

**CONTRIBUTED
PAPERS**

SB-1, Sunday, December 28, 1:30 p.m.-2:50 p.m.

Session: Corporate Governance

Session Chair: Satish Kushwaha

Delhi school of Economics

6526 Corporate Social Responsibility

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Corporate Social Responsibility is a concept whereby Corporate/ Organisations consider the interest of Society by taking responsibility for the impact of their activities on Customers ,suppliers , employees ,shareholders, communities,& other stakeholders, as well as the Environment.The benefits are: Business benefits.Educational Loans by the Banks at concessional rates to seek the loyalty of beneficiariesHuman Resources.EmployeeGoodwill;The Companies with better managed CSR will have an edge over others.

6527 Corporate Social Responsibility in Marketing: A way to retain customers

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This paper shows how Indian firms have created “four dimensions of value” through their CSR activities. In this context, the CSR activities of some of Indian firms like Dr.Reddy's Lab, HLL, TATA, ITC. In this paper the shift in CSR in Indian firm from first to third generation is discussed. The study revealed a massive changed in external and internal dimension of CSR activities in Indian firms. Socially responsible marketing helps companies to increase corporate goodwill, building brand awareness, socializing of their corporate messages and ultimately boost in sales and converts into a long term relation aquirement of the customers.

6567 Integration of G-Branding in Corporate Communications Strategy: An Empirical Investigation

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This study was done to find out the manner in which today's executives respond to Indian Philosophical ideals and the extent to which consumers find these propositions as relevant and authentic. The primary methodology followed for this study was administration of interview schedule to 175 executives. At the secondary level, the study derives empirical evidence from the findings of a sample survey of 238 consumers. Key findings are based upon the factor analysis of the data collected. The study suggests that to overcome the barriers of lack of trust and communication, there is need of Gandhian Branding.

6697 Moral Responsibility to Corporate Social Responsibility: A Philosophical Understanding

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The term ‘Moral Responsibility’ has two different uses: Retrospective Responsibility and Prospective Responsibility. In the first case the agent is responsible for what he has done, that is, the responsibility for the consequences of the work he has performed. In other words the agent is morally responsible for his past action. The agent is accountable for his actions as well as its consequences. On the other hand, when it comes to Prospective Responsibility, we have a meaning of responsibility, which is based on the forward determination of what is to be done for the future care and welfare of others.

6580 Mapping the Efficiency: Global Practices in Corporate Governance

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Corporate Governance is the new imprint, emerging over all the economic legislations of countries world-over, the depth of these imprints being governed by the national and national-cultural policies of different countries. This paper is an attempt to study and present the features of corporate governance practices that thereby produce and emphasize different parameters and factors for assessing the effectiveness of corporate governance practices in different national-territories of the world. In Furtherance to this, author has attempted to develop a comprehensive corporate governance scale that best explains all dimensions revolving around the concept of corporate governance, studied and explained till date.

SB-2, Sunday, December 28, 1:30 p.m.-2:50 p.m.

Session: Operations Management

Session Chair: Surya Singh

Xavier Institute of Management

6554 Multi-Objective Facility Layout Problem: A state-of-the-art review

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It has been over two decade since Rosenblatt (1979) published his work on multi-objective facility layout problem (MFLP). Since then, there have been modifications/ improvements to his work. Many other models to solve MFLP have also been proposed. Similarly, many heuristics and iterative procedures have been proposed to solve multi-objective facility layout problem. However, no comprehensive review work on multi-objective facility layout problem has been undertaken so far. In this paper we review the different works of research that have been carried out in the area of multi-objective facility layout problem particularly and discuss the future research directions.

6611 Measuring Performance of a Multi Echelon Repair Inventory System : BSC Approach

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The paper identifies large number of performance indicators for modular repair inventory flow in a multi echelon repair inventory system using balanced scorecard approach. A hypothetical base model for large maintenance organizations e.g. in government sector/non-profit organizations has been discussed and after carrying out SWOT analysis strategic themes/objectives for performance measurement have been identified. A very limited work has been attempted in the literature so far in this direction. The classification of PIs has also been suggested in to strategic, tactical and operational indicators for ease of implementation in industry. The paper finally concludes with recommendations for future researchers.

6628 Deteriorating Inventory Model for two level credit-linked demand under permissible delay in payments

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This paper deals with an inventory model having credit-linked demand pattern under two levels of credit when items in the inventory deteriorate at constant rate with time. Credit period offered by retailer to the customer ultimately determines final demand for the retailer and in turn also for the supplier – known as two level of credit; is used to derive proposed model when demand is assumed to be credit linked. Optimal strategies for both the players; supplier as well as retailer are derived. A numerical example and sensitivity analysis is carried out to support the proposed model.

6549 A New Heuristic for Solving Facility Layout Problem

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In this paper, a new heuristic is proposed to solve facility layout problem (FLP). In the proposed heuristic FLP is formulated as linear assignment problem (LAP) which is solvable in polynomial time. The heuristic is applied to solve FLP from the set of LAP solutions. To evaluate the performance, the heuristic is tested on benchmark problems and solution is compared with other heuristics. An encouraging comparative performance of this procedure is thus reported. An improvement heuristic is also proposed to improve the solution from the set of LAP solutions and the results shows a marginal improvement.

SB-3, Sunday, December 28, 1:30 p.m.-2:50 p.m.
Session: Spirituality and Management
Session Chair: Radhakrishna Pillai
Indian Institute of Management Kozhikode

6501 Demystifying Spirituality at Work

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The spirituality has been associated with personal life of individuals, but it is manifested at the work place and influences the behavior of individuals at work. Thus, it is important to understand people's perceptions of spirituality at work. This paper attempts to bring an understanding to the phenomenon of spirituality at work based on data collected on individuals' perceptions through interviews and structured questionnaire. It also identifies the characteristics of a perceived spiritual person at work. These findings will help in making organizations more effective by bringing out the complete self of an individual.

6550 Spiritual Dimension of Leadership

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Author has attempted to unleash timeless wisdom and treasure available in Vedic Literature, other spiritual texts. Timeless Vedic wisdom has directed Business ethics, Stress Management, Motivation, etc. Research paper tries to capture and unveil Leadership practices and cases from this treasure and establish their relevance for modern day leaders. Spiritual foundation of leadership even for the contemporary leaders is a sub-conscious source of excellence to achieve results on a sustainable basis. This research is just one experiment to suggest if Leaders can be made conscious of endowments, which are a constant source of empowerment and excellence.

6673 Workplace Training and Development : A Spiritual Acquaintance

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Corporations these days are utilizing spirituality as a communication tool between employees to improve productivity and office-relationships. The paper tries to evaluate and institutionalize the brawny relationship between the "spirit within" and the corresponding training and performance trials at workplaces. Because of the decline in corporate staff, downsizing, spirituality is recognized to renew faith and can be considered as an effective vector in fostering productivity coupled with the peace of mind for the employees at work place. Adding "Spirituality" which balances our senses (indriya) in the workplace, the probability of overall human capital return on investment would be increased.

6551 Role of Spirituality and Technology in Management

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Modern technologies are being heavily used as powerful management tools. However, the use of technology has been unsuccessful in several cases due to poor change management, improper selection of technology, inability to understand the user requirements, incapability to cope up with technological changes etc. These management issues are likely to become more challenging in the future due to increased rate at which technological innovations happening and due to the increase in complexity of the business. Therefore, successful use of technology may heavily depend on developing innovative ways like spirituality to deal with the associated management issues.

SB-4, Sunday, December 28, 1:30 p.m.-2:50 p.m.
Session: Research and Innovation
Session Chair: Ajit Kumar Behura
ISM University

6505 TQM and Innovation in India - Development of measures and a research framework

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It is being observed that the basis for competitive advantage of organizations is gradually shifting from quality to innovation. Consequently it is important to evaluate the appropriateness of TQM for achieving innovation performance. Literature survey reveals scope for studies with respect to Indian organizations in the liberalized economy. This paper attempts to identify the variables and develops a research framework. A measuring instrument using a detailed questionnaire was developed to collect primary data. It was administered to Senior Managers of identified TQM organizations in manufacturing sector. The reliability and validity of measuring instrument was established by data analysis.

6575 Protecting Intellectual Property & Open Source Systems of Technological Innovation

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Globalisation introduced a stronger IP regime in India. Many firms have become conscious about R&D, innovation and protecting their IP. However, the pace and process of triggering innovations do not seem to be strong enough. Many organizations want to become innovative but have to put in place a process to harness the creative and innovative minds within and outside the organization. In the informal sector, the situation is even grimmer. Barring around 170 patents filed by the National Innovation Foundation (NIF) and GIAN (Grassroot Innovation Augmentation Network), there are not many examples of protecting IP in informal sector.

6698 Science and Technology in Sustainable Development

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Revolutionary advances in science and technology have lifted humanity to new heights of prosperity in a remarkable way in many parts of the world by bringing the increase in production and distribution systems. People in the world are more affluent today than hundred years back. But all these developments are at the cost of significant environmental degradation. Hundreds of millions of people are vulnerable to the impacts of hazards and natural disasters, extreme poverty, infectious disease and a host of other challenges by threatening the environment and potentially posing risks of unprecedented magnitude to our shared future.

To overcome the present crisis, there should be a sustainable approach to Science and technology with the understanding, earth as a single integrated system. Science and technology should be more effectively mobilized by narrowing down the gap between knowledge and action to support a transition toward sustainability. This goal can be achieved through scientific research, education and the practical application of research for solving real-world challenges and major global issues like, climate and society, water, energy, poverty, ecosystems, public health, food and nutrition, hazards and urbanization.

In this paper I would like to present how a good understanding and proper application of Science and technology can bring a sustainable development. In order to fulfill this, it will be essential to enhance scientific understanding, improve long-term scientific assessments, strengthen scientific capacities and ensure that the sciences are responsive to emerging needs for our daily survival and future development of humanity. There is a need for the sciences constantly to reassess and promote less intensive trends in resource utilization, including less intensive utilization of energy in industry, agriculture, and transportation. Thus, the sciences are increasingly being understood as an essential component in the search for feasible pathways towards sustainable development.

SD-1, Sunday, December 28, 4:20 p.m.-6:00 p.m.

Session: Marketing

Session Chair: Kala Seal

Loyola Marymount University, USA

6116 A Framework for Navigating the South American Mobile Market

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This paper presents our findings from a field research conducted on the state of the mobile commerce market in selected countries of South America. The countries visited were Argentina, Brazil, Chile, and Uruguay. The research is exploratory in nature and the data was gathered through interviews from various high level managers in multiple mobile value players in multiple countries. The findings are analyzed to suggest an integrative framework that can be used in identifying various viable business models for each of the countries based on the various factors that influence the uptake of mobile offerings.

6323 Virtual Prototyping in Marketing Research

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Product development across all categories is facing a constant challenge to identify promising ideas in an early stage of the development process, to achieve optimal budget allocations. Innovative consumer package goods as well as technology products can be seen as a winning configuration of available options, e.g. features or ingredients. This paper presents a newly developed research approach to simulate the acceptance of any configuration of constituent elements based on consumer reactions. This virtual overall evaluation is achieved by blending ideas of the KANO approach and Game Theory. We demonstrate the approach and discuss its benefits and limitations.

6565 Penetrating the Indian Rural Market: A Study of FMCG Sector

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The saturating urban markets, booming rural economy and growing preferences for brands, make it necessary for the marketers to focus on the rural markets for future growth and prosperity. Many global and national marketers have taken the step in this direction. This study covers the strategies used by different FMCG brands for making inroads in the rural India, factors influencing their penetration and the impact of regional labeling and packaging. The findings are based on the survey of FMCG retailers across the villages of India. The findings have important implications for the companies seeking to penetration in Indian rural markets.

