

**CONTRIBUTED
PAPERS**

SC-1, Sunday, December 20, 2:00-3:20 P.M.
Session: Advertising
Session Chair: Rajyalakshmi Nittala
Andhra University

7405 Registering for Incentivised Mobile Advertising: Discriminant Analysis of Mobile Users
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In India a few software companies introduced a unique model of mobile advertising. Consumers get paid for receiving advertisements on their mobile. The primary objective is to identify type of customers that is likely to register to the incentivised advertising. The present study is to predict the mobile user's acceptance to register based on variables like reward, choice, sacrifice, control, risk, fear, trust etc. Discriminant analysis will be used to select which features can describe the mobile users who are likely to register and not register to this mobile advertising.

7442 Effectiveness of Sidedness & Comparison Appeals in Advertising
Rajdeep Chakraborti, IBS Hyderabad, pikluchakra@gmail.com
Subhadip Roy, IBS Hyderabad, subhadip1@gmail.com

This paper tries to integrate the two streams of advertising research dealing with sidedness and comparison in advertising appeals respectively. Using a two by two experimental design the effect of comparison and message sidedness in an advertising appeal was studied on student respondents. The data was analysed using MANOVA. The results suggested that both sidedness and comparison had significant impact on consumer attitude towards the brand and purchase intention but not on attitude towards the ad. The study also found the presence of a significant interaction effect on the consumer attitudes.

7538 Ad mania: pester power effect of advertisements
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Pester power is a marketing term, used to describe the massive buying power of children, due to the influence their pestering has on their parents buying habits. The paper aims at exploring the nuances of pester power and its consequences on the buying behavior of parents. The focus will also be on the driver forces and the games played by the advertisers to cash this effect. The paper will also highlight the effect of advertisements on the minds of children and the steps to be taken by the parents to avoid the pestiferous effects of advertisements on kids.

7593 Adlive- Maximization of Advertisement Impact - Innovative and Instant Method of Calculating TRP
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Competitive Advertising has become the integral part of survival. The proposal is about a new concept which provides a platform where the advertiser and the TV channel come to terms to attain win-win. The idea is to trap the frequency online and send it to the ad station in which the TRP is measured online. The advertisers will bid only if the target audiences are watching that their channel when their advertisement is on air. We as business guys will act as middle men between them and get profit based on the bidding of the advertisement.

SC-2, Sunday, December 20, 2:00-3:20 P.M.
Session: Corporate Social Responsibility
Session Chair: Sriram Rajann
ICFAI Business School, ICFAI University

7481 Social Responsibility and People Development Initiatives through Knowledge Management and Training
Sriram Rajann, ICFAI Business School, ICFAI University, sriram.rajann@gmail.com

Dr. Reddy's Foundation is an organization founded by Dr. Anji Reddy, the dynamic entrepreneur, who founded the progressive and contemporary DRL (Dr Reddy's Labs- An NYSE listed company). The company has incubated a knowledge management and training cell which focuses in training youth between the age group of 18-25 years and placing them at entry-level jobs of various organizations. Today, jobs are available in plenty, it is employability, which the corporate is looking at, and it is this aspect, which is stressed at Reddy LABS (Livelihood Advancement Business School) as it is called. Dr Reddy's foundation trains candidates in the areas of Customer Relationship and Sales (CRS) at its LABS center in Chennai., India .The center currently has four departments: 1. Hospitality , 2. Information Technology Enabled Services (ITES) 3. Machine Operation, 4. Dress-Making. There are a total of 170 students spread across these four sections belonging to diverse backgrounds and work experience. CRS is a new department, which is entrusted with the responsibility of knowledge management and imparting Soft-Skills to these students, which will enhance the skill set of these individuals enabling them to be better prepared for their corporate responsibilities .Soft-Skill session includes Communication Skills, Presentation Skills, and other skills like preparing for an Interview and Group Discussions etc. These initiatives , in the Dr Reddy's foundation LABS center , are going a long way in preparing future managers to take on responsible positions and meaningfully contribute to the growth of their organization

7496 Corporate Social Responsibility: A Case Study of Indian Pharmaceutical Firms
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Corporate social responsibility refers to the social responsibilities of a corporation, which lead to sustenance of the corporation. Corporate social responsibility takes into consideration not only the issues that sustain a corporation but also those for which a corporation is responsible e.g., treating the stakeholders of the firm ethically or in a responsible manner deemed acceptable in civilized societies. The concept has moved away from purely environmental issues to encompass both social and economic concerns.

7610 Corporate Social Responsibility and Global Economic Crisis
N. R. V. Prabhu, SCVET, dnrnrprabhu@yahoo.com
Kameswara Poranki, Kalasalingam University, kamesh_p2001@yahoo.com

There was a time when corporate social responsibility (CSR) was considered a luxury by successful companies; it was a set of initiatives implemented when the company was in rich green pastures and when it could easily afford a lot to the society. This made the Companies "feel good" and they felt elevated that they had done something out of the way for ethical, altruistic and branding purposes – but definitely not as part of a company's core strategy. This is not the case today looking ahead; the world will never slide back to the state it was in before the crisis struck. The rules of the game are changing, and the values of sustainability and responsibility underpin these new rules. Corporate social responsibility is nothing that is being done as a favor but is the core requirement of the time. In a world of changing expectations, companies must account for the way they impact the communities and environments where they operate CSR has become mainstream, and looking ahead I suggest that adherence to the principles of CSR is likely to become mandatory if companies are to be licensed to operate at all. There is a role to be played by the Government, employers, trade unions and NGOs.

SC-3, Sunday, December 20, 2:00-3:20 P.M

Session: Entrepreneurship-I

Session Chair: Usha Manjunath

BITS

7014 A Typology of Utilized Business Model by Entrepreneurs

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In Corporate entrepreneurship (Individual OR Independent) an enterprise will be formed so that a new goods or services supply for the society. But despite of the new business idea, potential entrepreneurs, Market opportunities and the suitable Recourses the most Risers will Lead to insolvent. The Resean is that the traditional Method will not solve the market Problems efficiently. This changes Means that we can not compete with the world's competitors without having a new business model.

7015 The Magical Triangle of Entrepreneurs, Opportunities and Entrepreneurship

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We propose structuration theory as useful lens through which to view the entrepreneurial process. Entrepreneurship is presented as the nexus of opportunity and agency. Where by opportunities are not singular phenomena, but are idiosyncratic to the individual.

7490 Social Enterprising for Community Advancement

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Engineering is the art of finding new solutions to old problems. Entrepreneurs are those capable of finding creative, profitable solutions to problems. Entrepreneurs fall in two categories viz, business entrepreneurs and Social entrepreneurs. Although one class complements the other, in this paper, more emphasis is laid to social entrepreneurship. These classes of entrepreneurs are more concerned about the community / society as a whole, than computing on business profiteering (monetary). Case studies pertaining to social entrepreneurship, their pros & cons, the mind set required for the purpose are discussed in this paper.

7497 Technology Entrepreneurship: What is in it for India?

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Entrepreneurship is the latest buzz word. What Silicon Valley is to America is Bangalore to India? Or is it in reality? The paper attempts to analyze the trends in technology entrepreneurship in India and examines closely the success and gaps in the area. The success of IT and ITES based start ups have not only made an economic change but brought about a major social change. Applying the analogy of Moore's law to the technology entrepreneurship, the paper tries to clearly understand the major drawbacks in the Indian context for high technology based innovations and the ecosystem for entrepreneurship.

SC-4, Sunday, December 20, 2:00-3:20 P.M

Session: Global Economic Crisis

Session Chair: Kirti Arekar

ITM Business School

7570 Global recession : crisis or opportunity - what management edifies

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Recession – ‘decline in the economic trade and prosperity’ – a meaning mentioned in the oxford dictionary. But the true implication can’t be understood unless one has been through it. B-schools today are all about the hype surrounding the ‘MBA’ tag and the fat pay-cheques accompanying it. Students need to be taught how to deal with real life crisis. Survival can’t be taught in the classroom. Imparting training is way different than imparting experience. But the flip side of the coin also says that when most people were rendered jobless, management graduates at least had bulging pockets

7601 Barrack Obama and Economic Recession

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The economic recessions are not new to the world in general or to US in particular. US economy has suffered 10 recessions since the end of World War II. Out of which the Great Depression in the United state was between 1930 to 1939. The authors aims to evaluate the depth of recession, study the present situation after recession and evaluate the measures taken up Baraack Obama The authros of the openion that the measures taken are not so significant and temporary in nature. The authors fear the recession may hit once agian and eventually spread to other countires as well

7608 Global Economic Crisis and Lessons for the students of Business Administration

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We have understood that the mismanagement by many business schools, faculty, and business houses had given unwanted hype for the graduates of business administration which causes for the present global economic crisis. Now there is a need for introspection at all levels including business houses, business schools and governments of various countries. Particularly the MBAs are of the opinion that they are the only future business leaders and they could do any thing with any business. This kind of shortsightedness has resulted in many problems to much business in many countries.

7609 World’s Financial Crisis and the Solutions by Future Business Managers

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The authors are of the view that today the world is in a financial mess. Many of us are talking about financial crisis all over the world. Everyday we can’t expect our economy to be in boom. The economy tends to move in various phases i.e. from expansion to peak and then peak to recession and along the way of "Phase to recovery" and once again to peak. This is because of two human emotions. Greed during expansion as the cause and sufferance during recession as the result all of us in trouble today. This paper focuses on the solutions to be offered by the future managers for the survival of the corporate world as well as their own country’s economic well being.

SC-5, Sunday, December 20, 2:00-3:20 P.M
Session: Operations Management-I
Session Chair: Manish Verma
Memorial University

7004 Planning and Managing Railroad Transportation of Dangerous Goods
Manish Verma, Memorial University, mverma@mun.ca

Although railroads move over 140 million tons of hazardous materials in the US, and around 50 million tons in Canada, it has not received as much attention from academic researchers. A bi-objective optimization model and appropriate solution methodology to manage railroad shipments are developed, and some managerial insights highlighted.

7013 Rail Transportation of Hazardous Materials: A Conditional Population Exposure Approach
Manish Verma, Memorial University, mverma@mun.ca

Hazardous materials (hazmat) are potentially harmful to people and environment due to their toxic ingredients. Although a significant portion of hazmat is transported via railroads, prevailing studies on dangerous goods focus on highway shipments. In this work, we develop a risk assessment methodology that takes into consideration the differentiating features of trains – notably volume and nature of cargo, and dynamics of train accident viz., the sequence of events leading to release of hazmat from derailed/ruptured railcars. Logical diagrams and Bayes theorem were used to estimate different probabilities necessary to conduct risk assessment of railroad shipments.

7036 Survey of Indian and Iranian Academic Member"s Information and attitudes of Total Quality Management
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Unfortunately higher education system doesn"t have normal progress especially in Iran and India. As Professor Mukhopadhyay cited, "there is a growing belief among many teachers that many students want certificates, not knowledge or skills. Therefore this research for new model of health education based on teachers" knowledge and attitude may be helpful for reengineering health and educational problems by (TQMHE).

7465 Lean Manufacturing: Need of Recession
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With intensifying competitive forces companies are adopting various techniques to be successful in declining situation. One of the effective and efficient techniques is lean to thrive in such an environment. It is a philosophy and set of methods for identifying and eliminating waste through continuous improvement to enhance customer satisfaction. This paper gives an insight in to the benefits and hindrances faced during implementation of various lean tools in an Indian manufacturing set up. The research data for this paper has been collected from varied manufacturing industries which include steel, auto component, capital equipment, pneumatic subassembly and packaging material manufacturers.

SC-6, Sunday, December 20, 2:00-3:20 P.M

Session: Marketing I

Session Chair: Deepali Singh

ABV - IITM, Gwalior

7541 Segmentation of Elderly in Chandigarh

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As India grows, the importance of 50+ age group consumers will increase. A rough projection of 2001 census data indicates that 50+ population will be well above 200 million in 2011. Traditionally, marketers have stereotyped seniors as unattractive and sedentary. With rising retirement age and larger discretionary income the segmentation by age alone cannot tap this heterogeneous market. The present study is an attempt to segment the 50+ consumers of Chandigarh region on the basis of lifestyles using cluster analysis.

7571 “Buyology” of Neuromarketing

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Most advertisers believe people buy because of features, attributes or price, but the brain tells a different story. The marketing and science industries have come a long way in learning how consumers' unconscious minds influence how they buy. Neuromarketing is a controversial new field of marketing which aims to understand what directs consumers buying decisions by examining their brain responses. There is another side of story too. Critics believe it could be considered a form of “brainwashing”. The paper aims to carry out a literature survey of the pros and cons of neuromarketing.

7578 Workplace Spirituality and Salesperson Outcomes

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Competitive nature of sales profession in today's turbulent times has added to job-related stress. This implies a need to recognize the role that spirituality facilitating work environment can play for salespersons' well-being and performance. This paper addresses researchers' call for integrating workplace spirituality with sales literature. The paper points out that self-interest transcendence is a common aspect in workplace spirituality and in many of salesperson outcomes - Customer Orientation, Adaptability, Service Orientation, Ethical behavior, Sacralization of work and workplace citizenship behavior. Based on this, we propose a conceptual framework that illustrates role of workplace spirituality in selling organization.

7595 A Study on Coca Cola's Strategy for Rural India: Rural Marketing Factors

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The aim of this study is to figure out current impact of rural marketing strategy of Coca Cola in India. On this basis first we will figure out that the old marketing strategy of Coca Cola for capturing rural India market was succeeded or not and what are the strongest points of that strategy. Also we find out the impact of this strategy to capture other markets and their perception about Coca Cola by a questionnaire. The assessment of this questionnaire is done by 1-Sample Z-test which helps to find out the most effective component of the marketing strategy.

SC-7, Sunday, December 20, 2:00-3:20 P.M
Session: Management Education and Recession-I
Session Chair: George Zacharia
Symbiosis Institute of Management Studies

7507 An Empirical Research on Importance of Management Education During Global Recession-An Employer and B-School Perspective

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Nelson Mandela once said that education is "the most powerful weapon which you can use to change the world"- words which are all the more relevant in today's context, with the global recession taking centre stage. As a result, the recognition for management education presently rates high all over the world. This paper focuses on how management education helps employees to maintain their productivity, brand advocacy and morale during recession with an employer-management institution perspective. The paper also talks about the gap between the requirement of the employer and the management education delivered to sustain recession.

7527 Global Recession, Survival and Growth- Role of Management Education

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Global recession has raised several concerns about economic growth and survival of industry across nations. The paper focuses on the role of management education to help industry cope with recession. An empirical study on the issue highlighted the opportunities that management education could provide to industry. However, a study of existing relationships between industry and academia exposed the shortcomings of both sides in partnering with each other. A community model has been discussed that will enhance relationships between industry and academia thereby enabling them to overcome their shortcomings and achieve synergy in dealing with recession.

7530 Management Education-Issues, Limitations and Improvements in the Context of Global Recession with key emphasis on development of Ethics

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The global recession has provided the academia and corporate, an opportunity for collective introspection for developing a dual-pronged strategy, one to combat the impending crisis and then focus on ethical growth. This paper by reviewing various literatures identifies key issues with management education like: lack of market orientation and too focused on placements, management education being too academic and less practice-oriented, issues and limitations with development of ethics and integration of emotional intelligence and spiritual values in management education. The author offers suggestions for improvement in pedagogy and curriculum based on literature reviews and a brief survey conducted by him.

