is positively correlated with role overload and role stagnation, while the other relationships are not significant.

SD-4, Sunday, January 1, 5:40-6:55 P.M.

Session: Tutorial

Session Chair: Dr. Y.G. Sivaram

ICFAI Business School, Pune

9034 Designing Discrete Choice Experiments for Making Pricing Decisions

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Pricing decisions faced by most managers are challenging and create uncertainty for their respective organization. The main purpose of this presentation is to describe discrete choice and related methods, so that managers can interpret results from discrete choice studies and make better market place decisions. There is extensive discussion and writing about the details of pricing decisions and their implications. Consider following reality. Pricing decisions affect both revenue and profitability that is because price influences the level of demand at the brand as well as the product category level. Consequently, academic as well as market researcher have shown a great deal of interest in understanding customer.

MA-1, Monday, January 2, 9:20-11:00 A.M.

Session: HRM-I

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

9028 Weighting Employee's Performance Appraisal Indicators Aiming Intellectual

Ahmad Akbari Dibavar, Industrial Management Institution Tabriz, ahmaddibavar@gmail.com

Intellectual capital was being recognized as a determining factor in success or failure of an organization and organizations are trying to find a good niche in competitive fields via the resource-based view. This paper's aim is weighting and prioritizing employee's performance appraisal indicators that have most effect on IC development in public sector organizations. Findings suggest that for developing human capital, the indicator of proficiency, for organizational human capital, the indicator of interpersonal relation and for developing relational capital, the indicator of customer service have most effective role. All in all, the indicator of proficiency was recognized as the most effective indicator for IC expansion.

9410 The Balanced Score Card and the HR Function - Challenges for Implementation

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Globalization of Indian economy is compelling organization to rethink their future strategies. It is now widely recognized that transformation is a pre-requisite to their survival and growth. Business organization in India especially public enterprises are experiencing winds of change. For the HR function, there would not be a more existing and challenging opportunity than managing the complexities of change and transformation. HR today is playing a lead role along with business functions in creating the necessary momentum and internal capabilities. This paper examines the Challenges in Implementing the Balanced Score card in the Indian HR environment.

9428 Effect of Employee Satisfaction on Organization Performance: An Empirical Study

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The study revealed the relationship between employee satisfaction levels and the performance of the employees on the basis of their satisfaction levels. Employee satisfaction was measured on parameters like financial benefits, work environment, role clarity, employee relations, employee welfare and work stress. The sample size taken was 105 across all the departments in a leading of the hospitality sector. A 4 point Likert Scale questionnaire was used for collecting the data. The data analysis showed that the satisfaction level of the employees in the organization was very high which resulted in the smooth running of the organization.

9466 A Study of Factors Determining Executives' Compensation in Indian Companies

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Executives' compensation is at the centre of controversy in the recent times as the developed economies are grappling with the problem of recession. This study focuses on the determinants of the executive compensation in Indian companies. Directors' benefits is used as the proxy for executive compensation. The study uses the multiple regression method and the sample is BSE-200 index companies. The results show that profitability and size are positively correlated with executive compensation and dividend payout and firm performance have negative but insignificant relationship. Stock performance does not have any relationship with executive compensation.

MA-2, Monday, January 2, 9:20-11:00 A.M.
Session: Indian Capital Market
Session Chair: Dr. Manjunatha T.
Bapuji Academy of Management & Research

9417 Market Capitalisation of Equity Payouts – A Study on Infrastructure Companies

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Infrastructure companies that get hold of regulatory approval were unable to go off into IPO market. The average subscription rate of IPO's of the non-infra company for 2007-11 was four times than that of infrastructure companies. Hence, the research aims to find out the equity pay-outs and backward effects of ten infrastructure companies between 2007 and 2011. The results indicate that the average equity growth rate was 17.80%. Six infrastructure companies' securities were highly volatile. The lag in order flows of companies, cash crunch, and contagion effect have created backward effect on the price elasticity of the infra companies scripts.

9478 An Evaluation of Retail Investor Confidence In Indian Capital Market

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This paper intends to establish the significance of expectations and confidence of Indian retail investors towards IPOs in Indian capital market. Previous research of investors in other countries has shown that both of these attitudes manifest clear tendencies to change through time and strongly influence the behaviour of the pragmatic markets. The field of behavioural finance an emerging field in financial domain that takes explicit account of psychological factors is the driving force of this research. From the researchers and academicians point of view, such a study will help in developing and intensifying knowledge in the field of behavioural finance.

9540 Does CAPM Approach Provide Solution to the Problem of Cost of Equity?

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Weighted average cost of capital (WACC) is an important issue in corporate finance. WACC requires the computation of cost of debt, preference and equity capital. While the cost of debt and preference can be computed using the financial statements, cost of equity is a challenging task. This paper attempts to test whether capital asset pricing model (CAPM) can provide a solution to the problem of cost of equity. We use the Nifty Index companies and apply the CAPM. The results show that CAPM is not a good approach for computation of cost of equity.

9542 An Empirical Testing of Portfolio Theory in Indian Capital Market

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Portfolio theory deals with building of efficient portfolios. Investors in the capital market prefer portfolio with least risk for a given level of expected return. The present paper attempts to find out the efficient portfolios based on the NSE Nifty companies share price data from Jan 1996 to Dec 2010. The empirical study shows that the portfolio return increases and risk decreases as we add more number of stocks into portfolios of the sample stocks. This shows that investors can build the efficient portfolios in the Indian capital market by adding more stocks.

MA-3, Monday, January 2, 9:20-11:00 A.M.

Session: Strategy-II

Session Chair: Dr. Disha Awasthi

NTPC Limited

9031 Privatization Meanings, Methods and Cases- A short note

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Privatization is one of the cornerstone projects of the countries seeking to speed up their economic growth. It is the project of prioritizing the market mechanism by returning to it the functions unduly overtaken by the forces of the state. In more realistic terms, the domain of privatization may extend from total ceding the ownership of publicly owned and operated enterprises to the private sector at the one end of the spectrum to restructuring of government owned and operated enterprises based on commercial principles at the other end.

9437 Core-Value Actualization: A Journey of a Noted Indian Public Sector

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Core values are the underlying, foundational principles that guide our mission, vision and strategies, and define who we are as an organization. Many successful organizations agree upon and articulate their vision, mission or purpose, values, and strategies so all organization members can enroll in and own their achievement. NTPC, one of the largest power sector utility in India articulated its core values in the year 1995. Since then the company has been continuously working towards actualizing of core values. These values are guiding in decisions and interactions however actualizing and relevance of core values needs to be strengthened further.