6589 Attitudes and Behaviour of Car Users

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Although a symbol of progress, motor vehicles cause pollution throughout their life cycle with approximately 75% of their environmental impact occurring as they are being driven. The research study highlights the customers' perceptions regarding environment impact of cars and various issues that impact mobility. Using factor analysis, selected attitude and behaviour statements (covering car selection, purchase, servicing and handling) were condensed into various dimensions of attitudes and behaviour. It was found that different dimensions of environment friendly 'car use' behaviour are predicted by different set of attitudes regarding environmental impact of car purchase and usage.

6655 CRM Technology in Telecom Sector: A Comparative Study

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Different organizations in the Telecom Sector use CRM as a tool for tracking the customers that are beneficial, profitable for the organization. The company needs to track information about the customer such as contact information, what was purchased, how much was paid, etc. This information will most likely be put into a billing system. But this data could also go into a CRM system so that the company can ensure effective follow up with the customer, such as tracking and answering any questions about the product or informing the customer of product changes or new products that interest him.

SD-2, Sunday, December 28, 4:20 p.m.-6:00 p.m.

Session: Organizational Behavior

Session Chair: Suvarna Sen

ICFAI Business School

6552 Changing the Perception

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In general, today human beings are witnessing increasing challenges from situations arising from work, people, and nature. At the same time, a challenging situation faced by one person need not be perceived as challenging to another person and that person may enjoy facing it. Therefore, it is not the situation that is challenging but the perception about the situation. A deeper understanding about the true identity of the self, a positive attitude towards situations, and self empowerment to bring them in to practice, can change the perception make situations enjoyable.

6686 Employee is Queen

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In present scenario it has been noticed that the efficiency of employee is highly dependent upon emotions and his mood at workplace. According to the research successful people have high Emotional Quotient. In present era employees are termed as international customer. A king is always about discipline and administration and queen always emphasizes upon emotions. Its always important to ensure about emotions at workplace as it impacts the functional level directly.

6699 How to develop and use emotional intelligence in leaders

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Today, organizations are not predictable and stable structures like before. Due to high uncertainty and fast changing environment, keeping employees motivated and managing relationships in the organizations supply chain is the biggest challenge for any leader nowadays. Emotional Intelligence is increasingly recognized as a “major success factor” in business. The components of Emotional Intelligence (EI) have always led to success in business. Keeping this in mind this study is proposed. Interpersonal skills are crucial to leaders' managers' and employees' success in their corporate life. This paper explains how to develop and use emotional intelligence in leaders. Understanding and managing emotions effectively not only offers insights into what motivates people but also allows us to stay open about our emotions and use them constructively. Important thing is that emotional intelligence is not fixed genetically or set irrevocably in early childhood. In fact, as people grow older they seem to develop greater EI. Additional good news comes from the realm of neuroscientists who have proven that our brains remain plastic (capable of creating new connections and growing) throughout our lives.

6518 Defense Mechanism as a Coping Strategy in Organizational Behaviour

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Management as a concept might have emerged not so long back, but management as an instinct has been there in human beings since pre-historic ages. Human beings have always worked towards managing situations & most importantly, managing human beings. From those practices of human beings only, the concept of management has evolved as a discipline. To explore even further, we need to delve into the intricacies of our perceptual blockings and use of defense mechanisms in organizational behaviour. This paper attempts to probe into the roles and patterns of perceptual defenses

SD-3, Sunday, December 28, 4:20 p.m.-6:00 p.m.

Session: Indian Industries

Session Chair: Niharika Gaan

IMIS

6516 Earnings Quality, Disclosure and Earnings Management in Select Indian Firms

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The paper probes into the important issue of earnings quality, off balance sheet liabilities, the compliance and disclosures of select firms in India. The paper is divided into 3 parts: 1. Earnings quality: Definition, ascertainment of quality, off balance sheet liabilities, accruals and cash flows. 2. Compliance and Disclosures: Norms, disclosure level, Internal controls and corporate governance. 3. Earnings Management: Earnings smoothening, methodologies, capital market considerations and valuations. The paper addresses the concerns of stakeholders regarding the quality of financial reporting especially considering the proposed convergence with IFRS in India.

6573 Impact of Technology on Mass Customization in Furniture Industry

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Customising products is not new. For decades, consumers have been able to buy products designed exclusively for them. What is new is the ability to offer customisation for the masses. The mass customisation approach focuses on satisfying almost all the needs of the customers in contrast to the product driven competition. Today, with the firm establishment of the Internet as a media for doing business, mass customization is a choice option. The study seeks to discover the various impacts and influences of the information technology on mass customisation for the Furniture industry.

6690 The Emerging Issues and Initiatives in BPO Industry

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ITES, BPO's has become the jewel in the India's economic crown. India has fabricated its position as a most favored outsourcing destination. The addressable market for offshore BPO globally stands at \$150 billion leaving enough headroom for further growth. The expected turnover of the BPO sector by March 2008 will be around US\$ 10.9 billion, with the industry employing slightly over 700,000 employees. (NASSCOM reports) India is already the leading skill-surplus destination and will continue to be so in the next decade due to its lead in key dimensions of competitiveness: abundant talent, quality and scaleable infrastructure, operational excellence, time zone advantage, low labour cost, conducive business environment and growing domestic BPO market.

6512 Development and Validation of Emotional Labour Scale in Indian Context

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This paper describes the development and validation of emotional labour scale (ELS) as tested on samples of 491 respondents from B-schools of India. The ELS is a 12 item self report questionnaire that measures 4 facets of emotional labour in the work place which includes variety in emotional display, deep acting, surface acting and emotional regulation. Estimates of internal consistency for the subscales ranged from .67 to .89. Confirmatory factor analysis results provided support to the 4 facets of unidimensional subscales emotional labour scale which contradicts the six facets of existing Emotional labour scale.

SD-4, Sunday, December 28, 4:20 p.m.-6:00 p.m.

Session: Special Session

Session Chair: Amit Shah

Frostburg State University

6121 Special Session: Partnerships and Collaboration with an American University

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Prepare your students to work in the global marketplace. This session will present information about Frostburg State University, a member of the University System of Maryland, its programs, and potential opportunities for students, faculty, and business executives. Opportunities for both graduate and post-graduate level (MBA) will be explored. Further, research collaboration, faculty and student exchanges, and cultural exchanges will be discussed.

MA-1, Monday, December 29, 10:30 a.m.-12:10 p.m.
Session: Managing Higher Education
Session Chair: Subhasish Dasgupta
George Washington University

6310 New Integrated Model for Strategic Planning In Higher Education

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Until now for planning strategically, management scholars and organizational planners have suggested variety of strategic planning models which can be categorized in a) Visionary, b) Process and c) Incremental Models. In this article we will present IUMS experience for theorizing and applying an integrated strategic model named HMERC Model for Strategic Planning. HMERC Model resulted in developing a new Strategic plan for Isfahan University of Medical Sciences and can be used for other universities.

6322 Unanticipated Consequences of Commercialization in Higher Education

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Any major social action entails both intended and unintended, consequences. Commercialization of academic products bring about simultaneously, along with numerous advantages for universities and society, probable manifest and latent drawbacks and negative consequences for university. In this article, six academic values, in term of normative structure of science, shared governance, academic prestige, academic freedom, active teaching-learning process and liberal approach to education all in relation to commercialization are examined and then some measures of commercialization to be taken by universities are presented. Awareness about these points enables universities to benefit from opportunities in commercialization and avoid its threats.

6326 Developing a Research University in Iranian Higher Education Systems

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As one of the key elements in the globalization of science ,the research university is at the nexus of science,scholarship and the new knowledge economics.The present study is an attempt to study the literature of research university in the world and present a model for Iranian higher education system .The research method is quantitative and the sample consists of higher education experts,university managers,administrators,and faculty members.One of the important aspects is the research university management. A conceptual model would be the result of the study.

6605 Management and Professional Education in Developed Economic Scenario: India 2020

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Country's market driven economy has mobilized the actors and influencers of the management and professional education system in India and machinery as well. Last 10 years have observed the rigorous efforts by these Institutions to have insights into the functioning, internal governance, strategies to address the impact of cross border business and also the coming WTO regime on the future of the professional educational Institutions in the country. The paper compares findings of the 'generalization of long-term planning components' and suggests a visioning model for these institutions to bridge and synchronize the target to be achieved and leapfrog beyond 2020

6710 Sustaining brand image with changing environmental Dynamics: A Study of ITC's E-Choupal

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E-commerce has become a buzz word today and it is believed to transform many aspects of day to day life and in certain areas it has even produced miraculous results and rural business being one of them where e-commerce plays a vital role .The e-choupal initiative which started by Indian Tobacco Company (ITC) in the year 2000 from Bhopal was a step to eliminate the intermediaries and connect the farmers directly to the Mandi and thus making the operations more transparent. This model is based on the philosophy of co-creation of value. Considering the phenomenal rise of ITC's business through its much talked e-choupal model, there is momentous need to empirically validate the impact of ITC's E-coupal on improving decision making ability of farmers. Results of this study with 244 farmers who are associated with ITC e-choupal and 139 farmers who are not associated with ITC's e-choupal operation from Uttar Pradesh and Madhya Pradesh provided empirical evidence that the decision making ability of farmers who are associated have not improved much than farmers who are not associated. The investigation

has clearly indicated that preserving the brand image of ITC'S much hyped e-choupal model is a challenge in the changing environment dynamics.

6119 Evaluating the Status of Research in Virtual Communities and Social Networking

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We have seen phenomenal growth in virtual communities and social networking in the past decade. Web sites such as Facebook, MySpace, LinkedIn and Orkut connect millions across the globe socially and/or professionally. In this paper I review studies that have looked at social, management and technological perspectives of social networking and propose areas of future research.

MA-2, Monday, December 29, 10:30 a.m.-12:10 p.m.
Session: Human Resource Management
Session Chair: Vipin Dewan
CMTR

6107 CEO Compensation, Performance and Earnings Forecast

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The SEC, legislators, practitioners and media express their long-standing concerns about CEO compensation issue especially after the collapse of Enron, WorldCom scandals. The SEC requires that public companies provide detailed disclosure on executive compensation to its shareholders due to revising its earlier disclosure rules. SEC contends that CEO compensation inappropriately influence management performance. We examine the association between CEO compensation and management performance based on earnings forecast. Our findings provide empirical evidences that there is a positively significant association between CEO compensation and management performance. we fail to find a significant association between CEO compensation and earnings management.

6314 Review of Superannuation Benefit System in Sri Lanka

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The main thing of the study in to analyze the public service pension scheme and provident funds Scheme presently available in Sri Lanka. This system has certain weakness such as the present strategies of the superannuation benefits providers in Sri Lanka are not conducive to achieve their organization objectives and the government also is not in a position to fulfill the entire social responsibilities. Therefore the researcher has given the suggestion to adopt realistic strategies such as considered the inflation rate allowance and cost of living time to time to achieve superannuation benefit.

6506 Managerial Competencies in Changing Business Scenario

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The managerial competency itself is comprehensive term which interwoven with several distinct qualities of individuals as contrasting threads in a fine product of fabric. If threads are isolated from the fabric, it is too difficult to identify which thread has actually contributed to fabric for such a glittering look. Therefore, all the managerial competencies could consolidated into one to assess richness of their qualities. There is no precise definition provided elsewhere for the word “Competency” or Managerial Competency. “At least 23 generic managerial competencies were identified the most important to organizations, as reflected in managerial performance appraisal documents.”