7549 Global Recession, Survival and Growth: Role of Management Education

Archana Pant, Lal Bahadur Shastri Institute of Management and Technology, archanapant23@yahoo.co.in

The global recession can be considered as a time of renewal and resurgence. Management Education can play a significant role in bringing about an innovative and creative approach in meeting the challenges of a recessive economy. It can responsibly hone and produce competent young managers who have a critical and unfettered approach to tackling issues. A crucial investment to the future, can be made, by soundly training the resilient youth, to apply the concepts of management, efficiently and effectively. A greater focus on enhancing leadership and management development processes will further leverage the strength of a sound management education."

SE-1, Sunday, December 20, 4:35-6:15 P.M

Session: OR/OM Models

Session Chair: Santanu Sinha

Tata Consultancy Services Ltd.

7040 An Appraisal System for Monitoring Performance of Convenience Stores in Taiwan

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With service industry achieving almost 70% of GDP, Taiwan has been a witness to a major shift in its economic structure, similar to the trends as have been observed elsewhere in the world. Among service industries, the retail sector has shown enormous growth in the country. Taiwan has seen tremendous growth in convenience stores in recent years as their density has reached a peak among many Asian countries. The operating efficiency has become a critical element of success and survival for convenience stores in a highly competing environment. In this paper, we apply Data Envelopment Analysis (DEA) and Malmquist Productivity Index (MPI) to investigate the productivity efficiency and monitor performance of convenience stores as characterized by multiple inputs and outputs. The paper also offers a distribution service system model and management matrix to examine the competitiveness of the store chain as a whole. The findings indicate that DEA can provide useful diagnostic information for managers and suggest useful ways to improve efficiency.

7448 Dynamic Modelling of Business Process Flows and Transformations using Simulation Optimization

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Modelling and simulation of various flows and their transformations provide an explicit view and understanding of the business processes in an enterprise. In this paper, we study the scope of dynamic modelling and simulation of business processes using ARENA and IBM Web-Sphere. With a 3PL case study, we illustrate the potential benefits of simulation optimization that merges the power of both simulation and optimization to improve system performance. Through the case study, we show how modelling, simulation, optimization, and analysis can improve the performance of existing business processes. Further, we mention a few limitations of ARENA and IBM WBM V6.2.

7557 Risk, Business and Monte Carlo-Business Process Simulation and Industrial Application

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We have been seen a series of risk issues – from the liquidity crisis in the financial markets to the emerging concerns over the long-term security by focusing global attention on the weakness of the global system. It has been creating the scenario for whole business process changes in all most all the industry verticals to be re-engineered by identifying the risks. The study can be done by generating a quantitative model for the business process simulations and scenario generation with one of the stochastic technique called as Monte Carlo Method to model a complex system for risk simulation.

7564 Game Theoretic Analysis of Continuous Double Auction using Genetic Algorithm

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Ashwani Kumar,

Purpose of this paper is to formulate a trading day using simple CDA game, and to calculate approximate Nash equilibria (NE) points. In this paper, we have used GA to simulate a CDA trading day, and an approximate NE is calculated using Best Response Dynamics. We have also modified standard GA operations for incorporating private and public information available among the players in a trading market. Research on game theoretic CDA analysis using Genetic algorithm provides very rich experience in handling information and bounded rationality of players. Mechanism proposed here can be useful for CDA based price discovery processes.

SE-2, Sunday, December 20, 4:35 P.M. 6:15 P.M

Session: Service Management

Session Chair: Sudhakar Achath

Amrita School of Business

7443 Validating the RECOVSAT Scale in the Indian Context

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This paper tries to validate the RECOVSAT scale developed by Boshoff (1999). Based on the primary survey conducted in and around Hyderabad with the sample size of 205, the study used the scale to check its validity. The results suggested the presence of different dimensions of service recovery in the Indian context. The scale was reduced to thirteen items with six underlying dimensions. Thus, the study opens up opportunities for further investigation in service recovery.

7535 Impact of Global Crises on Indian Healthcare Industry

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The world economy is facing an unprecedented turn of events. Every business sector is affected by present global crisis. But still in India there are few sectors which will grow in this adverse situation. Health sector is one of them. In India Healthcare sector is one of the largest and rapidly expanding sectors, this sector is also contributing substantially to the increase in the gross domestic product of the country. In India this sector is growing & attracting private players as government encouragement are making the sector more lucrative. This paper contained the study reflecting the emerging trends, opportunities and challenges in the healthcare sector.

7543 Travel Service Distribution in India - in transition

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Travel Planning has become less complicated and more convenient for consumers in recent times. Be it online travel portal or Service providers' own website or a traditional Agent, consumers have ample options to plan their travel. The purpose of this paper is to identify and compare various channels and analyze the issues related to consumers' online travel planning. Different structures co-exist, but online travel planning is finding a major space among the available options. However, traditional channels have learnt to satisfy and retain customers, leveraging the core competencies coupled with technology adoptions.

7553 Competitiveness in Service sector: A case of hotel industry in India

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This paper looks into one of the important sectors of the national economy, at least from its potential for development perspective: the hospitality industry. The research interest is related to finding out the main factors of competitiveness in this field. This research attempts to identify the essential aspects of competitiveness in the hospitality industry. The objectives pursued refer to: discovering the degree to which the concept of competitiveness is understood and capitalized on by the managers in the hospitality industry; identifying a set of factors considered decisive in raising the competitiveness of Indian firms in the hospitality industry; identifying the strategic concerns of firms operating in the Indian hospitality industry, in order to establish the connection between strategy and the competitiveness of the firms belonging to this sector.

SE-3, Sunday, December 20, 4:35-6:15 P.M
Session: Women Issues
Session Chair: Devanathan Sevilimedu Veenavalli
KCT Business School

7406 Women Managers at Work: Challenges, Issues and the Road Ahead

Farah Naqvi, IBA, frh_naqvi@yahoo.com

Women in India have struggled to establish an identity and create a space for themselves. This study explores and portrays the sensitivity of women and their perceptions of the society, their dilemmas when they are confronted with ideas and expectations of the traditional society and the demands of conforming to a contemporary perceptive code of conduct. This research is based on the detailed interviews conducted with women managers working with a leading public sector company. Five key questions were put to each of the women managers and the responses to the same have been interpreted by content analysis.

7423 Women Camp Labour: A Case Study on Tirupur Textile

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It's a known fact that unless and until women are given their rightful place, no society or country can progress. The Tiruppur People Forum (TPF), a Non-Government Organisation in Tamil Nadu studied the state of affairs of the women workers in textile industries during 2001 to 2008. Young unmarried women below the poverty line had under gone worst form of exploitation in their working environment and the social activists accuse that this continues unabated. The provisions of Indian Factories Act, The Industrial Disputes Act, Minimum Wages Act and other acts empowering women and children were flouted by various textile industrial owners under the scheme launched by them called "Sumangali Scheme" (Marriage scheme for unmarried girls). This exploitation barring rights and privileges to women employees in textile industry amounts to unfair trade practice and a punishable offence. This is also against the norms of corporate social responsibility. This article / presentation describe the repression of women employee through Sumangali scheme in Tamil Nadu and the mismanagement of human relations legally and morally by the employers.

7566 Microfinance – A Boon to Poor Women Self Help Groups

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The contemporary hot spoken topics are financial inclusion -Microfinance and Self help groups which drives entrepreneurship and helps to build a new economy. The most modern powerful tool to alleviate global poverty is microfinance. The growth in microfinance is observed by growing microfinance institutions which is servicing over 100 million people with a gross loan portfolio exceeding US\$23 billion. This topic speaks about the self help groups and their linkage with banks. It aims to acquaint the impact of microfinance on standard of living and problems faced by the SHGs.

SE-4, Sunday, December 20, 4:35 P.M. 6:15 P.M
Session: Operations Management-II
Session Chair: Saroj Koul
Dalhousie University

7023 Jet Lag: A Comprehensive Analysis of US Flight Delay Data

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Flights delays in the United States in 2008 were in the order of 22 million minutes. These interruptions were due to bad weather, security, maintenance, mechanical problems, late passengers, National Airspace Systems (NAS) delays, etc. This paper investigates the cause and effect of flight delays within the United States recorded between 1987 and 2009. Results reveal that NAS delays contributed to 63.5% of flight delays overall, impelling airports around the US to re-evaluate their NAS processes, especially those with logistical components. Improving logistical issues will reduce the amount of delays at airports and increase travellers' satisfaction.

7604 Maintenance Planning in Process Industry

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Maintenance is the main aspect which includes all technical and administrative actions applied to physical assets to retain or restore the system to an acceptable condition. It can be achieved by support of management and effective maintenance management. The purpose of maintenance is to extend the lifetime of the equipment or extend the mean lifetime to next failure (MTTF) whose repair may be costly. The maintenance scheduling problem is concerned with scheduling essential maintenance over a fixed planning horizon for number of equipments while minimizing the maintenance costs and providing enough capacity to meet the anticipated demand.

7612 Data Mining in Database Intrusion Detection

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Despite authentication and access control, authorized insiders due to operation mistakes or malicious intent, or outside attackers who have assumed an insider's identity can corrupt data contained in a database. As an indispensable part of the technical advancements, databases need to be protected against the prone intrusions. Data mining techniques can be effectively implemented to define an Intrusion Detection System (IDS). Furthermore, by combining fuzzy techniques with data mining, the level of intrusion can be defined and henceforth, appropriate measure can be adopted for repairing the database.

SE-5, Sunday, December 20, 4:35-6:15 P.M
Session: Management Education and Recession-II
Session Chair: Amit Gupta
ISBR Business School

7411 Small Enterprises Base Camp - Management education can show the way out

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Small businesses that primarily depend on industrial customers, demonstrate stagnation in sales revenue at some point in their business. I term this level in sales revenue as the “Small Enterprise Base Camp”. What lies ahead is the actual market mountain. The firm lingers at this base camp making it vulnerable to market dynamics. What lies ahead is the actual market mountain. I make the Hypothesis that for the firm to grow from here on, the Owner has to grow in his managerial capacity. I present some characteristics of the firm at this point, and what education I propose.

7428 Global Recession, Survival and Growth: Role of Management Education

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Global economic melt down was an event un-precedented in the economic history of the world comparable with only the great depression. What was unique of this phenomenon is the fact that it was avoidable if and that ‘if’ is very crucial. The if that would have averted this was of two types one what should not have been done and second what should have been done. The paper takes a critical view of role that management education must play to avoid such catastrophes by embedding certain value system in the minds of management professionals.

7463 Global Recession, Survival & Growth-Role of Management Education

Amit Gupta, ISBR Business School, director@isbr.in

Today’s challenging times and economic crisis calls for some unusual thinking. It is imperative that business schools need to make themselves and their graduating MBAs more relevant in a new economic era. For this B-schools need to do a total rethink on their offerings, how they identify skill gaps, the solutions conceived, development and teaching. Naturally, many are even wondering whether business schools themselves are in some way responsible for the current crisis. However the silver lining across the turbulent skies is the ‘Rainbow theory’.

7474 An Agenda for reforming Management Education in India under Economic Recession

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Some of the agenda’s ahead for improving quality in management education includes: imparting skills for students; Design of study programs and curriculum; Faculty selection, appraisal and development; Development of learning methods and aids; Institute – Industry Linkages; Role of Government; Net working; changing demands of the students and future employers and Role of regulatory bodies. It is concluded that management institute’s endeavor must be to develop global manager of proper knowledge, attitude, skill, insight and foresight to meet the challenges of 21st century.

7504 Management Education- Is It Really Hit by the Recession?

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L. K. Singh, Kumaun University,

Manisha Gupta, Invertis Group of Institutions,

Saurabh Shankhdhar, Invertis Group of Institutions,

People are perusing MBA for different reasons, some to get a managerial job, some for an appraisal, others for pride, and few for knowledge. The question we face right now is that does it really make sense to do an MBA in such times of recession. It is being said that “a recession is too precious to waste”. Recessions are times when we make changes in the way we do things - consciously or not, although it would be smart to do it consciously.

SE-6, Sunday, December 20, 4:35-6:15 P.M
Session: Organisational Behaviour-I
Session Chair: Dipti Sethi
Adam Smith Institute of Management

7007 How does Transformational Leadership affect Organizational Commitment?

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This study is aimed at these research gaps in the regulatory focus theory, develops and tests a research model in Taiwan NPA setting, which investigates the relationship among transformational leadership, regulatory focus and organizational commitment. The subjects of this study are 400 policewomen in National Police Administration of Taiwan. SEM was used to test this study model. Results are that transformational leadership has a significantly influence on promotion focus. In addition, promotion focus has a significantly positive influence on organizational commitment. Results support the role of promotion focus plays a mediator in the relationship between transformational leadership and organizational commitment.

7026 How Emotional Descriptors Drive Acceptance

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Marketing communication is constantly facing the challenge of identifying the appropriate mix of emotional and rational elements. The uncertainty about these antithetic communication elements has its actual foundation in the development of new product ideas or concepts. A product can be positioned emotionally, rationally or in a hybrid way. The key question to be answered remains, what has higher motivational impact on consumers acceptance of the product. This paper presents recent findings of a meta-analysis, investigating the impact of rational and emotional descriptors on consumers' purchase intent for several hundred product concepts tested in online market research.

7451 Enhancing the Constructive Energy in Organisations

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OB course in Management Education handles the ways to understand human behavior in organizational group processes like conflict management, power dynamics, training & development & it could become more resourceful and creative course by inclusion of NLP inputs. Behavior modifications can be addressed by applying NLP techniques such as circle of excellence, personal timeline and the new behavior generator, so as to aim at goal achievement ,create constructive work relationships & secure a positive mental attitude to achieve peak performance.

7454 An Empirical Study of Managerial Stress in IT Sector

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The present scenario can be called as 'Highly Competitive Economy' , 'New Economy' and 'Hi-Tech' economy. This New Economy has bought a major changes in the economy. First is Globalization and Liberation which has bought about a revolution in Information Technology in India. Secondly the second factor is competition and thirdly it is attitudinal change in the working Class. We can say it is the time for 'Survival of the fittest'. To survive in the market the organization has to be a high performing organizational.

SE-7, Sunday, December 20, 4:35 P.M. 6:15 P.M

Session: Strategy-I

Session Chair: Amit Gupta

Indian Institute of Management

7002 Ten Years of Modern Strategic Management Studies: Concepts, Theories and Relationships

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The purpose of this study is to explore and map the intellectual structure of strategic management studies during 1997-2006, by analyzing 50,851 cited references of 973 articles from two strategic management related journals in SSCI and SCI databases. In this paper, bibliometrics and social network analysis techniques are used to research intellectual structure of the strategic management literature. We are able to identify the important publications and the influential scholars as well as the correlations among these publications by analyzing citation and co-citation. The findings show that three factors are discriminated and the core disciplines co-citation network of cited author.

7425 Ramcharitmanas On Corporate Governance

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This paper explores the corporate governance demonstrated by Sri Tulsidasji in Ramcharitmanas and tries to prove that the key elements of good corporate governance principles include honesty, trust, openness, performance orientation, responsibility and accountability, mutual respect and commitment are present in Ramcharitmanas. It brings to light that Ramcharitmanas is not only for Hindu religious book but also tries to teach us about the how can be introduced a good corporate governance in the organization.

7440 A Field Study of Organizational Responses to the Current Downturn

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Sunil William John, Indian Institute of Management Bangalore, sunilwj08@iimb.ernet.in

The ongoing downturn has severely impacted industries across the globe. This paper examines organizational responses in different sectors of the economy to the ongoing downturn. Data was collected from secondary sources and through interactions with industry leaders in different sectors of the economy. We look at the differences and similarities in responses to the downturn across these sectors. We will examine one organization in depth to understand in detail the changes in the organization that helped them tide over this recession. This paper is different from other papers as it looks at primary data to examine responses to the downturn.