9541 Service Outsourcing - Peeping into the Indian Scenario

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India and China are the hot destinations for most of the industrialized West, at least when it comes to seeking skilled yet cheap manpower. In the outsourcing business, while China leads in manufacturing, India has a conspicuous edge in services over its neighbor. But will India be able to maintain the momentum in service outsourcing? The question gains increasing importance especially when services have become a significant contributor to India's GDP. This article, therefore, looks at the current Indian BPO sector, conducts a SWOT analysis of the sector, and inter alia tries to spell the future course of this sector.

9546 Modeling Strategic Human Resource Practices and Organisational Performance

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In this study researchers aims to study on Impact of JIT environment on effect of Strategic Human Resource Practices on Organisational Firm Performance. The study focuses on Manufacturing Firms in West Bengal which will be classified into two broad categories one who practices JIT and another set who doesn't practice JIT based on initial exploratory survey based on companies listed in Bengal Chambers of Commerce.

9568 Strategy, Structure, Culture and MCS: Results of A Few Indian Organizations

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Recently, Sharma et. Al. (2010) (in Int J of Strategic Management; V10(1), pp. 164-168) gave a framework that relates strategy, structure, culture and management control system of organizations. Preliminary data from 11 Indian organizations gave partial support to the framework of Sharma et al. (2010). As revealed by the study, culture was strongly related to strategy but organizations installed multidimensional MCS systems in their organizations irrespective of the strategy pursued. Thus there is ample opportunity to revise the framework of Sharma et al. (2010); even though there is need to have a larger sample size.

MA-4, Monday, January 2, 9:20-11:00 A.M.

Session: Teaching and Learning

Session Chair: Dr. Sangeeta Sharma

BITS, Pilani

9433 Self- Supporting Event: A New Pedagogical Approach For Budding Managers

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Edu-preneurs in B-schools strive for excellence in imparting managerial skills to their learners. Dynamic teaching- learning methodologies are devised and adopted by these schools to be effective in their objective of disseminating scientific management approach. The core objective of B-school is to equip students with enterprising skills. These schools strive to balance between theoretical and practical orientation, within the given time frame. While balancing between these two aspects, they have to take into consideration students from different intellectual levels. The researchers have experimented and have framed the opinion that learning through 'Self- Supporting Event' can be a novel pedagogy.

9489 Brand Building of Management Institutes Through Social Media

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Management education has gained momentum through the passage of time. The proliferation of management institutes in India and across the globe has generated fierce competition. Each institute aspires to attract the best of the student. To create the niche, the institutes have started developing their own websites, as the advertising through traditional media is a passé. The paper attempts to study the impact of social networking sites in building the image of the management institutes and also their effectiveness in disseminating the information. It also looks into the creative strategies involved in developing those sites.

9503 Redefining Teaching: Making the Transition from Information Resource to Mentor

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Considering that the Indian tradition places a guru on the highest pedestal, offering him/her the status of God, it is important to closely examine the role played by the faculty in shaping the management professional of today. Without really underestimating the need for quality infrastructure and other resources, this paper would try to focus on what the faculty members in management institutes of today can do differently, despite all the constraints placed on them, so that the professionals emerging from the management institutes become a reflection of the requirements of the industry.

9575 Evaluating the Impact of Constructivist Multimedia Learning Environment: A BITS Pilani Approach

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The multimedia technology along with the emergence of constructivist approach has created a major shift in academic world. Viewing this shift both in educational technology as well as in learning theories, this paper evaluates the efficacy of constructivist multimedia learning environment as an alternative against the traditional form of instruction. For this purpose a survey has been carried out among BITS, Pilani Languages group faculty as well as among the students of Technical Communication. The paper discusses the results of the survey to deduce implications of constructivist multimedia learning environment to augment pedagogical benefits of multimedia technology at international level.

MB-1, Monday, January 2, 11:30-12:45 P.M.
Session: Management Education: Challenges
Session Chair: Dr. Dhananjay Keskar
ICFAI Business School, Pune

9413 Education Skepticism and Uproar in Management Education: A New Paradigm

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Management education plays a decisive role in creating a product which is useful for corporate. Uproar in Management education refers to the wavering which is nowadays hampering the management education. The pedagogy in Management Education provides opportunity to test, understand & organize knowledge in competing environment. Increasing complexity in Management Education require new paradigm which can be achieve through Industry Institute Interaction(I3)which will inculcate practical managerial acumen in the upcoming business leader. As Management Faculty, one needs to concentrate on their strategic thinking and also integrative management tools that will serve society and corporate.

9483 Management Education Environment: Challenges and Opportunities for a B-School

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It's been a jugglery task for many management institutions in the country, simultaneously trying to satisfy multiple stakeholders. Increasing competition on one side and restrictions from the regulatory authorities of in India on the other side, B-Schools in India are facing challenges for sustainability. Rising expectations of different stakeholders in the country are posing additional challenges and are contributing towards increasing turbulence in management education. In this backdrop, how far the B-Schools are able to achieve the basic objectives of management education, is becoming questionable. The present study aims to analyze the futuristic challenges and opportunities for it.

9492 Systems Thinking Approach for Transforming Management Education

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Recent literature show that re-thinking is being done in management education to make it more relevant to managing the emerging situations. A holistic development of the manager is required and today's management education do not fulfill the requirements of developing the knowledge, skills, and the values (knowing – doing – being). This paper considers the factors that contribute to the state of affairs of the management education based on ancient wisdom and apply system thinking approach to understand the situation better and propose strategies for transforming the management education.

9494 Management Education in India: A perspective on existing challenges and roadmaps

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Management education in India has had a very bleak inception. But with the changing scenario, there has been a paradigm shift towards management with a monumental growth in its popularity as a postgraduate course. These changes are bound to bring about some turmoil and uncertainties, first to the very concept of management and then to the sphere of management education in India. It is these uncertain variables caused by virtue of the paradigm shift which shall be dealt with. This paper showcases such exigent circumstances, sheds light on various challenges and proposes new roadmaps to deal with the aforementioned challenges.

MB-2, Monday, January 2, 11:30-12:45 P.M.
Session: Marketing - Case Studies
Session Chair: Prof. Nitin Joshi
Prin. L.N. Welingkar Inst. of Management Dev. Research

9418 Environment Friendly Car: A Study of Customer Awareness in Maharashtra

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The aim of the study is to understand the behaviour of the customer in the state of Maharashtra which is one of the most developed states of India. The study is being carried out to understand the customer awareness on environment friendly car (EFC). 500 respondents have been asked to fill in a questionnaire. The study has been done keeping in mind gender and the academic qualification of the respondents. With reference to the gender and the academic qualifications, it is observed that there is no significant difference in the awareness levels with reference to the EFC.

9431 Marketing of Prepared Food and Food Wastage Control: A Study

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Prepared food marketing and waste management is challenging to the hotel industry, where customers are not consuming complete dish of ordered and served food of which 10- 40% goes waste in hotels. It is serious problem noticed by the researcher, where one can produce an alternative marketable stuff, which can be used for birds, animals, biogas and fertilizers. Maxi-Mini prepared food sales and waste respectively is the impact of short term excessive prepared food choice increases consumers' weight and decreases wealth; and it increases prepared food losses for long term due to consumers' overweight and excessive marketing.