6610 The Role of Workers’ Achievement Motivation and Participation in Quality Circles

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The study examined the role of Quality Circle participation of 241 high and low achievement motivation employees in their job involvement, job satisfaction and job performance. The following tools were used: French Test of Insight, Job Involvement Scale, Index of Job Satisfaction, and Performance Rating Scale. Results indicated that participants in Quality Circles were higher on job involvement and performance. The high as compared to the low achievement motivation participants in Quality Circle groups were higher on job satisfaction. It is concluded that participation in Quality Circles led to higher performance, job satisfaction and involvement but only under certain conditions

6677 Role of Human Resources in Building High Performance Organisations

Mandeep Singh, Indian Business Academy, Bangalore, mandeepsingh.llb@gmail.com

These days Human Resources Department is not confined to the traditional role of personal management. They play an important role at strategic level and functional level. This paper is a systematic study about the role of human resources department in revenue generation by building high performance work systems. The study is based on the primary data from the manufacturing sector and information technology sector.

MA-3, Monday, December 29, 10:30 a.m.-12:10 p.m.

Session: Learning and Teaching

**Session Chair: Vishnuprasad Nagadevara
Indian Institute of Management Bangalore**

6318 The Study of Theorization Chair Criticism and Debate for Presenting a Conceptual Framework

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The purpose of this study is the investigation of the chair state is in the world, and presentation of conceptual framework for higher education for theorization and knowledge creation. The sample included department chair and faculty members. 25 participants were selected and all to be interviewed. Data analysis led to identification of core category, consist of component like, Strengthen Scientific spirit, Self Confidence, Critical Thinking, Problem Solving, and chairholder's role with characters of Leadership, Management, Proactive, would be important to access that aims.

6320 Atomized Management of Offering University Courses

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Standardization, educational planning management and observation to the teachers' training affairs are the important (significant) objectives of the Medical University of Sciences. Present search body, advantaging the new computer technology and medical teachers students views tried to prepare an application tool. Using this tool, teachers can prepare an integrated management system for their lesson plan, slides, practice and projects.

6571 Training Needs Identification for Software Development

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Geeta Kumari, Gurgaon Engg. College, geetapandey2005@yahoo.com

In this paper a survey is conducted to get the overall efficiency of the human resource of the company. It is observed that the company employees are working at their highest possible efficiency to meet the goal although they are not large in number. On the contrary, all public sector companies, the efficiency is either average or below average. It is concluded that working efficiency can not be increased at all by increasing population of employees in a company. This company is doing the best with minimum possible resources.

6624 Impact of Online Higher Education in India

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M. A. Beg, ITS, drmagbegits@yahoo.com

India has significant advantages in the 21st century knowledge race. It has a large higher education sector — the third largest in the world in student numbers. As the flexibility of online learning allows students from anywhere and of any age to succeed. Research Paper will check various needs of Online education in India, the advantages of India in online higher education, the impact of Internet on Higher Education in India and the effect of online higher education on Indians.

6669 Strategies for Revitalizing the Civil Engineering Profession

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Tammana V. Ramanayya, Indian Institute of Management Bangalore, tvr@iimb.ernet.in

Development of any sector of economy involves major infrastructure activities such as planning and construction, which mainly depend on civil engineers. Of late, civil engineering graduates are attracted to Information Technology and other related fields rather than to civil engineering. As a part of strategy to revamp civil engineering profession, primary data was collected from different stakeholders consisting of students, faculty and employers to elicit their views on the civil engineering profession. This paper presents the analysis of this data and international comparisons on civil engineering profession and highlights the policy issues for revitalizing the profession.

MA-4, Monday, December 29, 10:30 a.m.-12:10 p.m.

Session: OR/MS-1

**Session Chair: Badri Toppur
T. A. Pai Management Institute**

6613 Dynamic Vendor Selection Using Fuzzy AHP

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In the ever-changing world, vendor selection is useful in supply chain management. Dynamic model supporting vendors with time axis are not always crisp rather involve a high degree of fuzziness and uncertainty in the real life situation. This paper proposes a dynamic model with uncertainty based on Fuzzy AHP for long-term strategic vendor selection problems. The selection of partnership supplier is thus illustrated by our methodology.

6621 Parametric Optimisation of Multi-response Drilling Process using Grey based Taguchi Methods

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Grey based Taguchi methods have been used to predict surface roughness and drill wear into a single characteristic response. Experiments have been conducted in a radial drilling machine with five input parameters using L27 orthogonal array. Minimum flank wear and average roughness is the required objective parameter. It has been observed that combined response affected by almost all input parameters, but drill diameter is most significant and feed is least significant parameter influencing the combined responses.

6630 Bankruptcy Prediction model for Indian Firms

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Rajendra Sahu, Indian Institute of Information Technology and Management, rsahu@iiitm.ac.in

The prediction of corporate bankruptcies is an important and widely studied topic since it can have significant impact on bank lending and profitability. Applying the existing models to time periods and countries other than used to develop the models may result in a significant decline in model accuracies. The objective of the paper is to develop an internal credit rating model for firms which will improve their current predictive power of financial distress at least a year ago and gives insight to the management of any firm to make improvement in their structure based on the score they get.

6654 Speech Recognition through Hybrid Artificial Neural Network

Tapas Mahapatra, IBS, Gurgaon, tapasm@ibsindia.org

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Artificial Neural Network is a system loosely modeled on the human brain. This branch of computer science attempts to program computers to respond as if they were thinking—capable of reasoning, adapting to new situations, and learning new skills. A speech recognition system that is speaker independent and is able to perform in noiseless and noisy environments will prove to be an invaluable tool. The ultimate system would be one where the user can have a free natural language conversation with the computing device and be able to get intelligent responses based on the spoken input. This paper discusses the effectiveness of speech recognition through Artificial Neural Networks by implementing a Hybrid ANN-HMM model.

6632 Automation of a Multiple Arc Network Model for Production Planning

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B Sasidhar, T. A. Pai Management Institute, sasidhar@mail.tapmi.org

The problem of production planning in a steel mill has been formulated by Sasidhar and Achary, in 1991, as a maximal flow problem in a Multiple Arc Network. We present recent results from an automation of the algorithm in the VBA environment.

MA-5, Monday, December 29, 10:30 a.m.-12:10 p.m.

Session: Strategy -1

Session Chair: Dhananjay Keskar

ICFAI Business School, Pune

6308 A Typology of Development Management Paradigms

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Development management, one of the activities noticeable to governments, consists of a set of organized attempts to improve, reconstruct, and develop countries. Removing problems, we need a paradigm and a new conceptual pattern. Therefore, the conceptual and theoretical principles should be explained. These paradigms are classified into three groups: development affairs administration, development management, and sustainable development management; but at present, sustainable development management, which brings healthy life alongside the environment friendship, can be influential. typology of development management paradigms are pointed. Finally, conclusion, discussion, and suggestions for further research are presented.

6524 Strategy, Vision and Balanced Score Card— the HR case of Managing Diversity

Balasubramaniam Sankaran, IBS, sbalasubramaniam@ibsindia.org

In today's Business Scenario, were Mergers and Acquisitions are the order of the day, it is important to have a clear strategy and vision to make these acquisitions into a successful organizations. So it is not only sufficient to formulate a Strategy & Vision, but these have to be implemented with clear cut policies and transparency to integrate these diverse organizations into a successful entity. This paper discusses how in this complex and enormous task, the Balanced Score card can become an powerful tool in implementing the strategy and vision, when combined with HR policies and incentives.

6537 Straddle the Market for Profitable Growth

Ajoy Dey, Birla Institute of Management Technology, docdey_delhi@hotmail.com

A firm may enhance chances of profitable growth by 'Straddling' - selling to segments with wide disparities without any trade-off between economic and environmental effectiveness. Successful straddling demands identifying economic and environmental objectives and leveraging effectively either economic objectives or environmental opportunities or both. For straddling a firm can change Form and shape of packaging, Price, Promotion, Distribution channel, Positioning and Service offered, but must offer same Product, Brand and Quality. This empirical study has identified some of the tools and methods that facilitate straddling.

6572 Women, Management and Gender

Malathi Gopal, Indian Institute of Management Bangalore, mvgopa@iimb.ernet.in

Men are in their workplaces and women are in their homes. All is well with the world." This no longer holds. Women have entered the workplace and men have expanded their home roles. Better-managed companies practice gender diversity. Linkages between family and work among dual earner wives explain inter-role conflicts, role strain and personal stress. Working women engage in zero sum activity. Policy wants happy homes, well brought up children and more women in Board Rooms

6629 Kidfluence- The Bug of Advertising

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Sangeeta Sharma, BITS, 38.sangeeta@gmail.com

This paper aims at exploring the harmful consequences of advertising on children. It also discusses the measurements to be adopted by the parents, so that they can convert media as a boon in real sense. No doubt, the omnipresent media is shaping our culture. The factor that is dominating Indian society is advertising. The culture, in which advertising has become a kind of social 'guru', guides us the various feasible situations to a life of free choice. The same freedom is true for children. Thus, the paper discusses the role of advertising as a bug for Indian society.

MC-1, Monday, December 29, 3:20 – 4:40 p.m.

Session: Ancient Wisdom-1

Session Chair: Rashmi Prasad

University of Alaska Anchorage

6514 Modern Management of Samarth Ramadas in Modern Context

Annasaheb Gurav, Y. C. Warana Mahavidyalaya, annasahebg@yahoo.co.in

The concept of management in ancient times was actually modern. Management, the backbone of any organization is must for effective utilization of all resources. The basic logical thinking behind management is found in “Dasbodha” and “Manache Shloka” by Samarth Ramadas. He has focused on the issues of personality development, functional activities, responsibility, coordination, etc. Ramadas says “Uttam Tyechi Ghyave, Milamilit Avaghe Takave” i.e. accept only the best and discard all the vapid, and in fact, this is the theory ‘Y’ approach practiced in modern management. His theory “busyness” is equal to “glory” fits perfect in modern context.

6529 Bhagwadgeeta and Management

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The BhagavadGita provides all that is needed to raise the consciousness of man to the highest possible level. It creates harmony in working together equilibrium in thoughts and actions, goals and achievements, plans and performance, products and markets. It resolves situations of scarcity, be they in the physical, technical or human fields, through maximum utilization with the minimum available processes to achieve the goal. Lack of management causes disorder, confusion, wastage, delay, destruction and even depression. Managing men, money and materials to its maximum, according to circumstances and environment, is the most important and essential factor for successful management.

6591 Emotional Intelligence: Exploration of its roots in Ancient Indian Literature

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Radha Sharma, MDI, radha@mdi.ac.in

Emotional intelligence (EI) an evolving construct among both academics and practitioners across the globe has been found to play a pivotal role in business in recent years. In this paper an attempt is being made to explore the EI concept in ancient texts comprising Vedic and Puranic literature of Bharat Varsha (India). Rigveda in the first epoch/ Yogavasishta in second /Gita in third/Viveka choodamani in fourth epochs have references on Mind and Intelligence. It can be gleaned through in all these yugas that the path of attaining success has been through self effacing and perseverance, which constitutes Emotional Intelligence.

6109 Karma Yoga in the Marketplace of Post-Modern Management Thought

Rashmi Prasad, University of Alaska Anchorage, afrp2@uaa.alaska.edu

Karma Yoga philosophy provides a robust framework with the potential to be developed into a major stream of normative discourse in the post-modern marketplace of management ideas. However, the traditional philosophy requires skillful reframing in order to effectively resonate with post-modern managers. In this paper, I identify key challenges in reframing the philosophy for a contemporary context, as well as, central dilemmas of Organizational Behavior for which it provides compelling guidance. Building on the case of Karma Yoga, I conclude the paper with an agenda to enhance the intellectual capital of Indian management thought.

MC-2, Monday, December 29, 3:20 – 4:40 p.m.

Session: Banking Industry

Session Chair: Nilay Yajnik

NMIMS University

6315 Performance Analysis System of Public Sector Banks in Sri Lanka

Janaki Samuel Thevaruban, Vavuniya Campus, janakisamul@yahoo.com

Today Banking Sector plays a considerable role in the economic development and business improvement in Sri Lanka. In this research researcher measured in measure the performance of Public Sector Banks in Sri Lanka. In recent years many private sector banks have established their activities in Sri Lanka. Therefore Public Sector Banks faces lot of problems to overcome their competitors and provide better service to their Customers. In this research researcher identified the defects of service in these government sector banks and given the remedial action to overcome those problems.