MA-1, Monday, December 21, 9:20-10:40 A.M

Session: Branding

Session Chair: Murli Murti

PES Institute of Management

7404 Brand Personality and Gender Dimensions of Westside and shopper's stop-a comparative study

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

The retail industry which brought about the boom of employment in India was badly hit by the economic downturn and posed a threat to the retail players in the market. The retail players are dominated by few players in the market. Westside and shopper's stop are popular retail brands in the market. Westside was established as a part of Tata Group .Trent Ltd, in 1998, and has emerged as the fastest retail chain in India. It retails a variety of products including menswear, women's wear, kid's wear, footwear, cosmetics, perfumes and handbags. It has departmental stores in Ahemdabad, Bangalore, Chennai, Gurgaon etc. Similarly, Shopper, stop is an Indian retail store promoted by K.Raheja corp. group started in 1991 with its first retail store in Mumbai. It markets a host of international and domestic brands. Both the brands have distinct brand personalities and distinct gender dimensions. This paper seeks to make a comparative study of the brand personality and gender dimensions of Westside and shopper's stop.

7435 Implementing Branding Strategies: National brands or International brands

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Today, branding is such a strong force that hardly anything goes unbranded. Branding in global markets poses several challenges to the marketers. A key decision is the choice between global and national brands. This article gives the answers to the questions: what is, what is need for, what are the advantages, costs and risks of global and national brands? All go to the following conclusion: use global brands where possible and national brands where necessary.

7459 Brand Extension: A Strategy for Competitive Advantage

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The success of a product depends upon its positioning which in turn is related to its brand name. Brand extension is a marketing strategy in which new products are introduced in relation to a successful brand. In experts views it is the use of a successful brand name to launch new or modified products in a new category. Firms use brand extension to influence consumers' brand choices by breaking entry barriers between product categories through carryover of a brand's reputation. The present paper is an attempt to understand the need, importance, types and thoughts of various experts on brand extension.

7620 Building Brand in the Economic Slowdown

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IT is not easy to build a brand in today's environment. Creating a world class product is not enough to create a strong brand. Customer perceptions are what matters. The present paper focuses on the functions of the brand, and which are the sources of this valuable goodwill. This paper also focuses on what pressures the brand builder must face. It also discusses the consumer psychology during recession and how marketers can segment customers according to their recession psychology. Finally the paper aims at brand management tactics during recession so that the brands can connect emotionally with customers.

MA-2, Monday, December 21, 9:20-10:40 A.M
Session: Business Communication
Session Chair: Jaba Gupta
T A Pai Management Institute

7414 Communication Consciousness: A need to incorporate the other facets of communication in Education of Communication

Niharika Bhatt, Footwear Design and Development Institute, niharikanjb@gmail.com

Communication is considered to be the lifeblood of an organisation. The importance of Communication is recognized by most of the B-Schools and Organisations. However the focus has primarily been on developing the technical skills, evident from the syllabi of various institutes and the popular books on Communication. The author believes that the Communication is not all about doing, but also about thinking and feeling. In her conceptual paper titled 'Communication Consciousness', the author will examine how and why an effective communicator must also be high on 'Compassion (emotional quotient)' and 'Conscience (spiritual quotient)', along with the 'Caliber (Intelligent quotient)'.

7416 Corporate Communication, Internal Communication and Employer Branding among Internal Stakeholders

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Indian companies have integrated corporate communication barely as an extension of PR with minimal strategic responsibilities. Moreover, there is a dearth of research in the field of internal corporate communication (ICC) in the academic literature that gives a theoretical base to its functioning. The purpose of this study is to (1) understand the role of corporate communication in context of internal communication (2) establish the relationship between internal corporate communication interventions and internal branding process through a conceptual framework (3) underpinning the impact of organizational culture on HR and ICC interventions in strengthening employee identification and commitment.

7478 New Age Marketing Communication: Innovating to face the Challenges in Adversities

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Global Meltdown and Global Warming are the adversities with which we live today. All arenas are experiencing the rigour, so it is an unflinching responsibility of management schools to incorporate innovative marketing communication in their course. A Qualitative analysis of secondary data will form the findings of the study. Also, Theory of Rasa states the universality of basic emotions which will be integrated to innovate marketing communication to form a new age trend in marketing.

7511 Managing Organizational Conflicts: A Communicative Approach

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Modern organizations thrive on teamwork, collaboration and interdependence. However, close interactions and collaborative teamwork cause conflicts that in turn affect the work atmosphere. This paper studies the reasons for conflicts, communication's role in conflict handling and conflict resolution. Studies on multi-national organizations based in India, show that the "causes of conflict" are significantly related at 95% level of confidence to conflict-resolution, time taken to resolve and the ability to communicate. Further, the resolution of the conflict is significantly dependent on the conflict situation. This study also presents implications for future research in the area of conflict management through communication.

MA-3, Monday, December 21, 9:20-10:40 A.M

Session: Curriculum Issues

Session Chair: Vipin Agrawal

INMANTEC

7563 Specific Skills for Management Graduates- Recruiters' Survey

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The present study has explored the respective views of Management Programmes directors and corporate recruiters of management graduates in National Capital Region. The study has explored the importance of 12 specific skills for Management graduates, and the effectiveness of the Management curriculum in preparing those skills. Moreover, the study examined the participants' views on critical challenges facing Management graduates, potential gaps in the management education curriculum, and possible strategies to resolve those gaps. The findings suggested that Management Programme directors and corporate recruiters of Management graduates agree on the importance of the Management graduate skill set.

7618 Importance of Curriculum in Improving Employability Skills of Management Graduates- Empirical Study

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The curriculum plays an important role in developing employability skills of the management graduates. This study was designed to determine the degree to which educators perceive the curriculum objectives importance in designing instruction to teach employability skills. A survey was developed and distributed to management educators. Each educator was asked to assess the degree of perceived importance of objectives in designing instruction of employability skills. Result of survey suggests that the perceived level of importance of employability skills transcends location, professional educator certification, work experience, and teaching methods.

MA-4, Monday, December 21, 9:20-10:40 A.M
Session: Entrepreneurship-II
Session Chair: Abhilasha Singh
IMT Dubai

7413 Women Entrepreneurship -Social Entrepreneurship Initiative of RUDSETI
Anjali Ganesh, St. Joseph Engineering College, anjugenchu_k@yahoo.com

This article gives the brief overview of factors which inspire women entrepreneurs to take up their own business, problems of women entrepreneurs, significance of EDPs and the insight of women trainees regarding the efficacy of self-employment training at Rural Development and Self Employment Training Institute (RUDSETI), Karnataka State. The study also focuses on the applicability of the training programmes attended by women trainees to start their own ventures. Study focuses on the social entrepreneurship initiative of RUDSETI in activating women entrepreneurship.

7627 Entrepreneurs and not Managers
Binu Soman, D.G.Vaishnav College., mydearbinu@yahoo.co.in

The key role of a business school is not to create the best manager but a person who can give shape to opportunities. Instead of preparing students to be a good manager, B-Schools must aid in developing skill to learn how to search for creating new ventures out of the prevailing technological and economic environment. B-Schools can be the womb for a number of new business and different concepts in existing business. An depth view into unexplored technological concepts.

7628 Correlates of Entrepreneurial Performance in a Less Developed Region: Evidence from Assam
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This paper is based on a major research project entitled "Entrepreneurship Development in North-East India (With Special Reference to Assam)" financially supported by the All India Council for Technical Education (AICTE), New Delhi and undertaken by the author when he was in Tezpur University (A Central University), Tezpur. The author expresses his sincere gratitude to both the AICTE and Tezpur University for providing him an opportunity to undertake this study.

7630 Entrepreneurship can create wonders
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Entrepreneurship is a person who starts a new business or a person who gives life to new concepts. He is an innovator but not necessarily an inventor. But today entrepreneurs are required invent business innovatively. This paper deals with, what are the predominant factors that triggers entrepreneurship. In India, which sector needs more number of entrepreneurs in the current economic scenario? What are the steps to be taken to create entrepreneurs.

7635 Management Practices of Small Businesses during Turbulent Time: A Case Study of North Karnataka
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There is hue and cry around the world due to GFM which has left its adverse impact on business performances of small businesses across the globe in general and India in particular. In order to neutralise the impact of GFM and face it effectively, some of the Indian small businesses have adopted various management practices. These management practices adopted by few of the Indian small business firms have helped them not only in bringing down adverse impact on their business performance but also in surviving during tough time.

MA-5, Monday, December 21, 9:20-10:40 A.M
Session: Human Resource Management-I
Session Chair: Randhir Singh
Dr. Gaur Hari Singhania Inst. of Mgmt. & Res.

7415 Consequences of High Attrition Rate on Organisational Competitive

Randhir Singh, Dr. Gaur Hari Singhania Inst. of Mgmt. & Res., randhir.singh@ghsimr.org

The attrition rate plays a critical role in the organisation. High attrition rate of employees in an organisation is a serious concern because the employees are the human capital. Some of the organisations have started conducting the exit interview to know the causes of employee turnover especially for knowledge workers. The research paper is focused on high attrition rate in organisation and its consequences on organisational competitive advantage. The empirical research methodology is used for analysis. The research paper concludes that there are negative consequences of high attrition rate on the organisational competitive advantage.

7427 Appraisal @ 360 Degree: A Surgeon's Knife

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Our paper on 360-Degree Appraisal System, a powerful behavior modification tool, is an attempt to find out the satisfaction level of teaching staff among the professional institutes of Agra Region. The faculty members would be getting full circle appraisal when they are appraised by different groups with whom they interact as follows:-Student Feedback on Academics, Departmental Peer Feedback, Expert Group Evaluation, University Results Analysis, Director's Evaluation. The appraisal system when implemented and taken with positive, optimistic mindset gets to give a more open and mature institutional culture which leads to continuous and continual growth.

7522 HRD System's Effect on Organizational Commitment: Empirical Evidence in India Using SEM Approach

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All organizations across the globe are going through one of the toughest periods. One of the main challenges of corporate leaders is to build committed employees. The present research was conducted with an objective of studying whether human resource development activities can elucidate individual's organizational commitment. A structured questionnaire for assessing HRD Effectiveness and organizational commitment were developed and distributed among middle level managers of auto industry in Tamilnadu. The statistical analysis carried out in SPSS and the structural equation model tested using Visual PLS revealed the fact that HRD practices bring about organizational commitment as a system of activities.

7528 Human Capital Integration in Mergers and Acquisitions – An Indian Perspective

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This paper addresses the people issues faced by the HR personnel or change agents in an organization undergoing transition during a merger or an acquisition. The focus is on issues arising in India where M&As have seen a sudden increase after the turn of the century. The importance of performing a thorough human due diligence before finalizing the synergy calculations has been highlighted.

MA-6, Monday, December 21, 9:20-10:40 A.M
Session: Management Education and Recession-III
Session Chair: Sarla Achuthan
B. K. School of Business Management

7573 Management Education & Recession Proof Leadership - Ride out the storm

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As recession rumors begin, the media spreads it like wildfire. Once news starts spreading, the vicious circle starts, investors as well as consumers start thinking twice about spending big, which in turn shows as a minor decrease in spending. It creates fear in mind. We actually FUEL this recession much more than we think. To handle the ups and downs of business along with competence in academics & analytical skills, we need to train the students to improve their attitude. Student needs to develop one's own 'DESIGNER PERSONA' which suits self, community and the company to bring growth.

7577 Role of Management Education in dealing with the Global Recession – The Stakeholders View

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The paper aims at identifying the gap between the expectations of the industry, management students & university/ institutes (stakeholders) vis-a-vis each other in dealing with the situation of recession. A survey to gather views of the various stakeholders across the industry and colleges is conducted. The information gathered would be analyzed statistically to establish the gap if any, and ways to overcome the gaps would be proposed. This information would help in filling the gap existing among the stakeholders and bring them on a common platform so that they could manage recessionary times effectively.

7580 Global Recession, Survival and Growth: Role of Management Education

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"RECESS IS ALWAYS A POSSIBILITY". Yes, I am referring to "RECESSION", The Global Meltdown that rocked several economies including its sky rocketed multinationals, Stock Markets and very important Human Resources. But what is a responsible factor attribute to this quake. and yes that is the lack of proper foundation "Risk Handling Capabilities" of MBA graduates from Prestigious B-Schools. MBA is not just a degree or money making matter. It is not just a maximising "SHAREHOLDERS WEALTH", "SATISFYING CONSUMERS". MBA nurtures a leader, a decision maker who is expected to take the charge of the situation.

7584 Management Education - A Hedge against Recession

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The paper focuses on restructuring the curriculum of management education, inclusion of various short and long term courses and an inclination towards entrepreneurial programs. The onus lies on the various b-schools to produce a talent pool that can withstand any unusual situation in future. As companies today are struggling with managing recession, the new breed of managers will act rationally to address the problems of initiating layoffs, delaying the new product development, halting people development and conserving cash. An effective methodology to incorporate following changes can be done through surveys, questionnaires in consortium with management institutes and corporates.

MA-7, Monday, December 21, 9:20 A.M. 10:40 A.M
Session: Organizational Behaviour-II
Session Chair: Meenakshi Raman
BITS Pilani-Goa Campus

7456 Creative Thinking and Critical Thinking: Potential Tools for Executives
Meenakshi Raman, BITS Pilani-Goa Campus, raman.mee@gmail.com

Creative thinking and critical thinking: Potential tools for executives among the multifarious skills an executive is expected to possess, two skills, namely, creative thinking and critical thinking play a dominant role. Creative thinking based on originality enables an executive to look something old in a new way thereby bringing about better products, more efficient processes, etc. On the other hand, critical thinking that relies mainly on logical thinking and reasoning enables him to analyze, compare, contrast, classify sequence, understand, and forecast. This paper attempts to discuss these two thinking skills in the light of an executive's career.

7476 Trustbuilding Anchors Performance
Dipti Sethi, Adam Smith Institute of Management, diptisethi@gmail.com

Management literature has cited variables that influence trust building in organizations. Some of them are: Leadership practices, organizational architecture and culture that can leverage the embedding of trust in organisations. The trust imperatives include achieving results, acting with integrity and demonstrating concern which are claimed to bring success to organizations. Due to increasing competitive global market, challenges are in the area of business as also in organizational responses. For newer organisational approaches to work & demands a high level of trust for the organization to achieve high performance.

7488 Dimensions of Power Motivation among Adults in Different Professions
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Power motivation is a multi-faceted concept. The different dimensions of power motivation among adults have been analyzed. Factor analysis yielded six independent dimensions of the power motivation, namely, personalized power, socialized power, manipulation through affiliation, directing and advising others, concern for status and prestige, and consideration for others. The results indicate that: (i) Individuals with different motivational profiles choose different professions and that these differences get strengthened over the years spent in their respective professions; and (ii) Individuals with certain motivational profiles are more successful in their respective professions.

7512 Coping up with Changes through Self Empowerment
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Changes are happening in all areas of human endeavors with increased rate, depth and breadth demanding innovative ways of coping up with these changes. The root of all changes lies in human thought process which gets transformed in to observable actions influencing other human beings and the environment. Like a ripple in the water, the impact of these thoughts come back either reinforcing or weakening the previous actions. This paper discusses how one can improve the power to discern the quality of thoughts through self empowerment and take right decision on transforming the thoughts into actions.