9447 Impulsive Buying Behaviour at Big Bazaar Kolhapur

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Impulsive purchasing, generally known as a consumer's unplanned purchase is an important part of buyer behavior. The objective of the study is to analyze the buying behaviour of the consumers' of Big Bazaar, to measure the level of satisfaction derived by the shoppers at Big Bazaar and to assess the future relationship between the retailer and his customers. The study is based on the primary data collected from Big Bazaar in Kolhapur City with the help of a structured questionnaire. The findings of the study states that consumer impulsive buying behaviour and customer satisfaction is linked with buying performance.

9909 Challenges to Make Bottom of the Pyramid Markets Profitable Ones

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Globalization has changed the ways by which companies create value. Strategies used by the global companies in post globalised era in developing markets is not an extrapolation of the past experiences of developed countries, nor is it just about low costs and outsourcing. The real opportunities lies in the proliferation of ways to design a better business concentrating on the BOP market.

MB-3, Monday, January 2, 11:30-12:45 P.M.
Session: PGDM, MBA, and M.Com.
Session Chair: Prof. Rahul Kulkarni
Smt. S. M. Agrawal Institute of Management

9439 Growth of MBA Preparatory Resource Sites-A New Phenomenon

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Students aspiring higher Management education take aptitude tests for admission in the Business schools. Coaching institutes across the country train students for CAT which has recently gone online. With the growing functionality of the Internet, many website portals are providing live information to students relating to their admission and placement status. Through these portals, the B Schools also get an insight into the aspirants' mindset thereby helping them to satisfy students' curiosity. This paper discusses the origin of MBA preparatory resource sites and their role in supporting customers (students and Management institutions) in making informed decisions for growth and productivity.

9453 Autonomous PGDBM or University Affiliated MBA: Stakeholder Perspective

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In this paper authors deals with perspective of management, teacher and student regarding choice among autonomous PGDBM and University affiliated MBA. Management which is interested in starting management degree is prone for university affiliated MBA in general but in metros autonomous PGDBM is preferred. Each has its own pros and cons. Student community is also shifting their interest to PGDBM. In Maharashtra earlier mainly university affiliated MBA was preferred but now significant number of institutes have started PGDBM.

9536 Comparative MBA and M. Com. Syllabi in Maharashtra Universities

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Even though MBA is most sought after qualification, M.Com has increased its popularity among students. Many universities in Maharashtra are trying making M.Com more attractive. The major and minor specialization in M.Com is one of the efforts to make it as better as MBA. The students who want to appear for Chartered Accountant examination prefer for M.Com as post graduation. In this paper comparative study of MBA and M.com syllabus is done covering state universities in Maharashtra.

MB-4, Monday, January 2, 11:30-12:45 P.M.

Session: Supply Chain Management

Session Chair: Dr. Rameshwar Dubey

Asian Council of Logistics Management

9025 Detecting and Improving Unseen Cost Centers in Supply Chain,Using QFD

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The main objective of this research is cost reduction in production process in the supply chain of a dairy plant. Using two questionnaires for analysis of “importance” and “present situation”, and applying TOPSIS techniques and QFD model for the first time in this particular industry, it was targeted to propose operational guidelines for cost containment in dairy plants supply chain. In the 1st HOQ , 10 indicators were identified as service characteristics, which can be used to improve the critical indicators of the supply chain. Subsequently, using the 2nd quality table, the researchers introduced 10 key operation processes.

9412 Transforming Data Driven SCM to Demand Driven SCM through Lead Time Optimization

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Fierce competition and volatile demand in Indian retailing sector put supply chain decisions in a flux. Stock-out levels of the Indian retail outlets exceeds 15 and retailers lost 41% sales due to stock-outs. “Common-sense heuristics” is lacking in the data-driven SCM that incorporates the point of sales data. Retail managers shift their focus towards demand driven SCM to overcome anomalies in data driven SCM. This paper explores the application of lead time optimization strategy to find out real time demand visibility for volatile and short lifecycle products by using simulation analysis among the SCM factors in a departmental store.

9545 Study on Truck Drivers Requirement in India

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Indian logistics sector badly needs skilled workers. In the study conducted by Confederation of Indian in collaboration with KPMG in the year,2007 estimates road freight segment need nearly 51 million truck drivers by 2015 where in similar study it has been identified that India has roughly only some 3 million truck drivers for medium and heavy commercial vehicles. This issue is going badly hit the logistics sector India which is the backbone of India economic growth story.The present study proposes a theoretical framework on truck drivers shortages in India and it's impact on Logistics Performance.

MD-1, Monday, January 2, 3:30-4:45 P.M.
Session: Banking-I
Session Chair: Dr. Vishnuprsad Nagadevara
Indian Institute of Management Bangalore

9024 Exploring the Intellectual Structure of Accounting Studies

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This study explores and maps the intellectual structure of accounting studies from 1996 to 2005. It attempts to identify the relevant publications and influential scholars as well as the correlations among these publications using citation and co-citation analyses. Bibliometrics and social network analysis techniques are used to examine 34,764 cited references in 647 articles from two accounting related journals in SSCI and SCI databases. Four factors emerged: (1) evaluation of accounting, (2) agency theory, (3) financial disclosure and (4) information content. This study provides a systematic and objective tool to evaluate knowledge nodes in accounting research.

9032 Assessing the Privatization of Iranian Banking Industry: An Intellectual Capital

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Privatization is the full or partial transfer of ownership of public sector assets to the private sector. To assess the banking privatization of Iran, we used the efficiency measures to investigate the impact of privatization on Iranian banking performance. The results indicate that there are vast differences in the performance of the two sectors. Our empirical results support the hypothesis that private banks are more efficient than state-owned banks (SOBs). So the privatization has increased the efficiency of Iranian industry.

9406 Efficiency of Banks in India - Evaluation and Policies for Improvement

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This paper empirically estimates and analyzes relative efficiency of various public sector, private sector and foreign banks in India using Data Envelopment Analysis. The ratios published by RBI for various banks in the years 2008, 2009 and 2010 were used for the analysis. The analysis is carried out on the entire set as well as on individual categories of the banks. Inter-temporal shifts in relative efficiencies were also analyzed. Various factors that impact the efficiencies of the banks are identified. Finally, policy measures for banks that can bring about improvement in the performance of inefficient banks are suggested.

MD-2, Monday, January 2, 3:30-4:45 P.M.