6553 Impact of Right to Information Act 2005 on Indian Banking Sector

Randhir Singh, Dr GHS-IMR, Kanpur, randhir.singh@ghsimr.org

The objective of the paper is to determine the impact of Right to Information Act, 2005 on the Indian banking sector. In today's business scenario; transparency and accountability are necessary to meet the modern management demands. The information regarding the impact of the Act can be collected through various methods including scheduled interview. The paper concluded that RTI Act, 2005 helps in reducing the anti-customer attitudes, corrupt and inefficient systemic practices, parochialism with the customers of bank which increases the Corporate Governance. The results cannot be generalised for other sector.

6562 Impact of Micro-finance through SHG-Bank Linkage in India

Shaista Anwar, GHS-IMR, Kanpur, anwarshaista23@rediffmail.com

Indian micro finance sector, dominated by (SHGs), addresses issues like actualizing gains from the development and fighting poverty. NABARD, FI, gives MF services to the poor through the banking and NGOs. It claims that around 90% of the gainers were women SHGs. However, some researches assert that high interest and lack of training are the constraints affecting the growth. Paper examines some of the impacts of SHGs-Bank linkage through a micro study of the backward state of Orissa, affected area. It finds that impacts were not substantial and calls for immediate interventions for the sustainability of the programme.

6676 Organizational Commitment of Managers of Public Sector Banks in India: An Empirical Study

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H.S. Sandhu, Guru Nanak Dev University, Sandhu_hs12@yahoo.com

The paper examines the level and antecedents of organizational commitment of bank managers, using a sample of 222 managers from three nationalized banks in northern India. The data was checked for reliability using Cronbach Alpha. The analysis of variance was carried out to determine whether the selected antecedents namely personal attributes and leadership style (transformational and transactional) of the superior, have a significant relationship to three dimensions (affective, continuance and normative) of organizational commitment of bank managers. The findings have positive and useful implications for HR systems in public sector banks in an era of extensive globalization and privatization.

MC-3, Monday, December 29, 3:20 – 4:40 p.m.

Session: Leadership

Session Chair: Prasanta Banerjea

Indian Business School, Pune

6535 King Shivaji -A Role Model for Today's Management World

Rajashri Kadam, Sinhgad Institute of Management, rajashri_kdm@yahoo.co.in

King Shivaji, a real emperor, founder of Swaraj was a man of extraordinary vision and fine chemistry of strategic planning, leadership, motivation and innovation. The way he united his team, motivated, led and directed them serves as good example for today's management world. He was a cautious leader a clever military strategist and an able administrator. He established a government that included modern concepts such as cabinet, foreign affairs and internal intelligence. Here researcher attempts to explore various facets of his persona and thereby correlate his methods and acts to the management principles.

6593 Leadership Insights from Ancient Wisdom

Vikramaditya Ekkirala, Institute of Management Technology (IMT-Nagpur), vikramaditya.ekkirala@gmail.com

The paradox of Globalization and liberalization – having captured picturesque landscape trespassing national frontiers, is witnessing historical leadership debacles of the century – has forced us to explore fundamental and time-tested solutions to detoxify Leadership, the life-blood of corporate excellence. Leaders have an agenda, a series of beliefs, values and ideas to pursue, for which they need a compass. Its time we get back to our time-tested roots of ancient wisdom for practical insights when the outcomes are promising and rewarding in terms of corporate, individual and societal excellence.

6667 New Contours in Indian Management: A brief study of three Path breaking books

Pratima Verma, Indian Business Academy, verma_pratima@yahoo.com

Indian ethos and spiritual leaders have given an “ocean of management mantras”—a legacy and heritage from its hoary past which has envisaged a management pattern. The flow of management gunas can be demarcated into three eras, each one propagates ‘Indian wisdom’ which is presented to the whole world in form of books. This work tries to bring out the crux of three most important books, namely, “Management by Human Values” by Swami Ranganathananda in 1982, “Management by Consciousness” by Dr.G.P Gupta in 1995 and “Western Windows Eastern Doors” by Dr., Subhash Sharma in 1996.

6542 Wholesome Leadership

Prasanta Banerjea, IBS, pkbanerjea@ibsindia.org

World is facing lot of challenges presently like 30% population still below poverty line, businesses failing one after another, people are loosing shelter due to failure to pay mortgage payment and so on. There is an urgent need to weave all positive and revolutionary processes to create value and true wealth for all. State governments are not finding enough resources to bring BPL people to acceptable level of nutrition and education; hence it is necessary for business leaders to take this task forward. The paper based on secondary research to create wholesome leadership for sustainable development.

MC-4, Monday, December 29, 3:20 – 4:40 p.m.

Session: Service Industry

Session Chair: KVSM Krishna

Mody Inst. of Technology & Science

6115 Using E-Learning to Create Best Fits and Best Practices in Recruiting and Hiring

Bob Barrett, American Public University, docjob00@msn.com

This paper will provide an overview of current recruitment and hiring practices. As the workforce continues to shrink, more and more corporations are looking beyond their border for qualified personnel. In fact, many companies are trying to find the best, qualified employees to fill their important and vital positions. As a result, they are accommodating the needs of future employees by offering virtual job positions. As HR educators prepare current and future HR personnel, there is a growing need to help educate these students how to recruit and hire employees differently.

6590 Rising Preferences towards Hi- end Services in Case of Hospitality in India

Vinaytosh Mishra, Institute of Management, NIRMA, vinaytosh@rediffmail.com

Rupali Verma, Institute of Management, NIRMA, rupali82@gmail.com

The Indian economy is growing at impressive rate. The technological changes and changing life style has completely changed the outlook of traditional hotel room and services being offered. The study evaluates the features of hotel as nine hypothetical hi-tech rooms. The results highlight that features like video conferencing and VoIP are becoming hygiene factors. The support study talks about the prudence of IT investment in hotel industry. The paper makes a theoretical and methodological contribution to the study of customer preference in hi-tech hotels.

6663 Metrics Management in Customer Service Function of BPO Sector: A Case Study

Sudhakar Achath, Amrita School of Business, s.m.achath@gmail.com

The objective of this study is to determine all the measurable parameters that assess organizational performance of the BPO arm of multinational logistics corporation. Hapag-Lloyd Global Services Pvt. Ltd. is a captive BPO that handles export-oriented documentation for the parent company. The problem was studied under performance heads relating to customer, process, people, and financial aspects. Exploratory research using secondary data, and employee interview were used to formulate research questions and corresponding hypothesis for each aspect. Performance measures were then identified. It is also seen that organizational performance benchmarks are quite competitive and challenging for the company.

6666 Concept of Pre-paid Power (with special reference to electrical energy)

Saurabh Raj, Indian Business Academy, saurabhraj1@rediffmail.com

In the global competitive business scenario the energy costs are apparently becoming the most important decision variable. In this paper the author has tried to introduce the concept of pre paid electrical energy with an intention to expedite the process. The main advantages of this concept include reduction in cost due to man power, greater ease of operation, expediting the entire process and hence adding more value to the customer etc. Main drawbacks are scope limitation, people resistance etc. The author has tried to investigate all these factors at a greater depth during the course of this paper.

MC-5, Monday, December 29, 3:20 – 4:40 p.m.

Session: Strategic Alliance

Session Chair: T.K. Das

City University of New York, USA

6513 Outsourcing In India- Emerging Trends & Challenges

Sheeba Rehman, IMS-Noida, shiiba22@gmail.com

The beginning of new millennium is witnessing info-tech revolution called IT enabled services. They are business process and services delivered over networks or the Internet to a wide range of business areas and verticals. The technology is used as a tool to provide these services, of which most of the functions are human intensive. Due to the human intensive nature these processes and services are outsourced in order to derive cost and advantage without sacrificing quality and efficiency. This article is presented to outline the trends, challenges, and opportunities in outsourcing.

6694 Branding for Nonprofits: Developing Identity with Integrity

Surinder Pal Singh, Rai Business School, surinder.singh@rbs.edu.in

Brands provide a number of benefits that can make them a powerful tool for the nonprofit sector. Among other things, they make it possible for organizations to convey a consistent overall positioning while tailoring offerings for multiple publics. They also facilitate the development of trust between the nonprofit and its constituencies, provide insulation from competitive pressures, and raise the organization's profile. Although, brands are not appropriate for all nonprofit organizations, the decision to adopt a branding strategy is one that requires careful consideration. This paper explores the pros and cons of nonprofit branding, and describes the balancing act that managers face when deciding whether and how to adopt a brand.

6111 Regulatory Focus and Opportunistic Behavior in Strategic Alliances

T.K. Das, City University of New York, TK.Das@baruch.cuny.edu

In this paper we examine partner behavior in strategic alliances through the socio-cognitive principle of regulatory focus, with particular reference to the role of opportunistic behavior. We argue, broadly, that alliance firms with a promotion regulatory focus will be more tolerant of their partners' opportunistic behavior than alliance firms with a prevention regulatory focus. We develop a number of propositions linking the regulatory focus of an alliance firm and its sensitivity to partner opportunism in the different stages of alliance development. We also discuss the implications of the framework for further research and managerial practice.

6112 The Quest for Harmony in Strategic Alliances

T.K. Das, City University of New York, TK.Das@baruch.cuny.edu

We propose a framework of interpartner harmony in strategic alliances, defined as the mutual understanding that alliance members accomplish by managing commitment and forbearance in the context of their interdependence. We believe that alliances have an inbuilt resilience that makes the emergence of harmony a natural outcome, through the joint exercise of commitment and forbearance, even as conflict and opportunism persist as inevitable challenges. We describe the four kinds of interpartner harmony – superficial, specious, constrained, and communal – based on the degrees of commitment and forbearance. We also discuss the implications of the framework for further research and managerial practice.

MD-1, Monday, December 29, 5:00 – 6:00 p.m.

Session: Entrepreneurship

Session Chair: Anuradha Basu

San Jose State University

6523 Entrepreneurship

Amit Jain, ISBR, jainamit2020@gmail.com

Dear Readers, “To believe in yourself, when the world stops believing... to stick it out through thick and thin to see your dream living,” well these are just some traits an entrepreneur must have. The moment I started to talk about Entrepreneur, one name came in my mind, Late Dhirubhai Ambani. Entrepreneurship is the function of 4S. And if you will achieve these 5s then u can achieve 6thS. E=f (5s)“Money is not always the bottom line. It can be score card but not the final score”

6646 External Environment, Corporate Entrepreneurship and its Outcome in Banks

Rajaletchumie Senathiraja, University of Madras, laxumy@gmail.com

The researchers argued that even after liberalization, developing countries find themselves on the fringes of the global system and moving away. It still plays an insignificant role in shaping the forces of global integration. As we resolve to meet the challenges of global integration, to tide over the turbulent period of transition from insularity to integration, we need to think beyond the boxes and boundaries that most of us find ourselves in. We need to create and support structures, where the conventional set-up has failed to deliver. As advances in information technology and in management thought enable us to innovate new forms of organization that likely to redefine business practices.

6696 Social Dimensions of Entrepreneurship in India – An Exploratory Study

Surinder Pal Singh, Rai Business School, surinder.singh@rbs.edu.in

Social entrepreneurship is an emerging approach for dealing with complex social needs. With its emphasis on problem-solving and social innovation, socially entrepreneurial activities blur the traditional boundaries between the public, private and non-profit sector, and emphasize hybrid models of for-profit and non-profit activities. Promoting collaboration between sectors is implicit within social entrepreneurship, as is developing radical new approaches to solving old problems. Social entrepreneurship has a strong intuitive appeal, and several recently documented examples highlight its potential in a variety of contexts.