MB-1, Monday, December 21, 11:10-12:30 P.M

Session: Invited Session

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

7467 Impact of Global Economic Meltdown on Financial Markets

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Economic meltdown has impacted the entire financial market. The meltdown started in the US housing market due to sub-prime mortgages and has spread to the entire world. Although the experts thought that this crisis will adversely affect the financial markets and may not have deep impact on the real economy, it has now become clear that the real economy is adversely affected by the economic meltdown. The paper discusses these issues and suggests measures to overcome the economic meltdown in the global market.

7482 Relationship between ROI and Financial Ratios of IT Companies

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This paper attempts to establish the correlation between return on investment (ROI) and the various financial ratios of information technology companies in India. We have used 391 companies' financial data and chosen 30 ratios based on step-wise regressions. Correlations of each of these ratios with the ROI are computed. The study reveals that 19 ratios have positive and 10 ratios have negative relationship with ROI. Some of the ratios that have positive correlations are EBIT to total assets, proprietary ratio and long term debt to equity. Earnings volatility, operating ratio and leverage have negative correlations.

7483 The Determinants of the Cost of Capital of Pharmaceutical Industry in India

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The relationship between cost of capital and financial variables has been studied for theoretical and practical reasons. This study focuses on the determinants of WACC taking pharmaceutical industry in India. WACC is a function of many variables like Debt-Equity Ratio (DER), Profitability (PROF), Collateral Value of Assets (COVA), Dividend Payouts (DPO) and Business Risk (BRISK). WACC is taken as dependent variable and all the above variables are taken as independent variables. A multiple regression is used for analysis. Our results indicate that DER and BRISK have positive and SQDER has negative relationship with WACC.

7625 Impact of Financial Meltdown on India's International Finance Inflows

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The high profile banks of international repute such as Bear Stearns, Lehman Brothers, AIG etc., drew the worldwide attention during 2008. In a sheer greed to make quick profits, the mortgage banks of U.S. in particular, went for reckless lending to borrowers with poor credit, and accepted housing mortgages with little or no down payment without appropriate credit checks. Distributing credit haphazardly without examining the required credit repayment capacity of borrowers led to the choking up credit market, soaring of interest rates and causing the erosion of investors' wealth amounting to trillion \$.

MB-2, Monday, December 21, 11:10 A.M. 12:30 P.M
Session: Case Studies
Session Chair: Preeti Agarwal
G H Raisoni Institute of Technology and Management

7484 Organizational Culture and HR Practices for Organizational Growth and Survival: A Case Study of ICH

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In this dynamic environment with cutthroat competition, organizations have to survive everyday. The members of organizations too are involved in the fight for 'survival of the fittest'. What keeps the company going as performing org as well as retaining the employees under all odds of higher salaries by competitors or economic downturn? A research was carried out on an organization which is 50 yrs old in service sector. The research involves a study around famous Indian Coffee House- redefining HR practices & a case for organizational culture creation; which will highlight or shatter many paradigms of HR.

7540 Process Model for Evaluating Effectiveness of Telemedicine in India: A Case Study

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Telemedicine is defined as delivery of healthcare services over distances by using communication technology. In India, with 70 percent of the population living in isolated villages far from cities which contribute 90 percent of secondary and tertiary healthcare facilities, the benefits of adopting such services are paramount. The empirical analysis of the telemedicine practices adopted by one of the leading hospital in India helps to understand the scope and extent of telemedicine in India. Simple model based on Structure, Process and Outcome factors, helped in analyzing the impact and potential prospects of adopting such an application in the Indian Scenario.

7545 Entrepreneurial Leadership in Education System -- A Case Study

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Educational sector is the integral part of any economic system. Business education requires special attention, since it supplies the basic input to corporate, which, in turn, reflects in the national output. Educational institutions, today are not less than a perfect corporate or business organization. The close observation of the paradigm shift from traditional university setup to the super modern corporate setup reveals manifold dimensions of the process. This paper undertakes the study of a prestigious educational institution in central India to unfold the major dimensions of this process and the likely suggestions.

MB-3, Monday, December 21, 11:10-12:30 P.M
Session: Indian Industries
Session Chair: Nilay Yajnik
Narsee Monjee Institute of Management Studies

7479 The Indian ICT Industry and the Global Recession

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The global recession has affected industries across the world. The Indian IT industry has also been impacted by the global recession. As companies cut costs around the world the outsourcing business has also suffered. The way out for the Indian IT industry is to look at markets other than the West. The Indian domestic market itself is a huge and largely untouched market. This domestic market could be driven by major E-Government projects. This paper will bring out the possible opportunities for the Indian IT industry in the domestic market in the current global recession scenario.

7534 Determinants of Corporate Environmental Reporting - A Study of Select Indian Companies

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Voluntary environmental reporting is an effective way adopted by firms for disclosing environmental information to its stakeholders. The present study aims at identifying the firm specific determinants of environmental disclosure by Indian companies. Sample for the study comprises of select companies chosen from environmentally sensitive industries viz. Distillery, sugar, fertilizer, pulp and paper, chlor alkali, pharmaceuticals, oil and refinery, petrochemicals, cement & Iron and Steel. A regression analysis is conducted to assess the relationship between the corporate characteristics and environmental disclosure. The results show that size, profitability and effective tax rate are significant determinants of corporate environmental disclosure.

7554 Investigating Domino Effect on Companies Prospecting in the Vicinity of Agra City

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IT industries, financial sectors, car industry, investment banking and other industries as well are confronting heavy loss due to the fall down of global economy. Federation of Indian chambers of Commerce and Industry found that faced with the global recession, inventories industries like garment, gems, textiles, chemicals and Jewellery had cut down production by 10 to 50%. This paper investigates the effects of a no ordinary business cycle downturn which started in the USA and its domino effect on companies prospecting or having businesses in the vicinity of the city of Agra in the state of Uttar Pradesh.

7585 Impact of Mergers on the Performance of Indian Companies

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This paper is an attempt to evaluate the impact of Mergers on the performance of the companies. Theoretically it is assumed that Mergers improves the performance of the company due to increased market power, Synergy impact and various other qualitative and quantitative factors. But, the various studies done in the past in US and other European countries showed totally opposite results. Therefore, the present study is undertaken, where an effort is made to evaluate the impact of Mergers on the performance Indian companies through a database of 40 Companies selected from CMIE.s PROWESS, using paired t-test for mean difference for four parameters viz., Total performance improvement, Economies of scale, Operating Synergy and Financial Synergy. Our study shows that Indian companies are no different than the companies in other part of the world and mergers failed to contribute positively in the performance improvement in most of the cases.

MB-4, Monday, December 21, 11:10-12:30 P.M

Session: Innovation

Session Chair: Subhash Sharma

IBA

7500 Innovation—A Strategic Option for Survival

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Innovation is the ability to see change as an opportunity - not a threat"-Albert Einstein. The search for sustainable solutions to the problems created by recession is drawing global attention to-wards innovation. Sustainability requires widening horizons and devising a strategy from grass root levels. The inability of formal educational system to draw upon excellence in times of recession adds to the problems of unemployment and other socio-economic factors. This paper ponders on threats and opportunities that recession has thrown for Management institutes and also ascertains various strategies that can be devised to infuse innovation in future managers.

7531 Creative-Meditative Research in Management: Towards 'VITAL' Mode of Learning

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This paper suggests a research matrix based on Empirical, Conceptual and Meditative research approaches. When combined with quantitative, qualitative and creative methodologies of research, we arrive at a 3X3 research matrix. In the past management research has largely been in the Empirical-Quantitative domain. Qualitative research has been gaining some ground during recent years. However, Creative-Meditative research is an unexplored arena in management research. Paper also suggests some techniques of Creative-Meditative research that lead us to 'VITAL' mode of learning wherein there is integration of Vision (Vi), Thoughts (T), Action (A) and Learning (L).

7594 Innovation Upturn in Economic Downturn

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In this downturn, no company can hope to outrun this bear market and come out unaffected in the short run, but what companies can do, is to improve their standing against competitors and position themselves optimally for an eventual economic rebound. Innovation can and should play a key part in that effort. We present here the "C (See) innovation hierarchy' that focuses on creating an innovative organization, taking opportunity of the present downturn to get resources, people and cutting down costs substantially in other areas so as to invest in innovation.

MB-5, Monday, December 21, 11:10-12:30 P.M

Session: Risk Management

Session Chair: Narinder Bhasin

Axis Bank Limited

7437 Models for Risk Management in Present Global Economic Recession

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This paper which I will put forward will contain certain methods to change the existing risk management practices that are followed. It will also stress on new practices in risk management using which one can take advantage of the current situation. In our study we will consider the international factors which is responsible for the risk. The companies always want to minimize their risks to the maximum extent possible when they deal in international market, their risks increase manifold due to various factors like exchange rate fluctuations factors like exchange there arises they need to hedge it.

7438 Managing Risk in Fund Management

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The aim of this paper is to study various techniques of controlling the risk involved and predicting various practices which if followed could help in maximizing the returns, how fund can be managed and at the same time co-relating Indian debt & equity market with global indices. Our study includes techniques likes of hedges, probability density function, kurtosis, value at risk (var), skewness and various other models, spiegel halter test, alpha and its generation, copulas, black such oldes model and various risk management models and detail of new hedging techniques to minimize the risk.

7475 Managing Capital and Risk

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The Indian Economy's strong economic policies and a healthy regulatory regime have the potential to ultimately achieve the high growth rates that the country is yearning for. The Basel II accord from the Bank of International Settlements attempts to put in place sound frameworks of measuring and quantifying the risks associated with banking operations. The paper seeks to showcase the changes that will emerge as a result of banks adopting the international norms relating to capital adequacy and the most important sound practices for banking organization to the risk exposures to capital.

7631 A Study of Credit Risk Management in Bank

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The basic function of most of the banks are the acceptance of deposits from public and lending funds to public, corporate and this business of lending has brought trouble to individual banks and entire banking system. This activity gives rise to credit risk. It is the risk of default. Credit risk arises when the borrower is not able to repay back the loan or when the credit rating deteriorates. The present paper is designed to develop an internal credit rating model for banks which will improve their current predictive power of financial risk factors.

MB-6, Monday, December 21, 11:10-12:30 P.M
Session: Supply Chain Models
Session Chair: Narasimha Kamath
I2 Technologies

7032 Applications of RFID in Providing Strategies for Improving Supply Chain Management

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In a world economy challenged by a recession, businesses are focusing on their supply chain strategies. This paper examines the role of supply chain management in overcoming today's economic challenges. Cutting costs, maintaining customer service, using technology to improve visibility, and meeting customer needs in the future are all vital to making the supply chain more efficient. One prominent technology, radio frequency identification (RFID), can help to make this possible. In this study, five case studies are examined to observe how RFID can be used as a tool to improve supply chain management.

7401 Integrated Cost Model for Deteriorating Items in a Multi-echelon Supply Chain

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The supply chain considered in this paper deals with relatively non-deteriorating raw material at one end and a deteriorating finished item at the other. A three-echelon system consisting of supplier, factory and retailer is considered. The objective is to minimize the total cost of the supply chain when the demand for the item is fairly deterministic. The paper develops an integrated cost model for the supply chain and suggests a simple spreadsheet based solution procedure. Sensitivity analyses reveal that the model is sensitive to changes in deterioration rate, demand rate and setup cost.

7436 Planning in Tough Times: Flexible Material and Resource Planning with i2 Supply Chain Planner

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In these challenging times, a sharp focus on supply chain management is critical to business success. Uncertainty rules the day in the current business climate, and supply chain executives are challenged as never before by the variability of supply and demand. We present how I2's decision support product namely Supply Chain Planner provides plan that streamlines manufacturing operations, optimizes inventory, and focuses on increasing cash through improved asset utilization. This will enable the company to maneuver through volatile times, setting up for success once the economy recovers.

7606 Benefits of Supplier Involvement in New Product Development: A Holistic Perspective

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Global business scenario has undergone radical changes in the past decade due to Liberalization, Privatization and Globalization. It has created the fierce domestic and foreign competition. As a result customers have become more sophisticated and challenging as they have more options. Hence the products and / or services must be provided with superior in quality at lower cost, delivered in time, adaptable to the customers tastes and needs. Margaret Bruce, Fiona L., Dale Littler (1995), stated that "The complexity, shorter lead times, and high costs of product development have lent momentum to collaborative ventures".

MB-7, Monday, December 21, 11:10-12:30 P.M

Session: Strategy-II

Session Chair: Amrata Pancholi

IIM, Indore

7019 Climate Trend Analysis and the Impact of Tar Sands

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In the past few years, environmentalists have been discussing the possible impact of tar sands on global climate change. However, there has been little exploration around its impact on local climate especially the weather of cities around the tar sands. Knowledge discovery and data mining on metrological data help in finding trends, changes and variations in natural weather cycles. The scope of this paper is to analyze the weather data of Edmonton, Canada to find variations in the normal trends of snow, rain and temperature. This research also aims to build a model for analyzing metrological information of a city.

7502 Strategic Compensation Plan: Rebalancing Fixed and Variable Pay

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This paper aims to investigate the relationship between fixed and variable pay compensation in the organizations and their impact on employee motivation, productivity and overall performance of the organization. Impact of fixed pay and variable pay as a part of overall compensation structure on the performance of organization is not explored adequately by researchers. Hence, this paper reviews various components of compensation plan and provides a framework which shows the importance of rebalancing fixed pay and variable pay in strategic compensation management. The paper supports the importance of rebalancing components of compensation plan to gain competitive advantages.

7521 Strategic Leadership in Crisis Management Business Organization

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Crisis management of late has become an important component of managing the business. In the current day situation no business is immune to crisis. A leader must institutionalize the process of crisis management to anticipate, prepare and mitigate an impending crisis. To ensure an effective crisis management mechanism leadership support and involvement is absolutely essential. Thus this paper explores the various macro and micro level issues of leadership during the crisis and discusses various strategies to overcome any kind of crisis that can hit an organization with special focus on small businesses.

7533 A Case Study on Strategic Benefits through Specific Corporate Stress Management Technique

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Today's corporate work environment is high-tech and high-stress. We find the work is exciting, but there are daily challenges, deadlines, pressures and of course office politics. These stressful challenges not only pose a threat to our ability but also their cumulative effects lead to physical, emotional and mental break down. To thrive and succeed in the business world, many self-management skills are necessary, including the abilities to manage stress, relax quickly at will, energize when necessary, handle sleep deprivation, relieve headaches, overcome fear and depression, manage anger, sharpen concentration, expand intuition, experience tranquility, relieve grumpiness, persevere to completion, substitute good habits for bad, improve decision making, improve self-esteem and personal magnetism and manifest our potential. Motivation is very much essential for overcoming stress and our paper discusses the effects of Organizational and Self Motivation.

7624 Winning the War of Competencies in Tier-II Cities

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At the heart of any successful activity lies a competence or a skill. Crucial differentiation is our goal today. Retail industry challenges have been daunting during the economic downturn. With fewer buyers spending fewer dollars, it's been difficult to improve sales. It often falls on front-line sales staff to engage with consumers to increase the shopping experience level and influence how people spend their money. Within the retail industry some companies, in fact, are rethinking their long-term programs. This paper gives an insight about the competencies expected by frontline sales staff of tier-II cities in the garment retail industry.

MD-1, Monday, December 21, 03:50-05:30 P.M

Session: Banking Industry

Session Chair: Takeshi Yamamoto

Iwate Prefectural University

7028 Determinants of Franchise Value of Japanese Regional Banks

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Using stock price data and financial data of Japanese regional banks covering from 2006 through 2009, we derived numerical data as a measure of bank franchise value. This value equals the present value of future profits that a bank is expected to earn. Assuming that bank franchise value represents its importance of existence itself in the regional economy, we investigate how banks' contribution to the local society affects the level of its franchise value. Given various privileges, regional banks are expected to act for the local economy and the degree of their contribution is shown in the franchise value.