**Session: Globalization
Session Chair: Dr. Umesh Mishra
Patna University**

9033 IHRM and Effective Global Staffing Systems in the Iranian Context

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The creation of global HR systems remains a real challenge for organizations fighting to stay competitive in a globalized marketplace. In addressing this ongoing “challenge,” in this paper we first examine important global staffing issues and the practices that should be implemented to create a successful international global staffing strategy. Second, we paint a picture of the economic and labor conditions of Iran within a broader global marketplace. Finally, we specifically review Iranian HR managers' challenges in staffing, as well as identify the core and unique competencies necessary for carrying out effective Iranian domestic and international staffing strategies in a globalized economy.

9040 Understanding Mobile Payments: Lessons from India, Singapore, Hong Kong and the USA

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Worldwide explosive growth of mobile phones, growing capabilities of the devices to do much more than simple phone calls and their penetration to all levels of the society have made this revolutionary technology as the potential principal means for communication, entertainment, information access and shopping. The personal nature of the device has generated attention of mobile network operators, retailers, and financial institutions for its potential as an alternative method for financial transaction including payment. This paper presents the result of a study on the current state of mobile payments in the US, India, Hong Kong and Singapore.

9449 Managing Change on Global Convergence in Financial Reporting

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The global convergence of financial reporting is expected to cause upheaval in companies' finances and profitability etc. The issue of global convergence has also gained momentum in India. But a ‘big bang’ approach to change can be disruptive and painful without planning for effective change. The paper evaluates the insight into and approach to managing the change on the global convergence in financial reporting by the corporate units in Patna. Findings highlight that the companies approach to change is without planning for managing change smoothly and effectively.

9474 Challenges Before Management Education in a Global Scenario

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The current topical challenges regarding quality, transparency, decisional autonomy, sustainable development and pro-activity in identifying and managing resources is the priority of the 21st century. The new education framework particularly the knowledge-based society has to conceive new means for offering to learners' new competences, abilities and skills, a new pattern of behavior and a new organizational culture. Structural reform of the existing education and training system is mandatory for surviving and being competitive in the global markets. This paper explores the weaknesses of management education and highlights the strengths of the system to suggest improvements.

MD-3, Monday, January 2, 3:30-4:45 P.M.
Session: Management Education: Contemporary Issues
Session Chair: Prof. Vipin Dewan
Centre for Management Training & Research, Kharar

9452 E-readiness of Colleges Implementing e-suidha: Challenges and Opportunities

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The success of educational e-governance in colleges depends on many factors and e-readiness is major of them. E-readiness is defined as the degree to which a community is prepared and has the potential to participate in the Networked World. It is also defined as the ability to use information and communication technologies (ICT) to develop one's economy and to foster one's welfare. In this study author investigates the challenges and opportunities about e-readiness of colleges implementing e-suidha under educational e-governance framework in North Maharashtra University.

9504 Turning Over a New Leaf: Making Management Education Adapt to the Changing Times

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Management Education today stands at crossroads. An MBA degree has lost the supreme value it held, earlier, as the quality of MBAs graduating from the ever increasing number of Management Institutes is suspect. This paper would help come up with ways, to ensure that Management Education be made relevant, to the needs of the industry and help in bridging the gap between 'what is' and 'what should be'. This paper also aims at charting out a roadmap for Management Education, by getting inputs from the academia and industry, so as to make Management Education dynamic.

9557 Management Education: Contemporary Issues

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

Formal Management education originated at Harvard over a hundred years ago. In the next few decades, the MBA degree became a passport to excellent career and life. Nearly fifty years back, management education took shape in India through IIMs and some Indian Universities. MBA became a coveted degree in India too. However, in the last ten years, due to indiscriminate opening up of management institutes, MBA has been reduced to just another degree, not yielding the desired expectations of career. The issues relating to this decline in the value of the degree are discussed and a few remedies proposed.

MD-4, Monday, January 2, 3:30-4:45 P.M.

Session: OB-II

**Session Chair: Dr. Dipti Sethi
Christ Institute of Management**

9415 Facilitation Model to Manage Resistance

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In Organizational Change Management Interventions, while facilitating process interventions, culling out emerging leaders from amongst the employees at the organizational levels would help in resistance management, by the change management team. Boyatzis' Resonant Leadership model, Zahar's Spiritual intelligence, Goleman's 'Emotional Intelligence & the servant leadership model have been explored in this paper. Narayana's application of "Gita to Management" Yoga, Art of Living, Vipassna too has been reviewed. Present paper has come up with a Facilitation Model to minimise resistance during a change management process.

9469 Understanding and Conducting Effective Brainstorming Sessions

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Brainstorming is a process to get maximum number of ideas on a specific area of interest. It can also be defined as a conference technique by which a group attempts to find a solution to a specific problem by amassing all the ideas spontaneously brought forth by its members. It is an effective tool for problem solving and decision making in organizations of any nature. If conducted effectively, brainstorming sessions may yield a number of creative solutions to the problems faced by organizations. This paper discusses the details of running effective brainstorming sessions.

9482 A Snapshot on Quality Worklife Parameters in Academics

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QWL refers to the level of satisfaction, motivation, involvement and commitment individuals experience with respect to their line at work. QWL practice involves acquiring, training, developing, motivating and appraising for the best performance of the employees as per organizational objectives. In the field of Academics, an academician has to fulfill both academics as well as the non academic responsibilities. This research is an empirical study on the various parameters, which leads to the QWL among the engineering and the management faculties in Nagpur region.

ME-1, Monday, January 2, 4:50-6:00 P.M.

Session: Higher Education Issues

Session Chair: Dr. Bibek Banerjee

IMT Ghaziabad

9012 Readiness of National Universities in Convergence Application of International Financial Reporting Standard

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Based on agreement of G20 Indonesian government will have enacted time limit of IFRS application for all business entities having accountability of public and state institutions at least on 1 January 2012. Objectives of this research are to evaluate and analyze curriculum alteration phase for interuniversities-IFRS preparation, to compare interuniversities-IFRS curriculum alteration preparation. State university campus provided appearance that IFRS application only needs alteration of 20% from all curriculums, while private universities executed composition of curricular alteration almost 40%, not only replaced books of lecture subjects but also added lecture subjects.

9029 Challenge of Intellectual Capital Development through Higher Education

Ahmad Akbari Dibavar, Industrial Management Institution Tabriz, ahmaddibavar@gmail.com

Higher education is the engine of growth for any nation through intellectual capital formation. This imparts necessary knowledge and skills to the people enabling them to contribute towards national development. Higher education is more critical to the developing countries. Higher education can also be a means of social mobility through intellectual capital formation. This will be possible when education is market driven, effective, dynamic and accessible by all. Funding is central in both capacity building and facilitation of access to higher education. The conventional mode of public funding suffers from some inherent limitations in quality and quantity. Private funding tends to be expensive and inaccessible to the average citizens and poor.