6122 Indian Immigrant Entrepreneurship: Past and Present

Anuradha Basu, San Jose State University, anu.basu@sjsu.edu

This paper will trace the historical evolution of Indian immigrant entrepreneurship from the experiences of an Indo-British entrepreneur of the 18th century to the typical entrepreneurs of the present times. Its purpose is to evaluate the changing characteristics of Indian immigrant entrepreneurship over time, in terms of shifting from lower productivity enterprises in retail and catering, to high technology, global ventures, which may be partly explained by the entrepreneurs' changing educational background. Indian entrepreneurs continue to rely on their ethnic and family networks for support. Today's entrepreneurs can leverage their connections in India in uniquely different ways from the past.

MD-2, Monday, December 29, 5:00 – 6:00 p.m.

Session: ERP

Session Chair: Prakash Jagdale

Goa Inst. of Management

6532 Critical Success Factors (CSFs): Framework for Successful Project Implementation

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Successful implementation of projects in diversified industries requires varied skill sets and competencies. Critical Success Factors (CSFs) that influence projects have been studied quite intensely, and there is no single framework/model suiting diversified industries. This study focuses on five diversified companies in and around Bangalore. The purpose of this study was to investigate the critical success factors for successful project completion, the impact of these factors on that project and how the project team managed these factors. Overall, this paper proposes a framework comprising the critical success factors for successful project implementation for diversified industries.

6618 Issues and Challenges in Implementing Enterprise Resource Planning Projects

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Abstract: Purpose: The main objective of this study is to help managers to successfully plan, implement and operate enterprise resource planning (ERP) systems in order to improve organizational performance. Design / methodology: This study adopts a combined literature review and case study method. Using literature review the study first identifies various risk factors across the phases of projects and then using questionnaire survey identifies risks of implementing ERP in an Indian Corporation in the oil industry and demonstrates the effectiveness of risk-based project management framework.

6538 ERP, Feedbacks Towards Achieving Authentic CRM

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Strategy for implementation of ERP is set by senior management who has good foresight of their business which should consider the continuous changes in business processes specially related to customers. It generates data. CRM database is stored information that is relevant and useful to the success of your business which includes personal information, and their business and feedbacks. Is it not better to have analysis to be made based on their data to create the better marketing plan to serve more receptive audience? This paper makes an attempt to provide useful information from the data they to improve.

MD-3, Monday, December 29, 5:00 – 6:00 p.m.

Session: Future Management

Session Chair: Amit Shah

Frostburg State University

6576 Thoughts of Vidur: Lighthouse for the future management

Mamta Mishra, Sinhagad College of Engineering, mamtaamishra@gmail.com

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Alok Mishra, Total Group, ojgurja@rediffmail.com

\s Krishna preached Arjun to fight the battle of Kurukshetra so did Vidur to Dhritrashtra for good practices to be followed as a mentor of Hastinapur and abide by the moral obligations keeping aside blind love for his son. His advices to Dhritrashtra embedded in 10 principles covers various aspects of management which helps the corporate people in making decisions in critical situations. The results of some wrong decisions and their impact on the country in future are also told rightly by Vidur. Such directions mentioned in Vidurneeti can help in building a bright future of the country.

6582 Future Management – A blend of Vedic and Modern Approach

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A blend of the Ancient and modern approach to management is bound to be superior to the present. The western management deals with the problem at the material, external and peripheral levels. Where as Vedas concern about family Bondage. It considers and gives primacy to the family as an Institution over all others. It emphasizes group solidarity and encourages the group welfare as a whole rather than the individual one. The Gospel of Vedas-Bhagavad-Gita is MOTIVATION and LEADERSHIP, the most important aspects of Management today. The above aspects are brought out in the paper.

6114 Targeting Tomorrow's Consumers Implications for Today's Businesses

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A survey of nearly 1600 rural US high school students revealed 70% of students visited their favorite sites, MySpace, Facebook, Music, Chat and Entertainment sites daily. Males and females were similar except in the disproportional viewing of sports by males and shopping by females. Over 80% of respondents used the Internet in the evening. An astounding 90% had Internet access at home. Males and Non-Caucasians were three times as likely to view banner ads as females and Caucasians. Seniors viewed the ads the most while sophomores viewed them the least.

MD-4, Monday, December 29, 5:00 – 6:00 p.m.
Session: Health Care Management
Session Chair: Mohammad Yarmohammadian
Health Management & Economic Research Center, Iran

6307 Health Care Efficiency in Taiwan – Compare with OECD Countries

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Our paper analyzes technical efficiency in the health care of OECD countries and Taiwan, using World Health Organization (WHO) and Taiwan health data. Application of data envelopment analysis (DEA) reveals that some countries (Taiwan, Korea) achieve relative efficiency advantages. And Malmquist productivity index (MPI) reveals that Taiwan higher than that of most OECD countries relatively. We conclude that Taiwan puts into seldom health care resources but has higher health care production. Specifically, we find that two factors of gross national income and old people's proportion will really influence the health care efficiency.

6585 Studies on Health Problems of Software People: An overview

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People of software sector are complaining of mental and physical problems due to the nature of work. Tight deadlines and ambitious targets cause similar problems in the IT sector with burnout becoming a commonly used word and heart attacks striking down youngsters, never heard in the decade earlier jobs available in India. Even as the country copes with the new jobs and the new cultures it brings in its fold, things appear to be coming ahead. There is a rising concern among researchers, health workers, psychologists and these health issues are discussed in this paper.

6309 Assessing Organizational Needs of Medical Record Departments Staff

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This research aims to assess organizational needs in health organizations , through using PCMM. Scope of study included teaching hospitals affiliated to IUMS and target population was all medical records staff but sampling was conducted to gather data from purposive staff . Researchers first gathered basic information about the current processes through observation and content analysis of written documents as well as electronic ones. Then data gathered by using questionnaire and processed by SPSS software. Finally obtained gaps between current maturation situation and ideal situation and concluded areas of improvement as maturity organizational needs.

MD-5, Monday, December 29, 5:00 – 6:00 p.m.

Session: DEA Applications

Session Chair: Rashmi Malhotra

Saint Josephs University

6103 Analyzing the Performance of Pharmaceutical Firm using DEA

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We use data envelopment analysis as a decision support tool to analyze the financial performance of sixteen pharmaceutical firms that are classified as competitors in Hoovers Online. The DEA methodology benchmarks best-performing companies against worst-performing companies on the basis of their financial ratios. Ten out of sixteen companies are 100% efficient and others are inefficient. By computing slack variables, we also show the areas in which inefficient firms need to improve. By providing an overall efficiency score, data envelopment analysis eliminates the need to interpret conflicting ratios.

6306 Evaluating Economic Performance of Local Government in China with DEA and AHP

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Hui-Ming Cheng, Central Tooling Design Enterprise Co., Ltd., cheng.h.m@ctd.com.tw

This paper aims to apply integrated Data Envelopment Analysis(DEA) and Analytic Hierarchy Process(AHP) to get the evaluating result of economic development in china. Most of scenario evaluation is usually a multiply-objective problem, so the DEA method for Quantative research and AHP for qualitative research is very useful for problem solving. Meanwhile, a time series analysis using the Malmquist productivity index (MPI) indicated that the local government achieved trend of economic growth. Empirical illustrations from practical case study of china local government indicated the effectiveness of proposed methodology.

TA-1, Tuesday, December 30, 10:30 – 12:00 p.m.
Session: Case Studies
Session Chair: Raghuvir Singh
Centurion Institute of Professional Studies

6543 Challenge before Jaggery Manufacturing Units in Kolhapur District – A Case Study

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Jaggery is the symbol of Indian 'Pahunchar'. The Maharashtra state is one of the pioneer states in manufacturing of jaggery in India and Kolhapur district too. Jaggery can use for Chiramura ladu, Shira, Poli, Modak, Chikee. The problems have observed like seasonal production, lack of branding, shortage of skilful manpower, shortage of working capital. These units should be rural tourist centers. Residual parts can be used for the production of particle board, bio diesel. Through jaggery business one can do "Gram Vikas" by local resources. Jaggery should be introduced to the school going students as a "Madhayan Bhojan Yojana".

6548 Responding to Urban Challenges: A Case Study of HUDA

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India's economic growth in the past few years and the potential for future growth has attracted widespread attention. The rapid economic growth has led to increased challenges for managing the process of urbanization. This research is an analysis of the large development programs and activities undertaken by HUDA to manage urban growth in Hyderabad. This study highlights the importance of the 'process' component in implementing large programs, and underlines the importance of ensuring community participation, benefits of financing from external agencies, ability of top leadership to orchestrate support from different stakeholders, and customized use of relevant technology to local needs.

6559 A Study on the National Competitive Advantage of Coimbatore Foundry Industry

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Metal casting is one of the oldest manufacturing techniques known to man and remains a fundamental part of the manufacturing sector. India ranks sixth in the manufacture of metal casting production in the world. This study aims to analyze, the performance of Micro Small Enterprises in the Coimbatore foundry industry, their competitive advantage, the challenges they face, and their expected support from the government. The findings of the study will bring to light, what continues to ail this industry and provide direction to the government in its efforts to support this sector

6670 Jet's Acquisition of Air Sahar: A Case Study

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Jet's acquisition of Air Sahara has opened a new phase in the Indian aviation industry. Long dominated by government sector monopoly, the industry is now in the phase of consolidation. The paper chronicles the acquisition process and the in the process examines the changing structure of the industry, financial implications and how mergers and acquisitions will impact the industry and consumers.

6633 Issues & Implications in building IMNCs through M&As: A Case Study of TATA Steel

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This paper analyses the issues that came before Tata steel during its journey from a major indian steel produce to the fifth largest producer in the world.it examines the m&a route taken by tatas inthe international market to achieve its growth aspirations.the paper also makes assessment of the implications of inorganic growth through international route.other major issues like maintainig competitive advantage ,financial implications,and HR related matters investigated.the major problems and approach to overcome them, like cultural misfit,leadership and market orientation are also suggested

TA-2, Tuesday, December 30, 10:30 – 12:00 p.m.

Session: Indian Capital Market
Session Chair: T. Mallikarjunappa
Mangalore University

6597 Do Venture Capital Investments in India are Unbiased? An Empirical Study

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The Liberalization and privatization of Indian economy throughout 1990s has added greater saliency to both supply and demand sides, policy oriented questions about the availability of venture capital for new or 'high' technology-based, early-stage investments. This paper analyses the attitudes of Indian venture capital firms towards the investment in technology enterprises. The paper addresses the important question whether or not Indian venture capital firms show a bias against investing in technology-based, new and young enterprises. Along with this the Location bias, Industry-bias, bias towards service sector and IT sector are also checked. Portfolios of 40 venture financing companies are studied

6620 How Reactive is the Market to Information?

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The Market Roller-Coaster behaviour has shocked everyone and the speed of reversal of trend since January 2008 is indeed shocking. The innocent economic theories which advocate the fundamentals for long term seems to be far away from reality and the psychological factors over dominate the trend. This research is a deeper analysis which throws light on the interconnectivity between "the Economic engine ie Stock Market" and the informations. The 'supportive' and 'corrective informations are weighed with their due analysis.

6665 An Empirical Testing of Five Factors Model In Indian Capital Market

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The Study tests intercept and a combination of five independent variables to determine the security/portfolio returns. The results show that intercept is not significantly different from zero. The combination of Size, (E/P), (BE/ME) & Rm-Rf explain the variation in security returns. In case of portfolios, a combination of Size, (E/P), (BE/ME) & Rm-Rf explain the variation in portfolio returns. Therefore, we conclude that five factors model explains the security/portfolio returns in the Indian market. The empirical findings of this paper would be useful to financial analysts as the results prove that factor model is useful in determining security/portfolio returns.