7412 Training Excellence- Need of the Day: A Study with reference to Commercial Banks

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Incredible improvement in employees' knowledge, productivity, attitude and uninterrupted organizational growth are the reflections of quality training in banks. Enhancing training excellence not just comes from brilliant teaching by the trainers but also by the combination of multiple factors such as training plans, policies, needs analysis, programmes, methods, evaluation, management support, and accommodating training inputs in to practice. The study identifies morale status of the trainers, training needs analysis, training evaluation, coordination of training activities which have corroborative role in influencing the quality of training in banks. Proposition of the comprehensive training model is the positive outcome of the study.

7429 Managing HR Transformation through OD Interventions in Banks: Post Global Recession

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This research paper would attempt to understand the impact of global recession on banks in India with special reference to banks in Agra region. This research paper would build on hypothesis on how the global recession has brought about changes in the HR policy of banks. Based on a structured questionnaire, the paper would draw the information & data from these banks on HR aspects such as organizational development interventions, recruitment policy, training & development needs, career plans, retrenchment / downsizing and other OD interventions or issues of similar nature. Sample size would be 40-50 branches across Agra region.

7453 A Study of Security Perspectives in E-Banking

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Current emerging trends of business triggered a new wave of financial innovation called electronic banking. The paper focuses on the techniques that hackers might use to hit the Information System. Hacking is not only widespread, but is being executed so flawlessly that the attackers compromise a system, steal the required information and transfer the funds within moments. The study also suggests the solutions and privacy technology to defend the financial institutions with such threats.

7591 Indian Banking Industry Post Basel-II: Challenges and Opportunities

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The Indian banking industry has undergone tremendous change through a strong phase of globalization emphasizing financial stability. The enhanced role of the banking sector in the economy, lead towards deregulation and competition facilitating globalization and placed numerous demands on Indian banks. Operating in the global setting has exposed Indian banks to witness major changes in the financial sector-new banks, institutions, instruments, windows, and new opportunities-and along with all this, new challenges. Indian Banking sector has made significant strides, emphasise on harmonization with the international practices. The research paper is an effort to understand the dimensions of post BaselIII scenario in India.

MD-2, Monday, December 21, 03:50-05:30 P.M
Session: Indian Economy
Session Chair: Namrata Pancholi
BITS

7493 Fiscal Policies of India: Lessons and Priorities

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India faced a severe macroeconomic crisis in 1991. A high fiscal deficit of around 9.5% of GDP, widely perceived as unsustainable, contributed to the crisis of 1991. Our objective here is two fold: first, To assess India's current fiscal situation, its likely future evolution, and impacts on the economy; second, To examine possible reforms of macroeconomic policy (including fiscal, monetary and exchange rate policy) and broader institutional reforms that will bear on the macroeconomic situation. The primary solution to this threatening problem is obvious: control fiscal deficits. The deeper question is how is this to be achieved, and to what extent?

7520 Leveraging India's Knowledge base through Sectoral Development: The Role of Government

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Over the years it has been seen that knowledge is the primary source of wealth creation as well as contributing to poverty reduction. The sectors experiencing rapid growth in India are to an extent knowledge intensive sectors like education, pharmaceuticals, health care, aerospace, information and communication technologies. Governments are now required to systematically scan the environment for knowledge about tools and techniques used by the frontrunners in knowledge management. Thus, this paper focuses on what should be the role of government in developing India as a knowledge power in the world through sectoral development.

7556 Hedging Transaction Risk through Cross-border Price Synergies of Indian ADRs

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The research explored efficient utilization of intra-day share price volatility in two stock exchanges in different time zones to gain short-term liquidity and get rid of transaction risk by the Indian exporters. Share prices of six Indian companies listed in NSE and NYSE (ADR) for 965 days were compared. A concrete evidence of intra-day price predictability was established through Vector Error Correction model between two markets. The results were proved with a case study of an EOU that gained 8% on an export transaction, in short-term arbitrage process, that last for 20 days when US \$ depreciated against Indian rupee.

7558 Solar Power for Sustainable Development - A Step towards Energy Resource Management

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Energy becomes an inevitable component for economic development and progress. The world faces twin energy related threats, i.e. inadequate energy supplies at an affordable price and environmental harm caused by its excess consumption. The Indian Government introduced Environment Protection Act 1986 and Environment Audit 1992, and ratified the Kyoto Protocol in Aug 2002 for controlling global warming and green house gas emissions. Renewable, clean and green energy is required for sustainable development. Solar energy becomes the best alternative. This paper studies all the energy options, their pros and cons and suggests why solar energy should be used.

7575 Outward FDI Promotion by Emerging Market Governments: Experience from India

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Large scale outward foreign direct investment (OFDI) by emerging market enterprises has become common in today's business world. This study elucidates why and how emerging market governments enthusiastically stimulate outward FDI. The study has developed the logic that Outward FDI promotion policies set by emerging market governments are economically imperative and institutionally complementary to offsetting competitive disadvantages of emerging market enterprises in global competition. This study concludes with theoretical and managerial discussions wherein we call for convergence between two seemingly paradoxical views – institutional escapism and governmental promotion explicating international expansion of emerging market enterprises.

MD-3, Monday, December 21, 03:50-05:30 P.M
Session: Knowledge Management
Session Chair: Prakash Jagdale
IES Management College and Research Centre

7005 Bibliometric Analysis on Expatriate(s) Literature

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The purpose of this study is to map the research paradigms of expatriate research in this century. Bibliometrics and social network analysis techniques are used to investigate the intellectual pillars of the expatriate literature by analyzing 20,670 citations of 460 articles published in SSCI journals in the period of 2000 and 2008. The results suggest that contemporary expatriate research is organized along different concentration of interests: expatriate adjustment, global leadership, and repatriation adjustment. Our study helps profile the knowledge network production in expatriates and provides important insights on the change of research paradigm of current expatriate studies.

7409 Integrating Geographic Information Systems (GIS) into Business Intelligence

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IT is reshaping the basics of business. BI is a tool, which transforms data from an organization's disparate operational data into common environment (data warehouse) for accurate decision making. Typical BI systems handle the 'who', 'what' and 'when' but the "where" is underexploited or unexploited. GIS enables the analysis of "where". The need for a more complete operational picture has led to the integrating GIS into BI. Adding maps to BI outputs allows decision maker to visualize the geographically influenced behaviour, activities and processes. This paper is about integrating GIS into BI as a useful tool for "Retail Location Planning".

7432 Knowledge Management - The Foundation Stone in the Academia

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Today, knowledge management has provided a foundation for many exciting developments in academic units around the world. As better knowledge management practices get instituted within India, the quality and quantity of knowledge being generated and consumed will be enhanced, thereby allowing the accelerated production of economic value. This paper focuses on the extent the academicians actually perform the function of knowledge management rather than isolating to curriculum teachings. It also provides a framework which explores the application part of the professional knowledge repositories of reputed academic centers of India and proposes a set of knowledge management strategies.

7441 Knowledge Management for Future Recessions

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Knowledge management is basically concerned with gathering, organizing, sharing and updating data of different areas. It may use data mining techniques to analyze data to get hidden meaning. Intellectual capital collectively refers to all resources that determine the value of KM. Global Recession which has been topic of discussion these days resulted in decline. We have mainly financial data related to recession for major countries and with IT techniques available; question is to know whether it could give predictive information. Model has been suggested with KM as input. It may not give exact result, but certainly a hint.

MD-4, Monday, December 21, 03:50-05:30 P.M

Session: Leadership

**Session Chair: Sharon Andrew
Bharathidasan Inst. of Management**

7470 Leadership and Job Satisfaction: A Study on the Impact of the Servant Shepherd Leadership Style

Sharon Andrew, Bharathidasan Inst. of Management, sharon@bimb.in

Leadership is critical to an organization and its employees' job satisfaction. Leaders are called to create and sustain job satisfaction over the long term. A researcher constructed instrument measures: The Servant Shepherd Leadership Style, along dimensions of Conviction of Faith, Credibility of Character, Collaboration in Relationships, Contribution to the Workplace, Challenge of Transformation and Community of the Heart. Intrinsic and Extrinsic Job Satisfaction based on the Minnesota Satisfaction Questionnaire. The study determines Servant Shepherd Leadership Style attributes, job satisfaction factors and their relationship among 60 employees in not-for-profit organizations and contributes to a new construct in leadership literature.

7548 Transformational Leadership and its Impact on Levels of Employee Engagement

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A superior's leadership style plays a vital role in promoting Employee Engagement. Today's changing socio-economic conditions, make it mandatory for superiors to change their leadership style depending on the need of the hour. Transforming the disengaged workforce into engaged employees is a major challenge for any organization. Past studies have identified that Transformational leadership style is employee-engagement-friendly, though un-substantiated. The authors have carried out a survey and pinpointed the effect of four dimensions of Transformational Leadership towards employee engagement.

7550 Moments of Greatness: Leaders in Indian Media World

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Indian media industry is on a high growth path and the projected growth rate of Entertainment and Media Industry is expected to touch double digits by 2010. The paper is a study on the leaders behind these media industries, people who are actually responsible for the existence of these industries and how they emerged as leaders. This paper presents the case studies of selected eminent leaders in the media industry based on the analysis of leadership using the triad of 'situation, leaders and followers'.

7565 Analysis of the Effectiveness of a Corporate Leadership Training Programme- An Empirical Study

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The subject of accountability for any type of training programme always been an issue in the corporate environment. Executives require data that show there is an appropriate payback for their company whether it may be emotional intelligence or improvement of the individual's basic skills. Training in the past has always been a burden in the corporate world because of the expenses and the imprecise payback associated with it. The purpose of this study was to understand whether there is a perceived behavior change that takes place in an individual due to a corporate leadership training program.

7605 Leadership Styles and Qualities needed in the Hard Times

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The truth is that no one factor makes a company admirable. But if you were forced to pick the one that makes the most difference, you'd pick leadership." says, Warren Bennis, Organizational Consultant and Author. When organizations have to adapt to changing business environments, the need for effective leadership becomes very critical. When times are good, resources are abundant and customers are satisfied, leading a company or a team is both exciting and enjoyable. The enthusiasm and energy tend to vanish when the economic conditions turn to be challenging and unmanageable.

MD-5, Monday, December 21, 03:50-05:30 P.M
Session: Finance-I
Session Chair: K.G. Viswanathan
Hofstra University

7020 Financial and Operating Performance of State-Owned, Family-Owned and Publicly-Owned Firms in India
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This study analyzes the financial and operating performance of State-Owned, Family-Owned, and Private Shareholder-Owned firms in India, in the period following the economic liberalization of the 1990s. Finance theories suggesting that firms should experience differences in performance based on (i) the organizational structure and corporate culture (ii) the agency costs in firms (iii) the presence of soft budget constraints, and (iv) contracting issues between owners and managers, are tested using samples of the three groups of firms. After adjusting for firm characteristics, we find that Family-Owned firms outperformed the other two groups, providing support for the theories.

7027 Listing Market Choice and the IPO Underpricing: Japanese Evidence
Takeshi Yamamoto, Iwate Prefectural University, t-yama@iwate-pu.ac.jp

In this study, I have reviewed companies that conducted IPOs between 1990 and 2004, measuring the underpricing, and considered the explanatory factors from a statistical point of view. In Japan, apart from the IPOs by entrepreneurs, there are many cases of public offerings by subsidiaries or affiliated companies of industrial companies that are listed companies themselves. I hypothesized that many of the former companies seek lower costs and higher post-offering liquidity, while many of the latter companies seek markets that represent smaller underpricing even at a higher cost. Taking into consideration the endogenous relationship, I have estimated 2step HEKIT model.

7029 Price Adjustment Costs and Distribution Channels
Sourav Ray, McMaster University, sray@mcmaster.ca
Mark Bergen, University of Minnesota, mbergen@csom.umn.edu

Changing prices is costly for firms. Such costs are derived from myriad activities associated with such decisions – including the physical costs of changing prices and the managerial time and effort involved in the process. In this paper we explore some general implications of these price adjustment costs in a channel of distribution. We also look for empirical evidence linking the location of these costs to pricing outcomes.

7033 Asset Prices and Market Liquidity
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Market liquidity conditions impact asset prices as demonstrated in 2008 liquidity crunch. This paper presents an empirical test of liquidity premium hypothesis using path dependent option models. Asian average strike put and Look Back put options are used to model the price pressure and price risk parameters of the liquidity premium. Empirical results indicate that liquidity premium is a priced factor and exhibits strong explanatory power.

MD-6, Monday, December 21, 03:50-05:30 P.M
Session: Human Resource Management-II
Session Chair: Neetu Jain
FORE School of Management

7529 Talent Management - A Corporate Strategy for Competitiveness during Economic Slowdown
Neha Verma, Maharaja Agrasen Institute of Management Studies, neha_17verma@rediffmail.com

Talent has become the driving force for business success. The meaning of talent has evolved in response to cycles in the economy. Talent management is often put aside during periods of economic uncertainty. This paper suggests neglecting talent management in times of economic downturn is likely to have a significant negative impact in the long run, and that organizations should continue to place importance on talent management. The paper suggests a number of methods for continuing to develop talent and staff when budgets are tight, and a number of possible talent management strategies which may be followed during an economic slowdown.

7547 A Study on Human Resource Transformation and Self Management Perspective with respect to Retention

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The paper titled “A study on the HR Transformation and Self Management perspective with respect to Retention of Workforce” explores the reasons which instigate for employees to quit. It also analyses the factors which make an employee engrossed towards an organization. In an organization the persons who are highly motivated tend to be achievers, satisfied and engrossed to the organization. This motivated work force results in sky-scraping efficiency. The paper aims to highlight the strategies that organizations take to transform them and also the self management and self motivation aspects of the employees to induce an affiliation to the organization.

7568 Global Talent Management: How leading multinationals build and Sustain their talent pipeline?

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Organizations know that they must have the best talent in order to succeed in the hyper competitive and increasingly complex global economy. Along with the understanding of the need to hire, develop, and retain talented people, organizations are aware that they must manage talent as a critical resource to achieve the best possible results. To determine how leading companies develop and sustain strong talent pipeline. This research investigates talent management process, and best practices in multinational companies. However the results suggested that competitive advantage depend upon internal alignment of various elements of a companies and embeddedness in the value.

7626 Developing Human Capital: The key to growth and Prosperity

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This is a period of profound social, economic and political change. In these changing times, leveraging Intellectual asset of an organization has proved to be the strongest competitive power of management in the world of hyper competition. Researches have proved that organisations that invest in developing their employees, manage to retain them. Growth and development opportunities that a company provides play a critical role in binding employees to the organization. In this paper an attempt will be made to find out how development of human capital can provide competitive advantage to a firm.

MD-7, Monday, December 21, 03:50-05:30 P.M

Session: Quality Issues

Session Chair: Kalyan Chakraborty

Emporia State University

7006 Schooling Quality and Economic Growth: An International Perspective

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The role of human capital on economic growth has long been articulated in the theoretical literature. However, empirical studies on the impact of human capital on economic growth do not find a significant positive correlation between the two partly because of the quality of the data used. The majority of the past studies uses quantity of schooling as opposed to quality of schooling and individual skills as a proxy for human capital. Using comparable educational attainment dataset that accounts for quality of education across countries developed by Barro and Lee (2001), Hanushek and Kimko (2000), and Bosworth and Collins (2003) this study finds evidence that the quality of education of the population rather than mere quantity of schooling is strongly correlated to earnings and economic growth. The empirical study estimates a benchmark cross-country growth regression and a simple production function using panel data. The shift of focus from years of schooling to quality of schooling that increases both flow and stock of human capital has important policy implications for developing countries. Policies driven toward increasing access to education and years of attainment may be very different from policies improving the quality of schools. The study argues that educational quality is directly related to human capital and is positively correlated to long-run economic growth.