9036 Service Quality in Higher Education: Comparing the Perceptions of Stakeholders

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Due to the rising competition between higher educational institutions, there is an increasing awareness of the importance of enhancing service quality to ensure the institutions' continuous survival and success in the competitive market. However, providing precise and adequate services to the customers from various backgrounds in the stakeholders list (e.g. faculty, student, parent, and employer) became great challenges to the higher educational institution nowadays. This paper empirically examines issues and some critical aspects concerning the development of service quality measures for educational institutions that include various members of stakeholders as customers.

9551 Talent Management in Higher Education

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Today, almost all sectors are engaged into 'Talent War'. It is quite encouraging to see the Indian education sector getting poised for major reforms, with something new from the HRD ministry appearing regularly in the media. One of the major issues highlighted in the media is "Faculty motivation, development, retention and remuneration". While realizing the importance of paying attention to the teachers of Higher Education, this paper attempts to trace the history of Talent Management in Higher Education since its inception.

ME-2, Monday, January 2, 4:50-6:00 P.M.

Session: HRM- Case Studies

Session Chair: Dr. Saroj Koul

Jindal Global Business School

9464 Examining the Relationship of Work Life Conflict, Job Satisfaction and Turnover Intentions of Banking Professionals in Kutch

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Manju Raisinghani

This paper examines the effect of job satisfaction and work life balance on turnover intentions of bankers in the Kutch region. A questionnaire is used to elicit data from 150 banking professionals on their work life balance. The results of the study show that the bankers who are satisfied with their jobs are having less intention of leaving their job. Analysis is also been done based on gender for their work life balance and turnover intention. The study contributes to the existing literature by providing empirical evidence to explore the said relationship.

9519 Critical Factors Affecting Retention: Case of the Indian IT Industry

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The attrition rate of IT industry in first fiscal of 2011 stood at 23% (BS, 2011). Attrition is number of employees who are leaving the organizing before finishing the project or retirement. Various factors affecting the attrition rate include financial compensation; training and development; promotion; recognition; challenging work; innovation and creativity; leadership style; autonomy; and job satisfaction (Cieri and Kramar, 2005). The objective of the paper is to identify critical factors of retention and to suggest strategies to overcome higher attrition rate.

ME-3, Monday, January 2, 4:50-6:00 P.M.
Session: Management Education: Quality
Session Chair: Dr. Raghuvir Singh
JK Padampat Singhania Institute of Management

9490 Accreditation as Quality Assurance Tool: Designing a Framework for Mgt. Education
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The paper shows importance & benefits of accreditation for stakeholders in management education. The proposed Indian accreditation system is input driven suggesting that if certain inputs in numbers are available it shall assure quality which is at variance with the existing reputed international accreditation systems. The paper suggests four important issues that must be taken into consideration in the proposed framework which are: Minimal involvement by the governmental agencies, opening doors for independent bodies as accreditation agencies, assuring that these agencies do not become accreditation mills and integrating the experience and systems of international accreditation bodies.

9528 Ranking of Management Education Institutions in India
Vikram Parekh, SIES College of Management Studies, prof.vikramparekh@gmail.com

Management Education in India is going through a very important juncture of defining its future sustainability, on the one hand there is an increasing number of campuses of quality institutions like IIM, ISB, IMT, SP Jain has been opening their new campus in India and also other countries abroad. On another hand there are a growing number of management institutions to fill the second and third layer demand. Under this complex background this research paper is an attempt to study the various ranking of management institutions in India along with a perception study of key stakeholders towards such rankings.

ME-4, Monday, January 2, 4:50-6:00 P.M.
Session: Manufacturing Industry
Session Chair: Dr. Atul Agarwal
University of Illinois Springfield, USA

9010 Status of Lean Implementation in Chinese Manufacturing

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Recently, lean enterprise has emerged as a new paradigm to achieve competitive advantage. Its implementation continues to be a major challenge for most companies. Given that China has now emerged as the “factory” of the world, not much exists in literature on the degree of lean implementation among Chinese firms. This empirical study deals with exploring the degree of lean implementation across Chinese manufacturing firms. The study results are expected to fill the void in the literature and help us understand the challenges facing the emerging economies in their adoption of new paradigms like lean manufacturing.

9035 Field Research on Design Management in the Manufacturing Industry

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This study clarifies the impact of design management in manufacturing industry. And, the study clarifies what type of design management is effective. A questionnaire was provided to 100 companies. The design of the items in the questionnaire followed the framework of Kaplan & Norton’s Strategy Map. The usefulness of working on design management was verified. It was verified that creating a management structure was necessary for design management. Furthermore, it was shown that the results of design management were improved more by substantial, organized action by the top leadership.

9486 Review on Maintainability Evaluation

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Maintainability has been studied extensively. This paper reviews the literature of evaluation of maintainability. Related articles appearing in the international journals from 2000 to 2011 are gathered and analyzed so that the following three questions can be answered: (i) Which approaches were prevalently applied? (ii) Which evaluating criteria were paid more attention to? (iii) Is there any inadequacy of the approaches? Based on the inadequacy, if any, some improvements and possible future work are recommended.

TA-1, Tuesday, January 3, 9:20-11:00 A.M.

Session: Banking-II

Session Chair: Dr. Narinder Bhasin

AXIS Bank Limited

9037 Survey of Influencing Factors in Institutionalization of E-Banking Services

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Research method used is descriptive -survey. The statistical population of survey includes employees and active customers of Tabriz Agricultural bank's branches. Sample volume using a stratified sampling for 102 employees and 207 customers were calculated. Data collection tool is a questionnaire. Reliability using Cronbach's coefficient of 86 percent for employees and 80 percent for customers was calculated. The results of this study it was found that all four factors(cultural - social factors,Technical- specialized factors, financial- economic factors and managerial - strategic factors)considered in the study was influencing in the institutionalization of electronic banking at the bank branches are peasant Tabriz.

9401 Study of Report on Customer Services in Bank

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Review the existing system of attending to customer service in banks - approach, attitude and fair treatment to customers from retail, small and pensioners segment. b. Evaluate the existing system of grievance redressal mechanism prevalent in banks, its structure and efficacy and recommend measures for resolution of complaints. c. Examine the functioning of Banking Ombudsman Scheme - its structure, legal framework and recommend steps to make it more effective . d. Examine the possible methods of leveraging technology for better customer service with proper safeguards including legal aspects in the light of increasing use of Internet and IT .

9455 Measuring Service Quality in Retail Banking Sector in Context of Gujarat

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Purpose:1. Measurement of service quality in retail banking context 2. Segmentation 3. Determination of the five dimensions
Methodology:: The SERVQUAL measuring instrument is used in conducting this research categorizing customers into two a priori segments of high perceived service quality and low perceived service quality. Findings: Reliability dimension of service quality shows the highest shortfall and assurance shows the smallest shortfall. 'Responsiveness' was found first for customer satisfaction and loyalty intention while 'Tangibility' stood second.