6700 Analysis of Correlation between Commodities and Traditional Financial Instruments

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This paper investigates the link between commodity prices and the returns and risk reactions of equity markets during the various expansionary and recessionary phases of economy during the period from 1991-2008 for American equity and commodity indices of Dow Jones. The parallel is contemplated after a comparative study for Indian equity and commodity markets from the year 2005-2008. On contrasting the return on investment in commodities and equity markets, it is visible that while in the short run the ROI on commodities is less but in long run during recessionary phase's commodities acts like a better opportunity by providing higher ROI. The results show a broken link between the returns of commodity indices and the equities indices during a geopolitical risk event. A lot of variation between the growth patterns in both expansionary and recessionary phases can be used as a technique for portfolio optimization and risk management.

6124 Some Robust Tests for the Change-Point Problem

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The problem of changing parameters has been considered by many authors. Andrews, Lee, and Ploberger (1966) propose optimal change point tests for normal linear regression. Hsu (1982) presents a robust detection scheme for parameter shift in a linear regression model. Pettitt (1979) considers a non-parametric approach to the change-point problem. Talwar (1983) studied the performance of several procedures for testing a shift in location when the distribution of the population being sampled is non normal and "heavy tailed". More recently, ARCH models (Engle, 1982, Bollerslev (1987) have been used extensively to represent randomness in economic and financial data series. In this paper, we review some of the change point tests which have been proposed in the literature and study their performance when ARCH or autocorrelation is present in the data. Applications to some financial data are also discussed.

6598 Seasonal Analysis of Abnormal Returns After Earnings Announcements: A Study of Indian Stock Market

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This study examines whether the Indian stock market is efficient in semi-strong form and seasonality exists. We take the first and fourth quarters' results of companies for the years 2001 to 2004. We divide companies into good and bad news portfolios and use event study methodology. The results reveal that average abnormal returns occur randomly and cumulative average abnormal returns are significant for both portfolios. Fourth quarter results give better positive signals to the market than first quarter results. We conclude that Indian market is semi-strong form inefficient. The results help investors to formulate trading strategies.

TA-3, Tuesday, December 30, 10:30 – 12:00 p.m.
Session: Manufacturing Management
Session Chair: Prem Talwar
University of Alberta, USA

6521 Analysis of Sliding Wear Behaviour of Pine-bark Reinforced Cement-By-Pass-Dust

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This paper reports the processing and a study on the dry sliding wear characteristics of polyester matrix composites reinforced with short flakes obtained from pine tree bark and filled with industrial waste cement by pass dust (CBPD). Three different composite samples are developed by reinforcing a fixed amount of randomly oriented bark flakes into polyester resin and by filling them with different proportions of CBPD. Wear characteristics are studied with the help of a pin-on-disc test rig employing the design of experiments approach based on Taguchi's Method and Genetic algorithm (GA).

6522 Bamboo fibers/Epoxy Composite for Tribological Application using GA

Sandhya Biswas, N.I.T. Rourkela, biswas.sandhya@gmail.com

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This paper presents the development of composites for ecological purposes using bamboo fibers reinforced epoxy resin. Two series of composites are studied: composites with and without the presence of particulate filler. The experimental results showed that the bamboo fiber composites have good mechanical properties are studied which is equivalent to that of conventional glass fibers. The study reveals that bamboo fiber composites without any filler suffer greater erosion loss than the hybrid composite with alumina filling. Significant control factors and their interactions that influence the wear rate are identified. Finally, optimal factor settings are determined using genetic algorithm.

6564 Optimization of Sliding Wear Parameters using Genetic Algorithm

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This study presents dry sliding wear behavior of bamboo tested on a block-on-ring machine. The influence of three important process parameters viz., normal load, sliding velocity and relative orientation of bamboo fibers with respect to rubbing surface on wear volume of bamboo was examined using an inexpensive but powerful technique known as Taguchi Method. The factor and their interaction effects were studied to assess their significance on wear characteristic. Finally, Genetic Algorithm (GA), an evolutionary technique, is adopted to obtain optimal parameter settings responsible for minimum wear volume.

TA-4, Tuesday, December 30, 10:30 – 12:00 p.m.

Session: OR/MS-2

Session Chair: Shyam Chadha

Philadelphia University, USA

6104 Time Series Properties of the Indian Interest Rate Swap Market

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We examine the time series properties of the Indian rupee interest rate swap markets. We propose to examine if the U.S. and Indian swap markets are segmented or integrated. Furthermore, we propose to examine the inter-market relationship of volatility of the credit risk among the U.S. dollar interest rate swaps and Indian rupee interest rate swap markets. If these two markets are well-integrated, credit risk shock in one market can be quickly transmitted to other markets, and credit risk, therefore, should be a global factor. We test to determine if there is any volatility spillover between these two markets.

6517 Some Probabilistic Programming Problems Involving Multi-Choice Parameters

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Probabilistic programming is used in some optimization problems where some or all parameters are considered as random variables to deal with uncertainty, which is an inherent feature of the system. The situation of multiple parameters may exist in a decision making problem in our real life. This paper deals with a probabilistic linear programming problem, where the right hand side parameters of probabilistic constraints are multi-choice in nature and rest of the parameters are independent random variables. In this paper the probabilistic programming problem is converted to an equivalent deterministic mathematical programming model. The resulting model is solved by nonlinear programming.

6678 A Regression Model for Measuring Overall Customer Satisfaction

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Prasant Singh Parmar, Sardar Vallabhbhai Patel Institute of Textile Management

Analyzing the relationship between satisfaction with world famous textile company's product and service dimension attributes with overall satisfaction using a linear regression equation model. The result indicates that customer satisfaction is associated with the both service and product features which is being offered by the company.

6707 Few Models on Flexibility of Reverse Supply Chains

RRK Sharma, I.I.T., Kanpur, *Hardik Shah*, I.I.T., Kanpur

G. Seliger, Institute for Machine Tools and Factory Management, Berlin-10587, Germany

In this section, the description of mathematical model developed for disassembly network design is given. A mixed integer non-linear programming model using optimisation software LINGO has been developed. This model takes parameters like various costs (namely, plant investment cost, transportation cost and facility investment cost), annually collected volume of used products to be disassembled, data related with processing time for disassembly operations and time availability of the resources as input parameters and decides plant location, size of the plant, facility allocation to the plants and product allocation to the plants. The reasons for using mathematical optimisation approach for designing disassembly network in this case are straight forward. Firstly, the present work fits in the rough planning phase of product recovery system. The aim is to design the system at macroscopic level. Also, for overall design of the system, no uncertainties are considered. Again, decisions taken here are strategic level decisions and hence are taken 'once' only. For these reasons it is best to optimise system using mathematical tools. Also, here it is assumed that the objective of establishing a reverse supply chain is to recover used products and reuse them (network for value added recovery), and that, environmental issues are not major concerns in present case. Therefore, cost minimisation is the criteria selected for optimisation. Energy and waste related issues are not touched upon in present model.

6106 A Generalized Linear Fractional Program

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Veena Chadha, University of Wisconsin, chadhav@uwec.edu

In this work we have developed an algorithm for solving a generalized linear fractional functionals programming problem. A generalized linear fractional functionals programming problem is a linear fractional functions programming problem in which there is some freedom in the choice of coefficients of an activity. Such problems arise when a system is being designed or when the input and output characteristics of a process depend on one or more parameters. Mathematical problem is formulated to maximize the fractional function subject to constraints. Algorithmic approach for the solution of problem with an example is described.

TA-5, Tuesday, December 30, 10:30 – 12:00 p.m.

Session: Strategy-2

Session Chair: Pradeep Kumar

NMIMS University

6577 From Result Oriented Management to Process Oriented Management

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

Though we have witnessed many evolutionary changes in the practice of management so far, all of them have had a common premise of what can be called as result orientation. The paper argues that if the trend witnessed so far is anything to go by, the management thought is poised for another paradigm shift from its present status of 'Result Oriented Management' to 'Process Oriented Management' in future. Towards that, it tries to draw lessons from Bhagavad Gita that preaches to structure all sorts of human interactions around the core of the spiritual self.

6643 Case Study on TQM and Strategic Management

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The case is about a two-wheeler manufacturer finding them in trouble and taking timely action to come out of the problem and once again getting into the growth path. The first step they all took was to get customer feedback, do a proper analysis using the various quality tools and an action plan was prepared to address the various issues. Another initiative that was immediately taken was to reduce "Time to Market". The company also went about implementing the international quality certification ISO 9001:2000. Due to the various initiatives taken by ABC Ltd, and introduction of the latest TQM concepts, they got into the growth path.

6701 Osmotic Meditation: A New Tool for Stress Management and Mind Expansion

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The concept of 'Osmotic Meditation' developed by this author derives its conceptualization from the concept of osmosis that we observe in nature and combines it with the Indian concept of meditation rooted in intellectual heritage of yoga, dhyana and sadhna. There are various techniques of yoga. Broadly, 'yoga' can be defined as 'yearning for oneness and gaining advancement'. This definition suggests that 'yearning for oneness' represents the essence of yoga. This is in consonance with the fundamental definition of yoga as 'union' between individual consciousness and universal consciousness. By realizing this unity, an energy flow is created and this energy can be used for stress management as well as healing purposes.

6600 CRM Initiatives in Current Business Environment and Profitability

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This paper discusses CRM initiatives in present business environment. It is tried to identify different factors which plays role in failure of an initiative. In this study, one CRM evaluation model is discussed. Importance of both quantitative and qualitative metrics is discussed in brief. Some recommendations are suggested to reduce the risk of the implementation failure and to enhance the profitability.

TB-1, Tuesday, December 30, 1:30 – 2:50 p.m.

Session: Ancient Wisdom

Session Chair: Subhash Sharma

Indian Business Academy

6596 Using Modern Technology for an Ancient Practice

Nilay Yajnik, School of Business Management, NMIMS University, nilay@nmims.edu

Knowledge creation , acquisition and dissemination has been a very important part of our Indian culture. Right from the ancient times knowledge would pass down from the Teacher to the student in a highly structured but verbal manner. Various methods of transfer of traditional knowledge have been used in India for centuries. Modern information and communication technology in India is a major enabler of the ancient practice of knowledge transfer. This paper will discuss how modern technology tools can assist in the ancient practice of knowledge management in modern India.

6631 Relevance of Symptoms of Idiot by Samarth Ramdas Swami in Today's Work Life

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Some live in present and enjoy present as if THIS is the NEXT moment they are going to die .Some live in present and always sing the PAST – never happy with current state of affairs ,neither have a positive future outlook .Some live in present but always have eyes at future – DREAM MERCHANTS .Those who live in present and enjoy present, dream of bright future but also look back in past for guidance .To fall in this category , one needs to have in-depth understanding which is available in DASBODH .

6657 A New Convergence of Ancient & Modern Through ‘Udyog Sastra’

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In this paper we explore a new convergence of ancient and modern through Vedico-Scientific- Meditative / Wisdom research tradition leading us towards new approaches to knowledge creation and knowledge development in management and related fields. Paper also presents the impact of three well known modern messengers of wisdom tradition viz. Vivekananda, Gandhi and Aurobindo, on the corporate and management world . Drawing upon these ideas paper presents an integrative model wherein market values, social values and spiritual values find a new balance in the society and its institutions.

TB-2, Tuesday, December 30, 1:30 – 2:50 p.m.

Session: Indian Management

Session Chair: Debarshi Mukherjee

Indian Business Academy

6581 Adaptation of Emotional Intelligence to Indian Context

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Emotional intelligence (EI), which is an ability to manage one's own and others' emotions appropriately, has caught the attention of researchers in recent times. It has a significant impact on the personal and professional success of individuals. It has been empirically proven that EI impacts the performance and well-being characteristics of individuals and teams, and facilitates organizational effectiveness and competitive advantage. This paper consolidates the research activities on EI in four areas namely Conceptualization, measurement, Impact, and development, and concludes with directions for future research for adapting this concept to Indian Context.