7434 Quality Issues in Management Education

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With many private players entering industry, quality in technical education has become a major concern nowadays. This paper throws light on certain aspects for the industry entities to take care of, so that they perform. It highlights certain issues that exist in management education and suggests certain functional recommendations to remove the hurdles and improve the services through better quality.

7450 Validating the Model for Service Quality in Higher Education through Confirmatory Factor Analysis

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Present study tries to empirically validate the model for service quality in higher education. Specifically, it tries to assess the fit between dimensions of service quality and their measures. It also evaluates the extent to which these dimensions capture the higher-level construct of service quality. The assessment is carried out using confirmatory factor analysis. Reputation, outcome quality, input quality, program quality and quality of life emerged as five important dimensions of perceived service quality in higher education setup. The research has implications for the institutes seeking to improve quality of services they provide.

7515 Building Quality into Processes: A study of evolution in manufacturing excellence in Tata Steels Ltd

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This paper studies process management techniques of a pioneer and market leader in industry in India, engaged in the making of steel. It is an ISO 9002 and QS 9000 certified company, and is known for holding high standards in quality, reliability and customer service. The company has adopted Tata Business Excellence Model (TBEM) built upon the Baldrige criteria for performance excellence. This paper studies how the company organizes for itself process management for quality goals, and goes beyond standard practices in integrating standard quality tools with techniques developed in-house over time. We draw lessons for other companies.

TA-1, Tuesday, December 22, 09:20-11:00 A.M
Session: Consumer Behaviour
Session Chair: Amit Shah
Frostburg State University

7524 Examining the Role of Gender of Consumers and Sales Representatives in Service Failure Encounters

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Service failure and recovery contexts have been predominantly examined using customer complaint models, emotional coping mechanisms, procedural justice systems, etc. While the gender and attractiveness of salespersons have been considered important factors in positive sales scenarios, their impact has not been specifically studied in the context of service failures. This paper uses a between-subjects experimental design to investigate the interaction effects of gender of consumers (male, female), gender of sales representatives (male, female) and treatment by sales representatives (rude, polite, control) on consumer affect, attitudes, and behavioral intentions.

7526 Examining Moderators of Attitudes of Non-Buyers towards Buyers of Counterfeit Products

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Consumers purchase of counterfeit products is a growing problem for companies and governments. While most of the research in this area has focused on understanding what makes consumers buy counterfeits and to curb the growing menace, there has been no research examining how non-buyers of counterfeit products view the buyers of counterfeits. This paper adopts a between subjects experimental design to examine the moderating effects of (i) level of personal risk (high, low) associated with using the counterfeits, (ii) cost of penalty levied on buyers of counterfeits (high, low, none) and (iii) nature of relationship with the buyers (communal, exchange).

7574 Evaluating Impulse Buying from a Cultural Perspective

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Impulse Buying has been widely studied by researchers for several years. Early research on impulse buying dates back to 1951 by Applebaum where impulse buying was considered to be synonymous to unplanned buying. Impulse Buying as a phenomenon was defined by researchers Dennis Rook (1987), as a phenomenon when consumers unexpectedly experience a sudden and powerful urge to buy something immediately. Various aspects of Impulse Buying like mood of the consumer while shopping, the age of the consumer, emotional intelligence, shopping groups affect impulse buying.

7579 Teenagers in Transforming World: A study on teenagers of Bangalore

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With the advent of Television, Commercial Radio's, Cell Phones, Internet, LPG policy and the increase in standard of living, the tremendous changes in the buying behaviours of teenagers are seen. This new environment changed the markets from sellers market to buyers market and the marketers are made to strive for achieving sustainable competitive advantage for their survival.

7596 Consumer Behavior Pattern and Competitor Analysis in FMCG Sector in Hyderabad

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During the last year FMCG has registered gains of around 33% on the BSE FMCG Index last year. At the macro level, Indian economy is poised to remain buoyant and grow at more than 7%. Recent survey conducted by a leading business weekly, approximately 47 per cent of India's 1 + billion people were under the age of 20, and teenagers among them numbered about 160 million. Together, they wielded Rs. 14000 Cr worth of disposable income, and their families spent an additional Rs. 18500 Cr on them every year; hence, the importance of this topic.

TA-2, Tuesday, December 22, 09:20-11:00 A.M

Session: Global Recession

Session Chair: Ashok Herur

Wipro Technologies

7403 Recession and its Effect on Employment in India: A Critical Analysis

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The recession causes a downslide trend in demand of the finished goods in the domestic as well as international market which ultimately results in the loss of job. The banks are facing huge loss due to sub-prime crisis. The financial conditions of many banks are in a quandary. The research paper is focussed on the effect of recession on employment scenario in India and its critical analysis. The data has been collected from secondary sources. The analytical research method is used to make a critical evaluation of the available information.

7491 Human Psychology during Recession

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Recession, formally defined as a contraction of an economy for a couple of quarters, might occur due to a variety of reasons, including financial excesses or misadventures at the corporate or at the government level. Recession causes a drop in the demand for goods and services. One factor which contributes to the lack of demand is the psychological aspect of consumers. Recession makes consumers to save rather than spend. Consequently, even the Keynesian pump-priming of the economy fails. This paper dwells on the role played by human psychology during a recession.

7499 Exploring Different Dimensions of Recession in Indian Scenario

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Recession in the West is a very bad news for our country. Our companies in India have most outsourcing deals from the US. Exports down Jan 09 have declined by 22%. This paper is based on theoretical framework, empirical research, and innovative ideas and an attempt to analyze the effect of global recession on various dimensions of Indian Economy. This paper will help in evolving new trends, surefire strategies and new frontiers of technology beyond automation to overcome the current down trend and will imbibe the Indian Economy with creative and innovative ideas to avoid such devastating situation in future.

7503 Impact of Global Recession in Marketing Competitiveness

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A recession is a slowdown in economic activity leading to a loss in confidence. Marketers have reacted differently to the downturn. Spending on Marketing is critical during a slowdown. Companies are focusing on brand building rather than boosting sales promotional activities during the slowdown. There is a decline in consumption and buying, although not in all categories. Consumer behavior in a recession compares the value of a brand relative to competition. Marketers have to create a competitive edge by showing value to the consumer. This paper will give an insight about marketer's practices and strategies to increase the marketing competitiveness.

7602 Government Stimulus Package v/s Economic Recession

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Excessive disbursement of loans and advances under sub-prime (pending) housing by the Lehman Brothers of USA has led to the Economic Recession (ER) or Global Financial Meltdown (GFM) at the world over and economic slowdown in India. Twenty Seven Million people rendered jobless by the Global Financial Meltdown. Purchasing Power Parity (PPP), were under eclipse not only at the global level but also in India. The Government is keeping a close watch on the evolving economic situation and will not hesitate to take any additional steps that may be needed to counter recessionary trends.

TA-3, Tuesday, December 22, 09:20-11:00 A.M
Session: Holistic Management
Session Chair: Radhakrishna Pillai
IIM Kozhikode

7444 Review of Yoga based Programs for Business

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Global recession offers opportunity to reflect on deep values. Indian culture is founded on natural law, potentially bringing additional strength to businesses in recession. The S-VYASA and Transcendental Meditation organizations transmit these values world wide, through programs based on extensive scientific research totaling 700+ studies over four decades. During the recession they gained world-wide popularity, particularly in Indian and US Businesses. In this paper, we review applications combining stress management with personal development. Including such programs in Business School curricula; will better prepare graduates to withstand modern professional stress – and further global financial crises.

7461 Productivity and Gunas

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In this robotic world everyone is busy in increasing productivity without worrying about its effectiveness. Whole world is rotating around numbers, no one is giving a minute thought to the fact that its not about numbers there is much more than that. This research paper tries to find out the effect of Gunas on productivity and also how this robotic world is pushing us to change our God-gifted Guna to artificial Guna. It will also discuss the impact on one's personality due the shift of Gunas and the benefits of achievements, which are driven by inner world of man.

7462 Industrial Growth with Holistic Development

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It is acceptable truth that industrial growth has become a part of 'woven universe', so it is high time to realize its impact. The growing interdependence among industries, nature and societies heightens the impacts of industries actions. Industries can express responsibility in many ways; it can be shown through CSR, minimizing waste etc. for sustainable growth. This work focuses on how holistic development is 'the requirement' of the human beings. By holistic development author means development of society in two folds firstly industrial secondly human growth in terms of physical mental, mental and spiritual growth.

7477 Conflict Resolution: The Spiritual Perspective

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"Conflict is a war which evokes anxiety". Anxiety leads to irresistible feelings which need to be simplified. If internal conflict is not managed properly then it may lead to various adverse effects. External Conflict is the byproduct of internal conflict. Stress is prevailing and sustainably developing in corporate world because of the deadly virus called "Profit Maximization". Employees have become emotional labor now. The moment they enter into the workplace they wear a mask as required by their job. This paper gives emphasis on the spiritual perspective of handling conflict both internally and externally to make work-place a Rishi Lok.

7715 Integrated Approach of Yoga Therapy

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"Cool, calm and collected" epitomizes executive attitudes desired under pressure: maintain balanced emotions and reasoning despite circumstances. personality changes produced by SVYASA's Integrated Approach of Yoga Therapy (IAYT), which trains heart and mind to function in harmony: Guna personality, Emotional Intelligence, anxiety, depression, and autonomic stability all improve. IAYT s Programs simultaneously improve emotional competence (heart) and cognitive skills (mind). Psycho-physiological changes result in improved robustness and stability under pressure. Executives taking the programs are better prepared for stress. Using them, Business institutions could better prepare executives for global finance crises.

TA-4, Tuesday, December 22, 09:20-11:00 A.M
Session: Online Business
Session Chair: Arun Sen
Mays School of Business, Texas A&M University

7008 Exploring Consumer Comprehension in a Web Site

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In this paper, We develop a Web Site Comprehension (WSC) model based on concepts from the consumer behavior and program comprehension literature. We argue that regardless of the technology underlying a commercial web site, it is the extent to which visitors comprehend a site that drives their assessment of its usefulness, which in turn influences their purchase decisions. We perform a preliminary assessment of the WSC model by conducting an exploratory study incorporating both scaled items and protocol analysis. The results show that various aspects of the WSC model can be clearly identified in the data.

7021 Internet Viewing and Buying Habits: A Cross-Cultural Study

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Today's students are technologically savvy, have greater disposable income and are more comfortable shopping online. A cross-cultural study of 1177 college students from Sweden, Germany, and the USA was conducted to determine their Internet viewing and buying habits. The results reveal the amount of time spent online, when they are online, the sites they frequent and the purchases they made on line. Statistically significant differences in viewing and buying habits were found between students from the various countries. The authors propose implications for businesses to capitalize on marketing to address the needs of this audience.

7486 Evaluation and Comparison of User Interfaces of Online Jobsites

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When jobseeker visits online jobsite, he interacts with system via user interface. The interface needs to be easy to use and easy to understand. As jobseeker may or may not be proficient in reaching to appropriate webpage or filling online form etc. User friendliness of interface matters a lot. Activities like typing text; using radio buttons; list items and others controls like this and values specified under that may create confusion for the user. We try to evaluate and compare user interfaces of jobsites with suitable parameters.

7517 Forecasting of Internet Subscription in India

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Internet subscription is a serious 'business' in any knowledge based economy. Because not only internet subscription itself is a big business, it's also an indicator of internet user. Needless to mention that, the more internet user, the more business activity (such as e-transaction, e-advertising, e-search etc.) taken place over the internet, enhancing the knowledge power of the economy. This paper aims to forecast the internet subscriber in India. Keeping the objective in mind, the study used forecasting models to forecast the internet subscriber for next five years in India.

7559 Impact of Utilitarian & Hedonic Shopping Values on the Buyer's Online Shopping Behavior

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Buyer's psychology differs significantly between e-shopping and store shopping. Prior literature shows that a consumer has two types of shopping value- utilitarian and hedonic shopping values and in any buying situation (In any store or non-store shopping) both types of shopping value are operative. Present study has investigated how the buyers' utilitarian and hedonic shopping values impact their perceived benefits in and perceived inhibitions to any online shopping. The result shows that individual hedonic shopping value has significant negative effect on the perceived benefits in online shopping and significant positive effect on the perceived inhibitions to online shopping.

TA-5, Tuesday, December 22, 09:20-11:00 A.M

Session: Retailing

Session Chair: Mousumi Sengupta

IFIM Business School

7460 COSMOS: The Quest of Survival

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Retailing in India is going under tremendous changes. The traditional retail stores are presently at crossroads. The problem before them is to whether maintain their original identities or to convert themselves into modern outlets to face the challenges. The present case is about a thirty-year-old retail store which is finding it difficult to maintain its position after the advent of modern and sophisticated retail outlets. Its owners are working hard on various strategies for its survival. The present case is the maiden attempt to diagnose the situation which the traditional family owned retail stores are facing in India.

7468 Customer Attitude, Behavior and Relationship Management: Three Basic Elements to Succeed in E-tailing

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A large number of customers frequently use the internet for shopping purposes but it is not clear what factors leading them to shop online and how do the online retail organizations distinguish themselves from one another. Therefore a framework is needed to structure the complex system of effects of different factors and develop an in-depth understanding of consumer's attitudes towards internet shopping and their intentions to shop online. In addition this paper also seeks an appropriate framework for understanding factors that are important for Customer relationship management in the organizations engaged in e-tailing.

7471 Motivational Issues of Indian Retail Sector Employees in Recessionary Times

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Due to recession, organizations have become increasingly aware of the expenditure. In case of many organizations, a departure has been made to make transitions from employee-friendly practices towards cost-cutting measures, which may create hiatus in the socio-psychological status of those organizations. As a consequence, organizations are facing a number of issues related to employee motivation. The present study attempts to identify various motivational issues among employees in Indian retail sector.

TA-6, Tuesday, December 22, 09:20-11:00 A.M
Session: Teaching and Learning
Session Chair: R.C. Natarajan
T A Pai Management Institute

7422 Redesigning the MBA Pedagogy in the wake of Economic Meltdown with Special Emphasis on Case Study Method of Teaching

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Cases come in many shapes and sizes from a simple “What would you do in this situation?” Question to an elaborate role-playing scenario in which students must resolve complex questions based on real-world data and documents. How simple or elaborate a case depends on what you want your students to be able to do in the course. Whatever the form the case may take, it usually has three common elements. Case assignments can be done in teams or independently. Typically, cases are done in teams so that students can brainstorm solutions and share the work load.

7424 Business University Business (BUB) Model for Technology Transfer and Assimilation: A Survival Strate

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A recent study shows that small enterprises contribute 80% of manufacturing employment in the country. These rural industrial clusters have proved themselves to be deep rooted sustainable industries. In their study the authors have analyzed the competitiveness of some rural industrial clusters of eastern India in post globalization era. In the present study authors showed the shortcomings of technology spill over through merely B2B relations. The limitations of formal technology transfer training programs under guidance of government service centers have also been discussed. The BUB model has been explained with the empirical data collected from such clusters.

7466 Learning Effect under Turbulence

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Managerial learning involves both comprehension and response that reflect questioning the method of response and evolving a better method of arriving at the response. Bounded rationality of human mind notwithstanding, management scholars have been seeking to move toward “Double Loop Learning”, trying to provide models for bettering learning process. Research on the relationship between turbulence and learning is scarce. A priori, repeated exposure to turbulence is expected to result in immunity to turbulence. This is simply due to learning effect. This paper reports an experiment wherein turbulence was seen to result in greater learning than lack of turbulence.