9553 Role of Commercial Banks for Green Banking in India

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Banking sector is one of the major stake holders in the Industrial sector; it can find itself faced with credit risk and liability risks. Further, environmental impact might affect the quality of assets and also rate of return of banks. Thus the banks should go green and play a pro-active role to take environmental and ecological aspects as part of their lending principle. This paper explores the importance of Green Banking, highlights the important lessons for sustainable banking and development in India besides proposing policy measures.

TA-2, Tuesday, January 3, 9:20-11:00 A.M.

Session: Entrepreneurship

Session Chair: Dr. Ruchika Sharma

BITS, Pilani

9430 Entrepreneurial Intent-A Review of Literature

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Theoretical models of entrepreneurship suggest that an individual's intention to start an enterprise is a strong predictor of individual entrepreneurial action. Less understood are factors that influence the likelihood of entrepreneurial intentions and nascent entrepreneurial behaviour. Also it has emerged that individual entrepreneurial intent is a key construct in research on new business formation. The literature argues that entrepreneurial intentions depend on perceptions of desirability and perceptions of feasibility. If entrepreneurial intentions precede entrepreneurial behaviour, then entrepreneurship educators should benefit from intentions-based research in entrepreneurship. This paper examines such antecedents of entrepreneurial intent.

9462 Enabling Success Factors and Strategies for Products of Small Entrepreneurs

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Small Entrepreneurs are major contributors to the economic growth and job creation. In this research an attempt is made to explore the factors and strategies contributing to the success and failures of the products of small entrepreneurs. Statistical analysis is done to find out which factor plays a significant role for the success of the product developed by small entrepreneur. A regression model has been developed to forecast the success or failure of the product which will be useful for small entrepreneurs much before the product is released to market.

9473 Development of Women Entrepreneurship - Challenges and Opportunities

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Women have undergone a radical transformation from merely a homemaker to a dynamic multifaceted personality contributing to the socio-economic growth worldwide. Women participation with proper recognition in development process is the pre-requisite of balanced growth of today's economy. A move from family management to enterprise management may be easier for them. Today, more and more women are seeking economic opportunity and self determination through enterprise creation and are well prepared to grab the opportunities of the multi-polar world. This paper examines the opportunities and the problems of women entrepreneurs in India particularly in Bihar.

9484 Use of Advertising Messages to Teach Entrepreneurship

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Advertising is one of the forms of communication which most human beings are directly or indirectly involved with. Advertisers use most creative form of language to appeal to masses and to make a firm grip on their subconscious minds. Entrepreneurial education in India is still under a paradigm shift and under this scenario the think tank i.e. academicians have to continuously strive to augment the promotion of youth acuity in entrepreneurship. This paper aims at exploring innovative ways of instigating entrepreneurial education in the young minds, through well established brand associations triggered by advertising messages.

9501 Entrepreneurship in Sugarcane Truck Transport Business

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Transport is indispensable for the assembling and dispersal of raw materials and goods. It encourages the promotion of several industries. Road transport is a supplementary and complementary mode of transport to complete the movement carried out by other modes of transport. Truck transport is most popular mode of road transport. Entrepreneurship is the driving force to create empires from simple ideas. It is a managerial process of organizing, operating and assuming the risk of new business venture. Truck transport business is a challenging activity where, entrepreneur wants to take various risk.

TA-3, Tuesday, January 3, 9:20-11:00 A.M.
Session: Finance
Session Chair: Mr. Rajeeva S.
Bapuji Institute of Engineering & Technology

9015 Analyzing and Evaluating Investment projects Using Fuzzy Approaches

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Since the financial flows as well as interest rate projects are faced with uncertainties,. The aim of This research is to use fuzzy theory in the face of this uncertainty. the alternate theory can be fuzzy sets (fuzzy numberslowest value the most likely value and the greatest value. Techniques net present value, uniform annual value and benefits to costs ratio fuzzy approaches have been developed with special references to project fuzzy data in order to be used in evaluating investment project.

9480 Fama and French Model: Cash Earnings per Share Tests

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Manjunatha Thathappa, Bapuji Academy of Management & Research, tmmanju87@rediffmail.com

The study tests whether cash earnings per share (CEPS) as envisaged in the Fama and French three-factor model for N S E listed companies during 1996-2010. The results show that growth in CEPS of a portfolio when regressed with the corresponding growth in factor portfolios like market, size (SMB) and value (HML), these variables behave in the same way as the returns model of Fama and French three factor. This paper shows that growth in CEPS of portfolios behave the same way as the returns model of Fama and French three factor model in Indian market.

9522 Performance Persistence of Mutual Funds with Special Reference to MIP Funds

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Mutual Funds offer an opportunity to the common man to invest in a professionally managed and diversified set of securities. They are primarily categorized as equity funds, debt funds and monthly income funds. Monthly Income Plan (MIPs) funds invest a major portion in debt securities and are therefore more suitable for investors looking for steady returns. There are around 50 mutual fund houses offering MIP funds and therefore it is difficult for the investor to take a decision. This paper uses regression analysis to find out whether MIP funds continuously outperform their benchmark.

TA-4, Tuesday, January 3, 9:20-11:00 A.M.

Session: HRM-II

Session Chair: Mr. Siraj Ur Rahman

Institute of HRD

9414 Total Productivity and Employee Engagement

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Employee engagement is an integrated window of individual capabilities and organizational results. Leveraging the multiple –talents of the employee for the organization growth and individual growth leads to a win-win scenario, i.e: employer & employee. Every employee has three dimensions to his work. This paper tries to understand the various facets of employee engagement pertaining to innovation process and leading to innovation Index in the organization, to harness this underutilized goldmine. This interplay helps the employees fit into the employer's challenges and growth in the organization.

9550 HR Practices and Org. Commitment in Self-Financed & Govt Educational Institutions

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The present research aims to study the HRM Practices and Organizational Commitment. 215 Respondents from self-financed professional institutions were used as respondents to find out the HRM practices and OC. The Result Shows that the academicians from Govt. Prof. institutions are less Committed but more satisfied with HRM Practices notable on dimensions of satisfactions, hiring practices, pay packages and communication practices as compared to self-financed institutes. The relationship b/w various dimensions of HRM Practices and OC were found positively correlated.

9554 Organizational Commitments and Job Satisfaction among Faculty of UP & Punjab

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The present research aims to study the Organizational commitment and job satisfaction. 215 faculty from self-financed professional institutions of UP and Punjab were used as respondents to find out the job satisfaction and Organizational Commitment. The Result shows that faculty members of Punjab are more satisfied but less committed than their UP counterparts. The relationship between various dimensions of organizational commitment and job satisfaction were found positively correlated.

9574 Competencies for Developing Recruitment and Selection Professionals

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Recruitment function has undergone a sea change in the recent times. It has gained strategic significance as the war for talent is increasingly becoming competitive. In order to succeed in this war for right talent the recruitment and selection professionals must possess competencies to recruit and select right kind of people. This paper aims to develop a competency framework for training and developing recruitment and selection professionals.