6603 An Integrated Framework for Value-based Management - Guidelines from Indian Ethos

N. Sivakumar, Sri Sathya Sai University, nsivakumar@ssu.edu.in

The practice of values based management requires an integrated framework. It starts with defining the vision of an organisation. Further the leadership of the firm must be value based and the corporate culture must promote ethical behaviour. Values based management also involves developing policies towards various stakeholders and finally aiding value based decision making. Indian ethos has provided detailed guidelines for all these aspects of values based management. This paper delineates these guidelines. The scriptures studied include Kautilya's Arthashastra, Manusmriti, Valmiki Ramayana, Viduraniti and Shanthi Parva of Mahabharata and literature on economic organisations and educational institutions in ancient India.

6662 Importance and Significance of the Book

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Importance and Significance of the book "New Mantras in Corporate Corridors" Prof. Subhash Sharma, the author of the book needs no introduction. Known as Wisdom Guru because of his work related to 'wisdom tradition', he has contributed enormously towards new wisdom foundations and perspectives of Management. It is a valuable source of knowledge on New Age Management concepts, metaphors and models and provides new conceptual foundations for the new vision of the society and its institutions. This paper aims at assessing the contribution of the book towards improved understanding of concepts of Indian Management. An attempt will be made to explore the importance and significance of the book from the perspective of management thought and education.

6556 Rabindra Management: Indian Management Thoughts of Rabindranath Tagore Towards Self Development

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Competitive business scenarios left our society battling with declining moral values and we have serious research contributions from different quarters of the world wherein researchers have tried to find solace from Gita, Ramayana, Mahabharata and other epics to summon strength and determination to ensure success and societal bliss. All these have been higher order contributions rarely gained popularity among common man. Management thoughts from people like Tagore through his songs gained popularity among masses and also helped instilling self development mechanism within. This paper draws inspiration from his songs and derives connectivity between his popular songs and modern management thoughts.

TB-3, Tuesday, December 30, 1:30 – 2:50 p.m.

Session: Job Satisfaction

Session Chair: N.R.V. Prabhu

Stansfield College

6303 Does Regulatory Focus Affect Job Satisfaction of Police officers?

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Hsing-Chau Tseng, Graduate school of Business and Operations Management, hsingchau@mail.cjcu.edu.tw

This study is aimed at these research gaps in the regulatory focus theory, develops and tests a research model in Taiwan's National Police Administration setting, which investigates the relationship among regulatory focus, transformational leadership, and job satisfaction. These results are that promotion focus has a significantly positive influence on transformational leadership and job satisfaction. In contrast, prevention focus has no great positive influence on transformational leadership and job satisfaction. In addition, transformational leadership has a significantly positive influence on transformational leadership. The role of transformational leadership plays a mediator in the relationship promotion focus and job satisfaction.

6334 A Survey of Relationship between Organization Commitment and Job Stress

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The basic factor in health sector is human resource. Increasing organizational commitment in manager is one of the most steps for organizational improvement. This research is a descriptive, relationship study. The research populations are top manager, staff, and nursing manager of university hospital in Esfahan.

6540 Effects of Personal and Social Competencies on Job Satisfaction

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EI provides the basis for competencies important "in almost any job" (Cherniss, 2000). This article shows that Emotional Intelligence affects job satisfaction of head nurses of Medical College Hospital, Kottayam. The components of Emotional Intelligence: self awareness, self regulation, self motivation, relationship management, and emotional mentoring were measured using the Hendrie Weisinger measure ($r=0.93$). Job satisfaction was measured by a questionnaire ($r=0.70$). Hypotheses were tested using regression analysis on the population (50). The study concluded that self awareness and motivation impact job satisfaction of nurses. The other components were found to have less influence on job satisfaction.

6606 The Measurement of Job Satisfaction of Advisors-A Case study of Reliance Life Insurance

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This research paper has been assigned to allow the management of the company stronger insights into the positive and negative effects that their H.R. functions and its impact on advisors of Reliance Life Insurance Co. The results of the analysis suggested that the organizational variables like Occupational level, Job content, considerate leadership, and Pay and Promotional opportunities, Interaction in the work group have a greater role. Also Personal variables such as Age, Educational Level, Gender, Relationship between Job Satisfaction and Productivity would definitely effect robust differences in study designs, response rates, and methods of measuring job satisfaction.

TB-4, Tuesday, December 30, 1:30 – 2:50 p.m.
Session: Risk and Insurance
Session Chair: Rajyalakshmi Nittala
Andhra University

6619 Currency Risk Management Practises followed by Exporters of Kanpur: A Study

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This study is based on Primary data where a random sample is selected from the exporters of the Kanpur city. The city is famous for its Leather export since long and have registered itself as an unignorable source of these items. This paper highlights the practises being followed by them with regard to their Currency Exposure, in the advent of very recent Currency Futures in India. The study throws light on awareness of Exporters, their modus operandi their benefits and apprehensions about the different tools used for Currency Risk Management.

6658 Expert Credit Rating System for Credit Risk Management using Human Logic System

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Credit Risk Management has always been one of the main factor governing the top management of any company. Due to subprime crisis the whole economy is effected , till now FICO score plays a very important part in the credit rating system, but it was not up to the mark. By understanding the overall life cycle of a typical Credit risk management process, we are trying to identify the key priority areas which could have made the whole system much more efficient and tackle the challenges in the credit risk arena.

6925 An Exploratory Look at Agents' Perception towards Life Insurance Corporation of

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The present research has been designed to assess the perceptions of agents' towards LIC services. The study has been conducted in the LIC branches located in the major cities of Punjab (a progressive state of India). Data has been collected from a sample of 225 agents. Factor analytic approach has been carried out on the significantly different items to identify the factors which affect the perception of agents. Factor analytic results revealed that seven factors (viz, efficiency of supporting staff, customer focus, sustainable competitive advantage, service scapes, service product and processes, service improvement, information and individual attention) could influence agents' perception. Implications for the organization, sales supervisors, and researchers have also been provided.

6557 Attitude of Uninsured Persons towards Life Insurance

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Life insurance provides risk coverage in the unforeseen situations and saves the dependents from financial calamity. Even though the Indian Insurance Industry is privatized and immense competition exists, the Indian market remains under penetrated with 25 to 27 percent. This study aims to analyze the factors that influence the attitude of the uninsured and to find out the reasons for not insuring. this will help the Insurance firms to identify a marketing strategy to increase the market penetration.

TB-5, Tuesday, December 30, 1:30 – 2:50 p.m.

Session: Strategy-3

Session Chair: Kiran Narasimhan

JB Institute of PG Courses

6695 From Adversary to Consensual System – Change Needed in India’s Legal Management

P.K. Goel, pk_goel2001@yahoo.com

Mounting arrears in court cases compel us to think about change in the legal management system. There are two changes which are necessary to be done. One change is from adversary to consensual system and the other is changing the maxim that ‘Let ninety nine guilty men escape, and not one innocent man suffer’ to ‘let ninety nine guilty men not escape even if one innocent man suffer’. Thus our legal judicial system now needs surgery and not only cosmetic changes.

6702 Succession Planning-Best approaches

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As the retirement wave of baby boomers is already started, and the demand for effective managers who could lead and develop global initiatives continues to grow, there may be a sharp decline in ranks of available personnel. The real key in succession management is to create a match between the organization’s future needs and the aspirations of individuals. For these reasons, careful planning for the eventual replacement of managers at all levels in organizations has gained strategic importance. It’s not just succession to the top - It’s getting the right person in place for every job. Keeping in view the succession planning a challenge for the companies, this paper examines the essence and challenges of succession planning, the key issues surrounding it, and the kind of approaches that can cope with leadership succession situation.

6671 Diamond-A Passion

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India is famous for Diamonds and Gems and in past lot of kings used to invade neighboring countries and preserve Diamonds and other jewelries available in those counties with them. Later after Independence India started exporting Diamonds and other Jewelries to Countries like USA. In recent days the demand for jewelry in US has come down. So Indian companies slowly started looking towards Indian Customers for their promotion of Diamonds.

TC-1, Tuesday, December 30, 3:20 - 4:40 p.m.

Session: Finance

Session Chair: Takeshi Yamamoto

Iwate Prefectural University

6510 A Sectoral Analysis of FDI Contribution in the Post-Liberalisation Era

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The rise in the Indian GDP growth rate has resulted from adoption of liberal economic policy by Government of India. Traditionally, the Indian markets were strictly insulated from Foreign Investments because of conservative policies of Government of India. Due to this structural inefficiency, Indian Government had to adopt, by compulsion not by choice, the IMF proposed 'Global Architecture', by opening up of Indian markets to foreign investors investments. The Indian GDP growth rate has gone up to all time high, gradually after implementing the change. This paper discusses contribution of FDI in the sectoral growth of Indian economy (Post-Liberalisation era).

6566 Grading of IPOs: A Futile Exercise

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In May 2007, SEBI ruled that all IPOs entering the capital market go in for compulsory grading to allow only bona fide companies to tap the markets and prevent fly-by-night operators from accessing the capital market. This article analyses the response of issuers to this norm. The extent of usefulness of the grades for the investors and performance of the IPOs vis-à-vis their grades are also discussed. The biggest argument against IPO grading is since it does not comment on pricing aspect; investors are unable to decide if it makes sense to subscribe to the issue at that price.

6592 Indian Venture Capitalist: Do they have a Bias to New Technology

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The consistent performance of Indian economy has enthused confidence in budding Entrepreneurs of country. The graduates from premier colleges have started rejecting fat salary job's to start their own businesses. This paper analyses the attitudes of Indian venture capital firms towards investment in New Technology Enterprises. A survey of Indian venture capital firms was conducted to study whether there is any bias towards new technology firms. The paper also discusses aspects of the behavior of VC firms that may generate differences between New Technology Based Firms (NTBF) and non-technology-based investments.

6330 Stock Price Anomalies Subsequent to Stock Split Announcements: Japanese Evidence

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This study examines the existence of stock price anomalies subsequent to stock split announcements through event study methodology and analyzes the determinants of the abnormal returns through cross-section regressions. We found strongly positive reactions to more than 500 announcements on average and tested hypothesis that the returns had positive relationship to the split ratios holding size and profitability fixed. The Commercial Law revision in 2001 made stock split decisions easy to use by firms. On the other hand, that brought about a side-effect of considerable degree of price appreciations caused by limits of arbitrage.

TC-2, Tuesday, December 30, 3:20 - 4:40 p.m.

Session: Knowledge Management

Session Chair: Varghese George

University of Massachusetts Boston

6604 Knowledge Management as Driver of Sustainance in Industry

Sathyannarayana Hari, Jaipuria Institute of Management, drhssai@yahoo.com

Knowledge is flowing in the entire organisation end-to-end. Systematic, periodic and continuous capture of Knowledge from all functional & cross-functional resources, converting the same into a Knowledge base for future mining and analysis is essential. Abundance of this Knowledge Base would enhance the organisational growth with a focus to be on the top. Organisations must retain all tacit as well as explicit knowledge from the time of induction to separation of each of the Human Resource at all levels. MIS, DSS, ERP applications are enabling the organisations for current scenario. KM systems would have a long horizon.

6644 The Study on the Impact of the Demographic Variables on Knowledge Sharing in IT

B. Lathalavanya, University of Madras, lathalavanya_75@yahoo.com

Today's turbulent business environments, the conventional base of competitive strategy are increasingly being eroded. In such environment the ability to possess and disseminate knowledge is an essential prerequisite to success. This paper provides an understanding of an emerging paradigm of business where knowledge and knowledge sharing has become the singular basis not only for competitive success but also for corporate survival. Knowledge has been the critical asset in organizations. Knowledge Sharing is the basis of knowledge activities. Managing Knowledge is key to sustaining competitive advantage, especially in knowledge intensive industries like that of IT Sector.