7485 Evaluating the Impact of Class Size on Quality of Instruction

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SJCBA reduced the strength of its class size from 60 to 40 during the 2009-10 academic year. We present an assessment of the impact of smaller class sizes in a PGDM (MBA) programme. The motivation for reducing class sizes was to help improve quality of instruction. The assessment is from the points-of-view of both the student and instructor, with data collected from a sample that had direct experience with both sizes of classes. We discuss the findings from the data collected and the lessons learned from the experience of the College.

7542 Quo Vadi Management Education

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The article is presented in two parts. Part I looks at the ethics education framework and the broad guidelines of the Association to Advance Collegiate of Schools of Business (AACSB). Part II analyzes the fundamental causes that afflict the approach of B Schools towards the business curricula and methodologies.

TA-7, Tuesday, December 22, 09:20-11:00 A.M
Session: Organizational Behaviour-III
Session Chair: Bindu Gupta
Institute of Management Technology

7513 Critical Analysis of Managerial Behavior of Future Managers

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A person's behavior is the result of several factors or motives. Knowledge of the typical primary motivator's behavior can help future managers to deal more effectively with people. In this paper motivational analysis of organizations behavior (MAO-B) is used to study managerial behavior of B-School students. Suggestions are given to reduce the avoidance behavior of the motive by examining the items and inferring behavioral implications. The study also focuses on improving individual profiles and developing individual strategies to increase the operating effectiveness of future managers.

7537 The Role of Organizational Culture in Employees' Creative Behavior

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

Perhaps more than ever, organizations are pressured to innovate and adapt. Increasing global competition, rapidly changing technology and the shortening of the product life cycle have escalated demands on organizations to be innovative. Organizational creativity is an important element of organizational innovation. Creativity is considered to be a function of the creativity of the individual, groups and contextual factors such as, organizational culture, resource factors, and the environment of the organization. The present study examines the role of organizational culture on employees' involvement in creative behavior and the effects of creative style preference on employees creative behavior.

7583 Utilising Gender Difference in EI for Organisational Advantage

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This study aims to understand the difference in emotional intelligence between the genders and its organizational implications. Emotional intelligence is measured using a self report test which is a globally standardized and validated psychometric tool (TEIQue SF -Petrides & Furnham, 2001,UK). 15 facets of Emotional Intelligence are analysed. Findings of this study could contribute to breaking gender stereotyping in the organizational context. This has further implication in organisation's training, retention and policies and practices. More over it has relevance in terms of diversity management. Findings of the study may suggest inclusion of Emotional Intelligence training in Bschool curriculam.

TC-1, Tuesday, December 22, 01:30-03:10 P.M

Session: Financial Crisis

Session Chair: Sudershan Kuntluru

Indian Institute of Management Kozhikode

7419 Role of Corporate Governance in Financial Crisis: The road ahead

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Corporate governance of a company tells how it operates, its principles and motives, its reporting systems, to whom it is accountable, and how it manages profits, remuneration and investments. Directors, regulators, shareholders, policy makers and general public should pay attention to corporate governance. OECD found that failures in corporate governance caused for financial crisis. This has become the focus of management education. Based on review of literature, an attempt is made to examine role of corporate governance in financial crisis and explore whether good governance could prevent such crisis in future. The results discussed and concluded with road ahead.

7420 New Global Financial Structure: World after Financial Crisis

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World is witnessing a major financial crisis. The crisis, brewing for a while, really started to show its effects in the middle of 2007 and into 2008. Around the world stock markets have fallen, large financial institutions have collapsed or been bought. Our paper has been written with the view points on expected reasons for the recent crisis, analysis of all the major factors and how world economies can go ahead to build a strong financial system to shield themselves from such a global turmoil in future. The paper tries to propose ways for the world to counter such crisis.

7464 Impact of Financial Crisis on Indian Real Estate Sector

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Economic well-being has been our aim and endeavor from the early days of civilization. But the overwhelming desire for money at any means has always paved the way to misery. The financial-tsunami that had struck the different economies around the globe is not an exception. The ongoing global financial and economic crisis has been gaining in momentum and virulence for well over a year. During this period reams have been written in newspapers, magazines, scholarly journals, blogs and websites. The financial crisis was generated by turmoil in the real estate market and triggered initially by the sub-prime mortgage crisis in the United States; hence this sector needs special attention. The US financial market hit the Indian real estate sector hard. Every country's economy is underpinned by their real estate and property market, thus addressing this specific issue would assist the recovery towards more sustainable economic systems. If real estate sector is well regulated then it could act as a driving force for development, producing social, economic and environmental benefits to member States. It could indeed drive a recovery towards more sustainable economic systems and stronger and healthier production and consumption patterns in emerging markets.

7603 Recession, Financial Crisis and Executive Pay

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Global recession and western financial crises have brought about unprecedented problems. Executive pay has always been a controversial issue. It has now become the cause of public anger against Wall Street Executives. They took huge salaries and bonuses in good as well as bad times; they bet monies of their clients and exposed themselves to very high level of risks. This paper tries to analyse the issues related to executive pay especially in those companies which received bail out packages.

TC-2, Tuesday, December 22, 01:30-03:10 P.M

Session: Globalization

Session Chair: Khurshed Omer

University of Houston-Downtown

7018 Harmonization of International Accounting Standards: A Cautionary Note For Emerging Economies

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Harmonization of accounting practices in emerging economies should not be viewed as simply a process of complying with externally imposed standards. Rather, the process of harmonization should involve exchange of ideas among all the participants. For such exchange of ideas to be meaningful, a critical examination of the factors that contributed to standards of reporting financial information is necessary. This paper is selectively focused on some contentious financial reporting issues and controversies that have impeded the development of a cohesive theory governing accounting standards in the U. S.

7426 Power of Social Influence on Purchasing Behaviour: East-West Comparision

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This article compares consumer decision-making endeavors between Indians, Thais, Taiwanese, Americans, and Australians. Utilizing Hofstede's framework, the paper argues that cultural dimensions influence consumer decision making endeavors. It is essential that managers understand cross-cultural consumer decision-making process to make strategic decisions or effectively handle members of these Nationalities. Marked differences were found between the two populations for: group harmonization, peer support, conflict avoidance, and social influence in purchasing behavior. The results suggest that consumer decision process differs due to consumers' cultural values. Managerial implications and future research directions are discussed.

7457 Impact of Globalization on Indian Higher Education: Issues and Challenges

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Globalization is the buz word in the higher education. Due to globalization, really western doors are opened for higher education. The basic Indian higher education was, is and will be rich in the global context e. g. Takshashila and Nalanda Universities, Tukarama's Educational thoughts, etc and many more are found in Indian higher education. Stakeholders are the 'Arjuna's and we teachers are the 'Sarathi' in higher education. We Sarathi will not lift any weapon but we will be the great warriors in higher education. In higher education macro to nano, print to link are the challenges.

7611 Global Dimensions of Human Resource and its Impact

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Managing people is one of the most critical aspects of organizational management in the 21st Century. IHRM is seen as a fundamental aspect of successful management. In order to help the organization to achieve the business objective in the present financial crisis especially in the multinational enterprise, one need to understands the key policies which would turnaround the organization's health into normalcy. To thwart the panics associated with the economic crisis and resulting stress among the employees the robust implementation of healthy HR practices alone brings in greater bailout.

TC-3, Tuesday, December 22, 01:30-03:10 P.M
Session: Indian Stock Market
Session Chair: Vanita Tripathi
Department of Commerce, Delhi School of Economics, University of Delhi

7452 Optimal Portfolio Construction with NSE's Nifty Midcap Fifty scrips – An analytical research
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The problem context is to construct an optimal portfolio using Sharpe's Index Model with medium market capitalization equity scrips listed in NSE, India. The research questions answer the risk-return profile of the midcap scrips, Ideal scrips and Weights for the optimal portfolio, and Causal explanation w.r.t. benchmark index. Scrips in NSE'S Nifty Midcap Fifty form the study population with month-end closing MPS during September 2006-August 2009 as datasets. The study contributes to the literature of optimal portfolio construction by spotlighting the midcap equity segment of Indian capital market.

7494 Empirical Analysis of Indian Mutual Fund Market: Based Upon Performance, Asset Value and FII
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Manoj Kumar, ABV - IIITM, Gwalior, iitm.manoj@gmail.com

This study analyzes the impact of FIIs towards mutual funds and empirical analysis of almost every scheme till Aug 2009, on the basis of performance and net asset value in context of Indian mutual fund market. Only rectified MF schemes on basis of empirical analysis are included in result tables, which help to fetch the huge opportunity in this sector. This study provides better understanding over depth of the concern capital market segment especially in emerging market like India apart of being able to identify and relate the changes in economic factors with the changes in capital market movements and investments.

7532 Long and short run performance of IPOs in Indian Market
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This paper examines long run and short run performance IPOs. The study mainly focuses on the long run performance of IPO issued in that period. Research attempts made on 10 selected companies. Using market data on monthly basis from January 2006 to December 2008. The reason for considering 2005-2006 periods for the research was high volatility.

7539 Integration of Indian Stock Market with Major World Stock Markets
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This paper examines the integration of the Indian stock market with the stock market of Japan, UK, US and China over the period 1st January 1998 to 31st October 2008 using Johansen and Engle - Granger cointegration tests and Granger's causality Test. The results show that the Indian stock market is not integrated with any of these markets except US. However unidirectional causality was found in most cases. The findings have important implications for investment and speculative decisions.

7560 Global Recession and its Impact on Indian Equity Market
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This paper is an attempt to look into the impact of global recession on Indian equity market. The economy and the stock market are closely related as the buoyancy of the economy gets reflected in the stock market. Due to the impact of global economic recession, Indian stock market crashed from the high of 20000 to a low of around 8000 points. The paper aims at nifty stocks price movement during the global recession period.

TC-4, Tuesday, December 22, 01:30-03:10 P.M

Session: Scheduling

Session Chair: Chuda Basnet

University of Waikato

7012 A Single-Pass Heuristic for Multi-Mode Single Resource Constrained Project Scheduling

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We present a new heuristic for resource constrained project scheduling where there is a single renewable resource to consider. Such projects occur frequently in practice: such as use of labour in construction projects, or constraints on number of programmers to carry out a software project. Usually the manpower needs are estimated in units such as work-hours or work-days. The multi-mode consists essentially of how many people can be employed for an activity. The new heuristic is compared with existing heuristics. Computational results are presented.

7030 On the Structure of Some Approximation Algorithms for the Single Machine Tardiness Problem

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The classical single machine tardiness problem has been studied extensively by researchers over the last fifty years. A recent study reviews and extends exact algorithms, fully polynomial approximation schemes and some heuristics for this problem. In our study, we focus on the design and structure of heuristics. We incorporate some of the recent theoretical findings in the case of the well known optimal decomposition theorem of Lawler and propose a new heuristic using its problem structure. We compare our proposed heuristic with some leading heuristics. Early computational results show that the proposed heuristic outperforms other leading heuristics in literature.

7031 Minimizing Late Jobs in a Stochastic Setting with a Chance Constraint

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A recent paper by Akker and Hooegeven studied the single machine sequencing model with stochastic processing times. They presented a new model to deal with stochastic completion times, which is based on a chance constraint to define whether a job is on time or late: a job is on time if the probability that it is completed by the deterministic due date is at least equal to a certain given minimum success probability. We extend this new model to study parallel machine problems with stochastic processing times.

TC-5, Tuesday, December 22, 01:30-03:10 P.M
Session: Management Education I
Session Chair: Vipin Dewan
Centre for Management Training & Research

7506 Socio-economic Factors, Goal Orientation and its Influence on Management Student Career Choices: An Empirical Analysis

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Shelja Jose, ITM Business School, Sheljajose@gmail.com

This study explores the socio economic antecedents to goal orientation and evaluates its impact on career choices of management students. The study uses Vande Walle (1996) scale to assess goal orientation of a sample of 186 students from different parts of India. Three goal orientation dimensions (learning, avoid and prove) are studied and attempt has been made to validate the scale for non-work settings in India. In order to test the hypothesis under study in the conceptual model, factor analysis, ANOVA(Analysis of Variance), correlations, t-tests and discriminant analysis was undertaken using SPSS 12.0.

7551 Technical Education at Cross-Roads

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IT is well accepted that higher education in general and technical education in particular is an important driver of economic growth. All developed economies have very robust and vibrant technical education institutions. The exponential growth in the availability of technical education after the setting up of All India Council of Technical Education (AICTE) has created serious problems of quality, mismatch with the requirements of the economy, crass commercialization and politicization. The present paper makes an attempt to analyze the genesis of some of these problems and suggest regulatory and other measures to improve the state of affairs in technical education.

7562 Contribution of Management Education in Sustainability of Business

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The management education is expected to shape and nurture the students for entrepreneurship or intrapreneurship. Today's organizations need competent and capable personnel that can change with required changes, initiate, lead and manage the changes within the organization for sustainability. Bonding between industry and academia can provide better option and greater stability in order to sustain in turbulent time and survive for the long run. This paper will focus on symbiotic relationship between the industry and the education system which can lead to a very healthy exchange of knowledge creation and which would be useful to enterprises, industry and hence society.

7576 Role of Management Education - How are the Key Stakeholders Affected

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This paper deals with the curriculum of management education practiced in India. Primarily a management institution has three major stakeholders' employers, students and institutions. In this paper we will analyze and present the role of education from the perspective of all stakeholders. Also we will focus on the role of entrepreneurship during the time of recessionary trends. The methodology will include primary data from all various employers and students. After analyzing data we will try and create a bridge amongst these stakeholders and help them deal harsh affects of economy during 'recession, survival and growth'.

7623 Redefining MBA Curricula: Preparing for the Real Business

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This paper deals with the strategies business schools in India should adopt during recession to address two major issues; flexibility in curriculum design and retaining their brand image. In order to address these issues reactions from academicians, students, and employers are sought through a questionnaire based survey. After analysis of responses a matrix of recommendations is formulated. The output of this work is expected to have a great impact in the ways business schools plan their academic year, students make their choice of specialization, and employers plan their job specifications, recruitment and training & development (T&D) policies.

TC-6, Tuesday, December 22, 01:30-03:10 P.M

Session: Marketing-II

Session Chair: Kala Seal

Loyola Marymount University

7024 Sweet Spot, Barriers and Opportunities in Mobile Marketing: A Multicountry Analysis

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Our paper identifies the Sweet Spots, Barriers and Opportunities in Mobile Marketing in the United States, Australia and New Zealand. We look at the multidimensional factors that currently exist in the mobile marketing ecosystems in each of the countries and critically analyze and assess them within each region. A model for an end to end Mobile Marketing is also developed that can be used by companies for effective planning of their mobile marketing campaigns. We aim to represent a snapshot in time of the mobile marketing industry within these countries.

7408 Marketing Strategies during Recession

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The global economy has undergone the same tough times as witnessed during the recession of the 1930s. Today marketers are fighting for the share of customer's wallet. Past has observed the success stories of brands like 'Wal-Mart' emerging during the gloomy era. The onus of successful marketing here lies in reaching your customer, nurturing and retaining loyalty during recession/slowdown. This paper attempts to explore different strategies which marketers should adopt and conceptualizes a strategic framework to answer 'What a smart marketer should do in bad times?'