TC-1, Tuesday, January 3, 1:30-2:45 P.M.
Session: Leadership
Session Chair: Dr. Shabnam Priyadarshini
Centre for Management Training & Research, Kharar

9030 Intellectual Capital and Transformational Leadership Style

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As intellectual capital is increasingly becoming important, organizations need a special form of leadership that has been compatible with strong abilities and skills, and establish commitment to lifelong learning. Appropriate leadership is required for intellectual capital development; however, there has been little empirical analysis of the theoretical relationships among organizational capitals and leadership styles. This article examines the relation between level of intellectual capital and leadership styles in SME's of telecommunication industry.

9471 Leadership Pedagogy: Impact of Prior Work Experience on Student Perception

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Interpersonal skills, managing complexity and ethics seem to be recommended by researchers as the key factors of leadership pedagogy in project management education. This paper focuses on student experience during a postgraduate program in project management and aims to identify differences in the students' perception of these aspects of leadership, depending on their level of prior work experience. Since management education programs in India target students both with and without prior work experience, the understanding of the differences in perception between these two types of students will help academicians to modify their pedagogy to cater to both audiences effectively.

9556 Gender and Leadership Stereotypes amongst Management Students

Shabnam Priyadarshini, Centre for Management Training & Research, Kharar, shabnamp@gmail.com

The objective of the present study was to see if gender differences exist in the broad gender stereotypical (agentive, communal) and leadership-specific (task-oriented, relationship-oriented, transformational) characteristics attributed to men, women, and managers in general. For this purpose, two distinct samples of male (359) and female (296) students enrolled in post-graduate management courses in Chandigarh region were used. The results show that male students' ratings deviated significantly from ratings made by females, particularly for the condition of women in general. Results also suggest a same-sex bias among female respondents for the leadership scales.

TC-2, Tuesday, January 3, 1:30-2:45 P.M.

Session: OB-III

**Session Chair: Dr. Radha Sharma
Management Development Institute**

9018 Effect of Religiosity on Environmentally Friendly Behaviour

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Sally Caruana, RMIT University, sally.caruana@fwa.gov.au*

The objective of this study was to ascertain if adherence to a particular religion, in this case, Christians or Hindus and the religiosity – the degree of commitment to a religion – has any influence on attitude towards the environment and environmentally friendly behaviour. The study found high correlation between religiosity and environmental attitude. There were systematic differences across the two samples, from Australia and India, on how adherence to a religion affected environmental attitudes, with no differences seen in the Australian population, but a significantly higher positive environmental attitude expressed by the Hindus in the Indian sample.

9023 Personality & Group Performance: Role of Personality Similarity & Composition

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Tiffany Johnson, University of Illinois, tdjohnso@illinois.edu*

We examine whether a work group's performance is affected by the group's Big Five personality composition (i.e., trait variability and minimum score). Results based on two different experimental tasks, an additive task requiring differing skills from group members, and a conjunctive task requiring high interdependence among group members, indicate that variability in extraversion is related to better group performance on the additive task but not on the conjunctive task, and that higher emotional stability minimum score is related to better group performance on the conjunctive task but not on the additive task. Implications are discussed.

9472 SOS Village: The Enigma of Professionalization of Social Responsibility

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A case of Save our Soul (SOS), an international NGO which has emerged as an institutionalized response to responsibility towards unfortunate children's needs since 1949. Built on family-based concept SOS works under SOS Kinderdorf International in 132 countries, in the spirit of the United Nations Convention on the Rights of the Child. The specialized training, that 'Mothers' receive, is based on emotional intelligence making them sensitive to the special needs of the children to overcome their trauma. Principles and processes of management at SOS village, Hyderabad would be examined and issues about the rights of professional mothers would be raised.

9573 Simple Natural Ways of Reversing Effects of Stress due to Life's Uncertainties and Turbulence

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Yoga-based methods are now accepted means of restoring mental and emotional balance after severe disturbances, even Post Traumatic Stress Disorder (PTSD). They can rapidly restore health for many pathologies, and are increasingly accepted as easy-to-maintain and enjoyable approaches to preventive health care. Many city school systems in various parts of the world now incorporate Yoga-based techniques into the curriculum to increase the fulfillment of students' potential. India, the land of Yoga, is now rediscovering Yoga's pertinence to solving burgeoning health problems of affluence. Student life offers a unique opportunity to gain these benefits while training.

TC-3, Tuesday, January 3, 1:30-2:45 P.M.
Session: Retailing
Session Chair: Dr. Bernadette Dsilva
K.G. Mittal Institute of Management & Research

9407 An Overview of Marketing Skills of Street Vendors in Mumbai: An Empirical Study

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Street vending is not only a source of employment but provide affordable services to the majority of population. The role played by the hawkers in the economy as also in the society needs to be given due credit because these vendors provide a low-cost option of providing goods to the consumer. The poorer sections of the city in particular procure a large number of their daily needs from the street vendors, as the goods sold are cheap and are usually made by local producers. The present study aims at exploring the marketing skills of street vendors.

9451 Buying Attitude towards Grocery Retailing Services of Super Markets in Solapur

Anil Barbole, Chh.Shivaji Night College, dranilbarbole@yahoo.in

Varsha Borade, Bharti Vidayapeeth

This study examines the impact of a customer buying attitude on various grocery products in supermarkets. The growing competition among the retailers and the increased customer dissatisfaction among customer are reasons for the grocery retailers strive to know their customers. The different shopping patterns are evident owing to varied customer tastes and environment. Each customer develops the unique shopping style. Such decision making style provide information to understand different attitude and behaviors of customer. The study aims to focus the exact role of Retail Grocery in Super Markets. & thus incorporates the market vision in general.

9549 A Study of ORS, RE and OC in Retail Sector

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The present research explored that RE and Org. culture is attributed to ORS in retail sector. stress is a dynamic condition in which an individual is confronted with an opportunity, constrain or demand related to what he or she desires and for which outcome is perceived to be both uncertain and important. 210 respondents were randomly selected from various retail outlets to determine ORS, Role Efficacy and OCTAPACE Profile that represent Org. Culture. ORS has shown to have a negative impact on RE and Org. Culture.

TC-4, Tuesday, January 3, 1:30-2:45 P.M.

Session: Technology

Session Chair: Dr. Bernard Arogyaswamy

LeMoyne College

9008 Low Carbon and Renewable Sources of Electrical Power: A Paradigm Shift and New Business Models

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This paper investigates some methods by which major declines in carbon are being pursued, such as installation of more efficient heat transfer processes, carbon capture and storage, and the expanded deployment of renewable energy sources. The technological evolution of solar photovoltaics, including complementary products (batteries, inverters, etc.), and the rapidly expanding wind energy field, both on land and offshore, are discussed. The case for a new paradigm of electricity based on decentralization and a smart grid is made, with the suggestion that during the interim period, while renewable sources are “in transition”, active business model innovation is imperative.