6674 Knowledge Management Styles for Organizational Performance

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K – Space has three dimensions, diffusion or knowledge availability, abstraction and condition based on I – Space. I – Space has four KM styles namely adoption, standardization, systemization and articulation. This paper tries to understand the four KM styles and the concept of K – Space by addressing on the relationship between the KM Styles, the performance of an organization and the dimensions of K-Space.

6117 Precursors and Processes for Acquiring External Knowledge

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Precursors and processes that help or hinder acquisition of external knowledge in technology-intensive organizations are of great interest to practitioners and scholars. An important pathway for external knowledge is through the technical professionals of such organizations. They venture out, engage in interactions with members of their professional networks, and bring back precious knowledge. Using a survey of the members of a professional organization, I report the differences in organizational support, techniques for internal dissemination, and types of external knowledge acquired. I also explore if such differences are associated with success in knowledge acquisition.

TC-3, Tuesday, December 30, 3:20 - 4:40 p.m.

Session: Strategy-4

Session Chair: Divya Gupta

Indian Business Academy

6661 Transnational News Channels, Public Policy and Society: The Changing Contours

Prashant Kulkarni, Indian Business Academy, prashantkulkarni@rediffmail.com

Historically, television and national boundaries have been closely intertwined. Though international exchanges existed, the operators rarely ventured out of their national terrain. The advent of satellite television and the internet has eroded the state monopoly for all practical purposes and transnational television channels seem the norm of the day. The struggle between the nation state and the emerging media order in moulding the public opinion is inherently complex.

6693 Reconfiguring Strategies in the Changing Business Landscape

Mubashshir Khan, IBA- GN, ubashshir@gmail.com

The contemporary business environment experiences dynamic changes. The sources of these changes are not merely the newer business models and effective strategies, but the interplay of various business factors such as the suppliers, marketing intermediaries, customers, competitors, publics and the company itself. Various other macro factors such as demographic, economic, technological, political, cultural and social forces also add to uncertainty. The result of these can be viewed as the trends and ideologies which have emerged, diluted and re-emerged quite frequently. From the business point, these varying trends and ideologies have proved to be threats to strategies and have laid the foundation to unclear paths that remain unwanted.

6659 Management: from Where to Begin

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In era of globalization world is compelled to be more civilized and more social in approach with higher sense of responsibility. This implies, getting more evolved in terms of Management, taking into account sustainability & making economic growth synonymous to well-being of all stakeholders. Equivalent of word 'Singhavlokan' is retrospection. When applied to management it raises a natural question of 'from where to begin'. 'Singhavlokan' also includes introspective nature of observation like - being in middle of omega-circle. Hence, paper deals with 'Singhavlokan' in light of eternal&timeless management concepts contained in ancient management wisdom, for understanding of 'purpose of business'.

TC-4, Tuesday, December 30, 3:20 - 4:40 p.m.
Session: Retail Management
Session Chair: S.L Gupta
BIT

6544 Internal Marketing for Customer Satisfaction in Retail Sector

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In addition to the external customers, the internal customers are increasingly seen as the key to the organisational success. When an organisation adopts this perspective, it will go to great lengths to select the right people for these jobs, train them and make the job interesting and fulfilling. Unfortunately, many retail organisations do not think in these terms and, as a result, have not developed the orientation necessary to produce outstanding customer contact employees. This paper highlights the issues related to employee satisfaction in the retail sector like educational qualifications, working conditions, welfare, salary, working hours and job satisfaction.

6574 Role of Atmospheric in Retail Environment

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Atmospherics acts as an important instrument in creating unique retail environment, which helps retailers in fetching, differentiating and binding customers. The main objective of the paper is to emphasize on the role played by atmospheric in real and virtual shopping, how different atmospheric cues influence customer perception and intention and also to emphasize on the need of retail atmospheric for retailers to understand their target customers and adds value to customers shopping experience. At last, paper will determine the gap existing between what is promised by Retailer and what is delivered to the Customer.

6626 Consumer Ethnocentrism and Attitude towards Domestic and Foreign Retail Outlets

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The mall culture is at its growth stage in developing countries like India. Consumers prefer organized retail outlets situated in hi-tech state of art malls for shopping experience as well as high product value. This research aims to study the relationship between consumer ethnocentrism and consumer attitude towards domestic retail outlets as compared to foreign retail outlets. It is hypothesized that consumers with high levels of ethnocentrism would have more favorable attitudes towards retail stores of culturally similar country in comparison to stores from culturally dissimilar countries.

6645 Metamorphosis of Retail Industry in India

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The retail industry is getting attention from all over the world and all leading players are eyeing India as hot prospect due to available mass for consumption & professionally qualified human resource to manage the store. The Global retail development index shows India first among the top 30 emerging markets in world. A look at the Landscape of most of the cities in India shows rapid pace of change. This change is the reflections of the changes in the Indian consumer, his lifestyle and his habits. Goldman Sachs has estimated that the Indian Economic Growth could actually exceed that of other countries by the year 2015.

TD-1, Tuesday, December 30, 5:00 - 6:00 p.m.

Session: Scheduling

Session Chair: Jaideep Naidu

Philadelphia University, USA

6118 Multiproduct Lot Scheduling with Backordering and Shelf-life Constraints

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In this paper, we revisit the economic lot scheduling problem (ELSP), where backorders are permissible and each of the products has a limited post-production shelf life. Recent studies in this context have suggested a rotational cycle approach, where each item is produced exactly once every cycle. We resort to reducing production rates and, further, allow the flexibility of producing any item more than once in every cycle. In order to solve this more generalized model, we suggest a two-stage heuristic algorithm. Our computational experience demonstrates that our methodology yields superior results, in comparison with existing solution techniques.

6120 A New Heuristic to Minimize Single Machine Tardiness Problem for Tight Schedules

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The classical single machine total tardiness problem has been studied extensively by researchers over the last fifty years. Our study focuses on minimizing tardiness in the case of tight schedules. A tight schedule is typically the most important reason for job tardiness. To our knowledge, there is no heuristic specifically designed to minimize tardiness for tight schedules. In this study, we develop and present a new heuristic which performs extremely well in the case of tight schedules. The results of our computational comparisons show that our dispatching rule outperforms other leading heuristics in literature.

6110 Machine Scheduling with Learning Curves to minimize Total Tardiness

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Classical machine scheduling assumes that the processing time of a job is independent of its position in the production sequence. However, in numerous practical situations, the production time of a given product is shorter if it is sequenced later, rather than earlier in the sequence. This phenomenon is known as “learning effect.” Our study focuses on finding the sequence that minimizes the total tardiness of jobs to be processed on a single machine. We also provide a framework to extend this study to “families of jobs”. We present some dominance rules and heuristics.

TD-2, Tuesday, December 30, 5:00 - 6:00 p.m.
Session: Small and Medium Enterprises
Session Chair: Shabnam Priydarshni
CMTR

6311 Structural Equation of KCP and OC: An Examination in Iran's SMEs

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The main purpose of this research is the explanation of Knowledge Creation Processes effects on organizational creativity in Small and Medium size Enterprises (SMEs) of Mazandaran Province industries and Mines organization by means of an empirical examination. To this purpose, research team distributed the standard questionnaire among operational managers of SMEs. The gathered data from active SMEs in Mazandaran Province analyzed using Lisrel and SPSS software. The structural equation results showed the effect of socialization, externalization, combination, and internalization (KCP) on organizational creativity.

6528 ERP: Current scenario and suggested model for SMEs

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This paper theorizes the development of a conceptual ERP adoption model applicable to the midsize business environment. The general business factors associated with ERP systems implementation and the Commensurate organizational benefits are identified. The paper highlights the constraints on resources that confront the midsize business sector. . This paper focuses on identifying the organizational, technical and people businesses. This paper focuses on identifying the organizational, technical and people domains that influence the adoption of ERP systems by midsize businesses. A methodology roadmap is proposed and concluded with the cost benefit analysis and feasible advantage for SME.

6533 Growth Factors of Micro and Small Industries

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The growth of micro and small enterprises (MSE) has an integral part in the economic development of India. This paper contributes to the better understanding of MSE's growth and the applicability of business growth models in south India. The paper focuses firstly, in analyzing the problems and challenges faced by Servo Stabilizer manufacturers and secondly identifying the factors determining the growth of firms. This study will help the existing firms to overcome the impediments by revealing the insights of this industry. The findings of the study gives rise to policy implications that are crucial for the growth of this sector.

TD-3, Tuesday, December 30, 5:00 - 6:00 p.m.
Session: Supply Chain Management
Session Chair: Debendra Mahalik
Sambalpur University

6125 Tackling Uncertainty with Supply Chain Event Management through Fuzzy Logic

P. Sashikala, ICFAI Business School, Hyderabad

Omprakash K. Gupta, University of Houston-Downtown, Houston, USA

Today's business environment is fraught with uncertainty. Without clear insight into imminent economic, political, and security development, many businesses fear how their supply chains will fare in the face of global disruptions and market change. In recent years, some enterprises have tried to simplify their command over their supply chains by outsourcing key business processes such as manufacturing and distribution. But while reducing their asset base, outsourcing adds business and communication complexity and risk due to the multiple entities involved. This complexity is increasing. Moreover, today's information flows and material flows are not sequential, linear chains. They represent complex networks with multiple paths and entities. In order to improve the planning and forecasting systems the companies spend lot of time, money and energy so as to minimize the uncertainties in the business problems.

6329 Integrated Educational Supply Chain Management (IESCM) for Universities

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The proposed Integrated Educational Supply Chain Management (IESCM) for Universities provides two main contributions to the society, including human resource contribution and research contribution. This empirical study depicts a holistic view, comprising inputs, the process, and outputs of the educational supply chain. Educational management represents the process component, which may be accomplished in three levels, including strategic, planning and operating levels. The two innovative ideas, which are education and research, for managing IESCM in the universities are explored. The research provides educational management a new dimension to understand how supply chain management contributes to successful university operations.

6525 Prioritization of IT Implementation in Supply Chain: An AHP and TOPSIS Approach

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Information plays an important role in managing the process of SCM. This has resulted in increasing use of IT in SCM. This Computerization if implemented in one go result in failure. So Company executives and researcher are trying to prioritizing this computerization, so as to get the real benefits. Prioritization in supply chain is a major issue before the planner as there is no clear cut formula to solve this problem. In this paper an attempt has been made to prioritize the computerization activity of supply chain using AHP and TOPSIS method, with the help of a case analysis.

TD-4, Tuesday, December 30, 5:00 - 6:00 p.m.

Session: Advertising

Session Chair: Mary Ipe

ICFAI Business School

6516 Earnings Quality, Disclosure and Earnings Management in Select Indian Firms

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The paper probes into the important issue of earnings quality, off balance sheet liabilities, the compliance and disclosures of select firms in India. The paper is divided into 3 parts: 1. Earnings quality: Definition, ascertainment of quality, off balance sheet liabilities, accruals and cash flows. 2. Compliance and Disclosures: Norms, disclosure level, Internal controls and corporate governance. 3. Earnings Management: Earnings smoothening, methodologies, capital market considerations and valuations. The paper addresses the concerns of stakeholders regarding the quality of financial reporting especially considering the proposed convergence with IFRS in India.

6638 Advergaming and In-Game Advertising – The Newest Mantra

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Media habits of consumers are changing with ever evolving technology. Advertising platforms like TV, Internet, which were once successful in reaching the target audience, are becoming less effective. Consumers adopt methods to bypass the commercial pitch. Enter Advergaming- advertising brands/ products with or within computer and video games. What is new and different in using games for marketing? What is the subtle difference between advergaming and in-game advertising? This article takes readers through new vistas in the advertising space. Advergaming is a blend of non-intrusive advertising, branding and permission marketing.