7430 Market Orientation in Not-for-profit Organisations: Conceptualisation, Scale Construction, and Impact on Performance

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Our research extends the theory of market orientation for use and application in not-for-profit context. The research conceptualises what it means to be market oriented for non-for-profit organisations. Following the rigorous scaling procedures, the study develops validated a scale of market orientation in non-for-profit organisations. Using SEM methodology, the study empirically tests the impact of market orientation on performance and innovativeness outcomes. This is the first research that explores (a) whether funding pattern and resource scarcity moderate the market orientation and performance link (b) whether size and age have any relationship with the level of market orientation in not-for-profit organisations.

7433 Rural Marketing- A Savior

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In the scenario of downfall it is essential for marketers to tap the hitherto untapped potential. Rural marketing offers an opportunity for new products and services and enormous possibilities to draw out new market niche during the recession. This paper examines the Indian rural scenario, the growth contributors, the challenges & opportunities for marketers and marketing strategies that can be used to effectively harness the enormous potential of this dynamic market.

7525 Reviving the Market for Theatre Plays as Sources of Entertainment

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Modern urban India opts for movies, restaurants, shopping, video games, etc. for entertainment. The urban lifestyle has become so fast-paced and technology driven that people seem to have lesser zeal for erstwhile entertainment options such as theatre plays. This paper considers what can be done to market theatre plays to consumers. Specifically considering the communication effects pyramid, the paper presents two studies (a survey and an experiment) conducted amongst students and working adults to suggest ways to revive a market for theatre plays.

TD-1, Tuesday, December 22, 03:35-04:55 P.M
Session: Cross-cultural Issues
Session Chair: Ishwar Gupta
ILEAD Business School

7402 Adoption of Online Games Among Young Thai People

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Research Objectives (1)To identify the adoption determinants (2)To find the relationship between factors and adoption of online games Research Method: Sample Survey, Structured Questionnaire, Population Under graduate students in Assumption University, Convenient Sampling, Sample size 200 Conclusion (1) Nine determinant factors (Hedonic outcomes, Social outcomes, Utilitarian outcomes, Social Influence, Secondary Influence, Personality, Allowance/Income, Time, and Gender) are identified. (2) Not all the nine selected determinant factors are significant, only social outcome (H2) and personality of introvert/ extrovert factors (H6) are not significant to the online game adoption of thai youth.

7439 Use of Host Country Cultural Elements in Brand Positioning of Multinational Brands

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An important element of brand positioning is the cultural component used therein. Whether a company adapts a local culture to position its brand in a host country or goes for acculturation depends on the type of International Orientation of the company. This paper makes an attempt to find out if the companies that use Local Consumer Culture Positioning (LCCP), have a competitive advantage as compared to those which don't (or those which use GCCP) and to find out the extent by which the companies can build in a strong consumer preference by introducing some elements of a foreign culture (Acculturation).

7445 A Cross-cultural Evaluation of Contemporary QWL and its Managerial Implications

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ICT is now ubiquitous and overtly efficient. But while ICT might raise the perception of QWL, culture and gender could also impact it and thus job design and productivity. This study has probed perceptions of QWL and ICTs in UAE's cross-cultural diaspora. It invokes the Kano model of customer satisfaction to assess items influencing QWL. It finds differences in the worker's perception of QWL amongst male/ female and between national and the expatriate work-forces. On the other hand, ICT is seen as a "must"—but a basic rather than a delighting or functional element of the workplace.

TD-2, Tuesday, December 22, 03:35-04:55 P.M
Session: Management Education-II
Session Chair: Cyriac Kottayarikil
Rajagiri School of Management

7022 Effect of Pre-Planning prior to Spreadsheet Implementation on Spreadsheet Errors

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We describe a study to investigate if pre-planning procedures, such as laying out the problem on a paper grid or working through the problem algebraically, by end users prior to spreadsheet implementation will reduce errors in user developed spreadsheet models. Errors are compared across multiple error taxonomies, including one we propose for categorizing qualitative errors. Preliminary results for end users with various levels of spreadsheet experiences are presented and discussed.

7431 Agency Theory and Management Education

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Management education needs to address the agency theory by bringing in a scientific understanding of corporate governance and importance of business ethics. Only when managers realize the importance and impact of their decisions; will the gap between principal and agent decrease. Today our young future managers are learning 'profits at any cost', jobs at any cost; education places are becoming stepping stones to procure jobs and not a 'place of learning'. This short term orientation needs to be modified to include a long term orientation. The paper explains the agency theory and how young managers can be molded.

7505 Management Education in India - A Renewed Soul-Searching

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Management education in India is currently engaged in a renewed soul-searching. MBA programmes have been for a long time heavily criticized for failing to prepare ethically committed leaders. The cause has been traced to the traditional system of education which relies too much on the scientific model. Management is not a pure science, but a profession. Hence a professional model has to replace the traditional one. The highly respected Indian tradition of Guru-Shishya-Parampara can help at this juncture. Vanavasam, a Rajagiri experiment is quoted as an example in this direction.

7508 Incorporating Sustainability Practices in Management Education to Enhance Corporate Reputation

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Incorporating Sustainability practices in management education to enhance corporate reputation: A case study of Indian context
The climate change, environmental regulation, social responsibility and stakeholder's engagement are at the top agenda for both corporate as well as the country. In view of the same, having sustainability in management education will help the future managers to achieve best practices in their stream. This article showcases how corporate brands in India have incorporated sustainable practices in their business process to achieve competitive advantage.

7510 Understanding the Fundamental Cause of Changes - A Missing Component of Management Education

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In a changing scenario, the management education must also emphasize on understanding the fundamental cause of changes and the ways to cope up with the changes. The quality of human activities has a pivotal role in the changes, and it is observed that activities with lack of human values have lead to several negative changes including global recession. It is important to understand what are the changes and whether the fundamental cause of changes is natural or controllable. This paper discusses the ancient wisdom on the cause of changes and the possible solution based on that.

TD-3, Tuesday, December 22, 03:35-04:55 P.M

Session: Finance-II

Session Chair: T. Manjumatha

Bapuji Academy of Management & Resaerch

7495 Applying Soft Computing in Stock Market Prediction Using Sequential Combination of Econometrics, Fuzzy Logic and Neural Network

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Initially through computational analysis we are testing financial data using correlation tests, likelihood test, heteroscedastic characteristics analysis and hypothesis test. These statistical and econometrical tests give us exact nature of data set. Optimized Subtractive data clustering method is used to cluster the data and create fuzzy membership functions by using Sugeno-type fuzzy interface system (FIS). Finally we are using optimized hybrid learning algorithm in customized Adaptive Neural Fuzzy Interface System (ANFIS) to train the network. we got an efficient adaptive neural-fuzzy network to check and test the data sets and use it for forecast the stock market index.

7569 Micro Finance Institutions in India

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More than subsidies poor need access to credit. Absence of formal employment make them non 'bankable'. This forces them to borrow from local moneylenders at exorbitant interest rates. Many innovative institutional mechanisms have been developed across the world to enhance credit to poor even in the absence of formal mortgage. The present paper discusses conceptual framework of a microfinance institutions in India and their challenges. The successes and failures of various microfinance institutions around the world have been evaluated for the study in detail and the lessons learnt have been incorporated in a model microfinance institutional mechanism for India.

7634 Waiver of Entry Load in Mutual Funds

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This paper talks about the impact of the new regulation of SEBI on the waiver of entry loads in mutual funds. There remains a potential conflict of interest between asset management companies and the distribution channel with respect to the issue of entry loads. The paper also makes an attempt to analyze the impact of waiver of entry loads as proposed by SEBI and explore the possibility of a more rational solution. An attempt has been, through this paper, made to critically evaluate the consequences of reducing the entry load rather than completely waiving it off.

TD-4, Tuesday, December 22, 03:35-04:55 P.M

Session: Marketing-III

Session Chair: Sanskritirani Desai

IBS, Mumbai

7598 How Customer Satisfaction Relates to Repurchase; A Logistic Regression Model

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Business has begun to give more importance to customer satisfaction and is now using the concept as a strategic tool. This is led to regular satisfaction surveys among consumers throughout the globe. But while companies are reporting very high satisfaction rates repurchase levels remain surprisingly, very low. It is therefore, necessary know how satisfaction relates with repeat sales. The represent paper investigates the relationship between satisfaction and repurchase. Empirical evidence supports the current view that it is 'complete' satisfaction which may bring predicted repurchase intentions using complete/satisfaction as the independent variable, in 73% cases.

7599 Technological Diversification: Issues and an Empirical Study

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Innovators have processes of "exploration" and "exploitation"; and have to decide on the level of technological diversification (TD). This paper seeks to raise following issues: (1) It is reported that higher broad TD (BTD) is associated with lower returns. Issue is when this is true: when processes of "exploration" and "exploitation" are done under one roof or are managed with different departments. (2) Second issue is that how should BTD be associated with different phases of the technological "S" curve. We seek to address these issues by taking up a case of a FORTUNE 500 company.

7703 The Most Appropriate Customer Equity Model - The Search is On : A Critical Analysis

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Measuring customer equity helps in quantifying the value of the firm and several customer equity models have been proposed by researchers in the recent past to help manage a firm's marketing expenditures to maximize its customer equity. This research paper reviews the existing models of customer equity and the different measurement approaches used. It highlights the key features of each of the models and draws some comparisons among the various models in terms of the measurement approach used, the underlying assumptions, the data required, the contributions made in the customer equity literature and the shortcomings of the various models.

TD-5, Tuesday, December 22, 03:35-04:55 P.M
Session: HR Issues in Management Education
Session Chair: Dolphy Abraham
St. Josephs College of Business Administration

7407 Emotional Labour in the Education Industry
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Emotional labor concerns with emotions in organization life and organizational attempts to control and direct how employees display emotions to customers. Teaching is a profession that requires almost constant interaction with students involving a high level of emotional labour. This paper reviews literature on emotional labour and studies its different constructs in the teaching profession. Data was collected from teachers teaching at the graduate and post graduate level in reputed colleges. It also reports on the association between the variables of emotional labour, emotional exhaustion and job satisfaction.

7421 Big Five Personality Traits and its Relationship to Job Satisfaction of Management Faculty
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Personality is one among the many factors that act as a source of job satisfaction Locke (1976). The idea can be traced back to the Hawthorne Studies (Roethlisberger, 1941). Schneider and Dachler (1978), noted that job satisfaction seemed very stable over time, and that it might be the product of personality traits. 100 management faculty from 10 business schools were surveyed adopting standardized tools. This study assesses big five personality traits and general job satisfaction. The findings will aid management institutions in selecting, and retaining faculty as higher job satisfaction is linked to higher levels of productivity, effectiveness and commitment.

7489 Looking beyond the First Job: A Career Planning Approach for MBA Students
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A Career Planning course for 2nd year PGDM (MBA) students is described. The objective of the course was to get the student to think beyond the first job and the salary package, and focus on the recruiter's as well as their own priorities. The 1-credit course focused on skills, values and interest self-assessment so that the students are better prepared for whatever the 2009-10 placement season may bring. The students also worked on developing interviewing, job seeking and resume writing skills. We discuss what we learned from the first offering of this course and the changes we are planning.

TD-6, Tuesday, December 22, 03:35-04:55 P.M
Session: Evaluation of IT
Session Chair: Rahul Kulkarni
Smt. S.M. Agrawal Institute of Management

7607 Security Issues in Mobile Ad Hoc Networks & Internet

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In this paper, we discuss security issues and their current solutions in the mobile ad hoc network and internet. As Internet is fast growing technology, we can get access to everything all over the world. But every coin has two sides as Internet is so much advantageous there are various threats occur in the use of Internet, we call them as 'Cyber Crime'. Because of these cyber crimes, viruses & hacking, everyone wants to be secure in the field of Internet. The use of Internet can be made secure by making the use of appropriate Antivirus, Firewall & regular Software updates.

7614 Usability Evaluation of Educational e-governance in Colleges of Maharashtra

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Maharashtra government promoted universities and colleges to implement electronic governance software for availing e-services to students and other stakeholders. Universities implemented Digital University software at their campus and Digital College software at affiliating colleges. Software is developed and maintained by Maharashtra Knowledge Corporation Limited. The government and MKCL expects universities and colleges to become competitive with the implementation of this software and are able to provide many services to students in electronic way, right from applying for admission to convocation, anywhere and anytime. The project has specific objectives. We evaluated this educational e-governance project for usability issues.

7615 Cloud Computing -An Emerging Trend Issues & Challenges

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Cloud computing is a general term for anything that involves delivering hosted services over the Internet. These services are broadly divided into three categories Infrastructure-as-a-Service Platform-as-a-Service, and Software-as-a-Service. The name cloud computing was inspired by the cloud symbol that's often used to represent the Internet in diagrams. A cloud service has three distinct characteristics that differentiate it from traditional hosting. It is sold on demand typically by the minute or the hour it is elastic, a user can have as much or as little of a service as they want at any given time.

7616 Evaluation of IT System Architecture in Indian Banks

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The Indian banks have moved from branch centric decentralized total branch automation architecture to Centralized core banking architecture. The centralization of IT Systems makes it easier to administer the system, implement the correct security policies on the system and control the system access. There are advantages of centralized IT system architecture in the bank. However centralization also has got certain disadvantages like it creates a single point of failure in the IT Systems – hence all mission critical centralized IT Systems require alternate hot systems to take over operations in the event of failure of centralized systems.

7617 Measuring the Performance of IT Security Systems in Indian Banks

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The IT Security systems in Indian banks are measured based on the incidence reporting system that exists in the Indian banks. The incidence reporting system is a single point of contact inside the bank for reporting any information security incidences. As most of the Indian banks have implemented CBS, any IT security incidence has to be resolved quickly else it may have serious consequence for the bank. We propose using the incidence database and data about the incidence like when the incidence got resolved, what was the root cause behind the incidence, was the root cause resolved or not etc.

TD-7, Tuesday, December 22, 03:35-04:55 P.M
Session: Business Schools and Recession
Session Chair: Hari Maram
TASMAC

7410 B Schools- Are we just passive spectators?

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Education and Industry have always gone hand in hand. The institutions have not only produced graduates to the society but have acted as catalysts for bringing about changes in industrial management through their active consultancy works. With a sudden spurt of lot many Business schools affiliated to many Universities, there arises a question of the contributions of these institutes to the industry in helping them combat recession. This paper tries to trap the role of management institutes in beating recession, through an empirical study of Management Institutes in Coimbatore District , Tamilnadu.

7458 Impact of Recession on Management Education Sector

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Whole world trembles when they hear the word Recession. The recession has an impact on all sectors of business. India is one of the countries who have a link and strong base in Education from ancient period. This paper reveals opinion of Students and teaching faculties on recession and its impact on educational sector. Data is collected using a Questionnaire.

7498 Economic Competiveness of India and Role of B-Schools

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After the present global recession that started with the **sub-prime crisis** in the USA, the sustainability of financial capitalism is in question. We are unpalatably confronted with the question: what shall we do with that economic structure that fails and crumbles down like anything so easily and unpredictably? The fragility lies in its unpredictability. Perhaps this is for the first time in history that world has witnessed such a downturn so mutely with the highest ever deposit of professional managers who were MBA graduates. So a soul searching exercise in the form of serious introspection is needed indeed.

7632 Attitude of B-School Students' toward Business Ethics

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The introduction of business ethics courses into the business education curriculum has been advocated for some time now in India. In the backdrop of the global slowdown, some B-Schools in the country are redesigning their syllabus to groom students to cope up with a withering employment market. What is the attitude of students towards courses in business ethics? Do they really perceive that studying these courses will have any significant impact on managerial skills? Is there any difference in perceptions based on gender, age, employment history? This research will conduct a study regarding students' attitudes towards business ethics in India.