9460 Digital Literacy in Education

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Digital Literacy can provide extra information which a student or researcher is looking for. It can guide people for their career path, informing about the pros and cons of his subject choices and listing down the best alternatives. A digitally sound company will have a competitive advantage over others in better communication, strategic thinking and better decision process. It can gain more resources in terms of information which is the key to an organisation's success. Data mining, Web 2.0, Social Networking Sites are some of the factors taken into considerations.

9461 Augmented Reality Mechanical Assist Device

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Augmented reality is a field of research which is a combination of real world and computer generated data where computer generated graphics and images interact with real world objects. Overall it is virtual reality interacting with real world objects. The paper discusses about a concept for an augmentation tool (Mechanical Assist Device). The device (termed as ARMAD) guides a person when repairing a car for known problems. It helps the user to step through a procedure to solve it by his own without incurring the cost of mechanic or auto repairing firm.

TD-1, Tuesday, January 3, 3:00-4:15 P.M.
Session: B-school-Industry Partnership
Session Chair: Prof. Rajesh Panda
Symbiosis Institute of Business Management, Pune

9450 Scope and Potential of Business Consultancy in Colleges

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Consultancy activities are very important for students and teachers for providing practical exposure with decision making ability. Teachers are the builders of "HUMAN CAPITAL" in the hub of HR, where creates surplus and financial self sufficiency. 96% colleges are not doing consultancy although 81% teachers are interested in consultancy. The cell should collect the industrial issues for consultancy. Staff Academic Colleges should start consultancy training programmes. The researcher has suggested more than 55 types of Consultancy Avenue to the teachers and students for self empowerment. Teachers should started "Edu-tancy" (Education + Consultancy) in the colleges with five steps model.

9538 Spectrum of Avenues for Academe - Industry Partnership

Mahalaxmi Krishnan, K J Somaiya College of Arts and Commerce, kmahalaxmi@live.com

To meet the current and future challenges, industry needs men of caliber. They however find that graduates churned out by Indian Universities and B-Schools are no longer able to cope with the demands of present working environment. This paper traces the need for academe-industry partnership, how the two can work closely for mutual gains and identify avenues for effective interfaces between them. Modes and mix of interfaces should be identified depending on the long term growth and development of both. Research should be done to develop a flexible Industry Partnership Model for different academic set up.

9547 Niche B Schools: Addressing Requirements of Emerging Industries

Rajesh Panda, Symbiosis Institute of Business Management, Pune, rajeshpanda@sibm.edu

A big chunk of outgoing students from tier-2 and tier-3 B Schools in India lack in hands on experience and are not employable at managerial positions. The paper suggests that B Schools must innovate, partner with industry and create industry specific programmes catering to emerging sectors like Retail, IT and BPO, Energy, Food Processing etc. It considers perspectives developed by other researchers on tertiary education and tries to add the body of knowledge by creating a framework for creation of Niche B Schools addressing the requirement of emerging industries instead of competing in the traditional management education sector.

TD-2, Tuesday, January 3, 3:00-4:15 P.M.

Session: Innovation

Session Chair: Dr. Narinder Bhasin

AXIS Bank Limited

9020 Innovation and its Impacts on the Efficiency of Organizations in the Third Mille

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It is very important to consider that quick global changes have resulted in changes in the creativity and innovation. Countries which are the sources of innovations can adapt to the new conditions and in line with changes to the process, obviously, in today's complex world, organizations successful in competing with others who can make the best advantage of the opportunities ahead, and this is possible only with increased creativity and innovation. this paper is aimed at proving the assumption and tries to express the importance of creative and innovative organizations in this category in the third millennium.

9402 Innovations in E Banking - Real Time Gross Settlement

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Real time gross settlement systems (RTGS) are funds transfer systems where transfer of money or securities takes place from one bank to another on a "real time" and on "gross" basis. Settlement in "real time" means payment transaction is not subjected to any waiting period. The transactions are settled as soon as they are processed. "Gross settlement" means the transaction is settled on one to one basis without bunching or netting with any other transaction. Once processed, payments are final and irrevocable. RTGS is an inter-bank fund transfer system (settlement) Settling funds on a transaction by transaction basis (gross).

9534 ERP for Small Business: A Study of Tally ERP

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

ERP is very advantageous for business. Unification of all key operational systems enables better decision making. There are SAP, BAAN and PeopleSoft like products available for big businesses. The high cost of ERP software is major factor for Small and Medium Enterprises. But software companies are now offering few ERP products for SME as well. The small businesses are now blessed with ERP software called Tally ERP. This is web based ERP software covering important functional areas and available at reasonable prize. This paper deals with various aspects of Tally ERP for small business.

TD-3, Tuesday, January 3, 3:00-4:15 P.M.

Session: Inventory Management

Session Chair: Dr. Sudhakar Achath

Amrita Vishwa Vidyapeetham

9027 Single Machine Weighted Tardiness problem with position based Learning Effects

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The traditional machine scheduling problems assume that the processing time of a job is independent of its position in the production sequence. However, in numerous practical situations, the processing time of a given product is shorter if it is sequenced later, rather than earlier in a sequence. This phenomenon is known as “learning effect”. Thus, unit costs decrease as firms produce more of a product and enhance their knowledge and experience. We study the case of the one machine weighted tardiness problem and present our results.

9432 Simplification of EOQ Model for Planned Shortages using Equivalent Holding Cost

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We propose the concept of Equivalent Holding Cost (EHC). We demonstrate Economic Order Quantity with Backordering (EOQB) model simplifies to the level of EOQ model (in terms of formulae and difficulty-level). We propose “Factor for Back-ordering” or “Factor for Planned Shortages”. We derive that the product of factor for backordering and holding cost is the Equivalent Holding Cost for EOQB model. This magically simplifies EOQB model.

9570 An Inventory Model for Time Varying Deterioration and Price Dependent Quadratic Demand

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A deterministic inventory model is developed for deteriorating items when the demand rate is assumed to be a function of price which is quadratic in nature and the deterioration rate is proportional to time. The model is solved when shortages occur in inventory. Later, the case of no shortages is discussed. The sensitivity analysis of the model is discussed with a numerical example.

9571 MRP and Inventory Management Practices: A Case Study of HMT Tractors Limited

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Azhar Mohammed

This is a study of processes supporting the materials planning and purchase functions of HMT Tractors Ltd., Pinjore. It shows how the company reengineered a turnaround, eliminating legacy systems in response to falling demand. HMT has customized its MRP-based ordering system. Primary and secondary data are used to understand master scheduling and inventory recording, to evaluate merits and pitfalls, and show the development of methods for process improvement. Interestingly, while a main weakness is in inventory record accuracy, strengths of the company are in in-built processes for real-time computation of material requirements, and competent and reliable vendors.

